



General Assembly

Distr.: General
26 February 2019

Original: English

Seventy-third session

Agenda item 152

Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for the period from 1 July 2019 to 30 June 2020

Report of the Secretary-General

Contents

	<i>Page</i>
I. Mandate and planned results	5
A. Overall	5
B. Planning assumptions and mission support initiatives	6
C. Regional mission cooperation	15
D. Partnerships, country team coordination and integrated missions	15
E. Results-based-budgeting frameworks	16
II. Financial resources	61
A. Overall	61
B. Non-budgeted contributions	62
C. Efficiency gains	62
D. Vacancy factors	62
E. Contingent-owned equipment: major equipment and self-sustainment	63
F. Training	64
G. Disarmament, demobilization and reintegration and repatriation	65
H. Weapons and ammunition management	66
I. Other programmatic activities	67

* Reissued for technical reasons on 14 May 2019.



J. Quick-impact projects	69
III. Analysis of variances	71
IV. Actions to be taken by the General Assembly	75
V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286 and 72/290 , including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly	76
A. General Assembly	76
B. Advisory Committee on Administrative and Budgetary Questions	83
Annexes	
I. Definitions	87
II. Organization charts	89
Map	91

Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) for the period from 1 July 2019 to 30 June 2020, which amounts to \$925,498,900.

The proposed budget in the amount of \$925,498,900 represents a decrease of \$4,713,000, or 0.5 per cent, compared with the apportionment of \$930,211,900 for the 2018/19 period.

During the period from 1 July 2019 to 30 June 2020, MINUSCA will implement the overall strategic objective mandated by the Security Council in its resolution [2448 \(2018\)](#). As emphasized in the renewed mandate, in addition to protecting civilians and facilitating the creation of a secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance, the Mission will strengthen its support for the peace process, address systemic challenges to safety and security, including enhanced duty of care for personnel, in line with recent initiatives to improve the response of the Mission with regard to the protection of civilians, improve the overall security of peacekeepers and continue focused efforts on core peacekeeping activities through its overarching political strategy.

The proposed budget provides for the deployment of 169 military observers, 11,481 military contingent personnel, 400 United Nations police officers, 1,680 formed police unit personnel, 721 international staff (including 31 temporary positions), 616 national staff (including 8 temporary positions), 229 United Nations Volunteers and 108 government-provided personnel.

The total resource requirements for MINUSCA for the financial period from 1 July 2019 to 30 June 2020 have been linked to the objective of the Mission through a number of results-based frameworks, organized according to components (security, protection of civilians and human rights; support for political, peace and reconciliation processes; fight against impunity, and support for the 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 of the Mission, 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 (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Military and police personnel	449 025.0	487 538.5	483 017.1	(4 521.4)	(0.9)
Civilian personnel	200 280.3	197 695.4	199 942.2	2 246.8	1.1
Operational costs	230 567.6	244 978.0	242 539.6	(2 438.4)	(1.0)
Gross requirements	879 872.9	930 211.9	925 498.9	(4 713.0)	(0.5)
Staff assessment income	13 994.2	14 726.7	13 927.6	(799.1)	(5.4)
Net requirements	865 878.7	915 485.2	911 571.3	(3 913.9)	(0.4)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	879 872.9	930 211.9	925 498.9	(4 713.0)	(0.5)

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 2018/19	—	—	—	—	115	84	2	37	—	238
Proposed 2019/20	—	—	—	—	127	88	2	45	—	262
Components										
Security, protection of civilians and human rights										
Approved 2018/19	169	11 437	400	1 680	49	30	7	27	108	13 907
Proposed 2019/20	169	11 437	400	1 680	50	30	7	27	108	13 908
Support for political, peace and reconciliation processes										
Approved 2018/19	—	—	—	—	56	10	—	24	—	90
Proposed 2019/20	—	—	—	—	56	10	—	24	—	90
Fight against impunity, and support for the extension of State authority and rule of law										
Approved 2018/19	—	—	—	—	49	111	—	13	—	173
Proposed 2019/20	—	—	—	—	49	111	—	13	—	173
Support										
Approved 2018/19	—	44	—	—	404	367	30	109	—	954
Proposed 2019/20	—	44	—	—	408	369	30	120	—	971
Total										
Approved 2018/19	169	11 481	400	1 680	673	602	39	210	108	15 362
Proposed 2019/20	169	11 481	400	1 680	690	608	39	229	108	15 404
Net change	—	—	—	—	17	6	—	19	—	42

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

^b Includes 108 National Professional Officers and 508 national General Service staff.

^c Funded under general temporary assistance: 31 international staff, 1 National Professional Officer and 7 General Service staff.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established by the Security Council in its resolution [2149 \(2014\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2448 \(2018\)](#), by which the Council extended the mandate to 15 November 2019.

2. The Mission is mandated to help the Council achieve an overall strategic objective, namely, to support the creation of the political, security and institutional conditions conducive to the sustainable reduction of the presence of, and threat posed by, armed groups.

3. Within this overall objective, MINUSCA 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 four components (security, protection of civilians and human rights; support for political, peace and reconciliation processes; fight against impunity, and support for the 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 objective of the Security Council within the anticipated 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 MINUSCA in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the approved budget for the 2018/19 period, have been explained under the respective components.

5. In its resolution [2448 \(2018\)](#), the Council decided that MINUSCA would comprise up to 11,650 military personnel, including 480 military observers and military staff officers, 2,080 police personnel, including 400 individual police officers, and 108 corrections officers, and included new tasks as follows:

(a) The provision of stronger support for the peace process led by the Panel of Facilitators of the African Initiative for Peace and Reconciliation in the Central African Republic through:

(i) The participation of the Special Representative of the Secretary-General as a full member of the Panel, including substantive and mediation support for the African Initiative and a stronger convening and coordinating role of international support for the African Initiative to support the implementation of an eventual peace agreement;

(ii) The facilitation of coherence and unity within the Panel of Facilitators to connect local and national peace efforts with the ongoing efforts to advance disarmament, demobilization and reintegration, security sector reform, the fight against impunity, and the restoration of State authority;

(iii) The provision of good offices and technical expertise for the preparation and conduct of an inclusive and transparent electoral process;

Note: The following abbreviations are used in tables: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer; USG, Under-Secretary-General.

(iv) The development of a regional approach for country-specific strategies that could promote greater collaboration between the Central African Republic and its neighbours on cross-border security and other issues of common and bilateral interest;

(v) More proactive use of strategic communications, in particular radio and other tools, to support its protection of civilians strategy, in coordination with the authorities of the Central African Republic;

(b) The provision of enhanced planning and technical assistance, as well as limited logistical support, for the redeployment of a limited number of personnel of the national defence and internal security forces.

6. The mission headquarters and logistics base are located in Bangui and will continue to support 114 sites in Bangui and across the country. Mission locations comprise 12 field offices, including Bangui, with civilian, police and military units, and other field locations and sites consisting of military and police units.

B. Planning assumptions and mission support initiatives

7. Over the past year, the support from MINUSCA has contributed to increased security and political stability in the Central African Republic. The Mission, in cooperation with partners, has established and implemented a number of key initiatives in support of the Central African authorities that have led to advancements in the peace and reconciliation process and improved security and the protection of civilians, as well as to the extension of the State presence across the country through the deployment of civilian personnel of the State and the national defence forces. The Government continued to implement the donor-supported National Recovery and Peacebuilding Plan. The financial delivery rate and disbursement capacity of the Plan increased significantly in 2018.

8. Under the auspices of the African Initiative for Peace and Reconciliation, which is led by the African Union with United Nations support and recognized as the main framework for the peace process in the Central African Republic, talks begun on 24 January 2019 in Khartoum resulted in the signing on 6 February 2019 in Bangui of the Political Agreement for Peace and Reconciliation in the Central African Republic by the Government and the 14 recognized armed groups. Complementary to the peace efforts of the African Initiative and supported by MINUSCA, government actors have been involved in local-level peace agreements tailored to the specific local context. These have resulted in improved community relations across the country and helped to reduce violence. As part of the national strategy for the restoration and extension of State authority, the Government, with the support of MINUSCA, deployed and trained 16 prefects, 68 sub-prefects and more than 750 State actors (teachers), recruited and trained 500 police and gendarmerie and initiated the recruitment of 1,023 personnel of the Central African armed forces based on its security sector reform plans. The Special Criminal Court held its inaugural session and launched investigations, and a steering committee was set up to assist the Government in establishing a truth, reconciliation and victim protection commission. Notwithstanding these developments, the institutional capacities upon which the implementation of the above-mentioned reforms depends, remain weak, and the situation is further exacerbated by the lack of public trust in State institutions.

9. The Mission protected civilians and sought to reduce the presence and threat of armed groups through comprehensive military and civilian-led initiatives, early warning mechanisms, ongoing geographically focused military operations and the maintenance of a robust and flexible presence of the Mission's force. Complementing its support for local peace agreements, the Mission also supported community

dialogue and reconciliation initiatives and military and police-led operations, including strategic arrests, and conducted disarmament, demobilization and reintegration and community violence reduction programmes that created conditions conducive to the extension of State authority. Although the security environment has improved as a result of the Mission's operations, the stability of the Central African Republic is continually challenged by the presence of armed groups and criminal gangs who remain in control of large parts of the country and influence public perceptions using sectarian and hate rhetoric to aggravate community tensions.

10. The implementation of the national security sector reform strategy and the progressive deployment of the Central African armed forces and internal security forces, as well as the implementation of the disarmament, demobilization and reintegration pilot project, supported by MINUSCA, have contributed to the extension of State authority and have begun, in places, to create confidence within the population in the national defence and internal security forces. However, the capacity of the State to manage the security crisis remains weak, allowing armed groups to continue to threaten civilians, illicitly exploit natural resources, undermine security and the rule of law and spoil peace and reconciliation initiatives in order to maintain their control. The continuing instability is exacerbated by weak social cohesion and a deep-rooted sense of marginalization among certain communities, particularly those in the isolated and sparsely populated eastern part of the country, where public administration, basic State infrastructure and financial institutions remain severely limited or absent and where access to humanitarian assistance is limited. Notwithstanding efforts to revitalize the economy, particularly in the western part of the country, the Central African Republic continues to face the challenges of extreme poverty, poor governance, inequality in the distribution of resources, low levels of education and limited service delivery.

11. During the past year, the Central African Republic faced increased violence in the eastern and north-western parts of the country, where armed groups are competing and mobilizing resources through the control of mining sites, markets, transhumance corridors and the communication axis. In spite of the Mission's efforts to stabilize the security situation outside of Bangui and to support the national judiciary in holding perpetrators accountable for their criminal acts, this has led to the further fragmentation of armed groups, the emergence of new armed groups and shifting political/economic alliances. Local militias, notably in the west and south-centre/east of the country, benefit from the prevailing situation of impunity and continue to commit exactions against the population and humanitarians. The dynamics of the conflict are compounded by intercommunal violence along ethnic and religious lines, with increased targeting of the Muslim population.

12. In this context, populations have been displaced and additional humanitarian requirements have emerged. As of January 2019, there were more than 648,000 internally displaced persons in the Central African Republic and some 585,000 Central African refugees outside the country. Non-governmental organizations continue to perform life-saving work in an increasingly volatile environment that is aggravated by the direct targeting of international actors, in particular aid workers.

13. The assumptions underlying the planned activities of the Mission for the 2019/20 period include:

(a) The political process led by the African Initiative for Peace and Reconciliation will progress following the signing of the Political Agreement for Peace and Reconciliation in the Central African Republic between the Government and the main armed groups on 6 February 2019. The implementation phase will require extensive support from MINUSCA, which will be taking part in the follow-up mechanisms, together with the African Union and other partners. This will include,

in particular, support for the transitional security arrangements and justice mechanisms to be established in accordance with the Agreement. In collaboration with the Government, the Mission will also continue its efforts to increase the participation of armed elements that were not initially part of the Agreement in order to mitigate sporadic violence, while working to address root causes of the conflict, and ensure greater inclusion of all communities, in particular those that have been traditionally marginalized;

(b) The Government, with support from MINUSCA and partners, will implement some elements of the Political Agreement for Peace and Reconciliation in the Central African Republic. This may not, however, ensure a sustainable impact, given the risk of greater instability in certain areas and among certain groups who feel excluded or targeted. Not all armed groups will respect their commitments in the implementation of the Agreement. Despite steps taken at the national and local levels to foster the inclusion of marginalized communities and deliver peace dividends to the population, actors not belonging to the main armed groups or members of the population dissatisfied by the peace process may resort to violence;

(c) The establishment of the political, security and institutional conditions required to reduce the threat or presence of armed groups will remain a challenge. The establishment of those conditions would fundamentally transform the political and security dynamics, enabling a strategic shift in the country towards the pursuit of future stability. It is expected that the engagement of international, regional and local partners in the political process and other key areas related to the stability of the Central African Republic will continue to require substantive advocacy and coordination by MINUSCA, while resources from the international community in support of the Central African Republic are expected to decline;

(d) National elections will proceed as scheduled for the 2020/21 period. Leading up to the elections, progress will be made in improving the quality of the electoral process and strengthening the country's democratic system. Such progress will serve as a catalyst for reconciliation in that issues related to citizenship will be addressed through voter registration. The Government, with the support of MINUSCA and international partners, will adopt a legislative framework adequate for conducting free and fair elections and make efforts to ensure the participation of refugees, internally displaced persons and minorities in the polls. However, if these efforts are not fully realized, the electoral process could potentially be undermined, particularly in areas that remain under the control of armed groups;

(e) The improved security situation in the west of the country will be further consolidated, facilitating the delivery of basic services. However, the Political Agreement for Peace and Reconciliation in the Central African Republic may not translate into an immediate improvement in the security situation across the country, and sporadic violence may continue in certain areas. Armed groups and local criminal groups may not abide by their commitments of non-violence against the civilian population, and some level of defection from the national disarmament, demobilization, reintegration and repatriation programme by participating armed groups is also likely. Various stakeholders, including within the Government, civil society and armed groups, may begin positioning themselves for the 2020/21 elections, which could potentially destabilize the political, security and humanitarian situation in the country;

(f) The country, with the support of international partners, will start the implementation of major reforms, including decentralization, which will positively change the dynamics among State and non-State actors and create opportunities for further extension of State authority. The establishment of joint bilateral commissions with neighbouring countries will begin to address the transnational dimensions of the

conflict, improve relationships with neighbours and help ensure the territorial integrity of the Central African Republic;

(g) A functioning Special Criminal Court will begin to investigate serious crimes, addressing long-standing issues of impunity, leading to national reconciliation. The Government will develop and implement a national strategy for transitional justice with support from the population that will seek to bring justice for victims of violence, in particular women and children. The Government may call on MINUSCA for support in carrying out arrests of alleged perpetrators, which, in conjunction with other criminal justice efforts, will have the potential to address impunity;

(h) The humanitarian situation is expected to remain grim, despite the signing of the Political Agreement for Peace and Reconciliation in the Central African Republic, as a result of continued insecurity caused by the activities of armed and criminal groups. Some humanitarian partners will begin to transfer some of their initial efforts to deliver basic services, in particular in the areas where the security situation has improved, although the transition will remain limited owing to instability. Improvements in infrastructure and the delivery of these services across the country and through local authorities will remain challenging. Increased public trust of national authorities, including the Central African armed forces and internal security forces, will create the conditions for the progressive, voluntary return of displaced Central Africans and refugees, further contributing to the extension of State authority and humanitarian access;

(i) Effective mechanisms to accelerate the disbursement of funds for the country's National Recovery and Peacebuilding Plan will be introduced, helping the Government to advance in the implementation of development and peacebuilding programmes that are expected to improve the lives of Central Africans. Increased disbursements will have a positive impact on the country's economy and may lead to improved security conditions. However, significant progress in economic and social development is unlikely, as the presence and impact of development partners in the country is expected to remain limited;

(j) In spite of logistical and infrastructure constraints in the country, the Mission's response to security threats will improve as a result of an effective military and police posture, as well from increased flexibility and mobility across the country, as stated in the resolution [2448 \(2018\)](#).

(k) As in prior periods, one of the major assumptions underlying the operations and plans of the Mission during the 2019/20 period is the provision of the resources necessary to effectively and fully implement its mandate, and the understanding that the Mission will undertake initiatives to achieve further efficiencies, where feasible.

Main priorities of the Mission

14. To achieve its strategic objective during the 2019/20 period, the Mission has been mandated to continue to focus on four core peacekeeping priorities: the protection of civilians; the provision of good offices and support for the peace process, including national reconciliation, social cohesion and transitional justice; the facilitation of the creation of a secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance; and the protection of United Nations personnel and property.

15. In addition to those priority tasks, MINUSCA is mandated, within its capacities and resources and in coordination with the Government of the Central African Republic, to pursue tasks related to support for the extension of State authority, the deployment of national defence and internal security forces and the preservation of

territorial integrity; security sector reform; disarmament, demobilization, reintegration and repatriation and community violence reduction programmes; the promotion and protection of human rights; and support for national and international justice, the fight against impunity, and the rule of law. These tasks and the four priority tasks set out in paragraph 14 above are mutually reinforcing.

16. Taking into consideration its mandate and the above assumptions, the Mission will strive to achieve progress towards its strategic objective, which is to support the creation of the political, security and institutional conditions conducive to the sustainable reduction of the presence of, and threat posed by, armed groups. This will be achieved through a comprehensive mission-wide approach enabling a proactive and robust posture without prejudice to the basic principles of peacekeeping. The Mission will also help reverse the spread of violence in the Central African Republic, preserve territorial integrity and assist the Government in addressing the political and security challenges of the country by focusing its activities on the three interrelated thematic components outlined in the sections below, and on the priorities identified therein.

Security, protection of civilians and human rights

17. As the highest priority in its mandated activities, MINUSCA will focus on improving the security situation across the country, while supporting the Government to consolidate its presence in areas where violence is significantly reduced, and enhancing the protection of civilians and United Nations personnel. As the Mission continues to implement its strategy for the protection of civilians, including by using strategic communications in a more proactive manner, it will support the national authorities in increasing government capacities and taking greater ownership of the protection of civilians. The Mission will continue to seek to decrease human rights violations through coordinated military and civilian initiatives and strengthened early warning mechanisms, and will work with communities to prevent crises and sudden outbreaks of violence.

18. The Mission will focus on the articulation of a Mission-wide comprehensive integrated strategy anchored in the peace process that will link national, regional and local peace efforts, as well as ongoing support for security sector reform and disarmament, demobilization and reintegration and the upcoming presidential, legislative and local elections in 2020/21. The Mission will ensure the alignment of the security and political dimensions of the strategy to the political process, supported by a robust and mobile Mission presence in emerging hotspots to mitigate violence, protect civilians and create conditions conducive to a political solution to the conflict, while implementing mechanisms to prevent security and humanitarian crises in other areas through increased coordination with civilian components, the United Nations country team, humanitarian actors and the civilian population. The Mission's strategy, which will be aligned with the national security strategy, envisages coordinated actions on military operations of military and police units of the Mission with national defence and internal security forces to enhance joint planning and technical cooperation and the introduction of limited logistical support for the Central African armed forces and the internal security forces, in accordance with the human rights due diligence policy. The Mission will continue to support the national authorities in conducting an inclusive recruitment campaign for the Central African armed forces and the internal security forces, including through efforts to integrate demobilized combatants and to reinforce public trust in national forces and address some of the key demands of armed groups under political settlements in place.

19. In addition, the Mission will work to improve the protection and promotion of human rights in the country, with a specific focus on women and children. The Mission will monitor, help investigate, report on and support the prosecution of

violations of international humanitarian law and human rights, including all forms of sexual violence and abuse, in particular, those committed against women and children, and support the strengthening of national legislation and mechanisms in this regard.

Support for political, peace and reconciliation processes

20. The Mission will prioritize political support for the peace process following the signing on 6 February 2019 of the Political Agreement for Peace and Reconciliation in the Central African Republic under the framework of the road map for the African Initiative for Peace and Reconciliation, which was adopted in July 2017 under the national leadership and supported by all key stakeholders, comprising the African Union, the Economic Community of Central African States and the International Conference on the Great Lakes Region, with the support of Angola, Chad, the Congo and Gabon, as an indication of their commitment to the establishment of sustainable peace in the Central African Republic. The Agreement constitutes the only framework for a comprehensive political solution in the Central African Republic. With the participation of the Special Representative of the Secretary-General in the Panel of Facilitators of the African Initiative for Peace and Reconciliation, the peace process should yield a reduction in violence, a sustainable reduction in armed group activity and the progressive extension of State authority throughout the country. It is in this context that the Mission will fully support the implementation phase of the peace process. The Mission will strengthen its substantive support for the implementation of the Agreement facilitated by the African Union with the support of MINUSCA and strengthen its role in convening and coordinating international support. Greater involvement of the Mission in the African Initiative for Peace and Reconciliation and the implementation process will ensure coherence in the political process by aligning regional, national and local peace initiatives and bringing a people-centred approach and the core concerns of the population to the peace process.

21. Following the signing of the Political Agreement for Peace and Reconciliation in the Central African Republic, the Mission will continue to implement local-level peace initiatives with local authorities and communities (such as women, youth, civil society and religious leaders) as part of the integrated Mission-wide efforts to prevent violence against civilians, strengthen social cohesion and build acceptance for the restoration of State authority.

22. As an immediate mandated objective and as part of its wider support for the political process in the country, the Mission will support the national authorities in preparing for the national elections expected to take place in 2020/21. Elections will serve as an opportunity for the country to address the root causes of the conflict, including national identity and the rights of its citizens. A free, fair and inclusive electoral process, which takes into account the population's grievances and reconciles the demands of different actors into the peace process, will prepare the Central African Republic for lasting stability and development.

23. The implementation of the national security sector reform strategy will continue, contributing to the extension of State authority and improving public confidence in the State, as a result of the expected inclusive recruitment campaigns and the integration of demobilized elements of armed groups. Their demobilization and integration into the national defence and internal security forces is expected to create the conditions for the progressive and voluntary return of internally displaced persons and refugees and facilitate humanitarian access. However, the sustainability of their deployment will continue to be at risk, given the scarcity of resources to remunerate and equip them. The Mission will continue to support and strengthen civilian oversight and support the introduction of an effective military justice system to improve accountability in the security sector.

24. In addition, MINUSCA will continue to support the national authorities in the disarmament, demobilization and reintegration of armed group elements across the country. The Mission will coordinate disarmament, demobilization and reintegration programmes with partners and donors, ensuring that the strategies applied are in line with political settlements in place, and help the Government to secure commitments from armed groups under the national disarmament, demobilization and reintegration programme currently under way. Complementary to disarmament, demobilization and reintegration operations, the Mission will expand the use of its community violence reduction programmes, in collaboration with the United Nations country team, to reduce violence and create conditions for the deployment of State authority and the implementation of local peace initiatives and community capacity-building and reconciliation programmes.

The fight against impunity, and support for the extension of State authority and rule of law

25. The Mission, in close coordination with development partners, will continue efforts to establish effective and functioning justice and corrections institutions, including the Special Criminal Court. In addition, the Mission will support the Government in the establishment of new mechanisms for transitional justice and the strengthening of existing mechanisms that will address impunity and promote national reconciliation.

26. The Mission will support the restoration and extension of State authority in key areas that have become more stable following the redeployment of the national defence and internal security forces and through local peace agreements and dialogue. MINUSCA will also focus its support for the national authorities on identifying partners, including members of the United Nations country team, who are better suited for the implementation of the medium- and long-term objectives of increasing access to basic social services, within the framework of the implementation of the National Recovery and Peacebuilding Plan.

27. The Mission will make more proactive use of strategic communications, including through the use of relevant communication tools, to implement a coherent and comprehensive communications and outreach strategy involving the Government of the Central African Republic, to ensure better understanding of local perceptions and motivations, to inform the population about the implementation of the peace process, to prepare for the electoral process, to explain the Mission's mandate and its actions and to strengthen its monitoring of the media and hate speech. The strategy will continue to focus on the wider peace process and will support the Mission's efforts to reduce community tensions and promote dialogue and national reconciliation. The Mission will continue to use radio and all social media tools to inform the public, parties to the conflict, regional and international actors, and other stakeholders of its role in the Central African Republic and in the peace process. The strategy, which will be tailored to the unique profiles of the diverse communities, will promote dialogue and consultation at the local level. The Mission will also mainstream community engagement across its activities, taking a community-based approach to peacekeeping. A particular focus will be placed on engaging women, youth and other marginalized groups to better understand their perceptions, needs and expectations and to enhance their participation in decision-making at the local level and as stakeholders in the broader political process.

28. The Mission will continue to support the implementation of its mandated tasks through programmatic activities and implementing partners, taking into consideration the tasks with medium- and long-term objectives that are best suited to partners in the Central African Republic. Those activities are described in section II.I of the present report.

29. In addition, the Mission will continue to combat sexual exploitation and abuse, building on the measures introduced in previous years that have led to a reduction in reported cases. It will strengthen the implementation of outreach programmes for the host population regarding the Secretary-General's zero tolerance policy on sexual exploitation and abuse and strengthen awareness of the United Nations expected standards of conduct, including prevention of sexual exploitation and abuse, the existing misconduct reporting mechanisms and other key messages, through practical media such as radio and text messaging.

30. The budget proposal for the 2019/20 period includes changes to the staffing establishment of the Mission in line with the new mandated tasks set out by the Security Council in its resolution 2448 (2018) and recommendations resulting from internal and independent reviews and investigations. The proposed staffing changes are under executive direction and management and mission support and are mainly to support: (a) the Office of the Special Representative of the Secretary-General in reinforcing its role in the peace process through its participation in the African Initiative for Peace and Reconciliation and the appointment of the Special Representative to the Panel of Facilitators of the Initiative, including substantive and mediation support, and a stronger role in convening and coordinating international support for the Initiative, including by promoting the international support group as the international framework for supporting the African Initiative and by providing other support for the implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic signed in February 2019; (b) the Joint Operations Centre of the Office of the Chief of Staff in efforts to strengthen the field offices with timely reporting, validation of information, operational coordination and crisis management, and to address systemic challenges of the Mission's performance with regard to the safety and security of personnel and the overall protection of civilians, including enhanced duty of care through the implementation of the casualty evacuation policy, in line with the recommendations contained in the report of the independent investigation by Brigadier General (retired) Fernand Marcel Amoussou and the action plan following the report on improving the security of United Nations peacekeepers by Lieutenant General (retired) Carlos Alberto dos Santos Cruz; and (c) the Strategic Communications and Public Information Service in more proactive use of radio and other tools to support its protection of civilians strategy, in coordination with the Central African authorities, to help the local population better understand the mandate of the Mission and its activities and to build trust with the citizens, parties to the conflict, regional and other international actors and partners on the ground.

31. The proposed staffing changes for mission support are primarily in the Services Delivery Service and the Geospatial, Information and Telecommunications Technologies Section. In the Services Delivery Service, the changes are to support the establishment of vehicle maintenance workshops in key areas of operation of the Mission outside of Bangui, in line with the recommendation contained in the report of the Office of Internal Oversight Services on fleet management in the Mission, and to provide for specialist medical services that are not available in the host country, in line with the recommendation in the health risk assessment conducted by the Headquarters medical assessment team. In the Geospatial, Information and Telecommunications Technologies Section the changes are to provide expertise and additional support for the implementation of new innovative technologies and maintain the integrity and security of the systems.

32. The mission support structure of MINUSCA reflects the main common elements of the standardized approach envisaged for field missions, namely, a three-pillared structure that will ensure that field support delivery is client-oriented, with uninterrupted and end-to-end delivery of services. The Mission proposes the

restructuring of its Mission Support Division (including the transfer of sections and the redeployment, reassignment and reclassification of posts) to further align it with the Headquarters initiative. In this regard, MINUSCA proposes to reorganize the Offices of the Director and Deputy-Director of Mission Support and other elements of the Mission Support Division into a structure that enables integrated units at multiple levels to work collaboratively. It is proposed that the overall restructuring of the staffing establishment of MINUSCA be achieved by reprioritizing existing approved civilian staffing resources and formalizing temporary arrangements through the reassignment and redeployment of functions, as detailed in the present report.

33. Projects involving accommodations for military contingent and formed police personnel in several camps in the area of operations, facilities for civilian personnel and other non-recurrent major alterations and refurbishment work were completed or are on track for completion by June 2019. These projects significantly improve the living conditions for personnel. The completed camps will reduce the requirement for self-sustainment for accommodations and other structures by the troop- and police-contributing countries for military contingent and formed police personnel, which has been reflected in the proposed budget for 2019/20. In the light of these achievements and other factors, the priorities for 2019/20 with regard to major construction are: (a) the construction of the Mission's first centralized integrated warehouse at the M'Poko site to shift from the unsustainable storage of materials and assets in sea containers at four different locations in Bangui, which will alleviate the serious challenges faced by Mission with regard to warehouse management and logistics and improve service delivery and supply chain management; and (b) the construction of a 5,250 metre perimeter boundary wall to protect the camps at the M'Poko and Fidèle sites in Bangui and strengthen perimeter security, which will replace the existing dilapidated fence consisting of ditches and berms that have been difficult to maintain, upgrade and reconstruct owing to the soil and the intensity of rainfall for prolonged periods. In addition, two projects are proposed for 2019/20 as the result of an internal review and host country requirements, comprising a combination of construction and prefabricated structures. Those projects consist of the establishment of vehicle maintenance workshops in the three sectors in accordance with the recommendation in the report of the Office of Internal Oversight Services on fleet management in the Mission to prioritize adequate repair and maintenance support for the Mission's vehicle fleet across the three sectors, given that there are currently no facilities or services in the field and given the trend over several years of consistently harsh conditions and the resulting rapid deterioration of vehicles, and the construction of an airport terminal to accommodate the Mission's air operations owing to the requirement of the host country that the operating capacity of its international airport in Bangui be fully dedicated to its increased air operations and that of commercial airlines.

34. In line with the environment strategy for field missions, MINUSCA will continue efforts to reduce its overall environmental footprint, including by implementing environmentally responsible solid and water waste management and power generation systems, building on the implementation of investments in these systems during the 2018/19 period. The Mission will continue to conduct systematic environmental inspections at all mission sites across the country, including temporary and permanent operating bases. In order to minimize risk with regard to solid waste, MINUSCA will continue the second phase of waste management projects. This will comprise the acquisition, installation and maintenance of waste incinerators and shredders and the implementation of a compost trial, with the objective of reducing waste.

35. The Mission will enhance the use of its personnel, mobility assets and capabilities for gathering timely, reliable and actionable information on threats to civilians, and the use of analytical tools to apply the information, in order to strengthen the performance of the Mission and protect its personnel. MINUSCA will

continue to deploy the tethered aerostat system (balloon), mobile sensors and mini tactical unmanned aircraft system (two aircraft) approved for the 2018/19 period under a letter of assist, for intelligence, surveillance and reconnaissance/early warning operations for the protection of all MINUSCA personnel. The Mission replaced the HoverMast systems under the same letter of assist with services for additional cameras on a cost-neutral basis. Those services are included in the proposed budget under security services under the facilities and infrastructure budget line. The mini tactical unmanned aircraft system is used to conduct high-resolution aerial surveys to provide real-time static images of cities and towns to assist in the planning of operational requirements and the protection of mission personnel. The Mission will acquire a tethered system through a commercial vendor and extend its use to each of the three sectors to provide mobile 24/7 day and night surveillance for the protection of the Mission's convoys. The system is included in the proposed budget under equipment under the communications and information technology budget line and is not associated with the existing system provided under a letter of assist.

C. Regional mission cooperation

36. The Mission will seek economies of scale in cooperation with missions in the region where feasible. It will continue to leverage existing assets of other missions following their downsizing and withdrawal to meet its requirements, if any. The Mission will continue to use the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) logistics hub located in Entebbe, Uganda, embedding two Field Service and two national General Service civilian personnel to perform support functions related to logistics, administration and supply chain management. The Regional Service Centre in Entebbe will continue to provide its client missions, including MINUSCA, with regional support in the areas of onboarding and separation, benefits and payroll, vendor payments, entitlements and official travel, claims processing (such as education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control and information technology services.

D. Partnerships, country team coordination and integrated missions

37. The Mission, in coordination with the African Union and the Economic Community of Central African States, will continue to seek the successful conclusion of the African Initiative for Peace and Reconciliation in the Central African Republic and the implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic. The Mission, in partnership with the United Nations Regional Office for Central Africa, will continue to seek to advance regional cooperation in support of stability in the Central African Republic.

38. The Mission will continue to work closely with the United Nations country team and other partners to implement the "new way of working" initiative across the humanitarian-development-peace nexus, in particular within the framework of the National Recovery and Peacebuilding Plan and the United Nations Peacebuilding and Development Assistance Framework. The United Nations will continue to co-chair the first pillar of the nationally led National Recovery and Peacebuilding Plan, on peace, security and national reconciliation, as well as the national steering committee for the restoration of State authority, and will contribute to the establishment of the necessary synergies to ensure complementarity between activities implemented by national actors, technical and financial partners, and the United Nations.

39. In cooperation with the United Nations country team, as well as international and regional partners, MINUSCA will continue to provide good offices, support and technical assistance to the national authorities for the implementation of the national strategy for the restoration and extension of State authority. The Mission will work closely with the United Nations country team, the World Bank and partners to mobilize resources and strengthen the capacity of the Government to extend its presence and the provision of services to the population, while prioritizing basic services and infrastructure. The Mission will continue to collaborate with United Nations specialized agencies operating in the Central African Republic to foster a “one United Nations” approach and to contribute to multidimensional and multidisciplinary responses to national priorities, while respecting the mandates of United Nations specialized agencies, funds and programmes, as well as humanitarian space. It will also continue to actively support national and local dialogue and reconciliation efforts with its partners.

40. In addition, the Mission will facilitate the increased presence of the United Nations specialized agencies, funds and programmes in the regions, including through the provision, on a cost-recovery basis, of office space, accommodation and other logistical support. This support will be provided in line with the recommendations of the independent strategic review of MINUSCA conducted in July 2018 and the “delivering as one” initiative, and is a key element of a wider strategy for transition and the progressive reconfiguration of the United Nations presence in the Central African Republic.

E. Results-based-budgeting frameworks

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

Executive direction and management

42. Overall mission direction and management are to be provided by the front office of the Office of the Special Representative of the Secretary-General. The proposed staffing complement is set out in table 1.

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 2018/19	1	–	5	2	5	13	6	2	21
Proposed posts 2019/20	1	–	10	4	5	20	6	2	28
Net change (see table 2)	–	–	5	2	–	7	–	–	7
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)									
Approved posts 2018/19	1	–	3	1	1	6	2	–	8
Proposed posts 2019/20	1	–	4	1	2	8	2	–	10
Net change (see table 3)	–	–	1	–	1	2	–	–	2

	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 Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2018/19	1	–	6	6	1	14	3	–	17
Proposed posts 2019/20	1	–	6	6	2	15	3	–	18
Net change (see table 4)	–	–	–	–	1	1	–	–	1
Office of the Chief of Staff									
Approved posts 2018/19	–	5	24	20	12	61	27	21	109
Proposed posts 2019/20	–	5	24	21	12	62	27	29	118
Net change	–	–	–	1	–	1	–	8	9
Approved temporary positions ^b 2018/19	–	–	–	1	–	1	1	–	2
Proposed temporary positions 2019/20	–	–	–	1	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2018/19	–	5	24	21	12	62	28	21	111
Proposed 2019/20	–	5	24	22	12	63	28	29	120
Net change	–	–	–	1	–	1	–	8	9
Strategic Communications and Public Information Office									
Approved posts 2018/19	–	1	3	10	7	21	46	14	81
Proposed posts 2019/20	–	1	4	10	7	22	50	14	86
Net change (see table 8)	–	–	1	–	–	1	4	–	5
Total posts									
Approved posts 2018/19	3	6	41	39	26	115	84	37	236
Proposed posts 2019/20	3	6	48	42	28	127	88	45	260
Net change	–	–	7	3	2	12	4	8	24
Total temporary positions									
Approved temporary positions ^b 2018/19	–	–	–	1	–	1	1	–	2
Proposed temporary positions 2019/20	–	–	–	1	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2018/19	3	6	41	40	26	116	85	37	238
Proposed 2019/20	3	6	48	43	28	128	89	45	262
Net change	0	0	7	3	2	12	4	8	24

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

^b Funded under general temporary assistance.

International staff: net increase of 12 posts

National staff: net increase of 4 posts

United Nations Volunteers: net increase of 8 positions

Office of the Special Representative of the Secretary-General

Table 2

Human resources: Office of the Special Representative of the Secretary-General

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	P-5	Senior Political Affairs Officer	Establishment	(Mediation adviser)
+1	P-5	Senior Political Affairs Officer	Establishment	
+1	P-4	Political Affairs Officer	Establishment	
+1	P-4	Coordination Officer	Establishment	
+1	P-4	Translation Officer	Establishment	
+1	P-3	Political Affairs Officer	Establishment	(Reporting officer)
+1	P-2	Political Affairs Officer	Establishment	(Reporting officer)
Total	+7	(see table 1)		

43. Further to the decision of the high-level meeting on the Central African Republic held on 27 September 2018, and subsequently outlined in the resolution of the Security Council [2448 \(2018\)](#), to reinforce the Mission's political role in the African Initiative for Peace and Reconciliation in the Central African Republic, a core team of staff is required to support, on a full-time basis, the engagement of the Special Representative of the Secretary-General as the United Nations representative on the Panel of Facilitators of the African Initiative for Peace and Reconciliation, as outlined in paragraph 5 of the present report and to provide appropriate support in the implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic, in coordination with other relevant sections of the Mission and collaboration with other key partners, including the African Union. In particular, the Mission's eventual support for the implementation of critical measures of the Agreement, including the transitional security arrangements and the follow-up mechanisms, will be crucial to the consolidation of peace throughout the country and mitigation of the risk of relapse of the conflict.

44. The core support team will comprise existing posts from the Office. In the light of the importance of the implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic as the key to success in bringing peace to the country and restoring and extending State authority, and given the sensitivity of the peace process and the need for confidentiality, it is proposed that the incumbents of the seven posts, as shown in table 2, report to the Special Representative of the Secretary-General, through his Senior Special Assistant. Experts from the Mediation Support Unit and staff members from other sections within MINUSCA and the United Nations country team will provide additional expertise or specific support for the team on an ad hoc basis.

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

Table 3

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

			<i>Posts</i>	
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	P-4	Special Assistant	Establishment	
+1	FS	Administrative Assistant	Establishment	
Total	+2	(see table 1)		

45. The Deputy Special Representative of the Secretary-General (Resident Coordinator) will continue to have the two roles of Resident Coordinator and Humanitarian Coordinator, and the Office of the Deputy Special Representative will continue to serve as the link between the Mission and the United Nations country team in ensuring a coherent, coordinated and integrated approach to strategic, programmatic and operational initiatives of the Mission, United Nations country team members and humanitarian partners in the Central African Republic and in implementing the Secretary-General's reform agenda and the new way of working across the humanitarian-development-peace nexus. While the functions of the Resident Coordinator were separated from those of the Resident Representative of UNDP starting on 1 January 2019, the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator) continues to ensure effective coordination between the Mission's component on extension of State authority and rule of law and the other components; supports the sections of the component in their work to achieve mandated objectives; and facilitates close integration between MINUSCA and the United Nations specialized agencies, funds and programmes.

46. In the context of the above-mentioned initiatives and commitments of the Organization and the Secretary-General and the need to make more effective use of resources system-wide, the Office is facing increased demands for coordination and support for integrated analysis, planning and programming among MINUSCA, the United Nations specialized agencies, funds and programmes and partners, as well as among different components within the Mission, including within the frameworks of the National Recovery and Peacebuilding Plan and the United Nations Peacebuilding and Development Assistance Framework. The Office has also been tasked with leading the development and coordinating the implementation of a long-term strategy for transition and the progressive reconfiguration of the United Nations presence in the Central African Republic.

47. The Office is hampered in its ability to effectively perform coordination and integration functions by the insufficient number of posts dedicated to providing direct support to the Deputy Special Representative of the Secretary-General (Resident Coordinator) in his two functions, including his responsibility for a variety of substantive issues requiring frequent interactions with multiple stakeholders. The Office requires additional coordination and administrative capacity to ensure that effective support can be consistently and continuously provided to the Deputy Special Representative.

48. In addition, as changes to the United Nations development system, including to the structure and funding of the resident coordinators offices, are implemented, support by the Development Operations Coordination Office and the agencies'

capacity for coordination in an integrated mission context are expected to diminish. The introduction of direct reporting lines from the heads of United Nations agencies to the Resident Coordinator, as part of the reform, will further strengthen the managerial responsibilities of the Office and the support it will provide.

49. In the context of the information provided above, it is proposed that two posts, as shown in table 3, be established to support the downstream impact of the additional administrative and coordination support expected to be required from the Office.

Office of the Deputy Special Representative of the Secretary-General (Political)

Table 4

Human resources: Office of the Deputy Special Representative of the Secretary-General (Political)

			<i>Posts</i>	
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	FS	Administrative Assistant	Establishment	
Total	+1	(see table 1)		

50. The Office of the Deputy Special Representative of the Secretary-General (Political) oversees the Mission's implementation of the key mandated tasks of protection of civilians, human rights monitoring and capacity-building, security sector reform, political affairs and support for the peace process, disarmament, demobilization and reintegration, and specialized protection for women and children. The Office is responsible for providing both administrative and substantive political support to the Deputy Special Representative of the Secretary-General, as well as for ensuring effective coordination between the pillar's four substantive divisions, three protection units and the Mine Action Service. The Office of the Deputy Special Representative of the Secretary-General supports the components of the pillar in their work to achieve mandated objectives and facilitates close integration with the rest of the Mission.

51. In accordance with the new mandate, as well as the recommendations of the Secretary-General and the recent strategic review, the Office is working with the Office of the Special Representative of the Secretary-General to significantly scale up the Mission's support for the African Union-led peace process in the Central African Republic, ensure broad popular support for the process and increase the participation of political parties, women's groups, internally displaced persons, refugees, youth and civil society. In addition, MINUSCA is mandated to increase its support for the development of a nationally owned comprehensive transitional justice framework as part of the peace process and for national reconciliation and local conflict resolution, as well as to exercise its good offices and provide technical support to the electoral process in a way that supports the peace process. In support of the African Initiative for Peace and Reconciliation, MINUSCA will also be required to expand its engagement with countries of the region, whose support will be critical to ensuring effective implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic. These additional tasks, as well as the increased senior-level engagement in the country and in the region, entail additional administrative requirements for the Office of the Deputy Special Representative, including increased coordination between senior national and regional interlocutors and coordination of the activities of a greater number of United Nations mediation and subject matter experts.

52. In addition, functions continue to expand with the adoption of the Mission's new strategy for the protection of civilians. As outlined in the mandate, the Mission

will enhance interaction with civilians in this regard and support the development of a wider comprehensive strategy for the protection of civilians involving national authorities, the United Nations country team, humanitarian and human rights organizations, and other relevant partners.

53. Dedicated support in the Office of the Deputy Special Representative with regard to the African Union-led peace process will ensure coherence in the political process by aligning regional, national and local peace initiatives, as well as bringing a people-centred approach and the core concerns of the population to the peace process. It will also ensure the continuation of support for other political, peace and reconciliation processes that have been carried out, on a temporary basis, by staff members from substantive units or sections of the Mission.

54. In this context, it is proposed that one post, as shown in table 4, be established to provide comprehensive coordination and administrative support to visiting United Nations experts and the Senior Mediation Adviser of the Office, thereby increasing the scope and ensuring the efficacy of the Mission's substantive mediation support for the peace process of the African Initiative for Peace and Reconciliation.

Office of the Chief of Staff

Table 5

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	P-2	Associate Board of Inquiry Officer	Establishment	
Total	+1			

55. The Board of Inquiry Unit continues to fulfil an administrative and internal review role in compliance with the accountability obligations of the Mission. The Board of Inquiry Unit serves as the secretariat for boards of inquiry that are convened by the Head of Mission. In 2018, the Unit took over the management of the joint investigation teams. Since the inception of the Mission, the responsibilities with regard to the review of cases of joint investigations had been shared by various sections under executive direction and management and were assigned on an ad hoc basis.

56. In 2017, the Board of Inquiry Unit completed 24 board of inquiry cases from 2014 to 2016 that had been pending. In 2018, the Board of Inquiry Unit completed 11 cases from 2014 to 2016 and managed 9 cases of the joint investigation teams. As a result of the Unit's responsibility for the cases of the joint investigation teams, support for the cases of the boards of inquiry has decreased, leading to a backlog of over 85 incidents from 2014 to January 2019 that require the convening of a board of inquiry and 13 completed cases that require transmission to Headquarters, as shown in table 6 below:

Table 6
Number of cases under review by a board of inquiry

<i>Year</i>	<i>Awaiting the convening of a board of inquiry</i>	<i>Pending legal review</i>	<i>Pending transmittal to Headquarters</i>	<i>In progress</i>	<i>Completed</i>
2014	2	0	0	0	4
2015	2	0	3	0	26
2016	9	2	2	2	26
2017	28	2	7	0	5
2018	40	0	1	1	0
January 2019	4	0	0	0	0
Total	85	4	13	3	61

57. In the context of the backlog of board of inquiry cases described above and the fact that the ad hoc management of joint investigations is no longer sustainable, given the increase in the number of cases every year, it is proposed that one post, as shown in table 5, be established to augment the analytical/substantive capacity of the Unit to expedite the processing of inquiry and/or joint investigation cases and reduce the backlog of cases, enhance the accountability of the Mission and expedite the processing of compensation for injury or death of United Nations peacekeepers.

Office of the Chief of Staff

Table 7
Human resources: Joint Operations Centre

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+8	UNV	Joint Operational Officer	Establishment	
Total	+8			

58. In accordance with the Mission's mandate and operational requirements, the Joint Operations Centre is the strategic enabler for Peacekeeping Operations. The Centre is responsible for supporting the decision-making of the senior leadership of the Mission through the provision of 24/7 situational awareness and integrated reporting and operational coordination procedures for civilian, military and police personnel. It collates, validates and analyses information from all mission components and the United Nations country team in order to prepare and transmit integrated daily situation reports, incident flash reports and special reports to Headquarters and to alert the senior leadership of the Mission on security threats and trends through periodic alert and Situational Awareness Geospatial Enterprise (SAGE) reports.

59. Within the established 24/7 situational awareness, integrated reporting and coordination structure, the Joint Operations Centre provides the Special Representative of the Secretary-General and his senior management team with briefings on the political, operational and situation twice a week. It also provides a weekly brief to the diplomatic community in the Central African Republic. The Joint Operations Centre serves as the secretariat of the Mission's integrated operation and coordination structure, the operations and coordination team and the planning, operations and coordination meetings, and coordinates the civilian, military and police components, mission headquarters and the field offices, to ensure the implementation of decisions made in the meetings. The Joint Operations Centre is

responsible for the preparation and maintenance of the mission business continuity plans to ensure minimum interruption of operations in a crisis situation. During a period of crisis, the Centre is responsible for the operational readiness of the Mission Crisis Management Centre and serves as the secretariat of the mission crisis management team. The Joint Operations Centre provides the Special Representative of the Secretary-General and the mission crisis management team with crisis situation briefings, prepares incident flash reports and transmits them to Headquarters, and coordinates with all mission components before, during and after the crisis. The 11 field office joint operations centres are responsible for providing the same support to the heads of offices, who are the regional-level crisis managers.

60. In the light of the immeasurable importance placed by both the Secretary-General and his Special Representative on the Declaration of Shared Commitments on United Nations Peacekeeping Operations, which is part of the Secretary-General's Action for Peacekeeping initiative, the Mission is in the process of developing a standard operating procedure with regard to the commitment in the Declaration to take active and concerted measures to reduce peacekeeper fatalities and enhance safety and security, including enhanced duty of care through the implementation of the casualty evacuation policy. As part of the standard operating procedure, the Joint Operations Centre has been designated as the primary contact for reporting and coordinating casualty evacuation. Specifically, the joint operations centres in the field are the primary contacts, as the link between the medical facilities of the Mission and remote areas where MINUSCA personnel are deployed. In addition, MINUSCA aims to improve its situational awareness and information analysis capacities, to improve its awareness of regional contexts and trends, and to evaluate its impact. The Mission is enhancing the implementation of innovative technologies, including the mission situational awareness programme, with the required expansion of the SAGE information management system throughout all mission components, and expanding its mission common operational picture project.

61. In this regard, the Joint Operations Centre is responsible for the day-to-day management of the SAGE database and the provision of SAGE training to all mission components to ensure that all collected information will be recorded in the database in a timely and accurate manner. The eight joint operations centres in the field, in Bambari, Bangassou, Berberati, Birao, Bossangoa, Ndélé, Obo and Paoua, will be responsible for the implementation of the SAGE database and mission common operational picture projects.

62. In order to implement the recommendation contained in the action plan to implement the report by Lieutenant General (retired) Carlos Alberto dos Santos Cruz on improving the security of United Nations peacekeepers that the Joint Operations Centre role and functions be strengthened, and the recommendations contained in the report on the independent investigation by Brigadier General (retired) Fernand Marcel Amoussou, with particular reference to the recommendation that MINUSCA leadership improve its decision-making process with regard to transforming early warning into preventive action, including a better integration of field offices needs and concerns, it is proposed that eight posts, as shown in table 7, be established. The additional functions will strengthen the joint operations centres in the field by providing them with timely reporting, validating information, operational coordination and crisis management, as well as assistance in the implementation of the SAGE database and mission common operational picture projects.

Strategic Communications and Public Information Service

Table 8

Human resources: Strategic Communications and Public Information Service

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	P-5	Senior Public Information Officer	Establishment	Content production
+4	NGS	Radio Production Assistants	Establishment	
Total	+5	(see table 1)		

63. The Mission will strengthen and augment its communications and public information activities to support the implementation of its enhanced role in the African Initiative for Peace and Reconciliation, which requires the Mission to increase its communications output across the country. Particular attention is required of the Strategic Communications and Public Information Service in those areas where there is a greater risk of opposition to the Political Agreement for Peace and Reconciliation in the Central African Republic from the leadership of armed groups and their members and from the wider population. An enhanced communications capability will help to combat the spoilers across the country, who are disrupting the process towards a peaceful Central African Republic. This will require greater capacity to conceptualize, design and execute the content production strategies, including, in particular, the digital communication component. A strengthened capacity will enable the Mission to enhance its social media presence and engage in digital media campaigns to increase its public outreach activities across all digital media platforms and to leverage emerging technologies as the Central African Republic enters the very delicate phase of the implementation of the Agreement. The implementation of the Agreement will require the support of MINUSCA.

64. While a basic complement of communications personnel was retained following the approval of the staffing establishment for the 2018/19 period, with the progress in the development and implementation of a peace agreement and the national process in the region, additional radio coverage and expertise is now required. During consultations with different communities regarding increasing its audience and countering rumours spread by spoilers, MINUSCA was requested to provide national radio journalists who would interact with the communities and work in a decentralized manner to produce radio programmes in Sango that take into consideration local contexts and cultures. In addition, in line with the findings of a 2018 Harvard University perception study, with such programming, MINUSCA would increase the use of basic radio as the most effective means of communication in the Central African Republic and would capture the attention of 49 per cent of the audience. Despite the robust infrastructure, only 17 per cent of the audience listens to Radio Guira FM, the Mission's radio station, while 45 per cent of the audience listens to Radio Ndeke Luka.

65. In that context, it is proposed that five posts, as shown in table 8, be established to align with the changes in mandate and the improvement of radio coverage to further the success of the peace process.

Component 1: security, protection of civilians and human rights

66. Component 1 will cover key expected accomplishments related to the provision of security, the protection of civilians and the promotion and protection of human rights, including, but not limited to, the following strategic objectives:

(a) Continue to provide and expand the safe and secure environment in the Central African Republic that is required to pursue political solutions to the conflict and protect civilians. In this context, MINUSCA will further develop the dynamic posture of its military and police personnel, increasing flexibility and mobility to enable the Mission to transform critical areas in crisis and key emerging hotspots into safe areas for inhabitants, while continuing to provide protection to civilians across the country. This will be reinforced through enhanced coordination with civilian components and humanitarian actors to prevent and deter violence using political engagement and advocacy. Such coordinated actions will be incorporated in the efforts of the Mission to continue to adapt its security strategy to align with its political strategy, enabling the Mission to establish mobile military and police structures to assure a proactive approach to crises, while maintaining safe and secure areas to protect civilians, support the African Initiative for Peace and Reconciliation and encourage progress in local peace initiatives that will support the extension of State authority. In parallel, the Mission will work with national authorities and international partners, in particular, the European Union Military Training Mission in the Central African Republic, to increase the operationalization and deployment of national defence and internal security forces in line with human rights standards to enable them to assume greater responsibility for the security of the country;

(b) Continue to prioritize the protection of civilians against threats of violence, including conflict-related sexual violence and grave violations of the rights of children, and integrated proactive strategies to prevent violence. This will be achieved through a “whole of the United Nations” approach, while ensuring a “whole of the country” approach that involves national authorities and other partners, with the objective of enabling and building the capacity of national authorities to assume ownership of the protection of civilians. In coordination with the Central African authorities and United Nations agencies and other partners, MINUSCA will continue to adopt a robust and dynamic military and police posture that includes joint planning with the civilian component, joint risk assessment and reviews following its military operations. The Mission will also strengthen its measures for the prevention of a security crisis by increasing community liaison and participation in early warning mechanisms and community alert networks to effectively counter violence and prevent human rights violations, including through improved information gathering. It will engage partners and the Government in building national and local platforms of peace and dialogue with the primary objective of reducing violence and improving conditions for civilians and humanitarian actors;

(c) Continue to monitor and report on, and seek to prevent and respond to, violations of human rights and international humanitarian law, including conflict-related sexual violence and grave violations against children, while providing support to national authorities in the conduct of professional investigations and the prosecution of human rights violations. Emphasis will be placed on supporting the Government in building the necessary institutional and legal frameworks for the protection of civilians, including the operationalization of the national commission for human rights and fundamental freedoms and the national committee to prevent genocide, crimes against humanity and war crimes and fight against discrimination, to address human rights violations, including sexual and gender-based violence as part of a wide peace and reconciliation process and the fight against impunity;

(d) Monitor, report on and mitigate public incidents related to the incitement of hatred, intolerance and violence to prevent threats against civilians, including through the use of communications strategies and outreach plans, in full cooperation and aligned with national authorities, to fight hate speech, promote the peace process and reconciliation, and inform public opinion on peace initiatives;

(e) Work in close coordination with humanitarian actors to continue to facilitate the creation of a secure environment for the unhindered provision of humanitarian assistance and for the return, local integration or resettlement of internally displaced persons and refugees;

67. With an authorized troop strength of 11,650 military personnel, including 169 military observers and 311 military staff officers, 1,680 formed police personnel, 400 United Nations police officers, and 108 Government-provided corrections officers, MINUSCA will continue to deploy across geographical areas according to needs and priorities, with strategies and capacities appropriate to the local context, thus improving its flexibility and manoeuvrability to transform key areas of conflict. The operations of the Mission's uniformed components will be coordinated and aligned with the priorities of the political processes, including the African Initiative for Peace and Reconciliation, to ensure an integrated approach.

68. The Mission will maintain the number of permanent operating bases and integrated camps to create the conditions for crisis transformation and further support the national defence and internal security forces, while maintaining the ability to deploy a reduced number of temporary operating bases and mobile structures for limited periods in a self-sustained manner. Through the deployment of troops, the battalions will increase the manoeuvrability of the Mission. To manage this new course of action, enhanced support capabilities (signal, engineering, medical and logistical support) will be embedded in each military unit. This structure will enable the Mission to quickly deploy battalions and quick reaction forces for short-term strategic operations to support the existing reserve forces in the priority geographic areas and progressively and sequentially reduce the areas of operation of armed groups. In addition, the Mission will support the established security coordination committees (in Bangui and the prefectures) and structures at the community level to enable greater interaction with civilians and national and local authorities to promote awareness of safety and security in the communities. The force will concurrently perform routine and border patrols, guard installations and carry out air reconnaissance activities, including improved surveillance activities. Formed police personnel will continue to carry out patrols, increasing their footprint outside of Bangui, in close coordination with internal security forces, through the use of advanced police posts, targeted operations, escorts and close and static protection.

69. The Mission will continue to support the national authorities in the strengthening of their capacities for the provision of security across the country, while continuing to provide a safe and secure environment to protect civilians. The Mission, in cooperation with international partners, will continue to build the capacities of internal security forces. It will also provide enhanced planning and technical assistance to the units of the Central African armed forces that are trained or certified by the European Union Military Training Mission. A limited number of vetted or trained internal security forces will engage in joint operations with MINUSCA that include joint planning and tactical cooperation. All joint operations and support for the Central African armed forces and internal security forces will be carried out in accordance with the mandate of the Mission and the human rights due diligence policy. In support of national defence and internal security forces, the Mission will also provide limited logistical and operational support to newly deployed personnel of the Central African armed forces and the police and gendarmerie to aid their operations in remote areas where there is limited infrastructure. This will allow the country to more effectively and gradually prevent and respond to violence, while relying on its own institutions, and to assume greater responsibility for the protection of civilians.

*Expected accomplishment**Indicator of achievement*

1.1 Improved security environment and protection of civilians

1.1.1 Number of attacks and armed clashes between parties to the conflict (2017/18: 206; 2018/19: 80; 2019/20: 80)

Outputs

- 24 permanent operating bases, 4 permanent integrated camps and a reduction to up to 10 temporary operating bases maintained and operational for more than 30 days each and a reserve company set up in each sector to effectively increase the range and mobility of the force
- 900 daily patrols (including coordinated patrols with the Central African armed forces) across the Central African Republic to reduce the threats posed by armed groups and disrupt their funding sources by dismantling illegal checkpoints and limiting their influence and control of territory
- 13 robust and mobile operations of short-term battalion- or part-battalion-level conducted by the special forces or quick reaction forces and 5 longer-term operations conducted by the Force Commander's reserve units to proactively deter actions of armed groups against civilians in emerging hotspots and decrease their ability to operate within the area of operations of the Mission
- 3 daily flight hours of unmanned aircraft and 8 daily helicopter flight hours to improve situational awareness, anticipate security threats and support the conduct of military operations and intelligence, surveillance and reconnaissance missions
- 150 projects for repairing roads, bridges and airfields by MINUSCA military engineering units, 85 weekly armed escort missions for United Nations, humanitarian and commercial convoys and 40 joint protection team missions in partnership with the United Nations country team and humanitarian and government partners to facilitate the protection of civilians and the delivery and monitoring of humanitarian and early recovery assistance
- 3,744 interactions conducted by United Nations police personnel in 24 localities to reassure the local community regarding their safety and promote security awareness
- 476 daily patrols conducted by the Bangui Joint Task Force and United Nations police personnel in coordination with internal security forces to provide 24/7 patrolling to ensure freedom of movement and the protection of civilians, and provision of 24/7 security for the magistrates and the premises of the Special Criminal Court
- 54 daily pre-planned formed police unit patrols and 6 daily operational backup patrols, to conduct security assessments, provide support for managing crowd control and public order and work with the local community and authorities to gather information
- 12 training workshops on community dialogue initiatives to reinforce the capacity of 300 participants in local security, including local authorities, protection actors and community representatives, and 24 focus groups and training sessions on risk analysis, including response to threats and the community's vulnerability, for 720 community members, including 350 women, to enhance community participation in early warning mechanisms
- 15 workshops and ongoing technical assistance, conducted jointly with the national commission for human rights and fundamental freedoms, the national committee to prevent genocide, crimes against humanity and war crimes and fight against discrimination, civil society organizations and the Ministry of Human Rights, to develop a national capacity for monitoring, data collection and early warning and establish platforms for dialogue at the local and national levels
- 20 integrated predeployment meetings, with partners, for 1,000 members of the national defence forces on the protection of civilians, including the prevention of and response to violations against civilians at the tactical level

- Monthly technical advice and support to 16 security coordination committees established and operationalized in Bangui and the prefectures, composed of local administrations, civil society organizations and internal security forces, to promote community safety and security awareness, reduce vulnerabilities in communities and increase State capacities to protect civilians
- 1 planning workshop with relevant national and international partners to address explosive hazards, and regular assistance to reinforce a national capacity for addressing explosive hazards
- 1 year-long, national communications campaign, targeting youth in particular, through radio, print, video, social media and outreach activities, to garner support for the Mission and prevent intracommunal or intercommunal disputes

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.2 Improved protection and promotion of human rights in the Central African Republic, including through the strengthening of national and local capacity in this area, with a specific focus on women and children	<p>1.2.1 Increase in the number of cases of violations of human rights and international humanitarian law that are resolved, including grave violations of the rights of children and conflict-related sexual violence (2017/18: 551; 2018/19: 500; 2019/20: 1,500)</p> <p>1.2.2 Action plans to prevent and end grave violations of the rights of children are developed and signed by armed groups (2017/18: not applicable; 2018/19: not applicable; 2019/20:3)</p> <p>1.2.3 Children are released from armed forces and groups and handed over to appropriate care services (2017/18: 2,050; 2018/19: 3,500; 2019/20: 1,500)</p> <p>1.2.4 Number of parties to the conflict that have issued clear orders to prohibit sexual violence and adopted a code of conduct prohibiting sexual violence (2017/18: 1; 2018/19: 8; 2019/20: 2)</p> <p>1.2.5 Total number of internal security forces personnel trained in human rights, the protection of civilians, the protection of children, the prevention of conflict-related violence and sexual and gender-based violence and civil-military relations (2017/18: 2,496; 2018/19: 3,500; 2019/20: 3,500)</p> <p>1.2.6 Number of protection and policy measures to prevent and respond to human rights violations and abuses, including conflict-related sexual violence (2019/20: 2)</p>

Outputs

- Monthly meetings with the leadership of armed groups to advocate for the signing and implementation of action plans and the delivery of command orders that prevent and end grave violations of the rights of children, quarterly coordination meetings to monitor and evaluate progress on the implementation of the action plans and 30 sensitization sessions on child protection concerns
- 10 trainings sessions for members of civil society and the United Nations system (as members of monitoring and reporting mechanisms for grave violations of the rights of children) on the monitoring and verification of grave violations of the rights of children, 30 sensitization sessions on child protection concerns for civil society, community leaders, religious leaders and local authorities, 6 training sessions for members of local peace committees on the inclusion of children's concerns in local peace initiatives and

1 national campaign to address the recruitment and use of children in armed groups, and outreach to victims and advocacy to fight against impunity in conflict-related sexual violence

- 1 annual report, 4 quarterly reports and 12 monthly reports on the human rights situation in the country, including on conflict-related sexual violence and children in armed conflict, and 2 incident or thematic reports on grave violations of the rights of children committed by parties to the conflict and on conflict-related sexual violence
- 36 fact-finding missions to monitor and verify allegations of violations of international human rights and humanitarian law, including conflict-related sexual violence, and 60 field missions to monitor and verify grave violations of the rights of children, including the association of children with armed groups
- 1 general and 95 individual risk assessments of the Mission's support for the Central African defence and internal security forces under the human rights due diligence policy that are adopted and implemented by both the Mission and the Central African civilian and military authorities to prevent human rights violations and respond to matters related to the protection of civilians
- 40 strategic dialogue sessions to support the national commission for human rights and fundamental freedoms and 30 workshops and regular technical advice to support the members of the national commission in developing and implementing policy measures for human rights promotion and the establishment of a countrywide early warning system
- 16 field visits and 24 strategic engagements/dialogues with concerned actors to support the full operationalization of the national committee to prevent genocide, crimes against humanity and war crimes and fight against discrimination, including for the release of their mandatory reports
- 20 predeployment and 30 post-deployment training sessions on human rights and international humanitarian law, including conflict-related sexual violence, for internal security forces, 4 thematic curricula developed on human rights and international humanitarian law for the training of national defence forces and 20 training sessions on the rights of children and child protection for 500 members of the national defence and internal security forces, to strengthen mechanisms of internal accountability and adherence to human rights norms and standards by the national defence and internal security forces
- 120 strategic engagements with signatory groups and 40 awareness raising sessions and dialogues, as well as the provision of expertise, on compliance with and implementation of international humanitarian law in support of local peace initiatives and the monitoring of the human rights requirements of cessation of hostilities agreements to enhance the compliance of armed groups signatories to peace agreements
- 12 working sessions, 5 workshops and 5 dialogue events on the provision of technical assistance to the High Council of Communication, line ministries and civil society to strengthen national capacity to prevent and respond to public incitement to violence and hate speech

External factors

The security environment and conduct of armed groups, the timely deployment of necessary personnel and the technical capacity of national authorities to assume increasing responsibility for the provision of security and the protection of civilians

Human resources: component 1, security, protection of civilians and human rights

30/91 19-03261

Subtotal									
Approved 2018/19	–	2	10	5	–	17	4	–	21
Proposed 2019/20	–	2	10	5	1	18	4	–	22
Net change (see table 10)	–	–	–	–	1	1	–	–	1
Human Rights Division									
Approved posts 2018/19	–	1	10	17	2	30	21	22	73
Proposed posts 2019/20	–	1	10	17	2	30	21	22	73
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2018/19	–	–	2	4	–	6	4	5	15
Proposed posts 2019/20	–	–	2	4	–	6	4	5	15
Net change	–	–	–	–	–	–	–	–	–
Total posts									
Approved posts 2018/19	1	4	19	22	3	49	30	27	106
Proposed posts 2019/20	1	4	19	22	4	50	30	27	107
Net change (see table 10)	–	–	–	–	1	1	–	–	1
Total positions									
Approved temporary positions ^b 2018/19	–	–	3	4	–	7	–	–	7
Proposed temporary positions 2019/20	–	–	3	4	–	7	–	–	7
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved 2018/19	1	4	22	26	3	56	30	27	113
Proposed 2019/20	1	4	22	26	4	57	30	27	114
Net change	–	–	–	–	1	1	–	–	1
Total, I–VI									
Approved 2018/19	1	4	22	26	3	56	30	27	13 907
Proposed 2019/20	1	4	22	26	4	57	30	27	13 908
Net change	–	–	–	–	1	1	–	–	1

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

^b Funded under general temporary assistance.

International staff: net increase of 1 post

Office of the Police Commissioner

Table 10

Human resources: Office of the Police Commissioner

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	FS	Administrative Assistant	Redeployment	From the Mission Support Centre, Mission Support Division
Total	+1	(see table 9)		

70. The Office of the Police Commissioner oversees the United Nations police personnel and formed police unit personnel, who will continue to assist the Central African authorities in the protection of civilians throughout the country, primarily by providing operational support and technical assistance to the internal security forces to stabilize the safe environment achieved through the implementation of the strategy of the Mission for the protection of civilians.

71. The concept of operations of the police has been adjusted to include coordination of administrative support for the African Initiative for Peace and Reconciliation with regard to the drafting and archiving of key component documents. The concept of operations also includes an expanded footprint for United Nations police personnel across the country and additional temporary deployments of formed police unit personnel.

72. It is proposed that one post, as shown in table 10, be redeployed from the Mission Support Centre to support the Office of the Police Commissioner with its increasing administrative responsibilities with regard to supporting and assisting in the coordination among MINUSCA, the national authorities and other external partners in all tasks connected with the adjustments to the police concept of operations. As the key point of contact in MINUSCA for the national authorities and other external partners, the incumbent of the post would provide effective and timely coordination on several complex issues relating to the mandate of the police of strengthening good relations with the Government and other international partners.

Component 2: support for political, peace and reconciliation processes

73. Support for political and peace processes will be reinforced and the Mission will increase its substantive and mediation activities in support of the political process led by the African Initiative for Peace and Reconciliation, complementing its ongoing technical, logistical and security support for the peace process. The Mission will facilitate dialogue among key stakeholders and will support the implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic signed on 6 February 2019. In addition, the Mission will enhance the engagement of good offices in the peace process and seek to mobilize greater national, regional and international commitment to bringing peace to the Central African Republic. MINUSCA will also seek to better align its military, police and civilian strategies with the African Union-led peace process. The Mission will support the Central African authorities through the establishment of follow-up mechanisms to ensure that agreements derived from the peace process are respected and contribute to stability in the country. While local efforts by the Government and the African Initiative for Peace and Reconciliation will have stronger links to the national and regional political processes and involve the key armed groups in order to create an inclusive political process, the Mission will continue to support local-level dialogue, conflict mitigation

initiatives and community reconciliation processes. These initiatives will engage local authorities and communities (including women, youth, civil society and religious leaders) in local peace initiatives as part of the mission-wide integrated efforts to prevent violence against civilians, strengthen social cohesion and build acceptance for the restoration of State authority.

74. Strategic guidance and support will be provided to national authorities to aid them in their preparations for the national elections in 2020/21 and build the necessary institutional and legal frameworks for free, fair and transparent elections with full participation and support from the population. The Mission will provide technical support and good offices to ensure that the necessary legislative frameworks are in place to launch the electoral process, including voter registration. In this regard, the Mission, in cooperation with international partners, will work closely with the electoral commission to facilitate the development of the required budgetary and operational plans, voter registration lists and national identity cards for the population. MINUSCA will seek to build broad commitment to and trust in the electoral process across all communities, including women, minorities, internally displaced persons and Central African refugees that have returned to the country. The support for the electoral process will be anchored in and aligned with the Mission's increased support for and role in the African Initiative for Peace and Reconciliation. This will include a dedicated communications and information campaign aimed at all communities and authorities to raise awareness of the electoral process and obtain full political participation, inclusive of young people and women.

75. In cooperation with national and international partners, continued support will be provided to the Government to implement the national security policy and a national strategy for security sector reform and to strengthen the oversight mechanisms established to oversee the implementation of the strategy. The Mission will coordinate international assistance in support of security sector reform and continue to provide technical advice on good governance, finance and budgeting practices, as well as advice on enforcement of new laws under the strategy. The Mission's security sector reform efforts will complement the African Initiative for Peace and Reconciliation and the larger peace process, in particular by strengthening the representation of the country's diverse population in the Central African armed forces and supporting deployments of national defence and internal security forces, including the newly trained national battalions that include integrated ex-combatants. Their presence across the territory is a critical component of an integrated effort to restore security and State authority throughout the Central African Republic.

76. Further support will be provided to the internal security forces in their efforts to restore law and order in the Central African Republic and reduce violent incidents through continued co-location, including at the strategic level (institutional support), of the United Nations police with national authorities. The Mission will prioritize support for the selection, recruitment, vetting and deployment of police and gendarmerie officers and strengthen their command and control structures and mechanisms to ensure respect for human rights. The Mission, through the Mine Action Service, will continue to build specialized infrastructure for the management of weapons and ammunition in two defence zones. In this regard, quality assurance and quality control activities will be undertaken to ensure that trained personnel of the national defence and internal security forces comply with weapons and ammunitions management best practices.

77. With the national disarmament, demobilization and reintegration programme under way in the west of the country, the Mission will fulfil a critical role in supporting the Government and building synergies with donor partners to ensure the disarmament, demobilization, and reintegration of armed groups throughout the rest of the country. In this regard, the Mission will continue to support the Government in

securing commitments from armed groups to enter the national programme in accordance with the parameters set forth in existing political agreements. The Mission will coordinate closely with the follow-up mechanisms of the Political Agreement for Peace and Reconciliation in the Central African Republic signed on 6 February 2019 to ensure that the progressive disarmament and demobilization of armed groups reinforces the political dialogue between those groups and the Government. MINUSCA will coordinate with national and international partners to synchronize the integration of demobilized combatants with national recruitment campaigns, so that disarmament, demobilization and reintegration activities can contribute to the establishment of more inclusive and representative national defence and internal security forces, as part of security sector reform.

78. The Mission will expand its community violence reduction activities, as a flexible and high-impact programme that contributes to violence reduction and stabilization, the implementation of local peace initiatives, community capacity-building and reconciliation, the revitalization of local economies and the prevention of recruitment of youth into militias. In those areas where the national disarmament, demobilization and reintegration programme has been initiated, community violence reduction programmes will also provide opportunities for socioeconomic reintegration for demobilized combatants that are not eligible to enter the programme. To that end, community violence reduction will take place in areas linked to the disarmament, demobilization and reintegration process and in hotspot areas of violence. Accordingly, MINUSCA must remain agile, deploying mobile teams and providing project materials in a coordinated manner, in accordance with the sequenced priorities set forth in the Mission's political strategy. In support of the national community violence reduction strategy, MINUSCA will focus its community violence reduction capacity in prefectures where militia activity and intercommunal violence exist and where no other implementing partners are present. In order to track progress, community violence reduction programming will continue to be supported by an effective monitoring and evaluation effort to guide the Mission and its partners involved in longer-term development.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Progress towards reconciliation, social cohesion, and inclusive peace and political processes	<p>2.1.1 Number of conflict mitigation initiatives completed in key areas of intercommunal tension (2017/18: 24; 2018/19: 24; 2019/20: 27)</p> <p>2.1.2 Number of community reconciliation processes that contribute to peace and stability (2017/18: not applicable; 2018/19: 6; 2019/20: 8)</p> <p>2.1.3 Entry into force of the agreement resulting from the African Initiative for Peace and Reconciliation and establishment of follow-up mechanisms for the agreement's implementation (2017/18: not applicable; 2018/19: 1; 2019/20: 1)</p> <p>2.1.4 Adoption and implementation of legal, institutional and coordination frameworks for the organization of inclusive presidential and legislative elections (2017/18: not applicable; 2018/19: not applicable; 2019/20: 1)</p>

Outputs

- 12 community dialogue processes and sensitization campaigns and 3 regional dialogue forums, for 675 participants, including civil society organizations, religious and traditional leaders, representatives of women and youth and local and national authorities, to strengthen the engagement of civil society and the Government in addressing the root causes of the conflict and conceiving bottom-up proposals to address them in line with the recommendations of the African Initiative for Peace and Reconciliation
 - 8 local intercommunity conflicts addressed through dialogue and initiatives held in close collaboration with the Government, the United Nations country team and civil society, to enhance capacities in conflict analysis and resolution for 600 local stakeholders, including local authorities, women, youth, local peace committees and religious leaders, to support their engagement in, and maintain and sustain, local peace initiatives and conflict resolution
 - 50 briefings between MINUSCA and the President, Prime Minister and Minister for Information of the Central African Republic to strengthen dialogue with the Government
 - 30 field missions to support national authorities with their constituencies and 5 videoconferences with local authorities to support engagement between members of parliament and constituents
 - 4 quarterly meetings of the International Support Group on the Central African Republic, in collaboration with partners, to monitor the implementation of the commitments in the Framework of Mutual Accountability and support the advancement of the African Initiative and 1 annual report assessing the implementation of the Framework
 - 3 quarterly workshops: (a) on voter and civic education to prepare for political participation in elections, with a focus on women, youth, refugees and internally displaced persons, (b) to sensitize and prepare political actors and national institutions for participation in elections and (c) in collaboration with national and international partners, to strengthen the capacity of media outlets in electoral coverage; and monthly meetings with national authorities, institutions, representatives of political parties and electoral candidates to support, in collaboration with partners, political participation in the elections
 - 4 meetings with national and regional stakeholders, in collaboration with partners, to facilitate the reactivation and operationalization of border commissions between the Central African Republic and Cameroon, Chad and the Sudan; 6 meetings with national and regional stakeholders to support the implementation of the agreement resulting from the African Initiative for Peace and Reconciliation and its follow-up mechanisms
 - Daily assistance to the Electoral Commission through co-location with the Commission and monthly meetings with national authorities to establish and implement the required legal framework, daily assistance in technical preparations (operational budgets, plans and acquisition of equipment) and resource mobilization for voter registration, 3 meetings with political parties, platform representatives and electoral candidates to sensitize candidates with regard to electoral conduct and 4 workshops to prepare political actors and national institutions for participation in elections, collaboration with partners and drafting and implementing a code of conduct for candidates
 - 26 capacity-building workshops on conflict prevention and management to enhance the ability of the local peace committees to prevent and manage tensions
 - 144 follow-up meetings to be facilitated at the field offices targeting the members of the local peace committees, aimed at facilitating the implementation of the electoral process and the decisions of the African Initiative for Peace and Reconciliation
 - 3 advocacy sessions to engage political actors, 1 social mobilization campaign to reach vulnerable groups and 4 media relations sessions to engage journalists and communicators to support peace and reconciliation under the African Initiative for Peace and Reconciliation
-

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.2 Progress towards the implementation of security sector reform and stabilization measures, including the national security policy and security sector reform strategy, inclusive of sectoral plans	<p>2.2.1 Progress in the implementation of the national strategy and sectoral plans (2017/18: 1 strategy and 2 plans; 2018/19: 1 strategy and 5 plans; 2019/20: 7 plans)</p> <p>2.2.2 Total number of verified members of defence and security forces, including ex-combatants (2017/18: 3,500; 2018/19: 1,000; 2019/20: 4,000)</p> <p>2.2.3 Number of selected, vetted and trained personnel of the internal security forces (2017/18: 500; 2018/19: 500; 2019/20: 2,000)</p>
<i>Outputs</i>	
<ul style="list-style-type: none"> • 4 strategic workshops and 60 working sessions to strengthen the internal mechanisms on accountability and adherence to norms and standards for human rights of the defence and internal security forces; 4 meetings with the steering committee and 2 progress reports on overseeing the implementation of the internal security forces development plan through monitoring, mentoring and advising during strategic co-location • 5 strategic workshops for the harmonization, adoption and implementation of a streamlined national vetting policy in support of the Government and 2 workshops and 6 coordination meetings with national and international stakeholders to support the validation and the implementation of a national vetting mechanism for security forces in close collaboration with international partners • 24 meetings in the Central African Republic of the international coordination working group, in consultation with the European delegation, the European Union Military Training Mission and United Nations police personnel, and 6 meetings to facilitate the coordination of international assistance for security sector reform • 3 workshops to support the development of the remaining sectoral plans and the implementation of the adopted sectoral plans in the framework of the national security policy and 12 working sessions, 4 workshops and 3 advisory notes to assist national security sector reform actors in improving governance and internal oversight in the areas of finance and budgeting, human resources, military justice and democratic control of the security sector • 2 workshops, 6 coordination meetings with national and international stakeholders and 2 advisory notes in support of the implementation of the agreement between the Government and armed groups to integrate ex-combatants into the national defence and internal security forces, as part of the disarmament, demobilization and reintegration process • 12 joint evaluation missions in support of the Government to assess the effectiveness, sustainability and accountability of the deployments of the national defence and internal security forces and their impact on peace and security, as well as to measure the transformation of the security sector • 10 meetings with relevant national and international stakeholders and 2 workshops to support the development and implementation of the national border management strategy • 6 specialized storage facilities for weapons and ammunition for the national defence and internal security forces in 2 defence zones and monthly theoretical and practical training activities for the national defence and internal security forces in this regard • Weekly technical assistance for the implementation of the national strategy and action plan on small arms and light weapons of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons 	

- 1 social mobilization campaign and media relations activity and 3 press conferences to increase the understanding of and support for the security sector reform process, as well as the redeployment of the defence and internal security forces

*Expected accomplishment**Indicators of achievement*

2.3 Progress towards the implementation of a national community violence reduction strategy and disarmament, demobilization and reintegration

2.3.1 Increase in the number of new members of armed groups sustainably disarmed, demobilized and reintegrated into their communities (2017/18: 439; 2018/19: 1,000; 2019/20: 2,000)

2.3.2 Increase in the number of new direct beneficiaries associated with armed groups and community members participating in the community violence reduction programme (2017/18: 6,283; 2018/19: 8,500; 2019/20: 12,500 (20 per cent women))

2.3.3 Increase in the positive perception of security in communities where community violence reduction programmes are implemented (2017/18: not applicable; 2018/19: 10 per cent; 2019/20: 25 per cent)

Outputs

- Monthly meetings with the relevant actors to share information and build synergies in the implementation of disarmament, demobilization and reintegration and community violence reduction programmes
- 2,000 combatants receive disarmament, demobilization and reinsertion support to contribute to stabilization in target locations within the national disarmament, demobilization and reintegration framework and in line with the provisions of the African Initiative for Peace and Reconciliation
- 4,000 community members benefit from community violence reduction programmes (20 per cent of them women), including youth at risk of recruitment by, and elements associated with, armed groups
- 6 months of technical assistance and advice to national disarmament, demobilization and reintegration institutions to increase the mainstreaming of human rights and transitional justice into disarmament, demobilization and reintegration and community violence reduction programmes
- 1 social mobilization and media relations activity to promote positive attitudes and adherence of concerned communities to disarmament, demobilization and reintegration and community violence reduction programmes

External factors

The willingness of parties to engage and move forward with the African Initiative for Peace and Reconciliation and of armed groups to respect the agreed peace process, the agreement of armed groups to the disarmament, demobilization and reintegration process and the development and adoption of a national strategy for the protection of civilians

Table 11

Human resources: component 2, support for political, peace and reconciliation processes

	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 2018/19	–	2	12	17	2	33	3	14	50
Proposed posts 2019/20	–	2	12	17	2	33	3	14	50
Net change	–	–	–	–	–	–	–	–	–
Disarmament, Demobilization and Reintegration Section									
Approved posts 2018/19	–	1	5	8	2	16	5	8	29
Proposed posts 2019/20	–	1	5	8	2	16	5	8	29
Net change	–	–	–	–	–	–	–	–	–
Security Sector Reform Service									
Approved posts 2018/19	–	1	3	2	1	7	2	2	11
Proposed posts 2019/20	–	1	3	2	1	7	2	2	11
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2018/19	–	4	20	27	5	56	10	24	90
Proposed posts 2019/20	–	4	20	27	5	56	10	24	90
Net change	–	–	–	–	–	–	–	–	–

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

Component 3: fight against impunity, and support for the extension of State authority and rule of law

79. The Mission, in close cooperation with the United Nations country team, will continue to support the Government in strengthening the national judicial mechanisms and assist in the establishment of additional structures that address national reconciliation and accountability, support the restoration and extension of State authority in parallel with the current peace initiatives and promote social cohesion, the rule of law and the fight against impunity. MINUSCA will coordinate with the United Nations specialized agencies, funds and programmes and other technical and financial partners, as articulated in the National Recovery and Peacebuilding Plan and the United Nations Peacebuilding and Development Assistance Framework. In this context, the Mission will continue to focus on immediate, short- and medium-term priorities in areas where security has been restored to support the extension of State authority and the provision of basic social services across the country. Those partners that have the capacity and are better suited to pursuing long-term development objectives will begin their transition in taking the lead in those areas in support of the Mission's eventual exit strategy.

80. The Mission will continue to support the Government in the fight against impunity and bringing to justice perpetrators of grave violations of international humanitarian and human rights law, while ensuring that victims and witnesses of prolonged violence are supported and their grievances are addressed. The functioning of the Special Criminal Court is a priority for the Mission. In cooperation with international partners, MINUSCA will focus on providing support to the Special

Prosecutor to develop and implement the Court's investigation and prosecution strategy, while coordinating international assistance to promote the functioning of justice and corrections institutions. The Mission will support the Special Criminal Court by increasing its outreach and communications activities to raise public awareness with regard to the role and actions of the Court, while developing relations with other national courts to strengthen the justice system across the country. To support basic law and order, the Mission will continue to implement urgent temporary measures to arrest and/or support the arrest of those responsible for the incitement of violence and obstructing the peace process and those responsible for serious crimes against the civilian population and international actors. In addition, MINUSCA, in cooperation with partners, will support the Government in the development of broader transitional justice mechanisms that uphold international standards for human rights and address gender-based violence and victim and witness protection issues, while aligning those mechanisms with the African Initiative for Peace and Reconciliation and the broader peace process.

81. The Mission will continue to strengthen support for the implementation of the strategy for the restoration and extension of State authority through ongoing assistance to the Government and partners to enforce and extend the deployment of local authorities (prefects, sub-prefects, mayors and related civil servants), judicial actors and internal security forces. Such deployments will be conducted in parallel with political initiatives to ensure public acceptance and broader legitimacy and to create conditions for enhanced local governance and decentralization that enable both national and local elections to take place in line with the agreed timetable and constitutional requirements. More specifically, the Mission will provide technical and logistics support to State actors at the local level in improving institutional capacities and will facilitate their training and capacity-building in the areas of community protection and development to ensure that they can assume greater responsibility in those areas and increase the quality of services provided. MINUSCA will continue to prioritize the deployment of the police, gendarmerie and court and prison personnel, taking into account the impact, sustainability and presence of other partners and lessons learned from experiences to date when determining strategic geographical distribution. Support will be provided for the improvement of the functioning and independence of judicial institutions and the demilitarization of the prisons system, including by reinforcing the capacity of judicial authorities to conduct investigations and prosecutions so that the State can begin to assume increased responsibility for the rule of law and the functioning of the criminal justice system.

82. United Nations police personnel will co-locate with the national anti-fraud/mining police unit in two strategic locations, while MINUSCA transfers to United Nations specialized agencies, funds and programmes and partners the lead role in supporting the Government in developing a broad strategy to tackle the illicit exploitation of natural resources, as well to address humanitarian and development issues, including the return of internally displaced persons.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.1 Strengthened transitional justice mechanisms, including the Special Criminal Court, and improved capacity to fight impunity	<p>3.1.1 Number of new targeted operations executed by the national police and gendarmerie in conjunction with MINUSCA (2017/18: 25; 2018/19: 20; 2019/20: 20)</p> <p>3.1.2 Increase in number of transitional justice mechanisms, in addition to the Special Criminal Court, that are operational and comply with international standards for human rights (2017/18: 1; 2018/19: 1; 2019/20: 4)</p> <p>3.1.3 Number of early-stage investigations completed by the Special Prosecutor of the Special Criminal Court and handed over to the investigating judges (2017/18: 0; 2018/19: 5; 2019/20: 5)</p> <p>3.1.4 Increase in the total number of magistrates and registrars employed by the Special Criminal Court (2017/18: 12; 2018/19: 18; 2019/20: 19)</p>

Outputs

- Daily technical advice in the form of legal, budgetary and administrative support provided to 7 national and 9 international magistrates and registrars with regard to the establishment and implementation of the national strategy on transitional justice
- Establishment of a victim and witness protection unit and an office for coordination of legal assistance at the Special Criminal Court, in cooperation with the United Nations Office on Drugs and Crime (UNODC) and the United Nations Development Programme (UNDP), and weekly advisory and mentoring meetings with the victim and witness protection unit in the Special Criminal Court to provide technical advice and ensure coordination between the Special Criminal Court, MINUSCA and United Nations specialized agencies, funds and programmes
- 1 training workshop for magistrates of the Special Criminal Court on the investigation, prosecution and trial of serious crimes, 1 training workshop on victim and witness protection, 1 training workshop for 9 court clerks on court administration and 1 workshop for 20 Special Criminal Court investigators on techniques for complex investigations
- Monthly meetings with the Office of Special Prosecutor and technical and logistical support for the implementation of the investigation and prosecution strategy of the Special Criminal Court, in compliance with human rights standards, including support for 4 investigative missions by the Court outside of Bangui
- Weekly advisory and mentoring meetings with the Special Criminal Court to provide technical advice and ensure coordination between the Court and United Nations specialized agencies, funds and programmes, including the organization of a nation-wide outreach campaign on the Court, to be conducted through the establishment of an outreach unit at the Court, in cooperation with UNDP
- 8 training workshops for judicial police officers and day-to-day monitoring, mentoring and advising on crime scene management, including sensitization activities for crime scene first responders
- 4 training workshops for specialized units of the police and gendarmerie on investigations of serious and organized crimes, 4 training sessions and monthly sensitization activities to combat corruption and bribery, and day-to-day monitoring, mentoring and advisory activities for central inspectorates, which are responsible for the internal oversight of the activities of the police and gendarmerie

- 4 training sessions and day-to-day monitoring, mentoring and advisory activities to support the implementation of a joint criminal investigation database for the internal security forces, including support for forensic specialists and the initial training of 1,000 new cadets during co-location in academies
- 20 joint targeted operations with internal security forces personnel aimed at arresting alleged perpetrators of serious crimes, including heads or senior leaders of armed groups, and regular profiling of emblematic cases and gross human rights violations in support of investigative efforts for domestic and international proceedings
- 5 strategic workshops to enhance the inclusion of civil societies in the peace process and 1 dialogue/advocacy programme for the implementation of human rights and transitional justice aspects of peace agreements in line with the African Initiative for Peace and Reconciliation
- 2 expert workshops in support of the operationalization of the justice, truth, reconciliation and reparations commission and 1 broad national consultation to support the development and adoption of the enabling legislation for the commission
- 2 communication and advocacy campaigns to raise awareness of the transitional justice mechanisms and promote public engagement and ownership of the justice process, particularly the national justice, truth, reconciliation and reparations commission

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.2. Progress towards the extension of State authority and rule of law in the Central African Republic	<p>3.2.1 Number of newly trained and deployed local authorities, traditional chiefs and civil servants (2017/18: 600; 2018/19: 500; 2019/20: 1,000)</p> <p>3.2.2 Increase in the number of judicial actors (magistrates and registrars) deployed outside Bangui (2017/18: 39; 2018/19: 45; 2019/20: 60)</p> <p>3.2.3 Increase in the annual number of criminal sessions held by the three courts of appeals (2017/18: 2; 2018/19: 3; 2019/20: 5)</p> <p>3.2.4 Number of prosecutions completed involving serious crimes (2017/18: not applicable; 2018/19: not applicable; 2019/20: 90)</p> <p>3.2.5 Increase in the number of national civilian prison officers in the workforce (2017/18: 105; 2018/19: 352; 2019/20: 489)</p> <p>3.2.6 Reduction in the average number of serious prison incidents directly threatening prison operations and public safety, per 100 detainees held, throughout the year (2017/18: not applicable; 2018/19: 7.6; 2019/20: 6.5)</p> <p>3.2.7 The official capacity of population of the prison service (2017/18: not applicable; 2018/19: not applicable; 2019/20: 1,102)</p>

Outputs

- 1 national capacity-building training session on the implementation of the strategy on the extension and restoration of State authority and 6 workshops to build the capacities of prefects, 150 sub-prefects and mayors to address technical weaknesses identified by central inspectors

- 18 general local assemblies, including 6 at the prefecture, 6 at the sub-prefecture and 6 at the municipality level, bringing together 450 prefects, sub-prefects, mayors and civil servants, as well as members of local civil society, to identify and plan community priorities and address local security, stabilization, reconciliation and peace priorities, including human rights obligations, of local administrations
- Support for 4 meetings of the coordination working groups of the first pillar of the nationally led National Recovery and Peacebuilding Plan on peace, security and national reconciliation
- Rehabilitation or construction of 2 courts and equipping of 6 courts, including the High Court of Justice
- Upgrading of security in 4 prisons, 3 of which are located outside Bangui, and conduct of 70 flights for the transport of court personnel as part of the Mission's provision of logistical support to the Ministry of Justice
- Weekly advisory and mentoring meetings with judicial institutions to enhance previous training delivered to magistrates and court clerks, thereby reinforcing national investigative and prosecutorial capacities, and/or to promote processing of cases of conflict-related sexual violence within the justice system
- 6 three-day training sessions for 30 magistrates each on investigative techniques, preservation of evidence, conduct and ethics, principles of a fair trial and juvenile justice, 15 days of training workshops conducted for 40 magistrates and court personnel on topics related to criminal justice, including international crimes, witness and victim protection, and prosecution of government officials and 6 days of training workshops and technical advice for a total of 30 judicial inspectors, court presidents and chief prosecutors on control of courts management and principles of fair trial
- Weekly meetings with the Ministry of Justice, judicial inspection services and/or other relevant national authorities to plan and coordinate the physical redeployment of justice and rule of law actors in the regions and, in cooperation with UNDP, provision of logistical and technical support to the 3 courts of appeals (in Bangui, Bouar and Bambari)
- Daily mentoring and technical support for prison staff through 24-hour co-location in Bangui prisons, monthly advocacy activities in 6 prisons outside Bangui (including Bimbo) and on-the-job training of 150 new civilian prison officer trainees
- 3 workshops on implementation of the social integration strategy and the health policy and 5 social reintegration projects for 150 detainees
- Construction of 2 training rooms with a total capacity of 60 people for civilian corrections officers and 1 training area for the corrections crisis management team at the National School of Administration and Magistracy and weekly advocacy meetings to support the recruitment, vetting and training of 300 new civilian corrections officers
- 1 three-day training session for 15 civilian prison personnel on the self-sufficiency of penitentiary institutions and management of income-generating activities (prison production), 1 two-day training session for 10 prison directors and administrators on accounting, bookkeeping and record-keeping for penitentiary institutions, 2 four-day corrections-specific training-of-trainers sessions for 20 participants at the National School of Administration and Magistracy, 1 two-week corrections-specific training-of-trainers session at the Corrections Training School in Burkina Faso for 8 civilian prison officers, organized in collaboration with the Group of Friends of Corrections in Peace Operations, and 1 five-day training session for 150 civilian prison officer trainees on rapid intervention techniques
- 10 rehabilitation and/or construction quick impact projects to improve State administrative infrastructure and rehabilitation of 10 police stations or gendarmerie brigades, including 2 mining police stations, in compliance with the human rights due diligence policy
- 50 refresher workshops for 1,500 internal security forces personnel (including 300 women) to provide technical advice and guidance on key policing activities, including special support for mining police units, and support for the preparation for the 2020/21 elections

- Monthly meetings with the leadership of the internal security forces and monthly coordination meetings with donors to support the implementation of the short-term phase of the deployment plan for internal security forces personnel (35 units in 15 locations), including support for the deployment of 1,000 newly graduated cadets
- Quarterly and monthly strategic communications activities through print and broadcast outlets to improve the understanding of Central Africans of their rights and legal processes and promote the extension of State authority, the rule of law and access to justice and to raise public awareness of efforts made by MINUSCA and national institutions towards the improved functioning of judicial and penitentiary institutions

External factors

The security environment and the ability of judicial personnel to remain in their posts, the timely deployment of necessary staff and the willingness of the Ministry of Justice to implement disciplinary measures, when required, to maintain personnel in their posts. The ability of civil servants to remain in their posts.

Table 12

Human resources: component 3, fight against impunity, and support for the extension of State authority and rule of law

	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			
Justice and Corrections Section									
Approved posts 2018/19	–	1	15	14	1	31	19	5	55
Proposed posts 2019/20	–	1	15	14	1	31	19	5	55
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved posts 2018/19	–	1	7	8	2	18	92	8	118
Proposed posts 2019/20	–	1	7	8	2	18	92	8	118
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2018/19	–	2	22	22	3	49	111	13	173
Proposed posts 2019/20	–	2	22	22	3	49	111	13	173
Net change	–	–	–	–	–	–	–	–	–

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

Component 4: support

83. 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 MINUSCA activities. The range of support will comprise all support services as they related to audit, risk and compliance; air operations; budget, finance and reporting; administration of civilian and uniformed personnel; facilities, infrastructure and engineering; fuel management; geospatial, information and telecommunications technologies; medical services; supply chain management; security; and vehicle management and ground transport.

*Expected accomplishment**Indicators of achievement*

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

4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, and medical and casualty evacuation) (2017/18: ≥ 65 per cent; 2018/19: ≥ 90 per cent; 2019/20: ≥ 90 per cent)

4.1.2 Average annual percentage of authorized international posts vacant (2017/18: 18.9 per cent; 2018/19: 10.0 per cent ± 1 per cent; 2019/20: 10.9 per cent)

4.1.3 Average annual percentage of female international civilian staff (2017/18: 29 per cent; 2018/19: ≥ 36 per cent; 2019/20: ≥ 30 per cent)

4.1.4 Average number of days for roster recruitments to candidate selection for international candidates (2017/18: not applicable; 2018/19: not applicable; 2019/20: ≤ 101 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)

4.1.5 Average number of days for post-specific recruitments to candidate selection for international candidates (2017/18: not applicable; 2018/19: not applicable; 2019/20: ≤ 120 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)

4.1.6 Overall score on the Administration's environment management scorecard (2017/18: 43; 2018/19: 100; 2019/20: 100 per cent)

4.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2017/18: 81.2 per cent; 2018/19: ≥ 85 per cent; 2019/20: ≥ 85 per cent)

4.1.8 Compliance with the field occupational safety risk management policy (2017/18: 100 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

4.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2017/18: 1,213; 2018/19: $\geq 1,800$; 2019/20: $\geq 1,800$)

4.1.10 Percentage of contingent personnel in standard-compliant United Nations accommodation as at 30 June, in accordance with memorandums of understanding (2017/18: 75 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

4.1.11 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2017/18: 97.5 per cent; 2018/19: ≥ 95 per cent; 2019/20: ≥ 95 per cent)

*Outputs***Service improvements**

- Implementation of innovative technology to manufacture small spare parts and equipment to detect precise locations of fire and reduce the deployment of personnel on tactical operations
- Enhancement of day/night surveillance capabilities to provide maximum coverage of the city for the protection for personnel through the installation of additional smart city cameras at strategic locations in Bangui
- Implementation of the interoperability among the radio communication devices in the three sector headquarters to enhance the safety and security of personnel, through the necessary replacement of obsolete information and communications equipment with updated technology
- Continued 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, and the field occupational safety and risk management programme

Audit, risk and compliance services

- Implementation of pending audit recommendations, as accepted by management

Aviation services

- Operation and maintenance of 14 aircraft (4 fixed-wing and 10 rotary-wing)
- Provision of 10,520 planned flight hours (4,880 from commercial providers, 5,640 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 14 aircraft and 50 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$925.5 million, 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 resources services for up to 1,566 authorized civilian personnel (721 international staff, 616 national staff and 229 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 4,655 civilian personnel and support for outside-mission training for 141 civilian personnel
- Support for the processing of 1,560 in-mission and 1,541 outside-mission travel requests for non-training purposes and 141 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 114 mission sites at 39 locations
- Implementation of 15 construction projects and renovation and alteration work at 45 sites in Bangui and 69 sites in the regions, including major and minor construction and the maintenance of hard-wall accommodation and structural reinforcement at 32 sites, the construction of 4 helipads and 1 airfield facility, the installation of 2 Bailey bridges and the repair of 15 short- and medium-span timber bridges; repair and maintenance of 450 km of road
- Operation and maintenance of 289 United Nations-owned generators and 3 solar power panel sites, as well as electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities (53 wells/boreholes, 24 water treatment and purification plants, and 57 United Nations-owned wastewater treatment plants) and drilling and installation of 7 boreholes, 10 wastewater treatment plants and 4 water treatment plants
- Provision of waste management services, including liquid and solid waste collection and disposal, to 110 sites
- Provision of cleaning, ground maintenance and pest control services at 28 sites and maintenance of catering facilities at 6 sites
- Operation and maintenance of 2 units within an unmanned aircraft system and 3 units of surveillance technology, under a letter-of-assist arrangement with a troop-contributing country, for intelligence, surveillance and reconnaissance/early warning operations to protect mission personnel

Fuel management services

- Management of supply and storage of 27.5 million litres of fuel (7.7 million litres for air operations, 5.6 million litres for ground transportation and 14.2 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities at 14 locations

Geospatial, information and telecommunications technologies services

- Provision of and support for 3,380 ultra-high frequency (UHF)/very-high frequency (VHF) and VHF air band handheld portable radios, 1,320 UHF/VHF and high frequency (HF) mobile radios for vehicles and 230 UHF/VHF/HF and VHF air band base station radios
- Operation and maintenance of 13 FM radio broadcast stations and 8 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 37 very small aperture terminals, 22 voice over Internet protocol exchanges, 50 point-to-multipoint microwave links and 158 point-to-point microwave units.
- Provision of and support for 2,606 computing devices and 316 printers for an average strength of 2,738 civilian and uniformed end users, in addition to 873 computing devices and 234 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 200 local area networks (LAN) and wide area networks (WAN) at 75 sites
- Production of 6,000 maps and updating of 301 topographic and thematic maps at different scales
- Support for and maintenance of 71 quadcopters for high-resolution aerial surveys of 20 camps and 500 km² of city-level surveys to support operational planning and for intelligence, surveillance and reconnaissance/early warning operations to protect mission personnel

Medical services

- Operation and maintenance of United Nations-owned medical facilities (2 level I clinics, 1 in Bangui and 1 in Bouar, and 7 emergency and first aid stations located in Bambari, Bangassou, Berberati, Bossangoa, Ndélé, Obo and Paoua) and support for contingent-owned medical facilities (33 level I clinics, 1 level I-plus hospital in Bouar and 3 level II hospitals in Bangui, Bria and Kaga Bandoro)
- Maintenance of medical evacuation arrangements to 4 contingent-owned medical facilities (1 level I-plus and 3 level II hospitals) in the mission area (Bangui, Bouar, Bria and Kaga Bandoro) and 5 medical facilities (4 level III and 1 level IV) in 2 locations outside the mission area

Supply chain management services

- Provision of planning and sourcing support for an estimated \$150.9 million in the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 12,347 tons of cargo within the mission area
- Management, accounting and reporting for property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$314.0 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 13,730 authorized military and police personnel (169 military observers, 311 military staff officers, 11,170 contingent personnel, 400 United Nations police officers and 1,680 formed police personnel) and 108 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 40 military and formed police units at 80 sites
- Supply and storage of rations, combat rations and water for an average strength of 12,850 military contingents and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 13,730 military and police personnel and 108 government-provided personnel
- Support for the processing of 25 outside-mission travel requests for non-training purposes and 6 travel requests for training purposes

Vehicle management and ground transport services

- Operation and maintenance of 1,166 United Nations-owned vehicles (671 light passenger vehicles, 135 special-purpose vehicles, 7 ambulances, 99 armoured vehicles and 254 other specialized vehicles, trailers and attachments) 3,000 contingent-owned vehicles and 14 workshop and repair facilities and 20 items of equipment for airfield support, and provision of transport and shuttle services

Security

- Provision of 24-hour close protection to senior mission personnel and visiting high-level officials and security and safety services to all mission personnel and installations
- 4 training sessions per month for security officers on unarmed combat, firearms, close protection procedures and techniques, investigation techniques and other related areas to ensure continued professional security services
- Annual training session on security for all regional and area security coordinators and conduct of at least 2 evacuation and relocation drills mission-wide
- 6 training sessions per month on safe and secure approaches in field environments for mission personnel to reduce the impact of security threats

Services Delivery Service

Approved posts 2018/19	–	1	10	10	52	73	79	59	211
Proposed posts 2019/20	–	1	9	10	53	73	83	71	227
Net change	–	–	(1)	–	1	–	4	12	16
Approved temporary positions ^b 2018/19	–	–	–	1	9	10	7	–	17
Proposed temporary positions 2019/20	–	–	–	1	9	10	7	–	17
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2018/19	–	1	10	11	61	83	86	59	228
Proposed 2019/20	–	1	9	11	63	84	90	71	245
Net change	–	–	(1)	–	2	1	4	12	17

Supply Chain Management Service

Approved posts 2018/19	–	1	11	10	76	98	77	22	197
Proposed posts 2019/20	–	1	11	10	76	98	77	22	197
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2018/19	–	–	–	2	3	5	–	–	5
Proposed temporary positions 2019/20	–	–	–	2	3	5	–	–	5
Subtotal	–	–	–	–	–	–	–	–	–
Approved 2018/19	–	1	11	12	79	103	77	22	202
Proposed 2019/20	–	1	11	12	79	103	77	22	202
Net change	–	–	–	–	–	–	–	–	–

Geospatial, Information and Telecommunications Technologies Section

Approved posts 2018/19	–	–	3	3	40	46	24	2	72
Proposed posts 2019/20	–	–	3	3	43	49	24	2	75
Net change (see table 22)	–	–	–	–	3	3	–	–	3

Support Services**MONUSCO logistics hub, Entebbe**

Approved posts 2018/19	–	–	–	–	2	2	2	–	4
Proposed posts 2019/20	–	–	–	–	2	2	2	–	4
Net change	–	–	–	–	–	–	–	–	–

Civilian staff

Approved posts 2018/19	–	4	38	49	313	404	367	109	880
Proposed posts 2019/20	–	4	40	49	315	408	369	120	897
Net change	–	–	2	–	2	4	2	11	17
Approved temporary positions ^b 2018/19	–	–	1	4	18	23	7	–	30
Proposed temporary positions 2019/20	–	–	1	4	18	23	7	–	30
Net change	–	–	–	–	–	–	–	–	–

Total, civilian staff									
Approved 2018/19	–	4	39	53	331	427	374	109	910
Proposed 2019/20	–	4	41	53	333	431	376	120	927
Net change	–	–	2	–	2	4	2	11	17
Total (I and II)									
Approved 2018/19	–	4	39	53	331	427	374	109	954
Proposed 2019/20	–	4	41	53	333	431	376	120	971
Net change	–	–	2	–	2	4	2	11	17

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

^b Funded under general temporary assistance, in civilian personnel costs.

International staff: net increase of 4 posts

National staff: net increase of 2 posts

United Nations Volunteers: increase of 11 positions

Mission Support Division

Office of the Director of Mission Support

Finance and Budget Section

84. The proposed transfer of the Finance and Budget Section (22 approved posts) to the Office of the Deputy Director of Mission Support is shown in table 15 and described in paragraph 90 of the present report.

Office of the Director of Mission Support

Human Resources Management Section

85. The proposed transfer of the Human Resources Management Section (36 approved posts) to the Office of the Deputy Director of Mission Support is shown in table 16 and described in paragraph 94 of the present report.

Office of the Deputy Director of Mission Support

Table 14

Human resources: Front office

Posts					
Change	Level	Functional title	Action	Description	
+1	P-4	Administrative Officer	Reclassification	From P-3 to P-4	
-1	P-3	Administrative Officer	Reclassification	From P-3 to P-4	
+1	FS	Logistics Assistant	Redeployment	From the Mission Support Centre	
+1	FS	Administrative Assistant	Redeployment		
+2	FS	Administrative Officer	Redeployment		
+1	FS	Logistics Assistant	Redeployment		
+1	NPO	Associate Administrative Officer	Redeployment		
Total	+6				

Office of the Deputy Director of Mission Support

86. The Office of the Deputy Director of Mission Support is responsible for the overall resourcing, coordination of administrative and operational support, performance management and strategic planning, as well as quality assurance, in support of the implementation of the Mission's mandate. The Office assists and supports the Director of Mission Support in the effective management of support services in the Mission, including monitoring the level and quality of support services delivered to Mission headquarters and field office locations.

87. The responsibilities of the approved post of Administrative Officer entail overseeing the Mission liaison office in Entebbe, which is responsible for the coordination of all logistics and administrative support issues, including as they relate to medical services, movement control and aviation liaison functions, travel, procurement, human resources and finance, with relevant offices in Entebbe (the Entebbe Support Base and the Regional Support Centre in Entebbe) to ensure their timely resolution and delivery to clients in MINUSCA, and the Conference and Translation Unit, which is responsible for the provision of conference services, including professional translation services mission-wide, and interpretation in support of various mission components, including military and police contingents. The responsibilities of the Administrative Officer also include interfacing with and providing specialist advice to regional administrative officers and acting as a point of contact for the coordination of the resolution of issues arising in their jurisdictions.

88. It is proposed that the one post, as shown in table 14, be reclassified commensurate with the level, scope and substance of the responsibilities required to strengthen the operational capability of the front office and to provide support for effective supervision and interaction with the sections in the pillar.

89. In the context of the harmonization of mission support structures and given the fact that the support element of the administrative and technical services provided to all field locations, including those with a permanent military presence, will be coordinated by the Deputy Director of Mission Support, it is proposed that six posts, as shown in table 14, be redeployed from the Mission Support Centre to the Office of the Deputy Director to form the Operations and Resource Management Service.

Office of the Deputy Director of Mission Support

Table 15

Human resources: Finance and Budget Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	P-4	Finance and Budget Officer	Establishment	From the Finance and Budget Section (Director of Mission Support)
+1	P-5	Chief of Section	Redeployment	
+1	P-4	Finance and Budget Officer	Redeployment	
+12	FS	Finance and Budget Assistant	Redeployment	
+1	FS	Cashier	Redeployment	
+2	NPO	Finance and Budget Officer	Redeployment	
+4	NGS	Finance and Budget Assistant	Redeployment	
+1	NGS	Administrative Assistant	Redeployment	From FS to P-2
+1	P-2	Associate Finance and Budget Officer	Reclassification	
-1	FS	Finance and Budget Assistant	Reclassification	
Total	+23			

90. In the context of the harmonization of mission support structures, it is proposed that the Finance and Budget Section (22 approved posts) be transferred from the Office of the Director of Mission Support to the Office of the Deputy Director of Mission Support.

91. As with other field missions, the Secretary-General intends that MINUSCA should benefit from an added commitment to decentralize authorities as at 1 January 2019. In line with the initiative to better align authority over resources with responsibility for mandate delivery, the Secretary-General, in his report on the budget for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019, noted that, to ensure that this shift of responsibilities from Headquarters to field missions was matched by a shift in associated capacities, six professional posts were to be abolished in the Field Budget and Finance Division of the Department of Field Support, to be re-established in a number of large, complex missions ([A/72/790/Rev.1](#), paras. 17 and 177). The addition of the post of Finance and Budget Officer (P-4) in MINUSCA, as shown in table 15, will allow the Mission to both realize the benefits of those efforts to better empower field missions and to maintain stewardship over resources.

92. Since 2016, a number of new initiatives and enhancements to Umoja, the Organization's financial reporting system, have been introduced, including the service delivery/cost recovery mechanism, the inventory and assets management modules, expanded developments with travel modules, a new valuation method for assets under construction and the ongoing deployment of Umoja extension 2, which includes the development of finance and budget modules, all of which have a direct impact on the workload, required skills sets, working methods and effective operation of the field Finance and Budget Section. With the strengthening of the Mission's responsibilities, accountability, internal controls and risk management, and the expansion of shared service centres, field finance and budget sections will provide increased strategic support and business intelligence, including advice to operational counterparts and mission leadership, on financial resourcing and stewardship, organizational performance of the mission and risk management in line with mission priorities.

93. In that context, it is proposed that one post, as shown in table 15, be reclassified to support the scope of responsibilities commensurate with the changes referenced, in particular, enhanced oversight of resource stewardship and financial performance, and improve utilization of past and upcoming system functionalities.

Office of the Deputy Director of Mission Support

Table 16

Human resources: Human Resources Management Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	P-5	Chief of Section	Redeployment	From Human Resources Management Section (Director of Mission Support)
+1	P-4	Staff Counsellor	Redeployment	
+2	P-4	Human Resources Officer	Redeployment	
+1	P-3	Human Resources Officer	Redeployment	
+2	P-3	Staff Counsellor	Redeployment	
+3	FS	Human Resources Officer	Redeployment	
+5	FS	Human Resources Assistant	Redeployment	
+2	FS	Staff Welfare Assistant	Redeployment	
+2	NPO	Human Resources Officer	Redeployment	
+8	NGS	Human Resources Assistant	Redeployment	
+1	NGS	Staff Welfare Assistant	Redeployment	
+2	UNV	Human Resources Assistant	Redeployment	
+4	UNV	Support Officer	Redeployment	
+2	UNV	Human Resources Assistant	Reassignment	From the Mission Support Centre
Total	+36			

94. In the context of the harmonization of mission support structures in field missions, it is proposed that the Human Resources Management Section be transferred from the Office of the Director of Mission Support to the Office of the Deputy Director for Mission Support and renamed the Human Resources Section.

95. In addition, it is proposed that two posts, as shown in table 16, be reassigned from the Mission Support Centre to manage the recruitment, administration and payment of close to 600 local individual contractual personnel and up to 20 internationally recruited consultants to ensure adequate support for services for engineering, camp management, cleaning, transportation, supply, movement control and other operations mission-wide, as well as the timely and accurate remuneration of personnel, for which the requirements are currently sustained through personnel on temporary assignment.

Office of the Deputy Director of Mission Support

Table 17

Human resources: Conference and Translation Unit

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	NGS	Translator/interpreter	Reassignment	To the Transport Unit
-1	NGS	Translator/interpreter	Reassignment	To the Transport Unit
Total	-2			

96. The Conference and Translation Unit provides conference services, including professional translation services, in the Mission and administers a computer-based

management system recently launched in collaboration with Headquarters known as electronic conference management system (eCMS). The Unit is responsible for the provision of translators/interpreters in support of military and police contingents, in particular those from non-French-speaking contributing countries.

97. The progressive use of computer-based systems throughout the Mission and effective conference services have enabled stronger mission-wide support for deployments, resulting in a decrease in the need for translators/interpreters. As a result, the initially envisaged allocation of translators/interpreters has been re-assessed, as have the planning requirements for the Transport Unit vis-à-vis the additional deployment of 900 military contingent personnel and the proposed establishment of vehicle maintenance workshops in key areas of operation of the Mission outside of Bangui, in line with the recommendation of the Office of Internal Oversight Services, in support of those operations. As the requirement for translators/interpreters has diminished slightly, it is proposed that two posts, as shown in table 17, be reassigned to the Transport Unit of the Services Delivery Service.

Office of the Deputy Director of Mission Support

Table 18

Human resources: Mission Support Centre

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	P-4	Logistics Officer	Redeployment	From the Facilities and Engineering Management Section
-1	FS	Logistics Assistant	Redeployment	To the Facilities and Engineering Management Section
-1	FS	Administrative Assistant	Redeployment	To the Office of the Police Commissioner
-1	FS	Logistics Assistant	Redeployment	To the Office of the Deputy Director of Mission Support
-1	FS	Administrative Assistant	Redeployment	
-2	FS	Administrative Officer	Redeployment	
-1	FS	Logistics Assistant post	Redeployment	
-1	NPO	Associate Administrative Officer	Redeployment	
-1	UNV	Logistics Officer	Reassignment	To Medical Services Section
-2	UNV	Logistics Assistant	Reassignment	To Human Resources Management Section
Total	-10			

98. The Mission Support Centre, in conjunction with the Mission Support Division, is responsible for the preparation and analysis of all cross-cutting logistics and support plans for the military and police and for the security and substantive offices of the Mission. The Centre also coordinates logistics requirements with United Nations specialized agencies, funds and programmes, other organizations in the mission area and host Government entities and is responsible for conducting periodic assessments, reviews and inspections of the operational readiness, effectiveness and efficiency of all contingent equipment.

99. The Centre will continue to prepare medium- and long-term logistics plans to ensure centralized coordination and prioritization of all logistics functions in accordance with the Mission's mandate, aims and objectives. This is a critical task in the Mission, given the prevailing security situation in the Central African Republic, which requires that comprehensive plans be in place to undertake quick and rapid deployment of support as and when the need arises. The Centre will provide logistical support for the preparation and planning for the implementation of the electoral

mandate and support for the restoration of State authority. It is expected that the Centre will develop a support plan for the deployment of the national defence and internal security forces to field locations across the Central African Republic and facilitate contingency planning to respond to public health emergencies, such as the Ebola epidemic. The Centre will continue to communicate instructions for implementation regarding support matters to all mission elements at mission headquarters and in the regional/field offices, as well as to contractors and military enabling units, and update senior management of the Mission Support Division on ongoing troop deployments, rotations and operations and the impact on mission resources and capabilities. The Centre will continue to develop and implement methodologies and standard operating procedures to enable the effective execution of logistics plans.

100. In the light of the continuing nature of those activities and the anticipated increase in support delivery, as described in paragraph 99, it is proposed that one post, as shown in table 18, be redeployed from the Facilities and Engineering Management Section to strengthen the Centre with the required operational capabilities for logistics planning, reporting and information management, for which the requirements are currently sustained through personnel from the Facilities and Engineering Management Section on temporary arrangements.

101. It is proposed that 11 posts, as shown in table 18, be redeployed (8 posts) and reassigned (3 posts) to offices for which the requirements in those offices are currently sustained through personnel from the Mission Support Centre on temporary arrangements.

Services Delivery Service

Table 19

Human resources: Facilities and Engineering Management Section

			<i>Posts</i>	
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	P-4	Logistics Officer	Redeployment	To the Mission Support Centre
+1	FS	Logistics Assistant	Redeployment	From the Mission Support Centre
Total		–		

102. The Facilities and Engineering Management Section will continue to provide logistics and technical support packages to military, police and civilian personnel at 89 sites and multiple camps/compounds within those sites across the Central African Republic. The Section will continue to provide overall engineering support and services for the maintenance of standard accommodation and offices; medical, dining, post exchange, banking and recreational facilities; warehouses and workshops; waste management yards; and power generation, water supply and sewerage systems. The Section will also continue to provide camp management and environmental services in Bangui and the three sectors and ensure that all facilities are in compliance with minimum operating safety standards. It will provide training for the local workforce as a capacity-building measure and provide training to military personnel with regard to the technical aspects of operating and utilizing United Nations-owned equipment efficiently. The Section will continue to provide overall administrative and technical direction for engineering operations throughout the area of operations, including through coordination with United Nations specialized agencies, funds and programmes, contractors and service providers, and liaise with government authorities as required.

103. The construction of hard-wall buildings for the military and police contingents, including for the additional 900 military personnel, is on track for completion in the 2018/19 period. Projects for the centralized integrated warehouse, the 5,250 metre perimeter boundary wall to protect the camps and strengthen perimeter security, the airport terminal for the Mission's movement control operations and vehicle maintenance workshops have been prioritized for the 2019/20 period. Given the significance of these projects, it would be effective if a dedicated function continued to coordinate various engineering and other activities, such as convoys and movements, handled by the Mission Support Centre. In addition, the coordination of the projects with the Movement Control Unit, the Contingent-owned Equipment Unit, and military and police contingents would be strengthened, while the Section would be supported with staffing commensurate with the assistance-related functions. In the light of the shift in the scope of requirements for the Facilities and Engineering Management Section and the Mission Support Centre and improvements to service delivery within the Mission, it is proposed that two posts, as shown in table 19, be redeployed between the two offices.

Services Delivery Service

Table 20

Human resources: Transport Unit

Posts				
Change	Level	Functional title	Action	Description
+5	UNV	Vehicle Technician	Establishment	Regional and field offices/workshops Bangui
+1	UNV	Road Safety Unit Assistant	Establishment	
+1	UNV	Body Workshop Manager	Establishment	
+1	UNV	CarLog Technician	Establishment	
+1	UNV	Transport Assistant	Establishment	
+2	UNV	Vehicle Technician	Establishment	
+1	NGS	Vehicle Technician (auto body repair)	Establishment	
+1	NGS	Electrician	Establishment	
+2	NGS	Transport Assistant	Reassignment	From the Conference and Translation Unit
Total	+15			

104. The approved staffing establishment of the Transport Unit, which includes the fleet maintenance, fleet management and road safety teams, comprises 64 posts. It is headed by the Chief Transport Officer (P-4) and comprises 12 Field Service and 29 national General Service staff and 22 United Nations Volunteers. The Transport Unit is responsible for providing a safe, reliable, efficient and cost-effective transportation system to support the Mission in delivering its mandate. The Unit plans, organizes and controls the Mission's vehicular transport services, arranges for the maintenance and repair of the Mission's vehicles, formulates and implements road safety standards and provides dispatch services.

105. The vehicle fleet of MINUSCA comprises a total of approximately 1,116 United Nations-owned vehicles and items of equipment of various categories, of which 644 vehicles are deployed in Bangui. A total of 375 vehicles are deployed to three regional headquarters, eight field offices and permanent military operating bases. The balance of 97 units comprises specialized equipment (e.g., armoured scout vehicles, forklifts, fuel tanks, modules and attachments) deployed in Bangui and the sectors. Because the sector locations are over 900 km from mission headquarters in Bangui

and accessible by flights with limited capacity, it has been operationally impossible to centralize vehicle servicing for the Mission. The initial mission concept for vehicle maintenance was to outsource those functions for the field.

106. In addition, the Transport Unit is responsible for testing the vehicles and issuing driving permits for the management and performance of routine maintenance of the vehicles at operational intervals of 5,000 km and 250 hours for specialized equipment, including engineering and airfield equipment. Routine maintenance is required to ensure that the vehicles and equipment are operational to support mandate implementation. The Unit works closely with the Contingent-owned Equipment Unit to conduct periodic technical inspections of the contingent-owned vehicles, including specialized equipment. The purpose of the inspections is to assess operational readiness and the compliance of troop- and police-contributing countries with the memorandums of understanding. MINUSCA uses the CarLog system to monitor both the use of United Nations-owned vehicles and equipment and fuel consumption and to determine when routine maintenance is required. The Transport Unit also ensures that its fleet adheres to the vehicle servicing requirements stipulated in the relevant transport handbook and workshop manual for each vehicle model in its fleet and maintains statistics of accidents involving vehicles and equipment to determine the cost of damage and identify the responsible party (after reviewing the security investigation reports) in order to recover the cost of repairs or outright loss.

107. The large size of the Mission's area of operations and the poor terrain require a higher level of service support to ensure a well-maintained vehicle fleet. In addition, 40 per cent of the fleet was four years old at the beginning of 2019, and those vehicles therefore require increased maintenance service support. Most of the vehicles in the fleet have accumulated mileage above 20,000 km, which means that routine maintenance involves extensive repairs by two mechanics per car for five days, compared with the lighter types of services and repairs that require one mechanic per car for one day. The Central African Republic has only 539 km of paved road country-wide. While vehicles might have low mileage, the number of kilometres travelled on very poor tracks drastically affects their mechanical operability. Furthermore, preventive maintenance in accordance with manufacturers' recommendations requires that at each interval, based on accumulated mileage, repairs be undertaken with specific guidelines, including the replacement of parts. This diverts existing workshop personnel from more serious repair/maintenance support services, creating a backlog. Currently, there are no vehicle maintenance technicians in Bambari, Bria, Kaga Bandoro, Obo or Paoua, where an average of 40 vehicles are deployed per location. As mentioned above, although each vehicle requires routine servicing at intervals of 5,000 km, approximately 33 per cent of the Mission's fleet received routine maintenance at approximately 10,000 to 12,000 km owing to the lack of vehicle technicians in the above-mentioned field locations. This increases the risk of costly repairs and maintenance of vehicles and specialized equipment, contributes to the shortening of the life expectancy of the vehicles and equipment and could also expose personnel to risks.

108. The absence of standard workshop facilities and sufficient mission personnel in the sectors and field offices is not sustainable, and the temporary structures used as workshops are small and inadequate to support the maintenance work required in those locations, as observed over the past three years. Major repairs and major body repairs for vehicles from the regions continue to be carried out in Bangui and outsourced to contractual personnel, which are limited in number owing to the lack of requisite skills in the market place, and through temporary workshops in Bangui. In addition, a vehicle arriving in Bangui from the field for repair will be away from its regional base for at least two months and will require a truck to transport it for

between two weeks and one month. Consequently, the transportation costs are high and the repair timelines are lengthy.

109. In line with recommendations in the report of the Office of Internal Oversight Services on fleet management in the Mission of August 2017, MINUSCA is preparing for the construction of vehicles maintenance workshops at sector headquarters and field offices to ensure adequate repairs and routine maintenance services.

110. With the increased maintenance and repair work resulting from the aging fleet, and the establishment of vehicle maintenance workshops in key areas of operation of the Mission outside of Bangui in line with the recommendations of the Office of Internal Oversight Services, it is proposed that five posts, as shown in table 20, be established at the regional and field offices (Bambari, Bria, Kaga Bandoro, Obo and Paoua).

111. The Vehicle Technicians in Bangui and all sector locations carry out similar functions in support of fleet maintenance and asset accountability for non-expendable items, including workshop tools and equipment. The transport field office structure requires an experienced team of technicians with the requisite skills in mechanics, electrical systems, the restoration of vehicles to factory state and hydraulics, as well as strong leadership, management, oversight and record-keeping skills at the field level. It is proposed that eight posts, as shown in table 20, be established in Bangui to support the additional requirements for technicians with specialist skills in Bangui to conduct periodic technical inspections of 3,000 contingent-owned vehicles and specialized equipment, and in connection with the deployment of an additional 900 troops authorized by the Security Council; to provide routine maintenance and services for the Mission's fleet of 644 vehicles that are deployed in Bangui; and to provide for the overall management of the transportation system, as described in the paragraphs above.

112. Following the publication of the Road Safety Manual in October 2016, the Mission established a Road Safety Unit within the Transport Unit comprising three teams (training, driver testing and vehicle safety and enforcement). The Unit provides and implements road safety programmes and campaigns with a view to promoting safe driving and reducing the accident rate within the Central African Republic; provides regular defensive driving training for all United Nations personnel located in the country; ensures that proper sanctions related to road traffic accidents/incidents are applied and implemented in a timely manner; and manages the driving permit cell, tests drivers and issues driving permits to over 300 civilian and uniformed personnel per month. It is proposed that two posts, as shown in table 20, be reassigned from the Conference and Translation Unit of the Office of the Deputy Director of Mission Support to meet the above-mentioned requirements, which are currently sustained through personnel on temporary arrangements.

Services Delivery Service

Table 21

Human resources: Medical Services Section

			<i>Posts</i>	
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	FS	Nurse	Establishment	(Physiotherapist)
+1	UNV	Nurse	Reassignment	From the Mission Support Centre
Total	+2			

113. It is proposed that one post, as shown in table 21, be established to provide specialist medical services that are not available in the host country, in line with the recommendation in the health risk assessment conducted by the Headquarters medical assessment team.

114. The strengthening of the Medical Services Section will ensure that the necessary services, which are currently and regularly sought outside of the country by staff members, will be accessible in Bangui. It is envisaged that the proposal will reduce the absence of staff on lengthy sick leave outside of the country to undergo physiotherapy sessions for common musculoskeletal conditions and improve the morale of the Mission's personnel, in turn enhancing productivity and efficiency with regard to the fulfilment of work assignments.

115. In addition, in the light of the health risk assessment and support for the 10-1-2 casualty response principle for emergency medical response, it is proposed that one post, as shown in table 21, be reassigned from the Mission Support Centre to the medical facility in Obo to provide support for the adherence of medical response to emergency procedures, particularly for casualty evacuation, for which the requirements are currently sustained through personnel on temporary arrangements. This reassignment will enhance the implementation of training activities and support military and police personnel at the duty station with urgent medical care in the field, with the goal of satisfactorily treating conditions or arranging for timely transfer of the patients to the next point of definitive care (regional level II hospitals or Bangui), and will improve reporting and communication with the Medical Cell in Bangui in the context of emergency medical response.

Geospatial, Information and Telecommunications Technologies Section

Table 22

Human resources: Geospatial, Information and Telecommunications Technologies Section

			<i>Posts</i>	
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+3	FS	Information Systems Assistant	Establishment	
Total	+3	(see table 13)		

116. Following an increase in the number of security incidents throughout the area of operations in recent years, new technologies have been utilized to enhance the surveillance capabilities of MINUSCA components to carry out operations, while ensuring the protection of United Nations personnel. In previous periods, MINUSCA implemented innovative technologies such as the tethered aerostat system (balloon) in Bangui, mobile sensors, Hovermasts, cameras, two mini unmanned aerial units and commercial quadcopters to monitor the Mission's camp perimeters and assess crowds, assist with the operations of military observers and troops and support mapping requirements for engineering work and other technologies with the same objectives. In addition, MINUSCA will launch another three tethered systems at its sector headquarters, as well as and high-frequency and ultra-high-frequency sensors for the tracking system, and will provide technical support and ensure that users in MINUSCA are trained in gathering the data, viewing and reporting incidents and creating patrol plans, as well in tracking necessary assets and staff members in line with the implementation of the mission common operational picture as part of the situational awareness programme established by the Administration in 2017. These initiatives have contributed to an expanded information and communications technology infrastructure and services for mission operations. As a result, the roles

and responsibilities of individual staff members and teams who will be involved in configuring and maintaining systems capabilities, monitoring systems, reviewing and analysing logs, responding to operational and security incidents and training will need to be defined.

117. In addition, given the increased demand for real-time operational data and streaming platforms, additional equipment has been integrated in the wide area network (WAN) that requires support. The technologies used by the Mission produce increased data and increased information is exchanged for analysis across the Mission, resulting in increased requirements for network management and security oversight of information and communications technology in Bangui and the regional offices.

118. With the implementation of new, innovative technologies in recent periods, the volume and scope of duties and responsibilities have increased to include: (a) ensuring inclusion of adequate and appropriate data derived from the technologies for the monitoring and analysis activities by the Mission's relevant civilian and military personnel; (b) providing training for the military component on rotation as a key contributor of information from these tools; (c) ensuring overall management and coordination of the implementation of new technologies; (d) conducting periodic audits to verify compliance with procedural, network and security standards in conjunction with existing policies and procedures; (e) conducting periodic quality assurance exercises to evaluate infrastructure and services in the regions, including hardware management, licensing and connectivity arrangements, and assessing internal control systems to ensure that appropriate information access levels and security clearances are maintained, in particular, with regard to authentication, access control, audit logs, physical security and remote access; and (f) implementing appropriate business continuity arrangements. In this regard, it is proposed that three posts, as shown in table 22, be established to provide the expertise and additional support for the implementation of new, innovative technologies.

II. Financial resources

A. Overall

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

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	7 318.8	7 621.1	7 584.3	(36.8)	(0.5)
Military contingents	368 702.5	404 577.2	399 747.4	(4 829.8)	(1.2)
United Nations police	17 674.7	17 916.3	19 142.0	1 225.7	6.8
Formed police units	55 329.0	57 423.9	56 543.4	(880.5)	(1.5)
Subtotal	449 025.0	487 538.5	483 017.1	(4 521.4)	(0.9)
Civilian personnel					
International staff	152 829.0	155 646.9	153 970.4	(1 676.5)	(1.1)
National staff	20 392.8	18 776.9	18 663.7	(113.2)	(0.6)
United Nations Volunteers	12 001.1	11 039.0	14 632.7	3 593.7	32.6
General temporary assistance	10 311.2	7 180.3	7 228.2	47.9	0.7
Government-provided personnel	4 746.2	5 052.3	5 447.2	394.9	7.8
Subtotal	200 280.3	197 695.4	199 942.2	2 246.8	1.1
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	864.8	774.8	1 237.4	462.6	59.7
Official travel	3 803.6	3 778.0	3 853.3	75.3	2.0
Facilities and infrastructure	71 441.5 ^a	86 924.3	79 710.0	(7 214.3)	(8.3)
Ground transportation	17 348.5	15 320.0	14 427.4	(892.6)	(5.8)
Air operations	56 898.4	60 515.4	59 959.4	(556.0)	(0.9)
Marine operations	471.9	250.0	250.0	—	—
Communications and information technology	37 420.8 ^b	36 157.3	39 522.3	3 365.0	9.3
Medical	1 221.0	2 266.0	1 580.4	(685.6)	(30.3)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	38 114.7 ^c	35 992.2	38 999.4	3 007.2	8.4
Quick-impact projects	2 982.4	3 000.0	3 000.0	—	—
Subtotal	230 567.6	244 978.0	242 539.6	(2 438.4)	(1.0)
Gross requirements	879 872.9	930 211.9	925 498.9	(4 713.0)	(0.5)
Staff assessment income	13 994.2	14 726.7	13 927.6	(799.1)	(5.4)
Net requirements	865 878.7	915 485.2	911 571.3	(3 913.9)	(0.4)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	879 872.9	930 211.9	925 498.9	(4 713.0)	(0.5)

^a The expenditure reported for facilities and infrastructure was \$71,034,400. The figure includes an amount of \$407,100 to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

^b Represents the combined expenditure reported for communications (\$24,650,000) and information technology (\$12,770,300) to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

^c The expenditure reported for other supplies, services and equipment was \$38,521,800. The figure excludes an amount of \$407,100 to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

B. Non-budgeted contributions

119. The estimated value of non-budgeted contributions for the period from 1 July 2019 to 30 June 2020 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-mission agreement ^a	68 916.1
Voluntary contributions in kind (non-budgeted)	—
Total	68 916.1

^a Represents buildings, land and services provided by the Government of the Central African Republic.

C. Efficiency gains

120. The cost estimates for the period from 1 July 2019 to 30 June 2020 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Facilities and infrastructure	283.0	Synchronization of main power supply generators installed in Bangui at the logistics base, mission headquarters and Ucatex locations are expected to curtail fuel consumption by approximately 14,320 litres per month.
Ground transportation	124.5	Implementation of measures to prevent the idling of vehicles is anticipated to curtail fuel consumption by approximately 2 litres per vehicle per month for over 3,000 vehicles in use.
Total	407.5	

D. Vacancy factors

121. The cost estimates for the period from 1 July 2019 to 30 June 2020 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2017/18^a</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
Military and police personnel			
Military observers	16.0	15.0	15.0
Military contingents	2.6	5.0	5.0
United Nations police	12.3	10.0	5.0
Formed police units	0.7	1.0	1.0
Civilian personnel			
International staff	18.9	10.0	10.9
National staff			
National Professional Officers	22.3	15.0	8.4
National General Service staff	25.7	15.0	15.4

<i>Category</i>	<i>Actual 2017/18^a</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
United Nations Volunteers (international)	12.6	12.0	9.6
United Nations Volunteers (national)	1.8	2.0	2.0
Temporary positions ^b			
International staff	27.5	10.0	19.0
National Professional Officers	–	15.0	15.0
National General Service staff	87.5	15.0	15.0
Government-provided personnel	4.6	8.3	1.0

^a Based on actual monthly deployment and incumbency of the planned monthly strength.

^b Funded under general temporary assistance.

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

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

123. Requirements for the period from 1 July 2019 to 30 June 2020 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of \$149,614,000 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	78 734.6	11 453.0	90 187.6
Self-sustainment	51 977.7	7 448.7	59 426.4
Total	130 712.3	18 901.7	149 614.0
<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	2.1	October 2016	May 2016
Intensified operational condition factor	3.8	October 2016	May 2016
Hostile action/forced abandonment factor	5.0	July 2017	May 2017
B. Applicable to home country			
Incremental transportation factor	1.0–5.0		

F. Training

124. The estimated resource requirements for training for the period from 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	295.7
Official travel	
Official travel, training	627.3
Other supplies, services and equipment	
Training fees, supplies and services	636.6
Total	1 559.6

125. The number of participants planned for the period from 1 July 2019 to 30 June 2020, compared with previous periods, is as follows:

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>
Internal	1 997	2 964	2 676	1 837	2 547	1 979	16 973	17 834	17 501
External ^a	150	88	117	21	9	24	33	18	6
Total	2 147	3 052	2 793	1 858	2 556	2 003	17 006	17 852	17 507

^a Includes the United Nations Logistics Base at Brindisi, Italy, the Regional Service Centre in Entebbe, Uganda, and outside the mission area.

126. During the 2019/20 period, the number of participants in training courses will be reduced. The estimate takes into consideration the stable staffing levels for civilian personnel and non-recurrent internal training for some conduct and discipline courses and other mandatory courses. While the number of participants will decrease for internal training courses, additional courses will be offered externally, in particular for journalism in conflict and post-conflict environments, to provide mission personnel with the unique and requisite skills to achieve reporting results in this challenging context. The proposed increase in consultancy requirements is consistent with the increase in number of external courses.

127. Training courses will primarily cover the areas of conduct and discipline, with an emphasis on sexual exploitation and abuse; technology applications used in the administration, finance and budget, human resources and performance management functions of the Mission, staff development in the areas of leadership, performance, strengthening competencies, languages and stress management, induction for new staff members, communications and information technology applications and skills, supply/property management and security, as well as substantive areas.

G. Disarmament, demobilization, reintegration and repatriation

128. The estimated resource requirements for disarmament, demobilization, reintegration and repatriation and community violence reduction for the period from 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Other supplies, services and equipment	6 258.0
Total	6 258.0

129. The Mission will continue to provide technical and logistical support to the Consultative Follow-up Committee on Disarmament, Demobilization, Reintegration and Repatriation, which is the Government's forum for dialogue on disarmament, demobilization and reintegration with the armed groups, and will support the implementation of a national disarmament, demobilization, reintegration and repatriation programme in consideration of agreements reached in the framework of the African Initiative for Peace and Reconciliation. The Mission will support the national governmental institution in implementing the national disarmament, demobilization and reintegration programme for 2,000 ex-combatants in the central and eastern areas of the Central African Republic. The Mission will support the disarmament and demobilization operations carried out by the national disarmament and demobilization mobile teams and provide reinsertion assistance for ex-combatants, logistical and transportation support to the mobile teams and support for the mobile teams in the implementation of communication and sensitization activities (\$1,470,000).

130. The Mission will continue its activities with regard to community violence reduction programmes, targeting combatants, including those combatants who are ineligible for the national disarmament, demobilization, reintegration and repatriation programme, youth that are susceptible to violence and other vulnerable members of the communities, through partnerships with the United Nations Office for Project Services (UNOPS), the International Organization for Migration and others, supporting 4,000 beneficiaries. The beneficiaries will be provided with vocational training, coaching and start-up kits for income-generating activities, as well as sensitization training on peaceful coexistence in support of local conflict resolution mechanisms. In addition, the Mission will leverage the community violence reduction programme to support locally reached peace agreements. MINUSCA will support the Government in the implementation of a nationally owned community violence reduction strategy, in a harmonized and coordinated manner, in close collaboration with the United Nations country team and other international and national partners, that will support the reinsertion of young combatants and community members (\$4,788,000).

131. 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 (\$540,000), services (\$614,000) and travel (\$316,000) and (b) community violence reduction programmes: supplies and equipment (\$2,000,000 for start-up kits for income-generating activities), services (\$1,720,000 for training, coaching and skilled labour) and travel during the three-month training period (\$1,068,000).

H. Weapons and ammunition management

132. The estimated resource requirements for the management of weapons and ammunition for the period from 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Other supplies, services and equipment	6 200.0
Total	6 200.0

133. MINUSCA will continue to assist the Government in building the national capacity to manage weapons and ammunition. The activities will be conducted by the Mine Action Service of the United Nations, as an integral part of the Mission, through the engagement of UNOPS, external partners and private national and international construction contractors, who will be determined during the course of the financial period on the basis of needs, priorities and availability.

134. With regard to supporting the State in strengthening the capacity of the defence and internal security forces to manage weapons and ammunition, the activities will comprise: (a) training of the national defence and internal security forces in the safe and secure management of weapons and ammunition; (b) the construction and installation of storage facilities for weapons and ammunition for the national defence forces, building on work done in previous periods; (c) the conduct of quality assurance and quality control activities through close monitoring by the Mine Action Service of the national defence and internal security forces in two defence zones, through which the Mission will impart best practices for the management of weapons and ammunition and support the implementation and continuous improvement of such practices; and (d) a workshop with relevant national and international partners to address explosive hazards and follow-on assistance to support the national authorities in identifying the institutional capacity to coordinate explosive ordnance disposal activities at the national level. This support is in line with the broader security sector reform and comprises coordination and technical expertise and no physical removal of explosive ordnance (\$6,200,000).

135. The above-mentioned activities will enable the extension of State authority and help mitigate potential risks, including theft, looting, access to and use of weapons and ammunition outside of official duty owing to poor management and unplanned explosion of improperly stored and managed weapons and ammunition. In addition, technical assistance will continue to be provided to the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons in the implementation of the national strategy adopted in January 2019 and the action plan on small arms and light weapons that is currently under development, to complete the final milestones of the July 2017 road map for the Commission's operationalization.

136. The two additional activities for the 2019/20 period described under paragraphs 134 (c) and (d) above are attributable to: advancement in the development of, and actual deployment of, the defence and internal security forces in direct connection with the Central African national defence plan of 2017, the national authorities orientation document of 2017 and the global plan for resizing and redeployment of internal security forces of 2018, which were recently finalized; and the arrival and distribution of weapons and ammunition initiated in 2018 throughout the Central African Republic that the national authorities now need to manage.

137. The proposed requirements comprise estimated costs for a third-party contract (\$2,119,284), personnel (\$2,854,929), travel (\$185,806), supplies and equipment (\$155,000), operating expenses (\$417,760) and administrative costs (\$467,221).

I. Other programmatic activities

138. The estimated resource requirements for other programmatic activities for the period from 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Description</i>	<i>Proposed amount</i>
Justice and corrections (Special Criminal Court)	4 521.0
Justice and corrections (penitentiary system/demilitarization of prisons)	1 237.0
Human rights	550.0
Civil affairs (community stabilization programmes)	437.2
Police training/co-location	536.0
Rule of law/security institutions/security sector reform	750.0
Political affairs (peace consolidation)	388.0
Total	8 419.2

139. Other programmatic activities will be undertaken primarily through the engagement of UNOPS, UNDP and local non-governmental organizations in the following areas:

(a) Justice and corrections (Special Criminal Court): strengthening the transitional justice mechanism, which will involve providing support for investigational and judicial activities, outreach to and communication with the public and affected communities, security for court personnel and protection for victims and witnesses, overall court management and support for the establishment and functioning of the legal aid system (\$4,521,000). The proposed requirements comprise estimated costs for personnel (\$3,391,000) and services (\$1,130,000). MINUSCA will be working closely with UNDP within the framework of the Special Criminal Court joint project, as well as with UNODC;

(b) Justice and corrections (penitentiary system/demilitarization of prisons): strengthening the penitentiary system through the development of an action plan and phased implementation of the strategy for the demilitarization of prisons, which will involve: (i) assessments of corruption and risk in the prison setting, security upgrades to the prisons, social reintegration activities and capacity-building activities for civilian prison personnel; and (ii) support for the judiciary through the organization of training sessions, workshops and seminars for national judicial actors (magistrates and court personnel), the construction, rehabilitation and equipping of courts and the development of a strategy for the justice sector and criminal policy for the regular courts (\$1,237,000). The proposed requirements comprise estimated costs for services (\$430,000), supplies and equipment (\$807,000). MINUSCA will work closely with UNODC, UNDP and non-governmental organizations within the framework of the programme;

(c) Human rights: promoting the establishment of national human rights accountability mechanisms, drawing on the findings and recommendations of the Mission's human rights mapping project and mobilizing efforts towards the implementation of recommendations derived from the mapping project and other

reports, the human rights policy and risk assessments and verifications initiated under the national vetting processes; supporting the development and implementation of a comprehensive transitional justice strategy that includes strategic, legislative and policy options for the fight against impunity; and supporting monitoring and investigations, early warning analyses and the reporting and documenting of human rights violations and breaches of international humanitarian law with preventive and response measures for physical protection. Activities include developing a strategy and mechanism to support and protect victims and witnesses who appear before the Special Criminal Court and ordinary courts; supporting the establishment of a national commission for human rights and fundamental freedoms in the Central African Republic; and providing technical assistance, advisory services and capacity-building to enable the commission to develop a strategic plan, including a corresponding implementation plan, for monitoring and reporting, investigating and settling disputes, providing support for transitional justice processes and local reconciliation initiatives and monitoring judicial processes, with a view to promoting fair trial standards and compliance with international standards. The programmatic activities entail the development of training and capacity-building programmes and the provision of technical assistance through various workshops for and extensive consultation with national stakeholders, including national courts, the Special Criminal Court and civil society, and with victims and survivors, to ensure that the findings of the mapping exercise support national authorities in developing a transitional justice strategy designed to address the legacy of past human rights violations and abuses in the Central African Republic (\$550,000). The proposed requirements comprise estimated costs for services (\$210,000), travel (\$70,000), and supplies and equipment (\$270,000). MINUSCA will work closely with non-governmental organizations within the framework of the programme;

(d) Civil affairs (community stabilization programmes): engaging in training, focus groups and various other initiatives to address the root causes of the conflict and conceive bottom-up proposals to address them in line with the recommendations of the African Initiative for Peace and Reconciliation; supporting the implementation of the nationally owned strategy for the restoration and extension of State authority; carrying out capacity-building initiatives to support the prefects, sub-prefects and mayors in addressing technical weaknesses identified by central inspections; strengthening the coordination and functioning of conflict mitigation and resolution initiatives and designing appropriate social cohesion and conflict resolution coordination mechanisms in close collaboration with UNDP, the United Nations country team, the Government and civil society; and strengthening cooperation between local authorities and civil society and helping to create the conditions for stability, reconciliation and peace priorities (\$437,200). The proposed requirements comprise estimated costs for personnel (\$307,199), travel (\$69,796) and supplies and equipment (\$60,205). MINUSCA will work closely with the United Nations country team, the national authorities and non-governmental organizations within the framework of the programme;

(e) Police training/co-location: rehabilitating and equipping police and gendarmerie units and special anti-fraud units to improve their operational capacities as part of the extension of State authority and the fight against impunity; sensitizing and training the internal security forces as first responders on crime scenes, crime scene management, corruption, ransoming and other key areas and key policing activities (\$536,000). The proposed requirements comprise estimated costs for personnel (\$21,440), a third-party contract (\$5,360), travel (\$5,360), supplies and equipment (\$493,120) and operating expenses (\$10,720). MINUSCA will be working closely with partners, including local non-governmental organizations and representatives from the internal security forces, within the framework of the co-location plan;

(f) Rule of law/security institutions/security sector reform: supporting the integration of ex-combatants into the defence and internal security forces, the operationalization of the military justice system, the development of an infrastructure plan for the national defence forces and the development of the sectoral plans for the Customs Office and the Ministry of Water, Forestry, Hunting, Fishing and Environment (\$750,000). The proposed requirements comprise estimated costs for supplies and equipment (\$580,000) and services (\$170,000). MINUSCA will be working closely with non-governmental organizations or other partners within the framework of the programme;

(g) Political affairs (peace consolidation): supporting voter and civic education to prepare for political participation in elections, with a focus on women, youth, refugees and internally displaced persons, the roles and responsibilities of the media in elections, mediation and conflict resolution activities targeting hot-spots affected by the activism of armed groups and intercommunal conflicts, within the framework of the implementation of the decisions following the dialogue under the auspices of the African Initiative for Peace and Reconciliation and of the electoral process, and building the capacity of women and youth as peace actors in conflict prevention and management skills in Bangui and the country's 16 prefectures (\$388,000). The proposed requirements comprise estimated costs for supplies and equipment. MINUSCA will be working closely with local and/or international non-governmental organizations and with representatives from the local civil authorities and internal security forces, within the framework of programme.

J. Quick-impact projects

140. The estimated resource requirements for quick-impact projects for the period from 1 July 2019 to 30 June 2020, 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 2017 to 30 June 2018 (actual)	2 982.4	95
1 July 2018 to 30 June 2019 (approved)	3 000.0	100
1 July 2019 to 30 June 2020 (proposed)	3 000.0	100

141. Together with non-governmental organizations, the United Nations country team and other partners, MINUSCA will continue to work on projects that aim at providing immediate tangible benefits for the lives of people in the Central African Republic. Through its Civil Affairs Section and the use of quick-impact projects, the Mission will foster an environment conducive to the effective implementation of its mandate by establishing confidence in the Mission, its mandate and the peace process. Projects to improve the delivery of administrative and social services will be implemented through 12 field offices (including Bangui) across three components: (a) security, protection of civilians and human rights, to improve community protection; (b) support for political, peace and reconciliation processes, to promote social cohesion and reconciliation; and (c) fight against impunity, and support for the extension of State authority and rule of law. The quick-impact projects will focus on:

(a) Security, protection of civilians and human rights: improving the capacity of the population to organize itself so as to better prevent security incidents and to alert MINUSCA, national authorities and security forces to ensure adequate and timely response to such incidents. The Mission's military and police personnel, in coordination with the national authorities and local and international

non-governmental organizations, will continue to expand early warning systems and networks to areas not currently covered and expand communications and coordination systems to complement activities for the protection of civilians implemented by MINUSCA (the response side), to improve the capacities of the communities to organize themselves (the alert and community side) and to improve the link to the Mission's protection system (20 projects at approximately \$30,000 each);

(b) Support for political, peace and reconciliation processes: targeting women, youth and communities in conflict with projects that promote dialogue, confidence-building, reconciliation, social cohesion and peaceful cohabitation within and between communities (50 projects at approximately \$30,000 each). Consistent with the policy for quick-impact projects, such projects will be identified through grass-roots participation and coordinated across mission components and sections and in consultation with other national and international stakeholders and partners. In addition to creating income-generating activities, the projects will aim to bring together opposing groups in communities to maximize their long-term income while reducing the possibilities of conflict among them. Partnerships will be explored with the Food and Agriculture Organization of the United Nations and/or with the World Food Programme to maximize agricultural productivity, and with UNDP for the development of community markets and the rehabilitation of bridges, promoting economic exchanges that have a positive impact on the lives of women and young people;

(c) Fight against impunity, and support for the extension of State authority and rule of law: improving the delivery of basic public administrative and social services, such as the rehabilitation, equipping and functioning of public administration to improve local budgeting and planning, civil registry, and security, justice and the fight against impunity, as well as education, health, water, electricity and agriculture. The sustainability of the projects will be ensured through the implementation of joint and complementary projects with the United Nations country team and the relevant national ministries. For example, schools and health centres will be rehabilitated and equipped, with the assurance that the United Nations Children's Fund and medical and educational non-governmental organizations, together with the relevant ministries, will support their operation. The initial sustainability of these projects will be assured through a combination of complementary capacity-building activities targeting local officials and civil servants, so as to ensure the effective functioning of those institutions, and through the allocation of local investment funds, which will be provided to the Government by the World Bank, France, the European Union and UNDP/MINUSCA (Peacebuilding Support Office) in support of operational costs and in support of good local governance practices (30 projects at approximately \$30,000 each).

III. Analysis of variances¹

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

	<i>Variance</i>	
Military contingents	(\$4 829.8)	(1.2%)

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

143. The reduced requirements are attributable primarily to: (a) lower anticipated costs for contingent-owned equipment for self-sustainment owing to the improvement in accommodation for military contingent personnel in accordance with the standards of the United Nations, given the completion by the Mission of hard-wall construction, which is on track for the 2018/19 period; and (b) lower costs for freight owing to the non-recurrent deployment of equipment, which was included in the approved budget for the 2018/19 in connection with the emplacement of additional military contingent personnel.

	<i>Variance</i>	
United Nations police	\$1 225.7	6.8%

• **Management: change in deployment**

144. The increased requirements are attributable primarily to: (a) the application of a lower vacancy rate of 5.0 per cent for United Nations police personnel in the computation of the mission subsistence allowance and travel on emplacement, rotation and repatriation, resulting from the recruitment of personnel with the requisite specialized skills, compared with the vacancy rate of 10.0 per cent applied in the approved budget for the 2018/19 period; and (b) the higher anticipated cost per round trip of \$1,900 per ticket, compared with the cost of \$1,060 per ticket included in the approved budget for the 2018/19 period, based on actual expenditures for the 2016/17 period.

	<i>Variance</i>	
Formed police units	(\$880.5)	(1.5%)

• **External: change in market price levels/inflation**

145. The reduced requirements are attributable primarily to: (a) the lower rates reflected in the revised contract for rations (bottled water and transportation) compared with the rates in the former contract applied in the approved budget for the 2018/19 period; and (b) the lower anticipated compensation for death and disability in the light of the security conditions and initiatives to address systemic challenges to the safety and security of personnel.

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.

	<i>Variance</i>	
International staff	(\$1 676.5)	(1.1%)

• **Cost parameters: change in common staff cost rate**

146. The reduced requirements are attributable primarily to the lower anticipated rate for international common staff costs of 90.4 per cent, based on actual average monthly expenditure for the current period, compared with the rate of 97.57 per cent applied in the approved budget for the 2018/19 period. The reduced requirements are offset in part by the proposed establishment of 17 new posts, with the application of a vacancy rate of 50.0 per cent, and the net impact of the revised salary rates, based on actual costs.

	<i>Variance</i>	
National staff	(\$113.2)	(0.6%)

• **Cost parameters: change in foreign exchange rate**

147. The reduced requirements are attributable primarily to the depreciation of the CFA franc against the United States dollar, resulting in the applied exchange rate of 574.293 CFA francs per United States dollar, compared with the rate of 549.010 CFA francs per United States dollar applied in the approved budget for the 2018/19 period. The reduced requirements are offset in part by increased requirements for the proposed establishment of six new General Service posts, with the application of a vacancy rate of 50.0 per cent, and the application of a lower vacancy rate of 8.4 per cent for National Professional Officers in the computation of salary costs, compared with 15.0 per cent applied in the approved budget for the 2018/19 period.

	<i>Variance</i>	
United Nations Volunteers	\$3 593.7	32.6%

• **Cost parameters: change in allowance rates**

148. The increased requirements are attributable primarily to the higher rates for allowances for United Nations Volunteer personnel, based on the revised scale, compared with the rates applied in the approved budget for the 2018/19 period; the proposed establishment of 19 new international United Nations Volunteer positions, with the application of a vacancy rate of 50.0 per cent; and the lower effective vacancy rate of 9.6 per cent for international United Nations Volunteers, compared with the rate of 12.0 per cent included in the approved budget for the 2018/19 period.

	<i>Variance</i>	
Government-provided personnel	\$394.9	7.8%

• **Management: change in vacancy rate**

149. The increased requirements are attributable primarily to the application of a lower vacancy rate of 1.0 per cent in the computation of the mission subsistence allowance, compared with the vacancy rate of 8.3 per cent applied in the approved budget for the 2018/19 period.

	<i>Variance</i>	
Consultants and consulting services	\$462.6	59.7%

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

150. The increased requirements are attributable primarily to the engagement of: (a) individual consultants with the requisite expertise in the development of and training in the use of monitoring and evaluation tools to evaluate the impact of the strategic communications and public information activities of the Mission and to provide specialized training on journalism in conflict and post-conflict conditions; and (b) consultancy services for the development and implementation of a monitoring and evaluation framework to track the progress of the impact of disarmament, demobilization and reintegration/community violence reduction activities in accordance with the recent recommendations of the Office of Internal Oversight Services in its audit of the disarmament, demobilization and reintegration programme in MINUSCA.

	<i>Variance</i>	
Facilities and infrastructure	(\$7 214.3)	(8.3%)

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

151. The reduced requirements are attributable primarily to: (a) the absence of non-recurrent provisions included in the approved budget for 2018/19 for construction, alteration and renovation services and construction material and field defence supplies for the establishment of camps, owing to the completion of the construction of standard accommodations for military and police personnel and facilities for civilian personnel and other non-recurrent construction projects, which is on track for the 2018/19 period and which will significantly improve the living conditions for personnel in Bangui and the regions, with a beneficial reduction in the costs for self-sustainment by contingent personnel; and (b) the acquisition of fewer generators and less electrical equipment, as well as less water treatment and fuel distribution equipment, compared with acquisitions included in the approved budget for the 2018/19 period, owing to the phased implementation of the systems and the fact that there is sufficient equipment on hand.

152. The reduced requirements are offset in part by the anticipated consumption of fuel for generators of 14.2 million litres at a higher average cost of \$1.678 per litre, based on the actual consumption patterns for the current period, compared with 14.0 million litres at an average cost of \$1.530 per litre included in the approved budget for the 2018/19 period, and by the acquisition of engineering supplies for emergency power and to improve and upgrade perimeter security at mission sites in Bangui and the sectors in compliance with the minimum operating residential security standards.

	<i>Variance</i>	
Ground transportation	(\$892.6)	(5.8%)

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

153. The reduced requirements are attributable primarily to: (a) the non-requirement for additional and replacement vehicles, compared with the number of vehicles included in the approved budget for the 2018/19 period; and (b) the lower anticipated consumption of fuel of 5.6 million litres at an average cost of \$1.678 per litre for vehicles, compared with 6.2 million litres at an average cost of \$1.530 per litre included in the approved budget for the 2018/19 period.

	<i>Variance</i>	
Air operations	(\$556.0)	(0.9%)

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

154. The reduced requirements are attributable primarily to the net decrease in costs for the rental and operation of the fixed-wing and rotary-wing fleet resulting from the reconfiguration of the fleet and the reduction in the number of rotary-wing aircraft in accordance with the initiative of the Secretary-General to improve the effectiveness and efficiency of United Nations aviation operations, offset in part by increased requirements for equipment to enable emergency air operations at MINUSCA landing sites and airfields and the higher anticipated average cost of \$1.257 per litre for fuel, compared with the average cost of \$1.100 per litre included in the approved budget for the 2018/19 period.

	<i>Variance</i>	
Communications and information technology	\$3 365.0	9.3%

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

155. The increased requirements are attributable primarily to: (a) the acquisition of communications and information technology equipment for the fixed network to replace obsolete equipment no longer supported by the manufacturer with updated systems for the wireless communications infrastructure and to improve intermittent Internet performance; and (b) higher costs for telecommunications and network services resulting mainly from the establishment of a new contract with multiple local mobile communications service providers required to reach all mission locations. These requirements are offset in part by lower costs for centrally managed Internet access provisioning services resulting from changes made in past periods to Internet provisioning and implementation of the low orbit satellite telecommunication facilities (O3b) project in Bangui.

	<i>Variance</i>	
Medical	(\$685.6)	(30.3%)

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

156. The reduced requirements are attributable primarily to: (a) the acquisition of less equipment and fewer supplies for the Mission's medical facilities compared with acquisitions included in the approved budget for the 2018/19 period, owing to the fact that the Mission has sufficient assets and inventory and that a larger number of staff members are completing their vaccinations in their home countries; and (b) the engagement of fewer third-party evacuation services, based on historical consumption trends and in-house support anticipated, given the adjustments to the Mission's air fleet reflected in the proposed estimates for the 2019/20 period.

	<i>Variance</i>	
Other supplies, services and equipment	\$3 007.2	8.4%

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

157. The increased requirements are attributable to: (a) the engagement of implementing partners to support additional core substantive peacekeeping activities as they relate to weapons and ammunition management, security sector reform, and political affairs and peace consolidation, in line with Security Council resolution [2448 \(2018\)](#), owing to the advancement in the development of, and actual deployment of,

the defence and internal security forces, the arrival and distribution of weapons and ammunition throughout the Central African Republic initiated in 2018, the further development of sectoral plans by the Government for its ministries and the signing of the Political Agreement for Peace and Reconciliation in the Central African Republic on 6 February 2019; (b) the engagement of additional individual contractual personnel for the construction of vehicle maintenance workshops in the three sectors in accordance with the recommendation of the Office of Internal Oversight Services in its report on fleet management in the Mission to prioritize adequate repair and maintenance support for the Mission's fleet across the three sectors, and the construction of an airport terminal to accommodate the Mission's air operations, owing to the increase in the air operations of the host country and its requirement that the operating capacity of its international airport be fully dedicated its air operations; and (c) services for the replenishment of packaging supplies for the handling of cargo and its shipment to the regions. The increased requirements are offset in part by lower anticipated freight costs for the transportation of supplies, furniture and equipment resulting from fewer anticipated acquisitions compared with provisions included in the approved budget for the 2018/19 period.

IV. Actions to be taken by the General Assembly

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

- (a) Appropriation of the amount of \$925,498,900 for the maintenance of the Mission for the 12-month period from 1 July 2019 to 30 June 2020;**
- (b) Assessment of the amount in subparagraph (a) above at a monthly rate of \$77,124,908 should the Security Council decide to continue the mandate of the Mission;**
- (c) Assessment of the amount of \$347,062,086 for the period from 1 July 2019 to 15 November 2019 at a monthly rate of \$77,124,908 should the Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions [70/286](#) and [72/290](#), including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution [70/286](#))

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Requests the Secretary-General to ensure that the results-based budget framework adequately permits consideration of the progress of each mission towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission (para. 15).	<p>The proposed framework have been linked by the Mission to the current mandated tasks and key objectives outlined in Security Council resolution 2448 (2018), taking into consideration specific workplans of its sections and units. MINUSCA took into consideration the progress in the country and the region with regard to the African Initiative for Peace and Reconciliation, the implications for mission support and substantive areas and the initiatives of the Secretary-General in preparing its results-based budget framework for the 2019/20 period. It is in that context that additional indicators of achievement and outputs have been included in the present report.</p> <p>The Mission monitors its progress on a continuous basis and provides quarterly reports to the senior leadership of MINUSCA. In that regard, adjustments to and intervention in its operations in the light of the evolving situation being monitored in the country are carried out as required. The process of monitoring and evaluating the Mission's achievements and delivery of outputs has improved accountability and the effective use of its resources, including in the context of the budget proposal for the 2019/20 period.</p>
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20).	<p>The ratio of substantive to support staff in the 2017/18 period was 0.66:1.</p> <p>The ratio of substantive to support staff in the 2018/19 period is 0.67:1, and the planned ratio for the 2019/20 period is 0.41:1.</p> <p>The Mission has experienced difficulties in identifying suitable candidates, in particular for the posts of national staff. As a result, many posts have been re-advertised. The nationalization of functions becomes feasible as the capacity of staff in the country increases.</p>

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

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

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

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

Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31).

The average number of working days for processing international roster recruitments was 48 days as at 30 June 2018 (from the closing of the job opening to candidate selection), and the average number of working days for processing roster recruitments, from the closing of the job opening to candidate selection, for all international candidate selections was 130 days for the 2017/18 period.

In the 2018/19 period, the Senior Gender Adviser is reporting directly to the Head of Mission. In July 2018, the capacities of the gender focal points for MINUSCA were enhanced to effectively support the mainstreaming of gender affairs into the Mission's planning, programming and initiatives within the strategic results framework on women and peace and security. A regular programme for enhancing the capacities of prison officers to mainstream gender affairs into the prison setting is being implemented in the 2018/19 period.

As a result of efforts supported by the Secretary-General and advocacy through military commanders, the number of female officers in senior positions in MINUSCA has increased from 5 to 9.

In addition, the only female engagement team from the troop-contributing countries in MINUSCA has increased its strength from 45 to 79 military contingent personnel, who work with operational activities.

MINUSCA will continue all efforts necessary to help to reduce the Mission's overall environmental footprint in the Central African Republic. The Mission continues to implement the United Nations environmental and waste management policy and procedures and raise overall awareness of environmental issues. All new staff members receive an environmental briefing during their induction training. In addition, environmental policy and awareness training is part of the induction training provided to new civilian, military and police personnel. The Mission, through the Occupational Health, Safety and Environment Unit, provides foundational training on the five key pillars of the Department of Field Support environment strategy,

namely, energy, water and wastewater, solid waste, the environmental management system and the wider impact.

MINUSCA conducted a waste management audit in the 2017/18 period and developed a waste management master plan for implementation over a three-year period. The plan was developed with the support of the Rapid Environment and Climate Technical Assistance team. Implementation includes continuous assessment of the waste management situation in the Central African Republic.

The initiatives for environmentally responsible waste management and power generation approved for the 2018/19 period are currently under implementation. Of these initiatives, the second and final phase of the remediation of the Kolongo municipal landfill, which is the only public waste management facility serving Bangui, as well as the waste management needs of the Mission, are included in the proposed budget for the 2019/20 period. The project will upgrade the site to an acceptable standard and extend the life of the landfill so that the Mission can continue using it, while seeking alternative disposal options in collaboration with the local authorities. The maintenance and daily operation of the site are recognized challenges, and the Mission will continue implementing technical actions and advocacy to address those operating issues.

In April 2018, the Mission conducted the second assessment with assistance from the Rapid Environment and Climate Technical Assistance team, on the basis of which a technical assistance summary and action plan were developed to support MINUSCA in establishing a strategy on treatment and disposal methods for a number of operational waste streams. As such, the Occupational Health, Safety and Environment Unit continues to collect relevant data and reports on the status of waste management to senior management, to the Mission's waste management committee chaired by the Head of the Mission and to environmental advisers at Headquarters.

With respect to power generation, in the 2018/19 period, MINUSCA synchronized high-capacity generators in Bangui (the logistics base, the Ucatex site and mission headquarters), which included setting up a meter monitoring system for generators located at the logistics base. The metering system was set up in collaboration with the Department of Defence of the Central African Republic. The synchronization of

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

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

Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 34).

generators at those locations has yielded results in terms of reducing fuel consumption. The process is being extended to field locations in Kaga Bandoro, Bria and Bouar in the 2018/19 period.

The Mission has taken the following actions:

- Provision of training on generating awareness to contingent personnel upon arrival at the Mission in order to reinforce or refresh pre-deployment training
- Provision to staff in all categories of mandatory programmes, such as training on Safe and Secure Approaches in Field Environments (SSAFE), first aid and malaria prevention measures and activities, as well as a mandatory security briefing upon arrival.
- Integration of information on very high frequency (VHF) radio communication and safe driving in the integrated induction programme for new personnel.

In the light of the health risk assessment and support for the 10-1-2 timeline for emergency medical response, the proposed reassignment of one post, as shown in table 21, to the medical facility in Obo would provide support to ensure that the medical response adheres to emergency procedures, in particular for casualty evacuation, for which the requirements are currently being met through personnel on temporary arrangements.

There has been enhanced situational awareness and improved security at locations within range of the new system approved for the 2018/19 period, which replaced the former system approved for the 2017/18 period. Areas identified as significant challenges to the former system, as detailed below, were addressed in prospective procurement processes and in the development of a support policy.

The system utilized during the 2017/18 period provided limited operational range and a short available collection time. In addition, there were limitations with regard to deployment to certain operating locations due to significant field support requirements (area security, logistical support and launching and landing zones) and technical issues associated with environmental factors and the age of the equipment.

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

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

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

Paragraphs 75 and 115 of the overview report of the Secretary-General on the financing of peacekeeping missions ([A/72/770](#)) contain comprehensive information on unmanned aerial systems. A classification framework for unmanned aerial systems provided by troop-contributing countries has been included in the contingent-owned equipment manual.

All major construction projects are described in the section on planning assumptions and mission support initiatives in the present report and detailed in the supplementary information to the present report. The business case for each project includes the operational rationale in support of the Mission's mandate, the estimated cost, proposed execution method, estimated completion date and operational advantages and disadvantages. With regard to project implementation, the Mission established a project management group in line with guidance from Headquarters on major construction projects in field missions for the planning, management and oversight of projects to ensure their timely completion.

MINUSCA has set up an internal control procedure whereby all requests for acquisitions are reviewed by the Office of the Chief of the Supply Chain Management Service. The review includes ensuring that stock levels are checked before a purchase order is placed. Once the inventory review is completed, the Mission will consider the appointment of an official who would be responsible for reviewing stock levels before acquiring additional stock.

In addition to the appointment of an official for the verification of stock levels, the senior inventory user (Umoja role), who is usually the head of the section or unit (or a delegated staff member), is responsible for issuing inventory and reviewing stock levels before ordering additional items.

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

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

Recalls paragraph 38 of its resolution [69/307](#), and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of air crews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report (para. 47).

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

In full compliance with the United Nations Procurement Manual, the Mission invites local and international vendors to submit bids for tenders for the supply of materials and labour to MINUSCA. The selection and awarding of contracts comply with the Financial Regulations and Rules of the United Nations, and local participation is encouraged. The service provider utilized by MINUSCA for major construction work, in particular the construction of accommodations for military personnel at various locations in the Mission's area of operations, primarily contracts local labourers, who account for more than 90 per cent of its total labour force. To the extent possible, the service provider uses locally available materials for construction. In the 2019/20 period, the use of local labour and materials is planned to the extent that the required technical skills and types of materials relevant to the major construction projects are available in the country.

MINUSCA aircrews contracted through the long-term charter agreement are covered by the United Nations security management system and therefore by the MINUSCA security plan. The crews also receive security induction training on arrival and are provided with VHF radios, which are used by all MINUSCA staff, for monitoring the daily security update and communicating with headquarters to request additional support when required. The MINUSCA Aviation Unit provides security oversight for all the commercial air operators contracted by MINUSCA.

The three-year trend for the implementation by MINUSCA of quick-impact projects reflects a rate of 100 per cent. Quick-impact projects were implemented in the 2017/18 period in conjunction with community groups, including youth and women's organizations, as well as with United Nations specialized agencies, funds and programmes, in the spirit of delivering as one and to strengthen coordination mechanisms with national authorities and development partners in Bangui and in the field offices. In total, 85 projects were implemented. The activities carried out through quick-impact projects were consistent with the strategic objectives of the Mission's mandate in terms of dialogue and reconciliation, restoration of State authority and protection of civilians.

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

In close coordination with the United Nations specialized agencies, funds and programmes, MINUSCA participated in the development of a functioning United Nations Development Assistance Framework Plus 2015–2019, which reflects the impact of the coordination and complementarity of their work and aligns its outcomes. MINUSCA and United Nations entities worked closely with the Government of the Central African Republic, the World Bank and the European Union to ensure that their coordinated contribution to the country was reflected in the National Recovery and Peacebuilding Plan 2017–2021. The Plan provides the framework for the Mission to outline its transition road map as MINUSCA progresses beyond containment and transformation in a thorough and responsive way so that the its leadership is able to conduct proper advance planning.

The United Nations Development Assistance Framework Plus 2015–2019 and the National Recovery and Peacebuilding Plan 2017–2021 provide the framework for the Mission and its partners to strategically plan mandated activities and monitor the implementation of key development and State-building priorities. By improving coordination and cooperation both internally and with its partners, MINUSCA will be better able to transition functions to partners where possible and where they hold a comparative advantage, such as UNDP in transitional justice and capacity-building of the national police. That will also improve long-term planning throughout the course of the Mission's mandate.

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

Details of the programmatic activities proposed for the 2019/20 period are provided in section I of the present report.

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

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

Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

(Resolution [72/290](#))

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Recalls paragraph 20 of the report of the Advisory Committee, decides to maintain the heads of Sectors East and Centre at the D-1 level and requests the Secretary-General to keep these posts under review (para. 10).	MINUSCA has restructured its field offices using a three-tiered approach in line with the approved budget for the 2018/19 period. The two D-1 posts retained in Kaga Bandoro and Bria have contributed to maintaining the levels of security in those locations. The Mission has adopted a more flexible approach to integrated operations and has deployed a number of mobile and integrated teams of both police and civilian personnel to supplement ongoing work and to address emerging challenges as they arise across locations in the country, including in Sectors East and Centre.
Underlines the critical contribution that programmatic activities make to the implementation of the mandates of the Mission and that all such activities must be directly linked to the mandates of the Mission (para. 12).	Details of the programmatic activities proposed for the 2019/20 period are provided in section I of the present report.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues (resolution [70/286](#))

([A/70/742](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31).	MINUSCA continues to closely monitor the level and frequency of redeployments, which occur on an exceptional basis and are documented, justified, verified and executed in accordance with the delegation of financial authority.
The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46).	The Mission took into consideration the posts that had been vacant for two years or longer in its staffing proposal for the 2018/19 period, which was subsequently approved by the General Assembly. As at January 2019, there were no posts that had been vacant for two years or longer.
The Advisory Committee recalls the General Assembly's request in its resolution 69/307 that the Secretary-General reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials. The Committee looks forward to	Details about reducing the Mission's overall environmental footprint are presented in the budget performance report for MINUSCA for the 2017/18 period (A/73/654). In 2018, the Mission signed a contract that allowed the return of waste oil in exchange for new oil. The handling and disposal of hazardous waste was implemented, in particular for scrap metal, used batteries, used oil filters and used tires. In terms of

Request/recommendation

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

The Committee is of the view that the low orbit satellite telecommunication facilities (O3b) pilot project is one example of a cross-cutting technology pilot project, for which greater transparency concerning the overall purpose, cost and intended impact is needed (see also para. 98 of the report). The Committee looks forward to reviewing a comprehensive update on the implementation of the project, along with a thorough cost-benefit analysis and clear business case, in the next overview report (para. 102).

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

The budget performance of MINUSCA in the 2017/18 period and the approved budget for the 2018/19 period reflect adjustments to its air operations in support of the initiative of the Secretary-General to improve the effectiveness and efficiencies of United Nations aviation operations and the change in operational requirements. The adjustments are also reflected in the proposed budget for the 2019/20 period.

Action taken to implement request/recommendation

renewable energy, the Mission completed the installation of two photovoltaic power systems in two locations (Bambari and Bossangoa) and is installing two more at the logistics base and Camp Fidèle in Bangui. The Mission has started the installation of 200 solar lighting units. The initiatives will ensure improved efficiency in fuel consumption and reduce the Mission's dependence on fossil fuels while contributing to reducing the Mission's greenhouse gas emissions. Efforts to enhance its energy performance will continue.

The project was launched for MINUSCA in Bangui in the 2015/16 period. In the 2017/18 period, the extension of the project for Internet access in the field (using O3b technology) to six regional offices was not feasible because the contract had not been amended to include regional offices by the end of the reporting period. Another solution was put in place to meet the immediate operational requirements of the region.

Details of the comprehensive review on aviation in field missions for enhancing the cost-effectiveness and efficiency of air operations are presented in paragraph 111 of the overview report of the Secretary-General on the financing of peacekeeping missions ([A/72/770](#)).

Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (resolution 72/290)

(A/72/789/Add.8)

Request/recommendation

While the Advisory Committee has no objection to the proposed redeployments and reassignments, it expects the Secretary-General to include in his next budget report detailed information on the results of the reprioritization and the revised structure (para. 22).

The Committee recommends that the General Assembly request the Secretary-General to ensure full compliance with the Environmental Policy of the Department of Peacekeeping Operations and the Department of Field Support and the timely completion of MINUSCA environmental projects, including on the installation of wastewater treatment plants and septic tanks, soil contamination, recycling and renewable sources of energy (para. 34).

Action taken to implement request/recommendation

MINUSCA has restructured its field offices using a three-tiered approach in line with the approved budget for the 2018/19 period. The two D-1 posts retained in Kaga Bandoro and Bria have contributed to maintaining the levels of security in those locations. The Mission has adopted a more flexible approach to integrated operations and has deployed a number of mobile and integrated teams of both police and civilian personnel to supplement ongoing work and to address emerging challenges as they arise across locations in the country, for example, in Batangafo and Alindao. The Mission has restructured its field operations into a flat structure with the Field Office Coordination office and direct reporting lines, which is improving efficiency and the gathering of information and increasing cross-Mission integration and planning. Enabling autonomy for field offices has also increased the ability of working with partners, in particular members of the United Nations country team and national defence and internal security forces. That was demonstrated in Bambari, where progress has been made to improve State control of the city. Where there are currently no significant security threats or it is not yet time to extend State authority, the Mission's political offices have been functioning well. The Mission will continue to support those deployments and deploy staff members to areas in a flexible way to support the extension of State authority.

In addition to the details provided in response to action taken to implement decisions/requests of the General Assembly under section V of the present report, solid waste incinerators are being installed at various locations mission-wide in the 2018/19 period and installations will continue in the 2019/20 period.

As of February 2019, MINUSCA had installed 37 of the 41 wastewater treatment plants approved mission-wide for the 2018/19 period. The remaining installations are expected to be completed by April 2019.

The Mission acquired eight additional wastewater treatment plants for back-up and emergency capacity, which will be installed once they have been delivered to the Mission, as anticipated, by April 2019. In 2018, 7 of the 15 septic tanks included in the 2018/19 budget were installed at smaller field facilities. A decontamination pilot project for the remediation of contaminated soils is under development by the Mission's Occupational Health, Safety and Environment Unit and is expected to be launched by the end of the 2018/19 period. The project will involve soils already collected and stored at various field locations. Critical to the Mission's waste management plan are efforts to explore recycling methods in the Central African Republic, as well as a compost pilot project in Bangui to help to reduce the load of the Mission's organic waste.

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):

- **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:** the following are three possible options for post conversion:
 - 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:

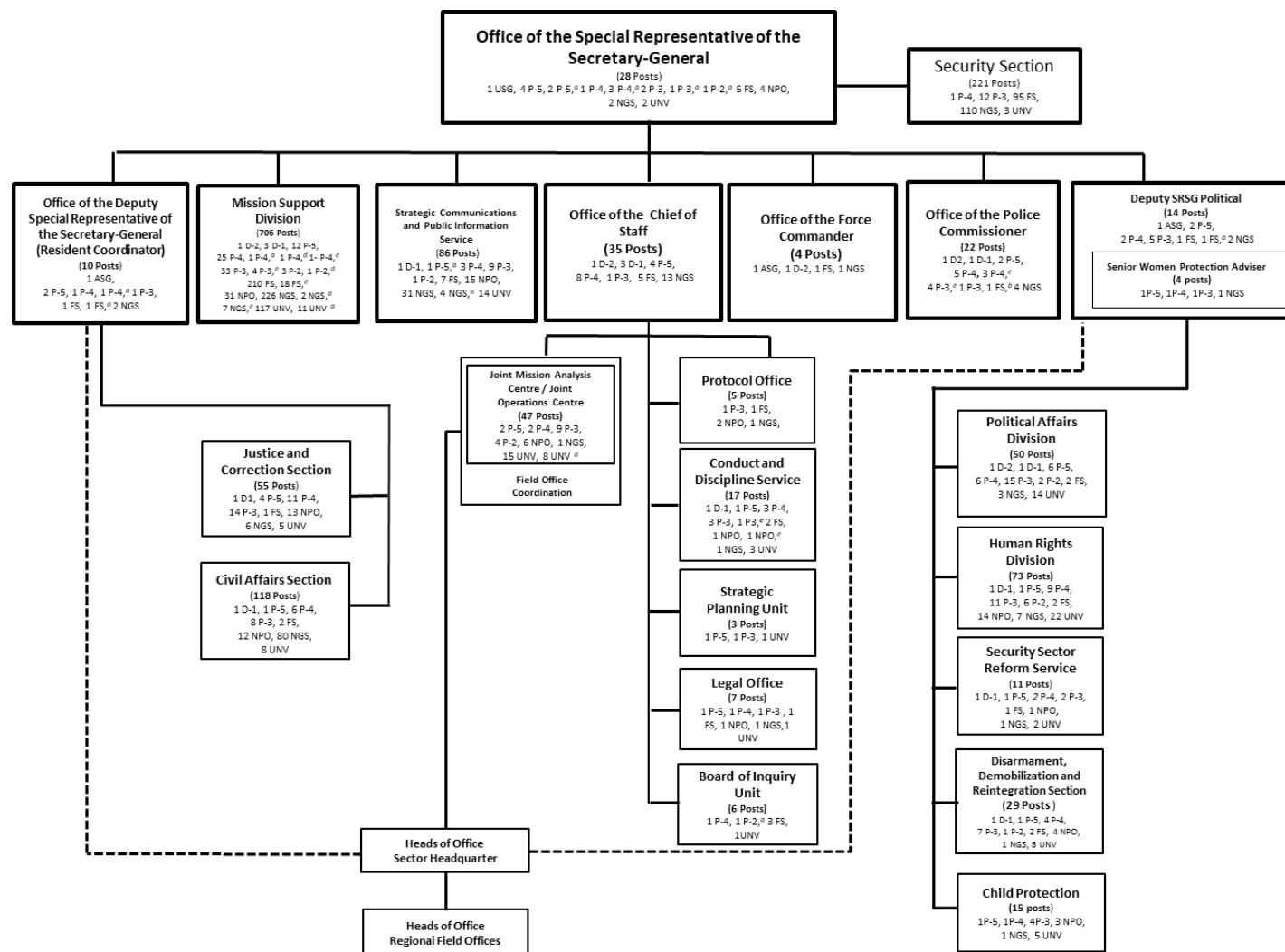
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations, 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 arising from performance-related issues (e.g., underestimation of the costs or quantities of inputs required to produce a certain level of outputs, or delayed recruitment)

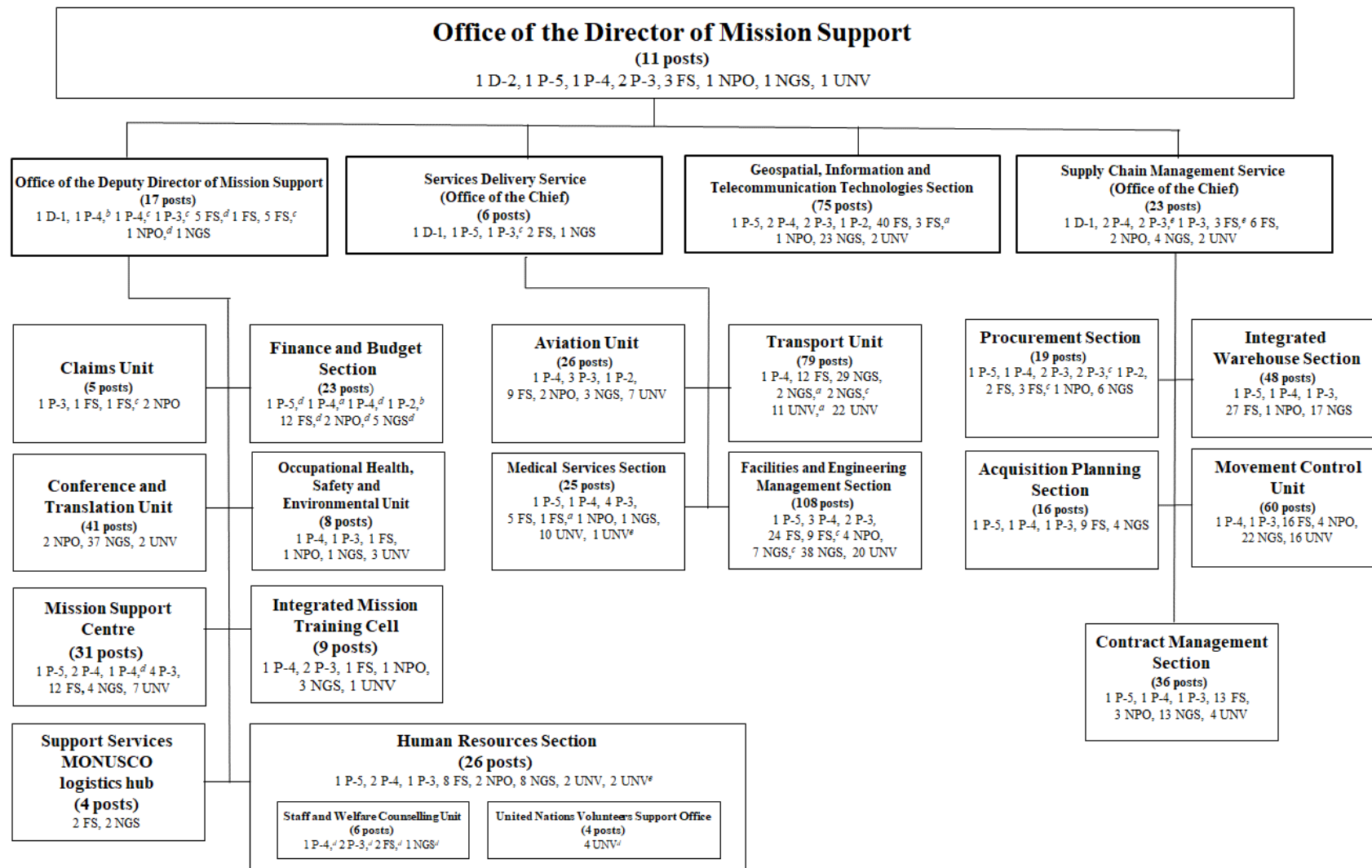
Annex II

Organization charts

A. United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic



B. Mission Support Division



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

^a New post.

^b Reclassification.

^c General temporary assistance.

^d Redeployment.

^e Reassignment.



Office of Information and Communications Technology
Geospatial Information Section