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Financing of the United Nations Organization Stabilization

Mission in the Democratic Republic of the Congo

Budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2019 to 30 June 2020

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the period from 1 July 2019 to 30 June 2020, which amounts to \$1,023,267,600.

The proposed budget provides for the deployment of up to 660 military observers and staff officers, 16,215 military contingent personnel, 391 United Nations police officers, 1,050 formed police personnel, 726 international staff, 1,779 national staff, 347 United Nations Volunteers and 90 government-provided personnel.

The total resource requirements for MONUSCO for the financial period from 1 July 2019 to 30 June 2020 have been linked to the Mission's objective through a number of results-based budgeting frameworks, organized according to components (political engagement; protection of civilians and human rights; and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in levels of resources, 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	562 704.1	535 038.3	511 091.1	(23 947.2)	(4.5)
Civilian personnel	291 608.4	257 031.9	221 755.6	(35 276.3)	(13.7)
Operational costs	334 926.0	322 549.3	290 420.9	(32 128.4)	(10.0)
Gross requirements	1 189 238.5	1 114 619.5	1 023 267.6	(91 351.9)	(8.2)
Staff assessment income	31 001.2	27 197.0	23 043.4	(4 153.6)	(15.3)
Net requirements	1 158 237.3	1 087 422.5	1 000 224.2	(87 198.3)	(8.0)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 189 238.5	1 114 619.5	1 023 267.6	(91 351.9)	(8.2)

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	—	—	—	—	94	77	—	18	—	189
Proposed 2019/20	—	—	—	—	94	68	—	26	—	188
Components										
Political engagement										
Approved 2018/19	—	—	—	—	74	177	8	5	—	264
Proposed 2019/20	—	—	—	—	50	136	1	5	—	192
Protection of civilians and human rights										
Approved 2018/19	660	16 215	391	1 050	107	312	97	57	90	18 979
Proposed 2019/20	660	16 215	391	1 050	99	265	58	47	90	18 875
Support										
Approved 2018/19	—	—	—	—	554	1 686	—	338	—	2 578
Proposed 2019/20	—	—	—	—	478	1 256	—	269	—	2 003
Total										
Approved 2018/19	660	16 215	391	1 050	829	2 252	105	418	90	22 010
Proposed 2019/20	660	16 215	391	1 050	721	1 725	59	347	90	21 258
Net change	—	—	—	—	(108)	(527)	(46)	(71)	—	(752)

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

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

^c Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) was established by the Security Council in its resolution 1925 (2010). The most recent extension of the mandate was authorized by the Council in its resolution 2409 (2018), by which the Council extended the mandate until 31 March 2019.

2. The Mission is mandated to help the Security Council achieve the overall objective of advancing peace and security in the Democratic Republic of the Congo.

3. Within this overall objective, MONUSCO will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (political engagement, protection of civilians and human rights, and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MONUSCO in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the 2018/19 period, including reclassifications, have been explained under the respective components.

5. With a view to ensuring sustained political engagement with the newly-elected Government, the Mission will maintain its headquarters in Kinshasa, where the senior leadership will be located. The civilian presence of MONUSCO in field and antenna locations will be reduced in the 2019/20 period with the closure of offices in locations not affected by armed conflict, which had previously been maintained to ensure local political engagement, situational awareness and response capacity throughout the electoral period. The seven offices to be closed are located in Bandundu, Dungu, Kisangani, Matadi, Mbandaka, Mbuji-Mayi and Lubumbashi. The Mission will maintain six field offices in key areas in the eastern Democratic Republic of the Congo and in the Kasai region, which are affected by significant levels of armed conflict and intercommunal violence. These field offices are located in Bunia, Beni, Goma, Bukavu, Kalemie and Kananga. The Mission will also maintain sub-offices in Uvira, Butembo, Kindu and Tshikapa. The Mission's civilian staffing will be reduced significantly, commensurate with the consolidation of the Mission's footprint.

6. The police component's footprint will also be reduced to align it with the Mission's more concentrated structure in the 2019/20 period. One formed police unit and 35 United Nations police officers will be repatriated. The remaining six formed police units will continue to perform two key tasks, namely, to protect United Nations personnel and installations and provide support for the implementation of the mandate of the Mission's police component in support of the Congolese national police.

7. The force will, meanwhile, further consolidate its footprint as the Mission concentrates on areas affected by significant levels of armed group conflict and intercommunal violence. The force will operate in areas where armed groups continue to pose a threat to civilians, and where it remains vital to support the State security forces in addressing the threat posed by these groups and their capability to attack communities. In this area of operations, the force will continue to focus on protection

through projection by means of quick, temporary deployments of its rapidly deployable battalions, and on maintaining static bases with its infantry battalions in areas where protection risks are deemed to be most significant and sustained. The Mission will adjust the civilian and military footprint with a view to ensuring adequate capacity in operational areas to support operations against armed groups and to facilitate demobilization efforts. In line with this, the force will reduce the number of static bases through the introduction of appropriate air and ground transportation assets and will implement the protection-through-projection approach in areas where static bases are closed. In the 2019/20 period, the force will be composed of five infantry battalions, five rapidly deployable battalions, one special forces company and the force intervention brigade (composed of three battalions and one special forces company).

B. Planning assumptions and mission support initiatives

8. The Democratic Republic of the Congo, its population and its partners have navigated three years of electoral and political uncertainty, with the postponement of the 2016 elections as foreseen in the Constitution, the subsequent political agreement of 31 December 2016 and its uneven implementation, and a degree of instability and violence linked to this context. With the holding of presidential, national legislative and provincial legislative elections on 30 December 2018, the country and its people reached a key milestone, namely the first peaceful transfer of power in the country's history, in line with the aspirations of the 31 December 2016 agreement. Local elections will be held during the 2019/20 period, with the full electoral cycle scheduled to be completed by 16 February 2020.

9. Following the swearing-in of the country's first opposition-affiliated Head of State on 24 January 2019 and the establishment of national and provincial legislatures in March 2019, the new Government has entered a phase of reconciliation and consolidation, with the potential for the Mission to focus anew on issues of long-term strategic importance, including support for Government-led efforts to neutralize armed groups and facilitate their demobilization. The period represents the first time that officials at all levels of government have been newly elected, including mayors, governors and members of provincial assemblies, the national assembly, the senate and the national government. Key structural political and development issues are expected to persist and will require the attention of the Government to ensure progress towards sustainable peace. These include, among others, long-standing issues of identity, land ownership, access to land, illegal exploitation of natural resources, displacement and resettlement, customary succession, regional relations and the functioning of the State security forces. With regard to security developments, a positive trajectory has been observed, marked by an increase in armed elements from different groups surrendering or expressing a will to do so. This context represents a window of opportunity for the Government and the Mission to support a sustainable reduction of armed group activity in several provinces, notably the Kasai provinces, Tanganyika and Ituri, and the reinsertion of former combatants and women and children associated with armed groups into their local communities.

1. Political engagement

10. Following the conduct of largely peaceful elections in December 2018, support for which had been a key priority of the Mission since 2016, the country will enter a consolidation phase in the 2019/20 period. In the post-electoral context, the Mission's posture will be adjusted with a view to achieving a geographic concentration of the Mission's footprint in priority areas, resulting in reductions in the number of field office locations in areas not affected by armed conflict, and in the number of military,

police and civilian personnel. The Mission's priorities in the 2019/20 period will be: (a) political engagement, including sustained engagement with and support for the consolidation of the priorities of the newly elected Government, and political engagement on root causes of conflict with a view to supporting sustainable peace; and (b) protection of civilians and human rights.

11. In this context, MONUSCO will focus its political efforts on engagement with the newly-established Government, national institutions and key international partners; support for the consolidation of the new Government's priorities where requested; and advocating for inclusive political solutions to address the root causes of conflict. Furthermore, as the country enters a period during which changes in ministries and other institutions at all levels are expected, the Mission intends to focus its good offices and advocacy efforts at both the national and provincial levels on helping to secure a minimum level of stability and providing political reassurances to stakeholders responsible for preserving the long-term gains of the process. The Mission will strive to identify opportunities for further political engagement to ensure the resilience of national institutions and focus on activities conducive to maintaining stability in a period where core functions of the State may require careful attention as the first opposition-affiliated president takes over the helm of the country. The Mission also expects to enter into discussions with the new Government on a conditions-based exit strategy for the Mission, and the appropriate configuration of the United Nations presence in the Democratic Republic of the Congo given the current political, humanitarian and security situation. In the context of the Mission's eventual exit, and in view of efforts to address root causes of conflict, the Mission will also continue to politically engage regional partners, together with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region and other relevant actors, including the South African Development Community (SADC) and the African Union.

2. Protection of civilians and human rights

12. On the security front, civilians will continue to face significant protection threats in conflict-affected areas, including risks of serious violations of human rights and international humanitarian law. Although the Mission expects the risks of political and electoral violence, particularly in the western part of the country and in urban hotspots, to significantly diminish, armed group activity, intercommunal violence and human rights violations and abuses will remain serious challenges, notably in the provinces of Ituri, North Kivu, South Kivu, Tanganyika and some parts of Maniema, as well as in the Kasai and Kasai Central provinces. The potential impact of local elections, including of customary chiefs, on the security situation in the eastern part of the country will also require careful attention, given the historically-demonstrated propensity of local political actors to instrumentalize violence to further their own agendas in advance of elections. In addition, there has been little progress towards resolving underlying causes of conflict, including inter-ethnic conflict, that create an environment conducive to human rights violations and abuses, such as competition over land and illegal exploitation of mineral resources.

13. In this environment, the protection of civilians will continue to be implemented through a comprehensive approach, with a geographic focus on the eastern Democratic Republic of the Congo and the Kasai provinces. Protection efforts of the Mission will include: (a) political engagement to prevent violence and to resolve and sustainably address root causes of conflict; (b) local community dialogue initiatives leveraging the United Nations police community-oriented policing and the operational strategy for the fight against insecurity and creating space for dialogue through community violence reduction and stabilization efforts; (c) improvement of security through physical protection, with static presence and temporary deployments

of the military and police components, and through offensive operations; (d) monitoring, investigating and reporting on human rights abuses while advocating for the respect of human rights and the protection of civilians through joint protection and monitoring teams supported by the United Nations police; and (e) supporting priority prosecutions and improving the conditions in high-risk prisons. Many of these efforts will contribute to the fight against impunity, a key measure in building a sustainable peace.

14. As part of its protection efforts, MONUSCO will continue to pursue the neutralization of armed groups through a comprehensive approach, implementing tailored strategies and operational plans against the priority armed groups. The Mission will complement military pressure with political interventions at the national and local levels, in coordination with regional efforts, to disconnect armed groups from the local population; disrupt funding sources, recruitment networks and supply chains; reduce political and financial support for these groups; and encourage surrenders through disarmament, demobilization and reintegration processes and community violence reduction initiatives.

15. MONUSCO will continue to reduce static positions and will further build and improve on the protection-through-projection concept. With the exclusive focus of MONUSCO on the six key provinces, mobile responses will be tailored to respond within this area through quick, flexible and mobile shorter-term deployments of military force accompanied by civilians. This approach will be supported by five rapidly deployable battalions with a force reserve that can be released for short-term dynamic intervention and for preventive action. The Mission will continue to enhance early warning capacities to ensure alerts are received in a timely manner. These capabilities will continue to require key enablers and measures for the protection of the force, including the deployment of an unmanned aerial system, attack helicopters and effective medical evacuation systems, capable of night operation.

16. The MONUSCO police component will reduce its footprint with a focus on the prevention, de-escalation and resolution of conflicts, including through co-location and joint patrols with the Congolese national police. In urban centres, the police component will continue to advocate the use of non-lethal force and train and support the security forces to improve public order management and command and control. In addition, in urban areas, the United Nations police will provide training, technical assistance, capacity-building and logistical support to the Congolese national police through the implementation of the operational strategy for the fight against insecurity, aimed at fighting insecurity in an integrated manner. The police component will continue to support the development of key oversight mechanisms, such as the Inspectorate General of the Congolese national police. The United Nations police will also, through dedicated special units, provide technical support to the national police in addressing sexual and gender-based violence, community policing, intelligence gathering, the use of forensic expertise and dealing with serious organized crime.

17. Meanwhile, the humanitarian situation is expected to remain of concern. With an estimated 13 million people in need of humanitarian assistance, the United Nations and its international partners will continue to support the Government of the Democratic Republic of the Congo in addressing this complex humanitarian emergency. Access to remote and insecure areas, where the presence of armed groups still poses a specific threat to the delivery of humanitarian assistance, is expected to remain challenging and will continue to require the Mission's efforts in facilitating access. Existing coordination mechanisms will be strengthened through regular communication and information-sharing with humanitarian actors.

3. Mission initiatives and support

18. During the 2019/20 period, the focus of mission support initiatives will be on providing the administrative and logistical support necessary to enable the delivery of the Mission's mandate, with three key objectives: (a) consolidating the Mission's footprint, while ensuring environmental considerations are taken into account; (b) adjusting the posture of the mission support component to support operations related to the protection of civilians by the rapidly deployable battalions and the force intervention brigade, including through the use of an enhanced unmanned aerial system capability, and by enhancing the mobility of the force through the use of heavy-lift fixed- and rotary-wing aircraft; and (c) enhancing the safety and security of peacekeepers in line with the Secretary-General's Action for Peacekeeping initiative.

19. Capitalizing on efficiencies achieved in the 2018/19 period, the Mission will adjust its posture to support the comprehensive approach and the protection-through-projection concept of operations. In view of the requirements for an agile and mobile force and the imperative to ensure force projection, the availability of fully operational air assets remains critical to project the Mission's security elements into the various areas of operation.

20. The Mission will focus on enhancing the security of peacekeepers and maintaining its operating bases by hardening United Nations deployment sites and compounds and through a robust casualty and medical evacuation chain and the implementation of the 10-1-2 trauma treatment and evacuation policy.

21. Alignment of the mission support component with the global initiatives on mission support structures and supply chain management will continue. The latter includes disciplined demand planning, acquisition and delivery processes and stewardship of United Nations-owned assets. Inventory holdings will be significantly reduced to reflect the Mission's shift in posture and its drawdown.

22. The land and property divestiture will be administered in accordance with stringent environmental standards and the mission environmental action plan. The Mission will continue to improve methods for the safe management and disposal of waste. The Mission will also continue to rationalize the numbers of United Nations-owned vehicles while embracing more environmentally friendly practices.

23. The proposed civilian staffing complement consists of 2,852 personnel, including 726 international staff, 1,779 national staff and 347 United Nations Volunteers, representing an overall decrease of 752 posts (126 international staff, 555 national staff and 71 United Nations Volunteers). This reduction is the net effect of the abolition of 764 posts (120 international staff, 565 national staff and 79 United Nations Volunteers), the establishment of 12 posts (4 international staff and 8 United Nations Volunteers) and the nationalization of 10 posts (conversion of 1 P-4, 7 P-3 and 2 Field Service posts to 8 National Professional Officer and 2 national General Service posts).

24. The estimated resource requirements for the maintenance and operation of the Mission for the 2019/20 financial period amount to \$1,023,267,600, a decrease of \$91,351,900, or 8.2 per cent, compared with the approved budget for 2018/19 of \$1,114,619,500. The estimates for the 2019/20 period reflect decreased requirements with respect to military and police personnel as a result of a higher vacancy rate for military and police personnel owing to a reduction in the number of military observers and United Nations police, the repatriation of one battalion and one special forces company, the partial repatriation of two battalions and the repatriation of one formed police unit in line with the strategic review, which recommended the adjustment of the Mission's posture in the post-electoral period so that the Mission would

concentrate its operations in areas affected by armed conflict where significant threats to civilians persist. The estimates also reflect decreased requirements for civilian personnel as a result of the net abolition of 752 posts and positions (126 international staff, 555 national staff and 71 United Nations Volunteers). Finally, the estimates reflect decreased requirements for operational costs as a result of: (a) a reduction in the replacement of various pieces of equipment and of vehicles; (b) lower requirements for rental of premises in line with the closure of seven field offices, the closure of company operating bases and the consolidation of locations following the reduction in the number of military, police and civilian personnel; (c) lower requirements for supplies and services in line with the closure of seven field offices and the reduction in the number of military, police and civilian personnel; (d) lower requirements for fuel in line with the reduction in the number of generators and the reduction in the vehicle and aircraft fleet; and (e) reduced requirements for rations.

C. Regional mission cooperation

25. MONUSCO will continue to engage with members of the African Union, SADC and the International Conference on the Great Lakes Region, in close coordination with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region and the United Nations Regional Office for Central Africa to enhance United Nations engagement in the region. Regional cooperation and engagement efforts will focus on encouraging progress in addressing the structural root causes of conflict, which is essential for a sustainable peace and for addressing foreign armed groups in the Democratic Republic of the Congo.

26. MONUSCO will continue to work closely with other peacekeeping operations. The Entebbe Support Base is one of the main logistics hubs used by MONUSCO for the transit of troops and police as well as goods entering the eastern Democratic Republic of the Congo. The Director of Supply Chain Management, who is located at the Base, also assumes the responsibilities of Head of the Base and Area Security Coordinator for Entebbe. The Entebbe Support Base hosts the Regional Service Centre in Entebbe, the Global Procurement Support Section (formerly the Regional Procurement Office), the civilian predeployment training team, the regional ombudsman, movement control functions of the United Nations Mission in South Sudan and the United Nations Interim Security Force for Abyei, the Office of Internal Oversight Services, the liaison office of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic and the United Nations Mine Action Service. The Mission provides logistical support, which includes utilities, fuel, aviation and passenger services, maintenance of premises, maintenance of vehicles and other transportation services, security services and general supplies on a cost-reimbursable basis, based on the number of staff of each entity's presence in the Entebbe Support Base. In addition, the Mission serves as the conduit for all liaison and transactions with the Government of Uganda in respect of diplomatic services, and supports the tenants with visa processing, duty-free clearances, work permits and other diplomatic requirements as stipulated in the memorandum of understanding between the Government of Uganda and MONUSCO.

D. Partnerships, country team coordination and integrated missions

27. In the 2019/20 period, the Mission's partnership arrangements with the United Nations country team will be geared towards the elaboration of a gradual transition strategy for the Mission's exit, with the development of a plan for the tasks currently undertaken by MONUSCO to be taken over by government institutions where relevant, to be performed by the country team in support of the Government where

the capacity exists, or to be discontinued. This will be done in line with the priorities outlined in the Government's national strategic development plan, which is expected to benefit from the support of the United Nations country team, as well as bilateral and multilateral partners.

28. The Mission will focus on joint planning initiatives, integrated implementation and funding arrangements that facilitate resource mobilization in support of the strategic priorities guiding the collaboration with the Government. These priorities are outlined in the United Nations Development Assistance Framework 2020–2024, currently being formulated, which will guide the United Nations system's actions in support of achievement of the Sustainable Development Goals by the Democratic Republic of the Congo. In support of the transition, the roll-out of the humanitarian-development-peace nexus will provide entry points through increased convergence and coherence in planning and programming.

29. The United Nations system in the Democratic Republic of the Congo will continue to position itself, together with donor partners, to provide optimal support to national institutions through: (a) the provision of effective support for the finalization of the national development strategy, on the basis of prioritization and localization of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development; (b) the adoption and implementation of the humanitarian-development-peace nexus; (c) the implementation of the United Nations Development Assistance Framework 2020–2024; (d) the definition of an institution-strengthening support framework focused on agreed priorities in thematic areas related to justice, gender and human rights, durable solutions and natural resources and land; (e) the reintegration of ex-combatants with a strong focus on addressing the root causes of conflict, capacities of government, community resilience and social cohesion; and (f) the pursuit and broadening of stabilization activities in coordination with national authorities and donor partners, including through the International Security and Stabilization Support Strategy.

30. In line with the strategic review, MONUSCO will cooperate closely with the United Nations Development Programme (UNDP) to continue its coordination role in support of the International Security and Stabilization Support Strategy, with the aim of using the strategy as a key vector for transition. With a view to ensuring the longevity of this critical multi-stakeholder partnership and coordination structure, a detailed and phased strategy for the transfer of tasks will be implemented. The close collaboration between the United Nations Children's Fund (UNICEF) and MONUSCO regarding child protection activities will continue, with the Mission being responsible for tasks related to the six grave violations against children and engagement with armed groups in advocating for the separation of children, and UNICEF being responsible for the provision of support to victims and capacity-building of Congolese actors. The Mission will also continue to deepen ongoing collaboration with the World Bank to advance efforts to address several structural drivers of conflict leading to a more sustainable peace.

E. Results-based-budgeting frameworks

31. With a view to facilitating the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms used in this regard are contained in annex I, section A, to the present report.

Executive direction and management

32. Overall mission direction and management are to be provided by 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	–	2	–	2	5	5	–	10
Proposed posts 2019/20	1	–	2	–	2	5	5	–	10
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2018/19	–	1	16	27	6	50	38	9	97
Proposed posts 2019/20	–	1	16	27	6	50	33	9	92
Net change	–	–	–	–	–	–	(5)	–	(5)
Office of the Deputy Special Representative of the Secretary-General (Protection and Operations)									
Approved posts 2018/19	1	1	4	2	3	11	7	1	19
Proposed posts 2019/20	1	1	3	2	2	9	6	1	16
Net change	–	–	(1)	–	(1)	(2)	(1)	–	(3)
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2018/19	1	1	3	2	3	10	10	1	21
Proposed posts 2019/20	1	1	5	2	3	12	8	1	21
Net change	–	–	2	–	–	2	(2)	–	–
Gender Affairs Unit									
Approved posts 2018/19	–	–	1	2	–	3	7	7	17
Proposed posts 2019/20	–	–	1	2	–	3	7	7	17
Net change	–	–	–	–	–	–	–	–	–
Heads of Field Offices									
Approved posts 2018/19	–	4	8	–	3	15	10	–	25
Proposed posts 2019/20	–	4	9	–	2	15	9	8	32
Net change	–	–	1	–	(1)	–	(1)	8	7
Total									
Approved posts 2018/19	3	7	34	33	17	94	77	18	189
Proposed posts 2019/20	3	7	36	33	15	94	68	26	188
Net change	–	–	2	–	(2)	–	(9)	8	(1)

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

Office of the Chief of Staff

Joint Mission Analysis Centre

National staff: decrease of 1 post (abolishment of 1 post at the National Professional Officer level)

33. In line with the adjustments to the Mission's posture recommended by the strategic review and the implementation of the Mission-wide intelligence architecture, it is proposed to abolish a post of Information Analyst (National Professional Officer).

Strategic Planning Cell

National staff: decrease of 1 post (redeployment of 1 post at the national General Service level to the Conduct and Discipline Team)

34. The move of the Strategic Planning Cell from Goma to Kinshasa and its co-location with the Office of the Chief of Staff reduced its requirements for administrative support. Accordingly, it is proposed to redeploy a post of Team Assistant (national General Service) to the Conduct and Discipline Team.

Comprehensive Approach Coordination Section

National staff: decrease of 3 posts (abolishment of 3 posts at the national General Service level)

35. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish three posts of Public Information Assistant (national General Service).

Office of the Deputy Special Representative of the Secretary-General (Protection and Operations)

International staff: decrease of 2 posts (abolishment of 2 posts (1 P-5 and 1 Field Service))

National staff: decrease of 1 post (redeployment of 1 post at the National Professional Officer level to the Joint Human Rights Office)

36. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish one post of Administrative Assistant (Field Service).

37. As part of the transition of specific protection functions and with a view to strengthening the United Nations country team to ensure a sustainable funding of its activities, extrabudgetary resources have been secured to fund a post of Senior Women's Protection Officer (P-5). Accordingly, it is proposed to abolish a post of Senior Women's Protection Advisor (P-5) in the Mission.

38. It is proposed to redeploy a post of Associate Training Officer (National Professional Officer) to the Joint Human Rights Office.

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

International staff: increase of 2 posts (establishment of 2 posts (1 P-5 and 1 P-4))

National staff: decrease of 2 posts (abolishment of 2 posts (1 National Professional Officer and 1 national General Service))

39. The Mission is committed to promoting an integrated approach by the United Nations system in the Democratic Republic of the Congo to fostering peace and development, including transition planning. This will be achieved by: (a) enabling a

“One United Nations” approach through effective coordination between the Mission, the country team and the humanitarian country team; (b) strategically positioning the United Nations system as the development partner of choice who can provide optimal support to the Government in the post-election context; and (c) overseeing effective planning of the transition from the Mission to the country team and the Government.

40. In light of the strategic review, discussions have been ongoing regarding the transitioning of medium- and long-term peace consolidation activities to the United Nations country team. The transition process will need to be effectively managed, in a gradual and integrated manner, by the Mission, the country team and the Government. The transition will need to be accompanied by robust planning and integrated implementation that focuses on how the country team and the Mission will work together in clearly defined areas such as improving the rule of law; disarmament, demobilization and reintegration; and stabilization and security sector reforms. In support of this transition, it is proposed to create a post of Senior Transition Advisor (P-5) and a post of Transition Advisor (P-4).

41. The Senior Transition Advisor (P-5) will provide support to the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) during the transition process; support the various stakeholders in the United Nations transition planning by facilitating high-level working groups and committees; participate in the formulation of joint United Nations transition planning products and an overall transition plan that is validated by the Government; and lead the roll-out of the humanitarian-development-peace nexus, which will provide additional entry points for the MONUSCO exit strategy through increased convergence and coherence in planning and programming with the country team. The Senior Transition Advisor will, in close coordination with the Senior Policy Advisor in UNDP, contribute to the effective integration of the Peace, Security and Cooperation Framework in strategic planning processes; and strengthen coordination with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region and resident coordinators in the region in respect of regional commitments.

42. The Transition Advisor (P-4) will provide substantive support to the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) in her overall leadership of the transition process; support the various stakeholders in the United Nations transition planning by facilitating high-level working groups and committees; participate in the formulation of joint United Nations transition planning products and an overall transition plan that is validated by the Government; and support the roll-out of the humanitarian-development-peace nexus. The Transition Advisor will contribute to the effective integration of the Peace, Security and Cooperation Framework in strategic planning processes and support coordination with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region and Resident Coordinators in the region in respect of regional commitments.

43. In light of the refocused role of the Integrated Office in supporting the transitioning of medium- and long-term peace consolidation activities to the United Nations country team, it is proposed to abolish a post of Associate Civil Affairs Officer (National Professional Officer) and a post of Team Assistant (national General Service).

Heads of Field Offices

International staff: no net change (establishment of 2 posts at the P-5 level, abolishment of 1 post at the P-4 level and conversion of 1 post at the Field Service level to the national General Service level)

National staff: net decrease of 1 post (abolishment of 2 posts at the national General Service level and conversion of 1 post at the Field Service level to the national General Service level)

United Nations Volunteers: increase of 8 positions (establishment of 8 positions of United Nations Volunteer)

44. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish a post of Political Affairs Officer (P-4), a post of Programme Management Assistant (national General Service) and a post of Team Assistant (national General Service).

45. It is proposed to establish a post of Senior Civil Affairs Officer (P-5) in the Beni field office. Despite the overall reduction of the Mission's footprint, there will be no reduction in workload for field offices located in areas affected by armed conflict. Structural violence will persist in these areas and will continue to pose serious threats to civilians, whose protection will remain at the core of the Mission's mandate. This will require the six main field offices to be appropriately resourced to effectively address this threat in order to create the conditions conducive to an eventual withdrawal of the Mission. After the elections, the Mission intends to intensify its actions in the Beni area, especially in relation to neutralization of the Allied Democratic Forces (ADF) through offensive military operations and addressing community violence and conflict in Lubero territory.

46. Accordingly, the field office in Beni needs appropriate capacity at a senior level to effectively direct and lead the work of the civilian sections in the area. The Senior Civil Affairs Officer (P-5) will act as Deputy Head of Office and will support the Head of Office in coordinating the civilian, military and police actions for the protection of civilians; lead the implementation of the operations plans under the targeted strategies; direct intercommunity conflict resolution and mediation efforts; and implement and monitor quick-impact projects and community violence reduction projects.

47. It is proposed to establish a post of Senior Civil Affairs Officer (P-5) in the Bunia field office. After the elections, the Mission also intends to intensify its actions in the Bunia area, especially in South Irumu, in support of the negotiated disarmament process with the Force de résistance patriotique de l'Ituri (FRPI), which will result in increased activities related to disarmament, demobilization and reintegration and community violence reduction, as well as continued engagement with mediation and conflict resolution initiatives to address intercommunity violence in the Djugu area.

48. Accordingly, the field office in Bunia needs appropriate capacity at a senior level to effectively direct and lead the work of the civilian sections in the area. The Senior Civil Affairs Officer (P-5) will act as Deputy Head of Office and will support the Head of Office in coordinating the civilian, military and police actions for the protection of civilians; lead the implementing of the operations plans under the targeted strategies; direct intercommunity conflict resolution and mediation efforts; and implement and monitor quick-impact projects and community violence reduction projects.

49. It is proposed to establish eight positions of Planning and Coordination Officer (United Nations Volunteer), seven in the field offices in Beni, Bunia, Goma, Kalemie, Kananga, Bukavu, Uvira and one in the office of the Deputy Special Representative

of the Secretary-General (Protection and Operations) in Goma. The increased role of field offices will require further coordination and planning and appropriate resources to support the Head of Office in improving coordination between the Mission's components in the implementation of the mandate, especially as it relates to the protection of civilians, by developing comprehensive workplans; monitoring performance; managing the new integrated field coordination structures; implementing and monitoring the operational plans to neutralize armed groups under the comprehensive approach; and coordinating the development of community violence reduction projects, ensuring their implementation and monitoring them. The Planning and Coordination Officer in the Office of the Deputy Special Representative of the Secretary-General will provide overall coordination.

50. It is proposed to convert a post of Administrative Assistant (Field Service) to a post of Administrative Assistant (national General Service) in the Kananga field office, as it has been determined that the administrative functions can be adequately performed by a national staff member. This is in line with the Mission's strategy to nationalize posts whenever possible in order to transfer capacity to national counterparts.

Component 1: political engagement

51. In the post-electoral period, MONUSCO will focus on engaging with the newly elected Government, supporting the consolidation of its priorities where requested, and on addressing the root causes of intercommunal conflict and violence perpetrated by armed groups, with a view to promoting progress towards sustainable peace and stability. The Mission will consistently engage with Government institutions at all levels, including newly-elected national and provincial legislatures in place since March 2019 and new provincial and urban administrations expected to be in place between late 2019 and early 2020.

52. With the current electoral cycle expected to conclude by February 2020, the Mission's role with respect to elections will be limited to the provision of technical advice to the Independent National Electoral Commission on the resolution of residual electoral disputes in the second half of 2019. In the context of local elections, MONUSCO will continue to promote respect for and protection of political space, including by providing access to a diversity of social and political views on Radio Okapi, and will continue to promote the protection of human rights and fundamental freedoms. Advocacy efforts and good offices will involve engagement with communities, civil society, political stakeholders, State security actors and State authorities and institutions, including the National Human Rights Commission, the High Council for Media and the Independent National Electoral Commission.

53. MONUSCO will also increase its political engagement in the post-electoral period to encourage measures to sustainably address structural drivers of violence and root causes of conflict. For sustainable peace to be established in eastern Democratic Republic of the Congo and in the Kasai provinces, longstanding issues of identity and inclusion; land ownership and land access; displacement and resettlement; and customary power succession need to be addressed. MONUSCO will politically address conflict drivers at the local level, using community engagement and structured dialogue; at the national level, by engaging and advocating with key government actors and ministries, often in coordination with the United Nations country team or other relevant partners; and at the regional level, by engaging with regional and multilateral organizations including the International Conference on the Great Lakes Region, SADC and the African Union, in coordination with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region.

54. MONUSCO will continue its efforts to promote human rights, fundamental freedoms (including freedom of opinion, expression and peaceful assembly) and the opening of political space, with a view to contributing to a stable and inclusive post-electoral environment. In this endeavour, the Mission will engage with State authorities, the National Human Rights Commission, the Independent National Electoral Commission, the High Council for Media, political parties, religious networks, civil society and local communities. The Mission will continue to monitor and report on violations of fundamental rights and freedoms and restrictions of political space to ensure that Congolese women and men can enjoy their constitutional rights and State agents exercise maximum restraint in their response to any peaceful demonstrations. As part of its advocacy efforts, the Mission will continue to engage with the Ministry of Justice and the Ministry of Human Rights for the conduct of fair trials with a view to holding accountable those responsible for violations of international humanitarian law or violations and abuses of human rights, as applicable.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.1 Establishment of an environment conducive to peace, stability and the enjoyment of citizens' rights	<p>1.1.1 Number of meetings, information sessions and consultation between the Government and civil society actors to strengthen state institutions and broaden the political space (2017/18: not applicable; 2018/19: 12; 2019/20: 20)</p> <p>1.1.2 Number of complaints from citizens addressed by the National Human Rights Commission (2017/18: not available; 2018/19: not available; 2019/20: 100)</p> <p>1.1.3 Number of public reports issued by the National Human Rights Commission (2017/18: 5, 2018/19: 9; 2019/20: 15)</p>

Outputs

- Weekly meetings with high-level national, provincial and local political actors and stakeholders to facilitate dialogue and to advocate for and help foster consensus on the functioning of key institutions in the context of local elections
- Monthly consultations with the African Union, SADC and the Economic Community of Central African States to ensure the engagement of multilateral organizations with peace and stability issues, including the political transition following the December 2018 elections
- Development of a regional framework of action for the Democratic Republic of the Congo and regional actors through quarterly consultations with regional actors, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the United Nations Office to the African Union and the United Nations Regional Office for Central Africa
- 6 seminars with women politicians and political groups to advise on and monitor the advancement of the implementation of an action plan to advance women's political involvement and representation
- Weekly meetings with Congolese parliamentarians, high-level ministry officials, military, police and intelligence service officials and civil society leaders, including women and youth representatives, to promote confidence in security institutions and to improve inter-agency coordination on human security issues

- 4 workshops for 120 journalists and 1 media campaign to promote gender-sensitive and non-sexist communication in the media and improve media coverage of women in politics and in peace and security initiatives
- 5 public debate panels and 5 workshops with youth representatives on the principles of positive masculinities and gender-responsive citizenship using local urban leaders known as “Champions and Women Ambassadors of Peace”
- 2 workshops jointly organized with the national oversight mechanism, the United Nations country team and civil society organizations to ensure that the relevant Government planning documents reflect the six national engagements of the Peace, Security and Cooperation Framework and to ensure the complementarity of the implementation of the national and regional commitments
- 1 high-level workshop jointly organized with the Office of the Prime Minister and the Presidency for up to 200 participants, bringing together Government Ministers leading the main national thematic groups under the Peace, Security and Cooperation Framework and partners to advance the implementation of national commitments under the Peace, Security and Cooperation Framework
- 6 seminars on planning, leadership and governance to reinforce the capacity of women participating in the women’s leadership platforms, as defined in the Peace, Security and Cooperation Framework

<i>Expected accomplishment</i>	<i>Indicator of achievement</i>
1.2 Progress towards sustainable peace	1.2.1 Adoption and implementation of a road map for the implementation of the strategic and operational priorities of the humanitarian-development-peace nexus

Outputs

- Monthly meetings with the executive committee of the national programme for stabilization and reconstruction and senior officials of the Ministry of Planning and of relevant sectorial line ministries to oversee, monitor and allocate resources for the implementation of stabilization and peacebuilding initiatives
- Monthly meetings for partnership mobilization to reduce humanitarian needs, facilitate the resilience of affected communities and create an environment enabling development activities to be conducted country-wide towards achieving the Sustainable Development Goals
- Monthly task force meetings to support transition arrangements with United Nations agencies, funds and programmes and the mobilization of resources for long-term capacity-building
- 4 workshops in cooperation with the Government of the Democratic Republic of the Congo, the United Nations system, bilateral and multilateral donor partners, international financial institutions, non-governmental organizations and other technical partners to support the roll-out and implementation of humanitarian-development-peace nexus/“new way of working” strategy in the Democratic Republic of the Congo

<i>Expected accomplishment</i>	<i>Indicator of achievement</i>
1.3 Progress in respect of political space and human rights	1.3.1 Decrease in the number of documented human rights violations committed by State actors related to political rights and freedom of assembly and expression (2017/18: 1,423; 2018/19: 1,110; 2019/20: 900)

Outputs

- Monthly consultations with key interlocutors, including government actors, State security actors, political actors and civil society, to advocate for the promotion and protection of human rights and fundamental freedoms and for improved accountability regarding respect for those rights and freedoms
- 14 reports on the human rights situation, including on gender-based violations, respect for human rights related to the electoral context, freedom of expression and peaceful assembly
- 1 report on violations of fundamental freedoms and human rights linked to restrictions of the democratic space and other political rights
- 6 high-level advocacy meetings with the Ministry of Justice and the Ministry of Human Rights to hold accountable persons responsible for violations of international humanitarian law or violations and abuses of human rights, in particular those committed in the context of the electoral process
- 2 capacity-building workshops for 100 participants from the National Human Rights Commission on the promotion of human rights, database management, reporting and decentralization.
- 45 30-minute radio programmes entitled “Journal des elections”, broadcast once a week until the end of the electoral process to increase awareness about the electoral process, with a specific focus on the participation of women

External factors

The newly elected Government is installed with a minimum of contestation, from the Presidency and related State ministries to national and provincial legislatures. The relevant authorities and political actors mobilize the political will to consolidate the priorities of the newly-elected Government. The key political figures, including women political leaders, remain open to dialogue and consensus-building with all sectors on the political process

Table 2

Human resources: component 1, political engagement

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Political Affairs Division									
Approved posts 2018/19	–	2	18	15	4	39	21	5	65
Proposed posts 2019/20		2	15	11	4	32	14	5	51
Net change	–	–	(3)	(4)	–	(7)	(7)	–	(14)
Electoral Support Office									
Approved posts 2018/19	–	–	4	5	–	9	–	–	9
Proposed posts 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	(4)	(5)	–	(9)	–	–	(9)
Approved temporary positions ^b 2018/19	–	1	2	5	–	8	–	–	8
Proposed temporary positions ^b 2019/20	–	1	–	–	–	1	–	–	1
Net change	–	–	(2)	(5)	–	(7)	–	–	(79)

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Subtotal									
Approved 2018/19	–	1	6	10	–	17	–	–	17
Proposed 2019/20	–	1	–	–	–	1	–	–	1
Net change	–	–	(6)	(10)	–	(16)	–	–	(16)
Office of Public Information									
Approved posts 2018/19	–	1	5	11	5	22	17	–	39
Proposed posts 2019/20	–	1	3	7	4	15	13	–	28
Net change	–	–	(2)	(4)	(1)	(7)	(4)	–	(11)
Radio Okapi									
Approved posts 2018/19	–	–	2	1	1	4	139	–	143
Proposed posts 2019/20	–	–	2	–	1	3	109	–	112
Net change	–	–	–	(1)	–	(1)	(30)	–	(31)
Subtotal, civilian staff									
Approved 2018/19	–	3	29	32	10	74	177	5	256
Proposed 2019/20	–	3	20	18	9	50	136	5	191
Net change	–	–	(9)	(14)	(1)	(24)	(41)	–	(65)
Approved temporary positions ^b 2018/19	–	1	2	5	–	8	–	–	8
Proposed temporary positions ^b 2019/20	–	1	–	–	–	1	–	–	1
Net change	–	–	(2)	(5)	–	(7)	–	–	(7)
Total, including temporary positions									
Approved 2018/19	–	4	31	37	10	82	177	5	264
Proposed 2019/20	–	4	20	18	9	51	136	5	192
Net change	–	–	(11)	(19)	(1)	(31)	(41)	–	(72)

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

^b Funded under general temporary assistance.

Political Affairs Division

International staff: decrease of 7 posts (abolishment of 7 posts (1 P-5, 2 P-4, 3 P-3 and 1 P-2))

National staff: decrease of 7 posts (abolishment of 7 posts at the national General Service level)

55. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish one post of Senior Political Affairs Officer (P-5), two posts of Political Affairs Officer (1 P-4 and 1 P-3), one post of Political Affairs Assistant (national General Service) and five posts of Programme Management Assistant (national General Service).

56. In order to implement the adjustments to the Mission's posture recommended by the strategic review, it is proposed to abolish two posts of Political Affairs Officer (1 P-4 and 1 P-3), one post of Security Sector Reform Officer (P-3), one post of

Associate Political Affairs Officer (P-2) and one post of Programme Management Assistant (national General Service).

Electoral Support Office

International staff: decrease of 9 posts and 7 general temporary assistance positions (retention of 1 general temporary assistance position at the D-1 level and abolishment of 9 posts (1 P-5, 3 P-4 and 5 P-3) and 7 positions (2 P-4 and 5 P-3))

57. During the post-electoral period, the Mission will support the good offices functions of the Special Representative of the Secretary-General for a peaceful transition and provide strategic guidance and advice to the United Nations system in the Democratic Republic of the Congo on programmatic interventions focused on strengthening democratic governance and long-term capacity-building of electoral institutions such as the Independent National Electoral Commission. A full team of electoral experts will not be needed. Accordingly, it is proposed to abolish a post of Senior Electoral Officer (P-5), eight posts of Electoral Officer (3 P-4 and 5 P-3) and seven positions of Electoral Officer (2 P-4 and 5 P-3).

58. It is proposed to retain the position of Chief Electoral Officer (1 D-1), funded under general temporary assistance in the 2019/20 period, to work in close collaboration with the Political Affairs Division to support the good offices functions for a peaceful transition and to support the strengthening of democratic institutions. The incumbent will also work in close collaboration with the Senior Policy Advisor in UNDP and the Senior Transition Advisor in MONUSCO to provide strategic direction and policy advice concerning programmatic interventions that should be included in the United Nations Development Assistance Framework 2020–2024. Finally, the incumbent will work closely with other elections stakeholders to build partnerships and identify opportunities for resource mobilization.

Office of Public Information

International staff: decrease of 7 posts (abolishment of 7 posts (2 P-4, 4 P-3 and 1 Field Service))

National staff: decrease of 4 posts (abolishment of 4 posts (3 National Professional Officer and 1 national General Service))

59. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish one post of Public Information Officer (P-3).

60. In order to implement the adjustments to the Mission's posture recommended by the strategic review, it is proposed to abolish one post of Spokesperson (P-4), five posts of Public Information Officer (1 P-4, 3 P-3 and 1 National Professional Officer), one post of Associate Public Information Officer (National Professional Officer), one post of Assistant Public Information Officer (National Professional Officer) and two posts of Public Information Assistant (1 Field Service and 1 national General Service).

Radio Okapi

International staff: decrease of 1 post (abolishment of 1 post at the P-2 level)

National staff: decrease of 30 posts (abolishment of 30 posts (3 National Professional Officer and 27 national General Service))

61. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish one post of Associate Public Information Officer (National Professional Officer), one post of Broadcast Technology Technician (national General Service) and 14 posts of Public Information Assistant (national General Service).

62. In order to implement the adjustments to the Mission's posture recommended by the strategic review, it is proposed to abolish two posts of Associate Public Information Officer (1 P-2 and 1 National Professional Officer), one post of Assistant Public Information Officer (National Professional Officer), seven posts of Public Information Assistant (national General Service), one post of Radio Production Assistant (national General Service), one post of Administrative Assistant (national General Service), one post of Team Assistant (national General Service) and two posts of Driver (national General Service).

Component 2: protection of civilians and human rights

63. Armed groups, including community-based local militia groups, will remain the principal threat to civilians in the 2019/20 period, responsible for high numbers of human rights violations. MONUSCO will address these threats through a comprehensive approach, involving all components of the Mission and tackling the various elements of the problem in an integrated manner. Significant efforts will go directed to supporting joint deployments, including threat assessments and investigation missions to monitor and report on violations. Where necessary, the Mission will support humanitarian actors that have to act in areas affected by armed group activity.

64. A core part of the Mission's work will be to support dialogue and conflict resolution, while strengthening the impact of its activities in terms of stabilization, security and the protection of civilians. MONUSCO will support the strengthening of disarmament, demobilization and reintegration processes, including community violence reduction programming, and develop, in concert with the Government, local authorities, local non-governmental organizations, United Nations agencies and international partners, actions aimed at a sustainable reduction of armed group activity, notably in the Kasais, the Kivus and Tanganyika and Ituri provinces. Within the framework of the International Security and Stabilization Support Strategy, the Mission aims to strengthen stabilization efforts for communities, protect civilians and create space for political dialogue by reintegrating ex-combatants and community members into the socioeconomic structures of their communities.

65. Disarmament, demobilization and reintegration processes, including reinsertion, community violence reduction and stabilization, will contribute to the sustainability of security and political arrangements. Community violence reduction initiatives will focus on areas with a potential for sustainable reduction of armed group activity, such the Kasais, the Kivus and Tanganyika and Ituri provinces. The community violence reduction programming will include limited emergency employment where required to support political dialogue, with a focus on supporting the Government and other partners in identifying longer-term employment opportunities for ex-combatants, women, youth and other vulnerable groups at risk.

66. MONUSCO will also provide physical protection to civilians when needed. Wherever possible this will be done in partnership with the Congolese security forces, in full compliance with the United Nations due diligence policy. Responses will be flexible and tailored to needs, combining military force with civilian presence. Early warning mechanisms and civilian alert networks are key components of this response mechanism and will be further strengthened and expanded.

67. The Mission will also seek to support the development of a more protective environment for ordinary citizens. This will involve work on many levels. The United Nations police will focus on community policing and strengthening the capacity of the Congolese national police to provide a targeted response to urban crime and instability and to disrupt criminal activities, including those of armed groups, in compliance with the United Nations human rights due diligence policy. MONUSCO

will also continue to focus on improving prison security in the highest-risk prisons, where leaders of armed groups or other high-risk prisoners are located, thus reducing the likelihood of prison breaks and recycling back into armed groups.

68. A community violence reduction approach will foster social cohesion within communities vulnerable to armed violence, provide employment and other income-generating opportunities and reduce recruitment by armed groups, especially recruitment of people in vulnerable groups such as young people. The Mission's focus will also be placed on reducing the circulation of weapons in areas affected by armed conflict by strengthening the monitoring of the arms embargo and by providing the national security forces with safes for the secure storage of weapons.

69. The MONUSCO arms embargo cell will reduce weapons flow to armed groups. The Disarmament, Demobilization and Reintegration Section and the United Nations Mine Action Service will ensure the safe storage of weapons retrieved through disarmament programmes. The International Security and Stabilization Support Strategy will ensure a long-term approach to reintegration and will tackle the underlying causes of conflict. At the same time, work will be undertaken to strengthen local protection mechanisms.

70. MONUSCO will continue to provide technical and logistical support to the military justice system in the investigation and prosecution of war crimes and crimes against humanity through the prosecution support cells and the United Nations Joint Human Rights Office. These efforts, critical for ending impunity have resulted in the conviction of around 1,000 offenders to date, of which some 400 were from the security forces. The prosecution support cells and the United Nations Joint Human Rights Office will continue to work with the Congolese judiciary in prosecuting cases of serious human rights violations. The Mission will continue its advocacy for the adoption of a national legal and policy framework for the protection of victims, witnesses and judicial personnel involved in trials related to serious crimes. The Mission will also continue to promote and support initiatives aimed at implementing transitional justice as a solution to conflict and securing accountability for grave violations of human rights and international humanitarian law.

71. MONUSCO will continue to monitor, investigate, report on and advocate for human rights, provide early warning and assessments of risks to the population and report publicly on progress made and continuing challenges to the protection of civilians. The Mission will continue senior-level advocacy with the Special Presidential Adviser on prevention of child recruitment and sexual violence and with the leaders of national security institutions to promote respect for human rights and further implementation of the United Nations action plan aimed at ending and preventing sexual violence and child recruitment. MONUSCO will continue to advocate for accountability for grave human rights violations and conflict-related sexual violence, including through support for mobile courts and participation in joint investigation teams.

72. Strong communications strategies will accompany the work of the Mission in order to develop a clear understanding of the Mission's work and to gain community acceptance and support.

Expected accomplishment

Indicators of achievement

2.1 Resolution of conflicts through dialogue and engagement process

2.1.1 Increased number of dialogue tracks between the Government and major armed groups (2017/18: 1; 2018/19: 1; 2019/20: 2)

2.1.2 Number of local peace agreements signed to address community conflicts (2017/18: 13; 2018/19: 13; 2019/20: 13)

2.1.3 Increased number of children associated with armed groups released (2017/18: 54,457; 2018/19: 55,152; 2019/20: 57,692)

2.1.4 Reduced number of children newly recruited by armed groups (2017/18: 1,214; 2017/18: 700; 2019/20: 500)

Outputs

- Implementation of 6 Mission-wide strategies under the comprehensive approach to address major protection threats from armed groups
- 4 polls (2 perception polls and 2 thematic polls) conducted on the perceptions of the population on issues of peace security, justice and reconstruction in eastern Democratic Republic of the Congo; 4 analytic reports produced and 10 restitution sessions held with provincial and local authorities, security forces and civil society in North and South Kivu and Ituri to inform tailored strategies on issues of peace, security, justice and reconstruction and to assess progress on these issues
- Facilitation of 10 structured dialogues and 30 local conflict resolution initiatives to support Congolese authorities and communities, women and young people in conflict-affected provinces in eastern Democratic Republic of the Congo and the Kasai provinces to address conflicts and reduce tension and violence
- 6 reports on conflict analysis and structural root causes of conflict; 12 monthly reports on local conflict trends; and 4 ad hoc reports on emerging conflicts
- 3 democratic dialogue workshops in priority zones in Ituri, North Kivu and South Kivu provinces to engage communities in their respective stabilization processes, focusing on security governance and land management under the International Security and Stabilization Support Strategy
- 15 meetings with 15 armed groups in order for them to release children from their ranks and to sign formal agreements to stop further recruitment of children and refrain from committing acts of sexual violence

Expected accomplishment

Indicators of achievement

2.2 Improved security and protection of civilians in areas affected by armed conflict

2.2.1 Reduced number of confirmed incidents of human rights violations in areas of armed conflict by non-State actors (2017/18: 2,477; 2018/19: 2,350; 2019/20: 2,200)

2.2.2 Increased percentage of alerts issued by civilian alert networks resulting in conflict being prevented, mitigated or stopped (2017/18: 11 per cent prevented, 7 per cent mitigated and 7 per cent stopped; 2018/19: 12 per cent prevented, 8 per cent mitigated and 7 per cent stopped; 2019/20: 13 per cent prevented, 9 per cent mitigated and 8 per cent stopped)

Outputs

- 30 local workshops with civil society actors, in particular women and youth leaders, authorities and protection committees to strengthen the capacity of local protection mechanisms for early warning and to enable the gradual handover of protection mechanisms to communities and authorities

- 280 joint civilian protection missions alongside force deployments in areas affected by armed conflict to assess and address protection risks for women, men and children and support preventive and responsive actions by Congolese and international partners
- 4 training sessions for 40 officers of the Forces armées de la République démocratique du Congo (FARDC) attending the National Defence College, the Military Academy and the Military Staff College on accountability, good governance and human rights, including conflict related sexual violence, and the United Nations human rights due diligence policy
- Maintenance of an average of 36 fixed-company operating bases; 75 standing combat deployments by rapidly deployable battalions; 27 standing combat deployments by infantry battalions; an average of 104 daily patrols (62 day and 42 night patrols) by contingent troops; and an average of 52 daily joint patrols with FARDC in uncovered and urban areas to protect civilians and reduce the number of human rights violations perpetrated by armed groups or State agents
- 150 explosive ordnance disposal spot tasks
- 3 battalion-level and 36 company-level operations followed by a battle damage assessment, to ensure the protection of civilians and the neutralization of armed groups
- 3,500 hours of civil and military intelligence, surveillance and target-acquisition tasks conducted by the unmanned aircraft system to improved situational awareness
- Support for 4 FARDC-led operations through the provision of intelligence, reconnaissance, indirect fire and logistics, in strict compliance with the human rights due diligence policy
- 6 field missions in support of the Expanded Joint Verification Mechanism to enhance border security

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.3 Establishment of a protective environment in areas affected by armed conflict	<p>2.3.1 Increased number of commanders of armed groups captured or surrendering (2017/18: 65; 2018/19: 70; 2019/20: 80)</p> <p>2.3.2 Reduced number of confirmed incidents of human rights violations in areas of armed conflict by State actors (2017/18: 2,822; 2018/19: 2,100; 2019/20: 2,000)</p> <p>2.3.3 Increased percentage of Congolese men and women reporting confidence in the capacity of the State security forces to protect the population (2017/18: 55 per cent; 2018/19: 57 per cent; 2019/20: 60 per cent)</p> <p>2.3.4 Decrease in the number of prison security-related incidents (2017/18: 44; 2018/19: 20; 2019/20: 15)</p> <p>2.3.5 Increased percentage of Congolese men and women reporting the ability to participate in decisions, contribute to peace and bring change in their community (2017/18: 89 per cent; 2018/19: 90 per cent; 2019/20: 90 per cent)</p>

Outputs

- 150 monitoring and evaluation field missions, including evaluation missions for 65 community violence reduction projects

- 24 field sensitization missions on disarmament, demobilization, repatriation, reintegration and resettlement targeting the Forces démocratiques de libération du Rwanda (FDLR) and Congolese armed groups in North Kivu and South Kivu
- 60 investigation and fact-finding missions to monitor, investigate, document and report on human rights violations and abuses, including conflict-related sexual violence, in areas affected by armed conflict
- 5 assessment and coaching missions and 3 review workshops with national stakeholders on local security governance at the provincial and territorial levels to strengthen capacities and processes for local security governance and early warning
- 20 forums with civil society actors in Kinshasa and areas affected by armed conflict to improve the protection of civilians on the basis of gender-specific threat assessments
- Development and oversight of 65 community violence reduction projects that will disengage armed group members, reinsert ex-combatants, reduce recruitment into armed groups, especially of people in vulnerable groups such as young people, support victims and strengthen gender responsiveness, with a focus on women and children
- Provision of clothing, household items, hygienic items, rations, accommodation and medical care for a maximum stay of 10 days in disarmament, demobilization, repatriation, reintegration and resettlement transit camps for 1,000 Congolese combatants, 1,000 children associated with armed groups and 500 foreign combatants and their dependents
- Development of partnerships with 4 community radios in North and South Kivu to augment the reach of sensitization messages on disarmament, demobilization, repatriation, reintegration and resettlement through “talent-quest” programmes
- Daily broadcasting of the radio programme “Ma Nouvelle Vie”, concerning disarmament, demobilization, repatriation, reintegration and resettlement, by Radio Okapi and 8 mobile radio stations, targeting foreign and Congolese armed groups
- Production of 300,000 leaflets targeting major foreign and Congolese armed groups in the northern, central and southern sectors to be distributed during field missions and through 30 aerial leaflet droppings (10,000 leaflets per aerial dropping) in targeted areas in North and South Kivu
- 4 quarterly coordination meetings with the Rwandan demobilization and reintegration commission to follow up on repatriated FDLR ex-combatants and 8 follow-up missions in Rwanda to collect audio, video and photographic images to be used for the production of radio messages, videos and leaflets
- 32,208 patrols by United Nations police, including joint patrols with the Congolese national police (88 patrols per day for 366 days by a total of 1,280 policemen and women)
- Daily monitoring and mentoring of the Congolese national police through co-location to support them in the fight against insecurity and increasing respect for human rights, fundamental freedoms and international standards of law enforcement
- Technical, operational and logistical support to the Congolese national police in 4 localities (Beni, Oicha, Goma and Bukavu)
- Training of 150 male and female elements of the Inspectorate General of the Congolese national police on the United Nations human rights due diligence policy
- Training of 7,000 officers of the Congolese national police, of whom 20 per cent will be female officers, on public order management and respect for human rights, community policing, sexual and gender-based violence, intelligence gathering and judiciary police functions
- Training of 500 officers of the Congolese national police, of whom 20 per cent will be female officers, on investigative procedures and crime scene management, including forensics techniques

- Provision of weekly advice and mentoring to judicial authorities in 5 priority zones on strengthening the functioning of the criminal justice chain; due process and the reduction of unlawful detention; and the organization of mobile court hearings
- Daily mentoring of prison directors and supervisors in 12 high-risk prisons; and 36 on-the-job training sessions for 1,078 prison personnel and prison security officers on correctional management, prison security, human rights in prisons and prison intelligence; 12 joint prison assessment missions with national partners; provision of technical and logistical support to further enhance security installations in 2 prisons; 2 prisoner transfer operations; and training of 110 prison personnel in general security, health care for women and men and prison management
- Installation of safe weapon storage solutions, provision of technical support and conduct of 30 awareness-raising sessions for 500 uniformed people to ensure the safe and secure storage and marking of 7,000 weapons belonging to the national police and military forces
- 20 capacity-building workshops to raise awareness and strengthen the capacity of national security services, protection networks and civil society organizations for the respect of human rights and monitoring and reporting of human rights violations and abuses
- 5 capacity-building and sensitization workshops for non-State actors on conflict-related sexual violence at 5 locations in areas affected by conflict
- 2,300 escorts of humanitarian missions throughout the Democratic Republic of the Congo
- Multimedia public information campaigns and outreach programmes in support of the Mission's mandate, through (a) round-the-clock Radio Okapi broadcasts reaching an audience of 24 million persons per week; (b) production of 35 "MONUSCO video" programmes broadcast on 11 local television stations, uploaded on YouTube and sent to UNifeed; (c) production and dissemination of six issues of *Echos de la MONUSCO* magazine; (d) operation and management of the MONUSCO and Radio Okapi websites, with daily uploads of articles, stories and photos from all over the Democratic Republic of the Congo; and (e) reliable information provided through the use of social media

Expected accomplishment

Indicator of achievement

2.4 Progress towards combating impunity

2.4.1 Number of convictions of alleged perpetrators of grave human rights violations, war crimes and crimes against humanity, conducted in accordance with due process standards (2017/18: 313; 2018/19: 500; 2019/20: 400)

Outputs

- Monthly monitoring and training sessions for judicial authorities in six locations on the investigation and prosecution of war crimes, crimes against humanity and other grave human rights violations
- Logistical support for the deployment of 25 investigation missions and 20 mobile court trials to investigate and try cases of war crimes, crimes against humanity and other grave human rights violations, including sexual violence and grave child rights violations
- 6 high-level consultations with the Congolese judiciary and authorities on 50 cases of violations identified through the human rights due diligence process on which disciplinary or judiciary measures remain to be taken
- 4 meetings with the Auditor-General of FARDC and other senior justice officials to provide strategic advice on prosecutorial strategies and case prioritization

- Deployment of 15 joint investigation teams and 10 mobile courts to investigate war crimes, crimes against humanity and other serious human rights violations, including sexual violence and grave child rights violations
- 5 advocacy meetings with parliamentarians, judges, prosecutors and lawyers for the adoption of the proposed law on the protection of victims, witnesses and judicial personnel involved in trials related to serious crimes
- Monthly high-level meetings with officials of the Ministry of Justice and the Ministry of Human Rights to foster accountability, promote human, civil and political rights and fight impunity
- 6 working sessions with the Special Presidential Adviser on prevention of child recruitment and sexual violence, FARDC and the Congolese national police for the implementation of the joint communiqué and action plans on combating sexual violence
- 4 capacity-building workshops for 40 judges and 40 lawyers and 4 mobile courts to support initiatives aimed at implementing transitional justice measures in the Kasai provinces and other conflict-affected provinces, as a means of promoting accountability for grave violations of human rights and international humanitarian law

External factors

The Government will commit and allocate resources to support the capability and deployment of the Congolese armed forces and the Congolese national police in order to reduce the threat posed by armed groups and criminal networks and to hold and secure areas cleared of armed groups. Cooperation between MONUSCO and the Government against armed groups, including the conduct of joint operations, will continue. The Government will also support the judicial and penitentiary institutions and commit to the prosecution of leaders of armed groups or security forces responsible for human rights violations. Regional actors will commit to honouring their commitments under the Peace, Security and Cooperation Framework to neither harbour nor provide any kind of protection to persons suspected of war crimes, crimes against humanity or acts of genocide. The Government and regional partners will commit to ensuring support for the repatriation of foreign combatants and for the national disarmament, demobilization and reintegration programme

Table 3

Human resources: component 2, protection of civilians and human rights

Category	Total
<i>I. Military observers</i>	
Approved 2018/19	660
Proposed 2019/20	660
Net change	–
<i>II. Military contingents</i>	
Approved 2018/19	16 215
Proposed 2019/20	16 215
Net change	–
<i>III. United Nations police</i>	
Approved 2018/19	391
Proposed 2019/20	391
Net change	–

IV. Formed police units

Approved 2018/19	1 050
Proposed 2019/20	1 050

Net change	–
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V. Government-provided personnel

Approved 2018/19	90
Proposed 2019/20	90

Net change	–
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VI. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Force Commander									
Approved posts 2018/19	1	1	–	–	2	4	5	–	9
Proposed posts 2019/20	1	1	–	–	2	4	5	–	9
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2018/19	–	1	2	2	2	7	1	–	8
Proposed posts 2019/20	–	1	2	2	1	6	–	–	6
Net change	–	–	–	–	(1)	(1)	(1)	–	(2)
Corrections Unit									
Approved posts 2018/19	–	–	2	–	–	2	2	1	5
Proposed posts 2019/20	–	–	2	–	–	2	2	1	5
Net change	–	–	–	–	–	–	–	–	–
Joint Human Rights Office									
Approved posts 2018/19	–	1	8	32	6	47	48	28	123
Proposed posts 2019/20	–	1	8	27	6	42	37	23	102
Net change	–	–	–	(5)	–	(5)	(11)	(5)	(21)
Child Protection Section									
Approved posts 2018/19	–	–	2	7	1	10	16	4	30
Proposed posts 2019/20	–	–	2	7	–	9	17	4	30
Net change	–	–	–	–	(1)	(1)	1	–	–
Civil Affairs Office									
Approved posts 2018/19	–	1	5	11	1	18	221	10	249
Proposed posts 2019/20	–	1	5	10	1	17	187	9	213
Net change	–	–	–	(1)	–	(1)	(34)	(1)	(36)
Disarmament, Demobilization and Reintegration Section									
Approved posts 2018/19	–	–	2	–	2	4	–	12	16
Proposed posts 2019/20	–	–	2	–	2	4	–	8	12
Net change	–	–	–	–	–	–	–	(4)	(4)

Approved temporary positions ^b 2018/19	–	–	3	12	–	15	82	–	97
Proposed temporary positions ^b 2019/20	–	–	–	4	–	4	54	–	58
Net change	–	–	(3)	(8)	–	(11)	(28)	–	(39)
Subtotal									
Approved posts 2018/19	–	–	5	12	2	19	82	12	113
Proposed posts 2019/20	–	–	2	4	2	8	54	8	70
Net change	–	–	(3)	(8)	–	(11)	(28)	(4)	(43)
<i>International staff</i>									
<i>VI. Civilian staff</i>	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Stabilization Support Section									
Approved posts 2018/19	–	–	4	5	–	9	2	1	12
Proposed posts 2019/20	–	–	4	5	–	9	2	1	12
Net change	–	–	–	–	–	–	–	–	–
Justice Support Section									
Approved posts 2018/19	–	1	2	3	–	6	17	1	24
Proposed posts 2019/20	–	1	2	3	–	6	15	1	22
Net change	–	–	–	–	–	–	(2)	–	(2)
Total, civilian staff									
Approved posts 2018/19	1	5	27	60	14	107	312	57	476
Proposed posts 2019/20	1	5	27	54	12	99	265	47	411
Net change	–	–	–	(6)	(2)	(8)	(47)	(10)	(65)
Approved temporary positions ^b 2018/19	–	–	3	12	–	15	82	–	97
Proposed temporary positions ^b 2019/20	–	–	–	4	–	4	54	–	58
Net change	–	–	(3)	(8)	–	(11)	(28)	–	(39)
Total, including temporary positions									
Approved posts 2018/19	1	5	30	72	14	122	394	57	573
Proposed posts 2019/20	1	5	27	58	12	103	319	47	469
Net change	–	–	(3)	(14)	(2)	(19)	(75)	(10)	(104)
Total									
Approved 2018/19									18 979
Proposed 2019/20									18 875
Net change									(104)

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

^b Funded under general temporary assistance.

Office of the Police Commissioner

International staff: decrease of 1 post (abolishment of 1 post at the Field Service level)

National staff: decrease of 1 post (abolishment of 1 post at the national General Service level)

73. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in the number of United Nations police and formed police units deployed, it is proposed to abolish one post of Administrative Assistant (Field Service) and one post of Driver (national General Service).

Joint Human Rights Office

International staff: decrease of 5 posts (abolishment of 5 post at the P-3 level)

National staff: net decrease of 11 posts (abolishment of 12 posts (9 National Professional Officer and 3 national General Service) and redeployment of one post at the National Professional Officer level from the Office of the Deputy Special Representative of the Secretary-General (Protection and Operations))

United Nations Volunteers: decrease of 5 positions (abolishment of 5 positions of United Nations Volunteer)

74. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish five posts of Human Rights Officer (P-3), nine posts of Associate Human Rights Officer (National Professional Officer), three posts of Human Rights Assistant (national General Service) and five positions of Human Rights Officer (United Nations Volunteer).

75. It is proposed to redeploy a post of Associate Training Officer (National Professional Officer) from the Office of the Deputy Special Representative of the Secretary-General (Protection and Operations) to reinforce the training capacity of the Joint Human Rights Office. The Associate Training Officer (National Professional Officer) will raise awareness about sexual violence in conflict and other key women's protection issues; provide training to FARDC and the Congolese national police to enhance their support for the implementation of the action plans on the elimination of sexual violence in conflict; provide training for United Nations military and police personnel on conflict-related sexual violence; and ensure that conflict-related sexual violence is mainstreamed in the Mission's mandates.

Child Protection Section

International staff: decrease of 1 post (conversion of 1 post at the Field Service level to the national General Service level)

National staff: increase of 1 post (conversion of 1 post at the Field Service level to the national General Service level)

76. In line with the Mission's nationalization strategy and in order to build the capacities of national personnel, it is proposed to convert a post of Administrative Assistant (Field Service) to a post of Administrative Assistant (national General Service).

Civil Affairs Office

International staff: decrease of 1 post (abolishment of 1 post at the P-3 level)

National staff: decrease of 34 posts (abolishment of 34 posts (5 National Professional Officer and 29 national General Service))

United Nations Volunteers: decrease of 1 position (abolishment of 1 position of United Nations Volunteer)

77. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish two posts of Civil Affairs Officer (1 P-3 and 1 National Professional Officer), four posts of Associate Civil Affairs Officer (National Professional Officer), 18 posts of Liaison Assistant (national General Service), one post of Team Assistant (national General Service) and one position of Civil Affairs Officer (United Nations Volunteer).

78. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in the number of uniformed personnel alongside which staff of the Civil Affairs Section are deployed, it is proposed to abolish two posts of Programme Management Assistant (national General Service), two posts of Administrative Assistant (national General Service) and six posts of Liaison Assistant (national General Service).

Disarmament, Demobilization and Reintegration Section

International staff: decrease of 11 general temporary assistance positions (retention of 4 general temporary assistance positions at the P-3 level, abolishment of 3 positions (2 P-4 and 1 P-3) and conversion of 8 positions (1 P-4 and 7 P-3) to the National Professional Officer level)

National staff: net decrease of 28 general temporary assistance positions (retention of 54 general temporary assistance positions (8 National Professional Officer and 46 national General Service), abolishment of 36 positions at the national General Service level and conversion of 8 positions (1 P-4 and 7 P-3) to the National Professional Officer level)

United Nations Volunteers: decrease of 4 positions (abolishment of 4 positions of United Nations Volunteer)

79. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish one position of Disarmament, Demobilization and Reintegration Officer (P-3) and two positions of Disarmament, Demobilization and Reintegration Assistant (United Nations Volunteer).

80. The number of surrenders received by MONUSCO from both foreign and Congolese armed groups has been steadily decreasing over the past three years, now averaging 20 to 30 per month. In spite of an increase in the number of elements from different armed groups and militias surrendering or expressing a will to do so since the inauguration of the new Head of State, there has been an overall reduction in the workload of the Disarmament, Demobilization and Reintegration Section. Accordingly, it is proposed to abolish two positions of Disarmament, Demobilization and Reintegration Officer (P-4) and 38 positions of Disarmament, Demobilization and Reintegration Assistant (36 national General Service and 2 United Nations Volunteer).

81. The disarmament, demobilization and reintegration process, including community violence reduction programming, will remain an important tool for the Mission to reduce the threat from armed groups and militias and mitigate the risk of violence in communities. The Disarmament, Demobilization and Reintegration Section will continue to support the Government's disarmament, demobilization and

reintegration programme, increase its outreach to foreign armed groups elements for their repatriation and also intensify, in coordination with the United Nations country team and local and international partners, its efforts to link programmatic activities with mediation and local conflict resolution and longer-term stabilization initiatives that invest in socioeconomic development to offer ex-combatants alternatives to armed groups and criminal activity. Accordingly, it is proposed to retain 8 positions of Disarmament, Demobilization and Reintegration Officer (4 P-3 and 4 National Professional Officer), 4 positions of Associate Disarmament, Demobilization and Reintegration Officer (National Professional Officer) and 46 positions of Disarmament, Demobilization and Reintegration Assistant (national General Service).

82. The focus on community violence reduction programmes increases the need for in-depth local knowledge, and there is a need to build national capacity as activities related to disarmament, demobilization and reintegration will continue after the Mission's disengagement. It is therefore proposed to convert eight positions of Disarmament, Demobilization and Reintegration Officer (1 P-4 and 7 P-3) to four positions of Disarmament, Demobilization and Reintegration Officer (National Professional Officer) and four positions of Associate Disarmament, Demobilization and Reintegration Officer (National Professional Officer).

Justice Support Section

National staff: decrease of 2 posts (abolishment of 2 posts at the National Professional Officer level)

83. As a result of the closure of seven field offices on 30 June 2019, it is proposed to abolish two posts of Associate Judicial Affairs Officer (National Professional Officer).

Component 3: support

84. During the 2019/20 period, the Mission Support Division will continue to provide logistical and administrative support services for the effective delivery of the MONUSCO mandate. The objective is to achieve an improved level of service delivery in Kinshasa and the seven field offices. The Mission Support Division will implement the mission-wide environmental action plan, an important part of which will be conducting environmental inspections and overseeing environmental remediation activities prior to the closure of seven field offices, and securing environmental clearance certificates signed by the landlords prior to handing over the premises. The Mission will also address the environmental risks associated with wastewater and hazardous waste management.

85. The Mission Support Division will also continue to fine-tune the organizational structure introduced in the 2018/19 period with the objective of achieving full implementation in the 2019/20 period. This will include a review of the business processes, workflows, synergies between the different pillars and the revamping of operating procedures with the final aim of improving resource effectiveness and achieving efficiencies in operations and resource management, service delivery and supply chain, including optimizing acquisition planning and streamlining the flow and management of deliveries of goods and services.

86. The Mission Support Division will continue to support the rapidly deployable battalions and standing combat deployments; the concept of protection through projection; and the comprehensive approach to the protection of civilians. In view of the need for the Mission and the force to be more flexible, mobile and agile, air transport will remain essential for the Mission's operations as the only viable option for connection in most areas of operation.

87. The Mission will also continue to operate United Nations-owned vehicles and will embrace more environmentally friendly practices in fleet operations by applying, where operationally and geographically possible, the revised vehicle allocation ceiling.

88. The Mission has no plan for any major infrastructure investments in the 2019/20 period. However, the Mission will continue its efforts to ensure that due consideration is given to environmental projects to increase the Mission's environmental responsibility and the implementation of the five pillars of the mission-wide environmental action plan. The Mission Support Division will ensure that the Mission has appropriate waste management and disposal systems and that occupational safety and health standards are implemented to promote a safer, more secure and healthy work environment.

Expected accomplishment

Indicators of achievement

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

3.1.1 Percentage of approved flight hours utilized (excluding search-and-rescue and casualty and medical evacuation) (2017/18: 79 per cent; 2018/19: 90 per cent; 2019/20: 90 per cent)

3.1.2 Average annual percentage of authorized international posts vacant (2017/18: 15 per cent; 2018/19: 15 per cent; 2019/20: 15 per cent)

3.1.3 Average annual percentage of female international civilian staff (2017/18: 27 per cent; 2018/19: 30 per cent; 2019/20: 34 per cent)

3.1.4 Average number of working days for roster recruitments, from closing of the job opening to candidate selection, for international candidates (2017/18: 50; 2018/19: 48; 2019/20: 48)

3.1.5 Average number of working days for post-specific recruitments, from closing of the job opening to candidate selection, for all international staff selections (2017/18: 120; 2018/19: 104; 2019/20: 95)

3.1.6 Overall score on the Administration's environmental management scorecard (2017/18: not applicable; 2018/19: 100; 2019/20: 100)

3.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2017/18: 96 per cent; 2018/19: 96 per cent; 2019/20: 96 per cent)

3.1.8 Compliance with the field occupational safety risk management policy (2017/18: 90 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

3.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2017/18: 1,786; 2018/19: 1,800; 2019/20: 1,800)

3.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2017/18: not available; 2018/19: 20 per cent; 2019/20: 20 per cent)

3.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodations at 30 June, in accordance with the memorandums of understanding (2017/18: 80 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

3.1.12 Compliance of vendors with United Nations Rations Standards for delivery, quality and stock management (2017/18: 95.5 per cent; 2018/19: 95 per cent; 2019/20: 95 per cent)

Outputs

Service improvements

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

Audit, risk and compliance services

- Implementation of 34 recommendations of the Office of Internal Oversight Services targeted for implementation by year end (31 December) and 26 prior fiscal-year recommendations of the Board of Auditors, as accepted by Management

Air operations

- Operation and maintenance of a total of 40 aircraft, including 9 fixed-wing and 31 rotary-wing aircraft and 3 unmanned aerial service capacity
- Provision of a total of 21,363 planned flight hours, including 9,142 from commercial providers and 12,221 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 40 aircraft and 10 airfields and landing sites

Budget, finance, and reporting services

- Provision of budget, finance and accounting services for a budget of \$1,023.3 million, in line with delegated authority
- Finalization of annual financial statements for the mission in compliance with the International Public Sector Accounting Standards and United Nations financial rules and regulations

Civilian personnel services

- Provision of human resource services to 2,444 civilian personnel (591 international staff, 1,510 national staff, 49 temporary positions and 294 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 to 3,769 civilian personnel and support for out-of-mission training for 108 civilian personnel

- Support for processing of 6,039 in-mission and 226 outside-mission travel requests for non-training purposes and 190 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 122 mission sites in 14 locations
- Construction/maintenance of 200 kilometres of road, 10 culverts and 5 bridges, 10 airfields and 66 helipads
- Operation and maintenance of 830 United Nations-owned generators
- Operation and maintenance of United Nations-owned water supply and treatment facilities (38 waste treatment plants in 8 locations, 78 water treatment and purification plants in 7 locations and 7 water bottling plants in 7 locations)
- Provision of waste management services, including liquid and solid waste collection and disposal services (34 waste treatment plants in 13 locations and 54 water treatment and purification plants in 20 locations)
- Provision of cleaning, ground maintenance, pest control and laundry services at 13 sites

Fuel management services

- Management of supply and storage of 35.6 million litres of petrol, including 20.8 million for air operations, 5.7 million for ground transportation and 9.1 million for generators and other facilities, and of oil and lubricants across distribution points and storage facilities in 8 United Nations-operated and 9 contractor-operated locations

Geospatial, information and telecommunications technology services

- Provision of and support for 4,254 handheld portable radios, 2,062 mobile radios for vehicles and 207 base station radios
- Operation and maintenance of 41 FM radio broadcast stations and 12 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 72 very small aperture terminals, 27 phone exchanges and 82 microwave links
- Provision of and support for 3,416 computing devices and 827 printers for an average strength of 3,323 civilian and uniformed end users, in addition to 1,621 computing devices and 60 printers for connectivity of contingent personnel, as well as other common services
- Support and maintenance of 30 local area networks and 57 wide area networks at 57 sites
- Analysis of geospatial data covering 19,200 square kilometres, maintenance of topographic and thematic layers and production of 25 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (10 level I clinics/dispensaries) and support for contingent-owned medical facilities (50 level I clinics, 2 level II hospitals and 1 level III hospital) in 10 locations and maintenance of contractual arrangements with 5 hospitals/clinics
- Maintenance of arrangements for medical evacuation to 9 medical facilities (2 level II, 4 level III and 3 level IV) in 4 locations inside the mission area and 3 locations outside the mission area

Supply chain management services

- Provision of planning and sourcing support for the acquisition of goods and commodities at an estimated value of \$286.8 million, in line with delegated authority
- Receipt, management and onward distribution of up to 10,600 tons of cargo within the mission area

- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below the threshold, with a total historical cost of \$428.9 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of 14,808 military and police personnel (211 military observers, 277 military staff officers, 13,750 contingent personnel, 286 United Nations police officers and 910 formed police personnel) and 45 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 50 military and formed police units at 119 geographical sites
- Supply and storage of rations, combat rations and water for an average strength of 14,808 military contingents and formed police personnel
- Support for the processing of claims and entitlements for 14,808 military and police personnel and 45 government-provided personnel
- Support for the processing of 813 in-mission and 5 outside-mission travel requests for non-training purposes and 15,885 travel requests for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 1,477 United Nations-owned vehicles (665 light passenger vehicles, 309 special-purpose vehicles, 27 ambulances, 32 armoured vehicles, 263 other specialized vehicles and 181 trailers and attachments), 2,723 contingent-owned vehicles and 9 workshops and repair facilities
- Operation of a daily shuttle service 7 days per week for an average of 770 United Nations personnel per day to and from their accommodation to the office in the Democratic Republic of the Congo (all locations) and a shuttle service 5 days per week for an average of 280 United Nations personnel per day in Entebbe

Conduct and discipline

- Implementation of a conduct and discipline programme for 16,827 military, police and civilian personnel, including training, prevention and monitoring activities and recommendations on remedial actions with an emphasis on sexual exploitation and abuse and other misconduct
- Facilitation of the reporting of allegations of sexual exploitation and abuse
- Facilitation of the referral of victims of sexual exploitation and abuse for medical, psychological and legal assistance, when and where misconduct has occurred
- Conduct of a community sensitization campaign targeting the population at risk, through 20 sensitization activities and the dissemination of outreach materials to 5,000 members of the communities at risk through the community-based complaint networks and nominated focal points in isolated areas
- Ensure that the community-based complaint mechanisms established where the Mission has a strong presence are fully operational and that its members have the capacity to sensitize the local population to the United Nations zero-tolerance policy on sexual exploitation and assault
- Assess all reported cases of sexual exploitation and abuse and prima facie evidence documented and processed, as appropriate
- Implementation, jointly with UNICEF, the United Nations Population Fund, the host country and troop-contributing countries, of a mechanism for the monitoring of the survival of victims of sexual exploitation and abuse in the Democratic Republic of the Congo

HIV/AIDS

- Operation and maintenance of 5 HIV voluntary confidential counselling and testing facilities for all Mission personnel
- Organization of 30 mandatory awareness sessions on HIV/AIDS for 300 civilian Mission personnel
- Conduct of 120 mass sensitization programmes for 12,000 military and police personnel
- Conduct of 60 induction training sessions for 3,000 newly deployed and rotated military and police personnel
- Conduct of 15 refresher training sessions for 920 military personnel and 8 peer education training sessions in 8 Mission locations for 200 military and police personnel
- Conduct of 2 workshops on voluntary confidential counselling and testing for 40 HIV counsellors and 2 post-exposure prophylaxis workshops for 40 post-exposure prophylaxis custodians
- Conduct of a promotion campaign on voluntary confidential counselling and testing each quarter in different Mission locations
- Provision of voluntary confidential counselling and testing to 3,500 Mission personnel
- Conduct of 30 mobile missions on voluntary confidential counselling and testing within the battalions
- Conduct of 1 assessment study to determine the impact of and guide subsequent implementation of sections-mandated activities

Security

- Provision of security services 24 hours a day, 7 days a week, for the entire Mission area
- 24-hour close protection for senior Mission staff and visiting high-level officials
- Conduct of 400 residential security surveys for staff members and Mission-wide site security assessment
- Conduct of 500 information sessions on security awareness and contingency plans for all Mission staff
- Preparation of 365 security incidents reports
- Conduct of 700 reconnaissance missions and patrols in the area of operations
- Conduct of induction security training and primary fire training for 50 new Mission staff
- Conduct of training for 500 United Nations staff on safe and secure approaches to field environments
- Conduct of security certification programme training for 20 international security officers
- Conduct of emergency trauma bag training for 20 international security officers
- Preparation of 22 security risk management documents
- Preparation of 18 area travel security advisories
- Update of geolocation for all United Nations facilities and uploading to the United Nations Security Managers Information Network site
- Provision of security-related information through the broadcast of security advisories, updates to the database and alerts during security situations
- Processing of 26,000 identity cards for civilian and military personnel
- Conduct of training for 150 fire wardens, preparation of 15 fire safety reports and conduct of 15 fire drills

External factors

Movement of staff and deployment of operational resources will not be interrupted; vendors, contractors and suppliers will deliver goods, services and supplies as contracted

Table 4
Human resources: component 3, support

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Conduct and Discipline Team									
Approved posts 2018/19	–	1	4	5	2	12	7	2	21
Proposed posts 2019/20	–	1	4	5	2	12	8	2	22
Net change	–	–	–	–	–	–	1	–	1
HIV/AIDS Unit									
Approved posts 2018/19	–	–	1	–	–	1	6	–	7
Proposed posts 2019/20	–	–	1	–	–	1	6	–	7
Net change	–	–	–	–	–	–	–	–	–
Security and Safety Section									
Approved posts 2018/19	–	–	5	9	81	95	318	1	414
Proposed posts 2019/20	–	–	4	8	65	77	224	–	301
Net change	–	–	(1)	(1)	(16)	(18)	(94)	(1)	(113)
Mission Support Division									
Office of the Director									
Approved posts 2018/19	–	1	5	5	3	14	16	2	32
Proposed posts 2019/20	–	1	5	5	3	14	16	2	32
Net change	–	–	–	–	–	–	–	–	–
Operations and Resources Management									
Approved posts 2018/19	–	1	21	33	100	155	271	67	493
Proposed posts 2019/20	–	1	20	22	89	132	208	49	389
Net change	–	–	(1)	(11)	(11)	(23)	(63)	(18)	(104)
Service Delivery Management									
Approved posts 2018/19	–	1	15	32	111	159	737	170	1 066
Proposed posts 2019/20	–	1	14	26	98	139	530	137	806
Net change	–	–	(1)	(6)	(13)	(20)	(207)	(33)	(260)
Supply Chain Management									
Approved posts 2018/19	–	1	11	20	86	118	331	96	545
Proposed posts 2019/20	–	1	10	18	74	103	264	79	446
Net change	–	–	(1)	(2)	(12)	(15)	(67)	(17)	(99)

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Subtotal, Mission Support Division									
Approved posts 2018/19	–	4	52	90	300	446	1 355	335	2 136
Proposed posts 2019/20	–	4	49	71	264	388	1 018	267	1 673
Net change	–	–	(3)	(19)	(36)	(58)	(337)	(68)	(463)
Total									
Approved posts 2018/19	–	5	62	104	383	554	1 686	338	2 578
Proposed posts 2019/20	–	5	58	84	331	478	1 256	269	2 003
Net change	–	–	(4)	(20)	(52)	(76)	(430)	(69)	(575)

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

Conduct and Discipline Team

National staff: increase of 1 post (redeployment of 1 post at the national General Service level from the Strategic Planning Cell)

89. The roll-out of community complaint networks, which resulted in an increase in the number of misconduct allegations, has increased the workload for case management. Accordingly, it is proposed to redeploy a post of Team Assistant (national General Service) from the Strategic Planning Cell to support the Chief, Conduct and Discipline Team in data management, correspondence and coordination with conduct and discipline officers in the field offices.

Security and Safety Section

International staff: decrease of 18 posts (abolishment of 18 posts (1 P-4, 1 P-3 and 16 Field Service))

National staff: decrease of 94 posts (abolishment of 94 posts (5 National Professional Officer and 89 national General Service))

United Nations Volunteers: decrease of 1 position (abolishment of 1 position of United Nations Volunteer)

90. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish one post of Security Coordination Officer (P-3), 10 posts of Security Officer (Field Service), one post of Fire Safety Officer (Field Service), five posts of Associate Security Coordination Officer (National Professional Officer), two posts of Investigations Assistant (national General Service), two posts of Fire Safety Assistant (national General Service), three posts of Field Security Assistant (national General Service) and 43 posts of Field Security Guard (national General Service).

91. In order to implement the adjustments to the Mission's posture recommended by the strategic review, it is proposed to abolish one post of Security Coordination Officer (P-4), five posts of Security Officer (Field Service), 38 posts of Field Security Guard (national General Service), one post of Field Security Assistant (national General Service) and one position of Administrative Assistant (United Nations Volunteer).

Office of the Chief of Operations and Resources Management

United Nations Volunteers: decrease of 1 position (abolishment of 1 position of United Nations Volunteer)

92. In order to implement the adjustments to the Mission's posture recommended by the strategic review, it is proposed to abolish one position of Administrative Assistant (United Nations Volunteer).

Human Resources Section

National staff: decrease of 2 posts (abolishment of 2 posts at the national General Service level)

93. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish two posts of Human Resources Assistant (national General Service).

Finance and Budget Section

National staff: decrease of 3 posts (abolishment of 3 posts (1 National Professional Officer and 2 national General Service))

94. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish one post of Assistant Finance and Budget Officer (National Professional Officer) and two posts of Finance and Budget Assistant (national General Service).

Field Technology Section

International staff: decrease of 9 posts (abolishment of 9 posts (1 P-3, 2 P-2 and 6 Field Service))

National staff: decrease of 32 posts (abolishment of 32 posts at the national General Service level)

United Nations Volunteers: decrease of 14 positions (abolishment of 14 positions of United Nations Volunteer)

95. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish nine posts of Telecommunications Assistant (2 Field Service and 7 national General Service), 11 posts of Information Systems Assistant (national General Service) and one post of Supply Assistant (national General Service).

96. In order to implement the adjustments to the Mission's posture recommended by the strategic review, it is proposed to abolish one post of Geospatial Information Officer (P-3), one post of Associate Telecommunications Officer (P-2), one post of Associate Information Systems Officer (P-2), eight posts of Telecommunications Assistant (2 Field Service and 6 national General Service), four posts of Information Systems Assistant (2 Field Service and 2 national General Service), one post of Contingent-Owned Equipment Assistant (national General Service), one post of Geographic Information Assistant (national General Service), one post of Information Management Assistant (national General Service), one post of Logistics Assistant (national General Service), one post of Training Assistant (national General Service), three positions of Information Systems Officer (United Nations Volunteer), five positions of Telecommunications Assistant (United Nations Volunteer), two positions of Information Systems Assistant (United Nations Volunteer), three positions of Billing Assistant (United Nations Volunteer) and one position of Finance and Budget Assistant (United Nations Volunteer).

Mission Support Centre

International staff: decrease of 6 posts (abolishment of 6 posts (2 P-3, 1 P-2 and 3 Field Service))

National staff: decrease of 11 posts (abolishment of 11 posts (3 National Professional Officers and 8 national General Service))

97. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish three posts of Associate Logistics Officer (National Professional Officer) and eight posts of Logistics Assistant (national General Service).

98. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish two posts of Logistics Officer (P-3), one post of Associate Logistics Officer (P-2) and three posts of Logistics Assistant (Field Service).

Integrated Mission Training Centre

International staff: decrease of 1 post (abolishment of 1 post at the P-3 level)

99. In view of the reduction in civilian personnel and the expertise gained by the training officers at the National Professional Officer level, it is proposed to abolish one post of Training Officer (P-3) which is no longer needed.

Contingent-Owned Equipment Unit

International staff: decrease of 1 post (abolishment of 1 post at the P-3 level)

National staff: decrease of 2 posts (abolishment of 2 posts at the national General Service level)

United Nations Volunteers: decrease of 3 positions (abolishment of 3 positions of United Nations Volunteer)

100. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish one post of Contingent-Owned Equipment Officer (P-3), two posts of Contingent-Owned Equipment Assistant (national General Service) and three positions of Contingent-Owned Equipment Assistant (United Nations Volunteer).

Field Administrative Offices

International staff: decrease of 6 posts (abolishment of 6 posts (1 P-4, 3 P-3 and 2 Field Service))

National staff: decrease of 13 posts (abolishment of 13 posts (4 National Professional Officer and 9 national General Service))

101. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish one post of Administrative Officer (P-3), four posts of Associate Administrative Officer (National Professional Officer), one post of Administrative Assistant (national General Service) and two posts of Team Assistant (national General Service).

102. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish three posts of Administrative Officer

(1 P-4 and 2 P-3), five posts of Administrative Assistant (2 Field Service and 3 national General Service) and three posts of Team Assistant (national General Service).

Office of the Chief of Service Delivery Management

International staff: decrease of 1 post (abolishment of 1 post at the P-2 level)

103. In order to implement the adjustments to the Mission's posture recommended by the strategic review, it is proposed to abolish one post of Associate Administrative Officer (P-2).

Transport Section

International staff: decrease of 4 posts (abolishment of 4 posts at the Field Service level)

National staff: decrease of 81 posts (abolishment of 81 posts at national General Service level)

United Nations Volunteers: decrease of 8 positions (abolishment of 8 positions of United Nations Volunteer)

104. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish 11 posts of Heavy Vehicle Operator (national General Service), nine posts of Transport Assistant (national General Service), 24 posts of Vehicle Technician (national General Service), one position of Heavy Vehicle Mechanic (United Nations Volunteer), two positions of Heavy Vehicle Technician (United Nations Volunteer) and one position of Motor Transport Assistant (United Nations Volunteer).

105. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish two posts of Transport Officer (Field Service), eight posts of Transport Assistant (2 Field Service and 6 national General Service), 18 posts of Heavy Vehicle Operator (national General Service), eight posts of Vehicle Technician (national General Service), one post of Team Assistant (national General Service), four posts of Light Vehicle Driver (national General Service) and four positions of Motor Transport Assistant (United Nations Volunteer).

Aviation Section

International staff: decrease of 4 posts (abolishment of 4 posts (1 P-3, 1 P-2 and 2 Field Service))

National staff: decrease of 9 posts (abolishment of 9 posts at the national General Service level)

United Nations Volunteers: decrease of 7 positions (abolishment of 7 positions of United Nations Volunteer)

106. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish one post of Associate Air Operations Officer (P-2), eight posts of Air Operations Assistant (1 Field Service and 7 national General Service) and two positions of Air Operations Assistant (United Nations Volunteer).

107. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish one post of Air Operations Officer (P-3), three posts of Air Operations Assistant (1 Field Service and 2 national General Service) and five positions of Air Operations Assistant (United Nations Volunteer).

Medical Section

International staff: decrease of 1 post (abolishment of 1 post at the P-3 level)

National staff: decrease of 4 posts (abolishment of 4 posts at the national General Service level)

United Nations Volunteers: decrease of 3 positions (abolishment of 3 positions of United Nations Volunteer)

108. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish three posts of Nurse (national General Service), one post of Driver (national General Service) and three positions of Medical Officer (United Nations Volunteer).

109. In view of the reduction in uniformed and civilian personnel, which should result in fewer medical evacuations, it is proposed to abolish one post of Medical Officer (P-3) in the Medical Evacuation Unit.

Engineering and Facilities Maintenance Section

International staff: decrease of 6 posts (abolishment of 6 posts (1 P-4, 1 P-3 and 4 Field Service))

National staff: decrease of 95 posts (abolishment of 95 posts (1 National Professional Officers and 94 national General Service) and reassignment of 1 post at the National Professional level within the Section)

United Nations Volunteers: decrease of 11 positions (abolishment of 11 positions of United Nations Volunteer)

110. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish six posts of Facilities Management Assistant (1 Field Service and 5 national General Service), one post of Generator Technician (Field Service), one post of Assistant Engineer (National Professional Officer), six posts of Construction and Maintenance Worker (national General Service), four posts of Electrician (national General Service), four posts of Generator Mechanic (national General Service), 14 posts of Water and Sanitation Assistant (national General Service), four posts of Supply Assistant (national General Service), one post of Carpenter (national General Service), one post of Heating, Ventilation and Air Conditioning Assistant (national General Service), two posts of Heavy Vehicle Operator (national General Service), three posts of Mason (national General Service), three posts of Plumber (national General Service), one post of Administrative Assistant (national General Service), two posts of Team Assistant (national General Service), two positions of Generator Technician (United Nations Volunteer) and one position of Electrical Engineer (United Nations Volunteer).

111. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish one post of Engineer (P-4), one post of Engineer (P-3), one post of Engineering Technician (Field Service), one post of Generator Technician (Field Service), four posts of Carpenter (national General Service), one post of Electrician (national General Service), three posts of Facilities Management Assistant (national General Service), three posts of Generator Mechanic (national General Service), nine posts of Heavy Machine Operator (national General Service), 15 posts of Heavy Vehicle Operator (national General Service), two posts of Logistics Assistant (national General Service), two posts of Mason (national General Service), one post of Receiving and Inspection Assistant (national General Service), one post of Water and Sanitation Assistant (national General Service), two

posts of Team Assistant (national General Service), one post of Light Vehicle Driver (national General Service), three positions of Civil Engineer (United Nations Volunteer), one position of Electrical Engineer (United Nations Volunteer), three positions of Facilities Management Assistant (United Nations Volunteer) and one position of Water and Sanitation Assistant (United Nations Volunteer).

112. It is proposed to reassign a post of Associate Engineer (National Professional Officer) as a post of Associate Administrative Officer (National Professional Officer) to provide professional support to the Section in human resources management, management of electronic and printed archives, management of correspondence, organization of meetings and drafting of minutes of meetings.

Life Support Section

International staff: decrease of 4 posts (abolishment of 4 posts (1 P-3 and 3 Field Service))

National staff: decrease of 18 posts (abolishment of 18 posts at the national General Service level)

United Nations Volunteers: decrease of 4 positions (abolishment of 4 positions of United Nations Volunteer)

113. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish nine posts of Supply Assistant (1 Field Service and 8 national General Service), three posts of Fuel Assistant (national General Service), one post of Rations Assistant (national General Service) and two positions of Fuel Assistant (United Nations Volunteer).

114. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish one post of Supply Officer (P-3), three posts of Fuel Assistant (2 Field Service and 1 national General Service), four posts of Supply Assistant (national General Service), one post of Team Assistant (national General Service), one position of Fuel Assistant (United Nations Volunteer) and one position of Rations Assistant (United Nations Volunteer).

Office of the Chief, Supply Chain Management

United Nations Volunteers: decrease of 2 positions (abolishment of 2 positions of United Nations Volunteer)

115. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish two positions of Administrative Officer (United Nations Volunteer).

Centralized Warehousing

International staff: decrease of 6 posts (abolishment of 6 posts (1 P-3 and 5 Field Service))

National staff: decrease of 38 posts (abolishment of 38 posts at the national General Service level)

United Nations Volunteers: decrease of 7 positions (abolishment of 7 positions of United Nations Volunteer)

116. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish three posts of Receiving and Inspection Assistant (national General Service), one post of Generator Mechanic (national

General Service) and one post of Property Management Assistant (national General Service).

117. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish one post of Receiving and Inspection Officer (P-3), two posts of Receiving and Inspection Assistant (1 Field Service and 1 national General Service), two posts of Information Systems Assistant (1 Field Service and 1 national General Service), 12 posts of Logistics Assistant (3 Field Service and 9 national General Service), 15 posts of Heavy Vehicle Operator (national General Service), one post of Rations Assistant (national General Service), five posts of Supply Assistant (national General Service), one post of Team Assistant (national General Service), four positions of Asset Management Assistant (United Nations Volunteer), two positions of Logistics Assistant (United Nations Volunteer) and one position of Receiving and Inspection Assistant (United Nations Volunteer).

Property Control and Inventory Unit

National staff: decrease of 2 posts (abolishment of 2 posts at the national General Service level)

118. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish one post of Property Control and Inventory Assistant (national General Service) and one post of Property Management Assistant (national General Service).

Property Disposal Unit

National staff: decrease of 1 post (abolishment of 1 post at the national General Service level)

119. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish one post of Property Disposal Assistant (national General Service).

Contracts Management Section

International staff: decrease of 1 post (abolishment of 1 post at the P-5 level)

United Nations Volunteers: decrease of 1 position (abolishment of 1 position of United Nations Volunteer)

120. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish one post of Chief Contract Management Section (P-5) and one position of Contract Management Assistant (United Nations Volunteer).

Movement Control Section

International staff: decrease of 8 posts (abolishment of 8 posts (1 P-3 and 7 Field Service))

National staff: decrease of 26 posts (abolishment of 26 posts at the national General Service level)

United Nations Volunteers: decrease of 7 positions (abolishment of 7 positions of United Nations Volunteer)

121. As a result of the closure of seven field offices and one site in Kamina on 30 June 2019, it is proposed to abolish 11 posts of Movement Control Assistant

(2 Field Service and 9 national General Service), two posts of Mail Assistant (national General Service), one post of Heavy Vehicle Operator (national General Service) and four positions of Movement Control Assistant (United Nations Volunteer).

122. In order to implement the adjustments to the Mission's posture recommended by the strategic review, and taking into account the reduction in uniformed and civilian personnel, it is proposed to abolish one post of Movement Control Officer (P-3), one post of Administrative Assistant (Field Service), 13 posts of Movement Control Assistant (4 Field Service and 9 national General Service), two posts of Heavy Vehicle Operator (national General Service), three posts of Mail Assistant (national General Service) and three positions of Movement Control Assistant (United Nations Volunteer).

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	22 310.3	35 493.6	31 790.5	(3 703.1)	(10.4)
Military contingents	487 536.3	446 032.5	429 867.0	(16 165.5)	(3.6)
United Nations police	20 347.8	20 113.1	17 892.1	(2 221.0)	(11.0)
Formed police units	32 509.7	33 399.1	31 541.5	(1 857.6)	(5.6)
Subtotal	562 704.1	535 038.3	511 091.1	(23 947.2)	(4.5)
Civilian personnel					
International staff	153 239.6	136 275.1	126 685.3	(9 589.8)	(7.0)
National staff	111 189.3	91 579.4	72 611.0	(18 968.4)	(20.7)
United Nations Volunteers	21 443.2	19 062.6	15 305.5	(3 757.1)	(19.7)
General temporary assistance	3 370.1	7 251.7	4 283.3	(2 968.4)	(40.9)
Government-provided personnel	2 366.2	2 863.1	2 870.5	7.4	0.3
Subtotal	291 608.4	257 031.9	221 755.6	(35 276.3)	(13.7)
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	1 071.8	1 170.5	752.0	(418.5)	(35.8)
Official travel	5 538.6	5 398.3	5 255.1	(143.2)	(2.7)
Facilities and infrastructure	52 077.5 ^a	58 637.2	48 307.7	(10 329.5)	(17.6)
Ground transportation	17 930.0	16 743.8	11 937.8	(4 806.0)	(28.7)
Air operations	163 463.3	151 722.2	141 119.3	(10 602.9)	(7.0)
Marine operations	750.3	27.4	300.0	272.6	994.9
Communications and information technology	35 633.8 ^b	36 506.8	33 846.8	(2 660.0)	(7.3)
Medical	3 872.0	2 073.7	1 860.6	(213.1)	(10.3)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	53 099.0 ^c	48 769.4	45 541.6	(3 227.8)	(6.6)
Quick-impact projects	1 489.7	1 500.0	1 500.0	—	—
Subtotal	334 926.0	322 549.3	290 420.9	(32 128.4)	(10.0)
Gross requirements	1 189 238.5	1 114 619.5	1 023 267.6	(91 351.9)	(8.2)
Staff assessment income	31 001.2	27 197.0	23 043.4	(4 153.6)	(15.3)
Net requirements	1 158 237.3	1 087 422.5	1 000 224.2	(87 198.3)	(8.0)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 189 238.5	1 114 619.5	1 023 267.6	(91 351.9)	(8.2)

^a The expenditure reported for facilities and infrastructure was \$51,235,700. The figure includes an amount of \$841,800 to constitute a comparable base with the approved resources for the 2018/19 period and 2019/20 cost estimates.

^b Represents the combined expenditure reported for communications (\$21,894,300) and information technology (\$13,739,500) to constitute a comparable base with the approved resources for the 2018/19 period and 2019/20 cost estimates.

^c The expenditure reported for other supplies, services and equipment was \$53,940,800. The figure excludes an amount of \$841,800 to constitute a comparable base with the approved resources for the 2018/19 period and 2019/20 cost estimates.

B. Non-budgeted contributions

123. 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-forces agreement ^a	18 918.2
Total	18 918.2

^a Inclusive of estimated rental value of government-provided land and facilities, as well as landing rights at airports, airport fees and embarkation/disembarkation fees.

C. Efficiency gains

124. 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>
Generator fuel and spare parts	200.0	Connection of the Mission's sites in Kalemie to the national power grid. With the improvement of the network of the local electrical distribution company, MONUSCO will continue to upgrade its electrical power system and connect to the city power. This will result in savings on the diesel fuel consumed and on spare parts for the maintenance of generators and will reduce carbon emissions, which is in line with the "Greening the blue" initiative
Unmanned aerial service	892.1	Replacement of the unmanned aerial system with a system that provides a longer range, more time over target and better weather resilience at a lower cost
Total	1 092.1	

D. Vacancy factors

125. 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</i>	<i>Approved 2018/19</i>	<i>Projected 2019/20</i>
Military and police personnel			
Military observers	51.5	17.6	26.0
Military contingents	2.6	4.2	15.2
United Nations police	20.2	18.0	26.9
Formed police units	0.4	0.5	13.3
Civilian personnel			
International staff	15.0	18.0	18.0 ^a
National staff			
National Professional Officers	19.2	22.0	22.0 ^a

<i>Category</i>	<i>Actual 2017/18</i>	<i>Approved 2018/19</i>	<i>Projected 2019/20</i>
National General Service staff	11.3	11.2	11.2 ^a
United Nations Volunteers			
International	18.7	14.7	14.7 ^a
National	45.5	36.4	36.4
Temporary positions ^b			
International staff	25.8	18.0	18.0
National Professional Officers	—	—	50.0 ^a
National General Service staff	100.0	10.5	10.5
Government-provided personnel	50.0	50.0	50.0

^a A 50 per cent vacancy rate has been applied to new posts and nationalized posts.

^b Funded under general temporary assistance.

126. The application of delayed deployment factors for military and police personnel and the proposed vacancy rates for civilian personnel are based on the actual personnel deployment for the 2017/18 financial period and the first half of the 2018/19 period, as well as the historical pattern and projected deployments based on planning for the 2019/20 period.

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

127. Requirements for the period from 1 July 2019 to 30 June 2020 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$134,847,600, 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	65 813.7	5 537.4	71 351.1
Self-sustainment	59 808.6	3 687.9	63 496.5
Total	125 622.3	9 225.3	134 847.6
<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	1.8	1 July 2017	30 June 2017
Intensified operational condition factor	2.9	1 July 2017	30 June 2017
Hostile action/forced abandonment factor	4.7	1 July 2017	30 June 2017
B. Applicable to home country			
Incremental transportation factor	0.5–3.5		

F. Training

128. 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	48.8
Official travel	
Official travel, training	788.1
Other supplies, services and equipment	
Training fees, supplies and services	245.8
Total	1 082.7

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

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 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	2 488	2 145	1 719	4 330	2 519	2 050	29 645	15 885	9 376
External ^a	48	51	82	8	12	26	13	14	24
Total	2 536	2 196	1 801	4 338	2 531	2 076	29 658	15 899	9 400

^a Includes the United Nations Logistics Base in Entebbe, Uganda, and outside the mission area.

130. The planned training activities for the 2019/20 period consist of 168 courses for 3,877 civilian staff, which will continue to focus on ensuring that training is used as a tool for mandate implementation; increased compliance with mandatory training courses, which continuously increase in number; and the capacity-building of national staff linked to the Mission's shift away from longer-term institution-building. The training requirements recommended by the Board of Auditors for police and military personnel, including child protection and conflict-related sexual violence training, will be further reinforced. The Training Unit will assist substantive sections in delivering training on conflict management and resolution. Training on Umoja will be done online. To maintain cost-effectiveness, the Mission will prioritize the training of trainers to increase its in-house capacity and ensure that more staff members are trained using the Integrated Mission Training Centre and Umoja Local Process Experts. On-the-job training, coaching and mentoring, which have been successful in the past, will be continued in the 2019/20 period with additional external assistance. The certification training, including dangerous goods and firearms certification, will continue to be prioritized, and participants are expected to transfer knowledge to other staff members. Learning and the upgrading of skills will continue in field offices and various locations through package training.

131. The Mission will continue to emphasize on-the-job training as a cost-effective means of increasing the number of staff trained in courses related to mission support, security sector reform, the peace process, the protection of civilians and stabilization. Participation by Mission personnel in training activities at the United Nations Logistics Base in Brindisi, Italy, the Regional Service Centre in Entebbe and other locations will cover support functions related to transportation, communications and information technology, engineering, human resources, procurement management, security and medical care, as well as substantive areas, such as disarmament,

demobilization and reintegration, repatriation and resettlement, gender, the rule of law, corrections, civil affairs and political affairs. In addition, the Mission will continue to provide language classes. The training of various categories of staff will enhance service delivery, improve technical and professional skills and ensure better support for the various components of the Mission.

G. Disarmament, demobilization and reintegration

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Official travel	
Official travel, non-training	170.9
Facilities and infrastructure	
Acquisition of engineering supplies	350.0
Ground transportation	
Rental of vehicles	5.0
Petrol, oil and lubricants	150.0
Communications	
Public information and publication services	36.0
Medical	
Medical services	50.0
Supplies	50.0
Other supplies, services and equipment	
Rations	395.0
Freight	115.0
Sensitization and camp management	2 372.0
Community violence reduction programmes	6 500.0
Total	10 193.9

133. In the 2019/20 period, the Mission will continue to conduct information operations to encourage Congolese and foreign armed group elements (combatants and dependants), including key leaders, to disarm and demobilize while focusing on the disengagement of other violent actors through community violence reduction projects. The objectives of the community violence reduction programme include fostering social cohesion; strengthening the capacities of communities to support disarmament, demobilization and reintegration and community violence reduction programmes; encouraging the disengagement of active combatants; preventing ex-combatants from re-enrolling in armed groups; and preventing the recruitment of youths at risk.

134. The Mission will adjust its support for the disarmament, demobilization and reintegration of Congolese male and female ex-combatants and the disarmament, demobilization and repatriation of male and female foreign ex-combatants and their dependants. While information operations (outreach and social mobilization) will target mainly North Kivu and South Kivu provinces, MONUSCO will maintain disarmament, demobilization and repatriation transit camps in Ituri, North Kivu and

South Kivu to support the demobilization of 300 Congolese combatants and 1,000 children associated with armed groups and the demobilization and repatriation of 500 foreign combatants and their dependants. The Mission will also maintain the capacity to deploy and operate mobile and flexible structures to support larger-scale Government-led negotiated disarmament, demobilization and reintegration processes for around 700 Congolese combatants from armed groups.

135. The Mission will develop and implement 65 community violence reduction projects in Ituri, North Kivu, South Kivu, Tanganyika and the Kasai provinces, with an emphasis on North Kivu and South Kivu. The projects will focus on vocational training; security and stabilization; income generation; child protection; protection against sexual and gender-based violence; and social mobilization and outreach.

H. Mine detection and mine-clearing services

136. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	2 833.8

137. In the 2019/20 period, the Mission will continue to secure the disposal of explosive hazards through: (a) survey, clearance and disposal of explosive hazards, including unsafe ammunition stockpiles of FARDC and Congolese national police, to reinforce the protection of civilians; (b) assessment and destruction of weapons and ammunition surrendered during the disarmament, demobilization, repatriation, reintegration and resettlement process; (c) assessment and destruction of unserviceable, obsolete or surplus ammunition for military contingents and formed police units; and (d) responding, wherever possible, to other requests for support, for example, the assessment and clearance of mission premises on closure, prior to their return to civilian use.

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>Category</i>	<i>Proposed amount</i>
Rule of law/security institutions	800.0
Community stabilization projects	934.0
Civilian arms control programme	850.0
Arms embargo	750.0
Total	3 334.0

139. The proposed resources for programmatic activities in the 2019/20 period will support mandate implementation in critical areas. A programme will seek to reinforce prison security in line with the new orientation of the Mission's corrections support aimed at the protection of civilians, by improving the facilities and providing surveillance and scanning equipment in two high-risk prisons and training 110 prison staff (\$242,000). A programme will support the implementation of the Joint Justice Support Programme by the Government of the Democratic Republic of the Congo, UNDP and MONUSCO. The focus will be on reinforcing the criminal justice chain and reducing arbitrary and prolonged detention and the overcrowding of prisons in the eastern part of the country and in the Kasai provinces and supporting judicial authorities in six provinces through mentoring, training and logistical support and through the organization of mobile court hearings (\$158,000). A programme will seek to reinforce the capacity of the Congolese national police in community policing and contribute to the protection of civilians in four urban and peri-urban locations where armed groups are present (\$400,000).

140. A programme will seek to reinforce the protection of civilians through early warning, conflict prevention and enhanced participatory governance by improving the capacity of local protection security committees (\$934,000). Another programme will seek to enhance the fight against the proliferation of small arms and light weapons through the destruction of obsolete, abandoned and surrendered weapons and ammunition management (\$850,000). Finally, a programme will aim to reduce the threat posed by arms and related material across the country by providing detailed reports on the illicit transfer of arms and related material to armed groups (\$750,000).

J. Quick-impact projects

141. The proposed 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)	1 489.7	65
1 July 2018 to 30 June 2019 (approved)	1 500.0	65
1 July 2019 to 30 June 2020 (proposed)	1 500.0	65

142. The proposed resource requirements for the 2019/20 period will remain at the level appropriated for the 2018/19 period. The implementation of quick-impact projects will continue to be an effective confidence-building tool shared between the Congolese population and MONUSCO through the joint design and execution of projects that address immediate needs of communities in areas where MONUSCO has established a presence. Quick-impact projects have had a positive impact at the community level and have increased the level of trust between the population and the authorities.

143. In the 2019/20 period, the quick-impact projects will include the provision of lighting through the installation of solar panels for markets and key public areas; construction or rehabilitation of critical health centres, school buildings and water points; construction of and provision of equipment to vocational training centres; bridge repairs; and rehabilitation of prisons, judicial buildings, national police stations and administration buildings.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military observers	(\$3 703.1)	(10.4%)

- **Management: change in deployment**

145. The main factor contributing to the variance under this heading is the application of a higher delayed deployment factor of 26.0 per cent in the computation of military observers costs, compared with a rate of 17.6 per cent applied in the 2018/19 period, in the context of the planned reduction in the number of military observers in line with the strategic review of MONUSCO, which recommended the adjustment of the Mission's posture in the post-electoral period.

	<i>Variance</i>	
Military contingents	(\$16 165.5)	(3.6%)

- **Management: change in deployment**

146. The main factors contributing to the variance under this heading are: (a) the application of a higher delayed deployment factor of 15.2 per cent in the computation of military contingent personnel costs, compared with a rate of 4.2 per cent applied in the 2018/19 period, in the context of the planned repatriation of one battalion and one special forces company as well as the partial repatriation of two battalions in line with the adjustment of the Mission's posture in the post-electoral period; (b) a lower average cost of travel per person for the rotation of troops; and (c) the discontinuation of a one-time payment of mobilization fees for a rations contract in the 2018/19 period.

147. The overall reduction in requirements is offset in part by: (a) increased requirements for freight owing to the planned repatriation of the associated equipment of one battalion and one special forces company as well as the planned partial repatriation of the associated equipment of two battalions; and (b) a lower level of deductions for absent or non-functional contingent-owned equipment in accordance with General Assembly resolution 67/261 and a higher rate of reimbursement of \$1,428 (from \$1,410) approved by the General Assembly in its resolution 72/285. The impact on resource requirements for the 2018/19 period was absorbed within the approved overall budget for the period. For the 2019/20 period, the related resources requirements are reflected appropriately under standard troop costs.

	<i>Variance</i>	
United Nations police	(\$2 221.0)	(11.0%)

- **Management: change in deployment**

148. The main factor contributing to the variance under this heading is the application of a higher delayed deployment factor of 26.9 per cent in the computation of United Nations police costs, compared with a rate of 18.0 per cent applied in the 2018/19 period, in the context of the planned reduction in the number of United Nations police

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.

officers in line with the strategic review of MONUSCO, which recommended the adjustment of the Mission's posture in the post-electoral period.

	<i>Variance</i>	
Formed police units	(\$1 857.6)	(5.6%)

• **Management: change in deployment**

149. The main factors contributing to the variance under this heading are: (a) the application of a higher delayed deployment factor of 13.3 per cent in the computation of formed police personnel costs compared with a factor of 0.5 per cent applied in the 2018/19 period, in the context of the planned repatriation of one formed police unit, in line with the adjustment of the Mission's posture in the post-electoral period; (b) a lower average cost of travel per person for the rotation of formed police units; (c) a lower cost of warehousing and transportation for rations; and (d) lower requirements for contingent-owned equipment due to the planned repatriation of one formed police unit and its associated equipment.

150. The overall reduction in requirements is offset in part by: (a) increased requirements with respect to freight due to the planned repatriation of the equipment of one formed police unit; (b) improved serviceability and lower non-deployment factors, as well as improved performance compared with standards set in the memoranda of understanding for contingent-owned equipment; and (c) lower level of deductions for absent or non-functional contingent-owned equipment in accordance with General Assembly resolution 67/261 and higher rate of reimbursement of \$1,428 (from \$1,410) approved by the General Assembly in its resolution 72/285. The impact on resource requirements for the 2018/19 period was absorbed within the approved overall budget for the period. For the 2019/20 period, the related resources requirements are reflected appropriately under standard troop costs.

	<i>Variance</i>	
International staff	(\$9 589.8)	(7.0%)

• **Management: decrease in the civilian staffing establishment**

151. The main factors contributing to the variance under this heading are: (a) the proposed net decrease in the civilian staffing establishment of the Mission by 108 international posts from 829 to 721 international personnel; and (b) the discontinuation of the payment of danger pay in Bunia, Dungu, Kalemie and Uvira on 1 April 2018 and in Kananga and Tshikapa on 1 October 2018.

152. The overall reduction in requirements is offset in part by increased requirements owing to the upward revision of average international salary costs in the 2019/20 period.

	<i>Variance</i>	
National staff	(\$18 968.4)	(20.7%)

• **Management: decrease in the civilian staffing establishment**

153. The main factors contributing to the variance under this heading are: (a) the proposed net decrease in the civilian staffing establishment of the Mission by 527 national posts (38 National Professional Officer and 489 national General Service) from 2,252 to 1,725 national personnel; and (b) the discontinuation of the payment of danger pay in Bunia, Dungu, Kalemie and Uvira on 1 April 2018 and in Kananga and Tshikapa on 1 October 2018.

154. The overall reduction in requirements is offset in part by increased requirements owing to a change in the point of the local salary scale used in the computation of national staff costs (NO-B step IX and G-4 step X in the 2019/20 period, compared with NO-B step VIII and G-4 step IX in the 2018/19 period).

	<i>Variance</i>	
United Nations Volunteers	(\$3 757.1)	(19.7%)

• **Management: decrease in the civilian staffing establishment**

155. The main factor contributing to the variance under this heading is the proposed net decrease in the civilian staffing establishment of the Mission by 71 United Nations Volunteer positions, from 418 to 347 volunteers.

	<i>Variance</i>	
General temporary assistance	(\$2 968.4)	(40.9%)

• **Management: decrease in the civilian staffing establishment**

156. The main factor contributing to the variance under this heading is the proposed net decrease in the civilian staffing establishment of the Mission by 46 general temporary assistance positions (18 international positions and 28 national positions), from 105 to 59 personnel, as a result of the completion of the presidential and national and provincial legislative elections, as well as the reduction in the workload of the Disarmament, Demobilization and Reintegration Section.

157. The overall reduction in requirements is offset in part by: (a) changes in the monthly average salary costs applied for the 2019/20 period; and (b) the provision for the Mission's share of general temporary assistance related to the support activities for Umoja Extension 2 and other cross-cutting initiatives.

	<i>Variance</i>	
Consultants and consulting services	(\$418.5)	(35.8%)

• **Management: reduced inputs and outputs**

158. The main factor contributing to the variance under this heading is the requirements for experts to monitor the arms embargo being budgeted under the other supplies, services and equipment budget class of expenditures in the 2019/20 period, as the project is implemented by an implementing partner.

	<i>Variance</i>	
Official travel	(\$143.2)	(2.7%)

• **Management: reduced inputs and outputs**

159. The main factor contributing to the variance under this heading is a reduction in travel for training-related purpose owing to the reduction in the number of personnel and the increased use of online training.

	<i>Variance</i>	
Facilities and infrastructure	(\$10 329.5)	(17.6%)

• **Management: reduced inputs and outputs**

160. The main factors contributing to the variance under this heading are: (a) a reduction in the replacement of obsolete and non-functional equipment owing to the adjustments to the Mission's posture and the redeployment of functional equipment from locations being closed; (b) lower requirements for rental of premises owing to the closure of the company operating bases of Kitchanga, Nyanzale and Kirunba in view of the repatriation of troops, the consolidation of the Mission's locations in Bukavu and Kinshasa in view of the repatriation of military and police personnel and the reduction in civilian personnel, and the closure of seven field offices and one site in Kamina; (c) reduced requirements for supplies, utilities, waste disposal services and security services owing to the closure of seven field offices and one site in Kamina; and (d) reduced requirements for construction following the planned drawdown of the Mission and the approaching completion of the project of upgrading the Mission's electrical system and connecting the Mission's premises to the national electrical power grid.

	<i>Variance</i>	
Ground transportation	(\$4 806.0)	(28.7%)

• **Management: reduced inputs and outputs**

161. The main factors contributing to the variance under this heading are: (a) lower requirements for fuel owing to a reduction in the fleet in line with the reduction in the number of personnel, the closure of seven field offices and one site in Kamina and the repatriation of military and police personnel; (b) a reduction in management fees for the fuel contract; and (c) a reduction in the number of vehicles being replaced in line with the reduction in the fleet.

162. The overall reduction in requirements is offset in part by: (a) an increase in the budgeted cost of fuel from \$0.846 per litre in the 2018/19 period to \$0.995 per litre in the 2019/20 period; and (b) the planned replacement of the CarLog system with the new fleet management and vehicle tracking system for 250 vehicles in the Mission.

	<i>Variance</i>	
Air operations	(\$10 602.9)	(7.0%)

• **Management: reduced inputs and outputs**

163. The main factors contributing to the variance under this heading are: (a) a reduction in the fleet, namely the discontinuation of the rental of two fixed-wing aircraft (1 DHC-8 and 1 IL-76) owing to the closure of seven field offices and one site in Kamina and the reduction in the number of personnel, and the provision for the cost of one MI-26 helicopter to be shared with other Missions on a 50 per cent cost-sharing basis; and (b) the related reduction in fuel consumption, landing fees, ground handling charges, liability insurance and air crew subsistence allowance.

164. The overall reduction in requirements is offset in part by: (a) an increase in the budgeted cost of aviation fuel from \$0.826 per litre in the 2018/19 period to \$0.968 per litre in the 2019/20 period; and (b) the acquisition of an airport weather advisory system, which is a complete weather monitoring and reporting system providing real-time weather information at the airfield for the safe conduct of aircraft operations.

	<i>Variance</i>	
Marine operations	272.6	994.9%

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

165. The main factor contributing to the variance under this heading is the inclusion of a provision for sea containers that was previously included under the acquisition of prefabricated facilities class of expenditures.

	<i>Variance</i>	
Communications and information technology	(2 660.0)	(7.3%)

• **Management: reduced inputs and outputs**

166. The main factors contributing to the variance under this heading are: (a) lower requirements for telecommunications and network services owing to the closure of seven field office and one site in Kamina and the reduction in the number of military and police personnel; (b) lower requirements for Internet services following the closure of seven field offices and one site in Kamina; (c) lower requirements for spare parts based on the pattern of expenditures, which reflects the reduction in the number of pieces of equipment to be maintained as a result of the reduction in the number of personnel, as well as the fact that critical communications and information technology infrastructure equipment was replaced and upgraded during the 2016/17 and 2017/18 periods, which reduced the need for spare parts; and (d) lower requirements for public information services owing to the adjustment of the Mission's posture in the post-electoral period.

	<i>Variance</i>	
Medical	(\$213.1)	(10.3%)

• **Management: reduced inputs and outputs**

167. The main factor contributing to the variance under this heading is the planned closure of three United Nations clinics in Kisangani, Lubumbashi and Dungu in line with the closure of the field offices in those locations, partly offset by the opening of a United Nations clinic in Kananga.

	<i>Variance</i>	
Other supplies, services and equipment	(\$3 227.8)	(6.6%)

• **Management: reduced inputs and outputs**

168. The main factors contributing to the variance under this heading are: (a) reduced requirements for rations owing to the discontinuation of the provision of rations to the Congolese national police, a reduction in the provision of rations to FARDC and the planned closing of seven field offices, leading to a reduction in the number of national police providing security at MONUSCO premises and receiving rations; (b) reduced requirements for freight owing to a reduction in within-mission freight resulting from the planned closure of seven field offices and one site in Kamina, and to a reduction in the movement of equipment for the force in line with the repatriation of military and police personnel; and (c) lower estimated bank charges.

IV. Actions to be taken by the General Assembly

169. The actions to be taken by the General Assembly in connection with the financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo are:

- (a) Appropriation of the amount of \$1,023,267,600 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 \$85,272,300 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/286, 72/290 and 72/293, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

<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)	The results-based budget framework adequately reflects the Mission's progress towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the Mission. The result-based budgeting in the 2019/20 period reflects the adjustments to the Mission's priorities in the post-election period, with an emphasis on political engagement with the newly elected Government and the protection of civilians focused on areas most affected by armed conflict
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)	The Mission regularly reviews its staffing requirements with a view to nationalizing more functions. Over the last three fiscal periods, 12 posts have been nationalized and 10 posts and positions are proposed to be nationalized in the budget for the 2019/20 period. The Mission has also improved its ratio of support staff to substantive staff from 3.3 to 1 in the 2014/15 period to 2.5 to 1 in the 2018/19 period.
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)	The Mission has continued to take the following steps to improve its recruitment efficiency and effectiveness: (a) partnering with hiring managers to review their workforce requirements and priorities; (b) assisting in building job openings; (c) engaging with hiring departments for the completion of evaluations of applications within the specified timelines; (d) providing one-on-one training to hiring managers on the evaluation processes for recruitment and the Inspira recruitment tools; (e) coordinating the administration of written tests; (f) providing advice and support to hiring managers on the interpretation of human resources policies to guide decision-making on recruitment; (g) sharing profiles of downsized staff members with hiring managers; (h) interfacing with the Field Personnel Division on policy matters related to recruitment; and (i) increasing collaboration with

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

the Regional Service Centre in Entebbe regarding the onboarding of selectees

Since 2017, the Senior Gender Adviser reports directly to the Special Representative of the Secretary-General. Initiatives to mainstream gender perspectives are endorsed by the Mission's leadership and regular reports provide updates on progress

The Mission has taken important steps to advance the implementation of the Secretary-General's gender parity strategy. Besides the post of Special Representative of the Secretary-General, a number of managerial positions are encumbered by women, including the following: Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator); Chief of Staff; Spokesperson; Principal Security Adviser; Chief, Justice Support Section; Chief, Corrections Unit; Chief, Civil Affairs Office; Chief, Child Protection Section; Chief, Conduct and Discipline Section; Chief, Operations and Resource Management; and Chief, Human Resources Section

Notwithstanding these efforts, the parity targets have not been met. The proportion of women among international staff was 29.3 per cent on 28 February 2019. The biggest gender gap is at the P-3 and P-4 levels, which are the most populous grades. The proportion of women at these levels has been very low over more than a decade, and even now, turnover is higher for women at these levels. In response, the Mission has increased its outreach activities to target female candidates

The percentage of women remains at 3.4 per cent in the force and 13.2 per cent in the police component

As expressed in the Declaration of Shared Commitments on United Nations Peacekeeping Operations, MONUSCO supports Member States in their efforts to increase the number of women in uniform and emphasizes the positive lessons from the deployment of female engagement teams in implementing the protection mandate

A comprehensive baseline analysis of waste and energy management was completed in all Mission locations. MONUSCO has continued to expand waste composting and recycling. The waste recycling project that was piloted in Goma as part of the implementation of the environmental management strategy has been scaled up to include Kinshasa. Presently, over 80 per cent of solid waste at United

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

United Nations environmental and waste management policy and procedures (para. 31)

Nations premises in Goma and Kinshasa is recycled. The Mission has installed a 650 kilowatt-hour solar power farm in Goma and is continuing to connect its offices to hydropower grid

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)

The Mission has conducted an analysis in all locations of the 10-1-2 casualty response to identify gaps. As a result, the Mission will implement lifesaving surgical and aeromedical capabilities through the reconfiguration of its force within its mandated ceiling

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)

The unmanned aerial system continues to provide effective real-time situational awareness to MONUSCO troops operating in austere environments during offensive operations. The system provides the following capabilities in support of the mandate: (a) real-time situational awareness for deployed troops, including positive identification of friendly forces, enemy forces and other elements during kinetic operations, to minimize the risk to friendly forces and to support the efficient planning of military action; (b) route reconnaissance by using the system as a forward observer in a tactical area to provide deployed units with information on routes and potential hazards in the area; (c) base security by identifying hazards and threats, giving commanders the best information on threats in the vicinity of United Nations installations; (d) specialist reconnaissance by deploying the system with special operations forces to conduct discrete reconnaissance; (e) search and rescue through the systematic monitoring of an area for missing personnel; and (f) battle damage assessment by using the system to conduct an assessment of an area after a battle has taken place

The unmanned aerial system was integral to saving a number of MONUSCO troops who were recently engaged in kinetic operations against armed groups in isolated territories. During this engagement the system passed near-real-time situational awareness to the tactical headquarters, allowing for air assets to be sent to the area conducting a show of force which was a key factor in ending the engagement. There have been numerous instances where the system has been the primary tool for intelligence, surveillance and reconnaissance, reinforcing its status as a force multiplier for MONUSCO operations

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

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

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

The current unmanned aerial system is limited to a 200 km line-of-sight range and 5 to 6 hours endurance. When the system operates near to its maximum range the altitude of the system needs to increase in order to maintain line-of-sight, which affects image quality. Furthermore, the system is vulnerable to inclement weather and there have been instances where mechanical issues have prevented flights from proceeding. This coupled with mandatory crew rest days in line with aviation regulations are the most notable limiting factors of the system

The imagery collected by the unmanned aerial system is transferred by secure data links to the ground control station. The products from the system are retained on a secure database within the ground control station in a secure facility for 60 days. After 60 days the information is destroyed. All other products are retained on the intelligence, surveillance and reconnaissance database, which is part of the MONUSCO storage area network. The level of security of these data is designated by the Field Technology Section

The new contract for the provision of the medium-altitude long-endurance unmanned aerial system was signed on 16 October 2018 for a total cost of 9,853,000 euros per year. The new system has improved performance capabilities such as satellite communications, an operational radius of up to 500 km from the main operating base, 8 hours continuous on-station observation and a maximum of 14 hours overall scheduled flight time. The statement of work developed for the new contract took into consideration lessons learned from the previous contract. Furthermore, the Mission is in the process of developing key performance indicators to monitor the system's performance

The following actions have been undertaken to review and optimize the composition of the Mission's vehicle fleet and ensure that the vehicles are fit for purpose:

(a) A vehicle establishment committee decides on a quarterly basis on the allocation of light passenger vehicles within the Mission through detailed analyses of the scale and scope of operational requirements in each region and by applying the revised ratios for vehicle allocation;

(b) The best-suited vehicles are deployed considering road and traffic conditions, with medium-

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

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

Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration 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

duty four-wheel-drive vehicles used for sealed roads and heavy-duty four-wheel-drive vehicles used for extreme and severe operating environments where the majority of routes are dirt roads that become extremely difficult to negotiate in wet conditions;

(c) A comprehensive review has been conducted of vehicles and equipment that have exceeded their life expectancy and a replacement plan has been developed. Regular fleet reviews are being performed to assess the age and mechanical condition of the vehicles, and vehicles deemed to have exceeded their life expectancy are scheduled for replacement. The retention of older vehicles and deferring the replacement of an aged fleet leads to significant environmental pollution owing to heavy exhaust emission and increased fuel and oil consumption;

(d) Mindful of its environmental impact, the Mission has implemented a vehicle idling policy monitored by the CarLog system, with appropriate sanctions applied through the road safety committee

The Contingent-Owned Equipment Unit regularly inspects all accommodation for uniformed personnel. Identified shortfalls are routed to the Engineering Section, which performs the necessary repairs and upgrades. This is an ongoing undertaking to which the Mission gives priority when developing its yearly infrastructure plan

The Mission presents the annual construction requirements in the budget proposals and develops business cases for the planning, design, implementation, monitoring, evaluation, reporting and post-implementation plans for multi-year projects and projects above \$1 million. The Mission develops the major project objectives to achieve the optimum operational benefits, focusing on risk analysis, mitigation, quality assurance, contingency, procurement, occupational health and safety plans, and has been implementing the major projects by closely monitoring the execution of works to ensure their timely completion and reporting in accordance with United Nations guidelines

The Acquisition Planning Cell checks the inventory holding levels prior to initiating acquisitions requests. Inventory holdings are checked and communicated to the technical units in case a requirement can be covered within existing stock. The Chief of the Centralized Warehousing Section is responsible for inventory and storage management and is accountable for the inventory holding levels

implementation of the International Public Sector Accounting Standards (para. 43)

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

Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field (para. 46)

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

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

MONUSCO has been using local resources for construction projects, including manpower, material and equipment, except for specialized items that are not available in local markets and are acquired through systems contracts. The implementation of construction projects is in compliance with the United Nations Procurement Manual, the environmental policy and the environment strategy, as well as local laws and regulations

MONUSCO fully uses the capability of the Regional Procurement Office, including for local requirements, to enjoy economies of scale. The Mission holds weekly meetings to follow up on projects handled by the Regional Procurement Office on its behalf

The long-term charter agreements include the following security measures: (a) inform and, to the extent necessary, update the operators with respect to United Nations security requirements, regulations, policies and procedures; (b) update the operators' personnel on changes in the security situation which may affect their security; (c) through the aviation risk management system, ensure safe execution of flights; and (d) include the operators' personnel in the United Nations security plan and security advisory system

In the 2017/18 period, a total of 65 quick-impact projects were approved by the project review committee, of which 51 (78 per cent) had been fully implemented by the end of the period. The projects focus on the key priorities of the mission mandate, such as opening key roads and bridges to facilitate the movement of populations and accommodate their economic needs and agricultural activities; provide lighting in rural communities through the installation of solar panels for the protection of civilians in remote areas; and rehabilitate or build health centres, schools, sport complexes, wells and judicial buildings that have a large impact on communities

Quick-impact projects are implemented mission-wide with a focus in the eastern part of the country, where issues of security, poverty, and population movement are very challenging for the Mission and the Government. This is the case in Ituri Province, where FRPI militias are active, in Lualaba Province because of the conflict between Bantous and Twa, and in the Beni area, where the Allied Democratic Forces (ADF) are active. Projects were also implemented in the

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

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)

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

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

Kasai regions, where Kamina Nsapu militia destroyed social infrastructure

Gender aspects are taken into consideration in projects and the rehabilitation of buildings, the constructions of markets and roads have a real economic impact on women's activities in rural areas

Transition planning has been a key aspect of the collaboration between MONUSCO and the United Nations country team, as well as the host Government and Member States, on the basis of programme mapping, comparative advantage analysis and common country assessments. Analyses were conducted in the context of the implementation of the United Nations Development Framework and joint assessments in the context of the humanitarian-development-peace nexus, as well as the implementation of the International Security and Stabilization Support Strategy. A key challenge remains funding, as well as the continuous need to respond to humanitarian crises in large parts of the country where MONUSCO provides security and access to remote and isolated areas with limited presence of State institutions

In the 2019/20 period, MONUSCO will continue to adjust its footprint, with the understanding that the Government of the Democratic Republic of the Congo will be increasingly taking over responsibilities to protect civilians both in areas not affected by armed conflict where MONUSCO no longer has a permanent presence, and in areas affected by armed conflict where MONUSCO supports State security actors in addressing continuous challenges to the protection of civilians

Information on programmatic activities is included in the proposed budget for the 2019/20 period

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

Cross-cutting request contained in the resolution on the 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>
Encourages the Secretary-General to continue his efforts to develop an accountability framework for the performance of entities that are not a part of the United Nations Secretariat when they perform activities funded by the Mission resources, excluding the provision of goods and services through contractual arrangements (para. 11)	The Mission issued guidance to entities dealing with implementing partners and requested them to share the accountability protocol for compliance. No incidents related to sexual exploitation, abuse or harassment have been reported against employees of implementing partners
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)	MONUSCO has used approved resources for programmatic activities in support of rule of law initiatives, community violence reduction and support for conflict resolution initiatives at the community level. Furthermore, the resources were used to foster collaboration with the United Nations country team in support of mandated tasks. Resources made available for public perception polls in areas of high risks to civilians have been valuable in providing inputs to conflict analysis and community engagement as well as a general understanding of perceptions of security and basic social services

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

(Resolution [72/293](#))

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Stresses the crucial importance of providing adequate and timely support to the electoral process in the Democratic Republic of the Congo, and requests the Secretary-General to include an update on the matter in the context of his next budget submission (para. 9)	MONUSCO Electoral Division personnel are fully deployed in the 26 provinces of the Democratic Republic of the Congo, with 153 staff members on the ground. The Mission provides technical assistance to the Independent National Electoral Commission in various electoral fields at the central level and in the provinces. MONUSCO assembled its air fleet to provide logistical support in case an official request was received from the Government or the Independent National Electoral Commission
Requests the Secretary-General to continue his efforts to improve the security of communications in the Mission (para.13)	MONUSCO, in close cooperation with Headquarters entities (the Military Operations Unit, the Office of Information and Communications Technology and the Department of Operational Support), is designing the network configuration for a military-grade secure network environment, which is anticipated to be fully implemented by the end of June 2019. Furthermore, BitLocker (a data encryption/protection tool that mitigates the threats of data theft or exposure) has been deployed mission-wide since 24 August 2018

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

([A/70/742](#) and General Assembly resolution [70/286](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
<p>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)</p>	<p>Posts vacant for two years or longer have been reviewed and proposed for retention or abolishment on the basis of operational requirements in the context of the budget for the 2019/20 period. Of 33 posts vacant for more than two years (2 P-3, 1 Field Service, 11 National Professional Officer and 19 national General Service), 20 are proposed for abolishment (1 P-3, 3 National Professional Officer and 16 national General Service) and 13 are proposed for retention (1 P-3, 1 Field Service, 8 National Professional Officer and 3 national General Service)</p>
<p>The Advisory Committee recalls the General Assembly's request in its resolution 69/307 for the Secretary-General to reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (see A/68/782, para. 120). The Committee also looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance Facility project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations (para. 94)</p>	<p>MONUSCO has a robust procedure for the management of all hazardous waste, including medical waste. The Mission has developed and implemented guidelines for the selection and management of waste disposal sites. Over 95 per cent of the mission sites have constructed concrete platforms for generators and fuel storage facilities to prevent ground contamination, and all of the used oil and contaminated fuel is taken back by the contractor for appropriate disposal</p>
<p>In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings [cited above], together with the additional observations and recommendations made in paragraphs 119 to 138 below, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116)</p>	<p>The Mission is participating in the Secretary-General's initiative to enhance the effectiveness and efficiency of United Nations operations, in particular by optimizing the regular flight schedule and better utilizing available air assets. The Mission will continue to seek opportunities to improve efficiency while meeting its operational requirements</p>
<p>The Advisory Committee stresses that the trend analysis of air assets utilization should be finalized without further delay and the findings and implications be reflected in the next overview report. Furthermore, the Committee is of the view that a consistent methodology for measuring air asset utilization is needed so that</p>	<p>The Mission constantly reviews air assets utilization and takes steps to optimize aircraft utilization. A periodic review of the regular flight schedule is conducted on the basis of utilization data and forecast air transportation requirements. The Mission will continue to seek opportunities for savings and</p>

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

meaningful comparisons can be made over time and a review of the overall fleet composition could be considered on the basis of clear, verifiable data (para. 122)

efficiency gains while meeting its operational requirements

The Advisory Committee reiterates the need for greater consistency and transparency in the budgeting for unmanned aerial systems (para. 138)

The procurement process for the acquisition of the unmanned aerial systems was a competitive, fair and transparent process achieving best value for money and in accordance with the United Nations regulations, rules and procedures. The budget requirements for the unmanned aerial system are based on the contractual terms

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

Details for multi-year projects, including the overall status of implementation at the time of the respective budget request and those projects valued at \$1 million, are provided in the budget proposal for the 2019/20 period

The Advisory Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review (para. 160)

MONUSCO may not be in a position to fully implement the transition plan owing to the difficult terrain and road conditions in the Democratic Republic of the Congo, and will opt for partial implementation for locations, such as Entebbe, where it is achievable and sustainable. The Mission is also trying to achieve fleet standardization through the use of heavy-duty four-wheel-drive cars throughout the Mission, which are more suitable for the terrain. This will allow for more flexibility of movement of vehicles between offices, in particular when they break down, and result in a reduction of spare parts inventory holdings

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

In efforts to improve night-flight operations in support of casualty evacuation operations, during the 2017/18 period, the Mission distributed 27 tactical landing kits to 27 company operating bases for use during night operations

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

([A/72/789/Add.11](#) and General Assembly resolution [72/293](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
<p>The Advisory Committee notes the Mission's mobile approach of protection through projection and looks forward to an update and lessons learned thereon, including on the implementation and use of mobile equipment and its impact on the overall efficiency of the Mission, in the next budget proposal for MONUSCO (para. 12)</p>	<p>The induction of rapidly deployable battalions has led to frequent short-term deployment of troops to hotspots and areas of persistent high risks to civilians. A pool of community liaison assistants, embedded with contingents, allows swift and flexible deployments to ensure community engagement and support. During the 2017/18 period, community liaison assistants were deployed more than 90 times in addition to joint assessment missions and missions of joint protection teams undertaken in areas of emerging and existing protection concerns</p> <p>Before and during deployments, relevant daily information and analysis on local conflict dynamics and protection concerns had to be provided with a view to ensuring situational awareness of civilian protection concerns. During deployments, discussions with communities focused on information-sharing and early warning mechanisms. Of particular importance is the continuous engagement with communities in areas where risks may have been rising after the departure of MONUSCO. Deployments of rapidly deployable battalions to areas that saw a base closure provided an opportunity to reconnect with local protection committees and focal points of civilian alert networks as well as authorities</p> <p>The implementation of the mobile approach entails several challenges, including maintaining proactive engagement with local actors and communities on protection matters in areas that saw base closures, as well as supporting robust and functioning early warning systems. To address these, MONUSCO enlarged the network of local contacts on protection-related matters, diversified its sources of alerts and empowered community-based protection mechanisms in synergy with internal partners and external actors. This enabled continued access to relevant information for MONUSCO from areas affected by base closures and new areas of concern. MONUSCO also supported the extension of mobile networks in areas that saw a base closures and hotspots with poor or no network coverage</p>
<p>The Committee is cognizant that the protection-through-projection approach and the resulting mobility of troops, as described above, may impact the type of operationally required accommodation, but trusts that standard accommodation will be provided to all troops</p>	<p>The Mission has made significant improvements in terms of providing standard accommodation since 2014 and has a 100 per cent compliance rate in the Northern Sector, the Southern Sector and the Western Sector and for the force reserve and enabling units. A 100 per cent</p>

Request/recommendation

in a timely manner, as required, so as to obviate the need, to the extent possible, for penalty payments in addition to the tentage and accommodation self-sustainment payments (para. 16)

The Committee expects that the results of an envisaged second comprehensive review process and justifications for related staffing changes will be included in the budget proposal for 2019/20 (para. 21)

The Advisory Committee reiterates its recommendation, which was endorsed by the General Assembly in its resolution [69/261](#) B, that posts that have been vacant for two years or longer should either be proposed for retention, with a full rejustification, or for abolishment (see [A/69/839/Add.6](#), para. 40). The Committee expects that such information will be included in the next budget proposal, in particular in the context of the results of the second comprehensive review process (see para. 21 above). The Committee also recalls the request of the Assembly, reflected consistently in its resolutions on the financing of the peacekeeping operations, that the Secretary-General ensure that vacant posts are filled expeditiously (see [A/71/836](#), para. 108) (para. 26)

The Advisory Committee notes the environmental initiatives planned by MONUSCO and continues to encourage the Mission to pursue its efforts to reduce its overall environmental footprint, as requested by the General Assembly in its resolutions [69/307](#) and [70/286](#), and to ensure the implementation of the environmental action plan, in line with the Department of Field Support environmental strategy (para. 35)

Action taken to implement request/recommendation

compliance rate is expected to be reached in the Central Sector following the reduction of troop levels in the 2019/20 period. In locations with a shortage of hard-wall accommodation, troops are rotated every six months to ensure that they do not spend more than six months in tents. The protection-through-projection concept calls for the wider use of the standing combat deployment of troops, which are accommodated in tents because such deployments are temporary

Full justifications for staffing changes proposed for the 2019/20 period have been included in the present budget proposal

Posts vacant for two years or longer have been reviewed and proposed for retention or abolishment on the basis of operational requirements in the context of the budget for the 2019/20 period. Of 33 posts vacant for more than two years (2 P-3, 1 Field Service, 11 National Professional Officer and 19 national General Service), 20 are proposed for abolishment (1 P-3, 3 National Professional Officer and 16 national General Service) and 13 are proposed for retention (1 P-3, 1 Field Service, 8 National Professional Officer and 3 national General Service)

MONUSCO has continued to prioritize environmental infrastructure improvements, particularly for wastewater treatment. In its environmental action plan, the Mission presented the environmental status of 171 sites and identified specific sites that needed urgent environmental infrastructure improvements. A risk mitigation plan has been developed with clear actions and deadlines for completion. In addition, the Mission has continued to conduct pre-closure environmental inspections for closing sites and securing environmental clearances from the landlords. During the pre-closure site assessments, remediation activities are implemented to ensure that sites are restored to nearly original state as agreed with the landlords. The Mission has continued to raise environmental awareness through messages on telephone and computer screens, training events and posters. Guidelines to control environmental risks for all significant environmental aspects (wastewater, waste and petroleum pollution control) were developed and shared with all mission components

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

The Advisory Committee reiterates the need for comprehensive guidance on programmatic activities, including: (a) explanations of the types of programmatic activity to be funded by peacekeeping missions; (b) justifications that the activities support implementation of mandated tasks in each mission; (c) the mission's comparative advantage in the delivery of these activities as well as those of implementing partners; (d) the contractual arrangements in place with implementing partners; and (e) appropriate oversight, governance and reporting mechanisms (para. 38)

Guidance on the use and management of programmatic activities has been provided to missions and includes practical aspects of programme development, monitoring of the implementation and reporting of results. Coordination mechanisms at the national and field office levels help to ensure liaison with implementing partners and the exercise of oversight

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

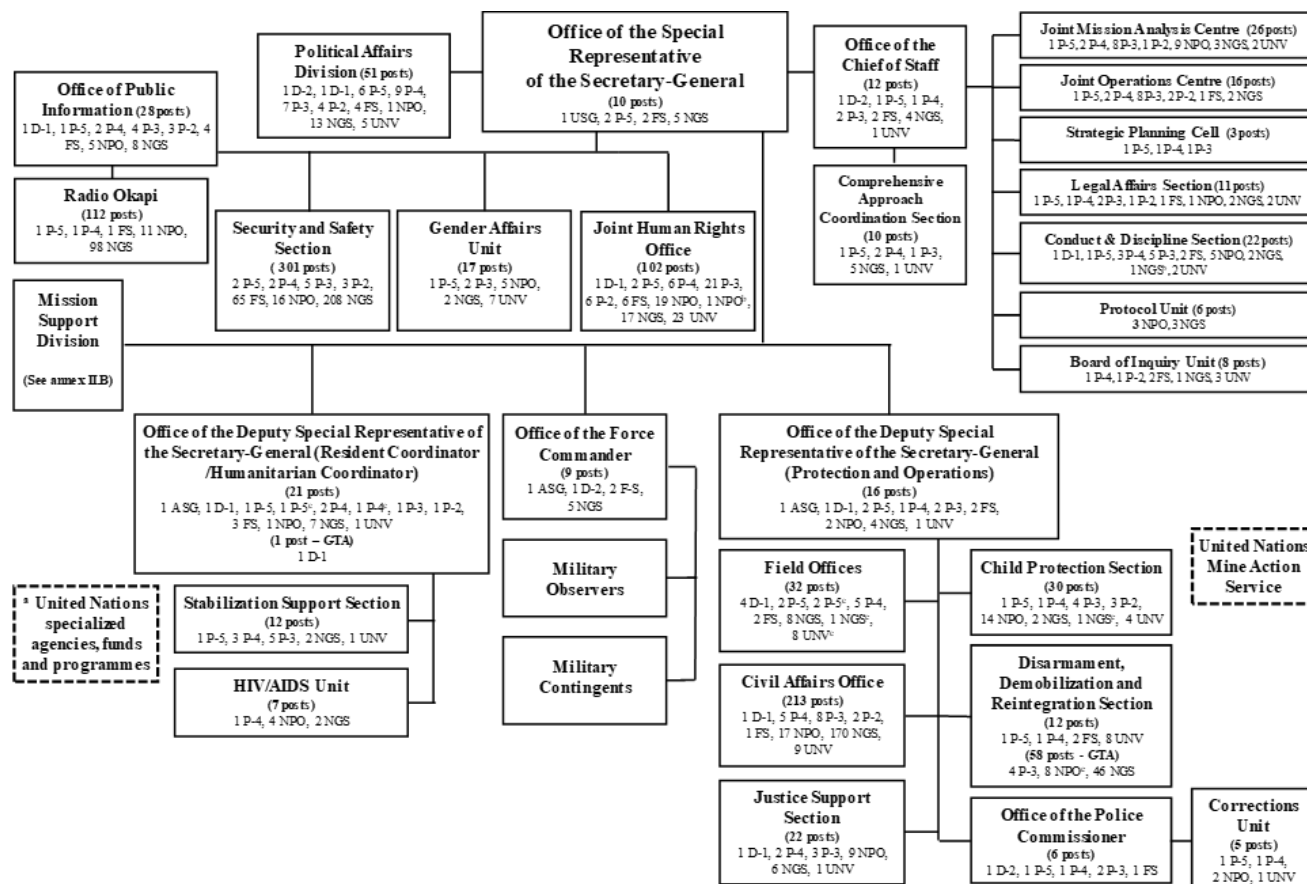
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations, rules and policies
- **Management:** variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

A. Substantive



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

^a Includes Food and Agriculture Organization of the United Nations (FAO); International Labour Organization (ILO); International Monetary Fund (IMF); International Organization for Migration (IOM); Joint United Nations Programme on HIV/AIDS (UNAIDS); Office for the Coordination of Humanitarian Affairs of the Secretariat (OCHA); Office of the United Nations High Commissioner for Human Rights (OHCHR); Office of the United Nations High Commissioner for Refugees (UNHCR); United Nations Children's Fund (UNICEF); United Nations Development Programme (UNDP); United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Office for Project Services (UNOPS); United Nations Population Fund (UNFPA); World Bank; and World Health Organization (WHO).

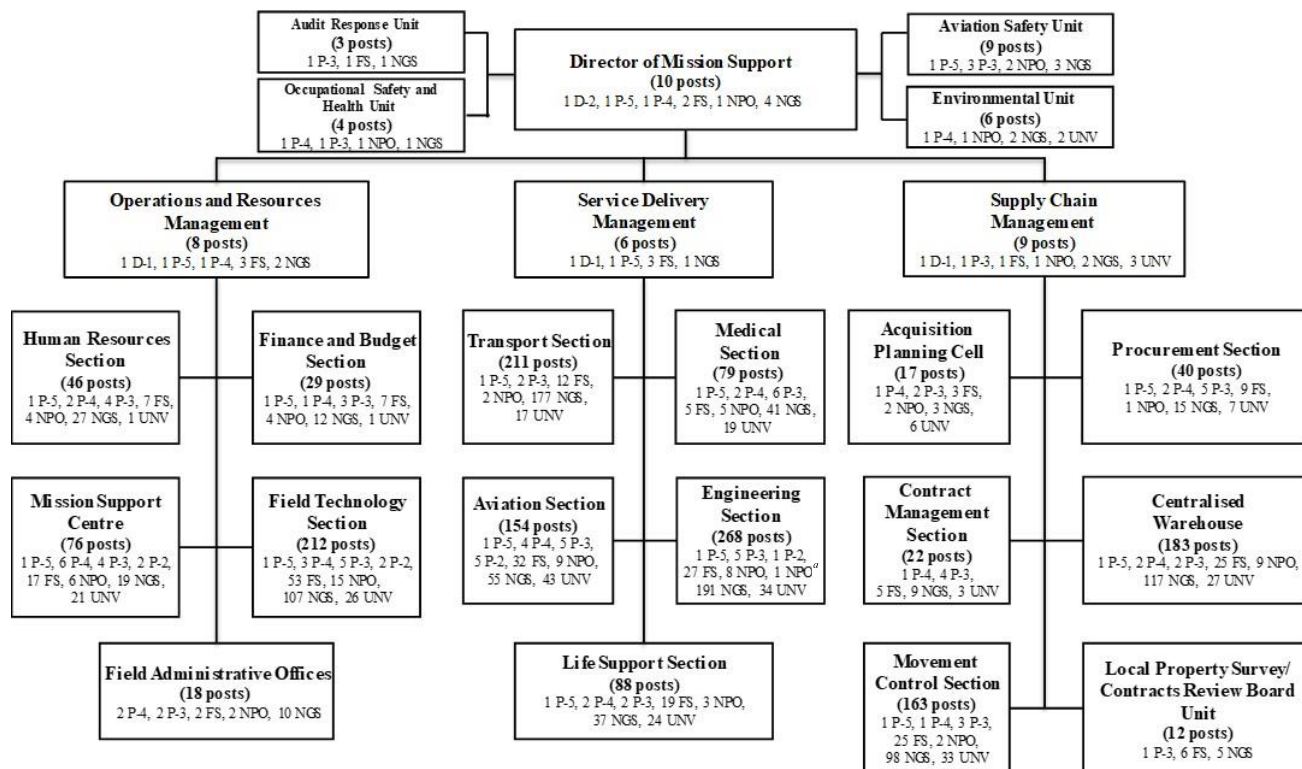
^b Redeployment.

^c New (established).

^d Reassigned.

^e Converted.

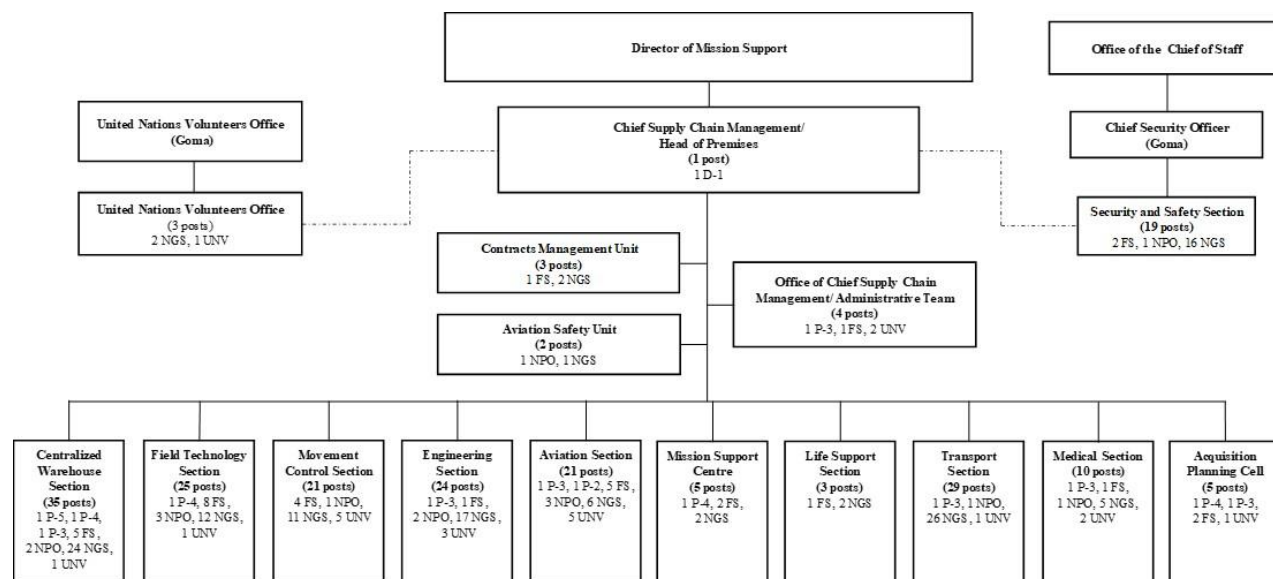
B. Support



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

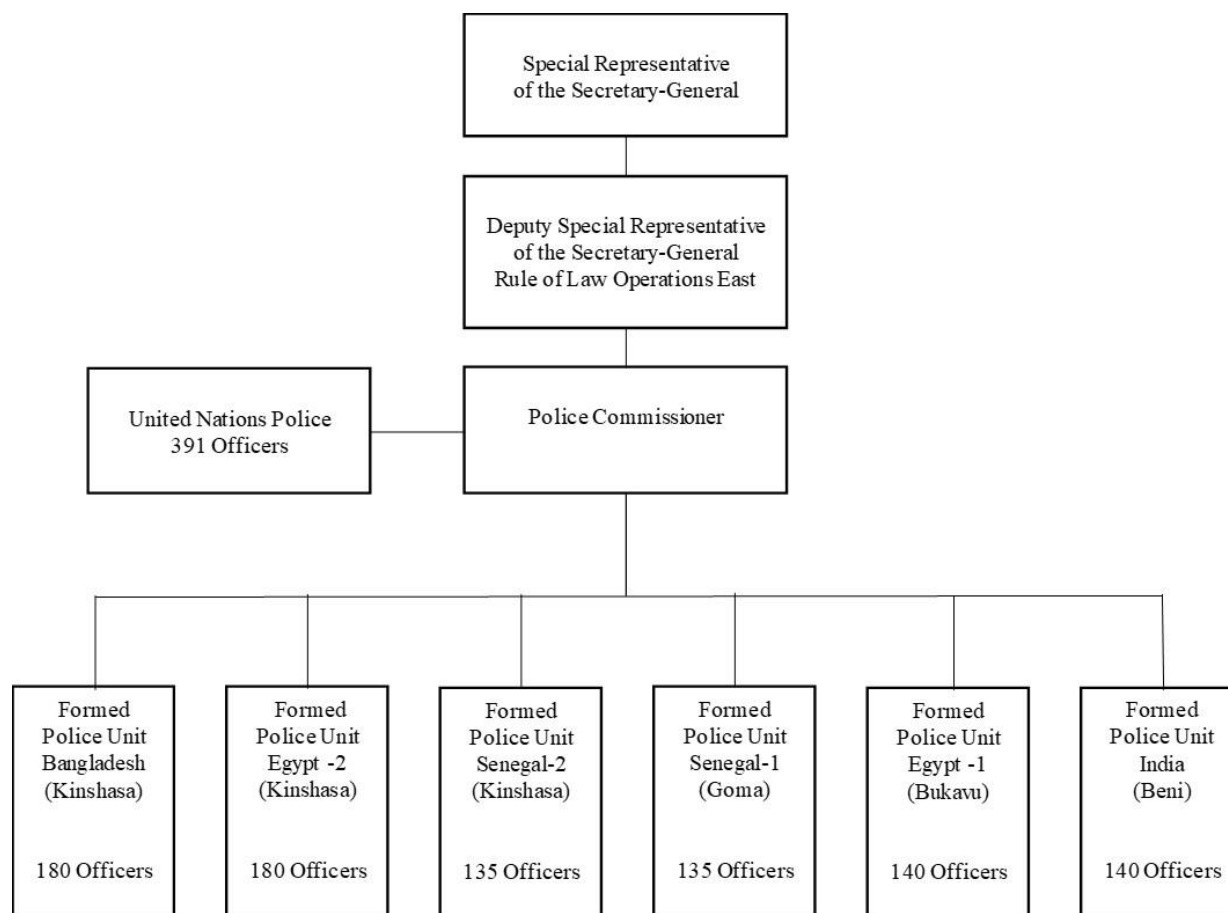
^a Reassignment.

C. Entebbe Support Base

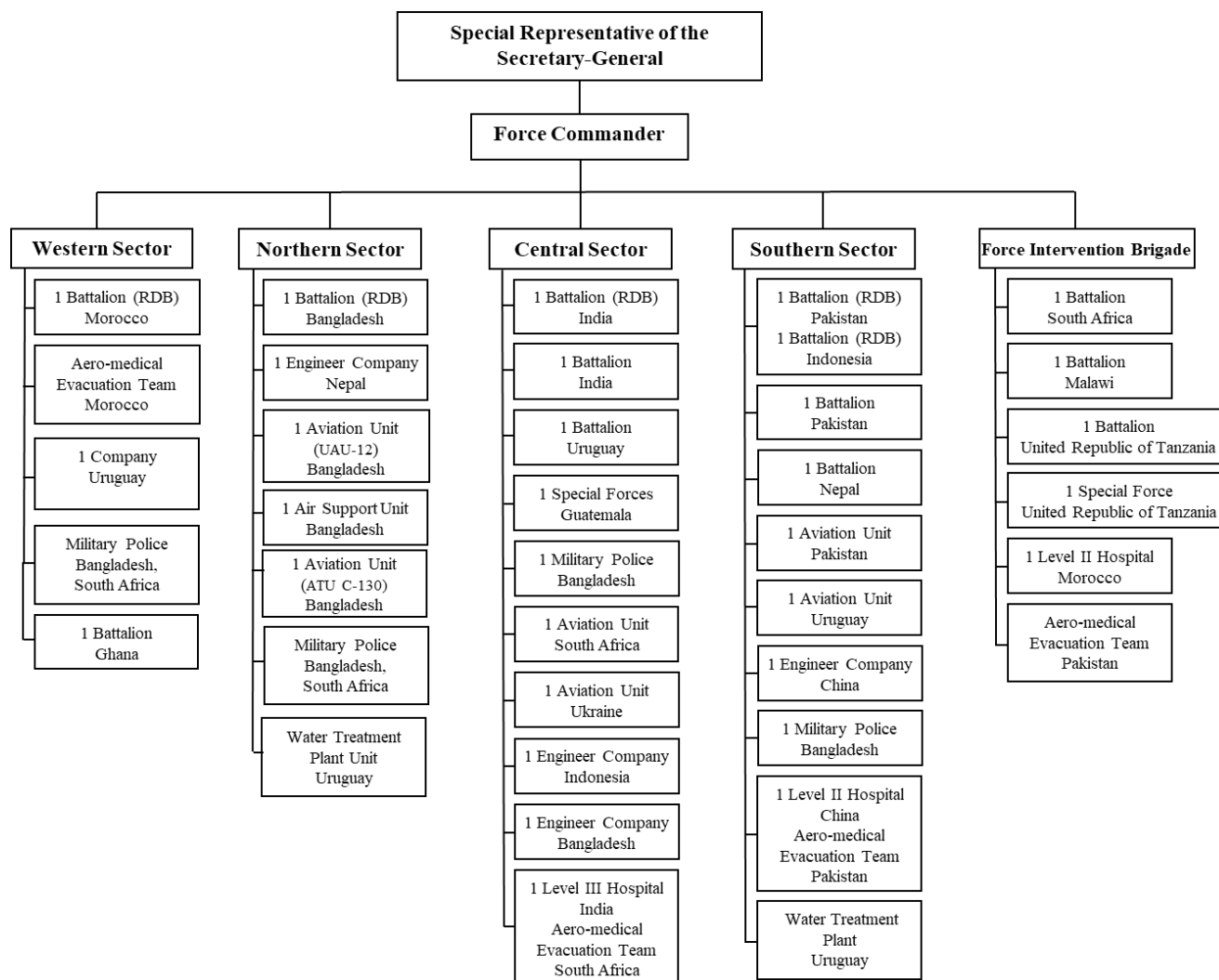


Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteers.

D. United Nations police



E. Military contingents and observers



Abbreviations: RDB, rapidly deployable battalion; ATU, air transport unit.

Annex III

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

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
1. Governance and institutional development	1.1 The institutional framework of the Democratic Republic of the Congo and citizen structures are strengthened to ensure the promotion of human rights and development in the Democratic Republic of the Congo	1.1.1 The Government has the capacity to implement reforms, laws and government policies	UNDP, OHCHR, UNICEF, UNFPA, UN-Women, ILO
		1.1.2 The executive, elected officials, supreme audit institutions and citizen structures have the tools to monitor policies and the management of public affairs	UNDP
	Total for outcome 1 (all United Nations agencies and MONUSCO): \$10.1 million per year	1.1.3 Access to justice, the promotion of human rights and the protection of civilians and property are improved to ensure social peace	UNDP, UNJHRO, UNICEF
		1.1.4 National statistical systems' capacities are strengthened to produce data	UNFPA, UNICEF, UNDP, WFP, FAO, WHO, UNESCO, ILO
		1.1.5 Provinces and decentralized entities have the necessary human, organizational and infrastructural capacities	UNDP, UNJHRO
		1.1.6 Institutions have the capacity to mainstream gender in laws and public policies	UN-Women, UNDP
		1.1.7 Regional integration mechanisms and migration management mechanisms are strengthened	IOM
2. Pro-poor growth and employment creation	2.1 Public institutions effectively implement concerted policies and programmes supporting key sectors operating in	2.1.1. Communities and institutions are equipped to enhance sustainable productivity in the rural sector	FAO, ILO, UNDP, UNESCO, IFAD, UN-Women

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
	growth sectors to accelerate employment creation and increase revenues	2.1.2 Communities and institutions are provided with tools to develop sustainable value chains	WFP, ILO, UNIDO, IFAD, UNDP
	Total for outcome 2 (all United Nations agencies): \$9.7 million per year	2.1.3 Small and medium-sized enterprises benefit from programmes that promote investment	FAO, ILO, UNIDO, UNDP
		2.1.4 Capacities of public institutions to promote decent employment at the national and local levels are increased	UNDP, FAO, ILO, UNIDO, UNESCO
		2.1.5 Employment opportunities and training increase for youth, women and vulnerable groups	UNDP, FAO, ILO
		2.1.6 Capacities of public institutions to develop and implement tools for sustainable space planning are increased	ILO, IOM, WFP, UNHCR, UN-Habitat
		2.1.7 People, particularly vulnerable groups, have access to tools for the development of entrepreneurship capacities and to financing	UNCDF, UNDP, UNESCO, UNIDO, ILO, WFP, FAO
3. Access to basic social services is improved and human capital is reinforced	3.1 People, particularly vulnerable groups, benefit from an increased and improved offer of basic social services with a particular focus on conflict resolution and peacebuilding	3.1.1 People, particularly vulnerable groups, benefit from improved access to health services, particularly regarding maternal, infant and child health and nutrition	UNICEF, UNFPA, WFP, WHO
	Total for outcome 3 (all United Nations agencies and MONUSCO): \$221.6 million per year	3.1.2 People, particularly vulnerable groups, have access to equitable and quality education and professional training	UNICEF, UNESCO, ILO, WFP, UNFPA, WHO
		3.1.3 People, particularly vulnerable groups, in rural and semi-urban	UNICEF, UNEP, WHO, UNHCR, FAO, WFP

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
		areas have access to improved drinking water and sanitation services	
		3.1.4 Vulnerability of Congolese population is decreased through adequate social protection assistance	UNICEF, ILO, UNDP, WFP, WHO, UNHCR, UNFPA
		3.1.5 Institutional social protection capacities are strengthened	UNICEF, ILO, UNDP, WFP, WHO, UNHCR, UNFPA
4. Development of human capital and fight against HIV/AIDS	4.1 National response to the HIV/AIDS epidemic is improved and expanded	4.1.1 Public/private/community/religious institutions have scaled up their HIV/AIDS programmes	UNAIDS
	Total for outcome 4 (all United Nations agencies and MONUSCO): \$3.5 million per year	4.1.2 National, provincial and local institutional capacities are increased to plan, coordinate and monitor multisectoral HIV/AIDS programmes	UNAIDS
5. Climate change and durable management of natural resources	5.1 The Government improves its management of natural resources, energy, biodiversity and land	5.1.1 Strategies and policies in support of the environment and for the limitation of and adaptation to climate change are developed and implemented	UNDP, FAO, UNEP, UNIDO, UN-Habitat
	Total for outcome 5 (all United Nations agencies): \$8.5 million per year	5.1.2 Forest management participatory tools are developed by all levels of society	FAO, UNEP, UNDP, WFP
		5.1.3 National and provincial systems for disaster risk management are in place	UNDP, FAO, WFP, UNEP, UN-Habitat
		5.1.4 Instruments for spatial and land planning are put in place	UN-Habitat
		5.1.5 Indigenous and local people are involved in the sustainable management of protected areas	UNDP, UNESCO

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
		5.1.6 People have access to modern energy services and clean energy and have the capacity to adapt to climate change	UNDP, UNEP
		5.1.7 Emissions in the Democratic Republic of the Congo are measured, reported and verified	UNDP, FAO, UNEP, WFP
		5.1.8 The number of people at risk from mining pollution is reduced	UNDP
		5.1.9 People in rural and semi-urban areas have modern energy services	UNDP
6. Stabilization and peace consolidation	6.1 All provinces of the Democratic Republic of the Congo register significant progress in the protection of civilians, respect for human rights and the reduction of conflict and tensions	6.1.1 A joint security sector reform strategy is implemented	UNMAS, UNDP, UNJHRO
		6.1.2 People in eastern Democratic Republic of the Congo have access to public services	UNDP, UNICEF, WFP, UNFPA, UN-Habitat
		6.1.3 Mechanisms for the protection of populations affected by conflict are operational	UNJHRO
		6.1.4 Mechanisms to prevent and respond to violations of children's rights are implemented	UNJHRO, UNICEF
		6.1.5 Mechanisms to prevent sexual violence and assist victims of sexual violence are implemented	UNJHRO, UNFPA, UNICEF
		6.1.6 Support programmes for host communities of internally displaced persons, refugees, returnees and persons demobilized are in place	UNHCR, UNDP, UNICEF, WFP, UNESCO, WHO, FAO, ILO, UN-Habitat
		6.1.7 Conflict prevention and resolution strategies	UN-Habitat, UNDP, FAO, UNHCR, UNICEF
	Total for outcome 6 (all United Nations agencies and MONUSCO): \$40.5 million per year		

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
		and mechanisms are operational at the national, provincial and local levels	
		6.1.8 The Government's capacity to manage land and mineral resources is strengthened and helps to reduce tensions and conflicts over resources	UN-Habitat, UNJHRO

Abbreviations: FAO, Food and Agriculture Organization of the United Nations; IFAD, International Fund for Agricultural Development; ILO, International Labour Organization; IOM, International Organization for Migration; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; OHCHR, Office of the United Nations High Commissioner for Human Rights; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNCDF, United Nations Capital Development Fund; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme (UN Habitat); UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNJHRO, United Nations Joint Human Rights Office; UNMAS, United Nations Mine Action Service; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); WFP, World Food Programme; WHO, World Health Organization.

Map

