



General Assembly

Distr.: General
17 February 2021

Original: English

Seventy-fifth session

Agenda item 156

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

Budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for the period from 1 July 2021 to 30 June 2022

Report of the Secretary-General

Contents

	<i>Page</i>
I. Mandate and planned results	5
A. Overall	5
B. Planning assumptions and mission support initiatives	5
C. Regional mission cooperation	16
D. Partnerships, country team coordination and integrated missions	17
E. Results-based budgeting frameworks	18
II. Financial resources	66
A. Overall	66
B. Non-budgeted contributions	67
C. Efficiency gains	67
D. Vacancy factors	67
E. Contingent-owned equipment: major equipment and self-sustainment	68
F. Training	69
G. Disarmament, demobilization, reintegration and repatriation	69
H. Weapons and ammunition management	70
I. Other programmatic activities	71



J.	Quick-impact projects	74
III.	Analysis of variances	76
IV.	Actions to be taken by the General Assembly	80
V.	Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 74/284 , including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly	81
A.	General Assembly	81
B.	Advisory Committee on Administrative and Budgetary Questions	86
Annexes		
I.	Definitions	88
II.	Organization charts	90
Map	93

Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) for the period from 1 July 2021 to 30 June 2022, which amounts to \$936,258,700.

The proposed budget in the amount of \$936,258,700 represents a decrease of \$1,453,000, or 0.2 per cent, compared with the apportionment of \$937,711,700 for the 2020/21 period.

During the period from 1 July 2021 to 30 June 2022, MINUSCA will implement the overall strategic objective mandated by the Security Council in its resolution [2552 \(2020\)](#). The Mission will continue its political role in support of the creation of the conditions conducive to the full implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic, support the Central African authorities in the preparation and delivery of peaceful local elections and continue to focus its efforts on core peacekeeping activities relating to the protection of civilians, the facilitation of the creation of a secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance, and the protection of the United Nations.

The proposed budget provides for the deployment of 169 military observers, 11,481 military contingent personnel, 400 United Nations police officers, 1,680 formed police unit personnel, 751 international staff (including 56 temporary positions), 612 national staff (including 8 temporary positions), 271 United Nations Volunteers and 108 government-provided personnel.

The total resource requirements for MINUSCA for the financial period from 1 July 2021 to 30 June 2022 have been linked to the objective of the Mission through a number of results-based budgeting frameworks, organized according to component (security, protection of civilians and human rights; support for political, peace and reconciliation processes; fight against impunity, and support for the extension of State authority and rule of law; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole.

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

Financial resources

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

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
Military and police personnel	467 277.0	479 285.4	476 799.5	(2 485.9)	(0.5)
Civilian personnel	199 009.8	214 387.0	221 160.9	6 773.9	3.2
Operational costs	229 403.5	244 039.3	238 298.3	(5 741.0)	(2.4)
Gross requirements	895 690.3	937 711.7	936 258.7	(1 453.0)	(0.2)
Staff assessment income	14 613.1	14 868.3	14 990.9	122.6	0.8
Net requirements	881 077.2	922 843.4	921 267.8	(1 575.6)	(0.2)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	895 690.3	937 711.7	936 258.7	(1 453.0)	(0.2)

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 2020/21	–	–	–	–	123	87	3	47	–	260
Proposed 2021/22	–	–	–	–	124	88	3	48	–	263
Components										
Security, protection of civilians and human rights										
Approved 2020/21	169	11 437	400	1 680	49	30	7	27	108	13 907
Proposed 2021/22	169	11 437	400	1 680	49	30	7	27	108	13 907
Support for political, peace and reconciliation processes										
Approved 2020/21	–	–	–	–	56	10	31	61	–	158
Proposed 2021/22	–	–	–	–	56	10	31	61	–	158
Fight against impunity and support for the extension of State authority and rule of law										
Approved 2020/21	–	–	–	–	49	110	–	13	–	172
Proposed 2021/22	–	–	–	–	49	110	–	13	–	172
Support										
Approved 2020/21	–	44	–	–	410	365	28	118	–	965
Proposed 2021/22	–	44	–	–	417	366	23	122	–	972
Total										
Approved 2020/21	169	11 481	400	1 680	687	602	69	266	108	15 462
Proposed 2021/22	169	11 481	400	1 680	695	604	64	271	108	15 472
Net change	–	–	–	–	8	2	(5)	5	–	10

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

^b Includes 107 National Professional Officers and 497 General Service staff.

^c Funded under general temporary assistance: 56 international staff, 1 National Professional Officer and 7 General Service staff.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established by the Security Council in its resolution [2149 \(2014\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2552 \(2020\)](#), by which it extended the mandate to 15 November 2021.
2. The Mission is mandated to help the Security Council to achieve an overall strategic objective, namely, to support the creation of the political, security and institutional conditions conducive to the sustainable reduction of the presence of and threat posed by armed groups through a comprehensive approach and a proactive and robust posture.
3. Within this overall objective, MINUSCA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, presented in the frameworks below. The frameworks are organized according to four components: security, protection of civilians and human rights; support for political, peace and reconciliation processes; fight against impunity and support for the extension of State authority and rule of law; and support, which are derived from the mandate of the Mission.
4. The expected accomplishments will lead to the fulfilment of the objectives of the Security Council within the anticipated lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSCA in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the approved budget for the 2020/21 period, have been explained under the respective components.
5. The MINUSCA headquarters and logistics base are located in Bangui and will support 114 sites in Bangui and across the country. Mission locations comprise 12 field office locations, including Bangui, with civilian, police and military units and other field locations and sites consisting of military and police units.

B. Planning assumptions and mission support initiatives

6. The Mission, in cooperation with partners, has established and implemented a number of key initiatives in support of the Central African authorities that have led to the advancement of the Political Agreement for Peace and Reconciliation in the Central African Republic (Peace Agreement) at the national and local levels; enhanced local early warning and community-based protection mechanisms; progress on the preparations for free, fair and credible national elections; improved security and protection of civilians, and the rule of law; the prevention and mitigation of, and remedial action for, violations and abuses of human rights; the disarmament, demobilization and reintegration of combatants; and the extension of the State presence across the country through the increased deployment of State civilian personnel and national defence and internal security forces. The Government has continued to implement the donor-supported National Recovery and Peacebuilding

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

Plan 2017–2021, which experienced a significant increase in the rate of disbursement of its financial resources in 2020.

7. Notable progress has been made through the Mission's support for the increased operationalization and strengthening of the follow-up mechanisms of the Peace Agreement at the local and national levels. This has been achieved by increasing the Government's capacity to bring all stakeholders to the table through holding meetings of the Executive Monitoring Committee to address core issues, find peaceful solutions to disputes and work towards meeting their commitments under the Peace Agreement.

8. Although progress has been achieved in the peace and electoral process, armed groups continued to violate the Peace Agreement, resulting in continued insecurity and violence against civilians. Through intimidation and obstruction, particularly in the west, armed groups have increasingly attempted to cause delays in the electoral process and the implementation of some elements of the Peace Agreement for political gain, and progress has been undermined in some areas where several armed groups fractured along ethnic lines. In particular, election violence has also hindered the Mission's support for and implementation of the national security policy, the national strategy on security sector reform, the national defence plan and the progressive deployment of the Armed Forces of the Central African Republic and internal security forces, as well as the continued implementation of the disarmament, demobilization and reintegration programme. Therefore, increased mobilization and participation in violence by armed groups, which occurred throughout the legislative and presidential election period, will require the Mission to increase its good offices and undertake a robust force deployment and coordinated engagement in order to stabilize areas that were disrupted during elections, as well as to maintain the viability of the Peace Agreement.

9. In line with the expanded electoral support mandate by the Security Council in its resolution [2499 \(2019\)](#), the Mission has assisted the Central African Republic authorities in the preparation and delivery of presidential, legislative and local elections in 2020 and 2021 through the provision of good offices and security, operational, logistical and technical support. MINUSCA supported the preparation of a code of conduct for political parties and candidates for the presidential as well as legislative elections. To support free, fair and credible elections, the Mission supported the National Electoral Authority by establishing 17 electoral field offices, where MINUSCA electoral staff provided daily technical assistance to the National Electoral Authority at the local level. As a result of the comprehensive support provided, the national authorities successfully prepared and completed the voter registration process across the national territory and in 13 other countries, passed the national electoral code and its subsequent revision to accommodate unforeseen delays and supported communications for the population to better understand and engage in the electoral process. Moreover, the Mission facilitated electoral operations in areas with significant security threats and hard-to-access locations through its integrated logistics and security support. These achievements will be critical to the Mission's support for the local elections.

10. The security situation in the country has deteriorated since mid-December 2020, when armed groups affiliated with the Coalition des patriotes pour le changement carried out several attacks targeting national defence and internal security forces in various locations aimed at disrupting the electoral process. These attacks have led to the death of seven peacekeepers and caused numerous casualties among the national defence and internal security forces, as well as among the civilian population. As a result of these acts of violence that targeted polling stations, other electoral infrastructure and electoral personnel, over 40 per cent of polling stations could not open on election day. Although the Constitutional Court officially proclaimed incumbent President Faustin Archange Touadéra as re-elected with an absolute

majority in the first round, continued threats of violence from armed groups affiliated with the Coalition des patriotes pour le changement will likely disrupt the organization of the second round of the legislative elections, as well as local elections expected to be held between mid-2021 and early 2022.

11. On 13 January 2021, armed groups affiliated with the Coalition des patriotes pour le changement launched an armed insurrection against Bangui with an apparent objective of cutting off access via the single main road to Bangui and disrupting the delivery of any supplies to the city, disrupting the electoral operations and expanding its territorial control and access to resources through the control of trade routes and illegal taxation. As a result of election-related violence, a large number of Central Africans fled into the neighbouring countries of Cameroon, Chad, Congo and the Democratic Republic of the Congo. The violence also led to sharp increases in the number of internally displaced persons. In addition, it has had a negative impact on the implementation of the Mission's mandate with regard to the restoration of State authority, as national defence and internal security forces and other civil servants have fled the violence-affected areas. The Government's control over the territory has been significantly reduced and related revenues have declined. This security situation carries the risk of triggering significant social unrest. In the light of these challenges, MINUSCA will continue to employ its good offices to restore a conducive political environment, will assist the National Electoral Authority with operational planning for the next rounds of elections and will continue to maintain a robust military posture to dissuade armed groups from further obstruction of the elections and of the delivery of humanitarian aid and to protect civilians.

12. The coronavirus disease (COVID-19) pandemic created immense challenges for the Mission and national authorities and exacerbated already dire vulnerabilities among the country's population. The Mission strengthened coordination with national authorities and international partners to enhance the health-care system, construct and rehabilitate isolation centres, raise awareness among the population of the risks related to COVID-19, establish screening systems and support coordination of an effective United Nations-wide response in line with the guidance of the World Health Organization.

13. The assumptions underlying the planned activities of the Mission for the 2021/22 period include the following:

(a) The Peace Agreement will have continued to be the primary framework for political dialogue and peace consolidation in the country, but its implementation will have progressed unevenly. Progress towards key milestones envisioned in the agreement may have stalled throughout the national electoral period, with some armed groups deviating from their commitments and reducing engagement in an attempt to leverage the electoral process for political advancement. Coordinated national, regional and international efforts will have continued to improve the inclusivity of the broader political process and decentralization of the State, as well as improved security and protection of civilians through the reduction of threats from armed groups and their presence in the country. Guarantors and facilitators of the Peace Agreement will have maintained active, coordinated and constructive support for the implementation of the agreement;

(b) The Government and armed groups will have made progress implementing crucial confidence-building mechanisms of the Peace Agreement, including through deployment of the special mixed security units; disarmament, demobilization and reintegration; and the increased operationalization of the Truth, Justice, Reconciliation and Reparation Commission;

(c) It is expected that the engagement of international, regional and local partners in the political process and other key areas related to the stability of the

Central African Republic will continue to require substantive advocacy and coordination by MINUSCA, while resources from the international community in support of the Central African Republic are expected to decline;

(d) The transitional security arrangements of the Peace Agreement, represented by the special mixed security units, will have been increasingly deployed and will have improved operational capacity in all three defence zones of the country. MINUSCA will still be expected to continue to provide an element of monitoring and technical support to the units in line with the human rights due diligence policy and in coordination with other partners; however, the Government will have increased its ownership and governance over the units;

(e) Stability in some areas will have improved through the increased restoration of State authority and the robust military and civilian presence of the Mission, but it is anticipated that security dynamics overall will remain fragile, with signatory armed groups continuing to control large parts of the country and seeking support from political leaders and entities to destabilize local elections. Not all armed groups will respect their commitments under the Peace Agreement, and it is expected that violations of the cessation of hostilities, illegal taxation, attempts to disrupt the electoral process or destabilize constitutional institutions and threats against civilians, humanitarian actors and local administrations will continue;

(f) Tactics used by armed groups will have evolved, including through the use of improvised explosive devices and landmines, which may constitute new threats against the population, in particular women and children, humanitarian actors and United Nations personnel, as well as for the political process;

(g) The presidential elections and the first rounds of the legislative elections will have been completed. The newly elected President and National Assembly will have been successfully installed, with support from MINUSCA, the United Nations country team and international partners;

(h) While local election-related activities will remain protected in accordance with the rights to freedom of expression and peaceful assembly, in some instances, election-related speech may constitute hate speech or public incitement to violence, requiring enhanced monitoring and measures to mitigate its effects;

(i) The presidential and legislative elections will likely have detracted attention away from planning for decentralization and the local elections. Extensive civic education and awareness-raising will be required to support the local population's understanding of the local electoral process and decentralization;

(j) The National Electoral Authority will continue to require significant technical assistance and operational and logistical support from MINUSCA. The local elections will present increased challenges and complexities given the high number of candidates and voting constituencies;

(k) Resources required for the Government to facilitate local elections will have been secured through the national budget and contributions by international partners and donors. MINUSCA will provide good offices, security and operational, logistical and, as appropriate, technical support, as well as coordinate international electoral support for credible, inclusive and transparent local elections, pursuant to Security Council resolution [2552 \(2020\)](#). However, the effective conduct of local elections may be undermined by a lack of resources, the slow disbursement of funds by the Government and international partners and the minimal technical capacity of the Government;

(l) The spread of and risk posed by the COVID-19 pandemic will have been reduced, but the presence of the virus will necessitate continued adaptation and

diligence by all stakeholders. It is anticipated that the majority of the Central African population will not have access to a vaccine, and adherence to preventative measures, such as wearing masks, will remain extremely limited. The Mission will continue to implement measures to mitigate any medium-term impact on mandate implementation and ensure ongoing business continuity. This will include adopting and adapting measures to mitigate the impact of the spread of the virus in the country and ensuring that MINUSCA personnel are not a contagion vector;

(m) COVID-19 will have exacerbated extreme poverty and limited socioeconomic development in the country, and international resources for the Central African Republic may be significantly decreased in the light of the global financial contraction. The already limited capacity of the State will be affected by the COVID-19 pandemic. Consequently, the provision of basic services and protection of the population is likely to remain heavily dependent on humanitarian actors and MINUSCA;

(n) A functioning Special Criminal Court will have increased the number of serious crimes it is investigating and prosecuting, addressing long-standing issues of impunity and supporting national reconciliation in complementarity with national courts and strengthened judicial institutions. The Government may call on MINUSCA for assistance in carrying out arrests of alleged perpetrators and supporting investigations and pretrial detention, which, in complementarity with other criminal and transitional justice efforts, have the potential to address impunity;

(o) The country, with the support of international partners and depending on the security situation, will have continued to implement major reforms, which will create opportunities for the further extension of State authority. The increased number of meetings of the joint bilateral commissions with neighbouring countries will further address the transnational dimensions of the conflict. The International Support Group on the Central African Republic will have continued to meet, facilitating sustained regional engagement in the peace and political process;

(p) Important gains will have been made with regard to the sustained and effective restoration of State authority, in particular through continued logistical and technical assistance from MINUSCA for civil servants to be deployed and remain in their posts. The number of national defence and internal security force members deployed outside of Bangui will have increased. However, a lack of national capacity and limited resources to support these forces will continue to limit their effectiveness in influencing security dynamics and protecting civilians;

(q) The humanitarian situation is expected to worsen, owing in particular to the impact of the COVID-19 pandemic. Electoral and political tensions may complicate humanitarian access, exacerbating extreme poverty and isolation among vulnerable populations. Accordingly, improvements in infrastructure and the delivery of essential services throughout the country and through local authorities will remain limited. Humanitarians will likely continue to be the target of threats, attacks and intimidation, requiring ongoing assistance from MINUSCA;

(r) The Government will have made progress with respect to the operationalization of the Truth, Justice, Reconciliation and Reparation Commission and will have begun implementing its recommendations, with support from the population, to advance truth-seeking for victims of violence, in particular for women and children, and promote reconciliation in the country;

(s) Despite logistical and infrastructure constraints in the country, the Mission's response to security threats will have improved as a result of an effective and robust military and police posture, as well as increased flexibility and mobility facilitated by additional quick response mechanisms and aviation assets;

(t) As in prior periods, the major assumptions underlying the operations and plans of the Mission during the 2021/22 period are driven largely by the provision of the resources necessary to effectively and fully implement the mandate of the Mission, while taking initiatives to achieve further efficiencies, where feasible.

Main priorities of the Mission

14. To achieve its strategic objective during the 2021/22 period, the Mission has been mandated to continue to focus on core peacekeeping priorities: the protection of civilians; the provision of good offices and support for the peace process, including the implementation of the Peace Agreement, national reconciliation, social cohesion and transitional justice; support for local elections in 2021; the facilitation of the creation of a secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance; and the protection of the United Nations personnel and property.

15. In addition to those priority tasks, MINUSCA is mandated, within its capacities and resources and in coordination with the Government of the Central African Republic, to continue to strengthen its support for the extension of State authority, the deployment of national defence and internal security forces and the preservation of territorial integrity; security sector reform; disarmament, demobilization, reintegration and repatriation and community violence reduction programmes; the promotion and protection of human rights; and national and international justice, the fight against impunity and the rule of law. These tasks and the five priority tasks set out in paragraph 14 above are mutually reinforcing. To advance the Mission's performance assessment, integrated planning and support for senior leadership decision-making, the Mission will continue to scale up the implementation of the Comprehensive Planning and Performance Assessment System.

16. Taking into consideration the above assumptions, MINUSCA will strive to implement its mandate through a comprehensive Mission-wide approach that enables a proactive and robust posture without prejudice to the basic principles of peacekeeping. The Mission will also help to reverse the spread of violence in the Central African Republic, preserve territorial integrity and assist the Government in addressing the political and security challenges of the country by focusing its activities on the three interrelated thematic components and mission support initiatives outlined below and on the priorities identified therein.

Security, protection of civilians and human rights

17. The security role and mandate of MINUSCA to protect civilians, including to prevent conflict and mitigate its impact on the population, will remain a priority task, particularly following the installation of the newly elected President and National Assembly and in the context of preparing for local elections. The revised security strategy of the Mission will include a sequenced and targeted force and police configuration that will support the Government in sustainably reducing physical violence and threats against civilians. This strategy will be anchored in the broader political process, with the aim of bringing all stakeholders to the table for constructive dialogue and disincentivizing armed groups, which hinder peace and electoral processes. The Mission will ensure a rapid response to protection of civilians threats through an integrated, robust and proactive mission approach, which will focus on preventing attacks against civilians and will encourage activities underpinned by strategic, politically driven approaches to protection. This will be aided by the greater use of utility aviation assets, the facilitation of short and long-term operations to secure key hotspots and support for the newly elected Government to expand its presence outside of Bangui and prevent electoral or political violence.

18. The Mission will continue to enhance efforts to protect United Nations personnel, including through the implementation of the action plan to improve the security of peacekeepers, as well as measures to improve peacekeeping performance and accountability in line with the Action for Peacekeeping initiative of the Secretary-General. The Mission will continue to implement the women and peace and security agenda, including by ensuring the meaningful participation of women in the peace process and advancing political solutions, as well as enhancing gender responsiveness across all areas.

19. The Mission will enhance its multidimensional approach to stabilization and protection of civilians, including through adaptive measures that will address evolving tactics used by the armed groups, such as the use of improvised explosive devices and landmines. The Mission will continue to prevent attacks against civilians and other human rights violations and abuses through coordinated military, police and civilian initiatives, in coordination with capacity-building support for communities to better assess risks and threats, resolve and mediate local disputes and prevent outbreaks of violence. The comprehensive strategy of the Mission for the protection of civilians will be facilitated in concert with enhanced community-level protection mechanisms that emphasize preventative measures, strengthened early warning and proactive physical protection. Military, police, civilian and technical engagement will be used to incentivize parties to continue to seek political solutions to the conflict and ensure that armed groups are prevented from leveraging the COVID-19 health crisis as a means of expanding territory or committing human rights violations and abuses that contravene their commitments under the Peace Agreement. The Mission will continue to strengthen its support for armed groups in the roll-out of their respective action plans to prevent and respond to grave violations of the rights of children and will continue its efforts, through dialogue, to persuade more armed groups to issue command directives to prevent grave violations of the rights of children. The Mission will work in close coordination with humanitarian actors to continue to facilitate the creation of a protective environment for the unhindered provision of humanitarian assistance and for the return, integration or resettlement of internally displaced persons and refugees.

20. The integrated security, protection and human rights strategy of the Mission will be anchored in the political, electoral and peace processes, including peace mechanisms at the local and national levels and efforts to support the peace process at the regional level. These efforts will be aligned with, and complemented by, ongoing support for security sector reform; the increased disarmament, demobilization and reintegration of combatants; improved security to enable the facilitation of local elections; and support for the newly elected Government to stabilize areas through the restoration of State authority. The Mission will continue to support national efforts to strengthen the security sector through the increased deployment and improved operational effectiveness of the national defence and internal security forces in priority areas for stabilization. To contribute to the fight against impunity, the strengthening of the rule of law and the protection and promotion of human rights, the Mission will continue to provide technical cooperation and limited logistical support for the Armed Forces of the Central African Republic and internal security forces, in particular to improve the governance, effectiveness and accountability of the forces, in accordance with the human rights due diligence policy. Support for reinforcing democratic oversight of the national defence and internal security forces will be aimed at strengthening command and control, and will eventually aid the gradual transfer of protection responsibilities to national authorities.

21. The Mission will also support the Government in reducing instability and insecurity caused by seasonal transhumance along borders and transhumance

corridors, including by supporting the development of a national border management policy and the increased operationalization of transhumance management committees at the local level. Enhanced security at border areas and around mining sites will be improved through support for the increased operationalization of the special mixed security units, in coordination with partners, as well as efforts to increase engagement and cooperation with neighbouring countries to promote regional stability. The Mission will continue to monitor and ensure accountability for adherence to the Peace Agreement from a political and security perspective, including through the use of urgent temporary measures, where required.

22. In addition, the Mission will work to improve the protection and promotion of human rights in the country, with a specific focus on women and children. The Mission will monitor, help investigate, report on and support the prosecution of violations of international humanitarian law and human rights, including all forms of conflict-related sexual violence and abuse, as well as the six grave violations of the rights of children. The Mission will focus these efforts on monitoring, investigating and reporting on violations and abuses committed against women and children and support the strengthening of national legislation and national human rights mechanisms and institutions in this regard.

Support for political, peace and reconciliation processes

23. MINUSCA, in collaboration with the guarantors of the Peace Agreement and other partners, will continue to encourage an inclusive dialogue among Central African stakeholders, including signatories to the Peace Agreement, political parties and civil society, specifically women, youth, religious groups and traditional leaders, with a view to consolidating and advancing gains in the peace and reconciliation process. Priority will be placed on supporting the newly elected Government in establishing the political, security, legal and technical conditions essential to broadening political space in the context of the Peace Agreement, including for the facilitation of free, fair and credible local elections. To this end, the Mission will enhance its good offices and technical support to reinvigorate the peace process, including by addressing any residual political challenges and/or those related to democratic order following the presidential and legislative elections. In partnership with national authorities, MINUSCA will continue to emphasize the expectations of the signatories regarding the full and timely adherence to their commitments. This will include increased joint visits with the African Union and the Economic Community of Central African States (ECCAS), as guarantors of the Peace Agreement, to engage with armed groups for their constructive engagement in the peace process.

24. The support of the Mission for the coordination and convening of all stakeholders, good offices and engagement with the African Union, ECCAS and the Government of the Central African Republic will be strengthened to ensure that dialogue between the Government and armed group leaders is effective and consistent. The Mission will strengthen efforts to broaden the inclusivity of the peace process through increased engagement with local actors, including the national defence and internal security forces, traditional and religious leaders, the political opposition, women and youth. Stronger engagement at the local and national levels will be aimed at advancing political solutions to the conflict, while pursuing complementary political objectives and integrated strategies that address insecurity, the restoration of State authority, the disarmament and demobilization of combatants and the electoral process.

25. Efforts at the national and regional levels will be directly linked to the dialogue at the local level, community engagement and reconciliation initiatives to enhance advancement towards sustainable peace countrywide, address underlying conflict

drivers and meet the legitimate interests of the wider Central African population. Furthermore, the Mission will continue to explore and support additional measures to ensure the meaningful participation of women in peace, electoral and political processes. In coordination with the Government, the United Nations country team and international partners, MINUSCA will continue to build on progress made with peace mechanisms at the local level and the committees established to support the implementation of the Peace Agreement, enhancing synergies and reducing duplication so that these bodies increasingly and effectively fulfil a conflict de-escalation, reconciliation and mediation role. This local architecture will include local peace committees, the prefectural committees for the implementation of the Peace Agreement and technical committees on security, as well as mechanisms that will support dispute resolution, mediation and the raising of awareness regarding the Peace Agreement, and enhanced communication between local leaders and national actors.

26. As an immediate mandated objective and as part of its wider support for the political process in the country, the Mission will support favourable conditions for free, fair, credible and inclusive local elections scheduled for late 2021 through the continued provision of technical, logistical, operational and political support to the National Electoral Authority and other institutions such as the Constitutional Court and the High Council for Communication. The Mission, in cooperation with the High Council, will continue to support the full implementation of the national action plan on the prevention of hate speech and public incitement to violence, to prevent threats against civilians, fight public incitement to violence and promote peace and reconciliation. The continued local presence of MINUSCA electoral personnel in 17 electoral field offices, as well as technical and logistical support provided to national authorities at the central level in Bangui, will be critical for the successful preparation and holding of local elections. MINUSCA will provide technical and operational support to the National Electoral Authority for civic engagement at all levels to ensure that local stakeholders are well informed about the roll-out of the decentralized process and are actively involved in their constituency's electoral processes. Support for the local electoral process will be aimed at building a more inclusive political system and beginning to address the long-standing grievances of marginalized groups.

27. MINUSCA will continue to support security sector reform and disarmament, demobilization and reintegration as essential means for advancing the political process, while ensuring that these processes, together with interim security measures, are mutually reinforcing and contribute to the rule of law and the facilitation of peaceful local elections. The Mission's coordinating and convening role, as well as its strategic advice, will remain important in ensuring cohesive and coordinated support for the establishment of a national professional, inclusive, accountable and sustainable security architecture. Special emphasis will be placed on the integration of ex-combatants into the national security and defence services, as well as on improving oversight, vetting, advancing the military justice system and harmonizing ranks, as an important means of contributing to the extension of State authority and improving public confidence in the State. MINUSCA will also continue providing infrastructure, promoting the implementation of best practices and mitigating risks with regard to weapons and ammunition management, as well as supporting capacity-building through training activities.

Fight against impunity and support for the extension of State authority and rule of law

28. The Mission will continue to support the Government in improving institutional capacities to enhance the rule of law and the restoration of State authority, which are

essential for sustaining a protective environment and advancing peacebuilding priorities. This will be complemented by strengthening local capacities for peace and justice cooperation with the United Nations country team and other partners in order to foster a whole-of-system and people-centred approach to stabilization. Coordinated efforts with the United Nations country team and national authorities will be made to advance the implementation of the strategy for the restoration and extension of State authority, with a focus on enhancing the effectiveness of local administrative, judicial, penitentiary and security deployments. Support for the increased and effective deployment of authorities (prefects, sub-prefects, mayors, chefs de quartier and related civil servants), judicial and penitentiary actors and national defence and internal security forces will deliver more concrete peace dividends to the population and support the Government in rebuilding the social contract with its people, ultimately with the goal of fulfilling its primary responsibility to protect civilians. The Mission's continued application of the human rights due diligence policy and its support for human rights vetting of integrated forces, in partnership with national authorities, will remain vital for the credibility of these processes.

29. Furthermore, communication will be enhanced between local administrations and the national Government in Bangui, as a critical means of enabling wider decentralization efforts and the facilitation of peaceful free, fair, credible and inclusive local elections. MINUSCA will continue to provide enhanced planning, technical assistance and limited logistical support for the deployments of the national defence and internal security forces.

30. In cooperation with national and international partners, the Mission will support the Government in the implementation of the revised national security policy and the renewed and updated national strategy on security sector reform. MINUSCA will coordinate international assistance in support of security sector reform and continue to advocate and provide technical advisory support related to good governance, and finance and budgeting practices, as well as advisory support related to the enforcement of new laws under the strategy. With the aim of improving accountability, the strengthening of democratic control and civilian oversight, as well as internal control mechanisms of the security sector, including the enforcement of military justice, will be prioritized. A focus will be placed on supporting the recruitment of new security personnel, with the goal of strengthening the professionalism and the representation of the country's diverse population in the Armed Forces of the Central African Republic through an equitable, inclusive and standardized process. Support for the national authorities in developing an approach to the vetting of defence and security forces to promote accountability for violations of international and domestic law will be continued. The Mission will continue to support deployments of national defence and internal security forces, including the establishment of garrisons in the regional defence zones. Their presence across the territory will continue to be a critical component of an integrated effort to restore security and State authority throughout the country.

31. MINUSCA will support the implementation of the Peace Agreement by focusing on the justice sector response and criminal accountability in the fight against impunity, particularly for serious crimes that constitute violations of the Agreement. Supporting national authorities in investigating and prosecuting perpetrators of crimes against peacekeepers will remain essential. Such efforts will require continued support for the regular justice system and the Special Criminal Court, in particular to increase the number of criminal cases being prosecuted by the court and advance the independence of the court and the judiciary. To this end, the Mission will continue working with the United Nations country team and other partners to increase the level of additional voluntary funding for the Special Criminal Court. The Mission will also continue its support for internal security forces and judicial capacity-building,

especially investigative capacities, the implementation of the justice reform policy and the demilitarization of prisons. To advance efforts in the fight against impunity and address long-standing calls for justice by the population, the Mission will support the Government in implementing the recommendations for key justice measures in the Truth, Justice, Reconciliation and Reparation Commission. As an integrated Mission, MINUSCA will continue to support the national authorities in identifying partners, including members of the United Nations country team, with a comparative advantage when it comes to implementing the medium- and long-term objectives of increasing access to basic social services and good governance, within the framework of the National Recovery and Peacebuilding Plan.

32. The comprehensive communications and outreach strategy of the Mission, as well as its support for the implementation of the national communications strategy, will be aimed at ensuring a better understanding of local perceptions, informing the population about the newly elected executive and legislative authorities, implementing the Peace Agreement, preparing for and building an understanding of the local electoral process and decentralization and preventing the spread of COVID-19. Strengthened external communications and support for the Ministry of Communications will also be aimed at informing the population of the Mission's mandate and its impartial support function with respect to local elections, and at strengthening its monitoring of the media for hate speech.

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

34. In addition, the Mission will enhance efforts to prevent and address acts of sexual exploitation and abuse, building on measures introduced in previous years that have led to a reduction in reported cases. These efforts will include building on its annual sexual exploitation and abuse risk management framework, as well as focusing on training, risk assessment and mitigation and on ensuring that victims and children born as a result of sexual exploitation and abuse receive appropriate and timely assistance. In addition, the Mission will expand its network of community-based complaint mechanisms, enhance its capacity and equip its members to enable them to effectively report on incidents. MINUSCA will further intensify awareness-raising on the United Nations zero-tolerance policy on sexual exploitation and abuse, and on reporting mechanisms, through community radio spots, short message service (SMS) messaging, television and public outreach.

Mission support

35. The budget proposal for the 2021/22 period includes changes to the staffing establishment of the Mission. The proposed staffing changes in the Medical Services Section will enhance the capacity of the Section to provide adequate and timely medical services to the Mission's military and civilian personnel. The proposed changes will also enable the Mission to address weaknesses and shortages identified during the Mission's response to the COVID-19 pandemic, thereby ensuring timely access to medical care and medical evacuations within and outside the country.

36. The mission support structure of MINUSCA aligns with the standardized approach envisaged for the harmonization of the support structure in field missions, namely, a three-pillared structure that ensures that field support delivery is client-oriented, with uninterrupted and end-to-end delivery of services. However, during the 2017/18 period, which was one year before the standardized support structure was approved, the Mission Support Division had implemented approved extensive staffing

and structural changes specifically associated with an internal staffing review of MINUSCA, in particular with regard to the Supply Chain Management Service and the Services Delivery Service. Consequently, the Mission took the prudent approach of following a phased implementation of the new structure, beginning in the 2018/19 period, and informed the legislative bodies in that regard. The phased implementation of the standardized support structure allowed the Mission to stabilize the concurrent extensive staffing and structural changes and observe their efficacy in supporting the implementation of the mandate. To further align with the standard support structure, the Mission proposes minor changes to the support structure limited mainly to the renaming of the Geospatial, Information and Telecommunications Technologies Section as the Field Technology Section, which will report to the Operations and Resource Management Service, as well as the consolidation of functions from the Contracts Management Section, the Integrated Warehouse Section and Office of the Chief of the Supply Chain Management Service to establish the Life Support Section and transfer it to the service delivery pillar from the supply chain management pillar.

37. The Mission will continue to utilize intelligence surveillance and reconnaissance capabilities through enhancements to one of the two existing mini tactical (Class I and II) unmanned aircraft systems and the deployment of two additional mini tactical unmanned aircraft systems to improve overall payload and day and night optical capabilities and to extend range, under the existing letter of assist. The Mission will continue to use mini tactical unmanned aircraft systems to conduct high-resolution aerial surveys to provide real-time moving and static images of cities, towns and operating areas of armed groups to assist in the planning of operational requirements and the protection of civilians and mission personnel. These services are included in the proposed budget under security services, under the facilities and infrastructure budget line. The Mission will continue to supplement these capabilities with United Nations-owned static sensor cameras, mobile sensors and closed-circuit television cameras (smart city cameras) at critical locations to ensure surveillance and protection capabilities for mission personnel and assets.

38. With regard to air operations, the Mission proposes the reconfiguration of its fleet of fixed-wing aircraft by replacing one fixed-wing aircraft with high operational costs with two smaller, more efficient aircraft designed to land in more locations with shorter runways. This will increase the seating capacity for air operations, provide greater flexibility for aircraft tasking and enable faster deployment of uniformed personnel to the regions during rotations, while still maintaining the capacity to conduct medical and casualty evacuation flights to Entebbe, Uganda, using the remaining large aircraft. In addition, attack helicopters in the current fleet will be replaced with more economical utility helicopters.

39. The Mission will pave high-traffic access roads to Mission sites to limit the degradation of the vehicle fleet, which is the only major construction project proposed for the period.

40. MINUSCA will continue to implement measures to mitigate environmental impact and to reduce its overall environmental footprint. In this regard, the Mission will continue to replace fluorescent lighting with energy efficient light-emitting diode (LED) lighting and proposes to acquire three photovoltaic diesel hybrid systems to reduce its dependency on diesel-propelled power generation. The diesel hybrid solar systems will be installed in Birao, Obo and Bangassou.

C. Regional mission cooperation

41. MINUSCA will seek to strengthen its interregional cooperation and economies of scale with missions in the region to enhance collaboration and analysis, where

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

D. Partnerships, country team coordination and integrated missions

42. The Mission will strengthen strategic partnerships to advance the implementation of its mandate and political processes, with the aim of addressing the structural root causes of the crisis. This integrated, coordinated and information-based One United Nations approach will seek to leverage the comparative advantages of all components, the United Nations country team and external stakeholders. To advance the implementation of the Peace Agreement and support good governance following the legislative and presidential elections, the Mission will enhance coordination with the African Union, ECCAS, the European Union and other bilateral regional and international partners. MINUSCA will continue its coordination role to support the mobilization of political, financial and technical support from international partners for implementation of the provisions of the Peace Agreement, facilitation of free, fair and credible local elections and restoration of State authority. The Mission's close partnerships with the United Nations country team and other partners will continue to implement the "new way of working" initiative across the humanitarian-development-peace nexus, in particular within the framework of the National Recovery and Peacebuilding Plan, the national strategy on sustainable solutions and the United Nations Sustainable Development Cooperation Framework.

43. In collaboration with partners and within the framework of the joint executive committee of the National Recovery and Peacebuilding Plan, the United Nations will continue to support the Government in reinforcing coordination between the sectorial ministries and the secretariat of the National Recovery and Peacebuilding Plan, with the aim of further improving communication and the visibility of achievements in the delivery of concrete peace dividends to the population. The Mission will continue to enhance the synergies necessary to ensure complementarity between peace, security and development activities implemented by national actors, technical and financial partners and the United Nations in support of the implementation of the Peace Agreement. It will also continue to actively support national and local dialogue and reconciliation efforts with its partners.

44. In order to reduce transnational threats and enhance stabilization efforts, the Mission will continue to work closely with regional actors for the full operationalization of joint mixed commissions and fully functional cross-border mechanisms, in close cooperation with the United Nations Regional Office for Central Africa. MINUSCA will work to ensure that neighbouring countries remain engaged in the peace process and aim to support good governance and peacebuilding following the national electoral process.

E. Results-based budgeting frameworks

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

Executive direction and management

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

Table 1
Human resources: executive direction and management

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2020/21	1	–	9	4	5	19	6	2	27
Proposed posts 2021/22	1	–	9	4	5	19	6	2	27
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2020/21	1	–	3	1	1	6	2	–	8
Proposed posts 2021/22	1	–	3	1	1	6	2	–	8
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2020/21	1	–	6	6	2	15	3	–	18
Proposed posts 2021/22	1	–	6	6	2	15	3	–	18
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2020/21	–	5	24	20	12	61	26	31	118
Proposed posts 2021/22	–	5	24	21	12	62	27	32	121
Net change (see table 3)	–	–	–	1	–	1	1	1	3
Approved temporary positions ^b 2020/21	–	–	–	2	–	2	1	–	3
Proposed temporary positions 2021/22	–	–	–	2	–	2	1	–	3
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2020/21	–	5	24	22	12	63	27	31	121
Proposed posts 2021/22	–	5	24	23	12	64	28	32	124
Net change	–	–	–	1	–	1	1	1	3

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Strategic Communications and Public Information Office									
Approved posts 2020/21	–	1	4	10	7	22	50	14	86
Proposed posts 2021/22	–	1	4	10	7	22	50	14	86
Net change	–	–	–	–	–	–	–	–	–
Total posts									
Approved posts 2020/21	3	6	46	41	27	123	87	47	257
Proposed posts 2021/22	3	6	46	42	27	124	88	48	260
Net change	–	–	–	1	–	1	1	1	3
Total temporary positions									
Approved temporary positions ^b 2020/21	–	–	–	2	–	2	1	–	3
Proposed temporary positions 2021/22	–	–	–	2	–	2	1	–	3
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2020/21	3	6	46	43	27	125	88	47	260
Proposed posts 2021/22	3	6	46	44	27	126	89	48	263
Net change	–	–	–	1	–	1	1	1	3

^a Includes National Professional Officers and General Service staff.

^b Funded under general temporary assistance.

International staff: increase of 1 post

National staff: increase of 1 post

United Nations Volunteers: increase of 1 position

Office of the Special Representative of the Secretary-General

Table 2

Human resources: Women's Protection Adviser Unit

Posts					
Change	Level	Functional title	Action	Description	
-1	NGS	Administrative Assistant	Reclassification	}	NGS to NPO
+1	NPO	Administrative Officer	Reclassification		
-1	NPO	Administrative Officer	Reassignment	}	Within section
+1	NPO	Associate Liaison Officer	Reassignment		
Total	–				

47. The approved staffing establishment of the Women's Protection Adviser Unit comprises four posts (1 P-5, 1 P-4, 1 P-3 and 1 national General Service staff). The Unit is responsible for the implementation of the women and peace and security agenda; improving protection and promotion of human rights, with a specific focus

on women and children; supporting the fight against impunity; and supporting prevention of and response to sexual and gender-based violence and conflict-related sexual violence in particular, coordinating the monitoring, analysis and reporting arrangements with relevant sections in the Mission and with the United Nations country team, establishing analytical and activity-based reports and providing technical advice to Mission leadership, civil society, national authorities, non-governmental organizations (NGOs) and other actors in preventing and responding to conflict-related sexual violence.

48. In May 2019, the United Nations signed a joint communiqué with the Government of the Central African Republic on the prevention of and the fight against conflict-related sexual violence, which details a number of areas in which the United Nations has pledged to provide technical support. As a result, more interactions between the Women's Protection Adviser Unit and various institutions of the Government are required to implement activities envisaged in the joint communiqué. The approved staffing establishment of the Unit includes one Administrative Assistant responsible for administrative tasks in support of three professional international staff members. Given the expansion and improvement of web-based applications, including but not limited to Umoja, iSeek, iNeed, self-service and Inspira, all staff members perform most administrative tasks through the self-service features of those applications.

49. In the context of the above, it is proposed that two posts, as shown in table 2, be reclassified and reassigned, respectively, to support the Unit in strengthening the partnership with national stakeholders for the implementation of the joint communiqué, in particular with regard to engagement with the community at the grass-roots level. A national officer at the professional level with the requisite substantive expertise in issues related to the protection of women, an understanding of the local culture and fluency in local languages is required to support the Mission with the transfer of the expertise in the area of women's protection to the relevant national partners.

Office of the Chief of Staff

Table 3

Human resources: Audit, Risk Management and Compliance Unit

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	P-3	Auditor	Redeployment	To Office of the Chief of Staff of the Audit, Risk Management and Compliance Unit
+1	NPO	Associate Administrative Officer	Redeployment	
+1	UNV	Associate Risk Management and Compliance Officer	Redeployment	
Total	+3	(see table 1)		

50. The approved staffing establishment of the Audit, Risk Management and Compliance Unit comprises two posts (1 P-3 and 1 National Professional Officer) and one United Nations Volunteer position. The Unit is the primary point of contact on all matters related to the activities of the Board of Auditors, the Office of Internal Oversight Services (OIOS) and the Joint Inspection Unit in the Mission. It provides policy and technical advice to the senior management of the Mission on the preparation of responses to the findings and recommendations of the oversight bodies. The Unit also facilitates the implementation of the risk management processes in accordance with the Organization's enterprise risk management policy. In its report

dated 15 October 2019 on enterprise risk management in MINUSCA, OIOS recommended the enhancement of the role of the Unit, including greater involvement of the Mission's senior leadership team in the process of enterprise risk management to ensure that key risks were effectively managed and that enterprise risk management was embedded into strategic planning and decision-making. The Office also found that the Unit lacked sufficient independence from the Office of the Director of Mission Support to effectively monitor exceptions to key performance indicators, which were mainly the responsibility of the Director of Mission Support. In addition, and to ensure greater synergies between substantive and support components, OIOS recommended that the Strategic Planning Unit, which reported to the Chief of Staff, incorporate enterprise risk management into the Mission's planning and decision-making processes.

51. In the context of the above, it is proposed that the Audit, Risk Management and Compliance Unit (3 approved posts), as shown in table 3, be transferred to the Office of the Chief of Staff to support the Head of Mission with monitoring the delegation of authority, performing compliance assessments of exceptions and reporting on key performance indicators.

Component 1: security, protection of civilians and human rights

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

(a) Continue to provide and expand the provision of a safe and secure environment in the Central African Republic required to protect civilians and pursue sustainable political solutions to the conflict. Through the development of a robust security strategy anchored in the Mission's political strategy, MINUSCA will strengthen the protection of civilians, including through the reduction of insecurity caused by seasonal transhumance, improved community protection mechanisms and an enhanced security situation in strategic areas of the Central African Republic. The Mission's multidimensional strategy for stabilization will enable the Mission to jointly secure strategic hotspots with national forces, reduce the risks of local electoral or political violence and support the national defence and internal security forces in building increased trust with local communities and preventing armed groups from moving into areas where the Government has established its authority. An adaptive and preventative approach will be critical to address the evolving military tactics of the armed groups, including any potential hostility against government authorities and humanitarian and/or international actors following the presidential and legislative elections, and in the lead-up to local elections. The Mission will support the capacity of the Government to address threats to civilians, including United Nations personnel and humanitarian actors, from new weapons, including the use of landmines by armed groups. Joint military, police, civilian and political engagement and technical assistance, including short- and long-term operations and increased utilization of its aviation assets, will be used to incentivize parties to cease violations of the Peace Agreement and human rights violations, and to reach sustainable political solutions to the conflict. This coordinated approach is aligned with the Action for Peacekeeping initiative of the Secretary-General and will establish a more mobile and robust presence to ensure a preventative and proactive approach to crises, maintain safe and secure areas to protect civilians and support the ongoing implementation of the Peace Agreement and the extension of State authority;

(b) Continue to prioritize the protection of civilians against threats of physical violence, including conflict-related sexual violence and grave violations of the rights of children, and integrated proactive strategies to prevent violence, making full use of the monitoring and early warning capacity of the Mission for a more preventive

approach to the protection of civilians. The Mission's increasingly dynamic, proactive and sequenced interventions by its force and police are aimed at ensuring that armed groups are not able to destabilize security gains and will support safe conditions for the facilitation of local elections. The integrated strategy for the protection of civilians will be underpinned by local-level dialogue, support for the political process and the deployment of effective and accountable State forces. The effective deployment of national defence and internal security forces, in line with human rights standards, will enable national authorities to assume greater responsibility for the security of the country and the protection of civilians. The Mission will also continue to support, in coordination with the African Union and other partners such as the European Union, the expanded operationalization of the special mixed security units. In coordination with the United Nations country team, the Mission will continue to work to build the capacity of national authorities for the protection of civilians and to minimize the risk of exacerbation of tensions within the community for the purpose of electoral, political or economic gain. In the light of the heightened risks following the installation of the Government and in preparation for local elections, the Mission will enhance its human rights monitoring and early warning in strategic locations, including through the increased use of joint protection teams, community alert networks, enhanced contingency planning and the provision of training to national defence and internal security forces on human rights, international humanitarian law, child protection and the prevention of sexual and gender-based violence;

(c) The Mission's expansive network of community liaison assistants and its support for improving the functionality of local protection mechanisms will enhance the involvement and responsibility of all protection and security actors, including local authorities, representatives of the community and civil society, as well as members of the national defence and internal security forces. In partnership with the United Nations country team, these local protection actors will be mobilized and empowered to jointly assess and identify risks to reduce community-based violence, strengthen community alert networks and threat assessments and become key stakeholders in awareness-raising and protection. These efforts will be reinforced through enhanced engagement and coordination with civilian components and humanitarian actors to prevent and deter violence and to support the newly elected Government in preserving territorial integrity and advancing reconciliation. To address risks related to the COVID-19 pandemic, the Mission will continue monitoring, reporting, awareness-raising and advocacy on human rights issues related to COVID-19, focusing on preventive measures for the protection of vulnerable groups and targeting groups in crowded facilities such as detention centres and internally displaced persons sites;

(d) Continue to monitor and report on, and seek to prevent and respond to, violations of international human rights law and international humanitarian law, including conflict-related sexual violence and grave violations of the rights of children by all perpetrators, while providing technical support to armed groups to roll out action plans to address grave violations of the rights of children and support national authorities in conducting professional investigations and prosecuting human rights violations. Furthermore, the Mission will continue to support the Government to build the necessary institutional and legal frameworks for the protection of civilians and the protection of human rights, including the full implementation of the national action plan on the prevention of hate speech and incitement to violence, in support of and in coordination with the High Council for Communication, the Committee on the Prevention of Genocide and the National Human Rights Commission;

(e) Continue to monitor, report on and mitigate public incidents related to the incitement of hatred, intolerance and violence to prevent threats of physical violence against civilians, including through the use of the Mission's proactive

communications strategy and outreach plans to fight hate speech, including those related to governance, elections, promoting reconciliation and social cohesion and informing public opinion on the local electoral process, the implementation of the Peace Agreement and developments relating to the extension of State authority;

(f) Work in close coordination with humanitarian actors to continue to facilitate the creation of a secure environment for the unhindered provision of humanitarian assistance and for the voluntary return, integration or resettlement of internally displaced persons and refugees. Support for humanitarian assistance will be critical as poverty, insecurity and vulnerabilities may be exacerbated owing to the impact of the COVID-19 pandemic.

53. With an authorized troop strength of 11,650 military personnel, including 169 military observers and 311 military staff officers, 1,680 formed police personnel, 400 United Nations police officers and 108 Government-provided corrections officers, MINUSCA will continue to deploy across geographical areas and lines of priority, with strategies and capacities appropriate to the local context, improving its flexibility and mobility to secure key electoral sites and consolidate security in areas where peace has been restored.

54. Noting the importance of extending State authority beyond Bangui to address the root causes of the crisis and provide security, including during the electoral period, MINUSCA will enhance its support for the national authorities to strengthen their capacities in the provision of security across the country, including for the criminal justice institutions. The Mission will maintain its number of permanent operating bases and integrated camps and continue to reduce the number of temporary operating bases, to create conditions for improved stabilization and to further support the increased deployment of national defence and internal security forces. The mobility and flexibility of the force will be enhanced, within the existing authorized troop strength, to ensure that the minimal level of security conditions is in place to protect civilians, including in the local electoral context. These enhanced capabilities will enable the Mission to improve situational awareness and the anticipation of security threats, and support the conduct of military operations and intelligence, surveillance and reconnaissance missions. In addition, the Mission will support the established technical security committees and elections security prefectural committees throughout the territory, where armed group representatives, national defence and internal security forces and local community leaders will monitor violations of the Peace Agreement, engage in political dialogue and address security challenges. The force will continue to concurrently perform routine patrols, establish static security positions to increase visibility and proactivity, facilitate short-term and long-term operations and facilitate joint patrols with national defence and internal security forces. The Mission, in cooperation with relevant partners, will also continue to support the special mixed security units in accordance with the Mission's mandate. A limited number of vetted or trained internal security force officers will engage in joint operations with MINUSCA that will include enhanced planning, technical assistance and limited logistical support. MINUSCA will support the monitoring of the special mixed security units for human rights violations, rules of engagement and adherence to codes of conduct. All support for the Armed Forces of the Central African Republic, internal security forces and special mixed security units will be carried out in accordance with the mandate of the Mission and the United Nations human rights due diligence policy.

55. The Mission will also enhance the critical role of the national defence and internal security forces to strengthen public order, the protection and promotion of human rights, and the rule of law by providing support, in coordination with other relevant actors, for the stabilization of the deployment of defence and security forces in priority areas. This will include support for the selection, recruitment, vetting and

training of the national defence and internal security forces through support for the implementation of the five-year training plan. In particular, United Nations police personnel, in collaboration with partners, will seek to provide support to reinforce the oversight of the internal security forces, through strengthened command and control structures and internal and external oversight mechanisms. Operational support provided to the internal security forces will enhance national capacity with regard to investigations, arrests and detentions, the administration of judicial evidence and transfer to the competent courts. Furthermore, the Mission will continue to implement an intelligence-led, people-centred and community-oriented policing approach that will include increased interactions with local communities to reassure them of their safety and promote security awareness. The strengthened capacity-building of the national internal security and defence forces will allow national authorities to more effectively and progressively prevent and respond to violence and reduce the capability of potential perpetrators to commit physical violence against civilians, while relying on their own institutions and assuming greater responsibility for the protection of civilians.

56. The Mission, through the Mine Action Service, will continue to provide technical expertise to the relevant national authorities for their capacity-building to address explosive hazard threats at the national level, taking into consideration residual threats from explosive hazards and protecting civilians. This capacity enhancement is in line with the eventual transfer of responsibility from the Mission to the relevant national authorities in line with its exit strategy. In response to the threat of explosive ordnance, including the emerging use of landmines by armed groups in country, the Mission will also support the evaluation and accreditation of members of its force's explosive ordnance disposal teams to enable them to carry out mine action activities in the Central African Republic.

Expected accomplishment

Indicators of achievement

1.1 Improved security environment and protection of civilians, including through the reduction of insecurity caused by seasonal transhumance, improved community protection mechanisms and an enhanced security situation in strategic areas of the Central African Republic

1.1.1 Decrease in the number of attacks and armed clashes between parties to the conflict (2019/20: 117; 2020/21: 60; 2021/22: 80)

1.1.2 Number of violations of the Political Agreement for Peace and Reconciliation in the Central African Republic (2019/20: not applicable; 2020/21: not applicable; 2021/22: 1,600)

1.1.3 Number of transhumance-related incidents (2019/20: not applicable; 2020/21: not applicable; 2021/22: 160)

Outputs

- 36 brainstorming, training and planning sessions to address protection concerns and issues, including freedom of movement, the return of internally displaced persons and refugees, a decrease in threats and violence and the return of State authorities and civil servants (involving 720 actors, including 215 women) to strengthen protection and coordination mechanisms of the Peace Agreement, improve upon concrete prevention and mitigation measures co-led by national security forces and improve the overall security environment
- 25 permanent operating bases, 4 permanent integrated camps and no more than 30 temporary operating bases operated and maintained in the context of the flexible and proactive posture of the Mission force

- 2,500 weekly patrols, in main population centres throughout the Central African Republic, to rapidly intervene and/or support the peace process, elections, national reconciliation, social cohesion and transitional justice at the national and local levels in order to reduce the threats posed by armed groups and limit their influence throughout the territory
- 360 weekly joint patrols with national defence and internal security forces in key population centres throughout the Central African Republic to support the extension of State authority and intervene for the protection of civilians, by reducing the threats posed by armed groups and limiting their influence and control of the territory
- 58 weekly joint patrols conducted with the special mixed security units to ensure freedom of movement and the protection of civilians in their areas of responsibility (transhumance corridors and mining sites)
- 60 short-term robust and mobile battalion-level operations and 8 longer-term operations to proactively deter action by armed groups against civilians in emerging hotspots, protect civilians from violence or harassment during the election period and decrease control by and the presence of armed groups
- 12 daily flight hours of unmanned aerial systems and 21 daily helicopter flight hours to improve situational awareness and the anticipation of security threats and to support the conduct of military operations and intelligence, surveillance and reconnaissance missions
- 120 projects for repairing roads, bridges, water wells and airfields by MINUSCA military engineering units and missions in partnership with the United Nations country team and humanitarian and government partners to facilitate the protection of civilians and the delivery and monitoring of humanitarian and early recovery assistance
- 52 weekly advisory and mentoring meetings with special mixed security units to provide technical advice, including but not limited to advice on the implementation of the Peace Agreement, in close coordination with other Mission components and external actors such as the Ministry of Defence, the African Union and the European Union
- 10 training sessions on the protection of civilians and human rights for staff of the Ministry of Justice and Human Rights to support the Government in building the necessary institutional and legal frameworks for the protection of civilians and the protection of human rights
- 15 training sessions on the protection of civilians, human rights and international humanitarian law for the national defence and internal security forces and local administrative officials to strengthen the capacity of State actors to contribute to a protective environment
- 15 training sessions on the protection of civilians and human rights for members of civil society and community focal points working on hate speech and the prevention of genocide and other atrocity crimes
- 10 joint protection missions of civil society, local human rights forums, early warning networks and national human rights institutions to support the full and effective operationalization of early warning mechanisms established at the national and regional levels
- 40 joint protection missions to the field to enhance early warning systems and the protection of civilians, and to assess current and possible threats against the physical integrity of civilians
- 200 weekly joint patrols with national defence and internal security forces and United Nations police personnel in key population centres throughout the Central African Republic to support the extension of State authority and intervene for the protection of civilians, by reducing the threats posed by armed groups and limiting their influence on and control of the territory
- 350 weekly patrols performed by the Bangui Joint Task Force and United Nations police personnel, in coordination with internal security forces, to provide patrolling 24 hours a day, 7 days a week to ensure freedom of movement and the protection of civilians

- 54 daily pre-planned formed police unit patrols and 6 daily operational backup patrols, both in and outside Bangui, to conduct security assessments, provide backup for crowd control and public order management and work with the local community and authorities to gather information
- 3,744 interactions conducted by United Nations police officers in localities, including districts and team sites, to reassure the local community of their safety and promote security awareness
- 1 year-long national communications campaign, targeting youth in particular, through radio, print, video, social media and outreach activities to garner support for the Mission and prevent intracommunal or intercommunal disputes
- 12 social mobilization activities to prevent conflict-related violence and sexual and gender-based violence
- 24 meetings with the national authorities to support the creation of a national mine action entity
- 52 technical assistance meetings, on a weekly basis, and support through technical advice for the evaluation and accreditation of MINUSCA explosive ordnance capacity to respond to explosive ordnance threats
- 24 risk-awareness sessions on explosive ordnance threats to MINUSCA civilian and uniformed personnel
- 52 risk education sessions on explosive ordnance threats to the civilian population through mine action NGOs

*Expected accomplishment**Indicators of achievement*

1.2 Improved protection and promotion of human rights in the Central African Republic, including through the strengthening of national and local capacity in this area, with a specific focus on women and children

1.2.1 Number of cases of violations of human rights and international humanitarian law, including grave violations of the rights of children and conflict-related sexual violence, that are brought to the attention of national authorities and armed groups and actions taken (2019/20: 1,426; 2020/21: 1,550; 2021/22: 500)

1.2.2 Action plans to prevent and end grave child rights violations are fully implemented by armed groups (2019/20: 3; 2020/21: 3; 2021/22: 3)

1.2.3 Children are released from armed forces and groups and handed over to care services (2019/20: 616; 2020/21: 1,500; 2021/22: 1,500)

1.2.4 Total number of internal security force personnel trained in human rights, the protection of civilians, the protection of children, the prevention of conflict-related violence and sexual and gender-based violence and civil-military relations (2019/20: 1,952; 2020/21: 4,000; 2021/22: 1,000)

1.2.5 Number of command orders issued by armed groups to prevent and end grave child rights violations (2019/20: 0; 2020/21: 3; 2021/22: 3)

1.2.6 Total number of individuals arbitrarily arrested and detained who are released by national authorities and armed groups following advocacy by MINUSCA (2019/20: not applicable; 2020/21: not applicable; 2021/22: 200)

Outputs

- 30 training sessions on child rights and child protection for 1,500 members of the national defence and internal security forces and corrections officers
- 26 meetings with the leadership of armed groups to advocate for the implementation of signed action plans
- 4 coordination meetings to monitor and evaluate progress made towards implementation of the action plans
- 30 awareness-raising sessions for armed groups on the 6 grave violations of the rights of children and the protection of children during armed conflict
- 10 training sessions for members of civil society and the United Nations system on the monitoring and verification of grave violations of the rights of children
- 30 awareness-raising sessions for civil society, community leaders, religious leaders, community alert networks and local authorities on concerns regarding child protection and their impact on children
- 1 national campaign to address grave violations of the rights of children
- 80 field missions to monitor and verify grave violations of the rights of children, including the association of children with armed groups
- 1 national workshop and 6 regional workshops (at the prefectural level) to address the prevention of the 6 grave violations of the rights of children within the framework of a national prevention plan
- 4 quarterly reports for the Security Council Working Group on Children and Armed Conflict and 1 annual report relating to the situation of children affected by armed conflict in the Central African Republic
- 1 campaign for the “Act to protect children affected by conflict” initiative, through radio, print, video, social media and outreach activities, for the protection of children against grave violation of their rights
- 15 special investigation missions to monitor and verify allegations of violations of international human rights and humanitarian law
- 120 regular monitoring field missions to monitor and verify allegations of violations of international human rights and humanitarian law
- 150 visits to detention facilities to monitor and investigate violations of international humanitarian law and violations and abuses of human rights
- 10 training sessions on human rights and detention for prison officials and members of the internal security forces
- 2 incident reports with a specific focus on the electoral context and conflict-related violations and abuses; and 4 quarterly reports and 12 monthly reports on the human rights situation in the country, including on conflict-related human rights violations and abuses, conflict-related sexual violence and children in armed conflict, advocating for both political and judicial accountability
- 4 quarterly reports on human rights violations committed by members of the national defence and internal security forces receiving support from the United Nations
- Technical and logistical support for 30 field visits of national human rights institutions, including 10 visits of the High Council for Communication to support the full implementation of the national action plan on hate speech to prevent the spread of violence, 10 visits of the National Committee on the Prevention of Genocide to support implementation of its preventive mandate against mass atrocities and 10 visits of the National Human Rights Commission to support implementation of its human rights promotion and protection mandate
- 10 public events by the Network of Non-Governmental Organizations for the Promotion and Protection of Human Rights in the Central African Republic to raise awareness of the promotion and protection of the rights of human rights defenders in line with the law on the protection of rights of human rights defenders

- 11 campaigns through local radio and outreach activities for the protection of human rights for the citizens of the Central African Republic, as well as to ensure the visibility of the Mission's work on the promotion of human rights
- 6 high-level meetings with the Government to advocate for the ratification of specific international human rights instruments
- 2 expert workshops and 8 working sessions on human rights mechanisms of the United Nations to reinforce the capacity of members of the interministerial committee in charge of drafting and validating Government reports to the United Nations human rights treaty bodies and updating relevant implementation plans
- 20 public events held in collaboration with civil society and national human rights institutions to support the establishment and operationalization of a national mechanism on the prevention of torture
- 20 pre- and 20 post-deployment training sessions on human rights and international humanitarian law, including conflict-related sexual violence and child protection, for national defence and internal security forces to support the integration of human rights in security sector reform
- 20 training sessions on human rights investigation, monitoring and reporting for members of human rights NGOs, civil society and/or journalists to support a human rights-based approach to their work
- 15 training sessions on human rights and international humanitarian law for national defence and internal security forces

External factors

The security environment and conduct of armed groups, the timely deployment of necessary personnel and the technical capacity of national authorities to assume increasing responsibility for the provision of security and the protection of civilians. Increased violence and protection concerns in the light of the electoral process, as well as destabilization of the Peace Agreement

Table 4

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

<i>Category</i>	<i>Total</i>
<i>I. Military observers</i>	
Approved 2020/21	169
Proposed 2021/22	169
Net change	–
<i>II. Military contingents</i>	
Approved 2020/21	11 437
Proposed 2021/22	11 437
Net change	–
<i>III. United Nations police</i>	
Approved 2020/21	400
Proposed 2021/22	400
Net change	–

IV. Formed police units

Approved 2020/21	1 680
Proposed 2021/22	1 680

Net change	–
-------------------	---

V. Government-provided personnel

Approved 2020/21	108
Proposed 2021/22	108

Net change	–
-------------------	---

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 2020/21	1	1	–	–	1	3	1	–	4
Proposed posts 2021/22	1	1	–	–	1	3	1	–	4
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2020/21	–	2	7	1	1	11	4	–	15
Proposed posts 2021/22	–	2	7	1	1	11	4	–	15
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2020/21									
Approved temporary positions 2020/21	–	–	3	4	–	7	–	–	7
Proposed temporary positions 2021/22	–	–	3	4	–	7	–	–	7
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2020/21	–	2	10	5	1	18	4	–	22
Proposed posts 2021/22	–	2	10	5	1	18	4	–	22
Net change	–	–	–	–	–	–	–	–	–
Human Rights Division									
Approved posts 2020/21	–	1	10	16	2	29	21	22	72
Proposed posts 2021/22	–	1	10	16	2	29	21	22	72
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2020/21	–	–	2	4	–	6	4	5	15
Proposed posts 2021/22	–	–	2	4	–	6	4	5	15
Net change	–	–	–	–	–	–	–	–	–
Total posts									
Approved posts 2020/21	1	4	19	21	4	49	30	27	106
Proposed posts 2021/22	1	4	19	21	4	49	30	27	106
Net change	–	–	–	–	–	–	–	–	–

Total positions									
Approved temporary positions ^b 2020/21	–	–	3	4	–	7	–	–	7
Proposed temporary positions 2021/22	–	–	3	4	–	7	–	–	7
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2020/21	1	4	22	25	4	56	30	27	113
Proposed posts 2021/22	1	4	22	25	4	56	30	27	113
Net change	–	–	–	–	–	–	–	–	–
Total, I–VI									
Approved posts 2020/21	1	4	22	25	4	56	30	27	13 907
Proposed posts 2021/22	1	4	22	25	4	56	30	27	13 907
Net change	–	–	–	–	–	–	–	–	–

^a Includes National Professional Officers and General Service staff.

^b Funded under general temporary assistance.

Component 2: support for political, peace and reconciliation processes

57. Supporting democratic governance and the implementation of the Peace Agreement and ensuring inclusive participation in its various monitoring and

implementation mechanisms will remain one of the primary strategic objectives of the Mission. MINUSCA will continue to reinforce its support for continuing inclusive peace and political processes, with priority placed on ensuring the continued viability and implementation of all provisions of the Peace Agreement and supporting the newly elected Government in establishing the political, security, legal and technical conditions essential to broadening political space in the context of the Peace Agreement, including for the facilitation of free, fair, credible and inclusive local elections. The Mission will enhance its good offices role and provide technical assistance for signatories to the Peace Agreement and partners to maintain engagement in the political process and ensure that signatories continue to adhere to their commitments under the Peace Agreement. This will be complemented by the efforts of the Mission to broaden the political process, including through support for good governance, the strengthening of inclusive local peace, dialogue and reconciliation processes and greater community engagement, including through strategic engagement with non-signatories to the Peace Agreement.

58. As included in the Peace Agreement, the Mission will also provide good offices and technical support for the dissolution and subsequent transformation of armed groups into political parties ahead of local elections. Coordination and convening of all stakeholders, good offices and engagement with the African Union, ECCAS and the Government will be strengthened to ensure that dialogue between the Government and leaders of the armed groups on the implementation of the Peace Agreement is more effective and coherent. To this end, the Mission will support increased field visits to representatives of armed groups, in coordination with the guarantors of the Peace Agreement, regional actors and international partners. The Mission will continue to provide technical expertise to the national authorities in its engagement with neighbouring countries and other regional partners to resolve issues of common and bilateral interest, to support local cross-border initiatives and to promote their continued and full support for the Peace Agreement. To advance the inclusivity of political processes and enhance sustainable peace, the Mission will continue to support the monitoring and implementation of the women and peace and security

commitments outlined in the Action for Peacekeeping initiative regarding the full, equal and meaningful participation of women in peace and political processes.

59. The Mission will continue to support the national and local-level monitoring mechanisms of the Peace Agreement, and to utilize strategic communications to support countrywide awareness-raising activities. The re-engagement of armed groups in the monitoring mechanisms, especially those that joined the *Coalition des patriotes pour le changement*, will be needed following the deterioration in the peace process during the election period. These mechanisms are important forums for maintaining and securing the political commitment of the signatories to the Peace Agreement, while also providing for structured and inclusive platforms to address challenges at the local and national levels. Progress towards reconciliation, social cohesion and inclusive peace and political processes at the local level will be addressed through strengthening the implementation of the Peace Agreement, while being sensitive to the current deteriorating peace situation, community-based electoral outreach and awareness-raising, as well as coordinated local peace initiatives. To support democratic governance and the facilitation of local elections, the Mission will work to politically stabilize and transform conflict-affected areas, by nurturing the shift from armed struggle to active political participation through the empowerment of local leaders (notably women and youth) within the framework of the implementation of the Peace Agreement and the operationalization of the law on decentralization, as well as to prevent armed groups from destabilizing the local elections. The prefectural committees for the implementation of the Peace Agreement and the technical security committees will be strongly linked to national and regional processes as part of mission-wide integrated efforts to prevent violence against civilians, strengthen social cohesion and build acceptance for the restoration of State authority, as well as support the return of refugees and internally displaced persons to their place of origin. Support for these committees will be mutually reinforcing and aligned with the Mission's wider efforts to extend State authority and enable the Government to strengthen the localized architecture for peace, which will include efforts to strengthen local peace committees and local peace compacts and raise the awareness and engagement of all stakeholders, including women, young people, civil society and religious leaders.

60. During the 2019/20 and 2020/21 periods, the Mission supported national authorities in the preparation and delivery of free and fair elections as mandated by the Security Council in its resolution [2499 \(2019\)](#). This included support for the national elections scheduled for December 2020, as well as preparation for local elections scheduled to take place in late 2021. During the 2021/22 period, the Mission will focus its support on providing good offices, technical assistance and operational, logistical and security support to the national authorities to prepare and facilitate the timely holding of free, fair, credible and inclusive local elections as mandated by the Constitution of the Central African Republic. Following the signing of the 2019 Peace Agreement, the first part of the law on territorial administration was adopted on 26 February 2020, thus providing the necessary legal framework for the organization and holding of local elections in 183 constituencies across seven regions of the Central African Republic. Local elections will be a key opportunity to enable wider decentralization, encourage greater political participation of Central Africans and support the Government in increasingly addressing issues of national identity and citizenship, which remain root causes of the conflict. If fully implemented, the planned decentralization process would contribute to preventing intercommunal tensions, improving wealth and power-sharing through more effective and inclusive governance of natural resources and strengthening State-building in favour of territorial integrity. MINUSCA will continue to provide support to the National Electoral Authority, the Constitutional Court and the High Council for Communication, which will require significant technical assistance and logistical and

operational support. The Mission's continued co-location of electoral staff in 17 electoral locations will remain critical, as will support for extensive civic education programmes to support an informed electorate and prevent the spread of misinformation. Furthermore, strategic communications will be enhanced to promote understanding of the electoral process and the impartial support function of MINUSCA, and to combat misinformation and hate speech.

61. The renewal, expansion and deployment across the territory of security sector actors represents a crucial step towards restoring State authority, as well as a foundation for sustainable peace and development in the Central African Republic. The Mission will continue to provide strategic advice, technical assistance and operational and programmatic support to the national authorities, including the National Security Sector Reform Adviser, the Ministry of the Interior and the Ministry of Defence, to conduct inclusive and gender-responsive security sector reforms within the framework of the national security policy and the national security sector reform strategy. Priority will be placed on supporting recruitment and the integration of ex-combatants into the national internal security and defence forces, including through supporting vetting and addressing issues around rank harmonization, within the framework of the human rights due diligence policy. The Mission will also work to strengthen the capacity of the legislature in its oversight responsibility, as democratic control is a condition for effective and accountable internal security and defence forces. Efforts will be made to support the Government in coordinating and mobilizing international assistance for security sector reform, implementing and operationalizing the national defence plan, providing capacity-building to operationalize the military justice system and enhancing the general inspectorate of the national defence and internal security forces.

62. The Mission will continue to provide support to advance disarmament, demobilization and reintegration activities in the framework of the Peace Agreement. In this regard, MINUSCA, along with the guarantors of the Peace Agreement, will support the Government in strengthening dialogue and communication with the armed groups to encourage those who have not yet participated in the disarmament, demobilization and reintegration programme to fulfil their commitments in accordance with the Peace Agreement. It is expected that the Mission will continue to support the continuation of the progressive implementation of disarmament and demobilization operations for an additional 2,000 ex-combatants throughout the country with the aim of achieving the dissolution of armed groups in accordance with the terms of the Peace Agreement and contributing to the reduction of risks posed by armed groups, supporting the extension of State authority and strengthening the rule of law. Efforts will be made to ensure that synergies exist for the integration of ex-combatants into the national defence and internal security forces, as well as those entering into the special mixed security units.

63. Community violence reduction programmes will continue to be implemented to complement the national disarmament, demobilization and reintegration process, as well as to foster community dialogue and stabilization efforts aimed at halting violence and creating conditions conducive to security improvement, community recovery and the protection of civilians. Community violence reduction programmes will be expanded to remote areas of recent violence, where armed groups are proliferating and where militia activity and intercommunal violence exist, with a focus on youth at risk of recruitment and women. MINUSCA will continue capitalizing on the importance of community violence reduction programmes as a stabilization tool that offers viable alternatives to violence in targeted communities and contributing to achieving a stronger impact in the restoration of peace and stability, which is rooted in the political process.

64. MINUSCA will continue to promote the implementation of best practices in weapons and ammunition management by the national defence and internal security forces through the provision of specialized training, the conduct of quality assurance, quality control, the close monitoring of weapons and ammunition management activities and the enhancement of storage facilities for the safe and secure management of weapons and ammunition. The Mission will also continue to support the implementation of the national action plan through the provision of technical assistance to the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons.

Expected accomplishment

Indicators of achievement

2.1 Progress towards the implementation of the Peace Agreement and adherence to its provisions, as well as compliance with democratic governance and inclusive political processes at the national and regional levels

2.1.1 Percentage of recommendations of the Executive Monitoring Committee implemented by signatories to the Peace Agreement (2019/20: not applicable; 2020/21: not applicable; 2021/22: 60 per cent)

2.1.2 Number of draft laws in relation to the Peace Agreement and other significant laws pertaining to the democratic and inclusive political process discussed (or enacted) by the National Assembly (2019/20: not applicable; 2020/21: not applicable; 2021/22: 4)

Outputs

- 6 meetings supported by the Mission and convened by the Government with guarantors and facilitators, demonstrating a continued engagement in implementation of the Peace Agreement
 - 10 meetings of the Executive Monitoring Committee and the national committee for the implementation of the Peace Agreement supported by the Mission
 - 12 meetings to support the Ministry of Foreign Affairs in the follow-up to the joint commission meetings held with Cameroon, Chad and the Congo and to facilitate the reactivation of the joint commissions with the Democratic Republic of the Congo and the Sudan
 - 12 meetings to provide technical support to follow up on the implementation of provisions and recommendations established by the joint commissions nationally and their subcommissions at the cross-border level
 - 6 advisory meetings with national and regional stakeholders to support the implementation of the Peace Agreement and 1 meeting of the International Support Group on the Central African Republic, in collaboration with partners, to support the implementation of the Peace Agreement
 - 4 field visits of the Government, along with the guarantors and facilitators, in support of implementation of the Peace Agreement by providing logistical and technical assistance, as well as good offices
 - 12 meetings of the national committee for the implementation of the Peace Agreement supported by MINUSCA, in order to coordinate the overall implementation of the Peace Agreement and resolve regional issues raised through prefectural committees for the implementation of the Peace Agreement
 - 15 field missions of members of parliament to their constituencies and 3 videoconferences between members of parliament and local authorities of their constituencies to discuss the Peace Agreement and the peaceful resolution of disputes
 - 6 meetings and 1 workshop with political parties to discuss the electoral process and raise awareness of the code of good conduct to prevent hate speech in line with the Peace Agreement
-

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.2 Progress towards reconciliation, social cohesion and inclusive peace and political processes at the local level through the implementation of the Peace Agreement, civic education around the electoral process and coordinated local peace initiatives	<p>2.2.1 Number of conflict mitigation initiatives completed in key areas of intercommunal tension (2019/20: 82; 2020/21: 28; 2021/22: 24)</p> <p>2.2.2 Number of community reconciliation programmes that contribute to peace and stability (2019/20: 8; 2020/21: 11; 2021/22: 17)</p> <p>2.2.3 Number of Peace Agreement follow-up mechanisms that are inclusive and meet on a consistent basis at the local level (2019/20: not applicable; 2020/21: 36; 2021/22: 36)</p> <p>2.2.4 Number of localized cross-border cooperation initiatives by local authorities aimed at addressing issues of common security and protection of civilians (2019/20: not applicable; 2020/21: not applicable; 2021/22: 4)</p> <p>2.2.5 Percentage of recommendations of the prefectural committees for the implementation of the Peace Agreement that have been implemented by the Government (2019/20: not applicable; 2020/21: not applicable; 2021/22: 60 per cent)</p>

Outputs

- 68 meetings and outreach sessions with the National Electoral Authority, with the support of MINUSCA field offices, to support local-level stakeholders (local administrations, political parties, candidates, civil society, women, youth and persons with disabilities) and inform them about local electoral processes
- 6 local mediations or dialogue initiatives for 200 participants in hotspots outside of Bangui, conducted jointly with the monitoring and implementation mechanisms of the Peace Agreement, to de-escalate violence and foster reconciliation processes between the armed groups in conflict with each other, as well as with other stakeholders aligned with them
- 150 prefecture-level meetings with local authorities, national defence and internal security forces and armed groups, within the framework of the Peace Agreement or in a complementary manner, to discuss reduction of violence and implementation of the Peace Agreement
- 6 videoconferences between the national committee for the implementation of the Peace Agreement, the technical secretariat of the Executive Monitoring Committee and prefects in 17 prefectures to discuss implementation of the Peace Agreement at the local level
- 14 meetings with and the provision of good offices at the national and local levels to signatory armed groups to discuss their transformation into political parties as part of the Peace Agreement, as well as the facilitation of 2 capacity-building workshops
- 12 cross-border meetings with local authorities to support 4 cross-border initiatives by local authorities aimed at addressing localized security, the protection of civilians and other cross-border issues connected to transhumance, trafficking in small weapons and the activism of armed elements, with a view to the normalization of bilateral relations with neighbouring countries
- 24 meetings with local authorities, local community leaders and representatives of marginalized and stigmatized communities to support their integration throughout an integrated strategy within the framework of the anti-discrimination provisions of the Peace Agreement

- 30 workshops for 100 participants to prevent hate speech and support social cohesion in line with the provisions of the Peace Agreement
- 30 workshops for 25 participants to foster political education and support youth and women in becoming future local and/or national political leaders
- 68 workshops (4 per regional electoral office) led by the local branches of the National Electoral Authority with technical and operational support from MINUSCA, on voter and civic education to prepare local populations for local elections and to mainstream the participation of women in the electoral and political processes
- 12 working sessions on the provision of technical assistance to the High Council for Communication and civil society to strengthen national capacity to prevent and respond to public incitement to violence and hate speech
- 12 workshops for 720 beneficiaries in 12 field offices to facilitate and reinforce the 11 current intercommunity dialogue and mediation processes and support local peace and reconciliation and prefectural committees for the implementation of the Peace Agreement, civil society actors and local authorities, in partnership with the Ministry of Humanitarian Action and National Reconciliation, national organizations, United Nations agencies and bilateral partners
- 12 initiatives or programmes designed and implemented through technical assistance provided to local authorities to mitigate intercommunity violence, including those related to transhumance, preparing the conditions for a peaceful return of internally displaced persons and refugees, and supporting a peaceful local electoral process
- 5 new local peace processes supported for 500 beneficiaries and community reconciliation actors to prevent conflicts, facilitate peaceful coexistence and local mechanisms for conflict prevention and resolution, mitigate violence and contribute to stabilization
- 10 awareness-raising sessions for members of local and/or national peace committees, including the technical security committee and prefectural committees for the implementation of the Peace Agreement, on the inclusion of children's concerns and their protection in peace initiatives
- 15 training sessions on protecting human rights in the electoral context for national defence and internal security forces
- 1 year-long strategic communications campaign targeting political actors, civil society organizations, organized segments of vulnerable groups, the media and the general population to promote support for and ownership of the Political Agreement and participation in the elections

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.3 National institutions (National Electoral Authority, Constitutional Court, Strategic Committee on Elections and High Council for Communication) conduct a free, fair, credible and inclusive local electoral process, including by making progress on the effective settlement of electoral disputes	<p>2.3.1 Percentage of National Electoral Authority operational plans and budgets for local elections that are aligned to legal texts, adopted and available with operational readiness (2019/20: not applicable; 2020/21: not applicable; 2021/22: 100 per cent)</p> <p>2.3.2 Number of polling stations where local elections are held in accordance with the mapping exercise conducted by the National Electoral Authority (2019/20: not applicable; 2020/21: not applicable; 2021/22: 5,000)</p> <p>2.3.3 Percentage of electoral candidacy disputes that are addressed by magistrates (2019/20: not applicable; 2020/21: not applicable; 2021/22: 100 per cent)</p>

2.3.4 Percentage of women candidates for local elections, as well as the percentage of women elected at the local level (2019/20: not applicable; 2020/21: not applicable, 2021/22: 35 per cent)

Outputs

- 12 meetings of the strategic committee on elections to encourage objective debate on electoral matters and resolve electoral challenges and disputes for the facilitation of local elections
- 6 meetings of the *Cadre de concertation* to promote dialogue and consensus among electoral stakeholders in Bangui, resolve electoral disputes and address challenges to the facilitation of local elections
- 12 monthly meetings with national authorities to monitor and implement the required legal framework on decentralization
- 1 capacity-building session with magistrates for the treatment of elections-specific appeals
- 18 outreach sessions (1 per regional electoral office and 1 at the national level in Bangui) to raise awareness among and assist national stakeholders, including Government officials, political parties and civil society, on affirmative action conducive to the increased political participation and elected representation of women at both the local and national levels
- 1 national seminar to evaluate the 2020–2022 electoral process, with publication of 1 official review
- 12 meetings of the strategic committee on elections, addressing key issues around citizenship, identity and inclusion in the electoral process
- 12 meetings via videoconference between the Minister of Territorial Administration, Decentralization and Local Development and prefects/local authorities to discuss electoral updates and processes
- 6 meetings of the *Cadre de concertation* to encourage open political debate and the finding of consensus among the National Electoral Authority, government institutions, political parties and civil society

Expected accomplishment

Indicators of achievement

2.4 Progress towards the implementation of the national security policy and the national security sector reform strategy, including sectoral plans

2.4.1 Progress in the implementation of the national strategy and sectoral plans (2019/20: 4 plans; 2020/21: 1 normative framework of a sectoral plan; 2021/22: revision of the national security policy and 2 sectoral plans)

2.4.2 Number of vetted personnel of national defence and internal security forces, including ex-combatants (2019/20: 1,000; 2020/21: 1,000; 2021/22: 1,000 internal security force personnel and 1,300 national defence personnel)

Outputs

- 20 vetting exercises, including on grave violations of child rights, conducted for the purpose of supporting the integration of armed groups into the national defence and internal security forces, as well as supporting recruitment into the national defence and internal security forces
- 4 meetings of the international security sector reform coordination working group
- 2 meetings of the national committees coordinating international assistance in support of the national defence and internal security forces

- 1 workshop organized to support national security sector efforts related to the implementation of validated sectoral plans, including strategic support for gender mainstreaming across the implementation of activities, to support the implementation of the national security sector reform strategy
- 6 coordination meetings and 1 workshop to assist national security sector reform actors in improving internal and external oversight mechanisms related to governance and the democratic control of the security sector, including the military justice system and inspectorates
- 6 coordination meetings supporting the integration steering committee in providing strategic and technical advice with respect to the implementation of the 10 per cent integration quotas for eligible elements of armed groups
- 4 working sessions with national and international stakeholders on strategic and technical support, with the aim of mainstreaming gender across the security sector in the Central African Republic
- 2 workshops aimed at supporting national counterparts in building national capacity on vetting, developing a national mechanism on vetting and creating a follow-up and monitoring framework for defence and security force deployed personnel
- 30 meetings with international and national stakeholders to coordinate and assist in the 2021 nationwide recruitment process for national defence and internal security force members, including strategic support for gender mainstreaming
- 3 joint assessment field missions in the defence zones (west, east and south) to support national partners in evaluating the effectiveness and sustainability of the deployments of the national defence and internal security forces, as well as the garrison process
- 10 meetings with international and national stakeholders related to the implementation of the Government's infrastructure master plan, on resource mobilization, the mobilization of materials, specialized training sessions and the acquisition of land titles, as outlined in the national defence plan for the establishment of garrison lots
- 5 working sessions and 1 workshop with key national and international stakeholders to support the implementation of the cross-sectoral border management strategy and a new mining security framework
- 85 workshops for 2,100 internal security force personnel, including 500 female personnel, to provide technical advice and guidance on key policing activities with gender perspectives, including public order and public security
- 1 community mobilization campaign and media activities, including the engagement and capacity-building of national partners to increase their understanding of and support for the security sector reform process, as well as the redeployment of the national defence and internal security forces
- 150 quality assurance and quality control inspection visits and enhancement of 20 weapons and ammunition storage facilities
- Monthly weapons and ammunition management training sessions for the national defence and internal security forces

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.5 Progress towards the implementation of a national community violence reduction strategy and disarmament, demobilization and reintegration	<p>2.5.1 Number of new members of armed groups sustainably disarmed, demobilized and reintegrated into their communities (2019/20: 1,318; 2020/21: 2,000; 2021/22: 2,000)</p> <p>2.5.2 Number of new direct beneficiaries associated with armed groups and community members participating in the community violence reduction programme (2019/20: 4,014; 2020/21: 3,500; 2021/22: 3,500 (30 per cent women))</p> <p>2.5.3 Decrease in the percentage of security incidents in communities where community violence reduction programmes are implemented, based on data recorded in the Situational Awareness Geospatial Enterprise (2019/20: 23 per cent; 2020/21: 30 per cent; 2021/22: 30 per cent)</p>
<i>Outputs</i>	
<ul style="list-style-type: none"> • 12 disarmament and demobilization operations for eligible armed group elements in various locations throughout the country • 1 national community mobilization campaign and 6 regional public media events to increase understanding of, support for and ownership among concerned communities for disarmament, demobilization and reintegration and community violence reduction programmes • 2,000 combatants receive disarmament, demobilization and reinsertion support, contributing to the stabilization process in the Central African Republic within the framework and in line with the relevant provisions of the Peace Agreement • Monthly meetings with the technical committee on the integration of eligible elements of armed groups into national defence and internal security forces, on synchronization between the implementation of the disarmament, demobilization, reintegration and repatriation of ex-combatants, the establishment of special mixed security units and the integration of eligible elements from armed groups into national defence and internal security forces in accordance to the provisions of the Peace Agreement • Support for 3,500 community members (30 per cent of them women), including youth prone to violence and elements associated with armed groups, to participate in community violence reduction activities to prevent their recruitment into illegal armed activities and mitigate tensions, particularly in communities subject to intercommunal violence • 12 missions to raise awareness among armed groups of the participation of children in the national disarmament, demobilization and reintegration process for children and to check for the presence of children, in order to ensure their immediate release and incorporation into the national programme 	
<i>External factors</i>	
<p>The willingness of armed groups to engage in the national disarmament, demobilization and reintegration process, comply with the national programme eligibility criteria and respect the commitments they made by signing the Peace Agreement.</p>	

Table 5

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

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Political Affairs Division									
Approved posts 2020/21	–	2	12	17	2	33	3	14	50
Proposed posts 2021/22	–	2	12	17	2	33	3	14	50
Net change	–	–	–	–	–	–	–	–	–
Disarmament, Demobilization and Reintegration Section									
Approved posts 2020/21	–	1	5	8	2	16	5	8	29
Proposed posts 2021/22	–	1	5	8	2	16	5	8	29
Net change	–	–	–	–	–	–	–	–	–
Security Sector Reform Service									
Approved posts 2020/21	–	1	3	2	1	7	2	2	11
Proposed posts 2021/22	–	1	3	2	1	7	2	2	11
Net change	–	–	–	–	–	–	–	–	–
Electoral Affairs Service									
Approved temporary positions ^b 2020/21	–	1	6	22	1	30	1	37	68
Proposed temporary positions 2021/22	–	1	6	22	1	30	1	37	68
Net change	–	–	–	–	–	–	–	–	–
Total positions									
Approved temporary positions ^b 2020/21	–	1	6	22	1	30	1	37	68
Proposed temporary positions 2021/22	–	1	6	22	1	30	1	37	68
Net change	–	–	–	–	–	–	–	–	–
Total posts									
Approved posts 2020/21	–	4	20	27	5	56	10	24	90
Proposed posts 2021/22	–	4	20	27	5	56	10	24	90
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2020/21	–	5	26	49	6	86	11	61	158
Proposed posts 2021/22	–	5	26	49	6	86	11	61	158
Net change	–	–	–	–	–	–	–	–	–

^a Includes National Professional Officers and General Service staff.^b Funded under general temporary assistance.**Political Affairs Division**

65. The approved staffing establishment of the Political Affairs Division comprises 50 posts and positions (1 D-2, 1 D-1, 6 P-5, 6 P-4, 15 P-3, 2 P-2, 2 Field Service, 3 national General Service and 14 United Nations volunteers). The Division reports to the Deputy Special Representative of the Secretary-General (Political) and is

responsible for the implementation of the political aspects of the Mission's mandate, including political analysis, providing support for the Mission's good offices role, undertaking outreach and partnership activities and leading the drafting reports of the Secretary-General to the Security Council and other political documents. The Division leads the implementation of the Mission's mandate with respect to supporting the peace process, including through the provision of political, technical and operational support for the implementation of the Peace Agreement, and actively supports national authorities in the creation of the conditions conducive to the full implementation of the Agreement.

66. At the current stage of the political process, the Mission is increasingly shifting the focus of the implementation of its political mandate towards restoring and strengthening progress with regard to the Peace Agreement, which has been compromised by attacks by armed groups during the election period, providing support to national authorities for the preparation and delivery of free and fair local elections and promoting national reconciliation and social cohesion. The functions of the Political Affairs Division have been augmented to support the Head of Mission in shaping political messaging and to ensure that the Mission coordinates informed cross-cutting political solutions to further its support for the political process.

67. In this context, it is proposed that the Political Affairs Division report directly to the Office of the Special Representative of the Secretary-General. The Division will continue to support the Deputy Special Representative of the Secretary-General (Political) on political matters as needed. The change in the reporting line will enable the Special Representative to expand the Mission's focus on supporting durable political solutions to the conflict, with an emphasis on supporting the Government in sustainably reducing the threat from armed groups. This will ensure both continued support for democratic institutions and preparation for the Mission's exit strategy. The change in the reporting line will also allow the Head of Mission to better leverage the expertise of the Political Affairs Division to coordinate his good offices to the Government of Central African Republic and other political actors. While the change in reporting line will strengthen support for the Head of Mission, the Division will continue to deliver on the objectives of the component, namely support for political, peace and reconciliation processes.

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

68. The Mission, in close cooperation with the United Nations country team, will continue to support the Government in strengthening national judicial mechanisms and assist in the establishment of additional structures that address national reconciliation and the fight against impunity, support the ongoing implementation of the national strategy for the restoration and extension of State authority in complementarity with implementation of the Peace Agreement and promote the rule of law, the fight against impunity and social cohesion. MINUSCA will coordinate with the United Nations specialized agencies, funds and programmes and other technical and financial partners, as articulated in the National Recovery and Peacebuilding Plan and the United Nations Peacebuilding and Development Assistance Framework. In this context, the Mission will continue to focus on immediate, short- and medium-term priorities in areas where security has been or needs to be restored to support the extension of State authority and the provision of rule of law and security services across the country, in coordination with the United Nations country team.

69. The Mission will continue to strengthen support for the implementation of the national strategy for the restoration and extension of State authority through ongoing assistance to the coordination committee for the implementation of the national

strategy and other partners to extend the deployment of local authorities, including prefects, sub-prefects, mayors and other civil servants, as well as judicial and penitentiary actors and internal security forces. Support for the Government to extend its State authority will be facilitated in concert with political and security interventions so that armed groups are less able to impose themselves as the de facto State authority, while also ensuring that the minimum conditions are in place for the facilitation of peaceful, free, fair, credible and inclusive local elections. MINUSCA will continue to support the Government in reinforcing coordination between the sectorial ministries and the secretariat of the National Recovery and Peacebuilding Plan, with the aim of further improving communication and implementation of programmes that deliver concrete peace dividends to the population.

70. The Mission will continue to support the demilitarization of the penitentiary system by strengthening prison infrastructure and building an effective and inclusive civilian penitentiary service with strong operational capacity; both are essential to ensure that the Central African prison service is able to effectively detain high-profile detainees without compromising a human-rights based and competent management system which meets international standards. The Mission will also continue to assist in the coordination and mobilization of increased bilateral and multilateral support for justice and corrections institutions, including the Special Criminal Court, to enable the criminal justice system to function effectively and to be increasingly independent and accountable. Furthermore, the Mission will assist the Ministry of Justice in implementing the justice sector reform policy, a five-year strategic and operational framework through which all justice sector reforms will be planned and implemented. The Mission will also support the sustained and increased deployment of magistrates, registrars and civilian prison personnel outside of Bangui. The elections in 2020 and 2021 will result in the partial replacement of members of the High Court of Justice. Due to the importance of the Court's role in prosecuting members of the Government for offences committed during their mandates, the Mission will support awareness-raising and capacity-building of the members of the Court as part of the strategy to fight impunity at all levels.

71. The Mission will continue to support the Government in the fight against impunity and its efforts to bring perpetrators of grave violations of international humanitarian and human rights law, including crimes against peacekeepers, to justice, while ensuring that victims and witnesses of prolonged violence may enjoy their rights to justice, truth, reparations and guarantees of non-repetition and are supported, and that their grievances are addressed. The Mission's comprehensive approach will include support for strengthening the independence of the judiciary and the functioning of the national justice system and the Special Criminal Court, to address serious crimes committed during the crisis, as well as violations of the Peace Agreement. In cooperation with international partners, MINUSCA will focus on providing support to the Special Criminal Court, with an emphasis on supporting the Special Prosecutor and the investigating judges in accelerating the implementation of the Court's investigation and prosecution strategy. The Mission will further continue to support the operationalization of the Court through reinforcement of the Registry, the full operationalization of its Chambers and the special body of lawyers to enable the Court to hold its first trial in 2021 in accordance with international standards. In parallel, close cooperation with other national courts will be enhanced to strengthen the justice system across the country and ensure complementarity in the investigation and prosecution of cases.

72. To support basic law and order and the fight against impunity in areas where the internal security forces are not present or operational, the Mission will continue to implement urgent temporary measures to arrest and/or support the arrest of those responsible for inciting violence and obstructing adherence to the Peace Agreement,

as well as those responsible for serious crimes against the civilian population and international actors. In addition, MINUSCA, in cooperation with partners, will support the Government in the development of broader transitional justice mechanisms, with concerted efforts made to ensure that these mechanisms uphold international standards for human rights and address gender-based violence, as well as victim and witness protection issues. In line with the Government's commitment under the Peace Agreement, the Mission will continue to support the Truth, Justice, Reconciliation and Reparation Commission, including by supporting the implementation of the recommendations of the inclusive commission. Coordinated and coherent efforts will ensure that all justice mechanisms contribute to the call for justice of Central African people and are aligned with the Peace Agreement and the broader political and reconciliation process.

Expected accomplishment	Indicators of achievement
3.1 Progress towards the extension of State authority and the rule of law in the Central African Republic	<p>3.1.1 Number of newly trained local authorities, traditional chiefs and civil servants (2019/20: 5,041; 2020/21: 800; 2021/22: 1,000)</p> <p>3.1.2 Number of new targeted operations executed by the national police and gendarmerie with MINUSCA support (2019/20: 21; 2020/21: 20; 2021/22: 20)</p> <p>3.1.3 Number of national defence personnel deployed (2019/20: not applicable; 2020/21: not applicable; 2021/22: 2,000)</p> <p>3.1.4 Number of internal security force personnel deployed (2019/20: not applicable; 2020/21: not applicable; 2021/22: 1,700)</p>

Outputs

- 16 training and coaching sessions across the 16 prefectures on the restoration of State authority for 400 participants to assess, ensure the continuity of and strengthen the quality of administrative and governance services delivered by territorial administrations deployed and to pave the way for the implementation of local stabilization and development plans led by the United Nations country team and bilateral partners
- 12 workshops and training sessions to strengthen the capacities of 660 local authorities to better respond to local governance, social, economic and basic local development needs, as well as to contribute to the organization of local elections, in coordination with communities themselves, local authorities, NGOs and the United Nations country team
- Monthly meetings with the *Cadre de concertation* of the *Unité mixte d'intervention rapide et répression de violences sexuelles faites aux femmes et aux enfants* to promote and monitor rapid intervention, community outreach, the reception and referral of victims, the recording and investigation of conflict-related sexual violence and the preparation of case files for prosecution, as well as support for follow-up to the files in the chain of justice and advocacy for suspected perpetrators to be tried in court
- 12 training workshops for 300 judicial police officers, including 50 women, and day-to-day monitoring, mentoring and advising in criminal investigations and crime scene management, including awareness-raising activities for crime scene first-responders
- 20 joint targeted operations by internal security forces, with MINUSCA support, aimed at arresting alleged perpetrators of serious crimes, including heads or senior leaders of armed groups, and regular profiling of emblematic cases and gross human rights violations in support of investigative efforts for domestic and international proceedings

- Rehabilitation of 10 police stations or gendarmerie brigades
- 12 meetings with national authorities, including United Nations co-location with mining police, to support the implementation of the national strategy to address illegal taxation and the illicit exploitation of natural resources
- 10 training workshops on community-oriented policing approaches and techniques involving 30 internal security force participants from the territorial commissariats and brigades
- 10 training sessions on human rights and detention for prison officials and internal security forces in collaboration with penitentiary officials

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.2 Progress towards the implementation of the national justice sector policy and prison demilitarization	<p>3.2.1 Number of judicial actors (magistrates and registrars) deployed outside Bangui (2019/20: 53; 2020/21: 100; 2021/22: 100)</p> <p>3.2.2 Annual number of criminal sessions held by the three courts of appeals (2019/20: 3; 2020/21: 5; 2021/22: 6)</p> <p>3.2.3 Number of prosecutions completed involving serious crimes (2019/20: 46; 2020/21: 100; 2021/22: 120)</p> <p>3.2.4 Number of national civilian prison officers recruited, vetted and trained (2019/20: 136; 2020/21: 336; 2021/22: 436)</p> <p>3.2.5 Average number of serious prison incidents (mutinies, mass escapes, riots, attacks on prison) directly threatening prison operations and public safety, per 100 detainees held, throughout the year (2019/20: 1.25; 2020/21: 5; 2021/22: 4.5)</p> <p>3.2.6 Number of civilian penitentiary personnel that are present throughout the country (2019/20: not applicable; 2020/21: not applicable; 2021/22: 285)</p> <p>3.2.7 Total number of courts functioning in jurisdictions outside of Bangui (2019/20: not applicable; 2020/21: not applicable; 2021/22: 20)</p> <p>3.2.8 Percentage of implementation of the justice sector policy (2019/20: not applicable; 2020/21: not applicable; 2021/22: 50 per cent)</p> <p>3.2.9 Number of new laws or decrees adopted and implemented in the framework of the implementation of the justice sector strategy (2019/20: not applicable; 2020/21: not applicable; 2021/22: 5)</p> <p>3.2.10 Number of legal reforms towards greater independence of the judiciary successfully passed (2019/20: not applicable; 2020/21: not applicable; 2021/22: 2)</p>

Outputs

- 2 courts rehabilitated and 4 courts equipped
- Weekly meetings with the Ministry of Justice, judicial inspection services, the committee coordinating the training of judicial actors and/or other relevant national authorities to plan and coordinate the physical redeployment of justice and rule of law actors in the regions outside of Bangui
- Monthly meetings with the justice sector policy reform coordination cell and its six thematic groups to plan and implement the steps of the justice sector policy, including the effective implementation of the Code of Ethics of Magistrates
- Weekly meetings with two thematic groups of the justice sector policy reform to plan and support the implementation of the action plan for the justice sector, including the effective implementation of the Code of Ethics of Magistrates
- Weekly meetings with the Ministry of Justice and relevant judicial authorities to provide logistical and technical support to the courts of appeal for the organization of criminal sessions (2 in Bangui, 2 in Bouar and 2 in Bambari), including support for the effective investigation and prosecution of cases involving crimes against peacekeepers
- 1 three-day capacity-building training session for 25 bailiffs and provision of equipment to the bailiffs' office to increase access to justice and the effective implementation of judicial decisions
- 6 two-day capacity-building sessions for 150 informal justice actors to increase respect for rights in the framework of informal justice mechanisms
- 1 two-day workshop for 60 judicial actors (magistrates and lawyers) on best practices in the fight against corruption in the justice sector
- 1 new legal aid clinic in Bria to increase access to justice in the region
- 1 three-day training session for 30 magistrates on juvenile justice to build the capacity of judicial personnel on the judicial reform brought about by the adoption of the Child Protection Code; 1 three-day training session for 30 magistrates on investigation techniques and evidence management; 1 three-day training session for 30 magistrates (prosecutors and investigating judges) of the courts of first instance of Bangui, Bimbo and Bouar on the effective investigation and prosecution of cases of sexual violence, including conflict-related sexual violence; and 1 two-day training session for 30 magistrates on case investigation and pretrial detention management
- 1 open house day at the High Court of Justice to raise awareness about its role and functioning for the benefit of 100 participants
- 6 criminal court sessions in the three courts of appeal (Bangui, Bouar and Bambari) to facilitate the appearance of victims and witnesses and strengthen respect for due process rights
- 8 courts and judicial authorities supported with law libraries and law books to strengthen the effective delivery of justice services
- Quarterly meetings with the Ministry of Justice and relevant judicial actors to support the set-up of victim and witness protection mechanisms before ordinary courts
- 3 one-day workshops for the validation of justice reforms developed in the framework of the action plan for the implementation of the national justice sector strategy for a total of 60 participants
- 6 two-day mobile court sessions (2 sessions within the district of each of the three courts of appeal) to support the delivery of judicial services for the benefit of 600 internally displaced persons

- 9 one-day workshops in internally displaced persons sites (three events within the district of each of the three courts of appeal), in coordination with the United Nations Development Programme (UNDP), to increase rights awareness and access to justice for 4,500 internally displaced persons
- Weekly advisory meetings with penitentiary authorities and technical support for the *Ecole nationale d'administration et de magistrature* during the training of 151 additional civilian prison personnel, as well as the evaluation of the practical training of 149 prison officer trainees, as part of the demilitarization of the prison system
- 4 prisons (Sibut, Bambari, Mbaiki, Kaga Bandoro) upgraded and improved through rehabilitation and equipment projects
- Daily mentoring and advising for 285 civilian prison personnel in 13 prisons, as well as at prison headquarters; and robust mentoring and advising for 45 civilian prison personnel 24 hours a day, 7 days a week at Ngaragba central prison, its annex at Camp de Roux and the Bambari prison through the co-location of MINUSCA corrections personnel
- 300 civilian prison personnel recruited and deployed
- Quarterly meetings of the steering committee on prison demilitarization and on-the-job training of prison administration officials, and collaboration with the United Nations Institute for Training and Research to develop an implementation plan for a prisoner classification system and implementation of at least 2 activities of the plan
- 5 social reintegration programmes for women and young adults, including a focus on awareness-raising among the home communities of prisoners, implemented
- 1 six-day training of trainers on prison intervention techniques for 6 national civilian prison personnel, 1 five-day basic training on prison security and intervention techniques for 151 civilian prison personnel, 1 15-day specialized rapid intervention training for 36 civilian prison personnel deployed in the regions and 2 simulation exercises on riot and incident control in Bangui prisons
- Quarterly and monthly strategic communication activities through print and broadcast outlets to improve the understanding of Central Africans of their rights and legal processes and to raise awareness among the population of the efforts made by MINUSCA and the national institutions towards the improved functioning of judicial and penitentiary institutions
- 30 child protection visits to police/gendarmerie and judicial detention facilities to monitor the presence of children detained in relation to their association with armed groups and advocate for their release
- 5 workshops for 50 judicial actors on contents of Child Protection Code and the development and dissemination of materials in that regard, to build capacity

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.3 Strengthened transitional justice mechanisms, including the Special Criminal Court, and improved capacity to fight impunity	<p>3.3.1 Number of transitional justice mechanisms, in addition to the Special Criminal Court, that are operational and comply with international standards for human rights (2019/20: 3; 2020/21: 2; 2021/22: 4)</p> <p>3.3.2 Number of early-stage investigations completed by the Special Prosecutor of the Special Criminal Court and handed over to the investigating judges (2019/20: 7; 2020/21: 7; 2021/22: 10)</p> <p>3.3.3 Number of magistrates and registrars employed by the Special Criminal Court (2019/20: 15; 2020/21: 29; 2021/22: 27)</p>

3.3.4 Number of cases of conflict-related sexual violence that are investigated by courts (2019/20: 3; 2020/21: 10; 2021/22: 20)

Outputs

- 1 national-level workshop to address child participation in the Truth, Justice, Reconciliation and Reparation Commission
- 2 training sessions on child protection concerns for 50 judicial actors
- 20 investigation missions of staff of the Truth, Justice, Reconciliation and Reparation Commission to gather information on serious human rights violations based on recommendations of the inclusive commission
- 20 information and field missions of commissioners of the Truth, Justice, Reconciliation and Reparation Commission
- 2 expert workshops to support victims with access to the Truth, Justice, Reconciliation and Reparation Commission
- 2 expert workshops to advocate and support the full implementation of the national strategy on the protection of witnesses and victims
- 4 training sessions for magistrates of the Special Criminal Court on international criminal law and victim and witness protection, and 4 workshops for judicial authorities of national courts and the Special Criminal Court on the use of information on violations of human rights and international humanitarian law gathered by MINUSCA
- 4 briefing sessions on the human rights due diligence policy mechanism and implementation for Mission components and United Nations entities providing support to the defence and security forces, 4 briefing sessions for national defence and internal security forces and 4 briefing sessions for national human rights institutions and members of civil society organizations
- 100 individual risk assessments of requests for support from the United Nations, as well as from United Nations specialized agencies, funds and programmes, with recommendations submitted to the human rights due diligence task force
- 12 public events of the national coordinating committee of victims' associations and the civil society working group on transitional justice to promote the post-mapping report and raise awareness of the implementation of its recommendations
- 1 two-day workshop for 30 magistrates, from both the Special Criminal Court and ordinary courts (prosecutors, investigative judges and court presidents), to set up a cooperation and communication network between the Special Criminal Court and ordinary courts
- Weekly advisory and mentoring meetings with the Office of the Special Prosecutor and technical and logistical support for the implementation of the investigation and prosecution strategy of the Special Criminal Court, including support for 10 investigative missions by the Court outside of Bangui
- 3 court information management procedural manuals and 1 information management database developed
- Weekly advisory meetings with members of the *Corps spécial d'avocats* to bolster the legal aid system of the Special Criminal Court; and rehabilitation of and equipment for 1 room for the *Corps*
- Monthly meetings with the Court's president to provide assistance in setting up the Court's governance, reporting and audit mechanisms through the establishment of an external audit service, the optimization of the existing steering committee and the issuance of half-year reports on the functioning of the Court
- Monthly meetings with the Ministry of Justice to advocate for the deployment of an international deputy chief registrar

External factors

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

Table 6

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

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Justice and Corrections Section									
Approved posts 2020/21	–	1	15	14	1	31	18	5	54
Proposed posts 2021/22	–	1	15	14	1	31	18	5	54
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved posts 2020/21	–	1	7	8	2	18	92	8	118
Proposed posts 2021/22	–	1	7	8	2	18	92	8	118
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2020/21	–	2	22	22	3	49	110	13	172
Proposed posts 2021/22	–	2	22	22	3	49	110	13	172
Net change	–	–	–	–	–	–	–	–	–

^a Includes National Professional Officers and General Service staff.

Component 4: support

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

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
4.1 Rapid, effective, efficient and responsible support services for the Mission	<p>4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, and medical and casualty evacuation) (2019/20: 60 per cent; 2020/21: ≥ 90 per cent; 2021/22: ≥ 90 per cent)</p> <p>4.1.2 Average annual percentage of authorized international posts vacant (2019/20: 12.7 per cent; 2020/21: 13 per cent ± 1 per cent; 2021/22: 13 per cent ± 1 per cent)</p> <p>4.1.3 Average annual percentage of female international civilian staff (2019/20: 28.5 per cent; 2020/21: ≥ 39 per cent; 2021/22: ≥ 40 per cent)</p> <p>4.1.4 Average number of days for roster recruitments to candidate selection for international candidates (2019/20: 48; 2020/21: ≤ 80; 2021/22: ≤ 80 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p> <p>4.1.5 Average number of days for post-specific recruitments, from closing of job opening to candidate selection, for international candidates (2019/20: 120; 2020/21: ≤ 100; 2021/22: ≤ 100 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p> <p>4.1.6 Overall score on the Administration's environmental management scorecard (2019/20: 70; 2020/21: 100; 2021/22: 100)</p> <p>4.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2019/20: 95 per cent; 2020/21: ≥ 95 per cent; 2021/22: ≥ 95 per cent)</p> <p>4.1.8 Compliance with field occupational safety risk management policy (2019/20: 80 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)</p> <p>4.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2019/20: 1,752; 2020/21: $\geq 1,800$; 2021/22: $\geq 1,800$)</p> <p>4.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2019/20: 29.2 per cent; 2020/21: ≤ 20 per cent; 2021/22: ≤ 20 per cent)</p>

4.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2019/20: 95 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

4.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2019/20: 99.8 per cent; 2020/21: ≥ 97 per cent; 2021/22: ≥ 100 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 strategy and blueprint
- Expansion of the deployment of equipment shelters, network devices, firewalls, telecommunications towers and broadband microwave links to strengthen the Mission's information and communications technology infrastructure to provide it with reliable, robust communications

Audit, risk and compliance services

- Implementation of pending audit recommendations, as accepted by management

Aviation services

- Operation and maintenance of a total of 18 aircraft (5 fixed-wing, 13 rotary-wing)
- Provision of a total of 12,815 planned flight hours (5,293 from commercial providers, 7,522 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 18 aircraft and 50 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$936.3 million, in line with delegated authority
- Support for the finalization of annual financial statements for the Mission in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

Civilian personnel services

- Provision of human resources services for a maximum strength of 1,634 authorized civilian personnel (695 international staff, 604 national staff, 64 temporary positions and 271 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses for 6,022 civilian personnel participants and support for out-of-mission training for 149 civilian personnel participants
- Support for the processing of 4,770 in-mission and 184 out-of-mission travel requests for non-training purposes and 149 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 112 mission sites at 37 locations
- Implementation of 10 construction projects and renovation and alteration work at 46 sites in Bangui and 67 sites in the regions, and repair and maintenance of 450 km of roads and 4 airfields
- Maintenance of the remediated Kolongo landfill of Bangui municipality
- Operation and maintenance of 255 United Nations-owned generators and 6 solar power systems
- Operation and maintenance of United Nations-owned water supply and treatment facilities (47 wells/boreholes, 28 water treatment and purification plants and 63 wastewater treatment plants) at 72 sites
- Provision of waste management services, including liquid and solid waste collection and disposal, at 108 sites
- Provision of cleaning, ground maintenance, pest control and laundry services at 28 sites, as well as catering services at 6 sites
- Operation and maintenance of 4 units within an unmanned aircraft system, under a letter-of-assist arrangement with a troop-contributing country, for intelligence, surveillance and reconnaissance/early warning operations to protect mission personnel

Fuel management services

- Management of supply and storage of 32.0 million litres of petrol (9.5 million litres for air operations, 6.3 million litres for ground transportation, and 16.2 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities at 16 locations

Geospatial information and telecommunications technology services

- Provision of and support for 3,879 ultra-high frequency (UHF)/very-high frequency (VHF) and VHF air band handheld portable radios, 1,422 UHF/VHF and high frequency (HF) mobile radios for vehicles and 302 UHF/VHF/HF and VHF air band base station radios
- Operation and maintenance of 14 FM radio broadcast stations and 8 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 36 very small aperture terminals, 22 voice over Internet protocol exchanges, 50 point-to-point microwave links and 220 point-to-multipoint microwave units, as well support for and maintenance of 1 broadband global area network, 239 satellite phones and 42 mobile satellite broadband terminals
- Provision of and support for 2,538 computing devices and 311 printers for an average strength of 2,674 civilian and uniformed end users, in addition to 1,228 computing devices and 199 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 200 local area networks (LAN) and 41 wide area networks (WAN) at 75 sites
- Production of 4,500 maps and updating of 300 topographic and thematic maps at different scales
- Support for and maintenance of 60 quadcopters for high-resolution aerial surveys of 20 camps and 500 km² of city-level surveys to support operational planning and for intelligence, surveillance and reconnaissance/early warning operations to protect mission personnel
- Support for and maintenance of 22 smart city cameras/sensors for surveillance and reconnaissance/early warning for the protection of civilians

Medical services

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

Supply chain management services

- Provision of planning and sourcing support for an estimated \$132.3 million in the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 3,500 tons of cargo within the mission area
- Management, accounting and reporting for property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$311.8 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 13,730 authorized military and police personnel (169 military observers, 311 military staff officers, 11,170 contingent personnel, 400 United Nations police personnel and 1,680 formed police personnel) and 108 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 42 military and formed police units at 63 sites
- Supply and storage of rations, combat rations and water for an average strength of 12,914 military contingent personnel and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 13,430 military and police personnel and 105 government-provided personnel
- Support for the processing of 383 in-mission and 26 out-of-mission travel requests for non-training purposes and 12 travel requests for training purposes

Vehicle management and ground transport services

- Operation and maintenance of 1,250 United Nations-owned vehicles (709 light passenger vehicles, 190 special-purpose vehicles, 10 ambulances and 97 armoured vehicles, as well as 244 other specialized vehicles, trailers and attachments), 3,352 contingent-owned vehicles and 11 repair facilities, as well as provision of transport and shuttle services

Security

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

- 6 training sessions per month on safe and secure approaches in field environments for mission personnel to reduce the impact of security threats
- 1 information session per week on security awareness and contingency plans for all staff at the Mission

Conduct and discipline

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

External factors

Several factors may have an impact on the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian contexts or weather conditions not foreseen in the planning assumptions, other instances of force majeure and changes in the mandate during the reporting period

Table 7
Human resources: component 4, support

Category	Total								
I. Military contingents									
Approved posts 2020/21									44
Proposed posts 2021/22									44
Net change									–
International staff									
II. Civilian staff	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal	National staff ^a	United Nations Volunteers	Total
Security Section									
Approved posts 2020/21	–	–	1	12	94	107	110	3	220
Proposed posts 2021/22	–	–	1	12	94	107	110	3	220
Net change	–	–	–	–	–	–	–	–	–
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2020/21	–	1	2	2	2	7	2	1	10
Proposed posts 2021/22	–	1	2	1	2	6	1	–	7
Net change (see table 8)	–	–	–	(1)	–	(1)	(1)	(1)	(3)
Operations and Resource Management Service									
Approved posts 2020/21	–	1	13	14	45	73	71	21	165
Proposed posts 2021/22	–	1	17	16	88	122	95	23	240
Net change (see table 10)	–	–	4	2	43	49	24	2	75
Approved temporary positions ^b 2020/21	–	–	1	1	5	7	–	–	7
Proposed temporary positions 2021/22	–	–	1	1	5	7	–	–	7
Net change	–	–	–	–	–	–	–	–	–

Subtotal									
Approved posts 2020/21	–	1	14	15	50	80	32	19	131
Proposed posts 2021/22	–	1	18	17	93	129	56	21	206
Net change	–	–	4	2	43	49	24	2	75
Services Delivery Service									
Approved posts 2020/21	–	1	9	10	54	74	81	69	224
Proposed posts 2021/22	–	1	11	11	71	94	100	78	272
Net change (see tables 13 and 14)	–	–	2	1	17	20	19	9	48
Approved temporary positions ^b 2020/21	–	–	–	1	9	10	6	–	16
Proposed temporary positions 2021/22	–	–	–	1	9	10	6	–	16
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2020/21	–	1	9	11	63	84	87	69	240
Proposed posts 2021/22	–	1	11	12	80	104	106	78	288
Net change	–	–	2	1	17	20	19	9	48
Supply Chain Management Service									
Approved posts 2020/21	–	1	11	10	76	98	76	22	196
Proposed posts 2021/22	–	1	10	10	65	86	59	18	163
Net change	–	–	(1)	–	(11)	(12)	(17)	(4)	(33)
Approved temporary positions ^b 2020/21	–	–	–	2	3	5	–	–	5
Proposed temporary positions 2021/22	–	–	–	–	–	–	–	–	–
Subtotal	–	–	–	(2)	(3)	(5)	–	–	(5)
Approved posts 2020/21	–	1	11	12	79	103	76	22	201
Proposed posts 2021/22	–	1	10	10	65	86	59	18	163
Net change (see tables 15–18)	–	–	(1)	(2)	(14)	(17)	(17)	(4)	(38)
Geospatial, Information and Telecommunications Technologies Section									
Approved posts 2020/21	–	–	3	3	43	49	24	2	75
Proposed posts 2021/22	–	–	–	–	–	–	–	–	–
Net change (see table 10)	–	–	(3)	(3)	(43)	(49)	(24)	(2)	(75)
Support Services									
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo logistics hub, Entebbe									
Approved posts 2020/21	–	–	–	–	2	2	1	–	3
Proposed posts 2021/22	–	–	–	–	2	2	1	–	3
Net change	–	–	–	–	–	–	–	–	–
Civilian staff									
Approved posts 2020/21	–	4	39	51	316	410	365	118	893
Proposed posts 2021/22	–	4	41	50	322	417	366	122	905
Net change	–	–	2	(1)	6	7	1	4	12

Approved temporary positions ^b 2020/21	–	–	1	4	17	22	6	–	28
Proposed temporary positions 2021/22	–	–	1	2	14	17	6	–	23
Net change	–	–	–	(2)	(3)	(5)	–	–	(5)
Total, civilian staff									
Approved posts 2020/21	–	4	40	55	333	432	371	118	921
Proposed posts 2021/22	–	4	42	52	336	434	372	122	928
Net change	–	–	2	(3)	3	2	1	4	7
Total (I and II)									
Approved posts 2020/21	–	4	40	55	333	432	371	118	965
Proposed posts 2021/22	–	4	42	52	336	434	372	122	972
Net change	–	–	2	(3)	3	2	1	4	7

^a Includes National Professional Officers and General Service staff.

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

International staff: net increase of 2 posts

National staff: net increase of 1 post

United Nations Volunteers: net increase of 4 positions

Mission Support Division

Office of the Director of Mission Support

Table 8

Human resources: Audit, Risk Management and Compliance Unit

				Posts	
Change	Level	Functional title	Action	Description	
-1	P-3	Auditor	Redeployment		
-1	NPO	Associate Administrative Officer	Redeployment	To Office of the Chief of Staff	
-1	UNV	Associate Risk Management and Compliance Officer	Redeployment		
Total	-3	(see table 7)			

74. The proposed transfer of the Audit, Risk Management and Compliance Unit (3 approved posts), as shown in table 8, is described in paragraphs 50 and 51 of the present report.

Operations and Resource Management Service

Table 9

Human resources: Immediate Office of the Chief of the Operations and Resource Management Service

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	P-3	Administrative Officer	Reclassification	} From P-3 to P-4
+1	P-4	Administrative Officer	Reclassification	
Total	–			

75. The approved staffing establishment of the immediate Office of the Chief of the Operations and Resource Management Service comprises 10 posts (1 D-1, 1 P-3, 6 Field Service, 1 National Professional Officer and 1 national General Service staff). The Office is responsible for overall resourcing, the coordination of administrative and operational support, performance management and strategic planning, as well as quality assurance in support of the implementation of the Mission's mandate. The Office assists and supports the Director of Mission Support in the effective management of support services in the Mission, including monitoring the level and quality of support services delivered to Mission headquarters and field office locations.

76. The operations and resource management pillar encompasses finance and budget functions, human resources functions and information and communications technology functions. In the light of the complexity of the administrative responsibilities of the Service, including the provision of robust administrative support to the Chief of the Service in coordinating the implementation of the mandate of the pillar, the Mission seeks to strengthen the administrative functions in order to provide senior-level advisory support to the Chief of the Service for the resourcing of the Mission, workforce planning and other human resources requirements, represent the Chief of the Service on complex matters and decision-making across the three sections that make up the Service. This includes making high-level budgetary and administrative decisions, as well as certifying expenditure in line with the delegation of authority. The responsibilities of the approved post of Administrative Officer entail overseeing the Mission liaison office in Entebbe, which is responsible for the coordination of all logistics and administrative support issues, including as they relate to medical services, movement control and aviation liaison functions, travel, procurement, human resources and finance, with relevant offices in Entebbe (the Entebbe Support Base and the Regional Support Centre in Entebbe) to ensure their timely resolution and delivery to clients in MINUSCA, and the Conference and Translation Unit, which is responsible for the provision of conference services, including professional translation services mission-wide, and interpretation in support of various mission components, including military and police contingents. The responsibilities of the Administrative Officer also include interfacing with and providing specialist advice to regional administrative officers and acting as a point of contact for the coordination of the resolution of issues arising in their jurisdictions.

77. In the context of the above, it is proposed that one post, as shown in table 9, be reclassified to ensure that the level of the function is commensurate with the scope and substance of the responsibilities described above. The proposed reclassification will also align the level of the Administrative Officer in the immediate Office of the Chief of the Operations and Resource Management Service with the levels established in other missions of comparable size, complexity and mandate.

Operations and Resource Management Service

Table 10

Human resources: Geospatial, Information and Telecommunications Technologies Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
				Transfer
+1	P-5	Chief, Field Technology Section	Redeployment	From Director of Mission Support
+2	P-4	Chief of Unit, Information Systems	Redeployment	
+1	P-3	Information Systems Officer	Redeployment	
+1	P-3	Geospatial Information Officer	Redeployment	
+1	P-2	Associate Geospatial Information Officer	Redeployment	
+4	FS	Chief of Unit, Information Systems	Redeployment	
+17	FS	Information Systems Assistant	Redeployment	
+2	FS	Telecommunications Officer	Redeployment	
+4	FS	Telecommunications Assistant	Redeployment	
+11	FS	Telecommunications Technician	Redeployment	
+2	FS	Information Management Assistant	Redeployment	
+2	FS	Geospatial Information Assistant	Redeployment	
+1	FS	Chief of Unit, Information Systems and Telecommunications	Redeployment	
+10	NGS	Information Systems Assistant	Redeployment	
+11	NGS	Telecommunications Assistant	Redeployment	
+2	NGS	Information Management Assistant	Redeployment	
+1	NGS	Geospatial Information Officer	Redeployment	
+2	UNV	Geospatial Information Assistant	Redeployment	
Total	+75	(see table 7)		

78. In the context of the harmonization of mission support structures in field missions, it is proposed that the Geospatial, Information and Telecommunications Technologies Section (75 approved posts), as shown in table 10, be transferred from the Office of the Director of Mission Support to the Operations and Resource Management Service and renamed the Field Technology Section.

Operations and Resource Management Service

Table 11

Human resources: Finance and Budget Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	P-2	Associate Finance and Budget Officer	Reclassification	Within the Section
+1	P-3	Finance and Budget Officer	Reclassification	Within the Section
Total	–			

79. The approved staffing establishment of the Finance and Budget Section comprises 22 posts (1 P-5, 2 P-4, 1 P-2, 11 Field Service, 2 National Professional Officer and 5 national General Service staff). The Section is responsible for advising and supporting the Director of Mission Support in the overall financial management of the Mission, including with the preparation of comprehensive budget proposals and performance reports, cost-benefit analysis of major proposals, and coordination of other sections across the mission support and substantive components with respect to the establishment of major resourcing priorities. The Section is also responsible for establishing effective and efficient financial and accounting procedures for the management of the Mission's accounts.

80. With the advent of Umoja and its ancillary modules, the continued implementation of reform initiatives and Umoja enhancements, the working methods and required skill sets of the Finance and Budget Section have evolved and adapted to enable the Section to implement its mandated tasks in an effective and efficient manner. The Secretary-General's reform agenda, which includes increased service delivery response time, accountability and transparency, also emphasizes the importance of delivering strategic support, including advice, to operational counterparts and Mission leadership, on financial resourcing and stewardship, organizational performance of the Mission and risk management, in line with Mission priorities. In this regard, the Section is required to carry out more frequent and complex analytical reviews of financial information using the advanced functionalities of Umoja to provide detailed reports and analysis for the informed decision-making of Mission leadership with respect to financial management.

81. In the context of the above, it is proposed that one post, as shown in table 11, be reclassified to support the scope of responsibilities commensurate with the changes referenced, in particular, enhanced analytical responsibilities and oversight of resource stewardship and financial performance, and improve utilization of past and upcoming system functionalities.

Service Delivery Service

Table 12

Human resources: Facilities and Engineering Management Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	NPO	Water and Sanitation Officer	Reassignment	Within the section
+1	NPO	Associate Administrative Officer	Reassignment	
Total	–			

82. The approved staffing establishment of the Facilities and Engineering Management Section comprises 108 posts and positions (1 P-5, 3 P-4, 2 P-3, 34 Field Service (including 9 general temporary assistance positions), 4 National Professional Officers, 44 national General Service staff (including 6 general temporary assistance positions) and 20 United Nations Volunteers). The Section is mandated to provide overall engineering support and services to all MINUSCA personnel deployed at various locations in the Mission area.

83. Given the inaccessibility of clean water in certain remote areas of the country, the Mission increasingly relies on a high number of wells, water treatment plants and wastewater treatment plants, requiring adequate resources for data collection, analysis, reporting and monitoring. This has led to savings with respect to reduced requirements for drinking water under rations for uniformed personnel. To maintain the higher number of water treatments and wastewater treatment plants, the Engineering Section requires enhanced coordination with various stakeholders to ensure timely delivery of engineering services, including installation, repair and maintenance of infrastructure facilities in various locations. In this regard, the Mission seeks to strengthen the planning and coordination functions for the delivery of technical services to support and maintain the infrastructure by the Facilities and Engineering Management Section. The Section also requires administrative expertise to manage technical records to ensure adequate scheduling of maintenance and repair in line with technical specifications. Furthermore, the Mission seeks to enhance the capacity of the Section to perform daily monitoring of various engineering tasks undertaken on a regular basis at various locations.

84. In the context of the above, it is proposed that one post, as shown in table 12, be reassigned to ensure adequate administrative coordination of the tasks of the Facilities and Engineering Management Section, which will support the technicians in focusing on technical tasks and delivering the services in a timely manner.

Service Delivery Service

Table 13

Human resources: Medical Services Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+2	FS	Laboratory Technician	Establishment	
+1	FS	Administrative Assistant	Establishment	
+2	NGS	Ambulance Driver	Establishment	
+1	UNV	Laboratory Technician	Establishment	
+2	UNV	Medical Doctor	Establishment	
+2	UNV	Nurse	Establishment	
Total	+10			

85. The approved staffing establishment of the Medical Services Section comprises 25 posts and positions (1 P-5, 1 P-4, 4 P-3, 6 Field Service, 1 National Professional Officer, 1 national General Service staff and 11 United Nations Volunteers). The Section provides medical coverage to all Mission personnel through integrated services that are supplied by United Nations-owned and contingent-owned medical facilities.

86. During the 2021/22 period, the Mission's eight medical facilities will continue to comprise one United Nations-owned level I clinic in Bangui and seven emergency medical posts located in field offices. While weaknesses regarding adequate medical staff to operate the facilities and provide qualified services to Mission personnel have been identified recently, the severity of the weaknesses became evident during the Mission's response to the COVID-19 pandemic. The salient weaknesses that were identified are as follows:

(a) Four of the seven emergency medical facilities are not fully operational to support civilian and uniformed personnel deployed in those locations, as each facility is operated by one nurse (international United Nations Volunteer). All facilities are closed when the nurse is absent, and operating hours are limited;

(b) Since 2018, several tasks were delegated from the United Nations Headquarters medical services to MINUSCA medical services. The tasks delegated to the Mission include sick leave management for all civilian personnel, medical clearance for civilian and uniformed personnel, travel clearance for all official travel and medical evacuation for all Mission personnel. The additional tasks require a dedicated Administrator to maintain the electronic medical database;

(c) On the basis of lessons learned during the Mission's response to the COVID-19 pandemic, the Mission seeks to strengthen the laboratory capacity of the United Nations-owned level I clinic in Bangui by adding dedicated polymerase chain reaction testing capacity, focused initially on testing for COVID-19 with the possibility of adapting to other laboratory testing to enable the Mission to be better prepared for future pandemics. The level I clinic laboratory, which is operated by one Laboratory Technician, is not adequately equipped to support the volume of tests and other laboratory tasks, which was exacerbated by the pandemic. The additional capacity would ensure the continuity of services at the clinic during absences from the Mission area;

(d) The Mission does not have adequate personnel to provide 24/7 ambulance services in Bangui, where civilians and individual uniformed personnel reside in the city in private residences among the population.

87. In the context of the above, it is proposed that 10 posts, as shown in table 13, be established to strengthen the Mission's medical services, fully operationalize all emergency medical services, enhance its medical testing capabilities, enhance the administrative capacities to manage medical information and improve its capacity to provide ambulance services on a 24/7 basis across the Mission area.

Service Delivery Service

Table 14

Human resources: Life Support Section (formerly approved Contracts Management Section)

Posts				
Change	Level	Functional title	Action	Description
				Transfer
+1	P-5	Chief, Life Support Section/ Senior Logistics Officer	Reassignment	Reassignment From Contracts Management Section
+1	FS	Fuel Officer	Reassignment	
+1	FS	Rations Assistant	Reassignment	
+2	NPO	Associate Fuel Officer	Reassignment	
+1	NGS	Fuel Assistant	Reassignment	
+1	NGS	Administrative Assistant	Reassignment	
+1	UNV	Supply Officer	Reassignment	Redeployment From Contracts Management Section
+1	P-3	Fuel Officer	Redeployment	
+1	FS	Rations Officer	Redeployment	
+4	FS	Rations Assistant	Redeployment	
+4	NGS	Rations Assistant	Redeployment	
+1	NGS	Team Assistant	Redeployment	
+3	UNV	Rations Officer	Redeployment	From Supply Chain Management/Office of the Chief of the Supply Chain Management Service
+4	FS	Fuel Assistant	Redeployment	
+4	NGS	Fuel Assistant	Redeployment	
+1	NGS	Team Assistant	Redeployment	
+1	P-3	Supply Officer	Redeployment	
+1	FS	Logistics Assistant	Redeployment	From Integrated Warehouse Section
+2	FS	Supply Assistant	Redeployment	
+1	NPO	Associate Supply Officer	Redeployment	
+2	NGS	Supply Assistant	Redeployment	
-1	P-3	Fuel Officer	Reclassification	Within the Section
+1	P-4	Fuel Officer	Reclassification	
Total	+38			

88. In the context of the harmonization of the support structure in field missions, MINUSCA had reported at the time that it would not implement the new structure as an early adopter but would follow a phased implementation. This prudent approach

allowed the Mission to stabilize and analyse the efficacy of the extensive staffing and structural changes that were approved during the preceding period. In this regard, it is proposed that the Life Support Section be established in the service delivery pillar by consolidating functions from the Contracts Management Section, the Integrated Warehouse Section and the Office of the Chief of the Supply Chain Management Service. The Section will comprise: (a) the existing Fuel Unit responsible for the supply and distribution of petrol, oil and lubricant products across different sections and locations in the Mission area in support of the performance of the mandate of MINUSCA; (b) the existing Rations Unit responsible for managing the supply and distribution of rations to all uniformed personnel throughout the country and ensuring that the rations supplied by the contractor meet the United Nations standards for rations and are indeed safe for human consumption; and (c) a General Supply Unit to oversee the execution of contracts for the acquisition of other goods and services, as well as the distribution of supplies, furniture and equipment across sections. In this context, it is proposed, as shown in table 14, that 23 posts be redeployed from the Contracts Management Section.

89. In the light of the shift of the main responsibilities in the context of the harmonization of the support structure towards managing contracts for the supply of rations and fuel, as well as general supply management, the Mission seeks to realign some of the functions that are currently approved in the Contracts Management Section and other sections with requisite expertise to ensure the effectiveness of the Life Support Section. In this context, it is proposed, as shown in table 14, that eight posts be reassigned from the Contracts Management Section and one post be redeployed from the Office of the Chief of the Supply Chain Management Service to align the functions of the Life Support Section with its mandated activities.

90. The functions of inventory management, which were previously performed by the Integrated Warehouse Section, will be undertaken by the Life Support Section to ensure the proper segregation of duties between warehouse management functions and inventory management functions. In this context, it is proposed that six posts, as shown in table 14, be redeployed from the Integrated Warehouse Section to align the resources of the Life Support Section with its mandated activities.

91. In its audit report dated 27 December 2018, OIOS recommended that MINUSCA reassess the resources of the Fuel Unit to ensure that essential tasks in fuel operations were effectively conducted and recommended that management should allocate adequate resources to the Fuel Unit. Furthermore, in accordance with the Organization's guideline for fuel management issued in July 2019 on the structure of fuel units in peacekeeping missions commensurate with the required level of professional expertise, the chiefs of fuel units in large peacekeeping missions are required to have qualifications at the P-4 level. The Chief of the Fuel Unit manages the distribution of fuel to 14 fuel distribution points that dispense more than 28.2 million litres of fuel per year to the United Nations-owned and contingent-owned fleet of 18 aircraft, 3,500 vehicles and 690 generators projected for the 2021/22 period.

92. In the context of the above, it is proposed that one post, as shown in table 14, be reclassified to align the level of qualifications required with the scope of the responsibilities and in accordance with the Administration's guideline on the structure of fuel units.

Supply Chain Management Service

Table 15

Human resources: Office of the Chief of the Supply Chain Management Service

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	P-3	Supply Officer	Redeployment	To Life Support Section/General Supply Unit
+1	FS	Supply Officer	Redeployment	From Supply Chain Management/Integrated Warehouse Section
+1	P-4	Contracts Management Officer	Redeployment	} From Supply Chain Management/Contracts Management Section
+1	FS	Contracts Management Assistant	Redeployment	
Total	+2			

93. The approved staffing establishment of the Office of the Chief of the Supply Chain Management Service comprises 21 posts (1 D-1, 2 P-4, 3 P-3, 8 Field Service, 2 National Professional Officer, 3 national General Service staff and 2 United Nations Volunteers). The proposed redeployment of one post of Supply Officer to the Life Support Section is described in paragraph 89 of the present report.

94. As an integral part of the Office of the Chief of the Supply Chain Management Service, the Business Intelligence Unit is responsible for analysing and reporting on the performance of the end-to-end supply chain processes. The Unit is also responsible for ensuring compliance with the Financial Regulations and Rules of the United Nations and other policies and procedures with regard to the management of property and fixed assets, as well as compliance with the International Public Sector Accounting Standards with regard to accounting and reporting on property, equipment and inventories. In the context of the harmonization of the support structure in peacekeeping missions and to strengthen its business intelligence functions in the Supply Chain Management Service to coordinate, monitor, evaluate and report on the Mission's performance with regard to property management, it is proposed that three posts, as shown in table 15, be redeployed to align the Service with the blueprint implemented across peacekeeping missions.

Supply Chain Management Service

Table 16

Human resources: Contracts Management Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
				Transfer
-1	P-5	Chief, Contracts Management Section	Reassignment	Reassignment
-1	FS	Contracts Management Assistant	Reassignment	
-1	FS	Administrative Assistant	Reassignment	To Life Support Section
-2	NPO	Contracts Management Officer	Reassignment	
-1	NGS	Administrative Assistant	Reassignment	
-1	NGS	Contracts Management Assistant	Reassignment	
-1	UNV	Rations Officer	Reassignment	
-1	FS	Rations Officer	Redeployment	Redeployment
-4	FS	Rations Assistant	Redeployment	
-4	NGS	Rations Assistant	Redeployment	
-1	NGS	Team Assistant	Redeployment	To Life Support Section
-3	UNV	Rations Officer	Redeployment	
-4	FS	Fuel Assistant	Redeployment	
-4	NGS	Fuel Assistant	Redeployment	
-1	NGS	Team Assistant	Redeployment	
-1	P-3	Fuel Officer	Redeployment	
-1	P-4	Contracts Management Officer	Redeployment	To Supply Chain Management Service/ Office of the Chief
-1	FS	Contracts Management Assistant	Redeployment	
-1	FS	Contracts Management Assistant	Redeployment	To Supply Chain Management Service/ Acquisition Management Planning Section
-1	NPO	Associate Contracts Management Officer	Redeployment	
-1	NGS	Contracts Management Assistant	Redeployment	
Total	-36			

95. The proposed reassignment of eight posts to the Life Support Section is described in paragraph 89 of the present report. The consolidation of functions from the Contracts Management Section resulting in the redeployment of 23 posts to the Life Support Section is described in paragraph 88 of the present report. The redeployment of two posts to the Office of the Chief of the Supply Chain Management Service is described in paragraph 94 of the present report. The redeployment of three posts to the Acquisition Management Planning Section is described in paragraphs 96 and 97 of the present report.

Supply Chain Management Service

Table 17

Human resources: Acquisition Management Planning Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	FS	Contracts Management Assistant	Redeployment	} From Contracts Management Section
+1	NPO	Associate Contracts Management Officer	Redeployment	
+1	NGS	Contracts Management Assistant	Redeployment	
Total	+3			

96. The approved staffing establishment of the Acquisition Management Planning Section comprises 16 posts (1 P-5, 1 P-4, 1 P-3, 9 Field Service and 4 national General Service staff). The Section is responsible for acquisition planning, including facilitating quarterly reviews of acquisition plans to ensure that they remain current and that required changes are reflected in quarterly reports, requisitioning, as well as performance evaluation and monitoring of contracts to ensure that contractual terms are met throughout the life cycle of the contracts.

97. In the light of the harmonization of the mission support structure in field missions, the functions of contracts compliance and performance monitoring, which were formerly undertaken by the Contracts Management Section, will be performed by the Contracts Performance Evaluation Unit in the Acquisition Management Planning Section. In this context, it is proposed that three posts, as shown in table 17, be redeployed to form the established Contracts Performance Evaluation Unit.

Supply Chain Management Service

Table 18

Human resources: Integrated Warehouse Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	FS	Supply Officer	Redeployment	To Supply Chain Management Service/ Office of the Chief
-1	FS	Logistics Assistant	Redeployment	} Life Support Section
-2	FS	Supply Assistant	Redeployment	
-1	NPO	Associate Supply Officer	Redeployment	
-2	NGS	Supply Assistant	Redeployment	
Total	-7			

98. The approved staffing establishment of the Integrated Warehouse Section comprises 48 posts (1 P-5, 1 P-4, 1 P-3, 27 Field Service, 1 National Professional Officer and 17 national General Service staff). The Section is responsible for planning, inventory control and information management. In the light of the harmonization of the mission support structure in field missions and the proposed establishment of the Life Support Section to focus on managing contracts for the

supply of rations and fuel, the functions of inventory management, which were previously performed by the Integrated Warehouse Section, will be undertaken by the Life Support Section to improve the segregation of duties between warehouse management and inventory management functions.

99. In the context of the above, it is proposed that seven posts, as shown in table 18, be redeployed to align the MINUSCA Supply Chain Management Service with the blueprint implemented across peacekeeping missions. In the same regard, it is also proposed that the Integrated Warehouse Section be renamed the Centralized Warehouse Section.

Supply Chain Management Service

Table 19

Human resources: Procurement Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-2	P-3	Procurement Officer	Conversion	
+2	P-3	Procurement Officer	Conversion	
-3	FS	Procurement Assistant	Conversion	
+3	FS	Procurement Assistant	Conversion	
Total	–			

100. The approved staffing establishment of the Procurement Section comprises 19 posts and positions (1 P-5, 1 P-4, 4 P-3 (including 2 general temporary assistance positions), 1 P-2, 5 Field Service (including 3 general temporary assistance positions), 1 National Professional Officer and 6 national General Service staff). The Section provides cost-effective, efficient, timely and accurate support to the Mission in accordance with the Financial Regulations and Rules of the United Nations and the United Nations Procurement Manual. This includes the optimization of the acquisition process through effective procurement planning, service delivery and communication to clients, as well as the provision of expert technical advice to senior management on matters including, but not limited to, regional and international procurement and supply chain management initiatives. Five positions were established during the start-up phase of the Mission as general temporary assistance positions. Since then, the mandate of the Mission has evolved, leading to increased operations and a consequential increase in procurement activities. As such, the procurement functions performed by the staff members are ongoing and will continue to be required to support the implementation of the mandate.

101. In the light of the continuing nature of the responsibilities described above, it is proposed that five positions, as shown in table 19, be converted to strengthen the Procurement Section's capacity to support the continuing activities in support of the implementation of the mandate of the Mission.

II. Financial resources

A. Overall

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

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	7 578.5	8 114.7	7 629.8	(484.9)	(6.0)
Military contingents	385 973.5	397 486.2	396 727.3	(758.9)	(0.2)
United Nations police	17 877.0	19 659.8	18 559.0	(1 100.8)	(5.6)
Formed police units	55 848.0	54 024.7	53 883.4	(141.3)	(0.3)
Subtotal	467 277.0	479 285.4	476 799.5	(2 485.9)	(0.5)
Civilian personnel					
International staff	149 611.8	154 552.8	156 009.5	1 456.7	0.9
National staff	22 510.4	20 166.0	23 311.7	3 145.7	15.6
United Nations Volunteers	13 695.9	20 088.1	21 995.7	1 907.6	9.5
General temporary assistance	8 411.1	14 377.2	14 653.7	276.5	1.9
Government-provided personnel	4 780.6	5 202.9	5 190.3	(12.6)	(0.2)
Subtotal	199 009.8	214 387.0	221 160.9	6 773.9	3.2
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	959.9	1 075.6	1 125.8	50.2	4.7
Official travel	3 197.9	3 745.9	3 651.1	(94.8)	(2.5)
Facilities and infrastructure	71 266.6	68 254.3	68 880.1	625.8	0.9
Ground transportation	20 196.4	16 416.5	15 128.7	(1 287.8)	(7.8)
Air operations	42 121.0	64 946.9	63 255.2	(1 691.7)	(2.6)
Marine operations	1 816.9	500.0	500.0	—	—
Communications and information technology	39 543.9	45 554.8	41 741.8	(3 813.0)	(8.4)
Medical	6 227.7	1 803.8	3 443.4	1 639.6	90.9
Special equipment	—	—	—	—	—
Other supplies, services and equipment	41 048.9	38 741.5	37 572.2	(1 169.3)	(3.0)
Quick-impact projects	3 024.3	3 000.0	3 000.0	—	—
Subtotal	229 403.5	244 039.3	238 298.3	(5 741.0)	(2.4)
Gross requirements	895 690.3	937 711.7	936 258.7	(1 453.0)	(0.2)
Staff assessment income	14 613.1	14 868.3	14 990.9	122.6	0.8
Net requirements	881 077.2	922 843.4	921 267.8	(1 575.6)	(0.2)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	895 690.3	937 711.7	936 258.7	(1 453.0)	(0.2)

B. Non-budgeted contributions

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-mission agreement ^a	67 617.2
Voluntary contributions in kind (non-budgeted)	–
Total	67 617.2

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

C. Efficiency gains

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

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Military and police personnel	3 027.8	Provision of drinking water to military and police personnel from United Nations-owned water treatment plants
Total	3 027.8	

D. Vacancy factors

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

(Percentage)

<i>Category</i>	<i>Actual 2019/20^a</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
Military and police personnel			
Military observers	9.5	7.5	12.5
Military contingents	3.3	3.0	2.0
United Nations police	8.3	3.0	8.0
Formed police units	0.4	1.0	1.0
Civilian personnel			
International staff	12.7	13.0	13.0
National staff			
National Professional Officers	8.4	8.5	10.5
National General Service staff	5.4	6.5	4.0

<i>Category</i>	<i>Actual 2019/20^a</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
United Nations Volunteers (international)	1.6	12.5	5.0
United Nations Volunteers (national)	—	2.0	2.0
Temporary positions ^b			
International staff	6.3	16.5	10.0
National Professional Officers	—	—	—
National General Service staff	42.9	25.0	28.5
Government-provided personnel	8.3	3.0	3.0

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

^b Funded under general temporary assistance.

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

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

106. Requirements for the period from 1 July 2021 to 30 June 2022 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of \$147,334,600 as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Military contingents</i>	<i>Estimated amount</i>	
		<i>Formed police units</i>	<i>Total</i>
Major equipment	79 856.0	11 265.3	91 121.3
Self-sustainment	49 503.0	6 710.3	56 213.3
Total	129 359.0	17 975.6	147 334.6
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to mission area			
Extremely environmental condition factor	2.1	1 July 2017	1 June 2017
Intensified operational condition factor	3.8	1 July 2017	1 June 2017
Hostile action/forced abandonment factor	5.0	1 July 2017	1 June 2017
B. Applicable to home country			
Incremental transportation factor	0–5.0		

F. Training

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	46.0
Official travel	
Official travel, training	691.2
Other supplies, services and equipment	
Training fees, supplies and services	710.1
Total	1 447.3

108. The number of participants planned for the period from 1 July 2021 to 30 June 2022, compared with previous periods, is as follows:

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>
Internal	986	4 181	2 970	817	3 662	3 052	15 742	18 485	18 009
External ^a	140	122	125	11	19	24	34	32	12
Total	1 126	4 303	3 095	828	3 681	3 076	15 776	18 517	18 021

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

109. During the 2021/22 period, the overall number of participants in training courses will decrease given the lower number of new staff members requiring non-recurrent training sessions in the areas of: (a) human resources management and development related to resilience-building, peer helpers and stress management counselling; (b) engineering training related to wastewater treatment and waste management and disposal, renewable energy sources and diesel hybrid power systems; and (c) security training related to occupational safety.

110. Training courses will primarily cover the areas of: conduct and discipline, with an emphasis on sexual exploitation and abuse; leadership; performance; strengthening competencies, languages and stress management; induction for new staff members; communications and information technology applications and skills; and supply/property management and security.

G. Disarmament, demobilization, reintegration and repatriation

111. The estimated resource requirements for disarmament, demobilization, reintegration and repatriation and community violence reduction for the period from 1 July 2021 to 30 June 2022 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Other supplies, services and equipment	5 899.8
Total	5 899.8

112. The Mission will continue to support the progressive implementation of disarmament and demobilization operations for an additional 2,000 ex-combatants throughout the country with the aim of achieving the dissolution of armed groups in accordance with the terms of the Peace Agreement. The Mission will provide technical and reinsertion assistance during the disarmament and demobilization of ex-combatants, logistical and transportation support for the mobile teams and technical and logistical support for the mobile teams in the implementation of communication and awareness-raising activities for the armed groups (\$1,590,300).

113. The Mission will continue its activities with regard to community violence reduction programmes, which will include a combination of social, economic, infrastructure and security components. These will include cash-for-work programmes within the framework of community projects and the rehabilitation of infrastructure, vocational training, start-up support for collective income-generating activities and subsequent monitoring and counselling, civic education, capacity-building on conflict resolution, awareness-raising on national reconciliation and peaceful coexistence, and voluntary disarmament and weapons collection (\$4,309,500).

114. The estimated breakdown of costs for the programmes described above is as follows: (a) national disarmament, demobilization and reintegration programme: disarmament and demobilization operations, reinsertion activities, communication and awareness-raising activities and allowances for ex-combatants (\$1,304,000) and travel (\$286,300); and (b) community violence reduction programmes: supplies and equipment for start-up kits for income-generating activities (\$1,900,000), services for training, coaching and skilled labour (\$1,650,000) and travel during the three-month vocational training period (\$759,500).

H. Weapons and ammunition management

115. The estimated resource requirements for the management of weapons and ammunition for the period from 1 July 2021 to 30 June 2022 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Other supplies, services and equipment	6 440.0
Total	6 440.0

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

117. In response to the specific nature of the security situation, in particular the new threat of the use of explosive ordnance by armed groups in the country, MINUSCA will ensure that all relevant civilian and uniformed personnel receive risk awareness training to mitigate the risks of explosive ordnance. The Mission will also assist the Government in setting up a national coordination structure to respond to the threat of explosive ordnance.

118. To support the restoration and progressive extension of State authority and continue the capacity development of the national defence and internal security forces in weapons and ammunition management and explosive risk reduction measures, and to strengthen the capacity of MINUSCA to respond to an unprecedented explosive ordnance threat in the west of the country, the following activities will be implemented: (a) inspection visits for quality assurance and control of the weapons and ammunition storage facilities of the defence and security forces; (b) enhancement of storage facilities built for the defence and internal security forces in previous periods; (c) conduct of weapons and ammunitions management training sessions for the national defence and internal security forces; (d) continued support for the implementation of the national action plan of the National Commission for the Fight against the Proliferation of Small Arms and Light Weapons; (e) support for the creation of a national mine action entity to respond to explosive ordnance threats; (f) risk education sessions for the civilian population in the west of the country; (g) support for the evaluation and accreditation of members of the Mission's force explosive ordnance disposal teams to respond to explosive ordnance threats; (h) delivery of risk awareness sessions to MINUSCA civilian and uniformed personnel and humanitarian personnel on the explosive ordnance threats.

119. The above-mentioned activities will contribute to the restoration and extension of State authority and are in line with the Mission's strategic priorities as well as the needs formulated in the 2017 national defence plan of the Central African Republic and the 2018 global plan for the resizing and redeployment of the internal security forces, and will help the implementation of the Peace Agreement by supporting the national strategy for the fight against the proliferation of small arms and light weapons.

120. The proposed requirements comprise estimated costs for contractual services (\$2,178,000), personnel (\$3,393,600), travel (\$148,600), supplies and equipment (\$70,500), operating expenses (\$164,000) and administrative costs (\$485,300).

I. Other programmatic activities

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

(Thousands of United States dollars)

<i>Description</i>	<i>Proposed amount</i>
Justice and corrections (Special Criminal Court)	4 276.2
Justice and corrections (penitentiary system/support for the judiciary)	1 208.9
Police training/co-location	693.0
Human rights	836.3
Rule of law/security institutions/security sector reform	420.0
Civil affairs (community stabilization programmes)	450.0
Political affairs (peace consolidation)	400.0
Total	8 284.4

122. Other programmatic activities will be undertaken primarily through the engagement of UNOPS, UNDP and local NGOs in the following areas:

(a) Justice and corrections (Special Criminal Court): completing the full operationalization of the Court and assisting national authorities in ensuring its effective functioning, which will involve providing support for investigations, evidence collection and storage, recruitment and selection of personnel, operationalization of the Trial Chamber and the Appeals Chamber, and court management, including strengthening the Registry's organizational structure, developing an information management system, establishing a legal aid system, providing protection for victims and witnesses and security for magistrates. The total proposed requirements (\$4,276,200) comprise estimated costs for personnel (\$3,747,800) and contractual services (\$528,400). MINUSCA will be working closely with UNDP within the framework of the Special Criminal Court joint project;

(b) Justice and corrections (penitentiary system/support for the judiciary): strengthening the penitentiary system through: (i) the continued implementation of the strategy for the demilitarization of prisons, including: the continued capacity-building of civilian personnel of the penitentiary; improvement of medical services in the penitentiary, including through the improvement of health infrastructure; assessment of corruption and safety risks in the prison setting, security upgrades to the prisons; social reintegration activities; and continued improvements in the conditions of the detention environment and the delivery of specialized capacity training to prison authorities, which will contribute to an effectively managed penitentiary service that respects human rights; (ii) strengthening the judiciary through capacity-building workshops and seminars for national judicial actors, including national magistrates, judicial police officers, court personnel and lawyers, on the principles of investigative techniques, the preservation of evidence and ethical standards to enhance the ability of justice actors in the Central African Republic to carry out effective investigations and prosecutions of serious crimes, including cases of sexual violence, technical support and advice for the Ministry of Justice to implement the justice sector strategy, and support for building, rehabilitating and equipping courts. The total proposed requirements (\$1,208,900) comprise estimated costs for supplies and equipment (\$803,400), contractual services (\$172,000) and facilities and infrastructure improvements (\$220,000) and rental of premises (\$13,500). MINUSCA will work closely with NGOs within the framework of the programme;

(c) Police training/co-location: support for operational capacity-building security through the redeployment of the internal security forces and support for the extension of State authority and efforts to combat the illicit exploitation and trafficking in natural resources. The United Nations police will provide training to the

internal security forces to strengthen their skills and knowledge in the areas of maintenance of order and public safety, judicial police and respect for human rights. The training will enable the internal security forces to meet high standards of professionalism and improve the quality of their service to the population. The United Nations police will also support the internal security forces by furnishing and equipping two multipurpose rooms to improve working conditions during training and other capacity-building activities and to improve their performance and will provide support to strengthen the capacities of the specialized units. The total proposed requirements (\$693,000) comprise estimated costs for contractual services (\$423,000) and furniture and equipment (\$270,000). MINUSCA will work closely with partners, including local NGOs and representatives of the internal security forces, within the framework of the co-location plan;

(d) Human rights: supporting the transitional justice process in the Central African Republic working with partners throughout the country. Following the nomination of 11 commissioners of the Truth, Justice, Reconciliation and Reparation Commission in December 2020, which marked the final phase of the full establishment of the Commission, the Mission will continue to provide expert, technical and financial support to the Commission to ensure the full implementation of its mandate. In this regard, the Mission will focus on capacity-building activities for the commissioners, the recruitment of technical staff, the provision of logistical support to the Commission and the development of the Commission's programme of work, developing the rules of procedure, budgets and cooperation agreements with the Special Criminal Court and ordinary courts to ensure complementarity. The Mission will also support training sessions on the investigation of violations of human rights; expert workshops to support the civil society platform and victims' associations to contribute to the work of the Commission; and public awareness events at the national and regional levels to raise awareness with regard to the mandate of the Commission. In addition, logistical and transportation support will be provided to the commissioners and staff members of the commission to facilitate field visits to inform the population about its work, build the capacity of civil society to contribute to the transitional justice process, gather information on human rights issues, as well as work with victims of human rights violations. The Mission will continue to support the development of a national plan to prevent grave violations of the rights of children. The project will be implemented by the Mission and the United Nations Children's Fund, in collaboration with the country task force on monitoring and reporting, and will bring the Government, armed groups and civil society together to work towards the development of prevention plans. Activities will include one national workshop in Bangui and six workshops at the field office/prefectural level, awareness-raising and training sessions with community leaders and members, armed groups and national defence and internal security forces. The total proposed requirements (\$836,300) comprise estimated costs for contractual services (\$95,900), equipment and supplies (\$550,000) and travel (\$190,400);

(e) Rule of law/security institutions/security sector reform: (i) support for the operationalization of the technical committee on the integration of ex-combatants into the national defence and internal security forces and on rank harmonization in the context of integration, through workshops and training activities; (ii) operationalization of the military justice system through support for the implementation of the military code of justice and training for magistrates, judicial police and clerks of the courts; (iii) strategic and technical assistance for the implementation of sectoral plans, as outlined in the national security policy; (iv) support for the implementation of the Peace Agreement, including by ensuring that recruitment processes for internal security and defence forces are conducted on an equitable, inclusive and transparent basis to strengthen the professionalization of members of the forces and ensure equitable regional representation, and support for the implementation of the

temporary security arrangements of the Peace Agreement; (v) support for civilian democratic oversight of security sector institutions to ensure accountability and the protection of human rights; (vi) strategic and technical advisory assistance for the continued deployment of national defence forces to the various defence zones throughout the country and implementation of an infrastructure master plan to facilitate the transition towards a garrison army to ensure the securitization of the territory and the restoration of State authority; and (vii) support for the implementation of water and forest management, border management and mining oversight. The total proposed requirements (\$420,000) comprise estimated costs for equipment and supplies (\$130,000), contractual services (\$80,000), communications (\$20,000), facilities and infrastructure (\$140,000) and travel (\$50,000). MINUSCA will work closely with NGOs or other partners within the framework of the programme;

(f) Civil affairs (community stabilization programmes): confidence-building, enhancement of national capacities and community engagement initiatives for the implementation of local peace and political processes and agreements and the national Peace Agreement, towards the promotion of national ownership for improved protection of civilians, dialogue, reconciliation, conflict resolution and the restoration and extension of State authority. The total proposed requirements (\$450,000) comprise estimated costs for travel (\$77,000) and contractual services (\$373,000). MINUSCA will work closely with the United Nations country team, the national authorities and NGOs within the framework of the programme;

(g) Political affairs (peace consolidation): continued stabilization and transformation of conflict-affected areas by nurturing the shift from armed struggle to active political participation through the implementation of the Peace Agreement and the electoral process, and support for the establishment of favourable conditions for the holding of local elections in 2021. The Mission will continue to carry out a programme of political education, negotiation and capacity-building and conflict mitigation sessions in key areas of intercommunal tension, to contribute to peace and stability, sustaining reconciliation, social cohesion, and supporting inclusive peace and political processes at the prefectural and sub-prefectural levels. To support the local elections, the Mission will strengthen the capacity of political parties and enable the participation of women, young people and refugees in the electoral process. The proposed requirements (\$400,000) comprise estimated costs for contractual services (\$345,000), travel (\$42,000) and supplies (\$33,000).

J. Quick-impact projects

123. The estimated resource requirements for quick-impact projects for the period from 1 July 2021 to 30 June 2022, compared with previous periods, are as follows:

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2019 to 30 June 2020 (actual)	3 024.3	83
1 July 2020 to 30 June 2021 (approved)	3 000.0	60
1 July 2021 to 30 June 2022 (proposed)	3 000.0	95

124. In collaboration with NGOs, the United Nations country team and other partners, MINUSCA will continue to work on projects that are aimed at providing immediate tangible benefits to the lives of people in the Central African Republic. Through its Civil Affairs Section and the use of quick-impact projects, the Mission

will continue to foster an environment conducive to the effective implementation of its mandate by establishing confidence in the Mission, its mandate and the peace process. Projects to improve the delivery of administrative and social services will be implemented through 12 field offices (including Bangui) across three components: (a) security, protection of civilians and human rights, to improve community protection; (b) support for political, peace and reconciliation processes, to promote social cohesion and reconciliation; and (c) the fight against impunity, and support for the extension of State authority and rule of law. The quick-impact projects will focus on:

(a) Security, the protection of civilians and human rights: improving the capacity of the population to organize itself in order to better prevent security incidents and to alert MINUSCA, national authorities and security forces to ensure adequate and timely responses to such incidents. The Mission's military and police personnel, in coordination with the national authorities and local and international NGOs, will continue to expand early warning systems and networks to areas not currently covered and expand communications and coordination systems to complement activities for the protection of civilians implemented by MINUSCA, to improve the capacities of the communities to organize themselves and to improve the link to the Mission's protection system (15 projects at approximately \$40,000 each);

(b) Support for political, peace and reconciliation processes: targeting women, young people and communities in conflict with projects that promote dialogue, confidence-building, reconciliation, social cohesion and peaceful cohabitation within and between communities. Consistent with the policy for quick-impact projects, such projects will be identified through grass-roots participation and coordinated across mission components and sections and in consultation with other national and international stakeholders and partners. In addition to creating income-generating activities, the projects will be aimed at bringing together opposing groups in communities to maximize their long-term income while reducing the possibilities of conflict among them. Partnerships will be further extended with the Food and Agriculture Organization of the United Nations and/or with the World Food Programme to maximize agricultural productivity, and with UNDP for the development of community markets and the rehabilitation of bridges, promoting economic exchanges that have a positive impact on the lives of women and young people (60 projects at approximately \$30,000 each);

(c) Fight against impunity, and support for the extension of State authority and rule of law: improving the delivery of basic public administrative and social services, such as the rehabilitation, equipping and functioning of public administration to improve local budgeting and planning, civil registry, and security, justice and the fight against impunity, as well as education, health, water, electricity and agriculture. The sustainability of the projects will be ensured through the implementation of joint and complementary projects with the United Nations country team and the relevant national ministries. The initial sustainability of these projects will be assured through a combination of complementary capacity-building activities targeting local officials and civil servants, so as to ensure the effective functioning of those institutions, and through the allocation of local investment funds, which will be provided to the Government by the World Bank, the European Union, UNDP and MINUSCA in support of operational costs and in support of good local governance practices (20 projects at approximately \$30,000 each).

III. Analysis of variances¹

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

	<i>Variance</i>	
Military observers	(\$484.9)	(6.0%)

- **Management: change in deployment**

126. The reduced requirements are attributable primarily to the application of a higher vacancy rate of 12.5 per cent in the computation of mission subsistence allowance and travel on emplacement, rotation and repatriation based on current incumbency levels, and owing to the anticipated extended recruitment period given the restrictions in connection with the COVID-19 pandemic, compared with the rate of 7.5 per cent applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Military contingents	(\$758.9)	(0.2%)

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

127. The reduced requirements are attributable primarily to: (a) lower reimbursement costs for contingent-owned equipment owing to the improvement in accommodation for military contingent personnel in accordance with the standards of the United Nations, given the completion by the Mission of hard-wall construction, which is on track for the 2020/21 period, and the anticipated high rate of unserviceability based on recent trends; (b) lower anticipated compensation for death and disability based on the trend of expenditure; and (c) lower costs for rations for reserve drinking water owing to the availability of clean drinking water in remote areas following the establishment of United Nations-owned water treatment plants.

128. The reduced requirements are offset in part by: (a) increased requirements for the standard troop cost reimbursement in connection with the lower estimated adjustment against the standard reimbursement for the deployment of non-functional or absent contingent-owned major equipment, in line with General Assembly resolution [67/261](#), based on improvements made by troop-contributing countries regarding the actual serviceability of their equipment, compared with the adjustment applied in the approved budget for the 2020/21 period; and (b) the application of a lower vacancy rate of 2.0 per cent in the computation of the standard reimbursement owing to the continued improvement of the deployment of military personnel, compared with the rate of 3.0 per cent applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
United Nations police	(\$1 100.8)	(5.6%)

- **Management: change in deployment**

129. The reduced requirements are attributable primarily to the application of a higher vacancy rate of 8.0 per cent in the computation of mission subsistence allowance and travel on emplacement, rotation and repatriation based on current incumbency levels and owing to the anticipated extended recruitment period given

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.

the restrictions in connection with the COVID-19 pandemic, compared with the rate of 3.0 per cent applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Formed police units	(\$141.3)	(0.3%)

• **Management: reduced input and same output**

130. The reduced requirements are attributable primarily to lower costs for the standard reimbursement in connection with the higher estimated adjustment against the reimbursement to police-contributing countries for the deployment of non-functional or absent contingent-owned major equipment in line with General Assembly resolution [67/261](#) based on historical trends regarding the actual serviceability of their equipment, compared with the adjustment applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
International staff	\$1 456.7	0.9%

• **Management: increased input and output**

131. The increased requirements are attributable primarily to: (a) higher costs for salaries and common staff costs owing to the proposed establishment of three posts and the proposed conversion of five international temporary positions into posts; and (b) the application of the higher rate for danger pay entitlements based on the revised scale, compared with the rate applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
National staff	\$3 145.7	15.6%

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

132. The increased requirements are attributable primarily to: (a) the application of the higher average level/step of the salary scale in the computation of salaries for General Service staff, compared with the level/step applied in the approved budget for the 2020/21 period; (b) the impact of the appreciation of the CFA franc against the United States dollar, resulting in the application of the exchange rate of 549.286 CFA francs to 1 United States dollar, compared with the rate of 587.512 francs applied in the approved budget for the 2020/21 period; (c) the proposed establishment of two posts; and (d) the application of the lower vacancy rate of 4.0 per cent in the computation of salaries for General Service staff in connection with the Mission's continued efforts to encumber long vacant posts, compared with the rate of 6.5 per cent applied in the approved budget for the 2020/21 period.

133. The increased requirements are offset in part by the application of the higher vacancy rate of 10.5 per cent in the computation of salary costs for National Professional Officers owing to the continued challenges encountered with available suitable candidates in the local labour market, compared with the rate of 8.5 per cent applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
United Nations Volunteers	\$1 907.6	9.5%

• **Management: change in vacancy rates**

134. The increased requirements are attributable primarily to: (a) the application of a lower vacancy rate of 5.0 per cent for United Nations Volunteers in the computation of allowances owing to the Mission's continued efforts to encumber vacant positions, compared with the rate of 12.5 per cent applied in the approved budget for the 2020/21 period; and (b) the proposed establishment of three international and two national United Nations Volunteers positions.

	<i>Variance</i>	
General temporary assistance	\$276.5	1.9%

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

135. The increased requirements are attributable to the Mission's share of allocated costs for the general temporary assistance related to activities for the Umoja implementation support project, compared with the share of allocated costs included in the approved budget for the 2020/21 period and the application of the lower vacancy rate of 10.0 per cent, compared with the rate of 16.5 per cent applied in the approved budget for the 2020/21 period. The increased requirements are offset by the lower costs for salaries and common staff costs owing to the proposed conversion of five international temporary positions into posts.

	<i>Variance</i>	
Facilities and infrastructure	\$625.8	0.9%

• **Management: increased inputs and outputs**

136. The increased requirements are attributable primarily to: (a) higher costs for security services owing to the enhancement of one existing mini tactical unmanned aircraft system and the deployment of two additional mini tactical unmanned aircraft systems to strengthen capabilities to assist in the planning of operational requirements and the protection of civilians and mission personnel; (b) the acquisition of prefabricated facilities, accommodation and refrigeration equipment to replace buildings that were transferred to MINUSCA from its predecessor mission, the United Nations Integrated Peacebuilding Office in the Central African Republic, which have since deteriorated and are severely damaged, and to replace damaged and deteriorated equipment for the Mission's accommodation facilities located in the regions and in transit camps; and (c) the acquisition of generators and electrical equipment as they relate to a diesel hybrid solar system in line with the Mission's plan to reduce its carbon emission footprint, through a reduction of its dependency on diesel power, and acquisition of sensors and spare parts for the information and communications technology backbone network at the Mission's communication shelters deployed across its area of operations, for which provisions were not included in the approved budget for the 2020/21 period.

137. The increased requirements are offset in part by reduced requirements for: (a) construction, alteration, renovation and major maintenance owing to the absence of non-recurrent provisions for the construction of an apron and a taxiway at Bangui M'Poko International Airport and aviation hangars in Kaga Bandoro, Bouar, Bria and Bangassou, for which a provision was included in the approved budget for the 2020/21 period; and (b) the acquisition of engineering supplies owing to the non-requirement of cable management devices and accessories and the acquisition of

fewer electrical cables and harnesses given the completion of the standardization of the backbone cabling network at three regional offices, compared with the acquisitions included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Ground transportation	(\$1 287.8)	(7.8%)

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

138. The reduced requirements are attributable primarily to the lower anticipated consumption of 6.2 million litres of fuel for vehicles at a lower average cost of \$1.401 per litre based on actual consumption levels for the current period and trends, compared with 6.6 million litres at an average cost of \$1.593 per litre included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Air operations	(\$1 691.7)	(2.6%)

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

139. The reduced requirements are attributable primarily to: (a) the lower anticipated average cost of fuel for aviation of \$1.023 per litre, compared with the average cost of \$1.181 per litre applied in the approved budget for the 2020/21 period; and (b) net lower costs for rental and operation for the Mission's fleet of fixed-wing and rotary-wing aircraft owing to the replacement of costly attack helicopters with more economical utility helicopters, offset in part by the replacement of one fixed-wing aircraft with high operational costs with two smaller and more efficient fixed-wing aircraft with a greater capacity.

	<i>Variance</i>	
Communications and information technology	(\$3 813.0)	(8.4%)

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

140. The reduced requirements are attributable primarily to: (a) the acquisition of fewer items of communications and technology equipment given the anticipated completion of the enhancement of the infrastructure for Internet connectivity on track for the 2020/21 period, and the anticipated sufficient inventory of network, storage and end user equipment, for which provisions were included in the approved budget for the 2020/21 period; and (b) the engagement of fewer public information and public services owing to the anticipated lower number of promotional and printing materials, as well as radio and television broadcasting services given the completion of the presidential and legislative electoral process, compared with the number of materials and services included in the approved budget for the 2020/21 period.

141. The reduced requirements are offset in part by increased requirements for telecommunications and network services to support the expansion of the bandwidth in Bangui and the regional offices to ensure adequate redundancy services to meet the increased demand for reliance on cloud-based applications, including collaborative tools to conduct virtual meetings and training sessions, and the sharing of documents, and to support increased demand for surveillance video feeds from unmanned aerial systems required to implement the Mission's mandate with respect to the protection of civilians and United Nations personnel.

	<i>Variance</i>	
Medical	\$1 639.6	90.9%

• **Management: increased inputs and outputs**

142. The increased requirements are attributable primarily to: (a) the acquisition of medical equipment, including first aid kits for uniformed personnel deployed to remote areas to facilitate the administration of first aid during and before the transfer of casualties to the closest health facilities in line with the continued enhancement of the Mission's efforts to reduce peacekeeper fatalities, in accordance with the Action for Peacekeeping initiative of the Secretary-General; and (b) the higher costs anticipated for medical services to enhance the Mission's ability to use commercial air ambulances when its air assets cannot be utilized under special circumstances, for medical evacuations, as is the case during the COVID-19 pandemic, compared with the cost estimate included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Other supplies, services and equipment	(\$1 169.3)	(3.0%)

• **Mandate: increased inputs and outputs**

143. The reduced requirements are attributable primarily to: (a) lower costs for the engagement of implementing partners and grants to support programmatic activities that have been prioritized on the basis of the review of the trend and impact of implementation and taking into consideration the anticipated challenges given the worsening security situation, compared with the activities included in the approved budget for the 2020/21 period; and (b) lower freight costs for the transportation of supplies, furniture and equipment, resulting from fewer anticipated acquisitions, compared with the costs included in the approved budget for the 2020/21 period.

144. The reduced requirements are offset in part by the engagement of additional individual contractual personnel to provide security services at central security control rooms in various locations in connection with the implementation of the smart city camera project and for quarantine facilities at the airport, for which a provision was not included in the budget for the 2020/21 period.

IV. Actions to be taken by the General Assembly

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

- (a) **Appropriation of the amount of \$936,258,700 for the maintenance of the Mission for the 12-month period from 1 July 2021 to 30 June 2022;**
- (b) **Assessment of the amount of \$351,097,000 for the maintenance of the Mission for the period from 1 July to 15 November 2021;**
- (c) **Assessment of the amount of \$585,161,700 for the period from 16 November 2021 to 30 June 2022 at a monthly rate of \$78,021,560 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 resolution 74/284, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

(Resolution 74/284)

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

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

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

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

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

Notes the ongoing development of impact-based performance indicators as part of the implementation of the Comprehensive Performance Assessment System, and in this regard requests the Secretary-General in his next report to provide information on how the indicators will measure the performance by the Mission of mandated tasks and the impact of resource allocation on that performance, as well as how the indicators will contribute to the identification of the resources required for each mandated task (para. 11)

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

The Comprehensive Planning and Performance Assessment System has been implemented in MINUSCA since August 2018. It enables the Mission to: (a) develop a whole-of-mission plan, rooted in the local context and focused on how to maximize mission impact within the scope of its mandate; (b) assess the impact and effectiveness of its operations on the basis of data and analysis; and (c) regularly revise and update its plan on the basis of changes in the local context and evidence and of the effectiveness of the Mission's actions.

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

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

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

Underlines the important contribution that programmatic activities make to the implementation of the mandates of the Mission, including for the prevention and resolution of conflicts, and that all such activities must be directly linked to the mandates of the Mission (para. 18)

Requests the Secretary-General to ensure that the Mission is responsible and accountable for the use of its programmatic funds, in line with relevant guidance and bearing in mind the specific context in which the Mission operates, and to include, in his next budget submission and performance report, detailed information on the programmatic activities of the Mission, including on how those activities have contributed to the implementation of mission mandates, on the linkage to the mandates, on the implementing entities and on the performance by the Mission of appropriate oversight (para. 19)

The Mission has continued to increase and strengthen its implementation of the Comprehensive Planning and Performance Assessment System. This implementation has included the use of indicators that help to assess the impact of mandated tasks, which informed the decision-making process of the senior leadership. Indicators and data have been used to inform the drafting of the report of the Secretary-General. Data and analysis from the System were also used to create a fact sheet that was distributed to Security Council members with the presentation of the latest report of the Secretary-General, on 19 October 2020.

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

MINUSCA has strengthened integration throughout the Mission, bringing together the coordination of the risk management and audit compliance functions under the Chief of Staff. The Chief of Staff has oversight of the planning, the risk management audit recommendations and the Board of Inquiry process and is working closely with the Office of the Director of Mission Support to better manage the peacekeeping budget in coordination with the senior leadership team through the resource steering executive group.

MINUSCA programmatic activities are all directly linked to its mandate. They are centred around key elements of the mandate, including disarmament, demobilization and reintegration, human rights, security sector reform and the restoration of State authority, and are critical for the prevention and resolution of conflicts, and therefore for the fulfilment of the Mission's strategic objective.

Details of the Mission's programmatic activities proposed for the 2021/22 period are provided in section II.I of the present report.

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

Expresses concern over the allegations of sexual exploitation and abuse reported in peacekeeping missions, and requests the Secretary-General to continue to implement his zero-tolerance policy on sexual exploitation and abuse with regard to all civilian, military and police personnel and to report thereon in the context of his next report on cross-cutting issues (para. 20)

Requests the Secretary-General to ensure that United Nations peacekeeping mission staff has the capacity to provide technical oversight of the use of unmanned aerial and aircraft systems technologies (para. 21)

Recognizes the increasing security challenges faced by United Nations peacekeepers, reaffirms its commitment to the improvement of the safety and security of Mission personnel, in particular uniformed personnel, and requests the Secretary-General to further strengthen the measures in this regard and to report thereon to the General Assembly in the context of the next budget submission for the Mission (para. 22)

Reaffirms the provisions of section XVIII of its resolution [61/276](#), further recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all such projects, and requests the Secretary-General to enhance their impact while addressing underlying challenges (para. 23)

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

The Unmanned Aircraft Systems Cell and the Geospatial, Information and Telecommunications Technologies Section of MINUSCA provide technical oversight of the unmanned aerial and aircraft systems technologies. The personnel responsible have been adequately trained and have the requisite technical qualifications.

To enhance efforts to reduce threats to United Nations personnel, MINUSCA continued to implement the recommendations made in the Action for Peacekeeping initiative to improve the security of peacekeepers, including efforts to enhance operational performance and improve the duty of care in cases of incidents involving trauma, injuries or illnesses through the provision of adequate medical services in a safe and secure environment and improved reactivity and responses, in particular for the evacuation of casualties. The Mission also strengthened advocacy with national authorities for the ratification of the Convention on the Safety of United Nations and Associated Personnel to ensure accountability and the end of impunity. Priority was placed on the development of camp defence plans, drills and exercises to test and improve defence plans, capitalizing on lessons learned, and troop adhesion to force protection and guidelines.

The important role of quick-impact projects for the implementation of the mandate of the Mission is emphasized through the trend for the resource utilization rate of 100 per cent for the 2019/20 period and prior periods.

The timely, responsible and accountable implementation of projects is a high priority for the leadership of the Mission. This is achieved through: (a) detailed monitoring of the different stages of the approval and implementation of quick-impact projects, which are entered into and managed through a database; and (b) flexibility in the allocation of financial resources to different sections responsible for the implementation of the projects, and allowing the reallocation of financial resources on the basis of performance.

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

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

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

Requests the Secretary-General to review the posts that have been vacant for 24 months or longer and to propose in his next budget submission either their retention, with clear justification of need, or their abolishment (para. 28)

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

Projects are selected by the local project committees, in line with established criteria. Particular attention is given to the impact of projects, while challenges encountered are addressed promptly. The degree of prioritization of projects is identified in collaboration with communities and local authorities on the basis of the urgency and importance of community requirements.

Two external and internal audits are conducted to assess the effectiveness of the implementation of the projects, including the impact of projects implemented and to recommend potential improvements and corrective measures, as and if needed.

The Mission has encountered challenges in identifying suitable candidates for national posts. Therefore, the nationalization of functions may occur at a slower pace. Some positions have been advertised repeatedly without yielding suitable candidates, and consequently some key positions have been proposed for downward reclassification.

The Mission is developing strategies to ensure that vacant posts are filled expeditiously and is focusing on filling the vacant posts with staff members from downsized or closing missions.

The Mission reviewed the posts and positions in its approved staffing establishment that have been vacant for more than 24 months, and the justification for their retention is reflected in the supplementary information to the present report.

The Mine Action Service of the Department of Peace Operations, with input from MINUSCA, undertook a comparative assessment of the services provided by respective entities for mine action activities of the Mission. Mine action services provided in support of the mandate implementation of MINUSCA include explosive ordnance disposal; improvised explosive device disposal; weapons and ammunition management; and explosive hazards threat assessment and management. MINUSCA maintains mine action capabilities and implements demining and explosive ordnance disposal through its military contingents. UNOPS, the implementing partner for the Mine Action Service, leverages its specialized expertise to provide support in the area of risk awareness training, improvised explosive device threat mitigation training, and weapons and ammunition management. The assessment determined that the mine action activities of MINUSCA military contingents and those of UNOPS are complementary but distinct.

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

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

The Mission and the United Nations country team continued to work closely with other regional and subregional partners and enhanced partnership coordination to advance electoral support, development and humanitarian efforts. This strengthened coordination and synergies with regional actors and the United Nations country team and enabled the Mission to deliver its mandate more effectively, including in advancement of the implementation of the Peace Agreement, electoral preparations, the restoration of State authority and the protection of civilians, among other key tasks.

B. Advisory Committee on Administrative and Budgetary Questions

([A/74/737/Add.10](#))

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

The Advisory Committee is therefore of the view that the Mission should undertake an assessment of the fuel consumption under both facilities and infrastructure (generators) and ground transportation (vehicles) and report the outcome, proposing necessary measures if warranted, in the next budget proposal (para. 22 (b) (ii))

MINUSCA has implemented quarterly assessments of fuel consumption for both facilities and ground transportation to review consumption trends and prepare fuel consumption reports, which are shared with United Nations Headquarters through the quarterly mission fact sheet report. The aim of this procedure is to ensure that consumption levels and trends are well documented, reported on and used in the preparation of future budget proposals.

The Committee also looks forward to reviewing information concerning the environmental projects, including their costs, capacity and foreseen efficiency gains, in the next budget report on MINUSCA (para. 22 (b) (ii))

The main environmental projects implemented by the Mission are as follows:

(a) With respect to energy production, MINUSCA continues to shift its energy production to renewable sources of energy, including the proposed acquisition of diesel hybrid solar systems to reduce its dependency on diesel-propelled power generation renewable energy, and has increased the synchronization of generators (73 per cent rate for United Nations-owned equipment) to reduce fuel consumption and its related emissions;

(b) Establishment of 57 wastewater treatment plants at various locations to minimize any environmental risks related to wastewater. In addition, 172 water meters have been installed to monitor the Mission's water usage and reduce waste;

(c) With regard to the management of solid waste, the Mission is implementing the Kolongo landfill remediation project. This project, coupled with the acquisition of the 21 incinerators for the establishment of a waste management yard, will significantly

Request/recommendation

Action taken to implement request/recommendation

improve the disposal of solid waste at all locations while reducing risks of environmental contamination from solid waste. Two additional incinerators for solid waste will be acquired during the 2020/21 period to manage hazardous waste;

(d) Replacement of standard fluorescent lighting with light-emitting diode lighting to further reduce energy demands by converting standard fluorescent tube lights to light-emitting diode lighting, which will result in more than 50 per cent power reduction.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

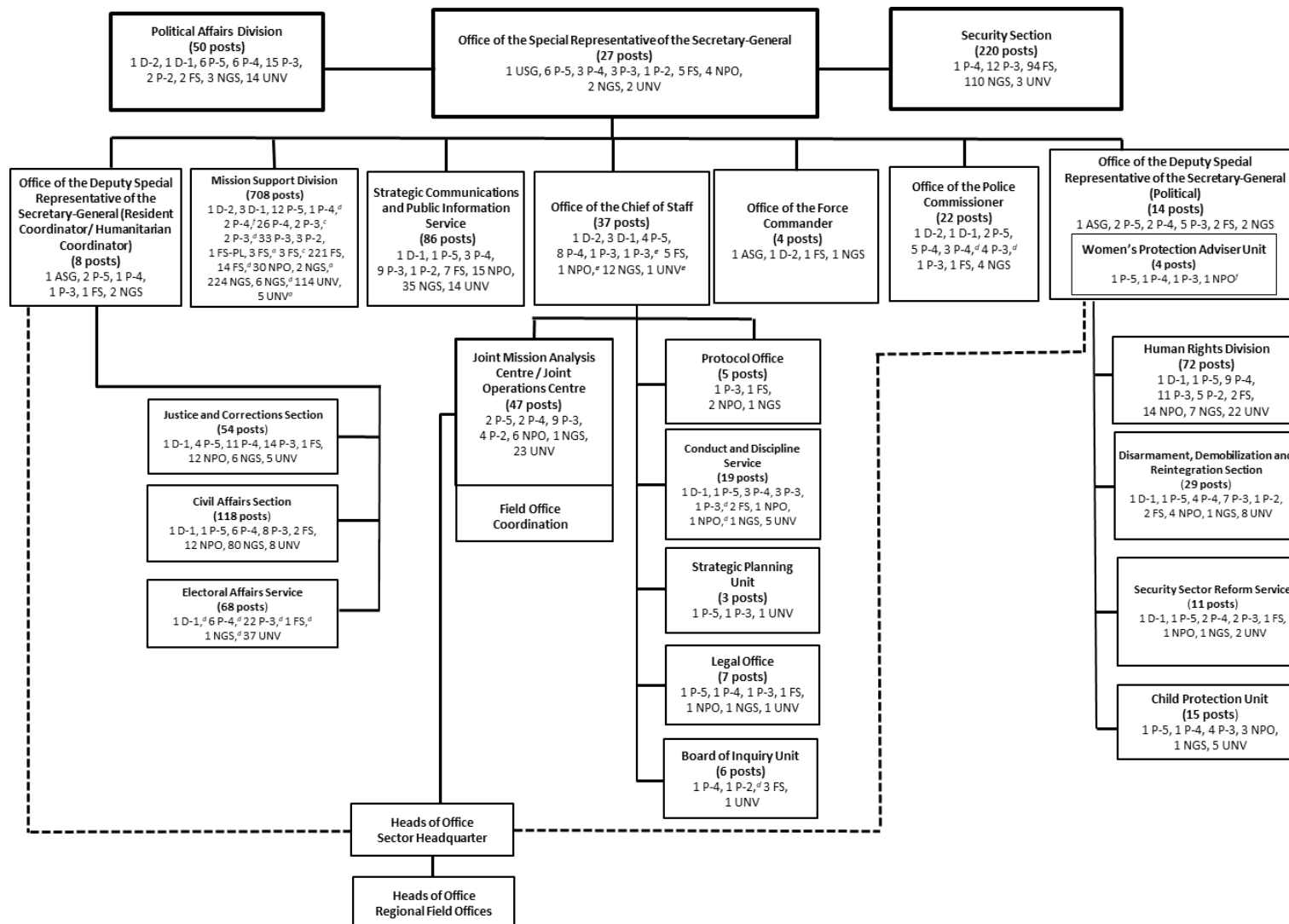
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

- **Management:** variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or arising from performance-related issues (e.g., underestimation of the costs or quantities of inputs required to produce a certain level of outputs, or delayed recruitment).

Annex II

Organization charts

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



(Footnotes on following page)

(Footnotes to annex II.A)

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

^a New post.

^b Reassigned.

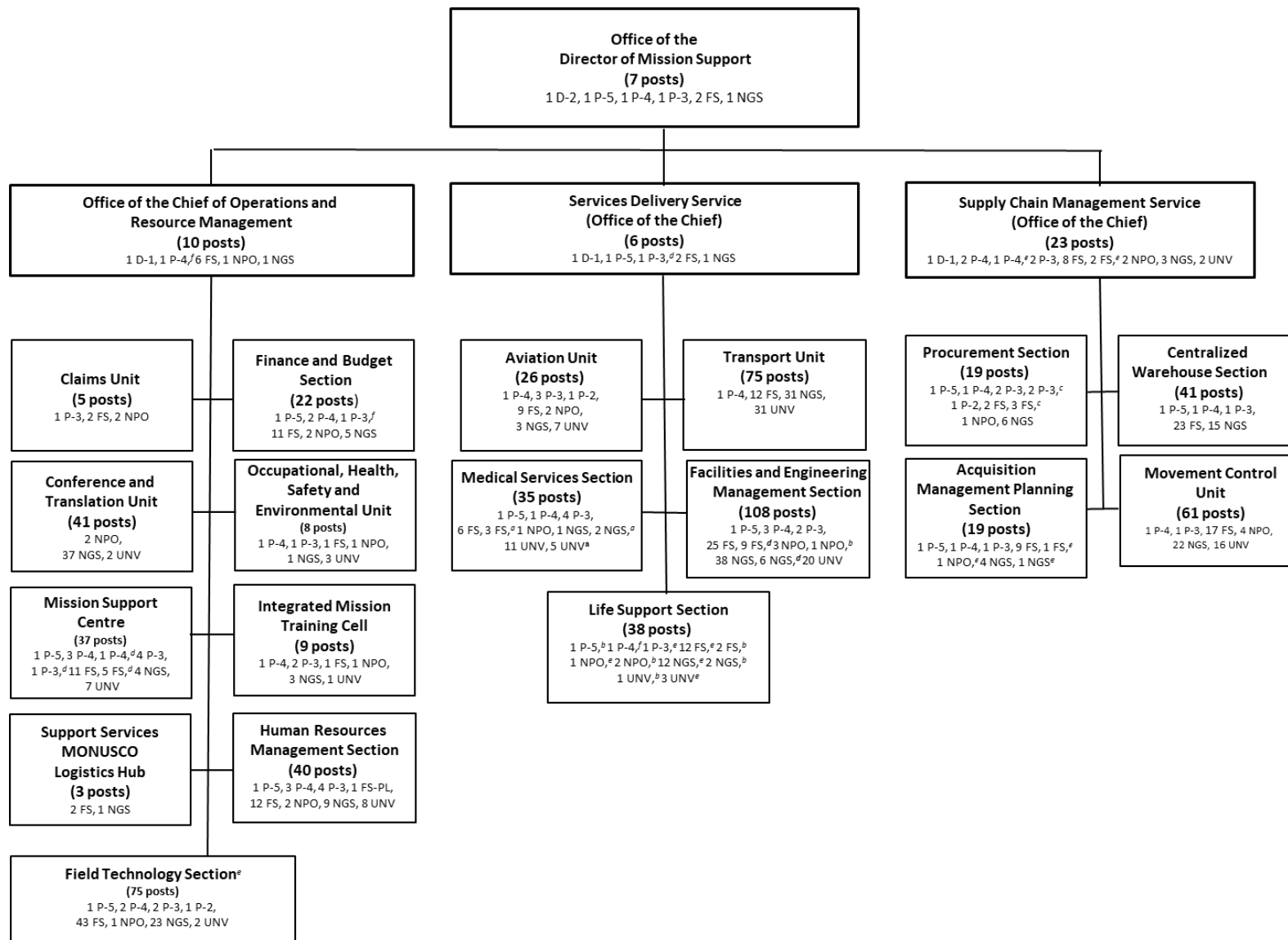
^c Conversion.

^d General Temporary Assistance.

^e Redeployed.

^f Reclassified.

B. Mission Support Division



Map

