



General Assembly

Distr.: General
23 February 2022

Original: English

Seventy-sixth session

Agenda item 155

Financing of the United Nations Organization Stabilization

Mission in the Democratic Republic of the Congo

Budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2022 to 30 June 2023

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the period from 1 July 2022 to 30 June 2023, which amounts to \$1,037,277,000.

The proposed budget in the amount of \$1,037,277,000 represents a decrease of \$5,451,900, or 0.5 per cent, compared with the apportionment of \$1,042,728,900 for the 2021/22 period.

During the period from 1 July 2022 to 30 June 2023, MONUSCO will engage with political and civil society actors on the issue of credible, transparent, inclusive, peaceful and gender-balanced political and electoral processes leading up to the elections to be held in 2023, supporting the restoration of political dialogue between community leaders and the Government to address insecurity, intercommunal tensions and the restoration of State authority. MONUSCO will build on the constructive engagement between the Mission and the Government to facilitate a successful transition in line with the benchmarks of the transition plan based on assessments of the evolving situation and conditions on the ground. The mandate will be implemented against the backdrop of the Mission's withdrawal from Tanganyika.

The proposed budget provides for the deployment of 660 military observers and staff officers, 13,140 military contingent personnel, 591 United Nations police officers, 1,410 formed police personnel, 693 international staff (including 5 positions funded under general temporary assistance), 1,653 national staff (including 56 positions funded under general temporary assistance), 322 United Nations Volunteers and 90 government-provided personnel.

The total resource requirements for MONUSCO for the financial period from 1 July 2022 to 30 June 2023 have been linked to the Mission's objective through a number of results-based budgeting frameworks, organized according to components (protection of civilians; support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Mission as a whole.

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

Financial resources

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
Military and police personnel	472 920.8	522 261.7	510 727.8	(11 533.9)	(2.2)
Civilian personnel	257 581.5	265 262.5	268 766.8	3 504.3	1.3
Operational costs	271 619.3	255 204.7	257 782.4	2 577.7	1.0
Gross requirements	1 002 121.6	1 042 728.9	1 037 277.0	(5 451.9)	(0.5)
Staff assessment income	26 910.5	27 232.7	27 225.2	(7.5)	—
Net requirements	975 211.1	1 015 496.2	1 010 051.8	(5 444.4)	(0.5)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 002 121.6	1 042 728.9	1 037 277.0	(5 451.9)	(0.5)

Human resources^a

	<i>Military observers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Formed police units</i>	<i>International staff</i>	<i>National staff^b</i>	<i>Temporary positions^c</i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
Executive direction and management										
Approved 2021/22	–	–	–	–	90	68	–	25	–	183
Proposed 2022/23	–	–	–	–	90	67	1	25	–	183
Components										
Protection of civilians										
Approved 2021/22	660	13 640	–	–	70	233	–	35	–	14 638
Proposed 2022/23	660	13 140	–	–	70	227	–	35	–	14 132
Support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms										
Approved 2021/22	–	–	591	1 410	76	151	60	18	90	2 396
Proposed 2022/23	–	–	591	1 410	75	149	60	18	90	2 393
Support										
Approved 2021/22	–	–	–	–	461	1 201	–	249	–	1 911
Proposed 2022/23	–	–	–	–	453	1 154	–	244	–	1 851
Total										
Approved 2021/22	660	13 640	591	1 410	697	1 653	60	327	90	19 128
Proposed 2022/23	660	13 140	591	1 410	688	1 597	61	322	90	18 559
Net change	–	(500)	–	–	(9)	(56)	1	(5)	–	(569)

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

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

^c Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) was established by the Security Council in its resolution [1925 \(2010\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2612 \(2021\)](#), by which the Council extended the mandate until 20 December 2022.

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

3. Within this overall objective, MONUSCO will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized according to components (protection of civilians; support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms; and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MONUSCO in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the 2021/22 period, have been explained under the respective components.

5. With a view to ensuring sustained political engagement with the Government, the Mission will maintain its headquarters in Kinshasa, where most of the senior leadership will be located. The Mission will maintain the Office of the Deputy Special Representative of the Secretary-General for protection and operations in Goma and four field offices, in Beni, Bukavu, Bunia and Goma. The Mission will also maintain the capacity to monitor the political, security and human rights situations in areas marked by transition, including the Kasai and Tanganyika provinces. Subject to the development of the security situation on the ground, the Mission will also assess the necessity of maintaining sub-offices in Uvira and Butembo.

6. The Security Council, in its resolution [2612 \(2021\)](#), welcomed the transition plan ([S/2021/807](#), annex), developed jointly with the Government of the Democratic Republic of the Congo and the United Nations country team, in which 18 benchmarks and associated indicators are set out whose achievement would create the conditions necessary for the Mission's gradual, responsible and conditions-based withdrawal without jeopardizing security and peacebuilding gains.

7. Following the closure of several field offices over the past couple of years, the Mission's area of operations in support of the protection of civilians will be limited to three provinces (Ituri, North Kivu and South Kivu). The Mission will maintain a mobile capacity to monitor the political situation elsewhere. In areas from which the Mission has withdrawn, United Nations agencies, funds and programmes have increased their presence with a view to implementing programmes using the triple nexus approach in support of the Government's plan to expand and consolidate State authority. In the context of the transition, MONUSCO will continue to support joint

Note: The following abbreviations are used in tables: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

initiatives on justice, corrections and governance and contribute to the sustainability of peace dividends following the Mission's withdrawal.

B. Planning assumptions and mission support initiatives

8. The past years have seen improvements towards the political stabilization of the Democratic Republic of the Congo, notably the peaceful transfer of power following the 2018 elections and the formation of a new governing coalition in 2021. However, political positioning ahead of the elections to be held in 2023, as well as discussions around electoral reforms, have heightened tensions within the Government and the broader political class and with civil society. Numerous challenges remain regarding the stabilization of eastern Congo.

9. The overall context is characterized by efforts made at the national level to carry out the reforms that will ensure that the Democratic Republic of the Congo remains on the path to stabilization. This includes the adoption by the National Assembly of the Government's action plan linking the work to be done for the political and security-related stabilization of the country with the benchmarks of the joint transition plan agreed between the Government, MONUSCO and the United Nations country team. Furthermore, important government initiatives – including the protection of civilians and the neutralization of armed groups, a new disarmament, demobilization, community reintegration and stabilization programme and the commitment to organizing national and local elections in 2023 – will require the attention of the United Nations system in the Democratic Republic of the Congo.

10. The Mission will continue its engagement with the President, members of the Government and of the parliament, political leaders and civil society actors to enable a peaceful and inclusive political process as mandated in Security Council resolution [2612 \(2021\)](#). The engagement centres primarily on the issue of credible, transparent, inclusive, peaceful and gender-balanced political and electoral processes leading up to the elections to be held in 2023, supporting the restoration of political dialogue between community leaders and the Government to address insecurity in the context of the state of siege that has been in place in Ituri and North Kivu provinces since May 2021 and addressing intercommunal tensions, the restoration of State authority and hate speech, notably in South Kivu province.

11. As highlighted in the Action for Peacekeeping initiative of the Secretary-General, the Mission will continue to advocate political solutions to solve ongoing conflicts. MONUSCO will build on the constructive engagement between the Mission and the Government of the Democratic Republic of the Congo to facilitate a successful transition in line with the benchmarks of the transition plan based on continuous joint assessments of the evolving situation and conditions on the ground. As part of its political engagement, MONUSCO will also continue its efforts to raise awareness of the women and peace and security agenda and engage with women leaders to explore joint advocacy opportunities to boost women's meaningful participation in political and electoral processes.

12. Cooperation with neighbouring countries has progressed positively. The President of the Democratic Republic of the Congo, Félix Antoine Tshilombo Tshisekedi, has continued to prioritize the improvement of the political climate in the Great Lakes region, including through meetings with his counterparts in Burundi, Rwanda and Uganda and through the conclusion of bilateral agreements to foster increased economic cooperation.

13. Areas affected by armed conflict requiring the presence of peacekeepers are now mostly limited to the three provinces in the eastern Democratic Republic of the Congo, namely Ituri, North Kivu and South Kivu. The ongoing security threats in the

Democratic Republic of the Congo and the region are driven by limited State authority combined with the presence, proliferation and activities of numerous foreign, as well as Congolese, armed groups, intercommunal violence and underlying tensions. While more than two thirds of the country are considered stable, the Mission will closely monitor the evolving politico-security situation in areas marked by political tensions as the country moves closer to the elections scheduled to be held in 2023.

14. In Ituri, North Kivu and South Kivu, the security situation is expected to remain highly volatile and challenging. With the aim of fighting insecurity more effectively, Mr. Tshisekedi declared a state of siege in Ituri and North Kivu in May 2021. The Allied Democratic Forces (ADF) are expected to represent a major threat through continued attacks on security forces and the civilian population in the Grand Nord area of North Kivu province. It is also likely that ADF intends to expand its area of operation further into Ituri to evade military operations against the group. Furthermore, in Ituri, several factions of armed groups are expected to continue their violent struggle for control over land, resources and road axes. The spread of violence beyond Djugu, affecting mostly Irumu but also Mahagi and Aru territories, continues to threaten major road axes as well as the town of Bunia, hindering freedom of movement and the conduct of economic activities. In the Petit Nord area of North Kivu, domestic as well as foreign armed groups, some of which operate in coalition, are expected to continue to pose a threat to civilians and to clash with security forces. In South Kivu, the ongoing conflict between opposing coalitions of armed groups, specifically in the Hauts Plateaux and Moyens Plateaux, represents a major challenge for the security forces and is likely to exacerbate the already dire humanitarian situation, with the potential to cause further displacement and civilian casualties.

15. The security situation in Tanganyika has improved substantially since the elections held in 2018. However, northern Tanganyika, bordering South Kivu and Maniema provinces, continues to see armed group activity, including frequent kidnappings of civilians. A MONUSCO presence and operations by the Armed Forces of the Democratic Republic of the Congo (FARDC) around Nyunzu have helped to stabilize the situation, enabling the return of internally displaced persons. In the light of the prevailing insecurity in this area, the Mission will continue to maintain its capacity to ensure the protection of civilians, including through the deployment of an operating base.

16. The human rights situation in the eastern Democratic Republic of the Congo remains a source of concern, with persistently high levels of violence and the intensification of intercommunal violence fuelled by hate speech. In the first nine months of 2021, the United Nations Joint Human Rights Office in the Democratic Republic of the Congo documented 5,113 human rights violations throughout the country, representing an average of 574 violations per month. Most of the violations, 4,276, were committed in conflict-affected provinces. Armed groups remain the main perpetrators of the violations, with 2,491 abuses, or 58 per cent. State agents were responsible for the remainder, which were mainly perpetrated by members of FARDC (1,033 violations, 24 per cent) and agents of the Congolese National Police (576 violations, 14 per cent). The United Nations Joint Human Rights Office also documented human rights violations by FARDC during military operations in provinces under the state of siege. In the light of the prevailing high levels of human rights violations, the Mission will need to continue to monitor the human rights situation, including by temporarily deploying to remote areas and areas where the Mission no longer has a permanent presence.

17. The Democratic Republic of the Congo continues to face an acute, complex and multilayered humanitarian crisis affecting 19.6 million people. In 2021, the humanitarian community sought to provide humanitarian assistance to some 9.6 million Congolese nationals affected by the escalating conflict in the eastern

Democratic Republic of the Congo. Maintaining humanitarian access in those areas has become increasingly difficult due to ongoing operations imposed by the state of siege amid the increased activity of armed groups. A total of 260 security incidents targeting humanitarian actors in the eastern provinces have been recorded since January 2021. The country's humanitarian challenges continue to be compounded by a confluence of epidemics, including measles, cholera, meningitis and Ebola, with two new outbreaks in 2021 alone, as well as by unprecedented food insecurity and malnutrition levels, with 27 million Congolese, representing approximately 27.5 per cent of the total population, experiencing high levels of food insecurity.

18. United Nations police will continue to support the Government in reinforcing the rule of law and the capacity of the Congolese National Police. In this regard, the Mission will continue to provide technical and operational support to improve the operational capabilities of the Congolese National Police in line with international human rights standards. In order to rebuild trust and confidence between the local police and the population, MONUSCO will continue to implement the Integrated Operational Strategy for the Fight Against Insecurity, in strict compliance with the human rights due diligence policy on United Nations support to non-United Nations security forces, with a focus on building local capacity to address insecurity and demilitarizing the law and order response in Ituri, North Kivu and South Kivu in coordination with justice and corrections institutions. United Nations police will support the consolidation of State authority to secure the gains achieved in the protection of civilians. In this regard, formed police units will continue to perform three key tasks: protect civilians, protect United Nations personnel and installations and support the capacity-building of the Congolese National Police, with an emphasis on civilian-led strategies to guarantee the sustainability of policing milestones in the Democratic Republic of the Congo.

19. The reconfiguration of the force accomplished in the previous period, including of the force Intervention Brigade, will allow for greater flexibility to support national security forces in the neutralization of armed groups and the protection of civilians. As a strategic priority, the force will continue to focus on protection through projection in support of a comprehensive strategy. The force will also enhance community engagement through the deployment of engagement teams, comprising both men and women peacekeepers, to ensure that the needs of vulnerable populations are understood. In addition, the force will deploy civil-military teams using temporary operating bases and standing combat deployments. Furthermore, static deployments in the form of permanent operating bases will facilitate a continued presence where risks to civilians are deemed to be significant. Preserving the safety of peacekeepers will remain a priority throughout the operations.

20. The force will continue to support and conduct joint operations with FARDC and will seek to enhance FARDC capabilities through the provision of dedicated training and logistical and operational support in strict compliance with the human rights due diligence policy. This support will include evacuating wounded soldiers, coordinating the deployment of units to protect civilians and carrying out offensive operations against local and foreign armed groups. The support provided by the Mission will contribute to the ability of both FARDC and the Congolese National Police to hold areas recovered from armed groups. The force will enhance its capability to monitor operations, including unilateral and joint operations, and manage threats related to improvised explosive devices. In line with the Action for Peacekeeping strategic framework and action plan, MONUSCO will seek to enhance its capacity for medical and surgical assistance to ongoing operations in support of FARDC.

21. MONUSCO has made significant progress on the implementation of the Comprehensive Planning and Performance Assessment System. To date, the Mission

has adjusted the results framework of the System, outlining a prioritized and whole-of-mission plan for mandate delivery that is aligned with the results-based budgeting frameworks to help to strengthen the monitoring of the performance of the Mission's mandate implementation. Since the development of a joint Government-United Nations transition plan, in 2021, the results framework of the System has incorporated transition benchmarks and related indicators, with a view to using the System to monitor progress against the transition plan. The System's dashboards are now fully operational. This progress will allow the Mission to routinely undertake performance assessment. The implementation of the System has strengthened the focus on data-driven and evidence-based reporting, including for the quarterly reports of the Secretary-General and in support of leadership decision-making.

22. During the 2022/23 period, the Mission is expected to continue to adjust its operations in view of the coronavirus disease (COVID-19) pandemic. The Mission will also continue to support the Government of the Democratic Republic of the Congo in responding to public health emergencies in close coordination with humanitarian actors. With regard to the COVID-19 pandemic, the Mission and the United Nations country team will continue, within their respective mandates, to support the Government's efforts to mitigate the socioeconomic impact of the pandemic through its multisectoral emergency programme and will work closely with the governmental structures established to prevent and respond to the spread of the disease, such as the presidential COVID-19 task force and the multisectoral response committee and their various technical subsidiary bodies. The Mission and the United Nations country team will continue to contribute to preventing the spread of the disease by vaccinating civilian and uniformed staff, as well as the dependants and staff of partner international non-governmental organizations (NGOs).

23. In line with the Mission's mandate and the political and security developments in the Democratic Republic of the Congo, the Mission's priorities in the 2022/23 period will be: (a) protection of civilians; and (b) support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms in order to establish functional, professional and accountable State institutions, including security and judicial institutions.

Component 1: protection of civilians

24. It is expected that civilians will continue to face significant threats, including risks of serious violations of human rights from local and foreign armed group activity, operations by State security forces against armed groups and intercommunal violence. In the three eastern provinces of the Democratic Republic of the Congo where the Mission will continue to be present, MONUSCO will ensure a mission-wide approach to the protection of civilians, working to reduce the threat posed by foreign and Congolese armed groups and threats resulting from intercommunal violence to a level that can be effectively managed by the Government and no longer poses a threat to international peace and security.

25. MONUSCO will continue to ensure a comprehensive approach to the protection of civilians by facilitating the coordination of activities at the local, provincial and national levels between its civilian, police and military components, as well as with the United Nations country team. The Mission's efforts to protect civilians will be tailored to implementing the transition plan developed jointly with the United Nations country team and the Government of the Democratic Republic of the Congo.

26. The efforts of MONUSCO to protect civilians will continue to include dialogue and engagement, physical protection and improvement of the protective environment, including through community violence reduction efforts. This will include the use of good offices at the national and provincial levels to prevent violence and resolve

conflict in the eastern provinces. The Mission will combine military operations with political and community engagement, the identification of spoilers and peace enablers, disarmament, demobilization and community-based reintegration initiatives and continued efforts to fight impunity, including with regard to conflict-related sexual violence. The Mission will also support the implementation of the Government's disarmament, demobilization, community reintegration and stabilization programme, including the repatriation and resettlement of members of foreign armed groups. Radio Okapi will continue to support political dialogue and the peaceful resolution of conflicts and support the communication objectives of MONUSCO and the United Nations country team.

27. Ahead of the elections to be held in 2023, MONUSCO will reassess hotspots through a dedicated mobile team, in close collaboration with the United Nations Joint Human Rights Office, the United Nations Development Programme (UNDP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The collaboration will include conflict prevention activities to help to reduce the risk of pre-electoral disputes over natural resources, administrative boundaries or migrant populations that could potentially escalate into violence, thereby allowing provincial administrations and local civil society to lead preventive diplomacy efforts. It will entail regular missions to hotspots in the western Democratic Republic of the Congo and other parts of the country where MONUSCO no longer has a presence, in order to engage with local political and civil society stakeholders, as well as regular interactions with stakeholders in Kinshasa, in order for the national leadership to support initiatives towards preventive diplomacy. To address the issue of incitement to violence through hate speech, MONUSCO will proactively address hate speech and use its media platforms to sensitize the population.

28. The Mission will continue to provide physical protection to civilians in areas where it will be present through a combination of protection through presence, with static bases, and protection through projection, with temporary deployments. Day and night patrols will continue to be conducted by the military and police components. The Mission will also continue to provide support to the national defence and internal security forces to undertake military operations and to implement community policing and urban security activities. In addition, the Mission will retain the capacity to undertake offensive operations against ADF, which will continue to present the greatest constant threat to civilians, in an area where other non-military options to force the surrender of the group are the most limited. The Mission will support the rehabilitation of key roads and bridges to increase access to vulnerable populations and increase mobility for security forces to respond.

29. With regard to the protective environment, MONUSCO will continue to monitor, investigate and report on human rights violations and abuses, including conflict-related sexual violence; advocate respect for human rights and international humanitarian law by State security actors; and support the Government in the fight against impunity by providing support for investigations, evidence collection and prosecutions relating to grave human rights violations, cases of conflict-related sexual violence and other serious violations by both armed groups and security forces. The Mission will continue to collect and analyse the perceptions of the local population relating to security, social cohesion and access to justice, with a view to better understanding the population's needs and concerns regarding its protection. Regarding support for victims of sexual exploitation and abuse, the Mission will provide such support through the deployment of a Victims' Rights Advocate to ensure that the rights and dignity of victims are at the forefront of United Nations efforts.

30. The Mission will continue to provide its good offices to support the implementation of a comprehensive national disarmament, demobilization and reintegration programme and in prioritizing community-based and gender-sensitive

disarmament, demobilization and reintegration activities. It will support the creation of the conditions necessary to facilitate a dialogue and achieve a negotiated surrender of armed groups; collect arms and ammunition; provide support to affected communities; and lay the groundwork for community reintegration through the community violence reduction programme. The programme will be particularly important in North Kivu, South Kivu and Ituri, where the presence of armed groups continues to pose a significant threat to civilians and where the success of such an approach is essential to create the conditions necessary to allow for the gradual withdrawal of the Mission, in accordance with the joint transition plan.

31. The Mission will also support a disarmament and demobilization process, undertaken locally, and community-based reintegration for combatants surrendering, with a focus on providing support to their respective communities, including through appropriate transitional justice mechanisms. The approach will be especially important to address the intercommunal violence and associated mobilization of armed groups and will present an opportunity to work on resolving the underlying grievances in order to bring about a peaceful solution to the conflict and protect civilians.

32. In the context of the transition, the Mission will expand its focus on strengthening existing local capacities to protect civilians, including enhancing early warning systems and alert networks to ensure that alerts are received in a timely manner and responded to by MONUSCO or increasingly by the national security forces. The Mission will also seek to improve the participation of citizens, especially young people and women in local security mechanisms. Further efforts will also be made to prepare for a gradual transition of the alert networks to the national authorities, strengthening local management and accountability.

33. In Tanganyika, in view of the improved security situation and reduced activity of armed groups, it is expected that the national security forces will be able to manage the residual security threats. The Mission will maintain capacity for the force to intervene in Tanganyika, in particular in the northern region that borders South Kivu, where Mai-Mai Yakutumba and allied armed groups still present a threat to civilians. In addition, building on lessons learned from the transition in other areas of the Democratic Republic of the Congo, and in support of transition arrangements, MONUSCO will maintain a residual capacity, co-located with the United Nations country team, that will focus on strengthening the capacity of local authorities and communities with regard to conflict management, community policing and supporting justice and rule of law institutions.

34. In Ituri, North Kivu and South Kivu, the activities of armed groups, both foreign and local, remain a serious threat to the civilian population. In those areas, MONUSCO will continue to provide physical protection to civilians through a combination of static presence and protection through projection, to anticipate and respond to violence, and to provide a secure environment for conflict mitigation, reconciliation, and resolution efforts. The Mission will increasingly focus its protection activities on building local capacities to protect civilians. In the three provinces, the Mission will work to improve the protective environment by strengthening local civilian justice mechanisms to fight impunity. This will be key to creating the conditions for the Mission's sustainable withdrawal.

35. The Mission will support the rehabilitation of key roads and bridges to increase access to vulnerable populations and increase mobility for security forces to respond. It will also continue to invest in building the capacity of the national security forces to clear mines, dispose of explosive ordnance, mark, register and safely manage weapons and ammunition and implement and evaluate related strategies and national action plans to ensure the protection of civilians.

Component 2: support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms

36. The Mission will work in support of the Government's action programme approved by the National Assembly on 26 April 2021. Specifically, MONUSCO will continue to accompany, encourage and advise the Congolese authorities to enact meaningful governance reforms and institutional strengthening that will contribute to achieving critical milestones in support of stabilization. These reforms include electoral reforms, security sector reform, the strengthening of the rule of law and the sustainable community-based integration of combatants and their families within the framework of a fully resourced national disarmament, demobilization and reintegration programme that complies with international standards. The Mission's efforts will include advocacy on maintaining political stability, aspects related to the designation of the new Independent National Electoral Commission, protecting the rights and voices of the political opposition and implementing consensual electoral reforms. Special emphasis will be placed on the representation and participation of women in the electoral process.

37. The Mission will employ its good offices to reduce tensions among political elites and encourage preparations for the elections to be held in 2023. It will continue to engage with Congolese stakeholders across the political spectrum, as well as with religious leaders and civil society. With the support of the Mission's Senior Gender Adviser and in close collaboration with the country team, attention will be focused in particular on the engagement of youth and women's organizations with a view to ensuring that core aspects of the women and peace and security agenda are addressed and that political differences are dealt with through relevant political forums and institutions and do not result in armed violence. Good offices will also be deployed along with the above-mentioned actors to advance a free, fair and credible electoral process.

38. In support of a nationally owned process of security sector reform, MONUSCO will continue to engage with national stakeholders in building consensus for the subsequent development of a national security policy from which a comprehensive strategy and implementation plan for security sector reform can evolve, focusing on democratic values and respect for human rights and gender rights, in line with the transition plan and the Government's plan of action. Efforts will be focused on strengthening security sector governance by facilitating inclusive dialogues and civil-military initiatives to restore confidence in security institutions; bolstering parliamentary capacity to perform oversight of the security sector; mainstreaming gender considerations into security sector reform programming; and increasing women's participation and leadership in security institutions. The Mission will collaborate with national and international partners and with other United Nations entities to advance security sector reform in line with the key benchmarks of the joint transition plan. The Mission will promote and facilitate institutional accountability and effectiveness through support for good governance and civilian oversight control mechanisms, professional training on human rights and protection of civilians and capacity-building and mentoring sessions.

39. In the provinces from which it has withdrawn or where it has reduced its military and police footprint, the Mission, through the good offices of the Deputy Special Representative of the Secretary-General and Resident and Humanitarian Coordinator, will facilitate a concerted and coherent approach to peacebuilding, stabilization and sustainable development by key international stakeholders while ensuring national ownership and leadership of such processes, including through the involvement of civil society. The Mission will support the coordination and implementation of

peacebuilding initiatives and work with the national authorities, as well as with humanitarian and development partners, to roll out the humanitarian-development-peace nexus approach and provide substantive support to State institutions to prepare for the gradual reconfiguration of the United Nations presence in accordance with the benchmarks agreed in the joint transition plan and for the gradual transfer of responsibilities to the Government and to State institutions with support from the United Nations country team.

40. The Mission, together with national and provincial authorities, including the Programme Coordinator for disarmament, demobilization, community reintegration and stabilization, will support the continuous alignment of stabilization goals guiding the interventions of the International Security and Stabilization Support Strategy, which will contribute to the implementation of the disarmament, demobilization, community reintegration and stabilization programme. The creation of economic opportunities to strengthen community cohesion as an alternative to armed violence in North Kivu, as well as the strengthening of inclusive and participatory local governance to reduce customary power conflicts and peacefully address land conflicts, will be key aspects of this new approach to the demobilization of armed groups through community engagement. The Mission, in close coordination with the United Nations country team, will also continue to monitor, coordinate and support the implementation of the International Security and Stabilization Support Strategy programme and support the management of the Stabilization Coherence Fund.

41. To support the fight against impunity, MONUSCO, in close coordination and through joint programming with the United Nations country team, will continue to support the strengthening of the military and civilian justice systems and internal accountability mechanisms, in particular the criminal justice chain and the Inspectorate General of the Congolese National Police. The Mission will also support provincial committees of FARDC and the Congolese National Police with regard to following up on human rights violations. The Mission will prioritize its engagement with civilian and security authorities on key reforms in the security sector to enhance the operational effectiveness, professionalism and accountability of national security actors. The Mission will also continue its activities aimed at ensuring compliance with the human rights due diligence policy. Moreover, the Mission will support the governance of the mining sector through the mine site qualification process and due diligence monitoring.

42. MONUSCO will support the joint police reform programme, which represents an opportunity for effective and sustainable police reform. This will allow the Congolese National Police to play a significant role in peacebuilding and stabilization efforts and to be part of the joint transition strategy. The Mission will also continue to support the national police in the implementation of the priority actions of the reform action plan (2020–2024) in order to guarantee the sustainability of gains in policing by building the capacity and capability of the Congolese National Police to maintain law and order; protect civilians, especially the most vulnerable, including women and children; and engage with communities to de-escalate intercommunal tensions, in strict compliance with human rights and international standards. MONUSCO will also support the capacity-building of specialized police services, including mining police and border police, through technical advice, in the fight against serious and organized crime, sexual violence and the illicit exploitation of natural resources, in coordination with the United Nations country team.

43. The Mission will continue to integrate a gender perspective into its support to Congolese institutions and actors to advance the implementation of Security Council resolutions [1325 \(2000\)](#) on women and peace and security and [2250 \(2015\)](#) on youth, peace and security across governance and security institutions. The Mission will implement a comprehensive approach to detect and address challenges related to the

participation of women in peace and political processes through working sessions with concerned stakeholders. Through its good offices, the Mission will provide technical advice and build the capacity of civil society organizations, local authorities and communities to ensure knowledge transfer and the effective and meaningful participation and involvement of women at all levels. The Mission will also support the United Nations country team, specifically UN-Women, in performing a gender- and human rights-sensitive conflict analysis in the context of the transition to ensure a gender-responsive process.

Mission support initiatives

44. No significant changes are expected in the operating environment for the Mission Support Division in the 2022/23 period. The activities of the Division will continue to be guided by the Mission's mandate and approved budget based on which the Division will continue to provide logistical and administrative support to all Mission components and will ensure delivery of the mandated tasks in a quality-assured and cost-effective manner.

45. The Division's priorities and initiatives will support changes to the military and police posture and further consolidate the geographical footprint of the Mission through a holistic assessment of civilian staffing needs. The Division will also finalize ongoing adjustments to service delivery to the field, including by establishing Beni as an independent supply chain hub that no longer relies on support arrangements from other field offices. The Mission will have a stronger procurement presence at the regional level that is capable of identifying needs on-site and contracting with local vendors for the sourcing and delivery of goods and services, thus promoting small-scale local enterprises emerging in the eastern part of the country. Performance targets will also be developed for management services with clearly defined baselines and measurable targets in the form of key performance indicators.

46. The Mission Support Division will continue to nurture a client-centric approach to the provision of support services to all Mission civilian and uniformed components in a responsive, efficient, effective and responsible manner while continuing to ensure that resources are aligned with operational needs and that accountability and due diligence are properly exercised. The Division will continue to assess the effectiveness of its contingent-owned equipment and military enabling units for opportunities for improvement and will make recommendations through the relevant management review boards.

47. Over the past two years, the Mission has been challenged by the COVID-19 pandemic. MONUSCO will continue to reinforce its medical support to personnel through the improvement of its testing capabilities and the implementation of vaccination plans by maintaining isolation facilities and reinforcing the special protective measures introduced to facilitate the return of personnel to offices. The Mission will aim to create a safe office environment while continuing to facilitate remote working arrangements where feasible. Similarly, the Mission will continue to rely on telecommunications and information technology platforms, especially to facilitate remote working arrangements, and will ensure that its infrastructure and network security support the Mission's needs.

48. A number of environmental projects linked to the environmental action plan and the Secretariat climate action plan on climate change are planned for the 2022/23 period, including improvements to existing septic tanks, soak pits and ablution units, as well as improvements to camps for military contingents and formed police units.

49. The proposed civilian staffing complement consists of 2,668 personnel, including 693 international staff, 1,653 national staff and 322 United Nations Volunteers, representing an overall decrease of 69 posts and positions (8 international staff,

56 national staff and 5 United Nations Volunteers). This decrease is the net effect of the proposed abolishment of 70 posts and positions (9 international staff, 56 national staff and 5 United Nations Volunteers) and the proposed establishment of 1 international position.

50. The reduction in staffing is due to the closure of the field office in Kalemie as at 30 June 2022 as a result of the withdrawal of the Mission from Tanganyika. It is also proposed to establish one position of Programme Management Officer (P-4), funded under general temporary assistance as the Chief of the Mine Action Programme for MONUSCO.

51. The estimated resource requirements for the maintenance and operation of the Mission for the 2022/23 financial period amount to \$1,037,277,000, a decrease of \$5,451,900, or 0.5 per cent, compared with the approved budget for 2021/22 of \$1,042,728,900. The estimates for the 2022/23 period reflect decreased requirements with respect to military and police personnel as a result of a reduction in the “after 30 days” mission subsistence allowance, the lower cost of rotation for quick-reaction forces, the lower actual requirements for the contingent-owned equipment of the quick-reaction forces and lower requirements for contingent-owned equipment as a result of a higher adjustment for non-functional or absent equipment and decreased performance compared with standards set in the memorandums of understanding.

52. The overall decrease in requirements is partly offset by increased requirements with respect to civilian personnel as a result of an increase in the estimated monthly average salary costs for international staff applied for the 2022/23 period, as well as an increase in the average cost of entitlements for United Nations Volunteers. The estimates also reflect increased requirements with respect to operational costs as a result of the acquisition of hybrid sedan vehicles to be used in Entebbe and Kinshasa for the replacement of vehicles past life expectancy, in line with the environmental strategy of embracing more environmentally friendly and cost-efficient vehicles; the replacement of heavy-duty vehicles past life expectancy; increased requirements for freight due to the movement of contingent-owned and United Nations-owned equipment from Kalemie following the closure of the office and owing to an increase in freight costs; an increase in claims for residential security by uniformed personnel; the replacement of four airport weather advisory systems to provide more reliable weather information for the Mission’s aircraft and unmanned aerial system; and the acquisition of construction materials for the construction of an apron and a parking area at the Goma airport to accommodate the relocation of a C-130 plane from Entebbe to Goma.

C. Regional mission cooperation

53. In line with Security Council resolution [2612 \(2021\)](#) and in support of the Government’s efforts to enhance political and security cooperation in the region, the Mission will further ensure regular information-sharing with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region in support of the implementation of the regional strategy to consolidate peace and prevent conflict in the Great Lakes region. It will also seek opportunities for additional coordination to work towards political solutions to cross-border challenges. In this context, the Mission will further engage with signatory countries of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, as well as with regional organizations and mechanisms, including the African Union, the Southern African Development Community, the International Conference on the Great Lakes Region and the East African Community, to advocate their support for the Government’s stabilization priorities and the Mission’s work.

54. MONUSCO will continue to manage the Entebbe Support Base and be the host mission for the provision of logistical and technical support services and goods to the Regional Service Centre and other tenants. In an effort to improve and better define the services and goods provided by MONUSCO, the Mission has begun to sign operational-level agreements with the tenants at the base. These agreements establish the terms and conditions for the occupancy of the space at the base and the rights and obligations of each party in the provision and receipt of logistical and technical support services. In addition, the agreements establish the cost apportionment and cost recovery mechanisms for the reimbursement to MONUSCO of costs related to the management of the Support Base and the provision of goods and services. The Support Base hosts the Regional Service Centre tenant units, the civilian predeployment training team, the regional ombudsperson, movement control functions of the United Nations Mission in South Sudan and the United Nations Interim Security Force for Abyei, the Office of Internal Oversight Services (OIOS), the liaison office of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic and the Mine Action Service. MONUSCO will continue to provide logistical support, which includes utilities, fuel, aviation and passenger services, maintenance of premises, maintenance of vehicles and other transportation services, security services and general supplies on a cost-reimbursable basis, based on the number of staff of each entity's presence at the base as detailed in the operational-level agreements. In addition, the Mission will continue to serve as the conduit for all liaison and transactions with the Government of Uganda in respect of diplomatic services and will support the tenants with visa processing, duty-free clearances, work permits and other diplomatic requirements, as stipulated in the memorandum of understanding between the Government of Uganda and MONUSCO.

D. Partnerships, country team coordination and integrated missions

55. In the 2022/23 period, the Mission will continue to work closely with the United Nations country team, the Government and partners to ensure that conditions are in place to facilitate the responsible and gradual exit of MONUSCO within the framework of the joint transition strategy. The Mission and the country team, in consultations with international financial institutions, multilateral and bilateral partners and civil society, including women's and youth organizations, will continue to ensure an inclusive transition planning process that will outline a reconfiguration of the United Nations presence in the Democratic Republic of the Congo. The Mission will contribute to the implementation of the United Nations Sustainable Development Cooperation Framework for 2020–2024, the Congolese national engagements under the Peace, Security and Cooperation Framework, the second-generation national action plan on Security Council resolution [1325 \(2000\)](#) and the humanitarian-development-peace nexus and its four agreed collective outcomes. The Mission will also support the strategic use of projects financed through the Peacebuilding Fund and the establishment of a strategic framework to strengthen institutions, with a focus on addressing the root causes of conflict, strengthening government capacities and accountability and ensuring democratic dialogue, community resilience and social cohesion.

56. The Mission will aim, through the implementation of joint programmatic activities, to strengthen integration with United Nations agencies, funds and programmes in key mandated areas as a vehicle for transition to an environment of peacebuilding and sustainable development. MONUSCO will gradually assume a strategic advisory role, with the aim of creating political space for the implementation of longer-term peacebuilding and development efforts, while the United Nations country team will review its presence and activities to best support the priorities of the Congolese authorities and help to address gaps that may emerge as the Mission progressively withdraws.

57. MONUSCO and the United Nations country team, in collaboration with key national and international stakeholders, will continue to address the underlying causes of conflict and systemic challenges generating humanitarian needs under the humanitarian-development-peace nexus. Collective efforts to implement the nexus will include support for the creation of an environment enabling development and facilitating the transition towards a post-peacekeeping context, allowing the residual humanitarian needs to be addressed. As part of transition planning, the Mission, in coordination with the country team, will continue to work with the Congolese authorities, local communities, civil society and women's and youth organizations as part of an integrated approach, supporting community reconciliation and stabilization initiatives, including through transitional justice mechanisms, strengthening of the justice system, professionalization of the security forces and monitoring and reporting on human rights abuses. MONUSCO will also work with the country team, the World Bank, the Peacebuilding Fund and other multilateral and bilateral partners to develop and implement a range of programmes designed to meet the immediate humanitarian needs of the population in support of peacebuilding efforts and set the country on the path to sustainable development.

58. Programmatic activities with the United Nations country team will focus on community violence reduction, community reintegration of former combatants and support for the International Security and Stabilization Support Strategy and the disarmament, demobilization, community reintegration and stabilization programme, a critical bridge between the Mission's political work and the programmatic activities of the United Nations country team and other partners associated with the transition. The Mission will continue its collaboration at the strategic and operational levels with the United Nations country team in support of the International Security and Stabilization Support Strategy and will use the strategy as one of the key vectors for transition. With a view to ensuring the longevity of this critical multi-stakeholder partnership and coordination structure, a detailed and phased transition strategy will be implemented through a joint stabilization programme with the United Nations country team.

59. The Mission will work closely with the United Nations country team to strengthen the rule of law in the Democratic Republic of the Congo through the implementation of a multi-year joint justice support and joint police support programme. The joint implementation of these programmes will increase the capacity of Congolese partners while ensuring continued support for the functioning and accountability of Congolese justice institutions in line with the national justice reform policy and the Mission's mandate. The Mission and the United Nations country team will develop joint stabilization programmes in support of the International Security and Stabilization Support Strategy, the disarmament, demobilization and community reintegration and stabilization programme and other stabilization initiatives.

60. The development of effective partnerships with international financial institutions and multilateral and bilateral partners will be critical for the implementation of the transition plan and the World Bank prevention and resilience allocation. Resource mobilization will be critical to sustain the peacebuilding interventions in the Democratic Republic of the Congo during the transition process and after the Mission's withdrawal. It is therefore important that the United Nations country team develop an appropriate resource mobilization strategy. In this regard, the Mission, jointly with the country team, will ensure the alignment of its programmatic activities with the Peacebuilding Fund.

61. The Mission will strengthen its ongoing collaboration with the World Bank to address several structural drivers of conflict, including the lack of State services outside provincial capitals, destroyed State infrastructure, ethnic tensions, insecurity over land ownership and access to land, the continued presence of foreign and

Congolese armed groups, illegal trafficking in mineral and non-mineral natural resources, acute socioeconomic vulnerability and the lack of economic opportunities. The United Nations system in the Democratic Republic of the Congo will continue to provide collective support to national institutions in preventing and combating large-scale public health emergencies and will continue to support the Government in mitigating the socioeconomic impact of the COVID-19 pandemic. The implementation of the joint transition plan in line with international best practices will include a review of the capacity of the Government, the Mission, the United Nations country team and other international partners to support the jointly agreed peacebuilding priorities, including through the monitoring and evaluation of the benchmarks and indicators agreed in the plan. This will allow the country team to identify critical capacity gaps and develop capacity reinforcement strategies. The outcome of these important transition processes will inform the configuration of the programmatic responses to the peacebuilding needs in identified priority areas. The Mission will support these responses through joint programmes with the United Nations country team that will allow for the bridging of possible gaps that may be caused by the Mission's withdrawal.

62. The Mission will continue to build and strengthen partnerships with regional networks of women leaders and women mediators to ensure the implementation of the women and peace and security agenda in the region. The Mission will engage with the African Women Leaders Network, initiated by the African Union and the United Nations, including its Congolese chapter; support the advisory board of the women's platform for peace, security and cooperation in the Great Lakes region; and promote the implementation of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region through a gender perspective.

E. Results-based budgeting frameworks

63. 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

64. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2021/22	1	–	2	–	2	5	5	–	10
Proposed posts 2022/23	1	–	2	–	2	5	5	–	10
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Chief of Staff									
Approved posts 2021/22	–	1	16	26	6	49	33	9	91
Proposed posts 2022/23	–	1	16	26	6	49	33	9	91
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Protection and Operations)									
Approved posts 2021/22	1	1	4	2	2	10	7	1	18
Proposed posts 2022/23	1	1	4	2	2	10	7	1	18
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2021/22	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2022/23	–	–	1	–	–	1	–	–	1
Net change	–	–	1	–	–	1	–	–	1
Subtotal									
Approved 2021/22	1	1	4	2	2	10	7	1	18
Proposed 2022/23	1	1	5	2	2	11	7	1	19
Net change	–	–	1	–	–	1	–	–	1
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2021/22	1	1	4	2	2	10	9	1	20
Proposed posts 2022/23	1	1	4	2	2	10	9	1	20
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Unit									
Approved posts 2021/22	–	–	1	2	–	3	6	7	16
Proposed posts 2022/23	–	–	1	2	–	3	6	7	16
Net change	–	–	–	–	–	–	–	–	–
Heads of Field Offices									
Approved posts 2021/22	–	4	7	–	2	13	8	7	28
Proposed posts 2022/23	–	4	7	–	2	13	7	7	27
Net change	–	–	–	–	–	–	(1)	–	(1)
Subtotal, civilian staff									
Approved 2021/22	3	7	34	32	14	90	68	25	183
Proposed 2022/23	3	7	34	32	14	90	67	25	182
Net change	–	–	–	–	–	–	(1)	–	(1)
Approved temporary positions ^b 2021/22	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2022/23	–	–	1	–	–	1	–	–	1
Net change	–	–	1	–	–	1	–	–	1

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Total, including temporary positions									
Approved posts 2021/22	3	7	34	32	14	90	68	25	183
Proposed posts 2022/23	3	7	35	32	14	91	67	25	183
Net change	–	–	1	–	–	1	(1)	–	–

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

^b Funded under general temporary assistance.

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

International staff: increase of 1 position (establishment of 1 position at the P-4 level)

65. The Mine Action Service provides mine action services to MONUSCO through its long-standing partnership with the United Nations Office for Project Services (UNOPS) in accordance with the umbrella memorandum of understanding between the United Nations and UNOPS of 2014. OIOS recommended, in its report on the audit on the monitoring and evaluation mechanism in the Service (2019/152), that the Service strengthen its control environment and increase financial monitoring as well as monitoring and evaluation. The Board of Auditors restated the findings of OIOS and, in its report on United Nations peace operations (A/75/5 (Vol. II)), in 2020, called upon the Service to reduce its dependency on UNOPS, increase its field-based presence and knowledge, increase its efforts to directly implement aspects of the mine action programmes and evaluate its partnership with UNOPS to ensure that it is cost-effective. In this regard, it is proposed that the Head of the mine action component at the Mission be reflected in the Mission's staffing table instead of being budgeted under other supplies, services and equipment in line with the previous implementation modality with UNOPS. The proposed new approach will ensure that the Service directly leads in threat assessment, programme design and monitoring and representation with regard to mission leadership and government stakeholders and partners. The cost of the proposed position is offset by a reduction in operational costs under the other supplies, services and equipment class of expenditure.

66. Accordingly, it is proposed to establish one position of Programme Management Officer (P-4), funded under general temporary assistance as the Chief of the mine action programme for MONUSCO. The incumbent will be responsible for designing the Mission's mine action programme strategy; leading strategic and operational planning, programme design and response to threats; providing advice to Mission leadership; supporting advocacy efforts; engaging with the local authorities involved in mine action; and overseeing the delivery and performance of implementing partners.

Heads of Field Offices

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

67. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Administrative Assistant (national General Service).

Component 1: protection of civilians

68. Armed groups, including community-based local militia groups and foreign armed groups, are expected to remain the principal threat to civilians in the 2022/23 period. MONUSCO will ensure a mission-wide approach to the protection of civilians in Ituri, North Kivu and South Kivu, with the primary objective of reducing the threat posed by foreign and Congolese armed groups to a level that can be effectively managed by the Government. The protection of civilians goes beyond the conduct of military operations and will involve continued engagement with the Congolese authorities, local communities, civil society, women's organizations and youth groups as part of an integrated approach that combines supporting community reconciliation; supporting the disarmament, demobilization and community reintegration of members of Congolese armed groups as well as the demobilization and repatriation of members of foreign armed groups; investigating and prosecuting war crimes and crimes against humanity; strengthening the justice system; supporting the professionalization of the security forces; and monitoring, investigating and reporting on human rights violations and abuses. To that end, the Mission will leverage political and military pressure on armed groups with a view to opening space for civilian actors to address the root causes of conflict, create a protective environment and advance local conflict resolution processes.

69. MONUSCO will concentrate its efforts in areas still affected by armed conflict and continue to improve early warning and response systems to ensure an effective response in the provinces where it maintains a presence. It will continue to provide physical protection to civilians under threat and prevent and deter armed groups and local militias from inflicting violence on the population. This will be achieved by being present in areas where civilians are under the greatest sustained threat, as well as by projecting into areas where civilians may face specific threats in order to prevent, pre-empt or respond to threats from armed groups or from intercommunal violence. The protection of civilians will be enhanced through the new configuration of the force that combines the closure of some permanent bases with an increase in the number of temporary operating bases and standing combat deployments. The standing combat deployments will be undertaken in conjunction with the civilian component. In line with the protection by projection and whole-of-mission approaches, the Mission will undertake joint deployments of civilian and uniformed components in the form of joint protection teams, joint assessment missions and joint investigation teams to address threats to civilians. Moreover, the Mission will continue to cooperate with FARDC on the implementation of the 2012 action plan to end and prevent child recruitment by State security forces. The Mission will also continue to raise awareness among armed groups and their commanders of the six grave rights violations against children in conflict and encourage them to end child recruitment within their ranks and release children. In addition, the Mission will continue to provide area security to support humanitarian actors in delivering critical humanitarian assistance to affected populations.

70. The Mission will continue to provide logistical, intelligence and medical evacuation support to FARDC as it plans and conducts military operations against armed groups, based on joint planning and in full compliance with the human rights due diligence policy. Where appropriate, the Mission will conduct offensive operations against armed groups, primarily ADF, in conjunction with or in support of FARDC. To assist FARDC in assuming full responsibility for addressing the threat posed by armed groups, the Mission will concentrate its support in building the capacity and improving the capability of FARDC to effectively conduct joint operations in line with the human rights due diligence policy. The Mission will also continue to develop the capacity of the Congolese National Police to provide effective security in villages and urban environments, including through community policing

initiatives and joint command centres under the operational strategy against insecurity; to provide public security services to the civilian population, including through joint training on crowd control and public order management in compliance with international human rights standards; and to combat sexual violence. In view of the threat posed by improvised explosive devices in Beni and the progressive transfer of tasks to the national authorities, the Mission will prioritize strengthening the performance, monitoring and evaluation of the national explosive ordnance response capacity and will conduct emergency explosive ordnance disposal operations to protect civilians.

71. MONUSCO will address the threat posed to civilians by armed groups through its good offices, supporting the Government in making progress on disarming and demobilizing key Congolese and foreign armed groups; in the negotiation of surrenders; and in the subsequent reinsertion and community-based reintegration processes, including the repatriation and resettlement of members of foreign armed groups. The Mission will also support and provide technical advice to governmental authorities in developing and managing the renewed disarmament, demobilization and reintegration framework, which will include a nationally agreed set of principles outlining the political, legal, financial, coordination, operational and communications parameters of disarmament, demobilization and reintegration. This will be complemented by a community violence reduction programme to support communities in reducing violence and building local resilience and to support vulnerable young people and others in securing alternate livelihoods, thus reducing incentives to join armed groups. The programme will target areas where ex-combatants may be returning or where armed groups are operating. In addition, the Mission will provide support to high-risk prisons in areas where armed groups are active in order to improve basic conditions and security management and to prevent security incidents such as attacks by armed groups aimed at releasing captured individuals or at increasing their ranks.

72. Furthermore, in line with the benchmarks of the joint transition plan, the focus will gradually shift to building the capacity of local communities and local government representatives to manage conflict and prevent the escalation of violence. MONUSCO will support communities and local authorities in the development and strengthening of local protection committees and protection plans, the expansion of early warning and community alert networks and the development of a transition plan for the networks to be progressively managed by the Government. The Mission will also work on building confidence between civilians, local authorities and security services and strengthening local participatory mechanisms focusing on security governance.

73. In order to improve the protective environment, the Mission will continue its efforts to monitor, report on and promote human rights and to strengthen the capacity of the Government to protect and promote human rights. This will include conducting monitoring, threat assessments and investigation missions to document and report on human rights violations and advocacy efforts with authorities to address human rights violations. As part of its advocacy, the Mission will continue to engage with the Ministry of Justice, the Ministry of Defence and the Ministry of Human Rights and provide technical support, mentoring and advice to the judicial authorities for the conduct of fair trials in order to hold to account those responsible for grave violations of human rights, violations of international humanitarian law, war crimes and crimes against humanity, as well as those engaged in illegal commercial relations with armed groups. MONUSCO will also continue to provide technical and logistical support to the Government to promote the fight against impunity, including through prosecution support cells, which will provide support to military and civilian justice authorities to gather evidence, undertake effective investigations and prosecute those responsible

for grave human rights violations, war crimes, crimes against humanity and sexual violence, with the aim of deterring future violations. The Mission and the United Nations country team will support the Government in implementing transitional justice mechanisms to promote peace, accountability and reconciliation and prevent conflict. The Mission will also continue senior-level advocacy with the Special Presidential Adviser on the prevention of child recruitment, the Special Adviser on women, youth and sexual violence and the leaders of national security institutions to promote respect for human rights and further the implementation of the United Nations action plans aimed at ending and preventing sexual violence and child recruitment, the joint communiqué and its addendum, and the national action plans of the armed forces and the police aimed at preventing sexual violence and child recruitment.

74. The Mission will focus on reducing and better managing the flow of and access to weapons and ammunition by armed groups in order to reduce their capacity to grow, mobilize and pose a serious threat to civilians. This will be achieved through the use of specialized weapons and ammunition management training for national security forces; weapons marking and registration; and improved storage in specialized weapons safes in areas affected by armed conflict to prevent the access by armed groups to weapons belonging to security services. Progress in improving weapons management has demonstrated that areas where safes are present and marking have occurred are less insecure and that the local population in those areas generally expresses that it feels safer. The Mission will also continue to support the National Commission for the Control of Small Arms and Light Weapons and the Reduction of Armed Violence in the monitoring and evaluation of the national action plan for the control of small arms and light weapons, 2018–2022, and in the development of the new national action plan for the period 2023–2027. Lastly, the Mission will continue to monitor and support the implementation of the arms embargo to help to reduce the flow of weapons and ammunition both into and within the Democratic Republic of the Congo and their access by armed groups. The Mission will also increase its communication with national partners and the local population regarding the implementation of the embargo.

Expected accomplishment

Indicators of achievement

1.1 Improved security for civilians under physical threat from armed groups and intercommunal violence in areas affected by armed conflict

1.1.1 Increased number of negotiated surrenders by armed groups through the disarmament, demobilization, community recovery and stabilization programme (2020/21: 1; 2021/22: 2; 2022/23: 3)

1.1.2 Increased percentage of security incidents effectively responded to as a result of alerts issued by civilian alert networks (2020/21: 44 per cent; 2021/22: 56 per cent; 2022/23: 60 per cent)

1.1.3 Reduced number of documented grave violations committed by armed groups against children during armed conflict (2020/21: 2,417; 2021/22: 2,100; 2022/23: 2,000)

1.1.4 Reduced number of internally displaced persons (2020/21: 5.1 million; 2021/22: 2.2 million; 2022/23: 2.1 million)

Outputs

- 25 joint protection teams and 100 joint assessment missions in areas affected by armed conflict to assess and address protection risks for women, men, boys and girls and to support preventive and responsive actions by Congolese and international partners
- 4 seminars on leadership and planning for 10 FARDC senior officers from FARDC central and regional headquarters; 4 seminars for 20 FARDC senior officers of brigade and battalion levels; and 4 field training exercises for 40 FARDC officers and non-commissioned officers in priority areas in North Kivu, South Kivu and Ituri to support FARDC capacity-building on leadership, counter-ambush tactics, combat movement, casualty and medical evacuation, information operations, layout and security of company-operated bases and posts, joint patrol planning, orienteering and jungle warfare tactics
- Maintenance of an average of 33 fixed-company operating bases; 90 standing combat deployments by rapidly deployable battalions; 40 standing combat deployments by infantry battalions; an average of 190 daily patrols (100 day and 90 night patrols) by contingent troops; and an average of 52 daily joint patrols with FARDC to protect civilians and reduce the number of human rights violations perpetrated by armed groups or State agents
- 90 outreach initiatives conducted by women engagement teams in North Kivu, South Kivu and Ituri on community tools for the protection of civilians, human rights and conflict resolution targeting women and girls associated with armed groups
- 3 battalion-level and 36 company-level operations followed by a battle damage assessment to ensure the protection of civilians and the neutralization of armed groups
- Support for 10 FARDC-led or joint operations through the provision of intelligence, reconnaissance, indirect fire and logistics, in strict compliance with the human rights due diligence policy
- 2,000 hours of civil and military intelligence, surveillance and target-acquisition tasks conducted by the unmanned aircraft system to improve situational awareness
- 20,440 patrols by United Nations police, including joint patrols with the Congolese National Police (56 patrols per day on average by a total of 854 male and female police officers)
- 96 Security Council meetings organized with civil society and local authorities, including law enforcement agents, to address security challenges
- 6 field missions in support of the Expanded Joint Verification Mechanism to enhance border security
- 2,300 escorts of humanitarian missions in areas affected by armed conflict
- 50 capacity-building and awareness-raising sessions with representatives of women and young people, government and territorial authorities, customary chiefs, FARDC, the Congolese National Police, members of civil society organizations and members of local protection committees to strengthen gender sensitivity within the local protection committees and community alert network mechanisms for early warning
- 5 assessment missions of current protection mechanisms in Ituri, South Kivu and North Kivu to inform the development of a road map to transfer the mechanisms to local authorities, following the withdrawal of the Mission
- Weekly meetings with national and provincial authorities to provide technical support and advice on the implementation of the revised disarmament, demobilization and community-based reintegration framework
- 35 community violence reduction projects supporting communities to reduce violence and build resilience in areas where ex-combatants may be returning or armed groups are active
- 400 spot tasks to destroy explosive ordnance devices following alerts by communities made through the free hotline in conflict-affected areas of North Kivu, South Kivu and Ituri

- Provision of life support, including clothing, household items, hygienic items, rations, accommodation and medical care, for 90 foreign combatants and their dependants
- Provision of life support, including clothing, household items, hygienic items and rations to 400 disarmed members of Congolese armed groups during the demobilization phase
- Establishment of 4 tent-based redeployable disarmament infrastructures and 4 tent-based redeployable demobilization infrastructures in support of the Government's disarmament activities
- 12 monthly technical coordination meetings with the technical committee of the disarmament, demobilization, community reintegration and stabilization programme to support the planning, implementation, monitoring and control and evaluation of projects in support of the programme
- 2 coordination meetings with the Rwanda Demobilization and Reintegration Commission in order to foster cooperation between the United Nations and Rwandan authorities on repatriation and resettlement
- 12 meetings with the contact and coordination group of the Regional Oversight Mechanism of the Peace, Security and Cooperation Framework in support of its action plan to support the neutralization of negative forces in the Democratic Republic of the Congo and the region
- 30 billboards, 80,000 leaflet drops, 52 radio broadcasts of "Ma Nouvelle Vie" to encourage ex-combatants to participate in the disarmament, demobilization, community reintegration and stabilization programme and daily transmission of episodes by Radio Okapi and mobile radio stations and through partnerships with community radio stations
- Upgrading of 3 prisons in North Kivu, South Kivu and Ituri to medium-security prisons
- 15 meetings with armed groups to discuss the release of 250 children from their ranks and prevent the recruitment and use of children

*Expected accomplishment**Indicators of achievement*

1.2 Establishment of a protective environment in areas affected by armed conflict

1.2.1 Number of convictions of alleged perpetrators of grave human rights violations, war crimes and crimes against humanity, conducted in accordance with due process standards (2020/21: 360; 2021/22: 400; 2022/23: 400)

1.2.2 Reduced number of confirmed incidents of human rights violations committed by State actors in areas of armed conflict (2020/21: 2,709; 2021/22: 1,600; 2022/23: 1,500)

1.2.3 Increased percentage of Congolese reporting confidence in the capacity of the State security forces to protect the population (2020/21: 41 per cent; 2021/22: 65 per cent; 2022/23: 67 per cent)

Outputs

- 20 capacity-building workshops and coaching sessions for local authorities and civil society on local governance, with a focus on security and the protection of civilians, including early warning in 10 territorial decentralized entities
- 30 awareness-raising sessions and focus groups to improve local security governance, management, planning and budgeting, leading to the establishment of 15 local community councils for security
- 60 monitoring and assessment missions and 20 investigation missions to document human rights violations and abuses, including conflict-related sexual violence, in areas affected by armed conflict

- 15 reports on the human rights situation, including on conflict-related sexual violence, gender-based violence, respect for human rights, freedom of expression and peaceful assembly
- 15 training sessions for FARDC and the Congolese National Police on international humanitarian law, international human rights law, the human rights due diligence policy and conflict-related sexual violence in areas affected by conflict
- 39 working sessions with the Special Presidential Adviser on the prevention of child recruitment and sexual violence, FARDC and the Congolese National Police on the implementation of the joint communiqué, its addendum, and action plans on combating sexual violence and preventing child recruitment
- Biweekly mentoring and coaching sessions with judicial authorities in 3 provinces to provide technical advice on legal and case file analysis, jurisprudence, procedural issues and document preparation in support of investigations and prosecutions relating to war crimes, crimes against humanity and other grave human rights violations
- Logistical support for the deployment of 20 investigation missions and 20 mobile court trials to investigate and try cases of war crimes, crimes against humanity and other grave human rights violations, including sexual violence and grave child rights violations
- 4 meetings with the Auditor General of FARDC and other senior justice officials to provide strategic advice on prosecutorial strategies and case prioritization
- 300 risk assessments on compliance with the human rights due diligence policy in support of Congolese security forces
- 10 meetings with the joint technical working group on children and armed conflict to monitor progress on the implementation of the 2012 FARDC action plan to prevent and end the recruitment and use of children
- 4 quarterly reports and 1 annual report outlining trends, statistics and analyses of grave violations of child rights in the Democratic Republic of the Congo
- 2 polls (1 perception poll and 1 thematic poll) on issues of peace, security, justice and reconstruction in the eastern Democratic Republic of the Congo
- 10 coaching sessions and 10 restitution sessions and focus groups on polling results with key national and provincial authorities and civil society to enhance the use of polling results and improve the understanding of protection issues and government responses
- 80 awareness-raising sessions for 4,000 police officers on respect for human rights
- 8 training sessions for 400 officers of mobile intervention groups on public order management and respect for international human rights standards
- Training of 100 members of the national defence and security forces on weapons and ammunition management
- Installation of safe weapon storage solutions to secure 5,000 State-held weapons in the locations of 7 national defence and security forces in the eastern Democratic Republic of the Congo
- 5 conferences to support the National Commission for the Control of Small Arms and Light Weapons and the Reduction of Armed Violence in the monitoring and evaluation of the national action plan in the control of small arms and light weapons for the period 2018–2022 and in the development of the new national action plan for the period 2023–2027
- 35 risk awareness trainings for members of FARDC on mitigating risks and improving safe behaviour during the identification, handling and disposal of improvised explosive devices

- Monthly monitoring missions across North Kivu, South Kivu and Ituri to analyse and assess the flow of weapons and ammunition to armed groups

External factors

The Government will commit and allocate resources to support the capability and deployment of FARDC and the Congolese National Police in order to reduce the threat posed by armed groups and criminal networks and to hold and secure areas cleared of armed groups. Cooperation between MONUSCO and the Government against armed groups, including the conduct of joint operations, will continue. The security situation in the Kasai provinces and Tanganyika continues to evolve positively, allowing for the continued drawdown of MONUSCO and the handover of security tasks to national security actors

Table 2
Human resources: component 1, protection of civilians

Category							Total								
I. Military observers															
Approved 2021/22							660								
Proposed 2022/23							660								
Net change							–								
II. Military contingents															
Approved 2021/22							13 640								
Proposed 2022/23							13 140								
Net change							(500)								
International staff															
III. 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
Office of the Force Commander															
Approved posts 2021/22							1	1	–	–	2	4	5	–	9
Proposed posts 2022/23							1	1	–	–	2	4	5	–	9
Net change							–	–	–	–	–	–	–	–	–
Joint Human Rights Office															
Approved posts 2021/22							–	1	8	27	6	42	35	22	99
Proposed posts 2022/23							–	1	8	27	6	42	34	22	98
Net change							–	–	–	–	–	–	(1)	–	(1)
Child Protection Section															
Approved posts 2021/22							–	–	2	7	–	9	17	3	29
Proposed posts 2022/23							–	–	2	7	–	9	17	3	29
Net change							–	–	–	–	–	–	–	–	–

Civil Affairs Office									
Approved posts 2021/22	–	1	5	8	1	15	176	10	201
Proposed posts 2022/23	–	1	5	8	1	15	171	10	196
Net change	–	–	–	–	–	–	(5)	–	(5)
Total, civilian staff									
Approved posts 2021/22	1	3	15	42	9	70	233	35	338
Proposed posts 2022/23	1	3	15	42	9	70	227	35	332
Net change	–	–	–	–	–	–	(6)	–	(6)
Total									
Approved posts 2021/22									14 638
Proposed posts 2022/23									14 132
Net change									(506)

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

Joint Human Rights Office

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

75. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Associate Human Rights Officer (National Professional Officer).

Civil Affairs Office

National staff: decrease of 5 posts (abolishment of 5 posts (1 National Professional Officer and 4 national General Service))

76. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Associate Civil Affairs Officer (National Professional Officer), three posts of Liaison Assistant (national General Service) and one post of Administrative Assistant (national General Service).

Component 2: support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms

77. In the 2022/23 period, MONUSCO will pursue its good offices efforts to support the consolidation of political stability and the strengthening of State institutions by supporting key governance and security reforms, as reflected in the joint transition plan. Working closely with the United Nations country team, as well as national and other international partners, MONUSCO will work towards furthering democratization and inclusion; promoting intercommunal reconciliation; and supporting security sector reform. This will include strengthening government capacities on the rule of law, local democratic governance and community resilience; and reinforcing the role and participation of women in conflict resolution, as well as in political and electoral processes. Advocacy efforts and good offices will involve engagement with communities, civil society, political stakeholders, State defence and security actors and State and democracy support authorities and institutions, including the National Human Rights Commission, the National Oversight Mechanism, the Agency for the Prevention and Fight against Corruption, the Superior Council of Audiovisual and Communications, the Economic and Social Council and the Coordination for the

Change of Mindsets. The Mission will contribute to strengthening the Government's capacity to take charge of its core security and rule of law responsibilities towards the restoration and strengthening of State authority in areas affected by violence and armed conflict. This will be done through the development and implementation of joint programmes with the United Nations country team, in accordance with the United Nations Sustainable Development Cooperation Framework for 2020–2024, the joint transition plan and the International Security and Stabilization Support Strategy.

78. The Mission will strengthen its engagement and partnerships with relevant actors to further its stabilization and peacebuilding initiatives with a view to addressing the root causes of conflict in Ituri, North Kivu and South Kivu in preparation for the gradual withdrawal of the Mission. This will include addressing long-standing issues of identity and inclusion; land ownership and land access; displacement and resettlement; and the legitimate use of and access to natural resources. MONUSCO, in coordination with the United Nations country team, will continue to encourage and support the resolution of disputes by building the capacity of structures, including civil society organizations, religious bodies, trader associations and local authorities, and of local conflict resolution mechanisms through inclusive dialogue and reconciliation efforts at the national and provincial levels and by enhancing the impact of its interventions on stabilization and peacebuilding. It will maintain close working relations with representatives of the parliament, the judiciary, the presidency, the Government, civil society and other members of the international community to promote a common vision on consolidating democratic governance, while advocating key governance and security reforms. In the framework of the International Security and Stabilization Support Strategy, the Mission, with the support of the Stabilization Coherence Fund and its partners, will continue its efforts to address the root causes of conflict. It will continue to coordinate its disarmament, demobilization and community reintegration and stabilization programme as well as peacebuilding interventions with the country team and NGOs to ensure coherence, complementarity and relevance. In addition, while MONUSCO will have withdrawn from Tanganyika province, it will provide bridging support for key peacebuilding and stabilization efforts to ensure that its withdrawal is both sustainable and responsible.

79. MONUSCO will continue to engage with key government actors and ministries, other relevant partners and regional and multilateral organizations, including the International Conference on the Great Lakes Region, the Southern African Development Community, the African Union and the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, on the implementation of the national and regional engagements under the Peace, Security and Cooperation Framework. MONUSCO will continue to provide strategic advice to the Government to support the strengthening of security institutions and facilitate a common national vision on security sector governance, including through the establishment of transitional justice mechanisms.

80. In coordination and cooperation with the United Nations country team, MONUSCO will support the Government in the implementation of the national justice reform policy for 2017–2026 through the United Nations Joint Justice Reform Support Programme for 2020–2024. In particular, the Mission will advance key reforms to strengthen the criminal justice chain and the prison system and ensure that those institutions are able to effectively respond to serious criminality and other security challenges while fully respecting human rights principles and standards.

81. Within the context of the reform of the penal system of the Democratic Republic of the Congo, the transitional arrangements and the Joint Justice Reform Support Programme, the Mission, in collaboration with UNDP, will focus on the

implementation of prison reforms arising from the passage of the four bills on prisons, on mapping existing prison infrastructure and on supporting the establishment of a prisons general directorate. MONUSCO will provide technical, logistical and advocacy support for the implementation of a range of reform initiatives, with a view to transforming the prison system, through high-level workshops, technical working sessions and capacity-building in the areas of management, policy development and human rights, with an emphasis on women. To ensure the needed space for the training of prison personnel, the Mission, jointly with UNDP, will continue to offer technical and logistical support towards upgrading and equipping the prison training school in Luzumu.

82. The Mission will continue to reinforce security in 13 priority prisons in Ituri, South Kivu and North Kivu to contain and repel any external attacks by armed groups and prevent escapes by high-risk and high-value prisoners, who could potentially rejoin armed groups. Security will be reinforced by upgrading the infrastructure of Kabare prison and through training sessions to enhance the ability of prison personnel to avert, thwart and respond to serious prison incidents.

83. To ensure that the minimal standards relative to prison and prisoner conditions are maintained, the health care and feeding of prisoners will be prioritized to reduce the high and recurrent deaths associated with these phenomena. Efforts to prevent and contain the spread of COVID-19, Ebola and other infectious diseases in prisons will be continued. In addition, and in partnership with the United Nations country team, the Mission will support national authorities in establishing food security in a priority prison.

84. The Mission will also focus on strategic priorities with national authorities and partners to strengthen the presence, functioning and accountability of justice and corrections institutions at the provincial level in order to facilitate the Mission's gradual withdrawal and exit. The Mission will also focus on strengthening the capacity of the Congolese National Police for a more professional and effective police force with improved command and control; on the refurbishment of infrastructure, including the national police training school; and on improved accountability and adherence to and respect for human rights by strengthening the capacity of the Inspector General of the Congolese National Police at both the national and provincial levels.

85. MONUSCO will support the implementation of the Government's national disarmament, demobilization, community reintegration and stabilization programme. Along with the United Nations country team, the Peacebuilding Fund and international financial institutions, the Mission will support the Government in coordinating the efforts of all partners to ensure that funding and programmes are complementary and that the maximum benefit is achieved for the affected communities. The success of this effort on sustainable community-based reintegration and stabilization is fundamental to a successful and sustainable withdrawal of the Mission from the Democratic Republic of the Congo. The Mission will continue to build the capacity of civil society organizations, local authorities and communities to ensure knowledge transfer on a gender-responsive political and peace process while working towards increasing their capacity to advocate the full, effective and meaningful participation and involvement of women at all levels.

86. The Mission will continue to monitor, investigate and report on violations of fundamental rights and freedoms and restrictions of political space to ensure that Congolese women, men, boys and girls can enjoy their constitutional rights and that State agents exercise maximum restraint in their response to peaceful demonstrations. The United Nations Joint Human Rights Office will assist the Government with the screening of ex-combatants to identify perpetrators of serious human rights

violations, as well as with the promotion of the establishment and strengthening of transitional justice processes at the national and provincial levels. The Mission will support regular consultations for communities affected by violence and conflict in order to establish a national truth, justice and reconciliation commission; provide technical support for the implementation of provincial prosecution strategies for the most serious crimes; and support reparations initiatives as well as institutional reforms for the security sector in line with the road map established by the President of the Democratic Republic of the Congo. Furthermore, MONUSCO will work with relevant ministries to support the consolidation of an open, inclusive and participatory democratic space that will promote the participation of civil society in the country's reform and development strategies, with special emphasis on the increased participation of women and young people. The Mission will continue to advocate the adoption of a national legal and policy framework for the protection of victims, witnesses, human rights defenders and judicial personnel involved in trials related to serious crimes and violations. It will also continue to promote and support mechanisms to improve accountability for grave violations of human rights and international humanitarian law; and initiatives related to transitional justice to prevent the recurrence of conflict. Together with the country team, it will also continue to promote respect for human rights and the protection of political space and advocate against hate speech by providing access to diverse social and political views on Radio Okapi.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Progress on addressing the root causes of violence and conflicts between communities	<p>2.1.1 Number of new agreements settling intra- and intercommunity conflicts, including resolution of land conflict (2020/21: 4; 2021/22: 9; 2022/23: 5)</p> <p>2.1.2 Increased number of dialogue processes between the Government and conflict-affected communities to address the root causes of conflict (2020/21: 3; 2021/22: 5; 2022/23: 7)</p> <p>2.1.3 Number of stabilization programmes implemented in North Kivu, South Kivu and Ituri whose priorities were set by communities and the Government (2020/21: 6; 2021/22: 6; 2022/23: 6)</p> <p>2.1.4 Increased number of mines certified by the Government in North Kivu, South Kivu and Tanganyika (2020/21: 50; 2021/22: 90; 2022/23: 130)</p>

Outputs

- 5 monitoring and evaluation missions to hotspots in the eastern Democratic Republic of the Congo to assess community-based stabilization engagements
- Weekly meetings with political and civil society stakeholders to discuss initiatives for preventive diplomacy ahead of the elections to be held in 2023 in areas where MONUSCO no longer has a presence
- 5 dialogue sessions on democratic practice with community leaders in South Kivu, North Kivu and Ituri to address the root causes of conflict between communities
- 75 local conflict resolution initiatives to address conflicts and reduce tension and intercommunal violence
- 2 meetings of the Stabilization Coherence Fund national steering board to support the programming of the International Security and Stabilization Support Strategy

- 12 coordination meetings of the International Security and Stabilization Support Strategy to update the mapping of stabilization and peacebuilding interventions in North Kivu, South Kivu and Ituri and 6 missions to monitor the implementation of the programmes of the International Security and Stabilization Support Strategy
- 28 capacity-building workshops and awareness-raising sessions with local police authorities on community policing and police mediation

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.2 Improved access to an inclusive democratic space, and sustained and meaningful political engagement of key segments of society, including women and young people	<p>2.2.1 Number of bills on public administration, protection of human rights defenders and access to information adopted and implemented (2020/21: 2; 2021/22: 3; 2022/23: 4)</p> <p>2.2.2 Reduced number of documented violations committed by State actors related to political rights and freedom of assembly and expression (2020/21: 530; 2021/22: 600; 2022/23: 500)</p> <p>2.2.3 Number of complaints from citizens handled by the National Human Rights Commission (2020/21: not available; 2021/22: 3,000; 2022/23: 3,500)</p>

Outputs

- Monthly meetings with provincial parliamentary caucuses on democratic dialogue and conflict resolution at the provincial level to reduce intercommunal violence
- Monthly meetings with governmental authorities at the national and provincial levels to advocate the enhanced participation of women and young people in public management
- 2 workshops with national institutions and 2 workshops with provincial leaders working on good governance to promote the participation of women and young people in peace negotiations, peaceful cohabitation and resource mobilization in the framework of Security Council resolutions [1325 \(2000\)](#) and [2250 \(2015\)](#)
- 7 capacity-building and coaching sessions for 140 civil society actors, including at least 30 per cent women and young people, to support the restructuring and revitalization of civil society organizations in their role in advancing democratic governance and preventing election-related violence
- 20 awareness-raising and confidence-building sessions for 200 local community members and leaders, including women and young people in urban and rural areas of concern, to promote social cohesion and manage anti-MONUSCO sentiments
- Multimedia public information campaigns and outreach programmes in support of the Mission's mandate, through: (a) round-the-clock Radio Okapi broadcasts reaching an audience of 24 million persons per week; (b) production of 52 short videos for MONUSCO digital platforms; (c) operation and management of the MONUSCO and Radio Okapi websites, with daily uploading of articles, stories and photos from throughout the Democratic Republic of the Congo; and (d) reliable information provided through the use of social media
- 3 awareness-raising sessions targeting students at education institutions to promote a political dialogue on stabilization, peace and security, support for national institutions and the progressive withdrawal of MONUSCO
- 10 awareness-raising sessions for 200 participants from women's and civil society organizations in Kinshasa, Goma, Bukavu, Bunia and Beni conducted through Radio Okapi to increase awareness of the empowerment of women and access to an inclusive democratic space

- 4 workshops for 120 journalists, including at least 30 per cent women, and 1 media campaign to promote gender-sensitive and non-sexist communication in the media and improve media coverage of women in politics and in peace and security initiatives
- 5 public debate panels with youth representatives on the principles of positive masculinities and gender-responsive citizenship using local urban leaders known as “Champions and Women Ambassadors of Peace”

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.3 Strengthened capacity and capability of State institutions to establish and maintain the rule of law and security	<p>2.3.1 Percentage of implementation of the priority actions related to professionalism, accountability and the institutional framework in the reform action plan (2020–2024) of the Congolese National Police (2020/21: 6 per cent; 2021/22: 20 per cent; 2022/23: 30 per cent)</p> <p>2.3.2 Number of prison security-related incidents (2020/21: 6; 2021/22: 10; 2022/23: 9)</p> <p>2.3.3 Increased percentage of Congolese reporting trust in the justice system (2020/21: 30 per cent; 2021/22: 32 per cent; 2022/23: 33 per cent)</p>

Outputs

- Monthly meetings with parliamentary caucuses on governance reform and the resolution of conflicts at the provincial level
- Monthly meetings with government members at the national and provincial levels to engage on the implementation of the transition plan
- Monthly meetings with government members at the national and provincial levels to discuss the implementation of the joint strategy for the reform of mine governance, land reforms and the reform of the electoral system (article 12 of the electoral law) and local development policy
- Weekly meetings with high-level national, provincial and local political actors and stakeholders to facilitate dialogue and the peaceful resolution of political conflicts and to advocate and help to foster consensus on the functioning of key institutions, including the security sector, and on the importance of the political participation of women
- 4 workshops for 120 participants, including at least 30 per cent women, in cooperation with the United Nations country team, in support of the Government to complete the roll-out of the humanitarian-development-peace nexus in Ituri, North Kivu, South Kivu and Tanganyika
- Establishment of 1 monitoring mechanism in Tanganyika and support to 2 monitoring mechanisms in Kasai and Kasai Central on conflict prevention and peacebuilding initiatives to prevent a return to violent conflict
- 1 joint workshop and monthly consultations with the United Nations country team, partners and international and national stakeholders, and quarterly consultations with donors, international financial institutions, regional organizations and other international actors to support national authorities with the operationalization of the joint transition strategy, including the development of 1 action plan for its implementation, the establishment of technical- and strategic-level coordination mechanisms to oversee and guide its implementation, and the development of strategic communications initiatives to support the dissemination of information on the plan and enhance its ownership among communities
- Monthly consultations with States members of the Peace, Security and Cooperation Framework, members of the Security Council and other key diplomatic partners to ensure their engagement in support of the stabilization of the Democratic Republic of the Congo and in support of the joint strategy on transition

- Monthly coordination meetings with bilateral and multilateral partners to foster a coherent approach in support of national efforts towards security sector reform
- 10 high-level consultations with the Government and military justice authorities on disciplinary or judiciary measures for 25 cases of violations by high-level officials identified through the application of the human rights due diligence policy
- 24 high-level meetings with officials of the Ministry of Justice and the Ministry of Human Rights to promote human rights, including civil and political rights; combat impunity; promote national reconciliation and reparations for victims of human rights violations; and to hold to account alleged perpetrators of violations of international humanitarian law or violations and abuses of human rights
- Training of 3,000 officers of the Congolese National Police, of whom 20 per cent will be women, on investigative procedures and crime scene management, including forensics techniques, taking into account gender-responsive approaches
- 10 technical meetings of the Ministry of Justice subgroups on justice and human rights to implement the priority action plan of the national justice reform policy, and 1 strategic meeting of the steering committee in support of the monitoring of the implementation of the priority action plan for 2021–2023
- 60 meetings of follow-up committees on human rights violations of FARDC and the Congolese National Police to provide awareness-raising of and training on the human rights due diligence policy
- 5 advocacy meetings with parliamentarians, judges, prosecutors and lawyers for the adoption of the proposed law on the protection of victims, witnesses, human rights defenders and judicial personnel involved in trials related to serious crimes
- 2 capacity-building sessions with the Congolese National Police and FARDC on the gender-responsive protection of civilians and security sector reform
- Provision of weekly advice and mentoring to judicial authorities in 3 provinces on strengthening the functioning of the criminal justice chain, due process and the reduction of unlawful detention
- 20 civilian mobile court hearings to reduce case backlogs and address illegal and prolonged detention
- 4 workshops for 120 judicial police officers, clerks and magistrates on ways to improve the functioning of the criminal justice chain
- 3 judicial assessments of courts and prosecution offices in 3 provinces and restitution workshops on the findings
- 15 press conferences on peace and security, support for the Congolese National Police, FARDC, the judicial system, human rights and the targeting of journalists
- 5 capacity-building workshops for 100 officials of the Ministry of Justice and of the prison administration on prison reform programmes, projects and policies
- Installation of closed-circuit television surveillance systems in 2 priority prisons; rehabilitation of inmates' cells and construction of 2 watchtowers at Butembo prison; rehabilitation of a perimeter wall at Bunia prison; and upgrading of Kabare prison to a medium-security prison
- 5 joint missions with national prison authorities to assess the conditions in 13 priority prisons in Ituri, North Kivu and South Kivu
- Training for 500 prison personnel, including at least 100 women, on prison duties, with an emphasis on security, simulation exercises, prisoner data, human rights and the management of women and young people

- 10 training sessions for 200 police officers, of whom 30 per cent will be women, and 7 training-of-trainers sessions for 70 police officers, of whom 20 per cent will be women, on the prevention of sexual violence and the protection of victims of sexual violence
- 1 training session for 20 mining police officers, of whom 20 per cent will be women, on investigation techniques in relation to illicit trafficking, including firearms trafficking, with respect to human rights international standards
- 12 radio broadcasts on hate speech and the promotion of human rights, including in the context of elections

*Expected accomplishment**Indicators of achievement*

2.4 Prevention of human rights violations and abuse through a functioning national transitional justice process

2.4.1 Increased number of non-judicial transitional justice mechanisms established pursuant to the road map outlined by the Government (2020/21: not applicable; 2021/22: 1; 2022/23: 4)

2.4.2 Increased number of truth and reconciliation commissions (2020/21: not applicable; 2021/22: 1; 2022/23: 2)

Outputs

- 25 sensitization and capacity-building workshops for 500 Congolese civil and military judicial authorities to enhance ownership of and participation in the transitional justice process
- 25 sensitization and capacity-building workshops for 500 journalists, members of victims' associations and civil society leaders to enhance participation in and support for the transitional justice process

*Expected accomplishment**Indicators of achievement*

2.5 Nationally owned, accountable and effective security sector reform process

2.5.1 Adoption by the Government of a national plan on security sector reform and its corresponding road map (2020/21: not applicable; 2021/22: not applicable; 2022/2023: 1 draft plan)

2.5.2 Increased number of laws adopted to regulate the functioning of security institutions (2020/21: not applicable; 2021/22: not applicable; 2022/23: 4)

2.5.3 Number of sectoral reform strategies developed (2020/21: not applicable; 2021/22: not applicable; 2022/23: 4)

2.5.4 Percentage of women in leadership positions in security institutions (2020/21: not available; 2021/22: not available; 2022/23: 5 per cent)

Outputs

- 5 consultative dialogues for 200 government representatives and members of parliamentary commissions for defence and security, of civil society, of line ministries and of security institutions, as well as community representatives
- 15 working sessions to draft and develop a national security sector reform plan and its implementation road map
- 2 awareness-raising workshops for the development of a national plan on security sector reform

- 5 mentoring sessions for women in security institutions to enhance decision-making capacities
- 2 public perception surveys and evaluations by civil society organizations on the performance of the security institutions in Ituri, North Kivu and South Kivu

External factors

Relevant authorities and political actors at all levels commit themselves to supporting the priorities of the Government; and key pathways for peacebuilding and State-building processes at the local and provincial levels are taken up or supported at the national level. The key political figures, including women political leaders, are able to participate in dialogue and consensus-building with all sectors on the political process. The Government supports the judicial and penitentiary institutions and commits itself to the prosecution of leaders of armed groups or security forces responsible for human rights violations. Regional actors commit themselves to honouring their commitments under the Peace, Security and Cooperation Framework to neither harbour nor provide any kind of protection to persons suspected of war crimes, crimes against humanity or acts of genocide. International partners provide funding in support of the United Nations country team presence. The Government of the Democratic Republic of the Congo remains committed to the priorities of the joint transition strategy and fully engages in transition planning

Table 3

Human resources: component 2, support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo

Category	Total								
I. United Nations police									
Approved 2021/22	591								
Proposed 2022/23	591								
Net change	–								
II. Formed police units									
Approved 2021/22	1 410								
Proposed 2022/23	1 410								
Net change	–								
III. Government-provided personnel									
Approved 2021/22	90								
Proposed 2022/23	90								
Net change	–								
IV. Civilian staff									
	International staff							United Nations Volunteers	
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal	National staff ^a		Total
Office of the Police Commissioner									
Approved posts 2021/22	–	1	2	2	1	6	–	–	6
Proposed posts 2022/23	–	1	2	2	1	6	–	–	6
Net change	–	–	–	–	–	–	–	–	–

Corrections Unit									
Approved posts 2021/22	–	–	2	–	–	2	2	1	5
Proposed posts 2022/23	–	–	2	–	–	2	2	1	5
Net change	–	–	–	–	–	–	–	–	–
Disarmament, Demobilization and Reintegration Section									
Approved posts 2021/22	–	–	2	–	2	4	–	7	11
Proposed posts 2022/23	–	–	2	–	2	4	–	7	11
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2021/22	–	–	–	1	–	1	56	–	57
Proposed temporary positions ^b 2022/23	–	–	–	1	–	1	56	–	57
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2021/22	–	–	2	1	2	5	56	7	68
Proposed 2022/23	–	–	2	1	2	5	56	7	68
Net change	–	–	–	–	–	–	–	–	–
Stabilization Support Section									
Approved posts 2021/22	–	–	4	5	–	9	2	1	12
Proposed posts 2022/23	–	–	4	5	–	9	2	1	12
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2021/22	–	1	–	1	–	2	–	–	2
Proposed temporary positions ^b 2022/23	–	1	–	1	–	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2021/22	–	1	4	6	–	11	2	1	14
Proposed 2022/23	–	1	4	6	–	11	2	1	14
Net change	–	–	–	–	–	–	–	–	–
Justice Support Section									
Approved posts 2021/22	–	1	2	3	–	6	15	1	22
Proposed posts 2022/23	–	1	2	3	–	6	15	1	22
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2021/22	–	–	1	–	–	1	–	–	1
Proposed temporary positions ^b 2022/23	–	–	1	–	–	1	–	–	1
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2021/22	–	1	3	3	–	7	15	1	23
Proposed posts 2022/23	–	1	3	3	–	7	15	1	23
Net change	–	–	–	–	–	–	–	–	–

Political Affairs Division									
Approved posts 2021/22	–	2	15	11	4	32	15	8	55
Proposed posts 2022/23	–	2	15	11	4	32	15	8	55
Net change	–	–	–	–	–	–	–	–	–
Office of Public Information									
Approved posts 2021/22	–	1	3	6	4	14	13	–	27
Proposed posts 2022/23	–	1	3	5	4	13	13	–	26
Net change	–	–	–	(1)	–	(1)	–	–	(1)
Radio Okapi									
Approved posts 2021/22	–	–	2	–	1	3	104	–	107
Proposed posts 2022/23	–	–	2	–	1	3	102	–	105
Net change	–	–	–	–	–	–	(2)	–	(2)
Subtotal, civilian staff									
Approved 2021/22	–	5	32	27	12	76	151	18	245
Proposed 2022/23	–	5	32	26	12	75	149	18	242
Net change	–	–	–	(1)	–	(1)	(2)	–	(3)
Approved temporary positions ^b 2021/22	–	1	1	2	–	4	56	–	60
Proposed temporary positions ^b 2022/23	–	1	1	2	–	4	56	–	60
Net change	–	–	–	–	–	–	–	–	–
Total, including temporary positions									
Approved 2021/22	–	6	33	29	12	80	207	18	305
Proposed 2022/23	–	6	33	28	12	79	205	18	302
Net change	–	–	–	(1)	–	(1)	(2)	–	(3)
Total									
Approved 2021/22									2 396
Proposed 2022/23									2 393
Net change									(3)

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

^b Funded under general temporary assistance.

Disarmament, Demobilization and Reintegration Section

International staff: no change (continuation of 1 general temporary assistance position at the P-3 level)

National staff: no change (continuation of 56 general temporary assistance positions (10 National Professional Officer and 46 national General Service))

87. During the 2022/23 period, it is expected that the Government's renewed disarmament, demobilization and reintegration programme, which is focused on community-based reintegration, will be operational and that there will be an increase in the workload of the Disarmament, Demobilization and Reintegration Section supporting greater numbers of surrenders and providing support for disarmament, demobilization and reintegration operations. As the programme is relatively new, there will be an ongoing need to provide good offices and technical support to the Government at both the national and local levels to ensure that the programme is

effective and informed by a national strategy. There will also be a need to enhance coordination with wider efforts on reintegration and stabilization in the provinces; and ensure that lessons learned are adapted and applied. The Section will continue to support the disarmament, demobilization, repatriation, resettlement and reintegration of foreign combatants and will develop a plan for the transfer of the process to national authorities in preparation for the gradual drawdown of the Mission.

88. Accordingly, it is proposed that 8 positions of Disarmament, Demobilization and Reintegration Officer (1 P-3 and 7 National Professional Officer), 3 positions of Associate Disarmament, Demobilization and Reintegration Officer (National Professional Officer) and 46 positions of Disarmament, Demobilization and Reintegration Assistant (national General Service) be retained.

Stabilization Support Section

International staff: no change (continuation of 2 general temporary assistance positions (1 D-1 and 1 P-3))

89. In its resolution [2612 \(2021\)](#), the Security Council noted that political stability and security, as well as increased State presence in areas of conflict, were critical for the consolidation of the political transition and sustainable peace in the Democratic Republic of the Congo and called upon the Congolese authorities to work towards stabilization and the strengthening of the capacity of State institutions, with the support of MONUSCO.

90. Also in resolution [2612 \(2021\)](#), the Security Council underlined the need for tailored responses in addressing the threat posed by armed groups and called upon the Government to take further action in that respect, combining military and non-military approaches, including through the tailored disarmament, demobilization and reintegration of ex-combatants into civilian life and local peacebuilding initiatives that were sensitive to the needs and experiences of women and girls, in coordination with and with the support of MONUSCO. In that regard, the Council welcomed the establishment of the disarmament, demobilization, community recovery and stabilization programme and urged the Government and its partners, including international financial institutions, to urgently provide adequate and timely support for the swift and effective implementation of the programme.

91. In order for the Mission to enhance its strategic coordination and engagement with the national Government at the highest levels on stabilization and community reintegration, and with a view to developing more effective synergies with the United Nations country team, there is a need to retain the position of Principal Coordination Officer (D-1) based in Kinshasa. The continuation of this position will ensure effective and well-coordinated support for the Government on community reintegration and stabilization issues at the capital level.

92. The Principal Coordination Officer (D-1), who reports directly to the Deputy Special Representative of the Secretary-General and Resident and Humanitarian Coordinator, will be the Mission's main interlocutor at the political level and engage with the Government's Senior Coordinator at the strategic level. In this capacity, the Principal Coordination Officer will provide strategic guidance to the United Nations support to the national programme, including through the implementation of the joint transition plan, with a focus on stabilization, addressing the root causes of conflict and strengthening the capacity of State institutions, in line with the triple nexus approach. Furthermore, the Principal Coordination Officer will be responsible for overall oversight of the United Nations support provided to the national programme, including coordination of the implementation of the International Security and Stabilization Support Strategy; support to good offices for intercommunal reconciliation, both at the field level with communities and at the level of provincial

capitals and Kinshasa; liaison with the Director of the United Nations Joint Human Rights Office, to ensure the strict application of the human rights due diligence policy in all United Nations activities in support of the national programme, and with the Director of the Political Affairs Division, to ensure a coherent political approach. The Principal Coordination Officer will ensure oversight of the Stabilization Support Unit and the complementarity of activities carried out by various actors.

93. In its resolution [2612 \(2021\)](#), the Security Council requested the Mission to support stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms in order to establish functional, professional and accountable State institutions, including security and judicial institutions. The Mission was also requested to provide coordination between the Government, international partners and United Nations agencies in a targeted, sequenced and coordinated approach to stabilization informed by up-to-date conflict analysis through the implementation of the International Security and Stabilization Support Strategy and the adoption of a conflict-sensitive approach across the Mission.

94. In line with the joint transition plan presented to the Security Council on 15 September 2021, MONUSCO will gradually hand over its responsibilities to the Congolese authorities with the support of the United Nations country team where the political and security situation no longer constitutes a threat to international peace and security, as was the case in the Kasai provinces and Tanganyika province. Under this process, it is recommended that, to the extent possible, the distribution of thematic leads between the Mission and members of the United Nations country team be revised on the basis of a joint priority-setting exercise to support the transition of civilian tasks to the Government. The incremental stabilization of conflicts through the International Security and Stabilization Support Strategy will be one of the trigger points for the transition process. The nexus approach is also a key component of the transition and drawdown process both in the Kasai provinces and in Tanganyika province. In order to support the transition in the Kasai provinces, there is a need to retain the position of Coordination Officer (P-3).

95. The Coordination Officer (P-3) will continue to support the transition in the Kasai provinces, including supporting the nexus through coordination and political engagement, in support of multilateral interventions of the World Bank and bilateral donors; promoting a coherent approach between the provincial authorities, the country team and international donors supporting the nexus in the Kasai provinces; supporting the development of programmes, engaging with all stakeholders and managing financial mechanisms, as well as monitoring and advising on the design and implementation of stabilization activities; and developing policies, strategies and programmes in consultation with other substantive sections and partners.

Justice Support Section

International staff: no change (continuation of 1 general temporary assistance position at the P-5 level)

96. During the 2022/23 period, the Justice Support Section will continue to implement a broad transition plan in the rule of law area, including through greater coordination within the Mission and with national authorities, the United Nations country team and the donor community. The Senior Judicial Affairs Officer (P-5) has been vital to enable the sustained strategic engagement and coordination of the Mission, as well as the related planning and programmatic work, required to make the joint programme a success. As the programme is expected to further develop in the 2022/23 period and to increase its scope as a result of resource mobilization, it is proposed that the position of Senior Judicial Affairs Officer (P-5) be retained to ensure that the current momentum is not lost and that the necessary complementarity

with the United Nations joint police support programme under development can be achieved.

97. The Senior Judicial Affairs Officer will continue to be responsible for the strategic planning and coordination of the Mission's support for the extension and strengthening of civilian justice institutions; the coordination of activities related to the extension and strengthening of State institutions within the Mission and with the United Nations country team and the donor community; the implementation of the Joint Justice Reform Support Programme, including resource mobilization and management of programmatic funding in support of the programme; and the contribution of the Justice Support Section to the strategic planning and benchmarking processes associated with the Mission's transition.

Office of Public Information

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

98. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Associate Public Information Officer (P-2).

Radio Okapi

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

99. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish two posts of Public Information Assistant (national General Service).

Component 3: support

100. In the 2022/23 period, the Mission will continue to scale down its civilian staffing resources in locations where MONUSCO will no longer maintain a footprint or where the scale and scope of activities will be reduced. This will be guided by internal mission staffing reviews and retrenchment processes.

101. In the 2022/23 period, the Mission will continue to focus on the provision of support to the following areas of priority, as defined by Mission's leadership and the force concept of operations: (a) support to force reconfiguration support projects and to the rapidly deployable battalions and the force Intervention Brigade by enhancing their mobility through the use of heavy-lift fixed- and rotary-wing aircraft and enhanced unmanned aerial aircraft; (b) upgrade and improvement of accommodations provided by the United Nations, as well as hygiene and water sanitation facilities for troops and police; (c) upgrade of contingent locations with regard to base defence and force protection through the provision of sufficient field defence stores materials; (d) support to the relocation of elements of supply chain infrastructure, including the establishment of an integrated warehouse in Beni and the partial relocation of an integrated warehouse from Goma to Bukavu, in view of the lessons learned in the aftermath of the volcano eruption in Goma in May 2021; (e) relocation of the Uvira logistics base in view of the repeated flooding of the base; (f) continued implementation of best environmental practices by strengthening environmental standards in accordance with the Mission's environmental action plan in the areas of waste management, disposal systems and energy consumption; and (g) reinforcement of medical support in the Beni area through the light mobile surgical module to improve the access of mission personnel to health-care facilities.

102. The Mission will initiate the transformation of its vehicle fleet by acquiring more environmentally friendly and cost-efficient vehicles, including new energy-

efficient models of sedans and hybrid cars. It will also implement the redistribution of its ground fleet in line with the decisions of the Vehicle Establishment Committee.

103. Aviation services previously provided by military enabling units will continue to be outsourced to local commercial companies available in the market. This approach is more cost-effective and supports local capacity-building. MONUSCO will also continue to replace support equipment to ensure that safety standards and operational requirements are not compromised.

104. The new United Nations learning strategy for 2021–2025, which guides all learning-related programmes and activities undertaken in the Secretariat, including those centrally managed and those managed by entities, lists the following learning priorities: data and analytics capabilities, innovation, coordination and partnership with the aim of enabling personnel to acquire new knowledge, skill sets and competencies. The involvement of organizational leadership will help to roll out the new learning strategy and ensure support from the top down for downsized staff and for compliance learning.

105. The supply chain component will continue its process improvement. Implementation of the supply chain operational reference model and of provisions of the updated United Nations Procurement Manual will ensure that demand and acquisition plans are consistent with the Mission's transition strategy. A renewed focus will be on the stewardship of inventories to ensure that holdings are based on operational requirements and in compliance with International Public Sector Accounting Standards (IPSAS) policy. Acquisition and demand plans will be vetted and approved by a demand planning committee and stockholdings verified by the Centralized Warehouse upon the commencement of sourcing activities. This will result in a lean procurement practice, reduced redundancies and elimination of the duplication of stockholdings. The supply chain component will focus on increasing accountability and stewardship over United Nations-owned assets through the assets downsizing committee in closing locations and by disposing of excess assets-holding beyond operational requirements.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.1 Rapid, effective, efficient and responsible support services for the Mission	<p>3.1.1 Percentage of approved flight hours utilized (2020/21: 74.6 per cent; 2021/22: 90 per cent; 2022/23: 90 per cent)</p> <p>3.1.2 Average annual percentage of authorized international posts vacant (2020/21: 12.2 per cent; 2021/22: 11.5 per cent; 2022/23: 11.5 per cent)</p> <p>3.1.3 Average annual percentage of women international civilian staff (2020/21: 31.3 per cent; 2021/22: 42 per cent; 2022/23: 33 per cent)</p> <p>3.1.4 Average number of days for roster recruitments, from closing of the job opening to candidate selection, for international candidates (2020/21: 85; 2021/22: 60; 2022/23: 60)</p>

3.1.5 Average number of days for post-specific recruitments, from closing of the job opening to candidate selection, for international candidates (2020/21: 251; 2021/22: 120; 2022/23: 120)

3.1.6 Overall score on the Administration's environmental management scorecard (2020/21: 83; 2021/22: 74; 2022/23: 84)

3.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2020/21: 81 per cent; 2021/22: 98.5 per cent; 2022/23: 98 per cent)

3.1.8 Compliance with the field occupational safety risk management policy (2020/21: 50 per cent; 2021/22: 85 per cent; 2022/23: 90 per cent)

3.1.9 Overall score on the property management index based on 20 underlying key performance indicators (2020/21: 1,956; 2021/22: 2,000; 2022/23: 2,000)

3.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2020/21: 6.7 per cent; 2021/22: 20 per cent; 2022/23: 20 per cent)

3.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodations at 30 June, in accordance with memorandums of understanding (2020/21: 79.5 per cent; 2021/22: 75 per cent; 2022/23: 80 per cent)

3.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2020/21: 95.7 per cent; 2021/22: 98 per cent; 2022/23: 98 per cent)

Outputs

Service improvements

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

Audit, risk and compliance services

- Implementation of 12 recommendations of OIOS targeted for implementation by year end (31 December) and 15 prior fiscal-year recommendations from the Board of Auditors, as accepted by management

Aviation services

- Operation and maintenance of 37 aircraft, including 8 fixed-wing and 29 rotary-wing aircraft, and 3 unmanned aerial vehicles

- Provision of 16,940 planned flight hours, including 6,600 from commercial providers and 10,340 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 37 aircraft, and 6 airfields and 51 landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$1,037.3 million, in line with delegated authority
- Finalization of annual financial statements for the Mission in compliance with IPSAS and United Nations financial rules and regulations

Civilian personnel services

- Provision of human resource services to 2,492 civilian personnel (609 international staff, 1,521 national staff, 57 temporary positions and 305 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 5,357 civilian participants and support for out-of-mission training for 192 civilian participants
- Support for the processing of 4,113 in-mission and 226 outside-mission travel requests for non-training purposes and 432 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for 103 mission sites in 8 locations
- Construction or maintenance of 250 km of road, 5 culverts and 5 bridges, 6 airfields and 57 helipads
- Operation and maintenance of 659 United Nations-owned generators and 3,707 solar power panels/plants, in addition to electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities (46 waste treatment plants in 6 locations, 35 water treatment and purification plants in 6 locations and 6 water bottling plants in 6 locations)
- Provision of waste management services, including liquid and solid waste collection and disposal in 9 locations
- Provision of cleaning, ground maintenance and pest control in 8 locations

Fuel management services

- Management of supply and storage of 24.5 million litres of petrol, including 13.6 million for air operations, 3.6 million for ground transportation and 7.3 million for generators and other facilities, and of oil and lubricants at 27 distribution points in the Democratic Republic of the Congo and 2 distribution points in Uganda

Geospatial, information and telecommunications technology services

- Provision of and support for 5,065 handheld portable radios, 1,848 mobile radios for vehicles and 172 base station radios
- Operation and maintenance of 62 FM radio broadcast stations and 10 radio production facilities

- Operation and maintenance of a network for voice, fax, video and data communication, including 32 very small aperture terminals and 137 microwave links, as well as provision of satellite and mobile phone service plans
- Provision of and support for 3,599 computing devices and 779 printers for an average strength of 3,721 civilian and uniformed end users, in addition to 1,336 computing devices and 28 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 20 local area networks and 47 wide area networks at 20 sites
- Analysis of geospatial data covering 19,267 km², maintenance of topographic and thematic layers and production of 41 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (8 level I clinics/dispensaries and 1 basic clinic) and support for contingent-owned medical facilities (43 level I clinics, 2 level II hospitals and 1 level III hospital) in 9 locations, as well as maintenance of contractual arrangements with 6 hospitals/clinics
- Maintenance of medical evacuation arrangements to 9 medical facilities (2 level II, 5 level III and 2 level IV) in 4 locations inside the mission area and 2 locations outside the mission area

Supply chain management services

- Provision of planning and sourcing support for an estimated \$306.0 million in acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of 12,500 tons of cargo within the mission area
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold with a total historical cost of \$300.0 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of 15,039 military and police personnel (149 military observers, 359 military staff officers, 12,866 contingent personnel, 435 United Nations police officers and 1,230 formed police personnel) and 55 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 52 military and formed police units at 49 sites
- Supply and storage of rations, combat rations and water for an average strength of 14,024 military contingents and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 15,039 military and police personnel and 55 government-provided personnel
- Support for the processing of 1,246 in-mission and 20 outside-mission travel requests for non-training purposes and 5,389 travel requests for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 1,465 United Nations-owned vehicles (843 light passenger vehicles, 214 special-purpose vehicles, 32 ambulances, 38 armoured vehicles, 207 other specialized vehicles and 131 trailers and attachments) and 3,188 contingent-owned vehicles, and operation of 8 workshop and repair facilities

- Provision of transport and daily shuttle services for an average of 920 United Nations personnel in the Democratic Republic of the Congo and provision of shuttle services 5 days a week for an average of 280 United Nations personnel in Entebbe

Conduct and discipline

- Implementation of an awareness programme on United Nations standards of conduct for 8,000 military, police and civilian personnel, including monitoring activities and recommendations on remedial actions
- Facilitation of the referral of victims of sexual exploitation and abuse to relevant partners, including the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA), for medical, psychological and legal assistance, as necessary, in close coordination with the Victim's Rights Advocate
- Implementation of a community sensitization campaign targeting the population at risk, through 20 sensitization activities and the dissemination of outreach materials to 6,000 members of the communities, with the active support of the community-based complaint networks, nominated focal points, Radio Okapi and local community radio stations
- Assessment of all reported allegations of misconduct, including sexual exploitation and abuse, documentation of the allegations where prima facie evidence exists and referral of the allegations to the appropriate investigation entities for action
- Two training sessions for 1,000 members of operationalized community-based complaint mechanisms on ways to prevent and address complaints and refer victims of sexual exploitation and assault

HIV/AIDS

- Operation and maintenance of 5 HIV voluntary confidential counselling and testing facilities for all mission personnel
- Organization of 10 mandatory awareness sessions on HIV/AIDS for 100 civilian mission personnel
- Conduct of 90 mass sensitization programmes for 10,000 military and police personnel
- Conduct of 60 induction training sessions for newly deployed and rotated military and police personnel
- Conduct of 15 refresher training sessions for 900 military personnel and 6 peer education training sessions in 6 mission locations for 100 military and police personnel
- Conduct of 2 workshops on voluntary confidential counselling and testing for 30 HIV counsellors and 2 post-exposure prophylaxis workshops for 30 post-exposure prophylaxis custodians
- Conduct of a promotion campaign on voluntary confidential counselling and testing each quarter in different mission locations
- Provision of voluntary confidential counselling and testing to 3,500 mission personnel
- Conduct of 12 mobile missions on voluntary confidential counselling and testing within the battalions
- Conduct of 1 assessment study to determine the impact of and guide subsequent implementation of section-mandated activities

Security

- Provision of security services 24 hours a day, 7 days a week, for the entire mission area
- 24-hour close protection for senior mission staff and visiting high-level officials, including extraction and rescue operations when required

- Provision of fire and rescue response 24 hours a day, 7 days a week, to United Nations premises and personnel residences in Kinshasa and Goma; conduct of 30 fire evacuation drills mission-wide; and training of 1,000 staff members in basic fire and safety and the use of extinguishers
- Preparation of 1,000 comprehensive investigation reports on road traffic accidents, thefts of or damages to MONUSCO property, burglaries, losses and any other incidents involving United Nations staff, premises and property
- Training of 20 international United Nations security officers on firearms and 500 United Nations staff on safe and secure approaches to field environments
- 350 security awareness briefings for all mission staff
- Preparation of 22 security risk management documents; 360 integrated United Nations daily security reports; 4 danger pay justifications; 22 security plans with annexes; 4 country briefing notes; 50 flash security reports; 20 ad hoc security risk assessments; 10 personal risk assessments; 20 security concept of operations papers; and 30 facility safety and security surveys
- Conduct of 700 mission-wide security assessments, including residential surveys
- Update of geolocation for all United Nations facilities and uploading to the United Nations Security Managers Information Network site
- Processing of 40,000 identity cards for civilian and military personnel
- Screening of 50,000 passengers at MONUSCO air terminals

External factors

Movement of staff and deployment of operational resources will not be interrupted; vendors, contractors and suppliers will deliver goods, services and supplies as contracted; the host Government complies with the provisions of the status-of-forces and the status-of-mission agreements; memorandums of understanding and letters of assist on the deployment of uniformed personnel and equipment are signed in a timely manner

Table 4
Human resources: component 3, support

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Conduct and Discipline Section									
Approved posts 2021/22	–	1	4	4	2	11	8	2	21
Proposed posts 2022/23	–	1	4	4	2	11	8	2	21
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Unit									
Approved posts 2021/22	–	–	1	–	–	1	6	–	7
Proposed posts 2022/23	–	–	1	–	–	1	6	–	7
Net change	–	–	–	–	–	–	–	–	–
Security and Safety Section									
Approved posts 2021/22	–	–	4	8	64	76	210	–	286
Proposed posts 2022/23	–	–	4	8	63	75	204	–	279
Net change	–	–	–	–	(1)	(1)	(6)	–	(7)

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Mission Support Division									
Office of the Director									
Approved posts 2021/22	–	1	5	5	3	14	15	2	31
Proposed posts 2022/23	–	1	5	5	3	14	15	2	31
Net change	–	–	–	–	–	–	–	–	–
Operations and Resources Management									
Approved posts 2021/22	–	1	20	21	84	126	199	46	371
Proposed posts 2022/23	–	1	20	21	82	124	189	46	359
Net change	–	–	–	–	(2)	(2)	(10)	–	(12)
Service Delivery Management									
Approved posts 2021/22	–	1	14	25	96	136	513	128	777
Proposed posts 2022/23	–	1	14	25	91	131	488	124	743
Net change	–	–	–	–	(5)	(5)	(25)	(4)	(34)
Supply Chain Management									
Approved posts 2021/22	–	1	9	17	70	97	250	71	418
Proposed posts 2022/23	–	1	9	17	70	97	244	70	411
Net change	–	–	–	–	–	–	(6)	(1)	(7)
Subtotal, Mission Support Division									
Approved posts 2021/22	–	4	48	68	253	373	977	247	1 597
Proposed posts 2022/23	–	4	48	68	246	366	936	242	1 544
Net change	–	–	–	–	(7)	(7)	(41)	(5)	(53)
Total									
Approved posts 2021/22	–	5	57	80	319	461	1 201	249	1 911
Proposed posts 2022/23	–	5	57	80	311	453	1 154	244	1 851
Net change	–	–	–	–	(8)	(8)	(47)	(5)	(60)

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

Security and Safety Section

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

National staff: decrease of 6 posts (abolishment of 6 posts (1 National Professional Officer and 5 national General Service))

106. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Security Officer (Field Service), one post of Associate Security Coordination Officer (National Professional Officer) and five posts of Field Security Guard (national General Service).

Finance and Budget Section

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

107. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Finance and Budget Assistant (national General Service).

Human Resources Section

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

108. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Human Resources Assistant (national General Service).

Field Technology Section

International staff: decrease of 2 posts (abolishment of 2 posts at the Field Service level)

National staff: decrease of 6 posts (abolishment of 6 posts at the national General Service level)

109. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish four posts of Information Systems Assistant (1 Field Service and 3 national General Service) and four posts of Telecommunications Assistant (1 Field Service and 3 national General Service).

Mission Support Centre

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

110. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Logistics Assistant (national General Service).

Field Administrative Offices

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

111. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Team Assistant (national General Service).

Transport Section

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

National staff: decrease of 10 posts (abolishment of 10 posts at the national General Service level)

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

112. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Transport Assistant (Field Service), seven posts of Vehicle Technician (national General Service), three posts of Heavy Vehicle Operator (national General Service) and one position of Heavy Vehicle Mechanic (United Nations Volunteer).

Aviation Section

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

National staff: decrease of 5 posts (abolishment of 5 posts at the national General Service level)

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

113. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish six posts of Air Operations Assistant (1 Field Service and 5 national General Service) and one position of Air Operations Assistant (United Nations Volunteer).

Medical Section

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

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

114. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish two posts of Nurse (national General Service) and one position of Field Medical Officer (United Nations Volunteer).

Engineering Section

International staff: decrease of 2 posts (abolishment of 2 posts at the Field Service level)

National staff: decrease of 8 posts (abolishment of 8 posts at the national General Service level)

115. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Engineering Technician (Field Service), one post of Generator Technician (Field Service), one post of Construction and Maintenance Worker (national General Service), one post of Water and Sanitation Assistant (national General Service), one post of Plumber (national General Service), one post of Electrician (national General Service), two posts of Generator Mechanic (national General Service) and two posts of Supply Assistant (national General Service).

Life Support Section

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

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

116. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish one post of Fuel Assistant (Field Service) and one position of Fuel Assistant (United Nations Volunteer).

Centralized Warehouse

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

117. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish two posts of Property Management Assistant (national General Service).

Movement Control Section

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

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

118. As a result of the closure of the field office in Kalemie on 30 June 2022, it is proposed to abolish four posts of Movement Control Assistant (national General Service) and one position of Movement Control Assistant (United Nations Volunteer).

II. Financial resources

A. Overall

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	29 091.4	32 903.0	29 658.2	(3 244.8)	(9.9)
Military contingents	389 607.2	420 797.7	414 670.5	(6 127.2)	(1.5)
United Nations police	20 266.7	28 405.5	24 681.7	(3 723.8)	(13.1)
Formed police units	33 955.5	40 155.5	41 717.4	1 561.9	3.9
Subtotal	472 920.8	522 261.7	510 727.8	(11 533.9)	(2.2)
Civilian personnel					
International staff	139 212.8	146 763.1	148 802.5	2 039.4	1.4
National staff	87 640.1	90 282.6	88 885.4	(1 397.2)	(1.5)
United Nations Volunteers	21 814.1	19 448.6	22 688.8	3 240.2	16.7
General temporary assistance	5 840.2	5 339.6	5 279.2	(60.4)	(1.1)
Government-provided personnel	3 074.3	3 428.6	3 110.9	(317.7)	(9.3)
Subtotal	257 581.5	265 262.5	268 766.8	3 504.3	1.3
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	187.6	625.8	596.7	(29.1)	(4.7)
Official travel	6 820.7	4 090.5	4 891.8	801.3	19.6
Facilities and infrastructure	49 619.7	43 185.1	47 463.1	4 278.0	9.9
Ground transportation	18 296.2	9 391.9	11 040.7	1 648.8	17.6
Air operations	106 604.8	108 221.5	102 053.5	(6 168.0)	(5.7)
Marine operations	887.6	701.5	690.0	(11.5)	(1.6)
Communications and information technology	42 635.0	40 593.1	40 746.6	153.5	0.4
Medical	2 873.3	2 308.8	2 247.4	(61.4)	(2.7)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	42 213.0	44 586.5	46 802.6	2 216.1	5.0
Quick-impact projects	1 481.4	1 500.0	1 250.0	(250.0)	(16.7)
Subtotal	271 619.3	255 204.7	257 782.4	2 577.7	1.0
Gross requirements	1 002 121.6	1 042 728.9	1 037 277.0	(5 451.9)	(0.5)
Staff assessment income	26 910.5	27 232.7	27 225.2	(7.5)	—
Net requirements	975 211.1	1 015 496.2	1 010 051.8	(5 444.4)	(0.5)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 002 121.6	1 042 728.9	1 037 277.0	(5 451.9)	(0.5)

B. Non-budgeted contributions

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	16 083.5
Total	16 083.5

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

C. Efficiency gains

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

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Rental and operations: helicopters	1 662.0	The Mission's fleet will be reduced by 1 Oryx helicopter (from 5 Oryx helicopters in the 2021/22 period to 4 in the 2022/23 period). With improved maintenance, the Mission will be able to provide the same operational output with 4 Oryx helicopters
Total	1 662.0	

D. Vacancy factors

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

(Percentage)

<i>Category</i>	<i>Actual 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
Military and police personnel			
Military observers	29.7	23.0	23.0
Military contingents	8.0	5.7	2.1
United Nations police	43.5	23.0	26.4
Formed police units	25.5	12.8	12.8
Civilian personnel			
International staff	12.2	11.5	11.5
National staff			
National Professional Officers	10.6	10.6	6.0
National General Service staff	5.4	4.6	4.6

<i>Category</i>	<i>Actual 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
United Nations Volunteers			
International	7.4	2.7	5.0
National	18.2	9.1	9.1
Temporary positions ^a			
International staff	16.7	16.7	16.7
National Professional Officers	25.0	25.0	25.0
National General Service staff	2.2	0.7	0.7
Government-provided personnel	37.8	38.9	38.9

^a Funded under general temporary assistance.

122. The application of delayed deployment factors for military and police personnel and the proposed vacancy rates for civilian personnel are based on the actual personnel deployment for the 2020/21 financial period and the first half of the 2021/22 period, as well as the historical pattern and projected deployments based on planning for the 2022/23 period. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions.

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

123. Requirements for the period from 1 July 2022 to 30 June 2023 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$138,937,500, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		
	<i>Military contingents</i>	<i>Formed police units</i>	<i>Total</i>
Major equipment	66 883.1	8 113.0	74 996.1
Self-sustainment	59 328.8	4 612.6	63 941.4
Total	126 211.9	12 725.6	138 937.5
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to Mission area			
Extreme environmental condition factor	3.1	1 October 2021	12 January 2021
Logistics and road condition factor	2.3	1 October 2021	12 January 2021
Hostile action/forced abandonment factor	5.9	1 October 2021	12 January 2021
B. Applicable to home country			
Incremental transportation factor	0.0–4.0		

F. Training

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	34.0
Official travel	
Official travel, training	637.1
Other supplies, services and equipment	
Training fees, supplies and services	648.6
Total	1 319.7

125. The number of participants planned for the period from 1 July 2022 to 30 June 2023, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>
Internal	1 341	2 295	2 292	1 191	3 113	3 065	21 630	23 535	14 269
External ^a	–	79	159	1	16	33	2	5	14
Total	1 341	2 374	2 451	1 192	3 129	3 098	21 632	23 540	14 283

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

126. The planned training activities for the 2022/23 period consist of 312 courses for 5,549 civilian staff, which will continue to focus on ensuring that training is used as a tool for mandate implementation; increased compliance with mandatory training courses; and capacity-building of all categories of personnel. The training requirements for police and military personnel, including protection of civilians, child protection, conflict-related sexual violence and gender training, will be further reinforced through blended learning modalities (online and face-to-face) and the delivery of virtual training sessions, bearing in mind the strict COVID-19 related protocols. The Training Unit will continue to assist substantive sections in delivering training on protection of civilians, human rights investigation and reporting, HIV/AIDS, and sexual exploitation and abuse. Particular attention will be given to information-sharing and mandatory training for managers related to the new approach in performance management in accordance with [ST/AI/2021/4](#). To maintain cost-effectiveness, the Mission will continue to prioritize the training of trainers to increase its in-house capacity and ensure that more staff members are trained using the Integrated Mission Training Centre trainers. In view of the ongoing COVID-19 pandemic, most internal training courses will be delivered virtually. On-the-job training, computer training, coaching for managers, as well as supervisory and managerial training, will be continued and enhanced in the 2022/23 period. Certification training, including on dangerous goods and firearms certification, finance, procurement, supply chain, project management and security, will continue to be prioritized, and participants are expected to share knowledge with other staff members. A women's leadership programme and entrepreneurship training will also be organized in the 2022/23 period. Learning and the upgrading of skills will continue

in field offices and various locations through package training while strictly complying with pandemic-related protocols.

127. The Mission will continue to emphasize on-the-job training as a cost-effective means of increasing the number of staff trained in courses related to mission support, the peace process, the protection of civilians and stabilization, where virtual courses are available. Participation by mission personnel in training activities at the United Nations Logistics Base at Brindisi, the Regional Service Centre in Entebbe and other locations will cover support functions related to transportation, information technology, engineering, supply and medical care, as well as substantive areas, such as gender, human rights, the peace process, security, law, corrections, the environment, civil affairs and political affairs. In addition, the Mission will continue to provide virtual language classes. The training of various categories of staff will further enhance service delivery, improve technical and professional skills and ensure better support for the various components of the Mission.

G. Disarmament, demobilization and reintegration

128. The estimated resource requirements for disarmament, demobilization and reintegration for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Facilities and infrastructure	
Construction, alteration, renovation and maintenance	200.0
Acquisition of engineering supplies	200.0
Ground transportation	
Petrol, oil and lubricants	25.0
Communications	
Public information and publication services	50.0
Medical	
Medical services	5.0
Supplies	20.0
Other supplies, services and equipment	
Rations	1 270.9
Freight	100.0
Total	1 870.9

129. In the 2022/23 period, MONUSCO will support the strengthening of disarmament and demobilization processes and develop, together with the Government at the provincial and local levels, civil society, United Nations agencies, funds and programmes and international partners, initiatives aimed at a sustainable reduction in armed group activity, notably in Ituri, North Kivu, South Kivu and the northern parts of Tanganyika. The Mission will support the Government in implementing its national disarmament, demobilization and reintegration programme coordinated under the national disarmament, demobilization, community recovery and stabilization programme, through a community-based approach with a focus on armed groups that present the greatest threat to civilians and operations where there is the greatest potential for a sustainable reduction in armed group activity.

130. The Mission's priorities during the period will continue to be to: (a) support the Government in the implementation of the revised national disarmament, demobilization and reintegration framework through good offices, strategic engagement, technical support and coordination of the international community's support for disarmament, demobilization and reintegration; (b) support the Government in engaging targeted armed groups that present the greatest threat to civilians, to facilitate their negotiated surrender; (c) support the Government in managing the disarmament and demobilization process for armed groups, including the reinsertion phase; and (d) disarm, provide transitional support to and repatriate foreign combatants and their dependants.

131. In support of the Government, the Mission will continue to operate four main disarmament, demobilization and reintegration camps, in Beni, Goma, Bukavu and Uvira, and five secondary transit camps, in Kiwanja, Nyamilima, Nyanzale, Kanyabayonga and Kitchanga, to process voluntarily disengaged members of foreign and Congolese armed groups. In addition, the Mission will maintain readiness in support of the Government for the implementation of the revised disarmament, demobilization and reintegration framework with four ready-to-deploy disarmament, demobilization and reintegration camps with a 200-person capacity that can be moved to new locations as the situation demands. The Mission will also enhance its capacity to provide flexible and responsive resource solutions to supplement its current disarmament, demobilization and reintegration capacity.

132. The complete dismantlement of foreign armed groups and the negotiated surrender of Congolese armed groups and their subsequent successful and sustainable transition and integration into society is a key enabler for the progressive drawdown and responsible exit of the Mission. Without substantial progress on addressing the presence and activities of armed groups, especially in Ituri, South Kivu and North Kivu, it is unlikely that the security situation will improve to a level that can be effectively managed by the national security forces. The continued flow of spontaneous surrenders (individuals and small groups) is an indication of the ongoing demand for disarmament, demobilization and reintegration.

H. Mine detection and mine-clearing services

133. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	4 301.6

134. In the 2022/23 period, in order to reinforce the protection of civilians, as well as the stabilization and strengthening of national institutions and key governance and security reforms, the Mission will continue to address the threat posed by explosive hazards through: (a) survey, clearance and disposal of explosive hazards; (b) provision of improvised explosive device threat mitigation support and risk awareness; (c) assessment and destruction of unserviceable, obsolete or surplus ammunition for military contingents and formed police units; (d) clearance of MONUSCO camps prior to their handover to the Government or the United Nations country team; (e) awareness-raising sessions for the Mission's civilian and uniform staff on the explosive ordnance threat; (f) provision of quality assurance and control

in support of national capacity to address the threat of explosive ordnance; and (g) destruction of unsafe or unserviceable weapons and ammunition, including ammunition stockpiles of FARDC and the Congolese National Police, and ammunition surrendered during the disarmament, demobilization, repatriation, reintegration and resettlement process.

135. The workplan and the resource requirements for mine detection and mine-clearing services for the period from 1 July 2022 to 30 June 2023 have been thoroughly reviewed by the Programme Review Committee established by the Mine Action Service headquarters. The Committee is a multidisciplinary body comprised of Mission and headquarters colleagues, which ensures that the Mine Action Programme for MONUSCO is designed to deliver the Mission's mandate efficiently and effectively.

I. Other programmatic activities

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

(Thousands of United States dollars)

<i>Category</i>	<i>Proposed amount</i>
Confidence-building	492.0
Community stabilization projects	353.0
Community violence reduction	3 000.0
Human rights	728.0
Peace consolidation and transitional reinsertion support package	700.0
Rule of law/security institutions	3 128.0
Security sector reform	900.0
Women and peace and security	400.0
Small arms and light weapons management	800.0
Arms embargo	800.0
Total	11 301.0

137. The proposed resources for programmatic activities in the 2022/23 period will support mandate implementation in the areas of institutional reform, including security institutions and the rule of law; human rights; and support for stabilization and the protection of civilians. Overall, MONUSCO will focus its programmatic activities on areas and programmes that support an effective and responsible transition and that build the foundation for the eventual and sustainable withdrawal of the Mission.

138. In the area of protection of civilians, the Mission will focus on building the capacity of the Government and local communities to improve and manage their own protection, and make progress in the efforts to combat impunity and in the promotion of human rights as a way to improve the protective environment and deter acts of violence. To this end, a programme will be implemented to promote community-based protection through strengthened early warning and alert systems and through enhanced participatory security governance at the community level that encourages the active participation of women and young people and supports civil society organizations in their role of advancing democratic governance (\$492,000).

139. In support of stabilization and peace consolidation, the Mission will collect and analyse data on local perceptions regarding peace consolidation and stabilization in the east of the Democratic Republic of the Congo and on access to justice, security, social cohesion and community engagement and will implement a programme to support the resolution of entrenched and long-standing intercommunal conflicts in Ituri, North Kivu and South Kivu that are seen as major conflict drivers and root causes of conflict (\$353,000).

140. The Mission will continue its community violence reduction programme in Ituri, North Kivu and South Kivu to support communities in reducing violence and building local resilience and livelihoods. The programme will focus on communities where ex-combatants are returning following an agreed community-based disarmament, demobilization and reintegration process or where armed groups are operating. The programme will support disengaged combatants, vulnerable youth and other community members in securing alternate livelihoods and will foster reconciliation and social cohesion, thereby reducing the incentives for them to join armed groups and reducing violence (\$3,000,000).

141. The Mission will also implement a programme aimed at supporting national institutions on transitional justice, the efforts to combat impunity and the protection of victims, including victims of conflict-related sexual violence and gender-based violence. The programme will support the implementation by the Government of a national transitional justice process to respond to past and current mass human rights abuses and violations. The programme will build institutional capacity to combat such crimes and contribute to effective accountability mechanisms through technical assistance to government and civil society institutions to advance an informed national debate on transitional justice, to plan advocacy campaigns and to strengthen the capacity of local actors to implement specific accountability initiatives (\$728,000).

142. In the light of the joint transition strategy and the gradual departure of MONUSCO from Tanganyika, the Mission, jointly with the United Nations country team, will continue to support the roll-out of the humanitarian-peace-development nexus, building on the Mission's achievements and ensuring the continuity of United Nations support for provincial authorities in Tanganyika to further enhance peacebuilding efforts. While the country team scales up its presence and activities in the area, provided that the security context allows further deployment, the transitional package will support anchoring the peace dividends achieved to continue progress on stabilization, including community reconciliation, dialogue and the reintegration of ex-combatants, support the safe and sustainable return of internally displaced persons and support the strengthening of national institutions (\$700,000).

143. The Mission will continue its efforts to combat impunity through logistical, technical and financial support for military and civilian justice authorities for the investigation and prosecution of war crimes, crimes against humanity and grave human rights violations, including sexual violence and the recruitment and use of children, in Ituri, North Kivu and South Kivu. In the area of support for the strengthening of national institutions, the Mission will continue to invest in programmes that reinforce the rule of law and strengthen security institutions. This includes support for the strengthening of the civilian justice system, including the reinforcement of the criminal justice chain in Ituri, North Kivu and South Kivu through training, mobile court hearings and the inspection of judicial courts, prosecution offices and prisons. The Mission will also continue to support the Government in the implementation of the national justice reform policy through the United Nations Joint Justice Reform Support Programme (\$778,000).

144. The Mission will continue its efforts to support the implementation of the United Nations Joint Justice Reform Support Programme, working with the country team, focusing on enhancing the judiciary capabilities of the Congolese National Police by training investigators, forensics specialists and investigators specialized in sexual and gender-based violence while ensuring continued support for a functional accountability mechanism. Programmes will be implemented to enhance the operational capacity of the Congolese National Police to efficiently address insecurity and ensure better protection of civilians through the operational strategy to fight insecurity; to train police officers on community policing; and to enhance the operational capacities of the police in crowd control and public order management without the use of lethal force. MONUSCO will focus its efforts on the reform of the Congolese National Police through the improvement of human resources and their management; the fight against impunity; the promotion of accountability through the established national oversight body; the development of mining police and the increased presence of State actors to provide security, curb the illicit exploitation of natural resources and ensure organized tax collection; an improved migration police service; and support for civil protection in the case of disaster management (\$1,750,000).

145. The Mission will continue to support penitentiary reform. One programme will support the improvement of security in prisons, in particular Kabare and Mambasa prisons, to help to contain external attacks by armed groups through better and more secure infrastructure, including additional walls and improved security systems and surveillance; reduction of overcrowding through prisoner transfers; and improvement of basic conditions to reduce the potential for internal security incidents and prison breaks. A programme will support the national prison reform process and will include strengthening of the capacity of national prison authorities, the continuation of food security initiatives, the implementation of a strategic communication plan, the training of senior executives and the completion of the prison staff training school (\$600,000).

146. In support of the development of a holistic national security strategy, the Mission will implement a programme to support the development of parliamentary and civilian oversight capacities of the security forces; advance the reform of the armed forces and the police on human resources management and audit; support the meaningful participation of women in the security forces; and strengthen the participation of civil society organizations in the development of the country's security strategy (\$900,000).

147. In line with the women and peace and security agenda as well as with efforts to improve the protection of civilians, the Mission will provide support to a women's mediators network in Ituri, North Kivu and South Kivu in an effort to restore confidence among various actors, including pressure groups, political actors, FARDC and the international community; and empower women to contribute to security and development in Ituri, North Kivu and South Kivu. In view of the continuing high level of intercommunal violence in Ituri, the Mission will also provide support to a political dialogue process in the area, specifically in Djugu, Irumu and Mambasa (\$400,000).

148. Lastly, a programme will support the Government's efforts to control small arms and light weapons through the expansion of and improvement in weapons and stockpile management, as well as storage systems, for FARDC and the Congolese National Police (\$800,000). In addition, a programme will be aimed at reducing the threat posed by armed groups and improving the protective environment through monitoring and tracking, with the intent of disrupting ongoing trafficking and illegal circulation of arms and related equipment used by armed groups into and within the Democratic Republic of the Congo (\$800,000).

J. Quick-impact projects

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

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2020 to 30 June 2021 (actual)	1 481.4	34
1 July 2021 to 30 June 2022 (approved)	1 500.0	65
1 July 2022 to 30 June 2023 (proposed)	1 250.0	43

150. The proposed resource requirements for the 2022/23 period will be reduced following the closure of the field office in Kananga and the sub-office in Tshikapa in June 2021 and the field office in Kalemie in June 2022. The implementation of quick-impact projects will continue to be an effective confidence-building tool shared between the Congolese population and MONUSCO through the joint design and execution of projects that address the immediate needs of communities in areas where MONUSCO has established a presence. Quick-impact projects have had a positive impact at the community level and have increased the level of trust between the population and the authorities and between the population and the Mission.

151. In the 2022/23 period, the quick-impact projects will continue to include the provision of lighting through the installation of solar panels for markets and key public areas; the construction or rehabilitation of critical health centres, school buildings and water points; the construction and provision of equipment to vocational training centres; bridge repairs; and the rehabilitation of Congolese National Police stations or outposts and administration buildings.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military observers	(\$3 244.8)	(9.9%)

• Change in cost parameters

153. The reduced requirements are due mainly to a reduction in the mission subsistence allowance after 30 days from \$164 per day to \$138 per day, effective 1 January 2022.

¹ Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or \$100,000.

	<i>Variance</i>	
Military contingents	(\$6 127.2)	(1.5%)

• **Change in cost parameters**

154. The reduced requirements are due mainly to lower requirements for contingent-owned equipment owing to lower actual statement of unit requirements for the contingent-owned equipment of the quick reaction forces based on the memorandums of understanding compared with the estimated requirements used in the 2021/22 period, to a higher adjustment for non-functional or absent equipment, and to decreased performance compared with standards set in the memorandums of understanding; and to lower requirements for travel on emplacement, rotation and repatriation owing to the lower cost of rotation for quick reaction forces as a result of the fact that most of the countries contributing to the quick reaction forces are close to the Democratic Republic of the Congo, which was not known at the time of the preparation of the budget proposal for the 2021/22 period.

155. The reduced requirements are offset in part by higher requirements for standard troop cost reimbursement owing to lower projected deductions in the 2022/23 period for absent or non-functional contingent-owned equipment against troop reimbursement compared with the 2021/22 period; and higher requirements for freight owing to the deployment of additional water boring equipment and equipment for explosive ordnance disposal, and the deployment of new equipment to replace worn-out equipment in the engineering units.

	<i>Variance</i>	
United Nations police	(\$3 723.8)	(13.1%)

• **Change in cost parameters**

156. The reduced requirements are due mainly to a reduction in the mission subsistence allowance after 30 days from \$164 per day to \$138 per day, effective 1 January 2022; and a reduction in the proposed average number of United Nations police to be deployed from 455 in the 2021/22 period to 435 in the 2022/23 period. The proposed delayed deployment factor for the 2022/23 period is 26.4 per cent compared with an approved delayed deployment factor of 23.0 per cent in the 2021/22 period.

	<i>Variance</i>	
Formed police units	\$1 561.9	3.9%

• **Change in cost parameters**

157. The increased requirements are due mainly to higher requirements for contingent-owned equipment owing to a change in the mission factors applicable to the mission area resulting in an increase in the reimbursable amounts for equipment for all units; and to higher requirements for travel on emplacement, rotation and repatriation owing to the inclusion of the rotation of one new unit, and an increase in charter costs.

	<i>Variance</i>	
International staff	\$2 039.4	1.4%

• **Change in cost parameters**

158. The increased requirements are due mainly to an increase in the estimated monthly average salary costs applied for the 2022/23 period, offset in part by the proposed abolishment of nine posts as a result of the closure of the field office in Kalemie.

	<i>Variance</i>	
National staff	(\$1 397.2)	(1.5%)

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

159. The reduced requirements are due mainly to the proposed abolishment of 56 posts (3 National Professional Officer and 53 national General Service) as a result of the closure of the field office in Kalemie; and to reduced requirements for danger pay owing to the discontinuation of the payment of danger pay in Butembo and Lubero as at 1 January 2021.

	<i>Variance</i>	
United Nations Volunteers	\$3 240.2	16.7%

• **Change in cost parameters**

160. The increased requirements are due mainly to an increase in the requirements for residential security based on the pattern of expenditures; an increase in the cost of medical and life insurance; a new requirement for the payment of a lump sum for rest and recuperation as the Mission discontinued regular flights to Entebbe for rest and recuperation; and an increase in the requirements related to assignment and repatriation in line with the increase in the number of United Nations Volunteers reaching four years of service.

	<i>Variance</i>	
Government-provided personnel	(\$317.7)	(9.3%)

• **Change in cost parameters**

161. The reduced requirements are due mainly to a reduction in the mission subsistence allowance after 30 days from \$164 per day to \$138 per day, effective 1 January 2022.

	<i>Variance</i>	
Official travel	\$801.3	19.6%

• **Management: increased inputs and outputs**

162. The increased requirements are due mainly to an increase in regional political consultations in line with mandated tasks outlined in Security Council resolution [2612 \(2021\)](#) aiming at a greater collaboration at the regional level and advocating the implementation of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region as well as its action plan. This will require the Mission to engage with government officials and United Nations offices in neighbouring countries, including by participating in conferences and regional workshops. The Mission will also need to travel to provincial capitals

for exchanges with authorities and civil society actors in the context of the elections scheduled for 2023. The increased requirements are also due to an increase in travel for security for periodic security threat assessments in the context of a volatile security situation in the conflict-affected areas of Ituri, North Kivu and South Kivu; and in the context of increasing threats posed by non-State actors using improvised explosive devices to attack United Nations installations and personnel and humanitarian convoys.

	<i>Variance</i>	
Facilities and infrastructure	\$4 278.0	9.9%

• **Management: increased inputs and outputs**

163. The increased requirements are due mainly to an increase in claims for residential security by uniformed personnel; the replacement of four airport weather advisory systems in Beni, Bukavu, Bunia and Goma to provide more reliable weather information for the Mission's aircraft and unmanned aerial system; the acquisition of construction materials, including limonite, sand, aggregates, bricks, blocks and stones, for the construction of an apron and a parking area at Goma airport to accommodate the relocation of a C-130 plane from Entebbe to Goma; the replacement and replenishment of security and safety equipment for four aviation emergency crash and rescue teams in Beni, Bukavu, Goma and Kinshasa; higher requirements for generator repair services; and an increase in the cost of fuel (average price of \$0.8602 per litre for diesel and \$0.8379 per litre for kerosene in the 2022/23 period compared with a price of \$0.7017 per litre for diesel and \$0.5885 per litre for kerosene in the 2021/22 period).

	<i>Variance</i>	
Ground transportation	\$1 648.8	17.6%

• **Management: increased inputs and outputs**

164. The increased requirements are due mainly to: (a) the acquisition of 10 hybrid sedan vehicles to be used in Entebbe and Kinshasa in replacement of vehicles past life expectancy in line with the environmental strategy of embracing more environmentally friendly and cost-efficient vehicles; (b) the replacement of three heavy water trucks, two medium water trucks, two sewage trucks, four heavy dump trucks, one medium dump truck and one backhoe that are past life expectancy; and (c) the replacement of one 25-ton forklift, two 18-ton forklifts, two 15-ton forklifts, two 7-ton forklifts, four 3-ton forklifts and six cargo vans that are past life expectancy.

	<i>Variance</i>	
Air operations	(\$6 168.0)	(5.7%)

• **Management: reduced inputs and outputs**

165. The reduced requirements are due mainly to the reduction in the fleet by two aircraft in line with the reduction of the Mission's footprint and the reconfiguration of the Intervention Brigade; the lower cost of MI-8 helicopters; and the discontinuation of the one-time requirement for the acquisition of three K-loaders and four mechanical loaders.

	<i>Variance</i>	
Communications and information technology	\$153.5	0.4%

• **Management: increased inputs and outputs**

166. The increased requirements are due mainly to an increase in digital public information campaigns on MONUSCO achievements using video productions that will be broadcast on local television and various social media platforms; an increase in outreach and political engagement with political and civil society actors in relation with the elections planned for 2023; and additional support requirements for the physical security project and the new joint MONUSCO-FARDC command centre.

167. The increased requirements are offset in part by reduced requirements for telecommunications and network services owing to a more efficient use of the satellite transponder and the continued optimization of Internet services, with global contracts established at competitive rates; and reduced requirements for the acquisition of equipment owing to the closure of the field office in Kalemie and the redistribution of the office's equipment.

	<i>Variance</i>	
Other supplies, services and equipment	\$2 216.1	5.0%

• **Management: increased inputs and outputs**

168. The increased requirements are due mainly to the movement of contingent-owned and United Nations-owned equipment from Kalemie following the closure of the office; an increase in freight costs; and increased requirements for the mine action programme for the rental of specialized equipment for the detection of improvised explosive devices, and for the deployment of a Logistics Officer and a Quality Assurance Officer specialized in improvised explosive device detection to strengthen the oversight and delivery of the mine action programme in MONUSCO.

	<i>Variance</i>	
Quick-impact projects	(\$250.0)	(16.7%)

• **Management: reduced inputs and outputs**

169. The reduced requirements are due to a reduction in the number of projects, in line with the withdrawal of the Mission from the Kasai provinces in June 2021 and from Tanganyika in June 2022, as the Mission seeks to prioritize projects that deliver measurable results and can be implemented during the budget period.

IV. Actions to be taken by the General Assembly

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

(a) Appropriation of the amount of \$1,037,277,000 for the maintenance of the Mission for the 12-month period from 1 July 2022 to 30 June 2023;

(b) Assessment of the amount in subparagraph (a) above at a monthly rate of \$86,439,750 should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 75/300, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
(Resolution 75/300)

Decision/request

Notes the measures adopted to mitigate the effect of the COVID-19 pandemic on peacekeeping operations, including facilitating the continued implementation of mission mandates while ensuring the health and safety of peacekeeping personnel and local communities in the host country, and requests the Secretary-General to provide updated information on the impact of the pandemic, the lessons learned, best practices and how the mission improved its preparedness and resilience and collaborated with the host Government and regional and subregional actors in response to the pandemic in the context of the next performance report and budget submission for the Mission (para. 14).

Action taken to implement decision/request

Continuing its effort to ensure the health of its peacekeeping personnel and prevent the Mission from becoming a vector of COVID-19, the Mission, through the coordinated efforts of its local vaccination deployment team, has commenced the second phase of the COVID-19 vaccination roll-out, and additional vaccine doses have been requested from United Nations Headquarters to meet the in-Mission demand.

Meanwhile, against declining case numbers in the Democratic Republic of the Congo from mid-September up to the end of November 2021 and slowly increasing vaccination rates among United Nations personnel, the Mission has maintained a high operational tempo to implement its mandate of protection of civilians and stabilization. In line with national regulations, activities continue to be performed with preventive measures, such as physical distancing and reduced participation in face-to-face meetings. The vaccination programme and public health measures enabled the Mission to cope and eventually subsist with the pandemic while delivering its mandate. With the advent of the Omicron variant, there was a sudden surge in cases in the Mission, which directly reflected the situation in the host country and around the world. However, owing to the vaccination coverage, the need for hospitalization of Mission personnel continues to be minimal. There has been renewed enhancement and strengthening of the public health measures and intensification of the vaccination programme to control the recent exponential spread. The Mission continues to build on the best practices and lessons learned identified during the first year and a half of the pandemic and is effectively adapting to cope with the evolution of the pandemic.

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

Notes with concern the mid- and long-term impact of the COVID-19 pandemic on countries, regions and subregions in conflict, and emphasizes the importance of United Nations peacekeeping operations, where appropriate and within their respective mandates, coordinating with national authorities and other United Nations entities in promoting post-conflict reconstruction, peacebuilding and post-pandemic recovery of countries and regions in conflict, especially those in Africa (para. 15).

In the fight against COVID-19, United Nations entities in the Democratic Republic of the Congo contributed to: (a) strengthening analytical and research capacities as well as surveillance and investigation of COVID-19 cases throughout the country; (b) supporting governance of the health sector; (c) building capacity for the management of COVID-19 cases; (d) strengthening hygiene, prevention and infection control measures in health facilities and in the community; (e) strengthening the COVID-19 emergency logistics system; and (f) ensuring the continuity of health services in provinces affected by COVID-19.

Under the United Nations COVID-19 response and recovery multi-partner trust fund, a joint programme proposed by the United Nations Population Fund, UN-Women and the Office of the United Nations High Commissioner for Refugees was selected for funding in September 2020 to promote participatory, joint and inclusive actions in North Kivu, which were focused on vulnerable women and girls among refugees, displaced people and host communities who did not receive assistance owing to COVID-19 prevention measures. A second joint programme by the Food and Agriculture Organization of the United Nations, UNDP and UN-Women focuses on strengthening health and socioeconomic resilience in rural areas through access to green electricity.

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

The Secretariat continues to prioritize efforts to promote procurement from developing countries and countries with economies in transition. The Secretariat expanded its efforts to facilitate the participation of vendors from these countries, including through: (a) the introduction of virtual tender openings, thereby providing access to all vendors, including small and medium-sized enterprises that would otherwise not have been able to participate owing to travel restrictions or travel costs; (b) the introduction of multilingualism by allowing vendors to submit official certifications and financial documents through the United Nations Global Marketplace in all six official languages during the registration process; (c) the deployment of a database containing a list of all approved vendors and the introduction of a requirement that Chief Procurement Officers invite vendors who have attended seminars and registered at the basic level to participate in tenders, with a particular focus on vendors from developing countries and countries with economies in transition; (d) the establishment of a partnership with the global network WEConnect International to promote women-owned

	<p>businesses, particularly from developing countries and countries with economies in transition; and (e) the translation of the United Nations Procurement Manual into French and Spanish. Going forward, the Secretariat will continue to adopt innovative ideas to promote procurement from developing countries and countries with economies in transition, including by exploring new approaches such as a seminar to provide training to vendors in doing business with the United Nations and on how to submit proposals and bids, as well as by exploring the possibility of a partnership with UN-Women to promote women-owned businesses in procurement at the United Nations.</p>
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 17).	<p>The Mission utilizes locally available construction materials, including concrete blocks, steel, sand, limonite, timber and gravel, in the implementation of all construction projects. In addition, local capacity and knowledge is being utilized through the hiring of national individual contractors for routine maintenance and for short-term construction projects.</p> <p>MONUSCO has established 29 local contracts for a total of about \$6 million for the provision of construction services and materials through 33 solicitations relating to construction materials, civil hardware and plumbing materials.</p>
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. 18).	<p>The guidelines in section 6 (solicitation) of the United Nations Procurement Manual, which was updated in June 2020, and specifically those contained in section 6.3 (solicitation methods), summarize the methods of solicitation and the guidance on their appropriate use. In particular, the invitation to bid is a formal method of solicitation normally used when the requirements for goods and services: (a) are simple and straightforward; (b) can be expressed well quantitatively and qualitatively at the time of solicitation; and (c) can be provided in a straightforward way. The request for proposal is a formal method of solicitation used for the procurement of goods and services when requirements cannot be expressed quantitatively and qualitatively (e.g. consulting or similar services) at the time of solicitation or for the purchase of complex goods and/or services where the requirements may be met in a variety of ways and, accordingly, an evaluation based on cumulative/weighted analysis is most appropriate. For procurements above \$150,000, one of the two formal methods of solicitation (i.e invitation to bid or request for proposal) must be used, unless there is an exception to such formal methods of solicitation, in accordance with rule 105.16 of the</p>

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

Requests the Secretary-General to take measures to ensure that the Organization conforms to best practices in public procurement with respect to transparency, including by placing additional information in the public domain on the outcome of procurement exercises conducted, including in the area of aviation services, so as to further increase the transparency of the procurement operations of the Organization, and to update the United Nations Procurement Manual accordingly (para. 19).

Recognizes the important role played by regional and subregional actors for peacekeeping operations, and in this regard encourages the Secretary-General to continue to deepen the partnership, cooperation and coordination of the United Nations with regional and subregional actors, in accordance with relevant mandates, and to provide information on such deepened engagement in the context of his next report (para. 20).

Financial Regulations and Rules of the United Nations. A request for proposal is required only for procurements above \$150,000, but can also be used for lower-value procurements (equal to or below \$150,000) if the requirements are complex or if the procurement official otherwise determines it appropriate.

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

In line with Security Council resolution [2612 \(2021\)](#) and in support of the Government's efforts to enhance political and security cooperation in the region, the Mission regularly shares information with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region and continues to seek opportunities for additional coordination to work towards political solutions to cross-border challenges, encouraging concerted diplomatic action to ease tensions and propose dialogue. In this context, the Mission also engages with signatory countries of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo, as well as with regional organizations and mechanisms, including the African Union, the Southern African Development Community and the International Conference on the Great Lakes Region, to advocate their support for the Government's stabilization priorities and the Mission's work.

Decision/request

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. 21).

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. 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).

Action taken to implement decision/request

The Mission's programmatic activities represent a fundamental contribution to the implementation of the mandate and are fully aligned with mandated tasks. The Mission's results-based budget framework includes clearly identifiable outputs aligned with expected accomplishments and indicators of achievement.

The Mission's programmatic activities are included as outputs in the Mission's results-based budget framework and aligned with expected accomplishments and indicators of achievement. All proposed interventions are developed in full consultation with heads of sections and offices based on the mandate and needs analysis. Thematic projects are further endorsed by the pillar heads and the Head of Mission.

As part of the results-based budget performance assessment, regular monitoring of programme implementation is undertaken throughout the financial year to identify implementation bottlenecks and address them accordingly. The Project Management Unit ensures continuous quality oversight, monitoring and reporting on the progress of projects while the Budget and Finance Section and the Strategic Planning Cell provide monthly financial status reports on the disbursement of programmatic funding to the Resource Stewardship Executive Committee of the Mission.

The Mission, through the Strategic Planning Cell, undertakes a midterm review, highlighting areas of progress and challenges to the implementation of programmatic activities.

Within the framework of the COVID-19 pandemic and anti-MONUSCO demonstrations in most of the provinces where the Mission operates, quick-impact projects are primarily used as a tool to build an environment more hospitable to the effective implementation of the Mission's mandate, fostering support for the Mission among local populations by addressing their immediate needs. All the projects implemented in the 2020/21 period included a component to raise awareness within communities of the spread of COVID-19. Of the 35 projects implemented in the 2020/21 period, 17 consisted of building key infrastructure, such as roads and bridges, to facilitate movement and vital economic activity; 6 projects served to provide solar-powered lighting to diminish nocturnal insecurity; and 12 projects supported public authorities (police, local administration, prisons, courts and tribunals) to extend State authority.

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

Reiterates that the use of external consultants should be kept to an absolute minimum and that the Organization should utilize its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (para. 24).

Stresses the importance of prioritizing the safety and security of United Nations personnel as well as protection of civilians activities, in the context of challenging security situations, and requests that all peacekeeping missions be provided with adequate resources for the effective and efficient discharge of their respective mandates, including the protection of civilians where mandated (para. 25).

Recognizes the increasing security challenges faced by United Nations peacekeepers, re-emphasizes the importance of improving the safety and security of peacekeepers and mission personnel in an integrated manner, including enhanced training and capacity-building, force protection planning for United Nations camps and situational awareness, requests the Secretary-General and host Governments to fulfil the responsibilities under relevant resolutions of the General Assembly and the Security Council to improve the safety and security of United Nations peacekeepers and mission personnel, and requests the Secretary-General to report thereon in his next report, and notes with appreciation the efforts of Member States in promoting the safety and security of United Nations peacekeepers in this regard (para. 26).

Reiterates its concern about the high number of vacancies in civilian staffing, further reiterates its request to the Secretary-General to ensure that vacant posts are filled expeditiously, and requests the Secretary-General to review the posts that have been vacant for 24 months or longer and to propose in his next budget submission either their retention, with clear justification of need, or their abolishment (para. 27).

Consultant services are used to fill gaps for which no expertise is available in the Mission. This includes, for example, the services of a volcanic expert in support of the Mission's monitoring of volcanological and seismic activity in North Kivu and South Kivu; and support for the efforts of the Mission to address the issue of children associated with armed groups. All consultancies are based on expected deliverables and are limited in time.

The Mission continues to take appropriate action to improve the safety and security of United Nations personnel. During the COVID-19 pandemic, the Mission increased its medical support and improved its medical infrastructure in its area of operations. These improvements in medical support and the measures to increase force base protection are taken in line with the priorities of the Action for Peacekeeping initiative and the action plan on the safety of peacekeepers. Regular reviews, including with support from United Nations Headquarters, as well as from troop- and police-contributing countries, have helped to address major challenges. Recent initiatives, such as the improvement of intelligence capabilities and the upgrade of medical facilities, have also contributed to improving the capabilities of the Mission for the efficient discharge of its protection of civilians mandated tasks.

The Mission regularly reviews the status of the implementation of the action plan on the safety of peacekeepers and addresses gaps. The Mission has improved its medical support concepts, medical evacuation and casualty evacuation procedures and the protection of military bases. Furthermore, the Mission has deployed assets to improve situational awareness and has assessed the growing threat caused by improvised explosive devices. A review led by the Office for the Peacekeeping Strategic Partnership was undertaken in November 2021 and its findings will be addressed in close consultation with Member States.

Most of the long-vacant posts and positions have been filled. Two of the long-vacant positions were abolished. Two posts are in the final stage of recruitment, pending the final approval of the selection memorandum. These posts will be filled soon.

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. 28).

Requests that the Secretary-General continue his ongoing efforts to ensure the attainment of equitable geographical distribution in the Secretariat and to ensure as wide a geographical distribution of staff as possible in all departments and offices and at all levels, including at the Director and higher levels, of the Secretariat, and requests him to report thereon in his next overview report (para. 29).

Expresses its deep concern at the delay in the settlement of claims in respect of death and disability, and reiterates its request to the Secretary-General to settle death and disability claims as expeditiously as possible, but no later than three months from the date of submission of a claim (para. 30).

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. 31).

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. 32).

Action taken to implement decision/request

The Mission is adopting a sustainable approach to the nationalization of posts and positions, which is especially important in the context of the drawdown and handing over of responsibilities to national counterparts. Four posts and positions were nationalized in the 2021/22 period.

MONUSCO pursues efforts to enhance the selection of candidates for the Field Service and, Professional and higher categories from unrepresented or underrepresented Member States to ensure wide geographical distribution. The candidate summary tool in Inspira, which provides visibility of the diversity of the candidate pool for a job opening by gender and region and which allows for consideration of the geographic factor from the beginning to the end of the staff selection process, is used to greater effect. In addition, MONUSCO has designed an internal selection memorandum to capture the geographic information of recommended candidates that provides greater visibility of candidates from unrepresented or underrepresented countries.

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

The impact-based performance indicators of the Comprehensive Performance Assessment System allow the Mission to track the progress and impact of its work, based on robust data and analysis. These data will also inform the Mission's decision-making processes, including on the allocation of resources required to implement the Mission's mandate. The System's performance indicators will also enable the Mission to monitor and evaluate the impact of the Mission's activities and what capabilities/resources are needed to implement those activities. In this regard, efforts have also been made to align the results-based budgeting framework to the System framework.

The Comprehensive Performance Assessment System was launched in MONUSCO in April 2019 with an analysis of the context, including key stakeholders and training of relevant MONUSCO personnel. Since the initial pilot phase was completed, MONUSCO has further adjusted its System results framework, outlining a prioritized and whole-of-mission plan for mandate delivery. This entailed further mapping of the political and security context at the level of Kinshasa

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

and field offices to identify key conflict drivers with a view to aligning the framework with several provincial strategies and operational plans guiding the Mission's comprehensive approach to mandate implementation.

Following the adoption of a joint transition strategy in September 2020, which led to the development of a joint Government-United Nations transition plan in 2021, the Comprehensive Performance Assessment System results framework has incorporated transition benchmarks and related indicators with a view to using the System to monitor progress against the transition plan. The System's dashboards are fully operational and the Mission's sections and components have begun to enter data into the system against the System performance indicators dating back several years, allowing the Mission to analyse trend lines.

A first performance assessment is planned for the first quarter of 2022, upon which Comprehensive Performance Assessment System data and analysis will be used to enhance data-driven and evidence-based reporting to prepare the quarterly reports of the Secretary-General and for leadership decision-making. Implementation of the System is coordinated by the Strategic Planning Unit in close collaboration with all civilian and uniformed components and overseen by the Chief of Staff with the participation of senior representatives from all civilian and uniformed components. The System complements the Mission planning and budgeting as it enables the Mission to develop an integrated plan for implementing its mandate, bringing together civilians, military and police. That plan is based on a joint analysis of the Mission's local context and stakeholders, helping the Mission to focus on how it can have the greatest impact for the people that it is mandated to serve.

Notes the progress made in the implementation of the multi-year environmental strategy to reduce the footprint of peacekeeping operations, and requests the Secretary-General to enhance measures for the implementation of the strategy in all peacekeeping missions, in line with the five pillars of the strategy and in accordance with the legislative mandates and particular conditions on the ground and in full compliance with the relevant rules and regulations, and to report thereon in the context of his next overview report (para. 33).

MONUSCO has continued to make progress on the implementation of the environmental strategy across its five pillars as evidenced by the Mission's score on the Administration's environmental management scorecard of 83 per cent in the 2020/21 period compared with 74 per cent in the 2019/20 period. In the 2020/21 period, engagement of the uniformed component increased with the dissemination of specific guidelines for its involvement. The police component has also established an environmental and health unit to enhance participation and outreach.

Notes the recommendations of the Advisory Committee on Administrative and Budgetary Questions on the use of virtual platforms and cost recovery of air transportation of non-United Nations personnel, and urges that their implementation should take into consideration the specific contexts for each mission without impacting mandate implementation (para. 34).

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. 35).

Emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management, transparency and internal controls in the management of peacekeeping budgets, in order to facilitate mandate implementation, and to report thereon in his next report (para. 36).

Highlights the importance of the women and peace and security agenda, and underlines that full implementation of the agenda by the Mission can contribute to achieving sustainable peace and political solutions (para. 38).

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

Since the initial deployment of the unmanned aerial system in 2013, the Mission has developed in-house knowledge and expertise in operationalizing and managing the technical aspects of the contract for the unmanned aerial system. Furthermore, an officer in charge of the Intelligence, Surveillance and Reconnaissance Cell who has expertise in unmanned aerial systems has been deployed to the Mission and has used this skill set to handle the unique circumstances of the Mission's operational environment. Day-to-day tasking and oversight are done by military mission controllers deployed in Beni, who serve as a coordination link between the Intelligence, Surveillance and Reconnaissance Cell and the operator on task objectives and expected outcomes.

The Mission has reviewed its risk register and developed risk treatment plans, including on the basis of a comprehensive review of internal controls related to financial management, procurement services, security, property and facilities management, implementing partners and cost recovery.

Congolese women, especially in conflict-affected areas, continue to face important peace and security and humanitarian challenges. Women remain at high risk of violence, are underrepresented in conflict resolution and local protection mechanisms, and their participation in peace and political processes is still low. The women and peace and security agenda remains a priority for the Mission, which provides support for the implementation of the second national action plan on Security Council resolution [1325 \(2000\)](#) through initiatives that advance the meaningful

participation of women, their protection and the prevention of sexual and gender-based violence, including sexual violence in conflict.

MONUSCO advocates a revision of the electoral law to make the participation of women mandatory, and for key political leaders to identify, train and present more women, including young women, as candidates for the upcoming elections. The Mission works with national media actors to promote gender-sensitive and non-discriminatory communication in the media for women in politics.

Regular exchange sessions between women leaders and the Mission leadership address the peace and security challenges affecting women, including in the context of transition. The Mission helped to create a network of 350 women mediators and continues to produce mapping of areas where women and girls are at risk.

In the context of security sector reform, the Mission supports a mentoring programme for women in the security institutions, seeking to improve their career path advancement and meaningful participation at the decision-making level. MONUSCO supports the involvement of women in the fight against small arms and light weapons at the grass-roots level through an awareness-raising campaign, leveraging women as drivers of change. The Mission also supports national authorities to ensure the protection of women through technical and logistical support to military and civilian justice institutions, capacity-building for representatives of the armed forces and the national police and support for survivors of sexual and gender-based violence, including conflict-related sexual violence.

Furthermore, MONUSCO continues to ensure that its efforts respond to the specific needs of women, including in the context of disarmament, demobilization and reintegration processes. The Mission also collaborates with State actors, NGOs and United Nations agencies to ensure prevention, including through gender-sensitive programmes for children formerly associated with armed groups, workshops on gender mainstreaming and positive masculinities and preventive actions to enhance the involvement of women and girls as key actors in their protection.

Reiterates the importance of thorough, responsive and advance planning for any mission transition process based on operational drawdown and transition plans that draw on lessons learned and take account of specific circumstances, in consultation with all relevant United Nations system entities, relevant regional and subregional organizations and the host Government, to ensure a timely, efficient and effective transfer of relevant roles, responsibilities and activities, the disposal of assets and property in full compliance with relevant regulations and rules, at minimal loss and at best feasible cost-effective use, when responding to changes in the mandate which require the mission to consider options for, prepare or commence mission drawdown or liquidation (para. 39).

The operational transition planning process in MONUSCO is guided by relevant Security Council resolutions mandating the gradual drawdown of the Mission. In undertaking this task, the Mission works closely with the joint transition project of the Department of Political and Peacebuilding Affairs, the Department of Peace Operations, the Development Coordination Office and UNDP to draw upon lessons learned and best practices from previous mission transition processes that could be applied in the Democratic Republic of the Congo. To this end, the joint transition project supported the leadership of the Mission and of the United Nations country team with a common transition visioning and planning exercise in June 2021, which in turn supported the United Nations system and the Government in preparing a joint transition plan and agreed benchmarks to be met for the continued gradual drawdown of the Mission.

MONUSCO also undertook a lessons learned study of the transition process undertaken in the Kasai provinces and is applying best practices and lessons learned towards the planned closure of the field office in Tanganyika on 30 June 2022. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) also collaborates closely with external stakeholders such as the diplomatic community, bilateral donors and international financial institutions by keeping these stakeholders abreast of the transition planning process.

The Mission is also working closely with the United Nations country team operations management team on suitable solutions and actions related to field office closures. With regard to the disposal of assets and property, the Mission has instituted, based on lessons learned, an asset downsizing task force that reviews the list of all assets (current, non-current and expensed) in various field locations and classifies them in various groups in accordance with the liquidation manual. This helps to develop an asset disposal plan for all closing locations. Based on the work and recommendations of the asset downsizing task force, the Mission leadership decides whether specific assets will be recovered for future utilization or can be gifted to the Government and implementing partners or disposed through commercial sale. The Mission has also instituted mechanisms to track all disposal cases and ensure the derecognition of items and retirement of the assets in Umoja. MONUSCO has also established scrap contracts at all field offices to deal with the disposal of scrap metal and has established strict procedures for the handover of

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

Encourages OIOS to continue to ensure the oversight, through audits and investigations, of United Nations peacekeeping missions that are closing and to report thereon in its next report (para. 40).

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. 41).

Recognizes the important role of the Mission in the protection of civilians, and requests the Secretary-General to continue to engage with the Mission's special units with the aim of helping them to effectively achieve the set objectives of the Mission (para. 42).

properties. All of these actions are done in accordance with the Financial Regulations and Rules of the United Nations and other established rules, regulations and procedures and take into consideration the environmental impact and need for environmental clean-up.

As one of its priority areas, OIOS adopts a risk-based approach to ensuring adequate oversight coverage of United Nations peacekeeping missions in drawdown or transition and reports on the results of this work in its annual report on activities related to peace operations.

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

MONUSCO continues to implement a comprehensive approach to its protection of civilians mandate that includes area-based strategies and cross-cutting topics, notably justice and human rights, disarmament, demobilization and reintegration, as well as security sector reform strategies. The protection of civilians mandate is an integral part of those strategies and guides the Mission's political engagement as well as its engagement at the level of communities in conflict-affected areas. This joint effort brings all the Mission's tools together and employs the respective expertise and added value of the uniformed and civilian components. In this regard the Mission also ensures the participation of the United Nations agencies, funds and programmes through joint programmatic initiatives and within the United Nations Sustainable Development Cooperation Framework.

B. Advisory Committee on Administrative and Budgetary Questions

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

(A/75/822/Add.6)

Request/recommendation

The Advisory Committee reiterates its view that proposed vacancy rates should be based, as much as possible, on actual rates. In cases in which the proposed rates differ from the actual rates, clear justification should be provided systematically in the proposed budget and related documents (A/74/737/Add.12, para. 16) (para. 28).

The Advisory Committee recalls that the General Assembly has reiterated its concern about the high number of vacancies in civilian staffing, and reiterates its request to the Secretary-General to ensure that vacant posts are filled expeditiously (resolution 74/286, paras. 26 and 28). In the same resolution, the Assembly also requested the Secretary-General to review those 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 (ibid., para. 28) (para. 29).

The Advisory Committee notes that no deduction is applied for underutilization and that a financial deduction is only applied when the average annual reliability of the system is below 95 per cent. Taking into consideration that MONUSCO demand drives the utilization of unmanned aerial systems, the Committee recommends that the General Assembly request the Secretary-General to evaluate the utilization of the unmanned aerial systems, and to review the contractual arrangement to include a provision for deduction due to underutilization, and provide an update thereon in the context of the next budget submission (para. 35).

The Advisory Committee notes the information provided but is of the view that a full assessment could have been provided. The Committee recommends that the General Assembly request the Secretary-General to present for consideration in the context of the budget proposal for 2022/23 the cost-benefit analysis for the retention and the move of services from Entebbe, and details on the actual efficiency gains, including with respect to lump-sum payments for rest and recuperation,

Action taken to implement request/recommendation

The proposed vacancy rates are based on the actual vacancy rates in the final quarter of the ongoing budget period while taking into consideration the anticipated deployment and available information on the trend in previous years.

Most of the long-vacant posts and positions have been filled. Two of the long-vacant positions were abolished. Two posts are in the final stage of recruitment, pending the final approval of the selection memorandum. These posts will be filled soon.

The MONUSCO contract for the unmanned aerial system makes provision for the application of financial remedies in three cases: (a) loss of fully operational capability; (b) non-compliance with the repair and replacement requirements; and (c) not maintaining 95 per cent reliability. The Mission's demand for unmanned aerial system services is greater than the current capability. As such, task orders for the unmanned aerial system are issued weekly to ensure maximum exploitation of the agreed service-level tempo. The current contractual arrangement was agreed between both parties and a renegotiation to introduce additional penalties is unlikely to be accepted by the vendor. MONUSCO will work with the Air Transport Section and the Procurement Division to review options for deductions due to underperformance in future contracts.

Although MONUSCO reduced some personnel from the Entebbe Support Base, it will continue to have sufficient capacity to provide support to the clients of the base, to regional missions and for MONUSCO operations in the north-eastern part of the Democratic Republic of the Congo. In addition, MONUSCO will continue to use the Entebbe Support Base for casualties and medical evacuations and for the repatriation of human remains after autopsy in

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

as well as further information on the rationale, and associated costs, for retaining the management of facilities and infrastructure in the Regional Service Centre in Entebbe (para. 41).

The Advisory Committee trusts that information on any changes that may affect MONUSCO operations, also in the context of the envisaged drawdown and its aforementioned reduced use of the Regional Service Centre in Entebbe, will be presented in future budget proposals, as appropriate (para. 42).

The Advisory Committee is of the view that the Mission should improve overall planning and conduct regular assessments of the quick-impact projects. The Committee considers that, building on best practices and lessons learned from the assessments, resources should be deployed to the most impactful projects. The Committee trusts that updated and detailed information on the project planning and assessment of the implemented projects will be presented in the context of the next budget submission (para. 44).

The Advisory Committee is of the view that an implementation plan with medium- to long-term projects for the implementation of programmatic activities should be developed. The Committee also considers that the projects should be assessed regularly and, based on the best practices and lessons learned, resources should be deployed to the most impactful projects. The Committee trusts that detailed information on the projects assessment and lessons learned will be presented in the context of the next budget submission (para. 45).

The Advisory Committee notes the underrepresentation of women among MONUSCO staff and trusts that the Mission will pursue further efforts to enhance the representation of female staff, and that information thereon will be provided in future reports (para. 46).

Kampala. The above operations require close coordination and liaison services with the Government of Uganda and will continue to be conducted by MONUSCO.

No changes are proposed for the 2022/23 period to the current set-up, scale and scope of the Mission's operations and activities in Entebbe. The Mission will continue to rely on the Regional Service Centre in Entebbe at the same level and without any envisaged reduction in accordance with the established service-level agreements between the Mission and the Centre. Likewise, MONUSCO will continue to provide logistical and technical support services to the Centre and the other tenants of the Entebbe Support Base at the same level and standard. The Mission's drawdown in Tanganyika will not have any impact on Entebbe. Future changes will be reflected in future budget proposals.

The process of reviewing and approving the project documentation, including memorandums of understanding, was simplified, and all relevant stakeholders were mobilized to improve the planning schedule and the accuracy and timeliness of project submissions. This facilitated an early start to the projects compared with previous years.

Assessment and monitoring missions to project sites are ongoing. Starting in February 2022, the Mission developed a mechanism to allow multifunctional (substantive and support) teams deployed to project sites to gather relevant information in view of a thorough evaluation of the impact and relevance of the project.

As at 31 October 2021, the percentage of female international staff members in MONUSCO was 31 per cent against a target of 43 per cent.

While the Mission did not attain the goal of 43 per cent of women for international staff, the percentages show that there were measurable increases from June 2020 to June 2021. The representation of women at the P-5 level increased from 24.2 per cent in 2020 to 29.4 per cent in 2021; at the P-4 level from 24.6 per cent in 2020 to 32.3 per cent in 2021; and at the P-3

The Advisory Committee reiterates the importance of building national capacity, especially in view of the transition and drawdown of the Mission, and trusts that future budget submissions will present higher numbers of posts and positions proposed for nationalization ([A/74/737/Add.12](#), para. 15) (para. 47).

level from 26.1 per cent in 2020 to 30 per cent in 2021.

Lateral reassignments of downsized staff from other Missions were a major factor in the Mission not achieving its goal. A number of staff members with continuing or fixed-term contracts, most of whom were men, were reassigned to MONUSCO in 2021. In addition, fewer women than men applied for job openings. In particular, recruitment from the roster provides fewer opportunities for gender parity as there are fewer women on the rosters. The Mission continues to send notifications to rostered female candidates when recruiting from the roster. Additional efforts are being made to strengthen outreach to qualified women, and efforts are made to increase the number of women on the rosters in an effort to advance the Mission's gender parity goal.

The Mission is adopting a sustainable approach to the nationalization of posts and positions, which is especially important in the context of the drawdown and handing over of responsibilities to national counterparts. Four posts and positions were nationalized in the 2021/22 period.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

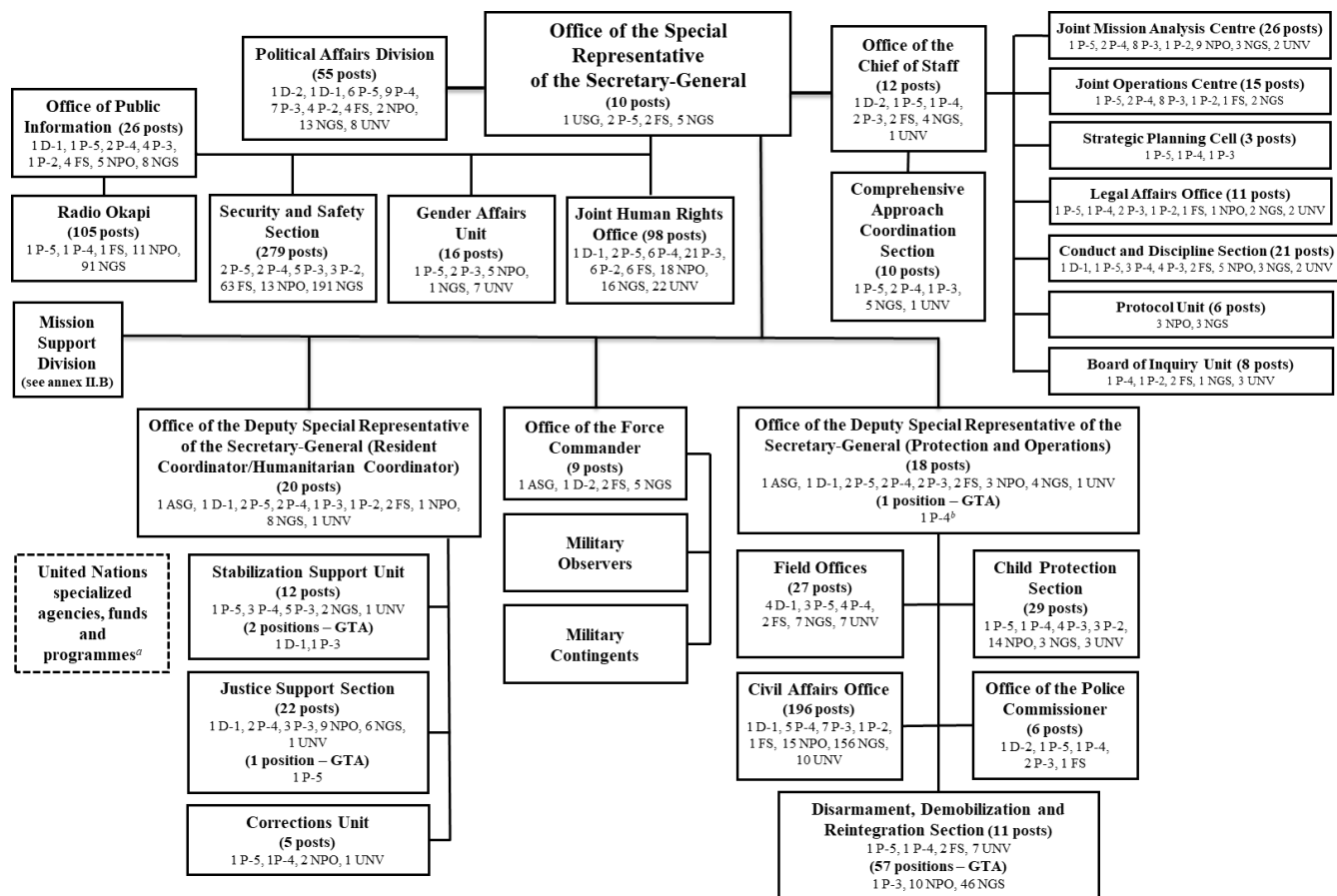
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

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

Annex II

Organization charts

A. Substantive

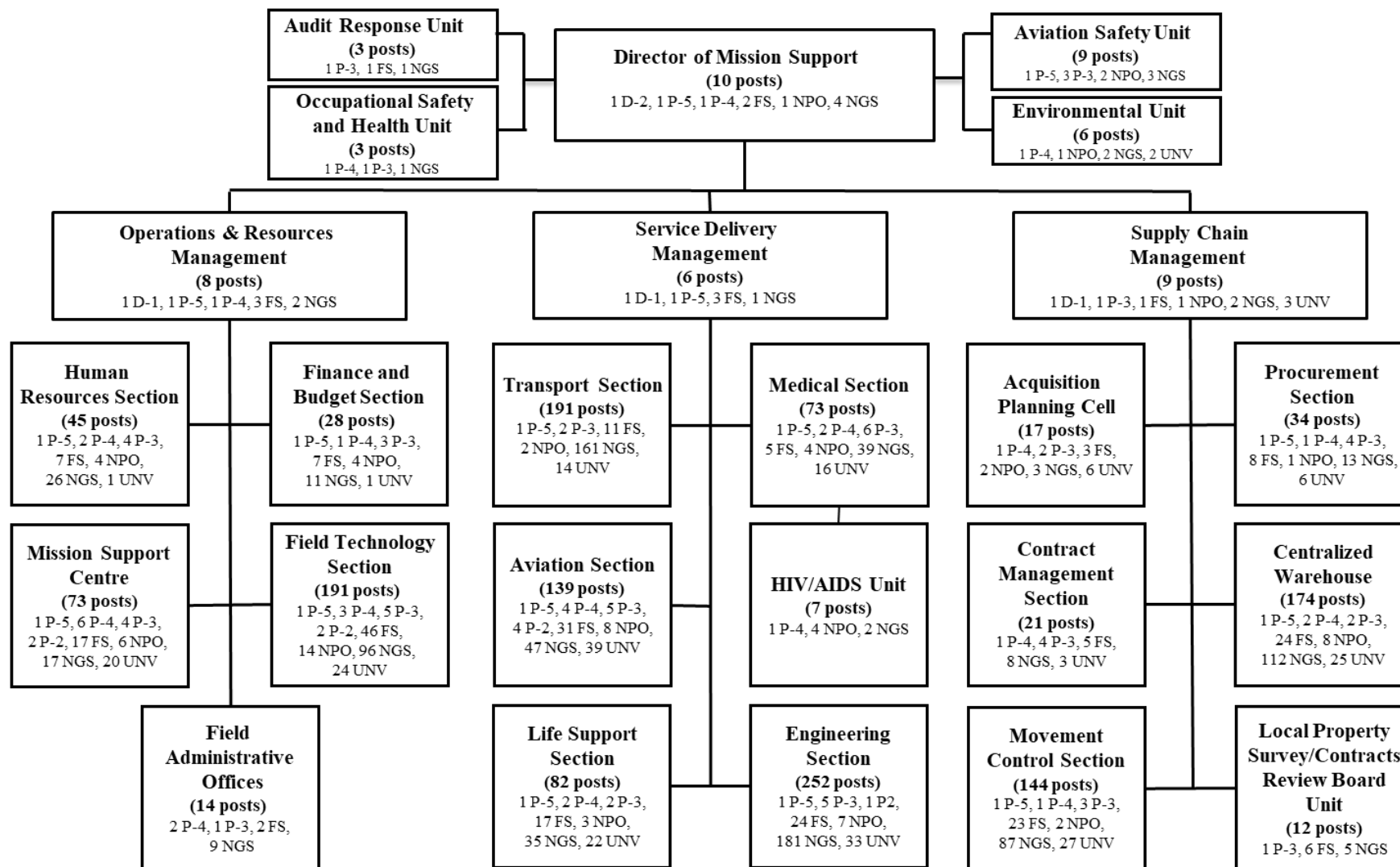


Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GTA, general temporary assistance; NGS, national General Service; NPO, National Professional Officer; USG, Under-Secretary-General; UNV, United Nations Volunteer.

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

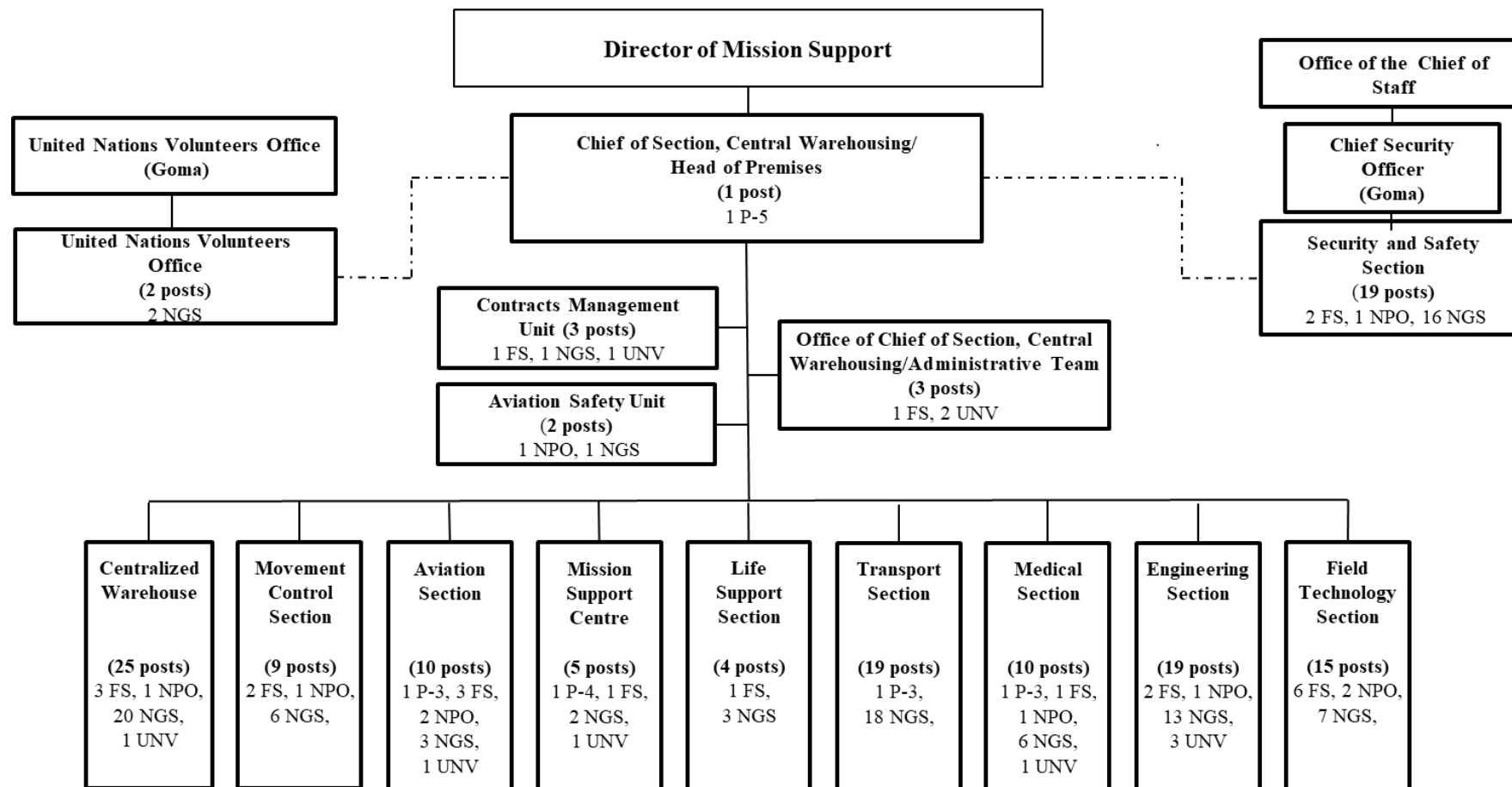
^b New (established).

B. Support

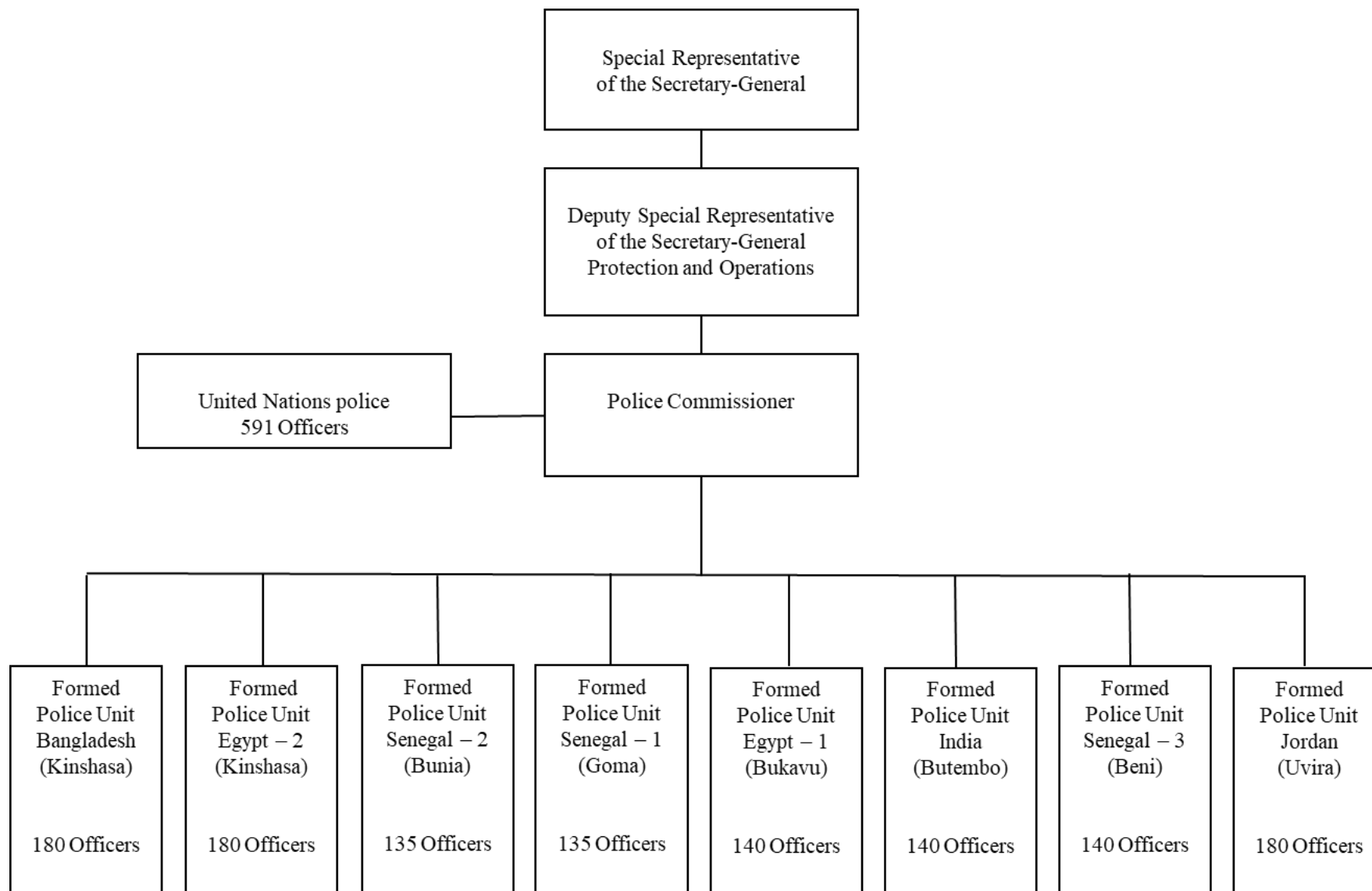


Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

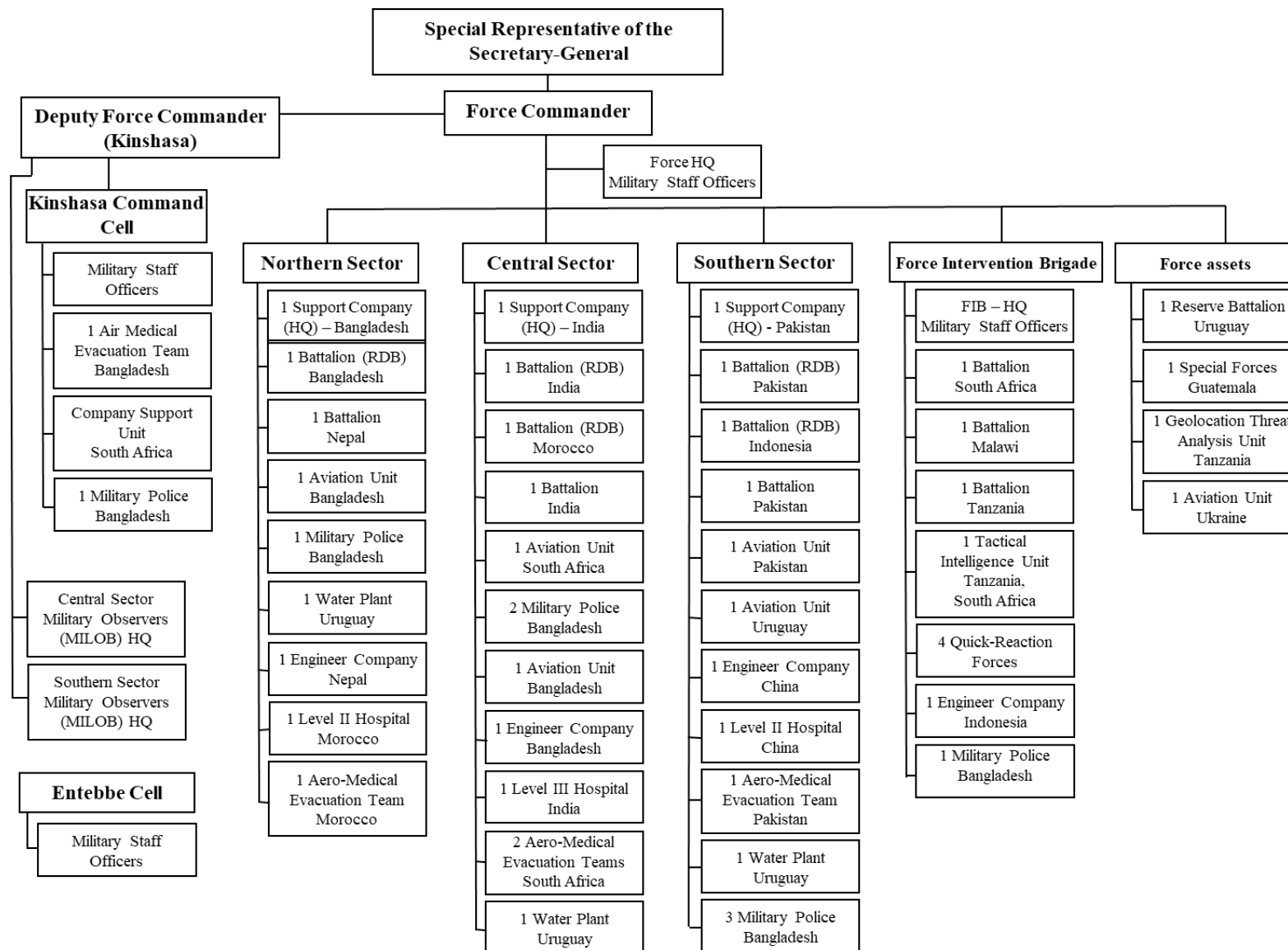
C. Entebbe Support Base



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

D. United Nations police

E. Military contingents and observers



Abbreviations: FIB, Force Intervention Brigade; HQ, headquarters; RDB, rapidly deployable battalion.

Annex III

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

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
1. Peacebuilding, respect for human rights, protection of civilians, social cohesion and democracy	1.1 The prevalence of violence and armed conflict is reduced, and the security of people and property is improved, in particular for vulnerable persons, women and young people	1.1.1 State authority is restored throughout the Democratic Republic of the Congo through functional, effective and trusted public institutions	MONUSCO, UNJHRO, UNDP, IOM, UNFPA
		1.1.2 State security forces ensure the effective and human rights-based security and protection of all citizens, as well as private and public property	MONUSCO, UNJHRO, UNDP, IOM, UNAIDS, UNICEF, UNMAS
		1.1.3 Political dialogues at the national, regional and local levels and intra- and intercommunity negotiations are promoted to end violence and promote the culture of peace	MONUSCO, UNJHRO, UNDP, IOM, UNCDF, UNESCO, UNAIDS, UNHCR, UN-Women
		1.1.4 Multisectoral, participatory and inclusive strategies and alternative conflict resolution mechanisms are jointly developed by communities and institutions to promote reconciliation and national cohesion	UNJHRO, UNDP, IOM, UNCDF, UN-Habitat, UNESCO, UNAIDS, ILO
	1.2 By 2024, the Congolese population, more specifically the most vulnerable (women, children, refugees and displaced persons), have better rights and equitable access to justice, including juvenile justice, and experience better respect for human rights, through strengthening of	1.2.1 Human rights mechanisms, in particular those for vulnerable people, are strengthened and people are informed about their rights and able to take advantage of them	UN-Women, UNICEF, UNHCR, IOM
		1.2.2 The rule of law is restored through access to fair justice for all citizens, especially the most vulnerable, making the	UNJHRO, UNFPA, UNDP, UN-Women, MONUSCO, UNICEF

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
	the judicial and security systems and of the monitoring capacities of civil society organizations on human rights, and through accountability of all institutions	fight against corruption and impunity effective	
	Total for outcome 1.2 (all United Nations agencies and MONUSCO): \$106.3 million per year	1.2.3 The State's capacity to fulfil its obligations to respect and protect human rights and prevent human rights violations is strengthened through the effective establishment of accountability and protection mechanisms and tools	UNJHRO, UNFPA, UNDP, UN-Women, ILO, UNCDF, MONUSCO, UNICEF
	1.3 By 2024, public institutions, the media and civil society at the central and decentralized levels effectively exercise their roles for peaceful, effective and inclusive democratic governance, with an impact on citizen participation and the strengthening of the rule of law	1.3.1 Citizens, especially the most vulnerable, have access to information and participate effectively in decision-making bodies at the national, provincial and local levels	UN-Women, UNDP, UNESCO, UNHCR, ILO, UNCDF
	Total for outcome 1.3 (all United Nations agencies and MONUSCO): \$20.8 million per year	1.3.2 Free, transparent and democratic elections are held in accordance with the legislative framework and international standards at all levels and in a secure environment	UNDP, UN-Women
		1.3.3 Women and youth participation in public decision-making bodies is improved and supported by institutional accountability mechanisms for gender	UNICEF, UNDP, UN-Women, UNCDF
		1.3.4 Civil society organizations, including community organizations, play a key role in improving the performance of institutions and communities in meeting citizens' needs and accountability	UNDP, UN-Women, UNJHRO, UNESCO, UNCDF, MONUSCO

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
2. Inclusive economic growth, agricultural development, reaping a demographic dividend, social protection and sustainable management of natural resources	2.1 By 2024, Congolese people enjoy inclusive economic growth that creates decent jobs, driven by agricultural transformation, economic diversification, openness to innovation and the promotion of the employability and entrepreneurship of young people and women Total for outcome 2.1 (all United Nations agencies): \$661.7 million per year	2.1.1 The capacities of public and private institutions working in growth-generating sectors are strengthened to develop and implement effective sectoral strategies and policies (related to agriculture, small and medium-sized enterprises, inclusive finance, gender in agriculture and employment) within an inclusive and sustainable economic growth pattern	UNDP, UNCDF, UN Habitat, ILO, UNFPA, WHO, UNICEF, UNIDO, UN-Women, FAO, IFAD
		2.1.2 Successful agricultural value chains are developed through agribusiness and the establishment of quality infrastructure as part of a dynamic structural transformation of the economy	FAO, UNDP, UN-Women, ILO, IFAD
		2.1.3 The coordination and effectiveness of sectoral and economic policies are strengthened for better space management and the promotion of growth poles	UNDP, MONUSCO, UNFPA, UNCDF
	2.2 By 2024, the Congolese population benefits from inclusive social protection and a demographic dividend driven by demographic control and the empowerment of young people and women Total for outcome 2.2 (all United Nations agencies): \$157.0 million per year	2.2.1 Institutional capacities for social and economic policies are strengthened to ensure that the population has easy access to an effective social protection and coverage system	MONUSCO, UNFPA, UNDP, UNICEF
		2.2.2 The capacities of institutions at the national and provincial levels (sectoral ministries and youth networks and associations) are strengthened to reap a demographic dividend	UNDP, UNFPA, UNICEF, UN-Women, ILO

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
	2.3 By 2024, people benefit from responsible and sustainable management of natural resources (forest, mining and land) by the State, decentralized entities, communities and the private sector, in the context of climate change and biodiversity conservation	2.3.1 Zoning of natural resources (forest, mining and land) and the National Forest Monitoring System are set up for sustainable forest management	UNDP, UNFPA, UN-Habitat, UN-Women, FAO
	Total for outcome 2.3 (all United Nations agencies): \$135.8 million per year	2.3.2 Transparent and effective natural resource management mechanisms are developed to improve the accountability system for all actors in natural resource management	FAO, UNDP, UN-Habitat
		2.3.3 Sustainable forest management and good governance of the forest sector by decentralized local entities are supported for improved livelihoods and food security for rural populations and indigenous peoples	FAO, UNDP, UN-Habitat
		2.3.4 Resilience and adaptive capacity to climate change and disasters are strengthened at the institutional and community levels	UNDP, UNFPA, UNICEF
3. Access to basic social services and humanitarian assistance	3.1 Populations, especially the most vulnerable, have equitable, quality and sustainable access to basic social services, including HIV/AIDS prevention, testing and treatment services	3.1.1 By the end of 2024, populations, especially the most vulnerable, including children, adolescents and mothers, have equitable, quality and sustainable access to health, nutrition and water, hygiene and sanitation services	UNICEF, WFP, UNFPA, WHO, UNHCR, UNCDF
	Total for outcome 3.1 (all United Nations agencies): \$1,059.1 million per year	3.1.2 By 2024, all children, adolescents and young people acquire academic and professional skills through inclusive access to quality education and training	UNICEF, UNESCO, OCHA, UNFPA

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
		3.1.3 By 2024, populations, in particular people living with HIV, children, adolescents and key populations, have access to HIV prevention, testing and treatment services as well as protection from gender-based violence	UNAIDS, UN-Women, UNICEF, UNFPA, WHO, UNESCO, UNDP, ILO
	3.2 Populations and communities affected by emergencies receive effective and timely assistance through better performance of government services in anticipating, responding and effectively coordinating humanitarian responses that contribute to building resilience	3.2.1 The capacities of national actors (such as central government, provinces, non-governmental organizations and communities) involved in the humanitarian response are strengthened for better preparedness, coordination and response to emergencies	UNICEF, UNHCR, OCHA, WFP, FAO, IOM, UNFPA
	Total for outcome 3.2 (all United Nations agencies): \$2,634.2 million per year	3.2.2 The resilience capacities of local populations, communities and institutions are strengthened	OCHA, WFP, UNDP, ILO, UNICEF, UN-Women, FAO, UNHCR

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

Map

