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

Budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2021 to 30 June 2022

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the period from 1 July 2021 to 30 June 2022, which amounts to \$1,054,608,600.

The proposed budget in the amount of \$1,054,608,600 represents a decrease of \$20,730,000, or 1.9 per cent, compared with the apportionment of \$1,075,338,600 for the 2020/21 period.

During the period from 1 July 2021 to 30 June 2022, MONUSCO will continue its efforts to protect civilians through political engagement to prevent violence and conflict; physical protection; and improvement of the protective environment. A renewed focus will be put on supporting the Government's disarmament, demobilization and reintegration programme aimed at achieving the surrender of armed groups and their community reintegration. MONUSCO will employ its good offices to enable the adoption of key governance and security reforms and address root causes of conflict. The mandate will be implemented against the backdrop of the Mission's progressive withdrawal from the Kasai provinces and subsequently from Tanganyika, as well as the preparation of its exit strategy from the remaining three provinces.

The proposed budget provides for the deployment of up to 660 military observers and staff officers, 13,640 military contingent personnel, 591 United Nations police officers, 1,410 formed police personnel, 702 international staff (including 4 positions funded under general temporary assistance), 1,711 national staff (including 56 positions funded under general temporary assistance), 328 United Nations Volunteers and 90 government-provided personnel.

The total resource requirements for MONUSCO for the financial period from 1 July 2021 to 30 June 2022 have been linked to the Mission's objective through a number of results-based budgeting frameworks, organized according to components (protection of civilians; support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reform; 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 (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
Military and police personnel	519 930.0	526 078.6	522 261.7	(3 816.9)	(0.7)
Civilian personnel	258 883.1	258 006.7	265 710.4	7 703.7	3.0
Operational costs	257 278.9	291 253.3	266 636.5	(24 616.8)	(8.5)
Gross requirements	1 036 092.0	1 075 338.6	1 054 608.6	(20 730.0)	(1.9)
Staff assessment income	27 885.5	26 394.2	27 277.3	883.1	3.3
Net requirements	1 008 206.5	1 048 944.4	1 027 331.3	(21 613.1)	(2.1)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 036 092.0	1 075 338.6	1 054 608.6	(20 730.0)	(1.9)

Human resources^a

	<i>Military observers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Formed police units</i>	<i>Inter- national staff</i>	<i>National staff^b</i>	<i>Temporary positions^c</i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
Executive direction and management										
Approved 2020/21	–	–	–	–	93	69	–	25	–	187
Proposed 2021/22	–	–	–	–	91	69	–	25	–	185
Components										
Protection of civilians										
Approved 2020/21	660	13 640	–	–	72	245	–	37	–	14 654
Proposed 2021/22	660	13 640	–	–	70	233	–	35	–	14 638
Support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo										
Approved 2020/21	–	–	591	1 410	77	155	60	16	90	2 399
Proposed 2021/22	–	–	591	1 410	76	150	60	19	90	2 396
Support										
Approved 2020/21	–	–	–	–	478	1 251	–	269	–	1 998
Proposed 2021/22	–	–	–	–	461	1 203	–	249	–	1 913
Total										
Approved 2020/21	660	13 640	591	1 410	720	1 720	60	347	90	19 238
Proposed 2021/22	660	13 640	591	1 410	698	1 655	60	328	90	19 132
Net change	–	–	–	–	(22)	(65)	–	(19)	–	(106)

^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 [2556 \(2020\)](#), by which the Council extended the mandate until 20 December 2021.

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 2020/21 period, including reclassifications, 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 the senior leadership will be located. The Mission will maintain five field offices, in Beni, Bunia, Bukavu, Goma and Kalemie, concentrating its presence in areas facing continued security and protection challenges. 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. In line with resolution [2556 \(2020\)](#), the Government of the Democratic Republic of the Congo and MONUSCO agreed on a joint strategy (see [S/2020/1041](#), annex) that would allow for a progressive transfer of the Mission's tasks to the Congolese authorities, with the support of the United Nations country team and other stakeholders. Accordingly, the Mission will further adjust its civilian and uniformed footprint, building on the adjustments already undertaken following the elections held in 2018, including the closure of field offices in areas where the situation has improved to a level that can be managed by the Government without the support of MONUSCO.

7. Following the closure of field offices in Maniema and the Kasai provinces in the 2020/21 period, the Mission's area of operations will be limited to the four provinces where it is currently deployed (Ituri, North Kivu, South Kivu and Tanganyika). The Mission foresees the progressive withdrawal from Tanganyika by the end of June 2022, starting with the drawdown of military units and the deployment of surge formed police units and individual police officers.

8. The United Nations police will continue to support the Government in reinforcing the rule of law and addressing emerging security challenges. In this regard, the Mission will support the Congolese national police in strengthening its capacity, in particular through training on human rights and through the continued implementation of the integrated operational strategy for the fight against insecurity,

in compliance with the United Nations human rights due diligence policy. The Mission will also support the Congolese national police in its efforts to address continuing threats to public safety and demilitarize the law and order response in Tanganyika, Ituri, North Kivu and South Kivu, in coordination with justice and corrections institutions. These engagements will be vital to preventing a relapse into conflict in provinces moving towards a post-conflict situation. The formed police units will perform two key tasks, namely, to protect United Nations personnel and installations and to support the capacity-building of the Congolese national police. Deployed formed police units with special weapons and tactics capacity will bring added value to the prioritization of civilian-led strategies and advance the demilitarization of the Mission's footprint through the intensification of capacity-building activities to enhance trust between the Congolese national police and the population.

9. The force will further consolidate its footprint in areas affected by significant levels of armed conflict and intercommunal violence. The force, including its expanded and reconfigured Intervention Brigade, will continue to support the State security forces in addressing the threat posed by armed groups and their capability to harm communities, notably in North Kivu, South Kivu, Ituri and Tanganyika. As a strategic priority, the force will continue to focus on the protection of civilians, with an emphasis on enhancing community engagement, including increased efforts to ensure that the voices of the more vulnerable parts of the communities are heard by deploying mixed engagement teams comprising both male and female peacekeepers. The Mission will deploy civil-military teams using quick, temporary deployments of rapidly deployable battalions and quick reaction forces. It will also maintain static bases in areas where risks to civilians are deemed to be most significant and sustained. Preserving the safety of peacekeepers will remain a priority throughout these operations. In order to ensure the protection of troops involved in temporary deployments, there will be an increased emphasis on improving night vision capability and on the structural reinforcement of smaller bases.

10. In addition, the force will continue to support joint operations with the Armed Forces of the Democratic Republic of the Congo (FARDC) and the enhancement of FARDC capabilities through the provision of dedicated training and logistical and operational support in strict compliance with the MONUSCO mandate and the United Nations human rights due diligence policy. This support will enable FARDC to hold areas recovered from armed groups, evacuate wounded soldiers, coordinate the deployment of units to protect civilians and carry out offensive operations against local and foreign armed groups. The deployment of quick reaction forces as part of the force Intervention Brigade reconfiguration will provide a more robust, flexible and responsive answer against armed groups. More responsive assets will support the force concept of operations that will rely on the collection of actionable and timely intelligence through the deployment of surveillance means to support the force Intervention Brigade and the force as a whole.

B. Planning assumptions and mission support initiatives

11. Despite the peaceful transfer of presidential power in December 2018 and the subsequent formation of a coalition Government in September 2019, the political situation remains fragile, with increasing domestic pressure for a tangible improvement in socioeconomic conditions. Most recently, political positioning ahead of the elections to be held in 2023, discussions around electoral reforms, and judicial proceedings against government officials and elected politicians have heightened tensions within the Government and the broader political class. This has culminated in the decision by the President in late 2020 to seek a new coalition, putting an end to the governing coalition between the Cap pour le changement and the Front commun

pour le Congo and replacing it with a new coalition called Union sacrée de la nation. The process around this has included the overturning of the Front commun pour le Congo majority in the National Assembly by the combined means of political persuasion for Front commun pour le Congo-aligned members to join the new coalition and a Constitutional Court ruling in which the established precedent was set aside to allow deputies to change affiliation without the approval of their party or grouping. With the base structure of the coalition in place, including the nomination of a new Prime Minister and the installation of a new Bureau at the National Assembly reflecting the new parliamentary majority, there are nevertheless concerns regarding the stability of the new coalition and thus the ability of the future Government to implement key reforms. Since the inauguration of the current President, the overall situation of civil and political rights in the country has also slightly deteriorated, and human rights violations associated with the activities of armed groups and the security forces of the country are a continued cause for concern.

12. Efforts by the Government of the Democratic Republic of the Congo to improve its relations with the Governments of Burundi, Rwanda and Uganda have laid the groundwork for greater regional cooperation, including on common security challenges. In this context, the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region remains of key importance in order to ensure a common approach to addressing conflict in the eastern provinces of the country through national and regional actions with the support of the international community.

13. More than two thirds of the country is now stable. Areas affected by armed conflict have significantly decreased and are now mostly limited to specific areas in four provinces in the eastern Democratic Republic of the Congo, namely Ituri, North Kivu, South Kivu and Tanganyika. The level of insecurity in the rest of the country has been reduced to a level that can be managed by the Government without support from MONUSCO. The ongoing security threats in the Democratic Republic of the Congo and the region are driven by a lack of State authority combined with the presence and activities of numerous foreign as well as Congolese armed groups, intercommunal violence and underlying tensions, and fighting for control over resources.

14. In North Kivu and South Kivu, the security situation has deteriorated, with the Allied Democratic Forces (ADF) threatening communities in the Beni region in North Kivu and an increase in violence by armed groups in the Hauts Plateaux and other parts of South Kivu, generating further displacement and civilian casualties. While some progress has been made against the Forces démocratiques de libération du Rwanda in North Kivu, with many key leaders targeted, their alliance with Congolese armed groups, such as Nyatura, means that they remain a threat to civilians in the area. In Ituri, the security situation has deteriorated, with an escalation of violence involving several communities, the mobilization of a variety of armed groups and the spreading of violence beyond Djugu into Irumu, Mahagi and Aru. The growing insecurity has also become a threat to the town of Bunia, and the national highway to Uganda has become increasingly insecure, hindering freedom of movement and the conduct of economic activities. The security situation in Tanganyika has improved substantially since the elections held in 2018 and, from early 2019, large numbers of Twa and several Bantu militia laid down arms. There are currently two local armed groups operating mainly along the Nyunzu-Kalemie and Kalemie-Bendera axes, and one Mayi Mayi group operating from southern South Kivu in the Bendera area. FARDC operations around Nyunzu have helped to stabilize the situation, enabling the return of internally displaced people.

15. 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 2020, the United Nations Joint Human Rights Office documented 6,247 human rights violations throughout the country, representing an average of 694 violations per month. Most of the violations, 5,863, were committed in conflict-affected provinces. North Kivu accounts for nearly half of the violations (47 per cent), followed by Ituri (16 per cent), South Kivu (10 per cent), Tanganyika (7 per cent), Kasai and Maniema (4 per cent each). Armed groups remain the main perpetrators of the violations, with 3,488 abuses, or 56 per cent. State agents were responsible for the remainder, which were mainly perpetrated by FARDC soldiers (1,317 violations, 21 per cent) and agents of the Congolese national police (1,085 violations, 17 per cent). The main rights violated included the right to physical integrity, through inhumane and degrading treatment (3,314 victims, including 542 women and 236 children who were victims of conflict-related sexual violence); the right to liberty and security of the person (4,660 victims, including 712 women and 381 children); the right to life (2,915 victims, including 2,230 victims of arbitrary and extrajudicial killing); the right to freedom of expression and opinion (205 victims); and the right to peaceful protest and freedom of assembly (84 victims).

16. The Democratic Republic of the Congo continues to face an acute, complex and multilayered humanitarian crisis affecting 25.6 million people. In 2020, the humanitarian community sought to provide humanitarian assistance to some 9.2 million Congolese men, women and children, mainly living in the conflict-affected areas of the eastern Democratic Republic of the Congo. Maintaining humanitarian access in those areas has become increasingly difficult owing to the fragmentation of armed groups and the localization of conflict. The country's humanitarian challenges have been further compounded by a confluence of epidemics, including measles, cholera and Ebola, as well as by food insecurity, malnutrition and protection issues, which continue to be the main drivers of the humanitarian crisis. The socioeconomic impact of the coronavirus disease (COVID-19) pandemic and efforts to stem the spread of the disease translated into additional humanitarian requirements. Movement restrictions over the course of several months have also impeded aid operations.

17. In the 2021/22 period, the Mission will continue, within means and capabilities, 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, as appropriate, 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.

18. 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 2021/22 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.

Component 1: protection of civilians

19. 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 four provinces where the Mission will 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

so that the Democratic Republic of the Congo can effectively protect its civilians and no longer poses a threat to international peace and security.

20. The Mission's efforts to protect civilians will continue to include dialogue and engagement, physical protection and improvement of the protective environment. Its efforts on dialogue and engagement will focus on political engagement and good offices at both the national and provincial levels to prevent violence and conflict. This will include employing the Mission's good offices in support of the Government's effort to encourage and facilitate peace agreements and the negotiated surrender of targeted armed groups, and in support of intercommunal conflict resolution. The Mission will also 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 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 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.

21. With regard to the protective environment, the Mission will continue to monitor, investigate and report on human rights abuses, including conflict-related sexual violence, advocate respect for human rights and international humanitarian law and help the Government in the fight against impunity by providing support for investigations and prosecutions relating to grave human rights violations, cases of sexual violence and other serious violations by both armed groups and security forces.

22. The Mission will continue to provide its good offices to support the Government in finalizing 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; provide support to affected communities; and lay the groundwork for community reintegration through the community violence reduction programme. This programme will be particularly important in North Kivu, South Kivu and Ituri, where the success of such an approach is essential to reduce the ongoing threat posed by armed groups and create the conditions necessary to allow for the gradual withdrawal of the Mission.

23. 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. This 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.

24. 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. 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.

25. In Tanganyika, in view of the improved security situation and reduced activity of Congolese armed groups, it is expected that the national security forces will be

able to manage the residual physical security threats. During the 2021/22 period, the Mission will focus on political engagement and good offices and on enhancing the protective environment. 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, in order to prepare for the withdrawal of the Mission from Tanganyika by mid-2022 should the current stability gains persist, the Mission will work to strengthen the capacities of local authorities and communities to manage conflict, of the local police on community policing, and of justice and rule of law institutions.

26. 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, especially in Ituri where its drawdown is likely to occur earlier than the drawdown in North Kivu and South Kivu. 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 the key to creating the conditions for the Mission's sustainable withdrawal.

27. 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

28. MONUSCO will employ its good offices to enable the adoption of key governance and security reforms; address root causes of conflict through political outreach at the national level; advocate active support for the stabilization of conflict zones; and encourage the passing of legislation conducive to addressing grievances at the heart of local conflicts in priority areas. The Mission's good offices and technical advice will also be critical in helping the Government to take charge of core security and law and order responsibilities, including security sector reform, the implementation of the new disarmament, demobilization and reintegration framework, a robust human rights and rule of law agenda and a protective environment, to enable the participation of citizens in the decision-making process. Gender equality and the women and peace and security agenda will be fully mainstreamed into such work.

29. In Kinshasa, MONUSCO will engage key political actors and civil society and women's organizations, as well as religious leaders, to prioritize dialogue and political solutions within constitutional means; support the consolidation of democratic governance and the rule of law; and support the protection of civilians in the eastern provinces of the country. 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 and stabilization by key international stakeholders, while ensuring national ownership and leadership of such processes. The Mission will support the coordination and implementation of peacebuilding projects, work with the national authorities, as well as

humanitarian and development partners, to roll out the humanitarian-peace-development nexus approach and provide substantive support to State institutions to prepare for the gradual transfer of civilian MONUSCO responsibilities to the Government and State institutions with support from the United Nations country team.

30. The Mission, together with provincial authorities, will update the provincial priority stabilization goals guiding the interventions of the International Security and Stabilization Support Strategy funded by the Stabilization Coherence Fund, which will include the demobilization and community reintegration of former members of the Force de résistance patriotique de l'Ituri and their dependants. The creation of economic opportunities to strengthen community cohesion as an alternative to armed violence in North Kivu and the strengthening of inclusive and participatory local governance to reduce customary power conflicts and peacefully address land conflicts will be key. The Mission will also continue to monitor, coordinate and support the implementation of the International Security and Stabilization Support Strategy programme and the management of the Stabilization Coherence Fund. The Mission will work on the coordination of road-building efforts and the channelling of funding for roads that will improve security and the protection of civilians, including the road to Walikale from Goma; provide access to markets and other economic benefits; and have a complementary effect on the economic reintegration of ex-combatants and their communities in order to reduce incentives to join armed groups.

31. To support the fight against impunity, MONUSCO will continue to support the strengthening of the military and civilian justice system, in particular the criminal justice chain, the Inspectorate General of the Congolese national police, the rule of law and respect for human rights. The Mission will prioritize its political engagement with civilian and security authorities on key reforms in the security sector to support the enhancement of the operational effectiveness, professionalism and accountability of national security actors. At the national level, in close coordination with other technical and financial partners of the Government, the Mission will play a more proactive role in engaging at the political level to support key policy reforms and their subsequent implementation. It will support mining services in the mine site qualification process and due diligence monitoring.

32. The Mission will support the United Nations country team, specifically the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), in performing a gender- and human rights-sensitive conflict analysis in the context of the transition to ensure a gender-responsive process. Efforts will continue to develop a comprehensive approach to detect and address challenges related to the political participation of women, through working sessions with concerned stakeholders. The Mission will, through its good offices and technical advice, support capacity-building 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.

Mission support initiatives

33. During the 2021/22 period, the Mission Support Division will continue to provide administrative and logistical support services.

34. The Division will provide support for changes to the military and police posture, including changes to the composition of the Intervention Brigade of the force with the introduction of quick reaction forces, and the launch of additional standing combat deployments; and enable enhanced mobility to ensure the rapid deployment of military and police units, including the Geolocation Threat Analysis Unit, formed police units and individual police officers. Continued support will also be provided to enhance the safety and security of peacekeepers, as well as their agility and

operational readiness. This will be achieved through the availability of field defence stores materials and equipment to facilitate the launch of standing combat deployments; through proper maintenance and hardening of operating bases and deployment sites; and through a robust medical evacuation chain.

35. The Division will support the further consolidation of the Mission's footprint through a holistic review of the civilian staffing needs in locations proposed for closure; the preparation and implementation of an asset disposal plan that secures the best interest of the Organization and supports the recovery of assets if deemed economically feasible; and the liquidation and handover of premises to landlords and relinquishing of commercial support contracts, while ensuring that environmental inspections and clearances are appropriately executed.

36. The Division will reduce its reliance on the Entebbe Support Base for the rotation of troops, given that the Mission now has sufficient transit camps and the improved and extended runway in Goma will allow the landing and take-off of wide body airframes used for troop rotation. The Mission will also be less reliant on Mission-operated flights to Entebbe for rest and recuperation and, as is the practice in other missions, will instead pay a lump sum for travel to the designated rest and recuperation destination, Entebbe. In addition, the Mission will review options to increase the number of direct deliveries of commodities to the Democratic Republic of Congo instead of receiving items through Entebbe, in order to reduce requirements for warehousing, handling, freight forwarding and distribution.

37. The Division will continue its assessment of contingent-owned equipment and military enabling units for opportunities to adjust requirements where more economic options are possible. In this regard, air support units are being reduced and replaced with more cost-effective commercial options. Additional efficiency gains will be introduced by capitalizing on the experience from previous periods and lessons learned from the COVID-19 pandemic, including a reduction in travel requirements; an improved supply chain and more disciplined demand planning, acquisition and delivery processes; the implementation of corporate management practices in property management and inventory holdings; and compliance with stringent environmental standards.

38. The Division will also reinforce its medical support, testing capabilities and precautionary measures to continue to meet the challenges of the COVID-19 pandemic.

39. The proposed civilian staffing complement consists of 2,741 personnel, including 702 international staff, 1,711 national staff and 328 United Nations Volunteers, representing an overall decrease of 106 posts and positions (24 international staff, 63 national staff and 19 United Nations Volunteers). This decrease is the net effect of the proposed abolishment of 113 posts and positions (23 international staff, 67 national staff and 23 United Nations Volunteers) and the proposed establishment of 7 posts and positions (3 international staff and 4 United Nations Volunteers).

40. The reduction in staffing is mostly due to the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021; and to the scaling down of the Mission's footprint in Entebbe, brought about by the use of the Goma airport rather than the Entebbe airport for the movement of troops and the resulting discontinuation of regular flights to and from Entebbe and by the use of Goma rather than Entebbe as the main hub for the delivery of goods to the Mission. It is proposed that four posts and positions will be nationalized, including one post of Administrative Assistant (from Field Service to national General Service) and three positions of Disarmament, Demobilization and Reintegration Officer (from P-3 to National Professional Officer).

41. The estimated resource requirements for the maintenance and operation of the Mission for the 2021/22 financial period amount to \$1,054,608,600, a decrease of \$20,730,000, or 1.9 per cent, compared with the approved budget for 2020/21 of \$1,075,338,600. The estimates for the 2021/22 period reflect decreased requirements with respect to military and police personnel as a result of a reduction in the proposed average number of United Nations police and members of formed police units to be deployed. The estimates also reflect decreased requirements with respect to operational costs as a result of: (a) reduced requirements for fuel due to a lower volume of fuel owing to the discontinuation of the one-time provision for fuel reserve and to a lower fuel consumption for generators, vehicles and aircraft; lower average prices of fuel; and the discontinuation of the one-time provision for mobilization fees for the new turnkey contract; (b) reduced requirements for rental of rotary-wing aircraft due to the discontinuation of one Mi-8 helicopter and the replacement of four Mi-24 helicopters with four armoured Mi-8 helicopters for which the cost per flight hour is significantly lower, and for rental of fixed-wing aircraft due to the reduction in the number of aircraft from 10 to 9, the replacement of one DHC-8 with one Saab 340B, which has lower fixed costs, and a reduction in the number of flight hours; and (c) the discontinuation of a one-time provision for the reimbursement of claims for expended ammunition to troop-contributing countries. 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 average salary costs applied for the 2021/22 period based on the latest salary scales for national staff in the Democratic Republic of the Congo and in Entebbe; an increase in the average volunteer living allowance for United Nations Volunteers; and the proposed application of lower vacancy rates in the 2021/22 period for United Nations Volunteers compared with the 202/21 period.

C. Regional mission cooperation

42. In line with Security Council resolution [2556 \(2020\)](#) 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. It will also seek opportunities for additional ad hoc 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, 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.

43. Although MONUSCO will start to reduce its reliance on the Entebbe Support Base for the transit of troops and police as well as of goods entering the eastern Democratic Republic of the Congo, this will not have any impact on the role of the Support Base as the host of the Regional Service Centre in Entebbe, 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, 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 in the base. 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

44. In the 2021/22 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 and other multilateral and bilateral partners, 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 and the second-generation national action plan on Security Council resolution 1325 (2000), as well as 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.

45. 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 a peacebuilding environment. 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.

46. 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.

47. Programmatic activities will focus on community violence reduction, community reintegration of former combatants and support for the International Security and Stabilization Support Strategy and the decentralized disarmament, demobilization, community reintegration and stabilization programme currently being developed by the

Government as a critical bridge between the Mission's political work and the programmatic activities of the United Nations country team and other partners.

48. The development of effective partnerships with international financial institutions and multilateral and bilateral partners will be critical. Resource mobilization is also critical to sustain the peacebuilding interventions in the Democratic Republic of the Congo after the Mission's exit. 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.

49. The Mission will work closely with partners in the United Nations country team to strengthen the rule of law in the Democratic Republic of the Congo by assisting in the development and implementation of a multi-year joint justice support and joint police support programme. The joint implementation of these programmes will increase the capacity of 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.

50. With regard to its stabilization mandate, the Mission will continue its collaboration at the strategic and operational levels with the country team in support of the International Security and Stabilization Support Strategy and will use the strategy as a key vector for transition. With a view to ensuring the longevity of this critical multi-stakeholder partnership and coordination structure, a detailed and phased transition strategy will be implemented through a joint stabilization programme that will be developed with the country team.

51. The Mission will also continue 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.

52. As part of the implementation of the transition strategy for the United Nations system in line with international best practices, the capacity of the Government, the Mission, the United Nations country team and other international organizations to support the jointly agreed peacebuilding priorities will be reviewed. 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.

53. The Mission will continue to support the advisory board of the women's platform for peace, security and cooperation in the Great Lakes region to ensure the implementation of the women and peace and security agenda. Sessions and discussions will make it possible to explore key challenges and opportunities; discuss how to build and use leverage in partnership with civil society organizations in order to ensure a focus on prevention, protection, participation and recovery; discuss the COVID-19 situation in the Great Lakes region; consider measures to sustain the gains made in relation to women and peace and security and identify areas requiring further support; and make strategic recommendations on how to continue to support women and peace and security issues during and after the COVID-19 pandemic.

E. Results-based budgeting frameworks

54. 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

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

Table 1
Human resources: executive direction and management

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2020/21	1	–	2	–	2	5	5	–	10
Proposed posts 2021/22	1	–	2	–	2	5	5	–	10
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2020/21	–	1	16	27	6	50	33	9	92
Proposed posts 2021/22	–	1	16	26	6	49	33	9	91
Net change	–	–	–	(1)	–	(1)	–	–	(1)
Office of the Deputy Special Representative of the Secretary-General (Protection and Operations)									
Approved posts 2020/21	1	1	3	2	2	9	7	1	17
Proposed posts 2021/22	1	1	4	3	2	11	7	1	19
Net change	–	–	1	1	–	2	–	–	2
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2020/21	1	1	4	2	3	11	8	1	20
Proposed posts 2021/22	1	1	4	2	2	10	9	1	20
Net change	–	–	–	–	(1)	(1)	1	–	–
Gender Affairs Unit									
Approved posts 2020/21	–	–	1	2	–	3	7	7	17
Proposed posts 2021/22	–	–	1	2	–	3	7	7	17
Net change	–	–	–	–	–	–	–	–	–
Heads of Field Offices									
Approved posts 2020/21	–	4	9	–	2	15	9	7	31
Proposed posts 2021/22	–	4	7	–	2	13	8	7	28
Net change	–	–	(2)	–	–	(2)	(1)	–	(3)

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
Total									
Approved posts 2020/21	3	7	35	33	15	93	69	25	187
Proposed posts 2021/22	3	7	34	33	14	91	69	25	185
Net change	-	-	(1)	-	(1)	(2)	-	-	(2)

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

Office of the Chief of Staff

Joint Operations Centre

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

56. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, the abolishment of 1 post of Associate Joint Operations Centre Officer (P-2) is proposed.

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

International staff: increase of 2 posts (establishment of 2 posts (1 P-4 and 1 P-3))

57. The Office of the Deputy Special Representative of the Secretary-General (Protection and Operations) is responsible for providing overall vision and leadership to the protection and operations pillar and provides strategic direction and operational support to the five field offices and two sub-offices. In particular, the pillar implements a number of activities that are aimed at advancing the protection of civilians by improving physical protection, creating a protective environment and strengthening State institutions in the areas of justice, police and corrections.

58. The Programme Management Unit in the Office of the Deputy Special Representative is responsible for the processing, approval, management and implementation of quick-impact projects, community violence reduction programmes and other programmatic activities. The Unit also supports the monitoring, reporting and evaluation of all programmatic activities. In a recent audit of quick-impact projects, the Office of Internal Oversight Services found that the evaluation, monitoring and reporting of programmes needed to be strengthened for a more effective use of resources and a higher quality impact.

59. Accordingly, it is proposed that two posts of Programme Management Officer (1 P-4 and 1 P-3) be created in order to increase the capacity of the Unit, strengthen the management of the Mission's programmatic activities, effectively manage the resources, provide leadership, oversight and direction on the effective commitment of funds and effective reporting on the programmatic funding, and better prepare for the transition. The posts would allow the Mission to implement effective, well-designed and well-conceived programmes and put in place quality assurance and monitoring mechanisms required to ensure that programmatic activities have maximum impact, which is especially important at a time of transition and gradual withdrawal.

60. The Programme Management Officers (1 P-4 and 1 P-3) will support the development, approval, monitoring and evaluation of projects to ensure that they are aligned with strategic directions and are of good quality and to ensure appropriate financial due diligence, as well as to ensure timely and verified disbursement of funds,

including accurate accounting of the use of the funds. In addition, the Programme Management Officer (P-4) will lead the unit, ensuring its effective operation, especially during the Mission's transition process, in which programmatic activities are essential in facilitating the Mission's exit.

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

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

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

61. The Office of the Deputy Special Assistant of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), commonly known as the Integrated Office, will increasingly focus on leading the transition process in accordance with the joint transition strategy and on strengthening the coordination between the Mission, the United Nations country team and the Government for a smooth transition from a peacekeeping environment to medium- and long-term peace. This will require increased engagement with national and provincial authorities. Accordingly, the Integrated Office will need additional national administrative capacity in support of the transition. It is therefore proposed that one post of Administrative Assistant (Field Service) be converted to one post of Administrative Assistant (national General Service). The Administrative Assistant (national General Service) will be responsible for the daily functioning of the front office of the Deputy Special Representative of the Secretary-General, including the calendar, meetings and incoming and outgoing correspondence of the Deputy Special Representative, and will be in charge of various administrative functions, including human resources, finance and budget and general administration.

Heads of Field Offices

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

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

62. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that one post of Head of Office (P-5), one post of Political Affairs Officer (P-4) and one post of Administrative Assistant (national General Service) be abolished.

Component 1: protection of civilians

63. Armed groups, including community-based local militia groups and foreign armed groups, are expected to remain the principal threat to civilians in the 2021/22 period. MONUSCO will ensure a mission-wide approach to the protection of civilians in Tanganyika, 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 will therefore remain at the core of the Mission's activities. 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 support for community reconciliation, strengthening of the justice system, professionalization of the security forces and monitoring and reporting on human rights 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.

64. MONUSCO will concentrate its efforts in areas still affected by armed conflict and continue to improve early warning and response systems in order 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 intercommunal violence. In order to effectively provide protection to civilians across the four provinces, the mobility of the force will be enhanced by using rapidly deployable battalions, and civilian components will be deployed. Implementing protection by projection, the Mission will undertake joint deployments of civilian and uniformed components to address threats to civilians and launch joint protection teams, joint assessment missions and joint investigation teams, using a whole-of-mission approach, to effectively protect civilians at risk. 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 associated with armed groups. In addition, the Mission will continue to provide area security to support humanitarian actors in delivering critical humanitarian assistance to affected populations.

65. 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 United Nations human rights due diligence policy in support of non-United Nations security forces. 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 on 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 support the Congolese national police in support of its protection tasks, providing effective security in villages and urban environments, including through community policing initiatives and joint command centres under the operational strategy against insecurity. In view of the progressive transfer of tasks to the national authorities, the Mission will prioritize strengthening of the performance, monitoring and evaluation of the national explosive ordnance response capacity and will conduct emergency explosive ordnance disposal operations to protect civilians.

66. 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; the negotiation of surrenders; and the subsequent reinsertion and community-based reintegration processes, including the repatriation and resettlement of members of foreign armed groups. It 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 that will be used to support communities in reducing violence and building local resilience to support vulnerable young people and others in securing alternate livelihoods, thus reducing incentives to join armed groups, targeting 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 security management and basic conditions so that they do not present a target for armed groups looking to release prisoners to increase their ranks; and reduce the number of security incidents.

67. Furthermore, in preparation for a responsible and gradual drawdown of the Mission, especially in Tanganyika, the focus will gradually shift to building the capacity of local communities to manage conflict, in order to 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.

68. In order to improve the protective environment, MONUSCO 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. MONUSCO and the United Nations country team will support the Government in implementing transitional justice mechanisms to promote peace, accountability, reconciliation and the prevention of further 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 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.

69. MONUSCO 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 done by supporting the national security forces in areas affected by armed conflict to better manage their weapons and through weapons marking and improved storage in specialized weapons safes so that such weapons are not traded by FARDC elements or a target for armed groups. Progress in improving weapons management has demonstrated that areas where safes and marking have occurred are less insecure and that the local population in those areas generally feels safer. The Mission will also continue to monitor the arms embargo and the flow of weapons and ammunition both into and within the Democratic Republic of the Congo in order to improve the control of weapons flows and reduce the number of weapons going to armed groups.

*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 Government's community-based disarmament, demobilization and reintegration programme (2019/20: 0; 2020/21: 1; 2021/22: 2)

1.1.2 Increased percentage of security incidents effectively responded to as a result of alerts issued by civilian alert networks (2019/20: 56 per cent; 2020/21: 36 per cent; 2021/22: 56 per cent)

1.1.3 Reduced number of documented grave violations committed by armed groups against children during armed conflict (2019/20: 2,040; 2020/21: 1,790; 2021/22: 1,450)

1.1.4 Reduced number of internally displaced persons (2019/20: 5.5 million; 2020/21: 2.3 million; 2021/22: 2.2 million)

Outputs

- 50 joint protection teams and 72 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
- Production of a map of locations in conflict-affected areas where there is a particular risk for women and girls in order to support initiatives on the protection of civilians by local authorities
- Maintenance of an average of 33 fixed-company operating bases; 80 standing combat deployments by rapidly deployable battalions; 27 standing combat deployments by infantry battalions; an average of 100 daily patrols (60 day and 40 night patrols) by contingent troops; and an average of 30 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 female engagement teams in North Kivu, South Kivu, Ituri and Tanganyika on community tools for the protection of civilians, human rights and conflict resolution targeting women and girls associated with armed groups
- 45 company-level operations to ensure the protection of civilians and the neutralization of armed groups
- Support for 12 FARDC-led or joint operations through the provision of intelligence, reconnaissance and logistics, in strict compliance with the human rights due diligence policy
- 3,000 hours of civil and military intelligence, surveillance and target-acquisition tasks conducted by the unmanned aircraft system to improve situational awareness
- 32,120 patrols by United Nations police, including joint patrols with the Congolese national police (88 patrols per day on average by a total of 1,280 male and female police officers)

- Provision of advice and support to the Congolese national police through daily monitoring and mentoring on the fight against insecurity, respect for human rights, fundamental freedoms and international standards for law enforcement
- 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
- 60 workshops and awareness-raising sessions with civil society actors, including women's and youth representatives, authorities and protection committees to strengthen gender sensitivity within the local protection committees and community alert network mechanisms for early warning
- 7 assessment missions of current protection mechanisms in Tanganyika, 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
- Provision of life support, including clothing, household items, hygienic items, rations, accommodation and medical care, for 100 foreign combatants and their dependants
- 250 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, Ituri and Tanganyika
- 52 episodes of the radio programme "Ma Nouvelle Vie" on disarmament, demobilization, repatriation, reintegration and resettlement targeting foreign armed groups; 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 into medium-security prisons; technical and logistical support to install video surveillance systems at 3 priority prisons; 20 simulation exercises to improve security systems; and installation of a radio communication system at 4 priority prisons

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 (2019/20: 315; 2020/21: 350; 2021/22: 400)

1.2.2 Reduced number of confirmed incidents of human rights violations committed by State actors in areas of armed conflict (2019/20: 3,106; 2020/21: 1,900; 2021/22: 1,600)

1.2.3 Increased percentage of Congolese reporting confidence in the capacity of the State security forces to protect the population (2019/20: 50 per cent; 2020/21: 63 per cent; 2021/22: 65 per cent)

Outputs

- 10 capacity-building workshops for local authorities on local governance, with a focus on security and the protection of civilians, in 10 territorial decentralized entities
- 30 coaching and awareness-raising sessions 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 on human rights violations and abuses, including conflict-related sexual violence, in areas affected by armed conflict
- 20 investigation and fact-finding missions to monitor, investigate, document and report on human rights violations and abuses, including sexual violence, in areas previously affected by armed conflict
- 14 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
- 6 training sessions for FARDC and the Congolese national police on conflict-related sexual violence in areas affected by conflict, resulting in the signing of engagement plans
- 24 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
- Biweekly mentoring and coaching sessions with judicial authorities in 5 locations 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 15 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
- Monthly training of FARDC officers on international humanitarian law and international human rights law
- 10 meetings with the joint technical working group on children and armed conflict to discuss issues related to children and armed conflict and to monitor progress on the implementation of the 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
- 4 polls (2 perception polls and 2 thematic polls) on the perceptions of the population on issues of peace, security, justice and reconstruction in the eastern Democratic Republic of the Congo
- 10 coaching sessions for trainers to enhance the use of polling results at the territorial level with local authorities; and 10 restitution sessions and focus groups on polling results with key national and provincial authorities and civil society to improve the understanding of protection issues and government responses
- Daily mentoring of prison directors, supervisors and security guards in 6 high-risk prisons; weekly mentoring of prison directors, supervisors and security guards in 1 high-risk prison; and two joint visits to 1 high-risk prison with national prison authorities
- 80 awareness-raising sessions for 4,000 police officers on respect for human rights
- Installation of safe weapons storage solutions for 7,000 State-held weapons in national defence and security forces posts

- Training of 50 members of the national defence and security forces on weapons and ammunition management
- 2 workshops and 4 high-level meetings to provide policy guidance, technical advice and coordination support to the national commission for the control of small arms and light weapons and reduction of armed violence
- Support for the national mine action centre for the drafting and adoption of a national standard operating procedure on 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 the Congolese armed forces and the Congolese national police in order to reduce the threat posed by armed groups and criminal networks and to hold and secure areas cleared of armed groups. Cooperation between MONUSCO and the Government against armed groups, including the conduct of joint operations, will continue. The security situation in the Kasai provinces and Tanganyika continues to evolve positively, allowing for the continued drawdown of MONUSCO and handover of security tasks to national security actors.

Table 2
Human resources: component 1, protection of civilians

<i>Category</i>										<i>Total</i>
I. Military observers										
Approved 2020/21										660
Proposed 2021/22										660
Net change										–
II. Military contingents										
Approved 2020/21										13 640
Proposed 2021/22										13 640
Net change										–
<i>International staff</i>										
III. Civilian staff	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>	
Office of the Force Commander										
Approved posts 2020/21	1	1	–	–	2	4	5	–	9	
Proposed posts 2021/22	1	1	–	–	2	4	5	–	9	
Net change	–	–	–	–	–	–	–	–	–	
Joint Human Rights Office										
Approved posts 2020/21	–	1	8	27	6	42	36	23	101	
Proposed posts 2021/22	–	1	8	27	6	42	35	22	99	
Net change	–	–	–	–	–	–	(1)	(1)	(2)	

Child Protection Section									
Approved posts 2020/21	–	–	2	7	–	9	17	4	30
Proposed posts 2021/22	–	–	2	7	–	9	17	3	29
Net change	–	–	–	–	–	–	–	(1)	(1)
Civil Affairs Office									
Approved posts 2020/21	–	1	5	10	1	17	187	10	214
Proposed posts 2021/22	–	1	5	8	1	15	176	10	201
Net change	–	–	–	(2)	–	(2)	(11)	–	(13)
Total, civilian staff									
Approved posts 2020/21	1	3	15	44	9	72	245	37	354
Proposed posts 2021/22	1	3	15	42	9	70	233	35	338
Net change	–	–	–	(2)	–	(2)	(12)	(2)	(16)
Total									
Approved 2020/21									14 654
Proposed 2021/22									14 638
Net change									(16)

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

Joint Human Rights Office

International staff: no net change (reassignment of 1 post at the P-3 level)

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

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

70. In paragraph 18 of resolution [2556 \(2020\)](#), the Security Council called for joint operations by FARDC and MONUSCO that included joint planning and tactical cooperation, in accordance with the mandate of MONUSCO and the United Nations human rights due diligence policy, to ensure that all efforts possible were being made to prevent, deter and stop armed groups, and stressed the need to carry out all operations, joint or unilateral, in strict compliance with international law, including international humanitarian law and international human rights law, as applicable. In paragraph 8 of the resolution, the Council stressed the need for the Government of the Democratic Republic of the Congo to continue to ensure the increased professionalism of its security forces, including vetting, training and capacity-building of security personnel to fully respect domestic and international human rights law, as well as international humanitarian law. The United Nations human rights due diligence policy is an essential part of the protection of civilians and the fight against impunity. The policy requires that all United Nations assistance to security forces be conditioned on respect for human rights, international humanitarian law and refugee law.

71. The secretariat of the United Nations human rights due diligence policy maintains an information database of the background, relationship, career paths and human rights records of individuals of concern affiliated with FARDC and the Congolese national police, as well as to a lesser degree with paramilitary institutions and armed groups. The database allows the Mission to assess risks to civilians and

define mitigation measures. The secretariat also provides training for military and police personnel in the Mission to enable them to integrate risks to civilians into their operations with national security forces. Information in the database allows the Mission's leadership to make decisions on its support for national security services.

72. The database contains over 311,700 source documents and nearly 163,880 complete profiles of alleged perpetrators of the most serious violations of human rights and international humanitarian law in the Democratic Republic of the Congo. The information is highly sensitive and requires specific expertise in database and content management and security, as well as in human rights. Such expertise is not available now as the database is managed by a Human Rights Officer (P-3). It is therefore proposed to reassign the post of Human Rights Officer (P-3) to a post of Information Systems Officer (P-3). The reassignment of the post will enable the Mission to better manage the database, with respect to the security and confidentiality required, and provide the Mission's leadership with timely and accurate information, whenever required.

73. The Information System Officer (P-3) will be responsible for managing the database; researching, developing, testing and reviewing information security; implementing security measures and monitoring the database in order to protect information and prevent unauthorized access; undertaking information analysis; and generating timely reports to inform the decision-making of the Mission's leadership.

74. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that one post of Human Rights Assistant (national General Service) and one position of Women Protection Adviser (United Nations Volunteer) be abolished.

Child Protection Section

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

75. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that one position of Child Protection Assistant (United Nations Volunteer) be abolished.

Civil Affairs Office

International staff: decrease of 2 posts (abolishment of 2 posts (1 P-3 and 1 P-2))

National staff: decrease of 11 posts (abolishment of 11 posts (1 National Professional Officer and 10 national General Service))

76. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that 2 posts of Civil Affairs Officer (1 P-3 and 1 National Professional Officer), 1 post of Associate Civil Affairs Officer (P-2) and 10 posts of Liaison Assistant (national General Service) be abolished.

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 2021/22 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 strategy on the progressive and phased drawdown of MONUSCO developed by the Government and the United Nations. 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 recently established Coordination for the Change of Mindsets. The Mission will contribute to strengthening the Government's capacity to take charge of its core security and law and order responsibilities and will support the restoration and strengthening of State authority in areas affected by violence and armed conflict, including through the development and implementation of joint programmes with the United Nations country team, in accordance with the United Nations Sustainable Development Cooperation Framework, the joint transition strategy and the International Security and Stabilization Support Strategy.

78. The Mission will strengthen its engagement as well as its partnerships with relevant actors to further its stabilization and peacebuilding initiatives with a view to addressing the root causes of conflict in Tanganyika, 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 will continue to encourage and support the resolution of disputes 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 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 stabilization and peacebuilding interventions with the country team and non-governmental organizations (NGOs) to ensure coherence, complementarity and relevance in North Kivu, South Kivu and Ituri, while considering the possibility of extending stabilization efforts to Tanganyika. In addition, while MONUSCO will have withdrawn from the Kasai region, 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 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. 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.

81. MONUSCO will continue to support the Government’s shift towards a more flexible and context-specific approach to community-based reintegration in support of the revised disarmament and demobilization approach. Along with the United Nations country team, the Peacebuilding Fund and international financial institutions, the Mission will support the Government in coordinating and targeting 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 is fundamental to a successful and sustainable withdrawal of the Mission from the Democratic Republic of the Congo. The Mission will support and 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 has increased.

82. 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; and with the development and implementation of national and local transitional justice initiatives. 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.

*Expected accomplishment**Indicators of achievement*

2.1 Progress on addressing the root causes of violence and conflicts between communities

2.1.1 Number of new agreements settling intra- and inter-community conflicts, including resolution of land conflict (2019/20: 13; 2020/21: 13; 2021/22: 9)

2.1.2 Increased number of dialogue processes between the Government and armed groups to reduce long-standing conflict (2019/20: 2; 2020/21: 3; 2021/22: 5)

2.1.3 Number of stabilization programmes implemented in North Kivu, South Kivu and Ituri whose priorities were set by communities and the Government (2019/20: 5; 2020/21: 6; 2021/22: 6)

2.1.4 Increased number of mines certified by the Government in North Kivu, South Kivu and Tanganyika (2019/20: 0; 2020/21: 50; 2021/22: 90)

Outputs

- 10 training sessions for 200 participants, including at least 30 per cent women, on conflict management tools and gender-sensitive techniques in support of local conflict resolution mechanisms
- 30 coaching sessions for community-based information forums (Barazas), consultative commissions on the resolution of customary conflicts and other local mechanisms for conflict resolution
- 20 local conflict resolution initiatives and 10 community awareness-raising sessions to address land conflicts and reduce tension and violence
- 5 working sessions and coaching sessions with civil society actors, including women and young people, on meaningful and effective participation in the political and peace process, including the involvement of women in the conflict resolution mechanisms at the local level
- Monthly meetings with parliamentary caucuses on governance reform and the resolution of conflicts at the provincial level
- Monthly meetings with members of the Government at the national and provincial levels to engage on the implementation of the joint strategy and press for governance reform
- 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
- 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 the deployment of 12 missions to monitor the implementation of the programmes of the International Security and Stabilization Support Strategy

*Expected accomplishment**Indicators of achievement*

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

2.2.1 Number of bills on public administration, protection of human rights defenders and access to information adopted and implemented (2019/20: not applicable; 2020/21: 3; 2021/22: 3)

2.2.2 Reduced number of documented violations committed by State actors related to political rights and freedom of assembly and expression (2019/20: 741; 2020/21: 900; 2021/22: 600)

2.2.3 Number of complaints from citizens handled by the National Human Rights Commission (2019/20: 4,440; 2020/21: 3,000; 2020/21: 3,000)

Outputs

- 2 workshops with national institutions 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
- 10 awareness-raising and information sessions for 200 local community members and leaders, including young people in urban and rural areas of concern promoting reconciliation and social cohesion
- 10 confidence-building sessions with State actors on managing 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 all over 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, Beni and Kalemie conducted through Radio Okapi to increase awareness on 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"

*Expected accomplishment**Indicators of achievement*

2.3 Strengthened capacity and capability of State institutions to establish and maintain the rule of law and security

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 (2019/20: not applicable; 2020/21: 15 per cent; 2021/22: 30 per cent)

2.3.2 Decreased percentage of pretrial detainees in prisons (2019/20: 73 per cent; 2020/21: 70 per cent; 2021/22: 67 per cent)

2.3.3 Number of prison security-related incidents (2019/20: 5; 2020/21: 13; 2021/22: 10)

2.3.4 Increased number of clusters of villages affected by armed conflict or intercommunal violence where State authorities are actively present and exercise their authority to effectively resolve or manage conflict (2019/20: not applicable; 2020/21: not applicable; 2021/22: 4)

2.3.5 Increased percentage of Congolese reporting trust in the justice system (2019/20: 29 per cent; 2020/21: 30 per cent; 2021/22: 32 per cent)

Outputs

- Daily monitoring and advocacy with the committee of the Congolese national police in charge of reform on the implementation of the reform action plan (2020–2024) to boost the institutional development of the Congolese national police
- Daily high-level monitoring of the Inspectorate General of the Congolese national police, through co-location to promote accountability, respect for human rights and the fight against impunity, to monitor internal audit and control missions and to investigate complaints against the police on human rights violations
- 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 2 monitoring mechanisms in Kasai and Kasai Central on conflict prevention and peacebuilding initiatives to prevent a return to violent conflict
- 1 joint workshop, 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 road map 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 member States 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 of defence attachés, interior security attachés and political advisers of bilateral and multilateral partners to foster a coherent approach in support of the Government on security sector reform
- Monthly monitoring and 5 training sessions for judicial authorities in North Kivu, South Kivu, Ituri, Tanganyika and Kinshasa on the investigation and prosecution of war crimes, crimes against humanity and other grave human rights violations, and judicial protection measures
- 10 high-level consultations with officials of the Ministry of Justice on pending disciplinary or judiciary measures for 25 cases of violations identified through the application of the United Nations human rights due diligence policy
- 12 meetings with the Auditor General of FARDC and other senior justice officials to provide strategic advice on prosecutorial strategies and case prioritization
- 24 high-level meetings with officials of the Ministry of Justice and the Ministry of Human Rights to foster accountability, promote human, civil and political rights, combat impunity, promote national reconciliation and promote reparations for victims of human rights violations
- 6 high-level advocacy meetings with officials of the Ministry of Justice and the Ministry of Human Rights to hold to account alleged perpetrators of violations of international humanitarian law or violations and abuses of human rights
- Training of 2,700 officers of the Congolese national police, of whom 20 per cent will be female officers, on investigative procedures and crime scene management, including forensics techniques, taking into account gender-responsive approaches
- Provision of weekly advice and mentoring to judicial authorities in 7 priority zones on strengthening the functioning of the criminal justice chain, due process, including judicial protection, and the reduction of unlawful detention
- Monthly technical meetings of the subgroups on the fight against impunity and on the performance of the Ministry of Justice to implement the priority action plan of the national justice reform policy; 2 meetings of the technical follow-up committee; and 1 strategic meeting of the steering committee in support of the monitoring of the implementation of the priority action plan for 2021
- Facilitation of 45 meetings of follow-up committees on human rights violations of FARDC and the Congolese national police to provide awareness-raising 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 4 provinces on strengthening the functioning of the criminal justice chain, due process and the reduction of unlawful detention
- Organization of 50 civilian mobile court hearings in 4 provinces 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
- 1 workshop for 40 personnel of the Inspectorate General of judicial and penitentiary services on building their professional capacity and improving services

- 8 judicial assessments of courts and prosecution offices in 4 provinces and restitution workshops on the findings
- 15 press conferences on peace and security on support for the Congolese national police, FARDC, the judicial system, human rights and the targeting of journalists
- 10 planning workshops with 200 officials of the Ministry of Justice on the implementation of national prison law reforms; and 2 evaluation sessions on reform-related projects, programmes and policies
- Training of 10 female executives in the management of women's prisons in line with the implementation of the action plan on the management of women in prison and children in conflict with the law
- 10 training sessions for 200 police officers, of whom 30 per cent will be female, on the prevention of sexual violence and the protection of victims of sexual violence
- 1 training-of-trainers session for 250 police officers, of whom 30 per cent will be female, on investigative procedures, crime scene management and forensics techniques
- Training of 180 male security personnel, 30 female security personnel, 30 support staff and 20 staff of juvenile detention centres on prison management

External factors

Relevant authorities and political actors at all levels commit 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

<i>Category</i>	<i>Total</i>
<i>I. United Nations police</i>	
Approved 2020/21	591
Proposed 2021/22	591
Net change	–
<i>II. Formed police units</i>	
Approved 2020/21	1 410
Proposed 2021/22	1 410
Net change	–
<i>III. Government-provided personnel</i>	
Approved 2020/21	90
Proposed 2021/22	90
Net change	–

IV. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Police Commissioner									
Approved posts 2020/21	–	1	2	2	1	6	–	–	6
Proposed posts 2021/22	–	1	2	2	1	6	–	–	6
Net change	–	–	–	–	–	–	–	–	–
Corrections Unit									
Approved posts 2020/21	–	–	2	–	–	2	2	1	5
Proposed posts 2021/22	–	–	2	–	–	2	2	1	5
Net change	–	–	–	–	–	–	–	–	–
Disarmament, Demobilization and Reintegration Section									
Approved posts 2020/21	–	–	2	–	2	4	–	8	12
Proposed posts 2021/22	–	–	2	–	2	4	–	7	11
Net change	–	–	–	–	–	–	–	(1)	(1)
Approved temporary positions ^b 2020/21	–	–	–	4	–	4	53	–	57
Proposed temporary positions ^b 2021/22	–	–	–	1	–	1	56	–	57
Net change	–	–	–	(3)	–	(3)	3	–	–
Subtotal									
Approved 2020/21	–	–	2	4	2	8	53	8	69
Proposed 2021/22	–	–	2	1	2	5	56	7	68
Net change	–	–	–	(3)	–	(3)	3	(1)	(1)
Stabilization Support Section									
Approved posts 2020/21	–	–	4	5	–	9	2	1	12
Proposed posts 2021/22	–	–	4	5	–	9	2	1	12
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2020/21	–	–	–	1	–	1	–	–	1
Proposed temporary positions ^b 2021/22	–	1	–	1	–	2	–	–	2
Net change	–	1	–	–	–	1	–	–	1
Subtotal									
Approved 2020/21	–	–	4	6	–	10	2	1	13
Proposed 2021/22	–	1	4	6	–	11	2	1	14
Net change	–	1	–	–	–	1	–	–	1
Justice Support Section									
Approved posts 2020/21	–	1	2	3	–	6	15	1	22
Proposed posts 2021/22	–	1	2	3	–	6	15	1	22
Net change	–	–	–	–	–	–	–	–	–

Approved temporary positions ^b 2020/21	–	–	1	–	–	1	1	–	2
Proposed temporary positions ^b 2021/22	–	–	1	–	–	1	–	–	1
Net change	–	–	–	–	–	–	(1)	–	(1)
Subtotal									
Approved 2020/21	–	1	3	3	–	7	16	1	24
Proposed 2021/22	–	1	3	3	–	7	15	1	23
Net change	–	–	–	–	–	–	(1)	–	(1)
Political Affairs Division									
Approved posts 2020/21	–	2	15	11	4	32	14	5	51
Proposed posts 2021/22	–	2	15	11	4	32	14	9	55
Net change	–	–	–	–	–	–	–	4	4
Office of Public Information									
Approved posts 2020/21	–	1	3	7	4	15	13	–	28
Proposed posts 2021/22	–	1	3	6	4	14	13	–	27
Net change	–	–	–	(1)	–	(1)	–	–	(1)
Radio Okapi									
Approved posts 2020/21	–	–	2	–	1	3	109	–	112
Proposed posts 2021/22	–	–	2	–	1	3	104	–	107
Net change	–	–	–	–	–	–	(5)	–	(5)
Subtotal, civilian staff									
Approved 2020/21	–	5	32	28	12	77	155	16	248
Proposed 2021/22	–	5	32	27	12	76	150	19	245
Net change	–	–	–	(1)	–	(1)	(5)	3	(3)
Approved temporary positions ^b 2020/21	–	–	1	5	–	6	54	–	60
Proposed temporary positions ^b 2021/22	–	1	1	2	–	4	56	–	60
Net change	–	1	–	(3)	–	(2)	2	–	–
Total, including temporary positions									
Approved 2020/21	–	5	33	33	12	83	209	16	308
Proposed 2021/22	–	6	33	29	12	80	206	19	305
Net change	–	1	–	(4)	–	(3)	(3)	3	(3)
Total									
Approved 2020/21									2 399
Proposed 2021/22									2 396
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: decrease of 3 general temporary assistance positions (conversion of 3 positions at the P-3 level to the National Professional Officer level and continuation of 1 general temporary assistance position at the P-3 level)

National staff: increase of 3 general temporary assistance positions (conversion of 3 positions at the P-3 level to the National Professional Officer level and continuation of 53 general temporary assistance positions (7 National Professional Officer and 46 national General Service))

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

83. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that one position of Disarmament, Demobilization and Reintegration Assistant (United Nations Volunteer) be abolished.

84. During the 2021/22 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 in four provinces. The Section will also continue to provide good offices and technical support to the Government at both the national and local levels to ensure that the programme is effective; 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.

85. Accordingly, it is proposed that 5 positions of Disarmament, Demobilization and Reintegration Officer (1 P-3 and 4 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.

86. It is also proposed that three positions of Disarmament, Demobilization and Reintegration Officer (P-3) be converted to positions of Disarmament, Demobilization and Reintegration Officer (National Professional Officer) in order to build national disarmament, demobilization and reintegration capacity in preparation for the gradual drawdown of the Mission. The Disarmament, Demobilization and Reintegration Officers will be located in Goma, Bukavu and Beni, covering areas with the largest concentration of foreign and Congolese armed groups.

87. The Disarmament, Demobilization and Reintegration Officers will lead the disarmament, demobilization and reintegration teams in the Field Offices, managing the workplan and supervising staff; contribute to the substantive development and implementation of the disarmament, demobilization and reintegration programme, including the overall policy and legal framework, implementation strategy, operational modalities and action plans, considering national programme priorities and targets; provide technical inputs to the planning, design and implementation of projects, provide technical advice and assistance to key parties, consult with relevant stakeholders through inclusive and participatory processes and undertake continuous monitoring of project activities; coordinate the mobilization of networks of local partners and communities and facilitate their participation in the planning and implementation of the programmes and related activities; support efforts in resource

mobilization and the development of strategic partnerships with various donors and agencies; and, in consultation with relevant parties, develop targeted training programmes for institutional capacity-building.

Stabilization Support Section

International staff: increase of 1 general temporary assistance position (establishment of 1 general temporary assistance position at the D-1 level and continuation of 1 general temporary assistance position at the P-3 level)

88. In its resolution [2556 \(2020\)](#), 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.

89. In line with the transition strategy adopted the Security Council, MONUSCO will draw down and gradually hand over its responsibilities to the Congolese authorities and the United Nations country team. 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 should 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. In order to support the transition in the Kasai provinces, there is a need to retain the position of Coordination Officer (P-3).

90. The Coordination Officer (P-3) will 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 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.

91. In its resolution [2556 \(2020\)](#), 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.

92. The Security Council also called upon the Government to appoint a senior coordinator to address disarmament, demobilization and reintegration and to establish a strategy for the tailored disarmament, demobilization and reintegration of ex-combatants into civilian life, including through the development of local peacebuilding initiatives that are sensitive to the needs and experiences of women and girls.

93. In the fourth quarter of 2020, the Government clearly signalled its intent to pursue a new, community-based national disarmament, demobilization and

reintegration approach as a core component of efforts to sustainably reduce the threat posed by armed groups and to develop a framework outlining key strategic, political, institutional, legal, coordination, financial and operational parameters for disarmament, demobilization and reintegration. Accordingly, the President of the Democratic Republic of the Congo confirmed his intent to establish a new disarmament, demobilization, community reintegration and stabilization programme to replace existing structures. The national decentralized framework will accommodate various tailored disarmament, demobilization and reintegration initiatives at the local level, including the implementation of tools related to disarmament, demobilization and reintegration, such as community violence reduction and support for communities that welcome former combatants into civilian life by laying the foundations for stabilization, sustainable reintegration, recovery and reconciliation, complemented by development and peacebuilding programmes.

94. It was noted in the joint strategy on the progressive and phased drawdown of MONUSCO (see [S/2020/1041](#), annex) that, in the Kasai provinces and Tanganyika, the spontaneous demobilization of several armed groups following the peaceful transfer of presidential power had created new opportunities to address conflict drivers and tackle the long-standing development and humanitarian challenges affecting those regions. The support for the consolidation of such peace dividends, which are at the core of the peacebuilding process, require effective and strengthened coordination by MONUSCO and the United Nations country team in collaboration with key national and international stakeholders, in line with the humanitarian-development-peace nexus (triple nexus) approach. The management of effective coordination will be key to consistently addressing the underlying causes of conflict and systemic challenges generating humanitarian needs to durably stabilize the Kasai provinces and Tanganyika, furthering the peacebuilding process.

95. 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, it is proposed that one position of Principal Coordination Officer (D-1), to be based in Kinshasa, be established. The establishment of this position will ensure effective and well-coordinated support for the Government on community reintegration and stabilization issues at the capital level.

96. The Principal Coordination Officer (D-1), who will report to the Deputy Special Representative of the Secretary-General and Resident and Humanitarian Coordinator, will lead the Mission's engagement and advocacy on stabilization and community reintegration, ensuring an integrated approach and more effective coordination of international support, including from the United Nations country team as well as national and international actors. The Principal Coordination Officer will also support the national authorities in their resource mobilization efforts and ensure that international assistance is well targeted and effective. The Principal Coordination Officer will provide strategic guidance to the Mission on stabilization and ensure complementarity between stabilization and community reintegration efforts; oversee the development and implementation of stabilization and reintegration programmes in support of the anticipated new national disarmament, demobilization, community reintegration and stabilization programme, ensuring that they are aligned with the Mission's joint transition strategy and the disarmament, demobilization and reintegration operational strategy implemented by the Disarmament, Demobilization and Reintegration Section in Goma; coordinate the implementation of the International Security and Stabilization Support Strategy; support good offices for intercommunal reconciliation; liaise with the United Nations Joint Human Rights Office to ensure strict application of the human rights due diligence policy in all United Nations activities in support of community reintegration and stabilization,

with the Political Affairs Division to ensure political consistency, and with the Disarmament, Demobilization and Reintegration Section to ensure operational coherence; and oversee the effective transition in areas where the Mission has withdrawn or plans to withdraw, starting with the Kasai provinces and subsequently Tanganyika.

Justice Support Section

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

National staff: decrease of 1 general temporary assistance position (abolishment of 1 position at the National Professional Officer level)

97. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that one position of Associate Judicial Affairs Officer (National Professional Officer) be abolished.

98. During the 2021/22 period, the Justice Support Section will continue to implement a broad transition plan in the rule of law area, through greater coordination between the Mission, national authorities, the United Nations country team and the donor community. In the 2020/21 period, the Mission worked closely with the United Nations Development Programme to develop the Joint Justice Reform Support Programme, which was launched at the national level in November 2020. The programme will be the centrepiece of the Mission's justice transition strategy, establishing a solid base on which further United Nations efforts under the joint programme can be launched. In recognition of the Mission's transition strategy, the joint programme has focused on the Kasai provinces, Tanganyika and North Kivu. 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 2021/22 period and to increase its scope as a result of resource mobilization, and as the programme's management structures are still under development, 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 programme under development can be achieved.

99. 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 State institutions, including the civilian justice institutions; for the implementation of the Joint Justice Reform Support Programme, including resource mobilization and management of programmatic funding in support of the programme; and for the contribution of the Justice Support Section to the strategic planning and benchmarking processes associated with the Mission's transition.

Political Affairs Division

United Nations Volunteers: increase of 4 positions (establishment of 4 positions of United Nations Volunteer)

100. The Political Affairs Division provides and supports the good offices of the Mission's senior leadership on a range of political issues, including engagement with national institutions to support institutional stability, support for security sector reform and support for the MONUSCO mandate of protection of civilians. The first tier of protection work is political engagement at the provincial and national levels, with relevant provincial and national actors influencing the political and security dynamics in the eastern Democratic Republic of the Congo. In the broader context of

the Mission's transition in the Kasai provinces and the eastern provinces, there is increasing demand for political and good offices in support of the Joint Strategy leading to the drawdown of the Mission, as agreed with the Government. Furthermore, political activity in Kinshasa has notably expanded in the light of the forthcoming elections to be held in 2023, for which political interlocutors, including those from the critical eastern provinces, are strongly positioning themselves.

101. Two key dynamics also require increased political engagement to make possible the sustainable improvement in the country's security situation and overall political stability, enabling the drawdown of the Mission. First, as part of the political contribution to the protection and stabilization mandate of the Mission, there is a need to identify and undermine the networks of so-called spoilers of the Government's stabilization efforts. These spoilers are politicians, businesspersons and community or civil society leaders who support and advise armed groups in the eastern Democratic Republic of the Congo to sustain the illegal exploitation of natural resources from which they benefit. Second, as part of the mandate on the strengthening of national institutions and democratic consolidation, there is a need to support electoral reforms announced by the Government to strengthen the credibility and inclusivity of the next electoral cycle, aimed in particular at significantly increasing the participation of women. Political solutions leading to durable stability are the basis of the successes that will permit the further drawdown and transition of the Mission. Accordingly, it is proposed that four positions of Associate Political Affairs Officers (1 international and 3 national United Nations Volunteers) be established.

102. The Associate Political Affairs Officer (international United Nations Volunteer) will support political engagement with the Government and parliament, increasing the Division's capacity to deliver its good offices support at the national level in a context of ongoing needs for electoral reform and democratization support connected with the forthcoming elections to be held in 2023 and the importance that ongoing democratic reforms play in the country's stabilization.

103. The Associate Political Affairs Officers (national United Nations Volunteers) will support the political work of the Mission in enhancing its efforts in the areas of protection of civilians and stabilization. It is critical to have national staff in these functions to identify and engage with the political, civil society and business interlocutors in Kinshasa and create the opportunities and leverage necessary to counter the spoilers who make possible the continued existence of armed groups. The Associate Political Affairs Officers will work in the three eastern provinces (Ituri, North Kivu and South Kivu) to bolster the Mission's political coverage, analysis, outreach and good offices and address the spoilers' influence on each of them.

Office of Public Information

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

104. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that one post of Associate Public Information Officer (P-2) be abolished.

Radio Okapi

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

105. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that four posts of Public Information

Assistant (national General Service) and one post of Broadcast Technology Technician (national General Service) be abolished.

Component 3: support

106. In the 2021/22 period, the Mission Support Division will continue to provide logistical and administrative support to all mission components to ensure delivery of the mandated tasks in a quality-assured and cost-effective manner. 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 reduce. This will be guided by internal mission staffing reviews and retrenchment processes.

107. MONUSCO plans to reduce its footprint in Entebbe, discontinuing regular flights for rest and recreation and providing a lump sum payment instead, and discontinuing flights for troop rotations, which will now be done from Goma rather than Entebbe, Bujumbura and Kigali. This is now possible because of the improved airport infrastructure in Goma and the recently constructed quarantine centres in locations in the eastern Democratic Republic of the Congo. The Mission will also be delivering supplies directly to the Democratic Republic of the Congo, where possible, and reduce the volume of cargo that is staged through Entebbe. These changes will allow for a reduction in support staff and support service contracts in Entebbe and the relocation of two aircraft from Entebbe to Goma.

108. Aviation services currently provided by military enabling units will be outsourced to local companies available in the market. This approach is more cost-effective and supports local capacity-building, which is an enshrined goal of the Mission's transition plan. In line with that plan, MONUSCO will continue to control the replacement of assets where safety and operational requirements are not compromised, with an emphasis on vehicles and infrastructure assets.

109. Adapting to the lessons learned from the COVID-19 pandemic, the Mission will reduce travel for training and will plan for more online training through learning platforms. Similarly, the Mission anticipates an extended reliance on communications and information technology platforms and, therefore, a reduction in official travel within and outside the mission area. The Mission will maintain preparedness to prevent and manage cases of COVID-19 by maintaining facilities at level II and level III hospitals with well-equipped isolation centres.

110. A number of environmental projects are proposed for execution, including the improvements to existing septic tanks, soak pits and ablution units, as well as improvements to camps for military contingent and formed police units.

111. With regard to surface transportation services, the Mission plans to replace the vehicle tracking CarLog system with a newer version with an online interface that ensures real-time data recording with the option to use the Global Positioning System (GPS) of the United States of America. This version will support the remote activation and deactivation of driving permits to prevent unauthorized access to the Mission's vehicles.

112. 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 done and are consistent with the Mission's drawdown 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.

Expected accomplishment

Indicators of achievement

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

3.1.1 Percentage of approved flight hours utilized (2019/20: 72.7 per cent; 2020/21: 90 per cent; 2021/22: 90 per cent)

3.1.2 Average annual percentage of authorized international posts vacant (2019/20: 11.8 per cent; 2020/21: 11.4 per cent; 2021/22: 11.5 per cent)

3.1.3 Average annual percentage of female international civilian staff (2019/20: 29.9 per cent; 2020/21: 38 per cent; 2021/22: 42 per cent)

3.1.4 Average number of days for roster recruitments, from closing of the job opening to candidate selection, for international candidates (2019/20: 84; 2020/21: 62; 2021/22: 62)

3.1.5 Average number of days for post-specific recruitments, from closing of the job opening to candidate selection, for international candidates (2019/20: 119; 2020/20: 120; 2021/22: 120)

3.1.6 Overall score on the Administration's environmental management scorecard (2019/20: 74; 2020/21: 100; 2021/22: 74)

3.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2019/20: 97.3 per cent; 2020/21: 98.5 per cent; 2021/22: 98.5 per cent)

3.1.8 Compliance with the field occupational safety risk management policy (2019/20: 80.0 per cent; 2020/21: 100 per cent; 2021/22: 85 per cent)

3.1.9 Overall score on the property management index based on 20 underlying key performance indicators (2019/20: 1,872; 2020/21: 1,830; 2021/22: 2,000)

3.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2019/20: 20 per cent; 2020/21: 20 per cent; 2021/22: 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 (2019/20: 72 per cent; 2020/21: 100 per cent; 2021/22: 75 per cent)

3.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2019/20: 97 per cent; 2020/21: 98 per cent; 2021/22: 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 25 recommendations of the Office of Internal Oversight Services targeted for implementation by year end (31 December) and 20 prior fiscal-year recommendations from the Board of Auditors, as accepted by management

Aviation services

- Operation and maintenance of 39 aircraft, including 9 fixed-wing and 30 rotary-wing aircraft, and 3 unmanned aerial vehicles
- Provision of 17,824 planned flight hours, including 6,264 from commercial providers and 11,560 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 39 aircraft, and 8 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$1,054.6 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 2,560 civilian personnel (618 international staff, 1,567 national staff, 57 temporary positions and 318 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 5,408 civilian personnel and support for out-of-mission training for 95 civilian personnel
- Support for the processing of 5,400 in-mission and 235 outside-mission travel requests for non-training purposes and 95 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for 106 mission sites in 12 locations
- Implementation of 6 construction, renovation and alteration projects, including construction or maintenance of 300 km of road, 10 culverts and 8 bridges, 8 airfields and 60 helipads
- Operation and maintenance of 869 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 (23 waste treatment plants in 8 locations, 33 water treatment and purification plants in 8 locations and 6 water bottling plants in 6 locations)
- Provision of waste management services, including liquid and solid waste collection and disposal in 12 locations
- Provision of cleaning, ground maintenance, pest control and laundry services in 9 locations, as well as catering services in 9 locations

Fuel management services

- Management of supply and storage of 32.4 million litres of petrol, including 18.1 million for air operations, 4.9 million for ground transportation and 9.4 million for generators and other facilities, and of oil and lubricants across distribution points and storage facilities in 41 locations, including 8 storage facilities and 33 distribution points

Geospatial, information and telecommunications technology services

- Provision of and support for 5,270 handheld portable radios, 1,848 mobile radios for vehicles and 232 base station radios
- Operation and maintenance of 40 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 115 microwave links, as well as provision of satellite and mobile phone service plans
- Provision of and support for 3,823 computing devices and 832 printers for an average strength of 3,791 civilian and uniformed end users, in addition to 1,311 computing devices and 28 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 42 local area networks and 14 wide area networks in 27 sites
- Analysis of geospatial data covering 19,636 km², maintenance of topographic and thematic layers and production of 41 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (10 level I clinics/dispensaries) and support for contingent-owned medical facilities (50 level I clinics, 2 level II hospitals and 1 level III hospital) in 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 \$297.0 million in acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of 12,437.5 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 \$375.4 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of 15,059 military and police personnel (184 military observers, 324 military staff officers, 12,866 contingent personnel, 455 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 60 military and formed police units at 75 sites
- Supply and storage of rations, combat rations and water for an average strength of 13,851 military contingents and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 15,059 military and police personnel and 55 government-provided personnel
- Support for the processing of 50 in-mission and 12 outside-mission travel requests for non-training purposes and 23,540 travel requests for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 1,406 United Nations-owned vehicles (756 light passenger vehicles, 241 special-purpose vehicles, 29 ambulances, 30 armoured vehicles, 212 other specialized vehicles and 138 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 950 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 a conduct and discipline awareness programme for 17,619 military, police and civilian personnel, including monitoring activities and recommendations on remedial actions
- Facilitation of the referral of victims of sexual exploitation and abuse for medical, psychological and legal assistance, when and where misconduct has occurred, in close coordination with relevant partners
- Implementation of a community sensitization campaign targeting the population at risk, through 20 sensitization activities and the dissemination of outreach materials to 8,000 members of the communities, with the active support of the community-based complaint networks and nominated focal points
- Assessment of all reported cases 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 43 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 15 mandatory awareness sessions on HIV/AIDS for 200 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 4,500 mission personnel
- Conduct of 18 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; 1,300 quick-response interventions in support of United Nations personnel; 300 escorts conducted by the United Nations security quick-reaction team; and weekly radio checks for United Nations personnel
- 24-hour close protection for senior mission staff and visiting high-level officials, including extraction and rescue operations
- 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 1,200 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
- Conduct of training for 50 international United Nations security officers on firearms and 500 United Nations staff on safe and secure approaches to field environments; and 400 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 52,000 identity cards for civilian and military personnel
- Screening of 35,000 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 2020/21	–	1	4	5	2	12	8	2	22
Proposed posts 2021/22	–	1	4	4	2	11	8	2	21
Net change	–	–	–	(1)	–	(1)	–	–	(1)
HIV/AIDS Unit									
Approved posts 2020/21	–	–	1	–	–	1	6	–	7
Proposed posts 2021/22	–	–	1	–	–	1	6	–	7
Net change	–	–	–	–	–	–	–	–	–
Security and Safety Section									
Approved posts 2020/21	–	–	4	8	65	77	223	–	300
Proposed posts 2021/22	–	–	4	8	64	76	210	–	286
Net change	–	–	–	–	(1)	(1)	(13)	–	(14)
Mission Support Division									
Office of the Director									
Approved posts 2020/21	–	1	5	5	3	14	16	2	32
Proposed posts 2021/22	–	1	5	5	3	14	16	2	32
Net change	–	–	–	–	–	–	–	–	–
Operations and Resources Management									
Approved posts 2020/21	–	1	20	22	89	132	208	49	389
Proposed posts 2021/22	–	1	20	21	84	126	199	46	371
Net change	–	–	–	(1)	(5)	(6)	(9)	(3)	(18)
Service Delivery Management									
Approved posts 2020/21	–	1	14	26	98	139	527	137	803
Proposed posts 2021/22	–	1	14	25	96	136	514	128	778
Net change	–	–	–	(1)	(2)	(3)	(13)	(9)	(25)
Supply Chain Management									
Approved posts 2020/21	–	1	10	18	74	103	263	79	445
Proposed posts 2021/22	–	1	9	17	70	97	250	71	418
Net change	–	–	(1)	(1)	(4)	(6)	(13)	(8)	(27)
Subtotal, Mission Support Division									
Approved posts 2020/21	–	4	49	71	264	388	1 014	267	1 669
Proposed posts 2021/22	–	4	48	68	253	373	979	247	1 599
Net change	–	–	(1)	(3)	(11)	(15)	(35)	(20)	(70)

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			
Total									
Approved posts 2020/21	–	5	58	84	331	478	1 251	269	1 998
Proposed posts 2021/22	–	5	57	80	319	461	1 203	249	1 913
Net change	–	–	(1)	(4)	(12)	(17)	(48)	(20)	(85)

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

Conduct and Discipline Team

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

113. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that 1 post of Conduct and Discipline Officer (P-3) be abolished.

Security and Safety Section

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

National staff: decrease of 13 posts (abolishment of 13 posts (1 National Professional Officer and 12 national General Service))

114. As a result of the closure of the field office in Kananga, the sub-office in Tshikapa and the office in Kigali on 30 June 2021, it is proposed that 1 post of Security Officer (Field Service), 1 post of Associate Security Officer (National Professional Officer), 5 posts of Field Security Assistant (national General Service) and 7 posts of Field Security Guard (national General Service) be abolished.

Field Technology Section

International staff: decrease of 5 posts (abolishment of 5 posts at the Field Service level)

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

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

115. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that 1 post of Property Management Officer (Field Service), 3 posts of Telecommunications Assistant (2 Field Service and 1 national General Service), 1 Information Systems Assistant (national General Service) and 1 position of Information Technology Assistant (United Nations Volunteer) be abolished.

116. As a result of the scaling down of the Mission's footprint in Entebbe brought about by the use of the Goma airport rather than the Entebbe airport for the movement of troops and the resulting discontinuation of regular flights to and from Entebbe, and in view of the consolidation of services between the Mission and the Regional Service Centre in Entebbe, it is proposed that 3 posts of Information Systems Assistant (1 Field Service and 2 national General Service), 1 post of Telecommunications Assistant (Field Service), 1 post of Associate Information Systems Officer (National

Professional Officer), 1 post of Information Management Assistant (national General Service) and 1 position of Information Systems Assistant (United Nations Volunteers) in Entebbe be abolished.

Mission Support Centre

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

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

117. As a result of the closure of the field office in Kananga and the sub-office in Tshikapa on 30 June 2021, it is proposed that 1 post of Logistics Assistant (national General Service) and 1 position of Logistics Officer (United Nations Volunteer) be abolished.

Field Administrative Offices

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

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

118. As a result of the closure of the field office in Kananga and the suboffice in Tshikapa on 30 June 2021, it is proposed that 1 post of Administrative Officer (P-3) and 2 posts of Associate Administrative Officer (National Professional Officer) be abolished.

Transport Section

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

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

119. As a result of the closure of the field office in Kananga and the suboffice in Tshikapa on 30 June 2021, it is proposed that 1 position of Heavy Vehicle Mechanic (United Nations Volunteer) be abolished.

120. As a result of the scaling down of the Mission's footprint in Entebbe brought about by the use of the Goma airport rather than the Entebbe airport for the movement of troops and the resulting discontinuation of regular flights to and from Entebbe, it is proposed that 4 posts of Vehicle Technician (national General Service), 1 post of Heavy Vehicle Operator (national General Service), 1 post of Team Assistant (national General Service) and 1 position of Heavy Vehicle Mechanic (United Nations Volunteer) in Entebbe be abolished.

Aviation Section

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

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

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

121. As a result of the closure of the field office in Kananga and the suboffice in Tshikapa on 30 June 2021, it is proposed that 1 position of Fire Marshall (United

Nations Volunteer) and 1 position of Air Operations Assistant (United Nations Volunteer) be abolished.

122. As a result of the scaling down of the Mission's footprint in Entebbe brought about by the use of the Goma airport rather than the Entebbe airport for the movement of troops and the resulting discontinuation of regular flights to and from Entebbe, it is proposed that 2 posts of Associate Air Operations Officer (1 P-2 and 1 National Professional Officer), 3 posts of Air Operations Assistant (national General Service) and 1 position of Air Operations Assistant (United Nations Volunteer) in Entebbe be abolished.

Medical Section

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

123. As a result of the closure of the field office in Kananga and the suboffice in Tshikapa on 30 June 2021, it is proposed that 1 position of Medical Officer (United Nations Volunteer) and 1 position of Nurse (United Nations Volunteer) be abolished.

Engineering Section

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

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

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

124. As a result of the closure of the field office in Kananga and the suboffice in Tshikapa on 30 June 2021, it is proposed that 1 post of Electrician (Field Service), 1 post of Water and Sanitation Assistant (national General Service) and 1 position of Engineer (United Nations Volunteer) be abolished.

Life Support Section

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

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)

125. As a result of the closure of the field office in Kananga and the suboffice in Tshikapa on 30 June 2021, it is proposed that 1 post of Team Assistant (national General Service) and 1 position of Fuel Assistant (United Nations Volunteer) be abolished.

126. As a result of the scaling down of the Mission's footprint in Entebbe brought about by the use of the Goma airport rather than the Entebbe airport for the movement of troops and the resulting discontinuation of regular flights to and from Entebbe, it is proposed that 2 posts of Supply Assistant (1 Field Service and 1 national General Service) in Entebbe be abolished.

Centralized Warehouse

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

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

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

127. As a result of the scaling down of the Mission's footprint in Entebbe brought about by the use of Goma rather than Entebbe as the main hub for the delivery of goods to the Mission, it is proposed that 2 posts of Logistics Assistant (1 Field Service and 1 national General Service), 2 posts of Receiving and Inspection Assistant (national General Service) and 2 positions of Logistics Assistant (United Nations Volunteer) in Entebbe be abolished.

Procurement Section

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

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)

128. In line with the proposal included in the report of the Secretary-General on the proposed budget for the Regional Service Centre in Entebbe for the period from 1 July 2021 to 30 June 2022 (A/75/770, paras. 37 and 39), it is proposed that all posts from the Global Procurement Support Section be transferred from peacekeeping mission budgets to the Regional Service Centre budget. For MONUSCO, this includes 2 posts of Procurement Officer (1 P-4 and 1 P-3), 3 posts of Procurement Assistant (1 Field Service and 2 national General Service) and 1 position of Procurement Assistant (United Nations Volunteer).

Contracts Management Section

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

129. As a result of the scaling down of the Mission's footprint in Entebbe brought about by the use of the Goma airport rather than the Entebbe airport for the movement of troops and the resulting discontinuation of regular flights to and from Entebbe, and by the use of Goma rather than Entebbe as the main hub for the delivery of goods to the Mission, it is proposed that 1 post of Contracts Management Assistant (national General Service) in Entebbe be abolished.

Movement Control Section

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

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

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

130. As a result of the closure of the field office in Kananga, the suboffice in Tshikapa and the offices in Kigali and Bujumbura on 30 June 2021, it is proposed that 4 posts of Movement Control Assistant (1 Field Service and 3 national General Service) and 2 positions of Movement Control Assistant (United Nations Volunteer) be abolished.

131. As a result of the scaling down of the Mission's footprint in Entebbe brought about by the use of the Goma airport rather than the Entebbe airport for the movement of troops and the resulting discontinuation of regular flights to and from Entebbe, it is proposed that 4 posts of Movement Control Assistant (1 Field Service and 3 national General Service), 1 post of Mail Assistant (national General Service) and 3 positions of Movement Control Assistant (United Nations Volunteer) in Entebbe be abolished.

II. Financial resources

A. Overall

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

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	29 080.1	32 890.2	32 903.0	12.8	–
Military contingents	447 676.7	415 984.9	420 797.7	4 812.8	1.2
United Nations police	16 375.0	32 843.5	28 405.5	(4 438.0)	(13.5)
Formed police units	26 798.2	44 360.0	40 155.5	(4 204.5)	(9.5)
Subtotal	519 930.0	526 078.6	522 261.7	(3 816.9)	(0.7)
Civilian personnel					
International staff	137 861.6	147 829.3	146 884.2	(945.1)	(0.6)
National staff	89 427.5	84 214.6	90 384.1	6 169.5	7.3
United Nations Volunteers	19 833.1	16 747.7	19 487.1	2 739.4	16.4
General temporary assistance	9 061.8	5 285.1	5 526.4	241.3	4.6
Government-provided personnel	2 699.1	3 930.0	3 428.6	(501.4)	(12.8)
Subtotal	258 883.1	258 006.7	265 710.4	7 703.7	3.0
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants and consulting services	210.4	708.8	695.3	(13.5)	(1.9)
Official travel	3 583.3	5 444.9	4 812.4	(632.5)	(11.6)
Facilities and infrastructure	53 732.3	58 248.8	47 457.1	(10 791.7)	(18.5)
Ground transportation	12 572.3	13 657.2	10 191.9	(3 465.3)	(25.4)
Air operations	104 700.3	125 650.1	110 221.5	(15 428.6)	(12.3)
Marine operations	1 228.6	345.0	701.5	356.5	103.3
Communications and information technology	31 465.0	38 169.1	42 940.1	4 771.0	12.5
Medical	6 709.2	1 558.7	2 308.8	750.1	48.1
Special equipment	–	–	–	–	–
Other supplies, services and equipment	41 591.9	45 970.7	45 807.9	(162.8)	(0.4)
Quick-impact projects	1 485.6	1 500.0	1 500.0	–	–
Subtotal	257 278.9	291 253.3	266 636.5	(24 616.8)	(8.5)
Gross requirements	1 036 092.0	1 075 338.6	1 054 608.6	(20 730.0)	(1.9)
Staff assessment income	27 885.5	26 394.2	27 277.3	883.1	3.3
Net requirements	1 008 206.5	1 048 944.4	1 027 331.3	(21 613.1)	(2.1)
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	1 036 092.0	1 075 338.6	1 054 608.6	(20 730.0)	(1.9)

B. Non-budgeted contributions

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	15 338.4
Total	15 338.4

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

C. Efficiency gains

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

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Maintenance services; petrol, oil and lubricants	841.4	Connection of MONUSCO sites to the closest existing hydropower service providers to reduce the Mission's dependency on generators and reduce fuel consumption and requirements for spare parts and maintenance
Utilities and waste disposal services; maintenance services	30.0	Gradual change towards LED lighting technology to reduce energy consumption and, consequently, costs of utilities and the use of generators
Utilities and waste disposal services	23.0	Installation of lighting sensors in the Mission warehouses to reduce the use of artificial lighting and, therefore, energy consumption
Utilities and waste disposal services	50.0	Installation of solar farms in mission sites in Goma to reduce costs of utilities
Total	944.4	

D. Vacancy factors

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

(Percentage)

<i>Category</i>	<i>Actual 2019/20</i>	<i>Approved 2020/21</i>	<i>Projected 2021/22</i>
Military and police personnel			
Military observers	30.3	23.0	23.0
Military contingents	4.7	4.2	5.7
United Nations police	46.4	10.0	23.0
Formed police units	14.2	6.4	12.8

<i>Category</i>	<i>Actual 2019/20</i>	<i>Approved 2020/21</i>	<i>Projected 2021/22</i>
Civilian personnel			
International staff	11.8	11.4	11.5 ^b
National staff			
National Professional Officers	16.2	17.6	10.6
National General Service staff	4.1	4.1	4.6
United Nations Volunteers			
International	6.0	9.6	2.7 ^b
National	18.2	18.2 ^b	9.1 ^b
Temporary positions ^a			
International staff	20.0	0.0 ^b	16.7 ^b
National Professional Officers	75.0	11.0 ^b	25.0
National General Service staff	2.2	4.1	0.7
Government-provided personnel	50.0	30.0	38.9

^a Funded under general temporary assistance.

^b A 50 per cent vacancy rate has been applied to new posts and positions.

135. 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 2019/20 financial period and the first half of the 2020/21 period, as well as the historical pattern and projected deployments based on planning for the 2021/22 period.

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

136. Requirements for the period from 1 July 2021 to 30 June 2022 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$142,416,800, 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	70 717.7	6 889.8	77 607.5
Self-sustainment	60 335.2	4 474.1	64 809.3
Total	131 052.9	11 363.9	142 416.8

<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
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A. Applicable to Mission area

Extreme environmental condition factor	1.8	1 July 2017	30 June 2017
Intensified operational condition factor	2.9	1 July 2017	30 June 2017
Hostile action/forced abandonment factor	4.7	1 July 2017	30 June 2017

B. Applicable to home country

Incremental transportation factor	0.0–3.5		
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F. Training

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	37.5
Official travel	
Official travel, training	647.6
Other supplies, services and equipment	
Training fees, supplies and services	633.8
Total	1 318.9

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

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>
Internal	1 997	2 483	2 295	2 904	3 310	3 113	52 429	17 477	23 535
External ^a	32	89	79	9	22	16	9	5	5
Total	2 029	2 572	2 374	2 913	3 332	3 129	52 438	17 482	23 540

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

139. The planned training activities for the 2021/22 period consist of 356 courses for 5,503 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 national staff. 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 virtual courses. 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. Special attention will be given to training in communications systems to support the restructuring of the Office of Public Information. 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 and mentoring, which have been successful in the past, will be continued in the 2021/22 period, with additional external assistance and a career transition workshop once pandemic restrictions subside. 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 for national staff and a financial planning workshop for career transition will also be organized in the 2021/22 period. Learning and the upgrading of skills will continue in field offices and various locations through package training.

140. 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

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Facilities and infrastructure	
Construction, alteration, renovation and maintenance	250.0
Acquisition of engineering supplies	250.0
Ground transportation	
Petrol, oil and lubricants	25.0
Communications	
Public information and publication services	36.0
Medical	
Medical services	5.0
Supplies	20.0
Other supplies, services and equipment	
Rations	885.0
Freight	115.0
Community violence reduction programmes	1 500.0
Total	3 086.0

142. In the 2021/22 period, MONUSCO will support the strengthening of disarmament and demobilization processes and develop, together with the Government, local authorities, local NGOs, United Nations agencies and international partners, initiatives aimed at a sustainable reduction in armed group activity, notably in North Kivu, South Kivu, Tanganyika and Ituri provinces. The Mission will support the Government in implementing its national disarmament, demobilization and reintegration programme, with a focus on community-based reintegration. The programme will target 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.

143. The Mission's priorities during the period will continue to be to 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; support the Government in reaching out to targeted armed groups that present the greatest threat to civilians, to facilitate their negotiated surrender; support the Government in managing the disarmament and demobilization process for armed groups, as well as the reinsertion phase; and disarm, provide transitional support and repatriate 100 foreign combatants and their dependents.

144. 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 six secondary transit camps, in Kiwanja, Nyamilima, Nyanzale, Kanyabayonga, Kitchanga, Minembwe, to process the surrender of 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 three 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 to provide tailored and targeted support.

145. 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

146. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2021 to 30 June 2022 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	3 444.7

147. In the 2021/22 period, in order to reinforce the protection of civilians, the Mission will continue to address the threat posed by explosive hazards through: (a) survey, clearance and disposal of explosive hazards; (b) provision of quality assurance and control in support of the national capacity to address the threat of explosive ordnance; (c) 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; (d) assessment and destruction of unserviceable, obsolete or surplus ammunition for military contingents and formed police units; (e) clearance of MONUSCO camps prior to their handover to the Government or the United Nations country team; (f) awareness-raising sessions for the Mission's civilian and uniform staff on the explosive ordnance threat; and (g) deployment of two experts on improvised explosive devices to increase the Mission's preparedness and readiness to manage threats relating to improvised explosive devices, through training and their disposal.

I. Other programmatic activities

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

(Thousands of United States dollars)

<i>Category</i>	<i>Proposed amount</i>
Confidence-building	320.4
Community stabilization projects	171.4
Community violence reduction	4 000.0
Human rights	728.0
Peace consolidation	353.2
Rule of law/security institutions	3 628.0
Transitional reinsertion support package	250.0
Small arms and light weapons management	800.0
Arms embargo	800.0
Total	11 051.0

149. The proposed resources for programmatic activities in the 2021/22 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.

150. 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 to effectively engage, monitor and advocate community-based protection (\$320,400).

151. In support of stabilization and peace consolidation, the Mission will implement a programme to support the resolution of entrenched and long-standing intercommunal

conflicts in Tanganyika, Ituri, North Kivu and South Kivu that are seen as major conflict drivers and root causes of conflict (\$171,400).

152. The Mission will continue its community violence reduction programme in North Kivu, South Kivu, Ituri and Tanganyika to support communities in reducing violence and building local resilience and livelihoods. The programme will focus on communities where ex-combatants may be returning following an agreed community-based disarmament, demobilization and reintegration process or where armed groups are operating, in order to support vulnerable youth and others in securing alternate livelihoods, thereby reducing the incentives for them to join armed groups and reducing violence (\$4,000,000).

153. 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 transitional justice initiatives, including the establishment of a transitional justice commission at the national level, the strengthening of the capacity of the judicial system to combat impunity and support for victims of violence and serious crimes, as part of the transition from peacekeeping to peacebuilding in post-conflict areas and in provinces affected by ongoing armed conflict and violence (\$728,000).

154. The Mission will undertake a joint project with the United Nations Development Programme and the government statistics agency to run a biannual public perception poll on access to justice, security, stabilization, social cohesion and community engagement, which will inform the decision-making of the Mission in terms of achieving benchmarks for withdrawal and of the Government to increase its engagement and inform its actions (\$353,200).

155. 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 Tanganyika, Ituri, South Kivu and North Kivu (\$560,000), and support for the Government in implementing the national justice reform policy through the United Nations joint justice reform support programme (\$300,000). A programme will be implemented to support the Congolese National Police in improving police training on command and control and on leadership and management for senior officers; improving accountability through support for the Inspector-General oversight mechanism; enhancing the prevention of sexual violence and the protection of victims of sexual violence; and refurbishing key premises, including the National Police training school (\$200,000). A programme will support the national prison reform process and will include prison evaluation missions, efforts to professionalize the workforce and efforts to build the capacity of national prison authorities to improve the management of the prison system (\$445,000).

156. Furthermore, in four provinces, the Mission will build the capacity of the Congolese National Police to protect civilians through dedicated training on community policing and continued support for the implementation of community policing in dedicated towns and villages, and by enhancing intervention capabilities, improving processes and providing logistical support and infrastructure refurbishment (\$1,600,000). The Mission will also focus on improving the 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, South Kivu and Tanganyika (\$300,000). The Mission will support the improvement in security at prisons in the

four provinces through better and more secure infrastructure, additional walls, improved security systems and surveillance; reduce overcrowding through prisoner transfers; improve basic conditions to reduce the potential for internal security incidents and prison breaks; and provide greater protection for prisons from being targeted by armed groups attempting to release members or gain additional recruits (\$223,000).

157. In the light of the joint transition strategy and the gradual departure of MONUSCO from the Kasai region, 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 Kasai and Kasai Central provinces 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, the reintegration of ex-combatants and support for the safe and sustainable return of internally displaced persons (\$250,000).

158. 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, and through assistance in the development of national standards and standard operating procedures on improvised explosive devices (\$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

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

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2019 to 30 June 2020 (actual)	1 485.6	40
1 July 2020 to 30 June 2021 (approved)	1 500.0	65
1 July 2021 to 30 June 2022 (proposed)	1 500.0	65

160. The proposed resource requirements for the 2021/22 period will remain at the level appropriated for the 2020/21 period. The implementation of quick-impact projects will continue to be an effective confidence-building tool shared between the Congolese population and MONUSCO through the joint design and execution of projects that address 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.

161. In the 2021/22 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

162. 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 contingents	\$4 812.8	1.2%

• Management: additional outputs and inputs

163. The main factors contributing to the variance under this heading are: (a) increased requirements for contingent-owned equipment due to the deployment of four quick-reaction forces whose equipment is more expensive than that of the battalions that they are replacing, improved serviceability and lower non-deployment factors for major equipment, and improved performance, compared with standards set in the memorandums of understanding for self-sustainment; and (b) increased requirements for travel on emplacement, rotation and repatriation due to an increase in the hourly cost of charter flights of \$270/hour, and to an increase in the flight time of three hours per rotation due to the change in the destination airport from Entebbe to Goma.

164. The overall increase in requirements is offset in part by: (a) reduced requirements for freight due to the discontinuation of the provision for the deployment of two quick-reaction forces and the repatriation of one battalion; and (b) reduced requirements for troop reimbursements due to a reduction in the proposed average number of troops to be deployed, and to higher deductions in the 2021/22 period for absent or non-functional contingent-owned equipment against troop reimbursement compared with the 2020/21 period. The proposed average number of troops to be deployed in the 2021/22 period is 12,866, compared with an average budgeted number of troops to be deployed of 13,065 in the 2020/21 period. The proposed delayed deployment factor for the 2021/22 period is 5.7 per cent, for an authorized strength of 13,640 (14,000 authorized troop ceiling, minus 360 troops to accommodate the increase in formed police units), compared with an approved delayed deployment factor of 4.2 per cent in the 2020/21 period.

	<i>Variance</i>	
United Nations police	(\$4 438.0)	(13.5%)

• Mandate: delayed deployment of police personnel

165. The main factor contributing to the variance under this heading is a reduction in the proposed average number of United Nations police to be deployed. The proposed average number of United Nations police to be deployed in the 2021/22 period is 455, compared with an average budgeted number of United Nations police to be deployed of 532 in the 2020/21 period. The proposed delayed deployment factor for the 2021/22 period is 23 per cent, compared with an approved delayed deployment factor of 10 per cent in the 2020/21 period.

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>	
Formed police units	(\$4 204.5)	(9.5%)

• **Mandate: delayed deployment of police personnel**

166. The main factors contributing to the variance under this heading are: (a) reduced requirements for freight due to the discontinuation of the provision for the deployment of the contingent-owned equipment of three formed police units; and (b) reduced requirements for formed police unit reimbursements due to a proposed decrease in the average number of personnel of formed police units to be deployed, and to higher deductions in the 2021/22 period for absent or non-functional contingent-owned equipment against police reimbursement compared with the 2020/21 period. The proposed average number of personnel of formed police units to be deployed in the 2021/22 period is 1,230, compared with an average budgeted number of personnel of formed police units to be deployed of 1,320 in the 2020/21 period. The proposed delayed deployment factor for the 2021/22 period is 12.8 per cent, for an authorized ceiling of 1,410, compared with an approved delayed deployment factor of 6.4 per cent in the 2020/21 period.

167. The overall decrease in requirements is offset in part by increased requirements for contingent-owned equipment and for major equipment due to the deployment of additional equipment, including armoured personnel carriers, wheeled infantry carriers, trailers, generators, crowd control vehicles, trucks and water cannons.

	<i>Variance</i>	
International staff	(\$945.1)	(0.6%)

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

168. The main factor contributing to the variance under this heading is the proposed abolishment of 23 international posts as a result of the closure of the field offices in Kananga and Tshikapa and of the scaling down of the Mission's footprint in Entebbe, the proposed establishment of 2 international posts and the proposed nationalization of 1 post, resulting in a net reduction of 22 international posts. The overall reduction in requirements is offset in part by an increase in the estimated average salary costs applied for the 2021/22 period.

	<i>Variance</i>	
National staff	\$6 169.5	7.3%

• **Cost parameters: change in average salary costs**

169. The main factor contributing to the variance under this heading is the increase in the estimated average salary costs applied for the 2021/22 period based on the latest salary scales for national staff in the Democratic Republic of the Congo and in Entebbe, and on a change in the point of the local salary scale used in the computation of national staff costs (NO-B step XI, and G-5, step VIII, in the 2021/22 period, compared with NO-B step X, and G-4, step XI, in the 2020/21 period).

170. The overall increase in requirements is offset in part by the proposed abolishment of 66 national posts (6 National Professional Officer and 60 national General Service) as a result of the closure of the field offices of Kananga and Tshikapa, the scaling down of the Mission's footprint in Entebbe and the nationalization of 1 post (national General Service), resulting in the net abolishment of 65 national posts (6 National Professional Officer and 59 national General Service).

	<i>Variance</i>	
United Nations Volunteers	\$2 739.4	16.4%

• **Management: change in vacancy rates**

171. The main factors contributing to the variance under this heading are: (a) the increase in the average volunteer living allowance, from \$2,414 per month budgeted in the 2020/21 period to \$2,853 per month budgeted in the 2021/22 period; and (b) the proposed application of lower budgeted vacancy rates of 2.7 per cent for international United Nations Volunteers and 9.1 per cent for national United Nations Volunteers for the 2021/22 period, compared with approved rates of 9.6 per cent for international United Nations Volunteers and 18.2 per cent for national United Nations Volunteers in the 2020/21 period.

172. The overall increase in requirements is offset in part by the proposed abolishment of 23 United Nations Volunteer positions and the proposed establishment of 4 United Nations Volunteer positions (1 international and 3 national), resulting in a net reduction of 19 United Nations Volunteer positions.

	<i>Variance</i>	
General temporary assistance	\$241.3	4.6%

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

173. The main factor contributing to the variance under this heading is the increase in the Mission's share of general temporary assistance related to the support activities for Umoja Extension 2 and other cross-cutting initiatives.

	<i>Variance</i>	
Government-provided personnel	(\$501.4)	(12.8%)

• **Management: change in vacancy rate**

174. The main factor contributing to the variance under this heading is the proposed application of a higher vacancy rate of 38.9 per cent in the 2021/22 period compared with an approved vacancy rate of 30.0 per cent in the 2020/21 period.

	<i>Variance</i>	
Official travel	(\$632.5)	(11.6%)

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

175. The main factors contributing to the variance under this heading are the increased conduct of virtual meetings and the increased use of virtual training, reducing the need for in-person travel.

	<i>Variance</i>	
Facilities and infrastructure	(\$10 791.7)	(18.5%)

• **Management: reduced inputs and outputs**

176. The main factors contributing to the variance under this heading are: (a) the discontinuation of a one-time provision for the reimbursement of claims for expended ammunition to troop-contributing countries; (b) reduced requirements for petrol, oil and lubricants due to a lower average price of \$0.7017 per litre for diesel and \$0.5885 per litre for kerosene in the 2021/22 period compared with a price of \$1.007 per litre

for diesel and \$0.899 per litre for kerosene in the 2020/21 period, and to the discontinuation of the one-time provision for mobilization fees for the new turnkey contract; (c) the discontinuation of the replacement of generators, given that more of the Mission's locations are connected to the national power grid, and that functional equipment from the closing field offices of Kananga and Tshikapa will be redeployed; and (d) a reduction in the acquisition of plumbing materials and wastewater treatment plants in view of the closure of the field offices of Kananga and Tshikapa.

	<i>Variance</i>	
Ground transportation	(\$3 465.3)	(25.4%)

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

177. The main factors contributing to the variance under this heading are: (a) reduced requirements for fuel due to a lower volume of fuel (4,954,248 litres in the 2021/22 period compared with 5,573,796 litres in the 2020/21 period) owing to the discontinuation of the one-time provision for fuel reserve and to a lower fuel consumption based on the pattern of consumption in the previous period, to a lower average price of \$0.7017 per litre in the 2021/22 period compared with a price of \$1.007 per litre in the 2020/21 period, and to the discontinuation of a one-time provision for mobilization fees for the new turnkey contract; and (b) the discontinuation of the provision for the rental of vehicles owing to the discontinuation of rotations of military and police personnel through Kigali and Bujumbura, which required the rental of vehicles for the travel to the Democratic Republic of the Congo.

178. The overall reduction in requirements is offset in part by increased requirements for the replacement of water and sewage trucks that are past life expectancy. The trucks are used for sanitation in military camps and installations, and their replacement is necessary to ensure continuous serviceability for the health and safety of personnel and for environmental protection.

	<i>Variance</i>	
Air operations	(\$15 428.6)	(12.3%)

• **Management: reduced inputs and outputs**

179. The main factors contributing to the variance under this heading are: (a) reduced requirements for fuel due to a lower volume of fuel (18,070,236 litres in the 2021/22 period compared with 18,116,039 litres in the 2020/21 period) owing mainly to the discontinuation of a one-time provision for fuel reserve, a lower average price of \$0.6537 per litre in the 2021/22 period compared with a price of \$0.962 per litre in the 2020/21 period, and to the discontinuation of a one-time provision for mobilization fees for the new turnkey contract; (b) reduced requirements for the rental of rotary-wing aircraft due to the discontinuation of 1 Mi-8 helicopter, and the replacement of 4 Mi-24 helicopters with 4 armoured Mi-8 whose cost per flight hour is significantly lower; and (c) reduced requirements for the rental of fixed-wing aircraft due to the reduction in the number of aircraft from 10 to 9, the replacement of 1 DHC-8 by 1 SAAB-340B, which has lower fixed costs, and a reduction in the number of flight hours.

	<i>Variance</i>	
Marine operations	\$356.5	103.3%

• **Management: additional inputs and outputs**

180. The main factor contributing to the variance under this heading is an increase in requirements for sea containers, in line with the pattern of expenditure in the previous three periods, taking into account the proposed level of acquisition in the 2021/22 period.

	<i>Variance</i>	
Communications and information technology	\$4 771.0	12.5%

• **Management: additional inputs and outputs**

181. The main factor contributing to the variance under this heading is the one-year cost of communications services in support of the Geolocation Threat Analysis Unit based on the letter of assist, which were budgeted only for six months in the 2020/21 period.

182. The increased requirements are offset in part by reduced requirements for telecommunications and network services due to the streamlining and consolidation of Internet services across the Mission and the use of terrestrial Internet technology, where possible, and to the lower cost of the centrally managed satellite transponder and the centrally managed leased lines.

	<i>Variance</i>	
Medical	\$750.1	48.1%

• **Management: additional inputs and outputs**

183. The main factors contributing to the variance under this heading are: (a) the acquisition of incinerators and other waste management equipment, including shredders and bulb crushers required for the implementation of the Mission's environmental action plan; (b) an increase in the prices of medical supplies; and (c) the acquisition of additional supplies in response to the COVID-19 pandemic.

	<i>Variance</i>	
Other supplies, services and equipment	(\$162.8)	(0.4%)

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

184. The main factors contributing to the variance under this heading are: (a) reduced requirements for bank charges due to continued negotiations between the United Nations and the bank, and to a lower number of banking transactions as a result of the reduction in the number of personnel; and (b) reduced requirements for freight due to the discontinuation of rotations of military and police personnel and their equipment through Kigali and Bujumbura and subsequently by road to the Democratic Republic of the Congo, given that all military and police rotations will now be done by air through Goma.

185. The reduced requirements are offset in part by: (a) increased requirements for training due to the planned replacement of external training by online training; and (b) increased requirements for awareness-raising and for camp management for the disarmament, demobilization and reintegration programme.

IV. Actions to be taken by the General Assembly

186. 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 \$1,054,608,600 for the maintenance of the Mission for the 12-month period from 1 July 2021 to 30 June 2022;
- (b) Assessment of the amount in subparagraph (a) above at a monthly rate of \$87,884,050 should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 74/286, 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 74/286)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Requests the Secretary-General to establish clear frameworks and guidelines to determine the solicitation procedure, whether invitation to bid or request for proposal, to be utilized for, inter alia, acquiring different types of goods and services, including aviation services, and to update the United Nations Procurement Manual accordingly (para. 9).	<p>The guidelines in section 6 (Solicitation) of the United Nations Procurement Manual, updated as at 30 June 2020, specifically those contained in section 6.3 (Solicitation methods), summarize the methods of solicitation and the guidance to determine when their use is appropriate.</p> <p>The Secretariat has contracted a consultant to review the aviation procurement practices of the United Nations, assess their current state and develop recommendations to further advance the maturity and capabilities of aviation procurement. The focus of the study is on the different solicitation methodologies (invitation to bid versus request for proposal) in aviation procurement and lessons learned from experience gained to date. It is expected that the results of the study will be available shortly.</p>
Also 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	It is stated in section 1.4 of the Procurement Manual that transparency means that all information on procurement policies, procedures, opportunities and processes is clearly defined, made public and/or provided to all interested parties concurrently. A transparent system has clear mechanisms to ensure compliance with established rules (e.g., unbiased specifications, objective evaluation criteria, standard

update the United Nations Procurement Manual accordingly (para. 10).

solicitation documents, equal information to all parties and the confidentiality of offers). Details on the awarding of contracts and purchase orders made by all Secretariat entities are now accessible on the website of the Procurement Division and on its mobile application.

The United Nations also included that requirement in the guidance contained in the Procurement Manual, specifically in section 10.2.1 (Posting of awarded contracts). The website of the Procurement Division has been updated with increased accessibility and additional information such as demand forecast for special political missions and their contract awards. Further updates with more information will be provided by the second quarter of 2021.

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

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

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

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

MONUSCO also conducts vendor debriefs for unsuccessful bidders, upon request, and in accordance with section 10.2.2 of the Procurement Manual. In addition, the Mission conforms to, or exceeds, best

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

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

practices by proactively going beyond the minimum requirements of the Procurement Manual to provide additional briefings to disgruntled or otherwise dissatisfied vendors in cases where it will best serve the interests of transparency or the interest and image of the Organization.

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

MONUSCO made progress with the implementation of the Comprehensive Planning and Performance Assessment System and adopted a results framework that builds on provincial strategies and field office operational plans as the basis of continuous performance assessments and monitoring of progress. These efforts are in line with the joint strategy adopted by the Mission and the Government of the Democratic Republic of the Congo in 2020 and include a set of indicators that allows for performance to be measured and the impact of resource allocation to be assessed.

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

MONUSCO has developed an execution plan to guide the implementation of the Comprehensive Planning and Performance Assessment System, with a focus on the results framework, which is aligned with provincial strategies and operational plans. The execution plan includes the gradual increased use of System to inform the results-based budgeting framework.

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

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

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, in accordance with 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. 17).

The Mission acknowledges the importance of the accountability system of the Secretariat and has taken steps to support the Secretary-General's initiatives to strengthen risk management and internal controls. The Mission routinely reviews its risk register and addresses key risk areas with a view to identifying measures to manage risks related to mandate implementation, the management of human and financial resources, and the prevention of misconduct in line with the Secretary-General's zero-tolerance policy on sexual exploitation and abuse. In support of the implementation of the Secretary-General's management reform, the Mission reviewed the accountability framework and confirmed internal controls for the full implementation of the delegation of authority to the Head of Mission. The Mission has also reviewed its risk registers and treatment plans to adjust them to the internal control framework of the delegation of authority.

MONUSCO has taken several steps to enhance the implementation of the five pillars of the multi-year environmental strategy by reinforcing its environmental management, coordination and oversight capacity.

The reinforcement of the capacity of the Environmental Unit through the recruitment of two national staff and the integration of a military Environmental Officer has increased the Unit's visibility, coordination and oversight capacity. This has increased the rate of environmental inspections and the rate of implementation of recommendations. The inclusion of a military Environmental Officer has also enhanced the liaison between the troop- and police-contributing countries and the Unit. In addition, environmental focal points have been designated at the battalion level for all uniformed components and for the offices of the Force Commander and Police Commissioner.

The Mission has also focused on improving its environmental management system by establishing, at the senior management level, an Environmental Committee, chaired by the Director of Mission Support and including the technical Service Chiefs, to oversee the Mission's compliance with the requirements of the environmental strategy across its five pillars. The Committee meets periodically to review the status of implementation of environmental initiatives and benefits from information provided in the monthly environmental report produced by the Mission.

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

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

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

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

The improved management, coordination and oversight has led to better implementation of the multi-year environmental strategy across its five pillars, as evidenced by a gradually improving environmental scorecard.

In line with the 2017 guidance from the Department of Peacekeeping Operations and the Department of Field Support on mandated programmatic activities funded through peacekeeping assessed budgets, the Mission's programmatic activities are fully reflected in the results-based budgeting framework and are aligned with expected accomplishments and indicators of achievements. The Mission has put in place mechanisms for oversight, management, implementation, and monitoring and reporting, such as financial monitoring and reporting that provides the portfolio of evidence for the annual budget performance report.

Information on programmatic activities is routinely included in the Mission's budget proposal. Detailed information on how those activities and the respective outputs have contributed to the implementation of the mandate is collected throughout the performance cycle and reflected in the annual performance report.

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

The operation of unmanned aerial and aircraft systems is an emerging field, with technologies that are constantly evolving. The Mission uses available training programmes and in-house experience to build staff capacity. The technologies required to meet the Mission's needs are defined in the statement of work prepared by the Mission in coordination with United Nations Headquarters. Mission personnel who provide input to the statement of work are the same personnel who provide technical oversight of the contracted technologies.

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

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

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

Reiterates its concern about the high number of vacancies in civilian staffing, and further reiterates its

MONUSCO routinely assesses important operational risks and has taken measures to improve the safety and security of Mission personnel. In line with the recommendations of the independent assessment (“Santos Cruz report”), specific measures have been implemented and resource requirements were included in the Mission’s budget proposal to enhance situational awareness and strengthen force protection. These measures include better intelligence gathering, through an enhanced unmanned aerial system, the reorganization and enhancement of the headquarters of the force Intervention Brigade with increased capabilities, funding for road rehabilitation efforts, and enhanced support for FARDC operations, with significant joint planning, intelligence-sharing, joint patrolling, joint engineering efforts and casualty evacuation. Routine assessments continue within the framework of the Force Commander’s directive on implementation of the action plan to implement the Santos Cruz report on improving the security of peacekeepers and in close coordination with the Mission Support Division to ensure that force protection is a key priority during the planning stages of troop deployments.

MONUSCO confirms the importance of implementing measures for the timely, responsible and accountable delivery of quick-impact projects to support the implementation of the Mission’s mandate.

Accordingly, measures have been taken to strengthen oversight and monitoring of and reporting on progress and financial status. The reports are reviewed by the Mission’s resource stewardship executive committee.

Project proposals are endorsed following a review by the quality assurance management team chaired by the head of the office where the project is implemented. The programme review committee provides the final endorsement and ensures that projects and the disbursement of funds are reflected in the memorandum of understanding. Periodic monitoring visits provide necessary quality assurance throughout the implementation and handover of the project.

The Mission is adopting a sustainable approach to the nationalization of posts, which is especially important in the context of the drawdown and handing over of responsibilities to national counterparts. Four posts and positions are proposed for nationalization in the 2021/22 budget proposal.

The actual vacancy rates as at 31 January 2021 for the various categories of personnel were very close to the

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

request to the Secretary-General to ensure that vacant posts are filled expeditiously (para. 25).

Requests the Secretary-General to ensure that vacant posts are filled expeditiously (para. 26).

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

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

approved vacancy rates. The Mission is making sure that vacant posts are filled expeditiously.

The Mission is working to expedite the filling of long-vacant posts. Of the 19 posts vacant for 24 months or longer, the selection of 1 post at the P-3 level and 1 post of National Professional Officer has been completed; 1 post at the P-3 level has a lien; candidates have been selected and onboarding is ongoing for 4 posts at the National Professional Officer level and 1 post at the P-5 level; 5 posts are pending the approval of the mission review panel/ Director of Mission Support (3 National Professional Officer, 1 national General Service and 1 P-3); applications are under review for 1 post at the National Professional Officer level and 3 posts at the national General Service level; and no recruitment action has been initiated regarding 1 post at the P-3 level and 1 post at the National Professional Officer level.

The Mine Action Service of the Department of Peace Operations, with input from MONUSCO, undertook a comparative assessment of the services provided by respective entities for mine action activities in the Mission. The mine action services provided in support of the Mission's mandate implementation include non-technical and technical surveys, explosive threat assessment, mapping of explosive threats, demining, battle area clearance, explosive ordnance disposal, ammunition demolition, weapons cutting, predeployment training, in-mission training for contingents and the United Nations police, weapons and ammunition management, and national capacity development. The United Nations Office for Project Services (UNOPS), the implementing partner for the Mine Action Service, conducts technical surveys, mapping of explosive threats, demining, battle area clearance, explosive ordnance disposal, ammunition demolition, weapons cutting, predeployment training and in-mission training for contingents and the United Nations police. UNOPS and the United Nations police collaborate on the conduct of non-technical surveys, weapons and ammunition management and national capacity development. The force Intervention Brigade and UNOPS provide explosive threat assessment. The Mission's limited explosive ordnance disposal capability is insufficient to implement the range of mine action mandated tasks across the vast area of responsibility. UNOPS conducts all activities related to demining and explosive ordnance disposal, while the force provides escorts to UNOPS teams

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

The Mission recognizes the important role played by regional and subregional actors and, over the years, has strengthened its collaboration with regional and subregional institutions. This collaboration includes regular exchanges and briefings with a view to identifying areas of collaboration and engagement. Furthermore, its collaboration with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region routinely involves strategic aspects of mandate implementation, with a focus on the regional and national commitments under the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region.

B. Advisory Committee on Administrative and Budgetary Questions

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo ([A/74/737/Add.12](#))

The Advisory Committee emphasizes the importance of building national capacity, especially in view of the transition and exit strategy of the Mission and stresses the need for further efforts to recruit national staff (para. 15).

The Mission is adopting a sustainable approach to the nationalization of posts, which is especially important in the context of the drawdown and handing over of responsibilities to national counterparts. Four posts and positions are proposed for nationalization in the 2021/22 budget proposal.

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 (see also [A/73/755/Add.1](#), para. 29) (para. 16).

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

The Advisory Committee recalls the request of the General Assembly, expressed consistently in its resolutions on peacekeeping budgets, that the Secretary-General ensure that vacant posts be filled expeditiously ([A/71/836](#), para. 108) (para. 17).

The actual vacancy rates as at 31 January 2021 for the various categories of personnel were very close to the approved vacancy rates. The Mission is making sure that vacant posts are filled expeditiously.

The Advisory Committee expects that information on the efficient measurement of utilization and availability of the unmanned aerial systems, including on the cost recovery mechanisms in case of low utilization and/or low availability of the contracted services, will be presented in future budget submissions (para. 24).

The contract for the unmanned aerial system in MONUSCO makes provision for the measurement of the reliability and level of utilization of the system through a "reliability matrix". The reliability of the system is measured monthly and, if the average annual reliability is less than the contractual margin, financial penalties are applied.

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:

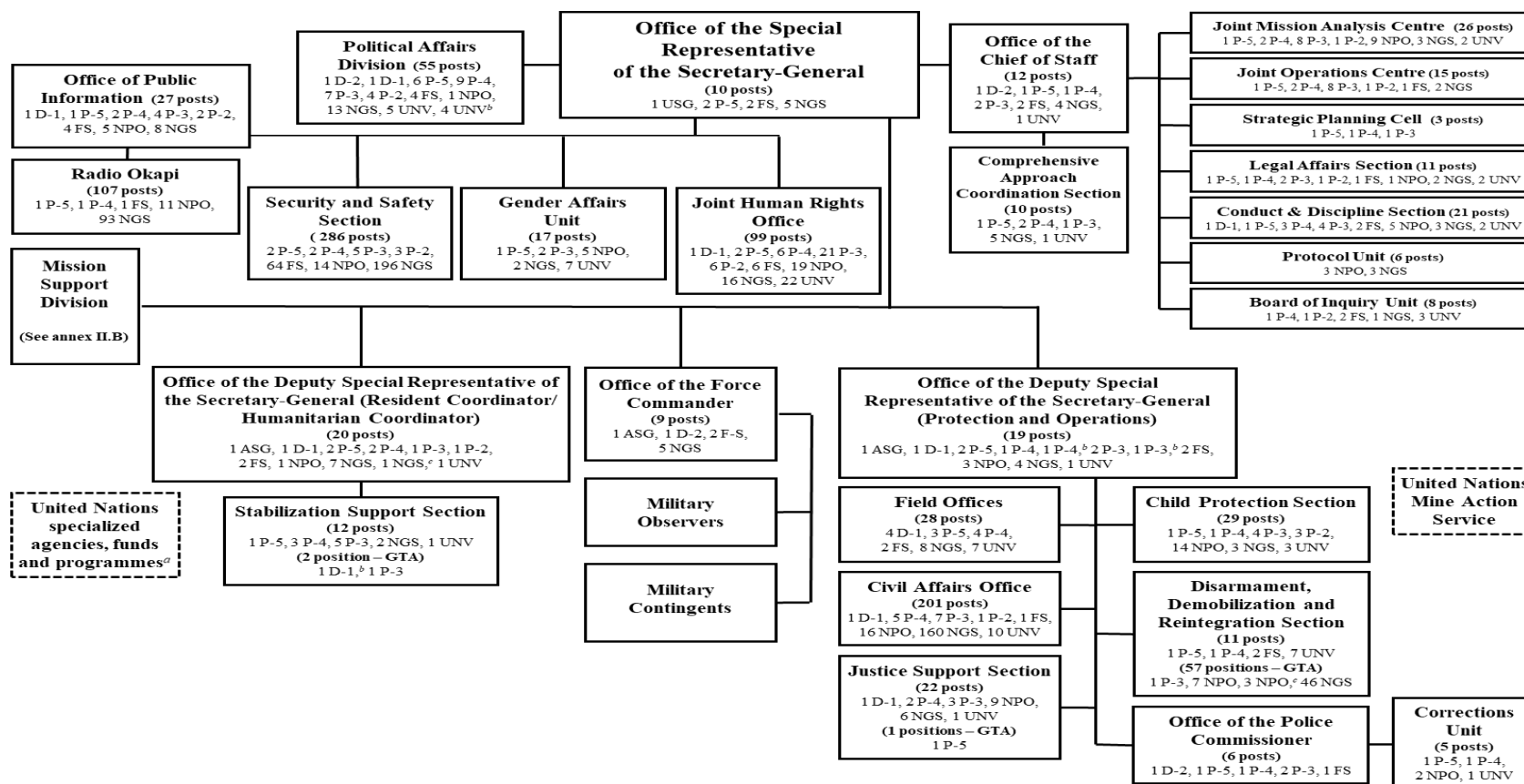
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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



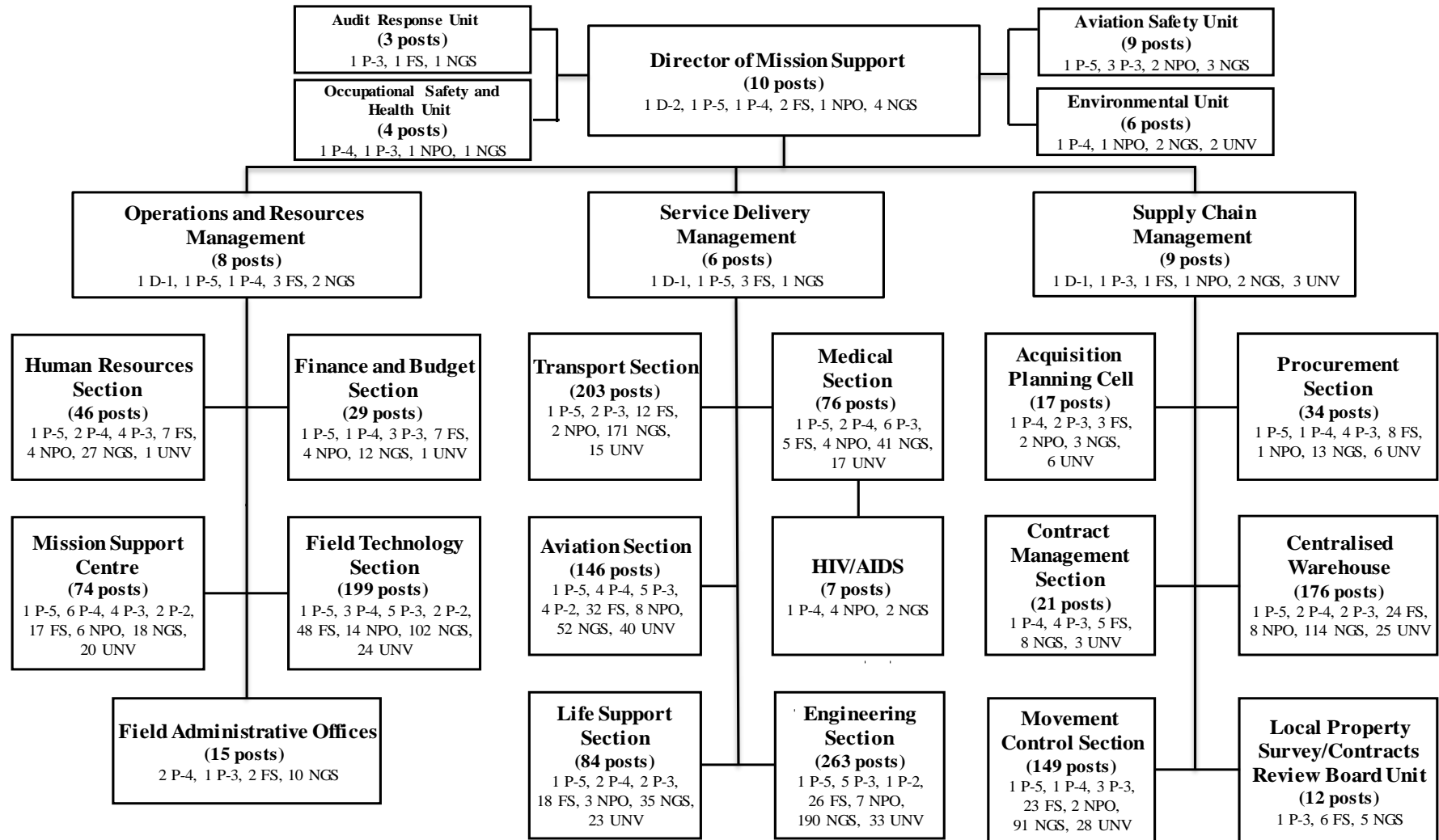
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GTA, general temporary assistance; NGS, national General Service; NPO, National Professional Officer; USG, Under-Secretary-General; UNV, United Nations Volunteer.

^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).

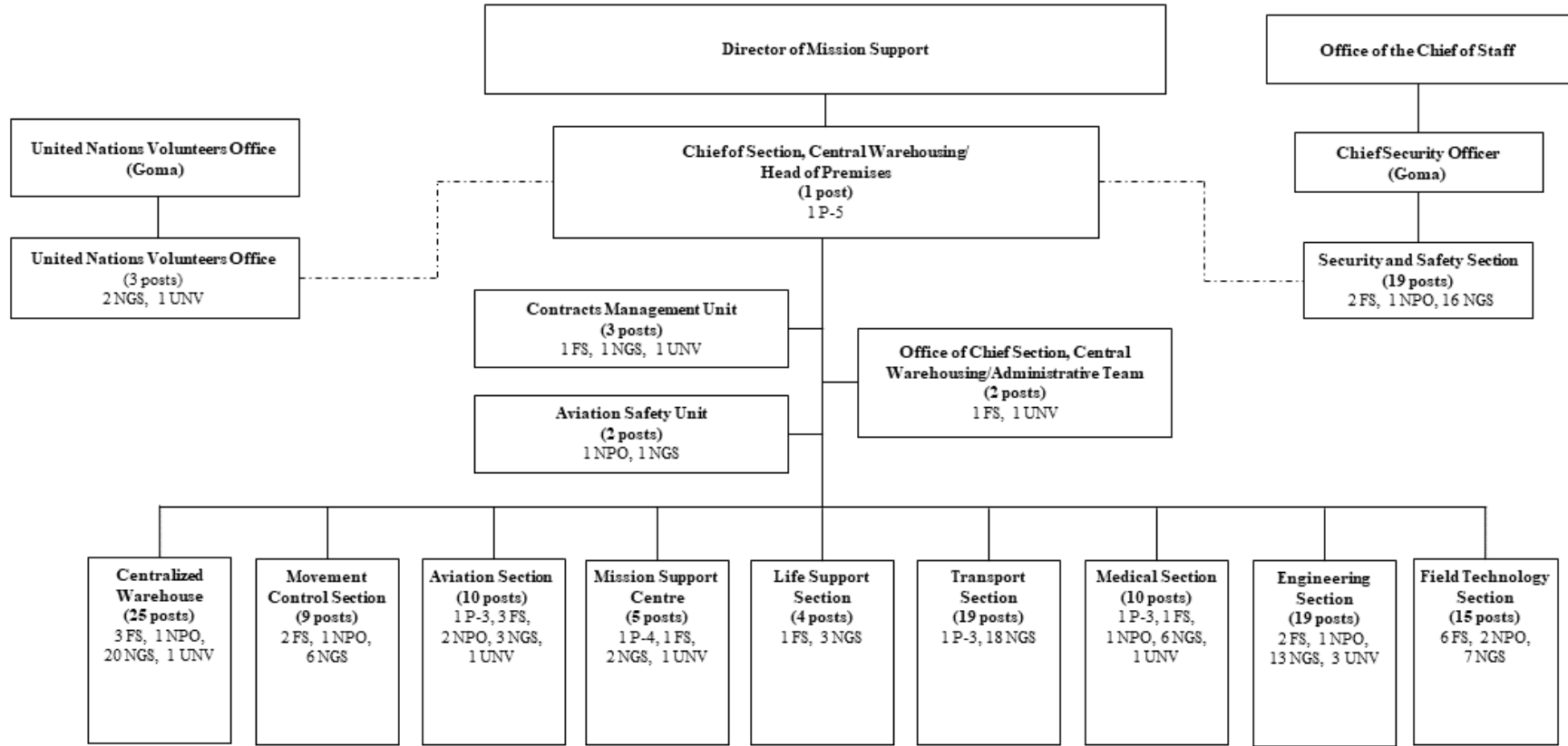
^c Converted.

B. Support



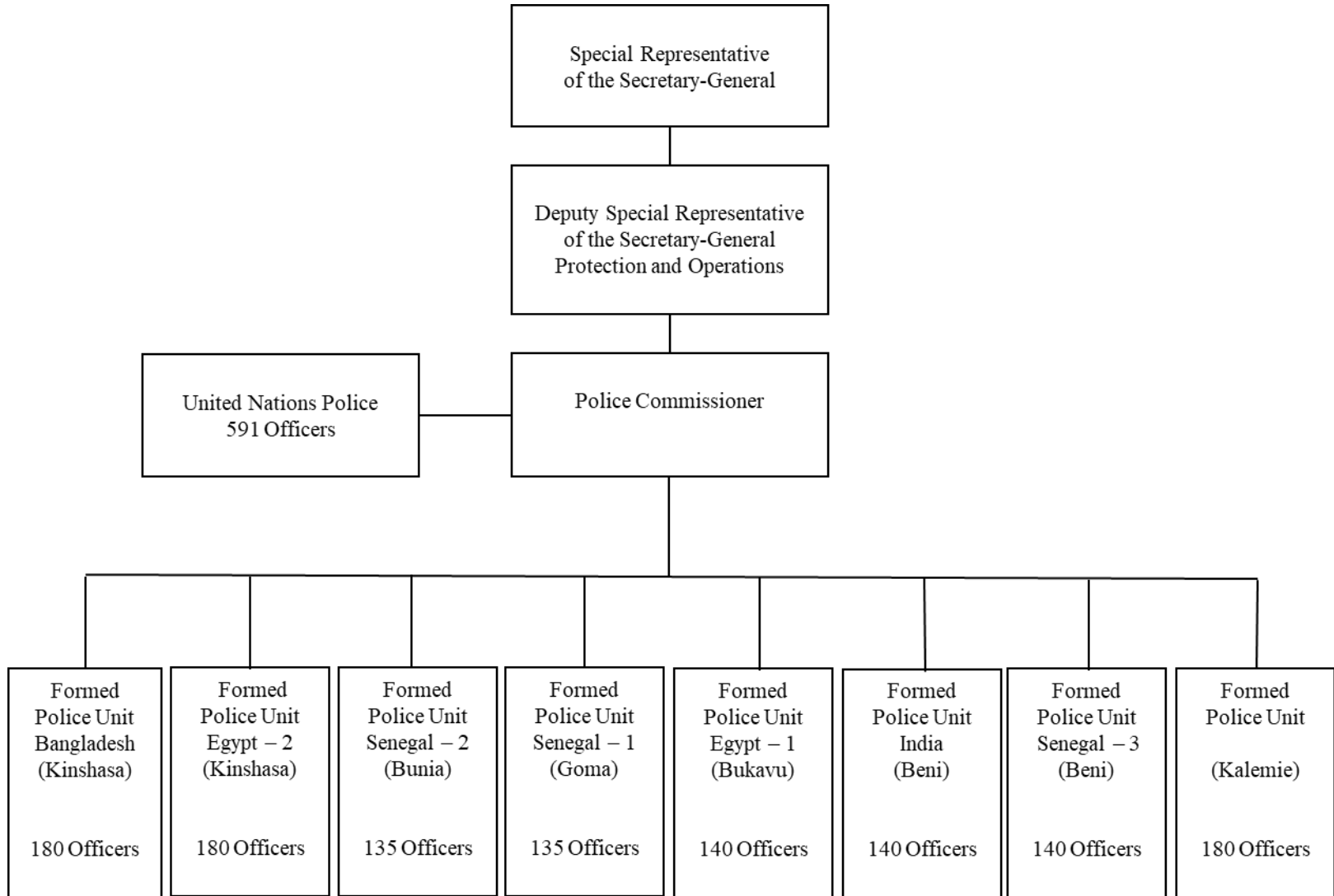
Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

C. Entebbe Support Base

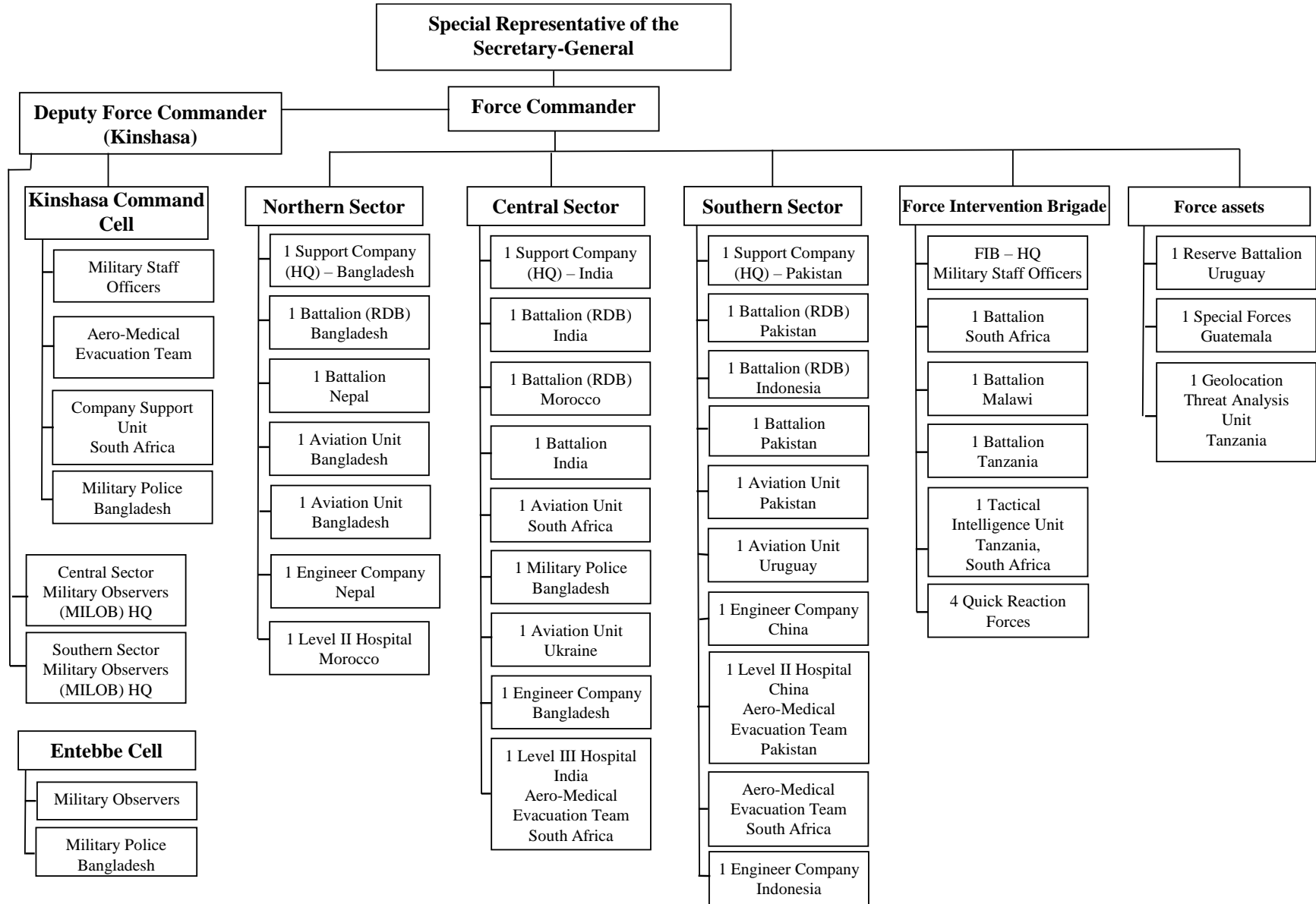


Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

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 Total for outcome 1.1 (all United Nations agencies and MONUSCO): \$155.8 million per year	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, United Nations Mine Action Service; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); WFP, World Food Programme; WHO, World Health Organization.

Map

