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Agenda item 151

**Financing of the United Nations Multidimensional Integrated
 Stabilization Mission in the Central African Republic**
**Budget performance of the United Nations Multidimensional
 Integrated Stabilization Mission in the Central African
 Republic for the period from 1 July 2014 to 30 June 2015**
Report of the Secretary-General
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Summary

The total expenditure for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) for the period from 1 July 2014 to 30 June 2015 has been linked to the Mission's objective through a number of results-based-budgeting frameworks, grouped by components, namely, security, protection of civilians and human rights; support to the political process, reconciliation and elections; restoration and extension of State authority; and support.

The reporting period marked the first full 12 months of operation of MINUSCA and the establishment phase of the Mission. Approximately 6,000 uniformed personnel, representing 61 per cent of the authorized strength of the Mission, were rehatted from the African-led International Support Mission in the Central African Republic (MISCA) to MINUSCA in addition to the deployment of the United Nations guard force of 560 military contingent personnel, a full infantry battalion of 750 personnel, and advance parties of two additional infantry battalions. The effectiveness of the rehating process was greatly enhanced by the joint transition team which ensured that all substantive, operational, and logistical components in MISCA and MINUSCA were well-briefed on the respective operations of each and involved planning the transition process in detail, including with respect to operational locations, transfer of staff officers and police, switching ration and fuel contracts and other operational and logistic matters. The deployment of the initial military component focused on a surge in critical enablers, including engineering companies and an airfield construction and maintenance unit, for the establishment of military and police camps and rehabilitating airfields and major supply routes.

At the strategic and operational level, the Mission worked towards the re-establishment and extension of cohesive State authority and provided support for the preparation for the election of a Government. The Mission assisted with the development of a national disarmament, demobilization and reintegration programme, instituting security sector reform, the adoption of the law establishing the Special Criminal Court with jurisdiction over the most serious crimes, as well as the organization of the first criminal jury trials since 2010. MINUSCA supported the Bangui Forum, which finalized a series of recommendations based on peace and security, justice and reconciliation, and economic and social development resulting in a guiding instrument towards long-term peace and security in the Central African Republic.

At the support level, MINUSCA completed the establishment of approximately 80.0 per cent of the Mission's offices, accommodation and compounds and 10.0 per cent of the police and military camps. The overall establishment programme involved 45 sites from a facilities and services perspective and were sufficiently operational by 30 June 2015 allowing the Mission's components to carry out mandated tasks.

MINUSCA incurred \$613.2 million in expenditure for the reporting period, representing a resource utilization rate of 97.5 per cent (compared with \$59.2 million in expenditure in the prior period from 10 April to 30 June 2014, for a resource utilization rate of 99.3 per cent).

The unencumbered balance of \$15,568,000 was attributable primarily to reduced requirements for military observers, United Nations police personnel, and formed police personnel and operational costs resulting from a higher actual average vacancy rate, based on a 10-month phased deployment period, of 53.0 per cent, 49.9 per cent and 12.0 per cent, respectively, compared with the budgeted rate of 10.0 per cent, 10.0 per cent, and 5.0 per cent, respectively.

The overall unspent balance was offset in part by additional requirements for international staff resulting from a lower actual average vacancy rate of 1.4 per cent, based on a 12-month phased deployment period, compared with the budgeted vacancy rate of 10.0 per cent. The lower actual average vacancy rate resulted from the successful implementation of a comprehensive recruitment plan.

Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2014 to 30 June 2015.)

| Category | Apportionment | Expenditure | Variance | |
|--|------------------|------------------|-----------------|------------|
| | | | Amount | Percentage |
| Military and police personnel | 297 770.8 | 275 659.1 | 22 111.7 | 7.4 |
| Civilian personnel | 77 249.2 | 90 447.2 | (13 198.0) | (17.1) |
| Operational costs | 253 704.4 | 247 050.1 | 6 654.3 | 2.6 |
| Gross requirements | 628 724.4 | 613 156.4 | 15 568.0 | 2.5 |
| Staff assessment income | 6 001.9 | 5 767.4 | 234.5 | 3.9 |
| Net requirements | 622 722.5 | 607 389.0 | 15 333.5 | 2.5 |
| Voluntary contributions in kind (budgeted) | – | – | – | – |
| Total requirements | 628 724.4 | 613 156.4 | 15 568.0 | 2.5 |

Human resources incumbency performance

| <i>Category</i> | <i>Approved^a</i> | <i>Planned^b (average)</i> | <i>Actual (average)</i> | <i>Vacancy rate (percentage)^c</i> |
|--------------------------------|-----------------------------|--|-------------------------|--|
| Military observers | 240 | 215 | 101 | 53.0 |
| Military contingents | 10 510 | 7 468 | 6 676 | 10.6 |
| United Nations police | 400 | 361 | 181 | 49.9 |
| Formed police units | 1 680 | 1 243 | 1 094 | 12.0 |
| International staff | 687 | 292 | 288 | 1.4 |
| National Officers | 115 | 28 | 13 | 53.6 |
| National General Service staff | 491 | 170 | 128 | 24.7 |
| United Nations Volunteers | 140 | 50 | 36 ^d | 28.0 |
| Temporary positions | | | | |
| International staff | 40 | 19 | 26 ^d | (36.8) |
| National staff | 1 | 1 | – | 100.0 |
| Government-provided personnel | 40 | 20 | 20 | – |

^a Represents the highest level of authorized strength.

^b Based on the planned phased deployment.

^c Based on actual monthly deployment and incumbency of the planned phased period and the planned monthly strength.

^d Inclusive of encumbered positions (22 international staff, 24 United Nations Volunteers) for electoral staff approved on an exceptional temporary basis from 1 March to 30 June 2014.

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

I. Introduction

1. The mandate for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established by the Security Council in its resolution 2149 (2014) for an initial period from 10 April 2014 to 30 April 2015. By the same resolution, the Council decided that, as from 15 September 2014, MINUSCA would initially comprise up to 10,000 military personnel, including 240 military observers and 200 staff officers and 1,800 police personnel, including 1,400 formed police unit personnel and 400 individual police officers, and 20 corrections officers. In addition, by the same resolution, the Council decided that the transfer of authority from the African-led International Support Mission in the Central African Republic (MISCA) to MINUSCA would take place on 15 September 2014.

2. By its resolution 2212 (2015), the Council further decided to authorize an increase of 750 military personnel, 280 police personnel and 20 corrections officers for MINUSCA, in addition to the personnel authorized by paragraph 20 of resolution 2149 (2014). In addition, by its resolution 2217 (2015) the Council extended the mandate until 30 April 2016 with an authorized troop ceiling of 10,750 military personnel, including 480 military observers and military staff officers and 2,080 police personnel, including 400 individual police officers, and 40 corrections officers.

3. The Secretary-General, in his note of 9 May 2014 ([A/68/874](#)), on the financing arrangements for MINUSCA for the period from 10 April to 31 December 2014 and for the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015, submitted a request for commitment authority in section III of the note, with assessment, in the amount of \$312,976,400 gross (\$308,704,700 net) for the start-up and establishment of MINUSCA for the period from 10 April to 31 December 2014, including the amount of \$59,552,000 gross (\$58,930,100 net) previously authorized by the Advisory Committee on Administrative and Budgetary Questions for the period from 10 April to 30 June 2014.

4. On the recommendation of the Advisory Committee on Administrative and Budgetary Questions in its related report of 28 May 2014 ([A/68/782/Add.18](#)), the General Assembly, by its resolution 68/299, authorized the Secretary-General to enter into commitments, with assessment, in the amount of \$253,424,400 gross (\$249,774,600 net) for the period from 1 July to 31 December 2014, pending the submission of the proposed budget for MINUSCA for the period from 1 July 2014 to 30 June 2015 for consideration by the Assembly at the main part of its sixty-ninth session.

5. The initial budget proposed for MINUSCA for the period from 1 July 2014 to 30 June 2015 was set out in the report of the Secretary-General of 31 October 2014 ([A/69/557](#)) and amounted to \$628,724,400 gross (\$622,722,500 net), inclusive of the amount of \$253,424,400 gross (\$249,774,600 net) for the period from 1 July to 31 December 2014, already assessed by the terms of General Assembly resolution 68/299. The proposed budget provided for the phased deployment of the personnel authorized by the Security Council in its resolution 2149 (2014), namely, 240 military observers, 9,760 military contingent personnel, 400 United Nations police officers, 1,400 formed police personnel, 20 corrections officers, and the phased incumbency of 503 international staff (including 40 temporary staff, 2 staff in the Regional Procurement Office in Entebbe, Uganda, and 6 staff in the logistics hub of the

United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) in Entebbe), 356 national staff (including 1 temporary staff in the Regional Procurement Office in Entebbe, 10 staff in the MONUSCO logistics hub and 55 staff in the Regional Service Centre in Entebbe), and 85 United Nations Volunteers.

6. In paragraph 50 of its report of 5 December 2014 (A/69/641), the Advisory Committee on Administrative and Budgetary Questions recommended that the General Assembly appropriate the amount of \$628,724,400 gross (\$622,722,500 net) for the period from 1 July 2014 to 30 June 2015, inclusive of the amount of \$253,424,400 previously authorized for the period from 1 July to 31 December 2014 by the Assembly in its resolution 68/299.

7. The General Assembly, in its resolution 69/257, appropriated an amount of \$628,724,400 gross (\$622,722,500 net) for the maintenance of the Mission for the period from 1 July 2014 to 30 June 2015, inclusive of the amount of \$253,424,400 gross (\$249,774,600 net) previously authorized under the terms of its resolution 68/299. The total amount has been assessed on Member States.

II. Mandate performance

A. Overall

8. The mandate of the Mission was established by the Security Council in its resolution 2149 (2014), which also provided the basis for the performance reporting period. The mandate was expanded by its resolution 2212 (2015), to include an increase in authorized strength of 750 military personnel, 280 police personnel and 20 corrections officers in addition to the personnel authorized by the Security Council in paragraph 20 of its resolution 2149 (2014). In its subsequent resolution 2217 (2015), the Council extended the mandate to 30 April 2016 and authorized 10,750 military personnel, including 480 military observers and staff officers and 2,080 police personnel, including 400 individual police officers and 40 corrections officers. In addition, the Council authorized MINUSCA to assist in the establishment of a national Special Criminal Court consistent with Central African Republic laws; to support the Central African Republic authorities to develop a nationally owned strategy to tackle the illicit exploitation and trafficking networks of natural resources; to establish a national human rights commission and strengthen the capacity of civil society organizations; and to provide transport for relevant State authorities in carrying out inspections and monitoring visits in key mining areas and sites as appropriate and on a case-by-case basis and when the situation allows, as a means to promote and support the rapid extension of the State authority over the entire territory.

9. The Mission is mandated to help the Security Council to attain an overall objective, namely, to support the Transitional Authorities in protecting the civilian population, restoring the rule of law, extending State authority and launching an inclusive political process in the Central African Republic that would address the root causes of the crisis and lead to lasting peace and security in the country.

10. The Mission's mandate includes: (a) protection of civilians, with particular focus on women and children; (b) support for the implementation of the transition

process, including efforts in favour of the extension of State authority and the preservation of territorial integrity, support to the political process, mediation, reconciliation at the national and local levels and the holding of free, fair, transparent and inclusive elections and the constitutional referendum; (c) facilitation of the immediate, full, safe and unhindered delivery of humanitarian assistance; (d) protection of United Nations personnel and installations; (e) promotion and protection of human rights, including contributing to efforts to identify and prosecute perpetrators; (f) at the formal request of the Transitional Authorities and in areas where national security forces are not present or operational, adoption of urgent temporary measures that are limited in scope, time-bound and consistent with the objectives of maintaining basic law and order and fighting impunity; (g) disarmament, demobilization, reintegration and repatriation; (h) support for national and international justice and the rule of law, including by supporting the restoration and maintenance of public safety and law and order; and (i) security sector reform.

11. Within this overall objective, the Mission contributed to a number of accomplishments during the reporting period by delivering related key outputs, shown in the frameworks below, which are grouped under substantive and support components.

12. The present report assesses actual performance against the planned results-based-budgeting frameworks set out in the 2014/15 budget. In particular, the performance report compares the actual indicators of achievement, that is, the extent to which actual progress has been made during the period against the expected accomplishments, with the planned indicators of achievement, and the actual completed outputs with the planned outputs.

B. Budget implementation

13. During the reporting period, the Mission implemented a phased approach in delivering its mandate in accordance with Security Council resolution 2149 (2014). At the time of preparation of this budget, increases to the uniform personnel strength authorized by the Security Council in its resolutions 2212 (2015) and 2217 (2015) had not been taken into account given the establishment phase of the Mission. On 15 September 2014, MINUSCA assumed authority from MISCA, in accordance with resolution 2149 (2014), and successfully completed the transfer resulting in a smooth transition.

14. Of the total approved resources of \$628.7 million for the 2014/15 period, \$613.2 million in expenditure was incurred, representing a resource utilization rate of 97.5 per cent. The actual average vacancy rate is calculated based on the planned phased deployment and incumbency period, which varies between categories of personnel. This is set out in the summary to the present report.

15. MINUSCA deployed personnel to 46 locations, over and above the planned 45 locations, comprising 36 permanent and 10 temporary bases, throughout the Central African Republic. The deployment of police personnel corresponded to the establishment of the Mission's civilian field presence and the presence of national police and gendarmerie throughout the country. The deployment of military and police personnel resulted in an improved security situation, particularly in the capital of Bangui.

16. The Bangui Joint Task Force, an innovative joint military and police presence, was instrumental in improving day-to-day life in the capital by providing a sense of security by means of active patrolling and efforts to prevent the deterioration of the security situation. In accordance with paragraph 40 of resolution 2149 (2014) and paragraph 32 (f) of resolution 2217 (2015), MINUSCA, in collaboration with national and international forces, arrested over 365 criminal suspects and facilitated their transfer from various regions to Bangui. In following up on these cases, MINUSCA provided technical advice on due process to the judicial police, the prosecutors, the investigative magistrates, and to prison authorities charged with the care and custody of the detainees. In addition, MINUSCA contributed to ensure that two detention facilities were rehabilitated to hold the most dangerous criminals arrested under the urgent temporary measures mandate or expected to be tried before the Special Criminal Court.

17. With the support of MINUSCA, the Bangui Forum national dialogue took place in Bangui from 5 to 11 May 2015 under the chairmanship of the Special Representative of the Secretary-General for Central Africa. More than 700 representatives from all segments of society, the diaspora and the country's 16 prefectures attended the Forum, with some 600 representatives participating in the plenary meetings and four working groups focused on: (a) peace and security; (b) governance; (c) justice and reconciliation; and (d) economic and social development. As a result of the participation of citizens from rural areas in the interior of the country, the discussion on the future of the country reached beyond Bangui-based political leaders.

18. The Mission developed a disarmament, demobilization and reintegration strategy which was submitted to the Transitional Government; however, this strategy was not endorsed because of ongoing negotiations with the armed groups. MINUSCA also developed a project to support the reintegration and reinsertion of former combatants, high risk youths and other war-affected people, into the community in five prioritized regions, in particular, with a high concentration of armed groups (Bangui, Bambari, Bouar, Bria and Kaga Bandoro). To complement these efforts, an income-generating employment project was initiated benefiting 6,000 elements from the armed groups (anti-Balaka, ex-Seleka), former combatants, internally displaced persons, youth at risk and vulnerable families in the communities, and approximately 30,000 indirect beneficiaries. The project adopted an innovative savings scheme approach, whereby participating beneficiaries saved 40 per cent of his/her daily wage. In addition, activities promoting social cohesion, from athletics to civic education, including rights and responsibilities, were offered on a weekly basis.

19. The Bangui Forum marked an historical turning point to end conflict in the Central African Republic. The impact of the Forum was demonstrated with the release of 360 children in Bambari from both anti-Balaka and ex-Seleka groups. This was indicative of the first tangible result of the national dialogue and the will to work for peace. The Republican Pact for Peace, National Reconciliation and Reconstruction was adopted at the Forum, which served and will continue to serve as a road map for the country's future. The recommendations in the Pact reflected the aspirations of the Central Africans to put conflict behind them and to build a more peaceful and democratic country. The Mission's efforts, through the extension of its security presence, have improved access for humanitarian actors and begun to promote and facilitate reconciliation and the establishment and extension of State authority and institutions throughout the country.

20. In June, a revised electoral calendar was adopted with the aim of completing the legislative elections by the end of 2015. Preparatory activities for voter registration were initiated, some of which were completed during the reporting period. Furthermore, on 30 June 2015, the Mission facilitated the examination and adoption by the National Transitional Council of the legislative framework for the holding of elections as proposed by the National Electoral Authority.

21. The Mission radio station played a critical role in promoting the participatory political dialogue and providing information by live broadcasting, including daily debates, exclusive interviews, news programmes and talk shows. The station provided 24-hours a day, 7 days a week radio broadcast for citizens in Bangui, Bouar, Kaga Bandoro, Bria, Bambari and Bossangoa.

22. Although the security situation has improved, in particular in Bangui, the ability of MINUSCA to deliver on its mandate was impeded by the continuing insecurity and enduring levels of criminal activity across the country, for example, the persistent attacks against MINUSCA-protected logistic convoys transiting into the country from Cameroon. Notwithstanding the fact that the Mission had made improvements to humanitarian access, internally displaced persons and other civilians continued to be subjected to human rights violations and abuses, including killings, arbitrary illegal arrest and detention, harassment and intimidation, abduction, physical assault, looting and destruction of property. Sexual violence, committed mainly against women and girls, compounded the challenges for the Mission. The reporting period was marked by a crucial lack of presence of the police, gendarmerie and judiciary outside of Bangui. This seriously hampered the successful administration of justice. Delays in the electoral process which were due to a slower than expected national response and a lack of funding from the international community, had further hindered the Mission's ability to support the Transitional Authorities in holding the initial planned presidential and national elections. Furthermore, the lack of engagement from armed groups delayed and hindered the disarmament, demobilization, reintegration and repatriation process and the Mission's community violence reduction programme.

C. Mission support initiatives

23. During the reporting period, the expansion and renovation of the interim Mission headquarters and support logistics base in Desjean, housing the main offices of the substantive and Mission support personnel, were completed. The interim headquarters hosted up to 298 mission personnel. A more permanent and sustainable integrated structure was not established in parallel and the procurement process for construction and system contract for soft wall warehousing structures was ongoing at the end of the period. Similarly, secondary logistics bases were not yet established in the three subsector headquarters green field sites where civilian and military component camps are co-located. The logistics base included warehouses, a container yard, geospatial, information and telecommunications technologies, a transit camp, workshops, air/movement terminals, fuel storage and engineering and transport yards. Supply and installation of nine tented camp packages at six locations as follows: three in the Sector Headquarters in Bria, Kaga Bandoro and Bouar, and three in the Subsectors of Bossangoa, Bambari, Bangassou were completed. Moreover, level II hospitals in Kaga Bandoro and Bria were established and approximately 258 kilometres of major supply routes and 3.7 kilometres of township roads in Bangui were repaired. The repair and maintenance of unpaved airfields in Bria and Kaga

Bandoro was also undertaken. The communications infrastructure was set up in three regional sector headquarters. Overall, 20 per cent of the establishment programme was achieved.

24. During the reporting period, through the global field support strategy, the Mission deployed more than 600 containers holding United Nations-owned equipment and more than 200 United Nations vehicles from the United Nations Logistics Base with start-up kits for the Mission.

25. The performance with regard to the activities of the temporary positions established in the Global Service Centre to meet the additional demand for engineering and information and communications services for MINUSCA can be found in the performance report for the United Nations Logistics Base at Brindisi, Italy, for the 2014/15 period ([A/70/609](#), para. 11).

D. Regional mission cooperation

26. MINUSCA worked closely with MISCA to ensure a smooth transition for the rehatting of MISCA troops, together with the French Sangaris and the European Union Forces. The Mission continued to operate in partnership with the French Sangaris in the Central African Republic, particularly over the last couple of months of the reporting period as the Mission expanded its area of operations. MINUSCA continued to leverage the support of the MONUSCO logistics hub, the Regional Procurement Office, and the Regional Service Centre in Entebbe to ensure seamless operations. Two flights a week between Bangui and Entebbe were undertaken on a cost-sharing basis using one aircraft each from the United Nations Support Office for the African Union Mission in Somalia and the United Nations Interim Security Force for Abyei (UNISFA).

E. Partnerships, country team coordination and integrated missions

27. During the reporting period, MINUSCA and the country team worked together on the protection of civilians and the provision of basic social services to enhance social cohesion and provided support to National Authorities on the restoration of State authority. MINUSCA and the country team developed the United Nations Development Action Framework and the Integrated Strategic Framework, and Programme Criticality exercise, demonstrating efforts to strategically align their activities.

28. During the reporting period, funds, agencies and programmes were present in 14 main locations with an increased presence in Bambari, Bouar and Bossangoa and supported in their work through the increased security provided as the Mission expanded its area of coverage.

29. In collaboration with the United Nations Development Programme (UNDP), MINUSCA worked on several initiatives such as: (a) rehabilitation of facilities in two camps in collaboration with the Fondation Suisse de Déminage; (b) counting and regrouping personnel from the Forces armées centrafricaines (FACA); (c) preparation of an enabling environment for the selected communities to reintegrate ex-combatants; and (d) involving youth associated with anti-Balaka and ex-Seleka, and the community members, with unskilled work to rehabilitate local infrastructure so as

to keep them away from violent actions and to promote social cohesion and peaceful cohabitation.

F. Results-based-budgeting frameworks

Component 1: security, protection of civilians and human rights

30. During the reporting period, under this component, the main priority for the Mission had been the security and protection of civilians under an imminent threat of violence. MINUSCA improved the security situation through a range of integrated activities, including military and police patrols in key populated areas and the protection of convoys and main supply routes across the country. The Mission improved access for facilitating humanitarian assistance in coordination with humanitarian actors and the protection of MINUSCA personnel, installations, equipment and goods, and ensuring the security and freedom of movement of United Nations and associated personnel. The MINUSCA Force and United Nations Police expanded the area of responsibility to provide security to over 65 per cent of the country. The MINUSCA Force protected airfields and repaired roads and a number of bridges, improving the security in the area. The Mission's Force assumed responsibilities from the partnership forces and assimilated designated MISCA Forces, and became operational by 30 April 2015.

31. The United Nations police established a relationship and maintained close contact with the Bangui authorities to resolve conflict and reduce crime-related activities. MINUSCA provided increased security for Bangui through the conduct of the joint patrol of United Nations police, both individual and formed police units, with Central African Republic Internal Security Forces. This increase in security was also provided during public demonstrations where crowd control was required. To support the police, the military component of MINUSCA conducted patrolling in Bangui, as an integral part of the Bangui Joint Task Force. In support of national security, the Mission, through the Bangui Joint Task Force, provided close protection, escort, security and perimeter protection to key national installations, including the Presidential Palace and the National Assembly. In addition, the Mission provided the requisite infrastructure across Bangui for the police as well as logistics and communication services as part of its mandated tasks to support the Transitional Authorities.

32. The Mission, through the Mine Action Service, supported the Government of the Central African Republic and the International Mediation Team on issues related to national disarmament, demobilization and reintegration and to the regroupment process. Furthermore, the Mission developed a plan of operations for national disarmament, demobilization and reintegration, which was discussed during the Bangui Forum. However, the delay in endorsing the plan of operations obstructed the launch and implementation of the plan and the related community violence reduction programmes. Following the signing of the Brazzaville agreement on the cessation of hostilities on 23 July 2014, MINUSCA concentrated on assisting the Transitional Government to resolve the issue of the 2,114 ex-Seleka combatants regrouped in military camps in Bangui since December 2013, as the political conditions did not allow for the initiation of a formal regroupment of combatants.

33. MINUSCA also supported the efforts of the Transitional Authorities to negotiate with armed groups the terms and modalities of the Agreement on disarmament,

demobilization, reintegration and repatriation, signed during the Bangui Forum. The agreement outlined: (a) the eligibility criteria for former combatants, the possibility of being regrouped under a pre-disarmament, demobilization, reintegration programme before the launch of the national programme; (b) a timeline for the new national plan on disarmament, demobilization and reintegration; (c) conditions for potential integration in the armed and security forces; and (d) the specific issues of vulnerable groups, and the repatriation of foreign combatants. The Mission also initiated a pilot project supporting former combatants, youths at high risk and other war-affected people, as described under the budget implementation section of the present report.

34. In the area of security sector reform, MINUSCA developed and implemented, in collaboration with UNDP and other partners, emergency projects, including, inter alia, the rehabilitation of police stations and the provision of communications equipment and vehicles aimed at the stabilization of the security situation in Bangui. MINUSCA continued to oversee and facilitate the project initiated by the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA), funded by the Peacebuilding Support Office and executed by UNDP. The project was aimed at the rehabilitation of the infrastructure of the police and gendarmerie in Bangui. During the reporting period, the project was nearly completed with the exception of the 7th district, which has since been completed.

35. MINUSCA developed a technical assistance project designed to support the efforts of the Ministry of Defence in regrouping FACA through: (a) the rehabilitation of the main military camp “camp Kassai” and the main military dispensary in Oubru, and provision of medical equipment to the latter; and (b) the development of a digital biometric human resources management database for FACA personnel. The project was funded by the Multi-Partner Task Force and successfully implemented by the Fondation Suisse de Déminage in cooperation with UNDP. Through the quick-impact projects programme of the Mission, in cooperation with the Office for the Coordination of Humanitarian Affairs and in coordination with the International Committee of the Red Cross, the Mission conducted sensitization activities for approximately 1,300 verified personnel of FACA. These sensitization activities covered human rights, protection of civilians with an emphasis on children, prevention of conflict-related sexual and gender-based violence, civil-military relations and humanitarian principles.

36. The quick-impact project programme played a key role in the MINUSCA start-up phase and in the realization of its mandate by permitting the Mission to intervene quickly in the priority areas of restoration of State authority, social cohesion and reconciliation, and protection of civilians. The programme resulted in the implementation of 33 individual projects, managed by a multidisciplinary task force, composed of Mission staff, Force personnel, and United Nations police personnel with the country team’s involvement whenever feasible, contributing to an increase in the country’s institutional capacities. As of the end of the reporting period, the totality of the approved budget for 2014/15 had been committed and 97 per cent of the funds disbursed, with 76 per cent of the projects completed.

37. The Mission enabled rapid monitoring and field assessment through Joint Protection Teams and conducted Joint Assessment Missions in priority areas of protection analysis and planning. In support of the restoration of basic security and rule of law, MINUSCA conducted workshops and training on transitional justice for government officials, civil society organizations, journalists, parliamentarians,

magistrates, lawyers and religious leaders. The Mission supported the establishment of transitional justice mechanisms and provided provisional technical advice to the preparatory Committee of the Bangui Forum on transitional justice concepts and issues relating to the fight against impunity. This work led to the strengthening of the existing national strategy on the fight against impunity and contributed to increasing awareness among the population and civil society on the importance of prosecuting alleged perpetrators of serious crimes before national and international courts. The Mission enabled investigations of human rights and international humanitarian law violations, which led to an increase in the number of human rights violations recorded and positively addressed with State authorities and de facto authorities on the ground.

38. Working closely with national rule of law authorities, MINUSCA developed training programmes and modules including sessions for new national corrections officers-in-training and provided technical support for the evaluation of the students leading to their graduation. In the light of the current shortage of national prison officers, the Mission also trained FACA personnel to provide basic security, within a human rights framework, for Ngaragba Prison and Camp de Roux. Furthermore, the Mission provided training to the National Gendarmerie on topics such as investigative techniques, close protection, and interviewing techniques focusing on sexual and gender-based violence, and elections security.

39. During the reporting period, the construction of both permanent and temporary local weapons and ammunition storage facilities in Bangui commenced for use by FACA and gendarmerie. Training was conducted on the risk and disposal of unexploded ordnance. Furthermore, ammunition items and explosives were neutralized and destroyed, thereby reducing the threat to communities.

Expected accomplishment 1.1: Progress towards an improved security environment and enhanced humanitarian access

Planned indicators of achievement

Actual indicators of achievement

1.1.1 Increase in access for humanitarian actors to provide aid to populations in need

Improvement in humanitarian access throughout. New areas in the Central African Republic were made accessible to humanitarians through enhanced cooperation between military, local communities, and humanitarian actors

1.1.2 Decrease in the number of attacks and armed clashes between parties to the conflict

An overall decrease in incidents. The number of incidents declined from 310 in the first quarter of the reporting period to 227 in the second quarter. "Crime" was the main category of threat faced by the population

1.1.3 Increase in the number of internally displaced persons and refugees returned to their communities or area of origin

An increase of 30,000 in the last three months of the reporting period with a total of approximately half a million Central Africans remaining internally displaced owing to perceived threats from armed and criminal groups

| | |
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| 1.1.4 Increase in the number of members of armed groups voluntarily participating in disarmament, demobilization and reintegration, repatriation and community violence reduction projects (2013/14: not applicable; 2014/15: 2,000) | The disarmament, demobilization and reintegration process did not start during the reporting period; however, a series of constructive negotiations and sensitization activities took place to engage armed groups in discussions around disarmament, demobilization, reintegration and repatriation. These efforts culminated during the May 2015 Bangui Forum, where the agreement on disarmament, demobilization, reintegration and repatriation was signed |
| 1.1.5 Increase in the number of children released from armed forces and groups and handed over to appropriate care services | 2,969 children, comprising 2,209 boys and 760 girls, released from anti-Balaka and ex-Seleka factions. The children received psychosocial and medical assistance to prepare them for reintegration into their communities of origin |

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|--|---|--|
| 109,500 troop days to provide protection to United Nations and humanitarian convoys | 43,680 | Troop days The lower output was attributable to unanticipated delays with the phased deployment of contingent personnel. However, the Mission provided the required protection to the United Nations and increased humanitarian access |
| 547,500 troop days to provide static security, administration and logistic support at team sites | 255,000 | Troop days The lower output was attributable to unanticipated delays with the phased deployment of contingent personnel. However, the Mission provided the required static security, administration and logistic support at team sites |
| 1,825 liaison officer days for close liaison with the European Union Force and Operation Sangaris | 6,363 | Liaison officer days The higher output was attributable to an understanding that closer liaison than planned was required, and there was consequently a full-time liaison presence of Sangaris, in the Bangui Joint Task Force and the military headquarters, as well as a European Union Force presence until the end of their mandate |
| 5,475 flight hours to support ground operations and the rapid deployment of troops to deter violence and protect civilians in areas of limited accessibility | 150 | Flight hours The lower output was attributable to a change in priorities and the more static nature of the early deployment of the MINUSCA Force |
| 36,650 troop days for guarding of airfields and helipads used by local government and national and international humanitarian actors | 43,800 | Troop days The higher output was attributable to greater use of the airport in Bangui |
| 124,100 troop hours for the repair of roads | 26,820 | Troop hours |

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| and bridges used by local authorities and humanitarian convoys | | | The lower output was attributable to unplanned delays experienced in the phased deployment of contingent personnel; however, the Mission did repair roads and bridges |
| 7,200 person-hours for close liaison with national and local authorities and local communities to resolve conflict- and crime-related issues | 4,592 | Person-hours | The lower output was attributable to the delayed deployment of United Nations police, which delayed the planned co-location throughout Bangui |
| 80,640 person-hours of pre-planned joint patrols by United Nations police officers and Central African Republic police and gendarmerie in Bangui to patrol unstable areas with a view to deterring violence and ensuring the safety and protection of civilians | 80,640 | Person-hours | |
| 161,280 person-hours of pre-planned United Nations formed police patrols in Bangui | 460,800 | Person-hours | The higher output was attributable to deterioration in the security situation in Bangui in October 2014, which resulted in the decision to retain United Nations police and formed police units in the capital, rather than deploying immediately to the regions. The military also delayed the deployment of some units to the regions, providing static security to key installations, which allowed the United Nations police to undertake more planned formed police patrols |
| 72,576 person-hours of pre-planned joint task force military patrols in Bangui | 79,300 | Person-hours | |
| 70,560 person-hours of patrols in key population centres, including Bangui, Bouar, Kaga Bandoro and Bria | 66,593 | Patrols | The Mission monitors and tracks the number of patrols undertaken instead of the number of person-hours contributed |
| 30,000 formed police person-hours of operational backup for crowd control, public order management and other security operations, including joint operations with Central African Republic police and gendarmerie | 15,456 | Formed police person-hours | In addition, the Joint Task Force Bangui, in conjunction with the Central African Republic police and gendarmerie, conducted a total of 17 major police operations to arrest dangerous criminals and/or recover stolen properties, weapons and ammunition The lower output was attributable to a focus on planned formed police unit patrols rather than operational backup for crowd control, which reduced the opportunity for public disorder |

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| Weekly patrols by formed police units in crime-prone areas as part of crime prevention strategies | 735 | Patrols with random checkpoints |
| 470,016 person-hours (police and military) of close protection/escorts for key national stakeholders, as well as perimeter protection to identified national installations | 808,008 | Person-hours The higher output was attributable to a larger number of key personnel requiring protection and escorts to enable the work of the Transitional Government |
| Relocation of 2,000 ex-Seleka in Bangui to their communities of origin | 850 | Ex-Seleka combatants The lower output was attributable to the ongoing security situation and the reluctance of ex-Seleka political leaders to support the project after the signing of the Brazzaville agreement. However, the relocation project contributed to improve security within Bangui and in some communities in the North with the assistance provided through the project in food provisioning to the 3 camps in Bangui and the implementation of small-scale reinsertion projects in the communities of return |
| 5 restoration and community violence reduction projects for 2,000 members of armed groups and their community, including labour-intensive projects to rebuild community property and food/non-food distribution activities in regroupment sites | 6,000 | Persons Pilot projects resulted in income-generating employment for unskilled persons and other activities initiated by the Mission resulted in enhanced social cohesion and peaceful cohabitation in communities, bringing about stability, helping the conflict-affected population, and diminished violence and other induced atrocities linked to security |
| Development of an operational plan and a budget, in close consultation with the national disarmament, demobilization and reintegration office, to prepare the implementation of community-based reinsertion and community violence reduction projects in areas with a high number of returning ex-combatants | No | Support to the High Commission on Disarmament, Demobilization and Reintegration included a strategy that was developed but not endorsed in the absence of a political agreement on the issue. The draft was deferred for further discussion after the consultations during the Bangui Forum |
| Technical support and advice to the Transitional Authorities (Ministry of Defence/Ministry of Disarmament, Demobilization and Reintegration and Brazzaville follow-up committees) on the regroupment process of combatants as envisaged in the Cessation of Hostilities Agreement | Yes | The introduction to this component and the above actual output refer to this subject Furthermore, the advice and support contributed to a memorandum of understanding which was elaborated on and signed between the Transitional Government and representatives of ex-Seleka combatants to disarm and relocate the combatants back to their communities while waiting for the necessary conditions to be established for the disarmament, demobilization and reintegration and community violence reduction programmes |

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| Technical assistance to the National Transitional Council and executive and legislative security sector governance institutions in preparation for the regrouping and reorganization of the Central African Armed Forces, including the rehabilitation of major barracks in Bangui and the establishment and management of a personnel database for the Forces | Yes | The introduction to this component refers to the rehabilitation of facilities in Camp Kassai and the medical clinic of Camp Oubru, and the development of the database |
| Coordination of support for the rehabilitation of 8 police stations and 3 gendarmerie brigades and the provision of office equipment for those facilities in Bangui | 7 | Police stations The lower output was attributable to the fact that the eighth police station was used by MINUSCA to provide security in that district of Bangui until an operational base is constructed which would enable MINUSCA to vacate the police station |
| | 3 | Brigades |
| | 11 | Trucks |
| | 11 | Radios |
| Monthly meetings with parties to the conflict to negotiate and obtain the elaboration and implementation of action plans to end the recruitment and use of child soldiers and other grave child rights violations | 10 | Monthly meetings The lower output was attributable to the timing of the recruitment of relevant staff members and the establishment of sector offices. The 10 meetings that were held enabled the issuance of two Command orders by the Patriotic Movement for New Central African Republic (RPRC) and Union for Peace in the Central African Republic (UPC) prohibiting the recruitment and use of children by their combatants |

Expected accomplishment 1.2: Improved protection of civilians and respect for human rights, with a specific focus on women and children

Planned indicators of achievement

Actual indicators of achievement

1.2.1 Increased sense of security among the local population in high-risk areas, including through its involvement in the formulation of local protection of civilians plans and activities

Perceived increased sense of security, particularly in Bangui where people felt able to conduct public demonstrations. Formal mechanisms to measure the perceptions of the local population in high-risk areas pertaining to security were under development during the period

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| 1.2.2 Increase in the number of cases of human rights and international humanitarian law violations, including grave violations against children and conflict-related sexual violence, raised with the Government and armed groups that are positively addressed | 71 cases were positively addressed with the State authorities and de facto authorities on the ground |
| 1.2.3 Increase in the number of children released from armed forces and groups and handed over to appropriate care services | The indicator of achievement under expected accomplishment 1.1 refers to this subject |
| 1.2.4 Reduction in the number of casualties from accidents and injuries, including casualties caused by insecure weapons, explosive threats and explosive remnants of war | A reduction in the number of casualties, particularly in the Bangui area was reported |

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
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| 8 joint protection team missions and joint assessment missions to collect information on potential and actual threats against civilians to inform protection analysis and planning; conduct community perception surveys with the support of community liaison assistants; strengthen protection of civilians coordination between local communities, local authorities and company operating bases/temporary operating bases (including early warning mechanisms and community protection plans); and monitor the implementation of the Cessation of Hostilities Agreement | 8 22 | Joint protection team missions (6 in West Sector and 2 in Center Sector) Joint assessment missions (1 in Bangui, 12 in West Sector, 7 in Centre Sector and 2 in East Sector) The higher output was attributable to the rapid opening and staffing of offices in the field and the mobilization of the Mission support and substantive teams |
| 2 protection meetings per month with national authorities, including judicial and police authorities, and armed groups to trigger the adoption of political commitments and military directives and mechanisms to prevent and address human rights violations, sexual violence and grave violations against children and other protection concerns and implement the recommendations of the Commission of Inquiry | 10 | Meetings with national and judicial authorities and other relevant national stakeholders on protection issues were undertaken The Mission contributed to further the establishment of transitional justice mechanisms and provided provisional technical advice to the preparatory Committee of the National Forum of Bangui on transitional justice concepts and issues In lieu of the 2 protection meetings per month, other meetings with United Nations partners and civil society organizations were conducted in order to further the establishment of transitional justice mechanisms and a national human rights commission |

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| Quarterly meetings with judicial, military and police authorities to raise major cases of violations of humanitarian and human rights law, including sexual violence and grave violations against children, in order to ensure that appropriate disciplinary measures are taken with a view to ensuring accountability | 194 | Meetings with judicial actors and de facto authorities led to positively addressing 71 cases of human rights violations |
| Provision of 20 training sessions, including training of trainers, for national authorities, in particular law enforcement agencies, on the protection of civilians (5 training sessions for 20 participants), international human rights standards and principles and international humanitarian law (5 training sessions for 20 participants), conflict-related sexual violence (5 training sessions for 20 participants) and grave violations against children (5 training sessions for 20 participants), either separately or jointly | 8 | Training sessions were conducted by the Child Protection Unit of which 5 benefited 458 members of FACA and 3 benefited 34 members of anti-Balaka |
| | 6 | Training sessions on protection for civilians were organized for 151 members of FACA, including 9 women, 268 members of MISCA forces and 112 United Nations police Additionally, the Mission, in close collaboration with relevant Mission components and other external partners, designed training modules on protection of civilians and human rights |
| 20 training sessions and monthly formal guidance, training and technical support forums for the Central African Republic police and gendarmerie on the maintenance of basic law and order (including policing techniques, crowd control, election security and investigations) | 20 | The lower output was attributable to the timing of the recruitment process and lack of staff members dedicated to the organization of training. In some instances, training activities were cancelled owing to the deterioration of the security situation Training sessions covering the following areas: Judiciary police for 79 personnel, including 9 women; close protection for 28 personnel, including 5 women; intervention techniques for 27 personnel; interview of victims of sexual and gender-based violence for 37 personnel, including 16 women; 45 traffic policing, including 17 women; elections security for 55 personnel, including 4 women |
| Monthly technical forums to advise local police and gendarmerie authorities on improving the performance of all officers who share a stake in protecting civilians from physical violence | Yes | Monthly technical forums were conducted to advise through co-location in the Section de Recherche et Investigations of the National Gendarmerie, the Office Centrale Répression de Banditisme of the Central African Police, Direction des Services de Police Judiciaire, Bangui Fluvial Port Police Station Police, Airport security units, Police Stations of 1st, 2nd, 3rd, 4th, 5th, 6th and 8th Arrondissements, National Gendarmerie and Police Joint Operational Centre, and the United Nations police |

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| 138,240 formed police person-hours for the static protection of internally displaced persons and vulnerable groups at three locations | 138,240 | Formed police person-hours |
| Provision of 38 training sessions (8 sessions on the protection of civilians for 30 participants, 10 sessions on human rights for 30 participants, 10 sessions on child protection for 30 participants and 10 sessions on sexual violence for 30 participants) for local human rights and protection NGOs and other civil society actors on community involvement in protection of civilians mechanisms, monitoring and reporting techniques and the conduct of advocacy with national authorities and other relevant key stakeholders, including on the fight against impunity | 12 | <p>Training sessions</p> <p>6 training sessions on protection for civilians were organized for 151 FACA personnel, including 9 women, 268 members of MISCA forces and 112 United Nations Police</p> <p>1 training session on human rights principles and standards were organized for 50 of the personnel in the sub-prefects, including 5 women</p> <p>4 training sessions on the monitoring and reporting of grave violations against children were organized for 112 staff members of United Nations agencies and NGOs</p> <p>1 training session on child protection was conducted for 52 sub-prefects to enable them to take into consideration children's concerns within their respective administrative jurisdictions</p> <p>The lower output was attributable to the timing of the recruitment of relevant staff members in the responsible offices</p> |
| 2 field visits per month by each field office to monitor and verify allegations of international human rights and humanitarian law violations, conflict-related sexual violence and grave violations against children and inform the provision of assistance to victims in liaison with the humanitarian cluster system, as well as prevention measures through protection of civilians mechanisms | 72 | <p>Field visits</p> <p>The Mission organized 50 field missions to monitor and investigate allegations of human rights violations. The Mission also organized 22 field visits to verify grave violations against children committed by the parties of conflict</p> <p>The higher output was attributable to the rapid opening and staffing of the relevant offices in the field and the mobilization of the Mission support and substantive teams in the less remote areas</p> |
| 12 fact-finding missions to investigate violations of humanitarian and human rights law, conflict-related sexual violence and grave violations against children, in order to inform the fight against impunity | 4 | <p>Fact-finding missions</p> <p>The lower output was attributable to the timing of the recruitment process and logistics support not yet available to reach the more difficult and remote locations</p> |

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| Issuance of 2 thematic public reports on the human rights situation in the Central African Republic to inform advocacy efforts to promote and protect human rights and contribute to the fight against impunity | No | The first periodic report covering the period from 15 September 2014 to 31 May 2015 was finalized during the reporting period. The report is expected to be reviewed and issued during the 2015/16 period. Jointly with the Office of the High Commissioner for Human Rights, the Mission issued a series of press statements on the human rights situation in the Central African Republic |
| | | The lower output was attributable to the timing of the recruitment of the relevant staff members. The deadline for the issuance of the second report was extended to reflect the outcome of the Bangui Forum and the progress towards the establishment of transitional justice mechanisms |
| Conduct of a public information campaign to raise the awareness of the civilian population and parties to the conflict regarding the Mission's implementation of the protection of civilians mandate | 1 | Public information campaign |
| 12 technical assistance forums to advise local authorities and communities on the establishment of early warning mechanisms jointly with MINUSCA | No | Technical assistance forums were not undertaken owing to the timing of the recruitment of relevant staff members. Community liaison assistants were deployed at the end of the reporting period |
| 7,300 violations liaison officer days for close liaison with the national and local authorities to resolve intracommunal conflict | No | Because of the ongoing security situation close liaison with the national and local authorities to resolve intercommunal conflict was not undertaken |
| Assessment and rehabilitation of 1 permanent weapons storage facility and 1 temporary ammunition storage depot for safe and secure bulk weapons storage near Bangui | No | The permanent weapons storage facility was under assessment and construction at Camp Kassai during the reporting period. Delays with regard to its rehabilitation were encountered owing to the lack of bids from local contractors |
| | | The temporary ammunition depot was in its last phase of construction at the end of the reporting period. Delays were encountered owing primarily to the late delivery of materials from the supplier by six months and a 2-month backlog of freight processing at the port of entry |
| Assessment and rehabilitation/construction of 10 local storage facilities in Bangui for national police, Central African Armed Forces or gendarmerie weapons, ammunition or explosives to an agreed minimum national standard | 2 | Armouries The lower output was attributable to the lack of eligible bids from local contractors. The call for bids was reposted online and a more proactive approach was adopted in seeking out construction companies and advising the contractors on the procurement procedures |

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| Conduct of 50 lifesaving explosive ordnance disposal and risk education tasks in response to explosive threats, pointed out or reported, completed through survey, disposal or removal | 1,517 | Risk education tasks were conducted for 55,989 beneficiaries, including children, reducing the threat and incidents of children bringing grenades to school or grenade accidents in public spaces, as previously reported |
| | 1,358 | Ammunition and explosive items collected |
| | 9.2 | Tons of obsolete ammunition destroyed |
| | 2,879 | Guns collected, assessed and recorded |
| | | Furthermore, a plan of mitigation measures and recommendations to deal with the threat arising from 6 tons of ammunition poorly stored within the confines of Camp Beal, ex-combatants camp, in addition to safeguarding and classifying 68 weapons and 80 grenades at another ex-combatants camp, was implemented in the context of disarmament, demobilization and reintegration operations. Counter improvised explosive device awareness training of trainers was provided to 19 participants from the MINUSCA uniformed personnel and the Department of Safety and Security |
| | | The higher output was attributable to the strong cooperation of the Ministry of Education and local schools in allowing risk education teams to conduct sessions across communities in Bangui, the internally displaced persons camp in M'poko, schools and neighbourhoods in Bouka, Bossangoa and Boali |

Expected accomplishment 1.3: Progress towards fighting impunity

| <i>Planned indicators of achievement</i> | <i>Actual indicators of achievement</i> | |
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| 1.3.1 Increase in the number of perpetrators of human rights violations and other crimes arrested and prosecutions initiated | 53 cases were documented in which presumed perpetrators were arrested or prosecutions were initiated. Arrests and prosecutions were hampered in general by a crucial lack of police, gendarmerie and judicial presence outside of Bangui | |
| 1.3.2 Increase in the number of national corrections officers trained regarding their responsibilities in implementing the Standard Minimum Rules for the Treatment of Prisoners | 20 training sessions on prison security delivered to prison workers and FACA elements conducting basic security functions at the prisons, resulting in increased searches, fewer contraband items entering and less violent means of addressing prison incidents | |
| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
| Monthly coordination meetings held with other partners and donors in support of the restoration of the penal chain | 22 | Monthly meetings As a result of the meetings, 9 cases were tried at the Court of Appeal in Bangui during the reporting period |

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| Technical support and advice on a monthly basis to national magistrates handling cases of serious crimes | 95 | Meetings (18 meetings with the offices of Prosecutor, 34 meetings with the Police Investigation Unit and 43 meetings with Courts of Appeal of Bangui, Bouar, Bambari, Bimbo, Kaga Bandoro, Bambari, Nola, Bria and Berberati) |
| Provision of 5 training workshops for 100 participants from national law enforcement agencies on international human rights standards and principles, international humanitarian law, principles of arrest and detention and awareness-raising on violence against women and children | 5 | <p>Training sessions for 690 members of the national armed forces, including 13 women, in Camp Kassai and 45 members of the national police, including 9 women</p> <p>The higher output was attributable to the advanced recruitment of staff members dedicated to the organization and conduct of training</p> |
| Organization of 5 training workshops for 100 participants from local human rights NGOs and other civil society actors on monitoring techniques, advocacy and follow-up to promote the fight against impunity, develop their knowledge of human rights and enhance their capacity | 4 | <p>Workshops were conducted on transitional justice for a total of 153 participants, including 25 women (3 workshops) and on the right to truth, reparations and commemoration (1 workshop)</p> <p>In addition, a two-month awareness-raising campaign on human rights, focusing on peace and social cohesion between communities, due process and the role and importance of the judiciary system, was conducted for over 2,500 civil society participants, including university students, community leaders and community members</p> <p>The alternative output was attributable to the outcome of the Bangui Forum and the commitment by the transitional national authorities to strengthen the transitional justice mechanisms, including setting in place of effective reparation mechanisms for victims of serious human rights and humanitarian law violations</p> |
| Training course for 44 national corrections officers on their responsibilities in implementing the Standard Minimum Rules for the Treatment of Prisoners | 42 | National corrections officers trained and graduated as a result of 15 training sessions and technical support provided by the Mission |

Component 2: support to the political process, reconciliation and elections

40. Throughout the reporting period, the Mission provided good offices and advice, and overall political support to the Transitional Authorities, which culminated in the holding of the Bangui Forum on 5 May 2015 and contributed to the success of the event. In support of the transition process, the Mission: (a) conducted regular weekly meetings which included community-based discussions in preparation for the political dialogue forum; (b) provided technical and strategic advice and guidance regularly to the various stakeholders and partners (National Electoral Authority, Transitional Constitutional Court, civil society organizations, media) through the various coordination mechanisms (the Strategic Committee on elections, UNDP, Projet

d'appui au cycle électoral en Centrafrique, Technical and Strategic Steering Committees, Group of Eight, Technical Follow-Up Committee, ONE United Nations Taskforce) for the planned elections; (c) organized thematic monthly meetings with political parties to allow political actors to better understand the political process, facilitating more effective participation on the coordination of international support, including at the highest level with the President of the National Transitional Council; (d) held working-level meetings with the President of the Commission on Laws and other members of the National Transitional Council; and (e) addressed the constitutional review process as well as matters relevant to the National Transitional Council and MINUSCA mandate.

41. MINUSCA continued to work towards the implementation of the cessation of hostilities agreement, facilitating consultative meetings and dialogue, one of which was chaired by the President of the Bangui Forum, to bring together the Transitional Government and members of armed groups. These efforts culminated in the signing of the Accord d'engagement between the Transitional Government and 10 armed groups and the signing of an accord on disarmament, demobilization, reintegration and repatriation by 9 armed groups.

42. MINUSCA provided strategic advice and technical assistance to the Transitional Authorities in relation to the security sector, such as for the preparation of relevant provisions of the Bangui Forum documents, the resumption of activities and redeployment of security and defence forces, as well as security sector-related constitutional provisions. The main principles of the future defence force and principles and criteria for the integration of ex-combatants in the defence and internal security forces were developed under the guidance of the Mission and adopted in the Strategic Committee for disarmament, demobilization, reintegration and security sector reform, and incorporated in the documents agreed at the Bangui Forum. MINUSCA also continued to advise the national actors, including the Constitutional Court and the National Transitional Council on the security sector-related provisions of the new Constitution, such as on the nature and mandates of the defence and security forces.

43. Conflict mitigation initiatives across the country undertaken by MINUSCA involved mapping civil society organization networks and establishing contact with them in order to create a basis for deploying a nationwide strategy. MINUSCA and UNDP provided active support to the Ministry of Reconciliation to define its strategy and take the first steps towards the realization of a national infrastructure for peace. The Mission conducted regular meetings with civil society actors and local authorities to promote the establishment of conflict resolution mechanisms in Bangui and Bria. Additionally, the Mission implemented conflict mitigation initiatives across the country as demonstrated in the actual frameworks below.

Expected accomplishment 2.1: Progress towards an inclusive political dialogue and the implementation of the transitional process

*Planned indicators of achievement**Actual indicators of achievement*

2.1.1 Community-based consultations are held in communities throughout the country, which have the opportunity to articulate their grievances regarding the implementation of the transitional and political process

Local consultations were held across the country in preparation for the Bangui Forum. Its successful organization marked a key benchmark creating an environment conducive for political dialogue aimed at reaching minimum national consensus on the way forward with regard to a variety of political and security issues. National civil society organization networks for youth and local development NGOs organized workshops across the country to reflect on the recommendations of the Bangui Forum and identified those that they will incorporate in their advocacy for good governance

2.1.2 An agreement is obtained on the modalities of an inclusive political dialogue forum with all main stakeholders, including the signatories of the Cessation of Hostilities Agreement

The Republican Pact for Peace, National Reconciliation and Reconstruction was adopted at the conclusion of the Forum and will serve as a road map for the country's future

2.1.3 The National Electoral Authority is established, staffed and fully operational, including through its representation in all seven regions

The National Electoral Authority was established and staffed; however, the lack of funds or late disbursements to the Authority to procure equipment, pay salaries and stipends, and tardiness in officializing the nomination of staff had impaired the operationalization of the representation and led to delays in voter registration operations and dissemination of sensitization materials to the diaspora in relation to the electoral process

2.1.4 The legislative framework for the holding of elections is completed through the adoption of the National Electoral Authority regulations and the decree on the consultative forum (*cadre de concertation*)

The legislative framework for the holding of elections proposed by the National Electoral Authority was examined and adopted by the Conseil national de transition on 30 June 2015

2.1.5 Completion of preparatory activities for voter registration, including procurement and distribution of registration materials in the seven regions

As of 30 June 2015, the electoral mapping, the training of trainers and the training of census agents were completed. The voter registration material had been received in Bangui. The initial deployment took place during the last week of June. The registration started on 26 June 2015 and the preparatory activities for voter registration were ongoing

| Planned outputs | Completed (number or yes/no) | Remarks |
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| Technical assistance and advice, through weekly meetings at the national and local levels, to the Government and other key stakeholders on the preparation and holding of community-based consultations in preparation for the political dialogue forum | Yes | Local consultations were held ahead of the Bangui Forum and contributed to the success of the event |
| Advice to the National Electoral Authority, political parties, the Government, the consultative framework (<i>cadre de concertation</i>) and other stakeholders, including donors and civil society, on electoral issues in the course of the political dialogue process | Yes | The introduction to this component refers to this subject |
| Coordination of support from diplomatic and other international partners, including through the steering mechanisms to be established by the United Nations Development Programme and MINUSCA at the technical and strategic levels | Yes | Meetings were held on a weekly basis at the strategic level supported by technical/expert level meetings, as required. These meetings played a key role in support to the International Contact Group |
| Promotion of forums and activities that foster political debate and inclusion, with a particular focus on the inclusion of women, youth and minority groups, through the MINUSCA radio station, Guira FM, State-level outreach activities and printed materials | Yes | The Mission mandate to protect civilians was promoted through daily news, talk shows, interviews and magazines, documentaries, radio spots, sketches and soap operas in French and Sango of the Mission's 24-hours-a-day, 7-days-a-week radio station, Guira FM, and dedicated radio programmes produced and aired on a weekly basis by the Mission's radio station and distributed to community radio stations |
| Monthly meetings with political parties and civil society organizations to promote greater participation in and better awareness of key political processes | 7 | Meetings The lower output was attributable to the sufficiency of seven meetings to achieve results |
| Regular meetings of the international coordination mechanisms on the coordination of international support to the political process | Yes | Meetings were held on a weekly basis |

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| Monthly meetings with the National Transitional Council, including the National Constitutional Review Commission | Yes | Meetings were held regularly with the President of the National Transitional Council supported by working-level meetings with the President of the Commission on Laws and other members of the Council. Meetings addressed the constitutional review process as well as other matters relevant to the National Transitional Council and the Mission mandate. MINUSCA provided advice and expertise throughout the process of the study, drafting and adoption of a draft constitution |
| Advice on the preparations for the electoral process to the National Electoral Authority and political parties through meetings with the Government and other stakeholders, including donors and civil society, and the establishment of steering mechanisms to coordinate support from diplomatic and other international partners for the census and to develop common policy positions for discussion with the Government, following a decision on the timing of the elections | Yes | The introduction to this component refers to this subject |
| Logistics and operational support to the National Electoral Authority and its field offices on all aspects of the electoral operations, including the establishment of the electoral administration, the drafting of electoral laws and regulations, procedures and training, media and communication, voter education, data management and voter registration | Yes | <p>At the field level, the Mission provided the following support to the National Electoral Authority: logistical and operational support establishing 136 field offices; technical and logistical support through the 16 Bureaux Electoraux Regionaux of the United Nations Integrated Electoral Team; technical advice, including to the cadre de concertation and the Transitional Constitutional Court, on the electoral legal framework through workshops and meetings culminating in a revised draft of the electoral laws and regulations; support for the drafting of the Constitution; assistance in training and development of associated modules in conceptualizing and designing civic and voter education materials for voter registration; support in using voter registration software and identifying equipment and specifications as well in the operationalization of the National Electoral Authority Central Data Processing Centre based in Bangui</p> <p>Furthermore, voter registration equipment and sensitization material were deployed by the Mission to the 16 prefectures, including Bangui</p> |

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| Advice and technical assistance to the National Electoral Authority in the development of a concept of operations and a security plan for voter registration and elections, as well as the development and implementation of countrywide civic and voter education strategies and programmes, including the promotion of electoral and civic rights and women's participation | Yes | Technical advice and guidance on electoral security was provided through the established Electoral Security Taskforce, comprising the United Nations Integrated Electoral Team, the Mission Force, United Nations police and representatives of the national police and gendarmerie. The joint concept note on electoral security throughout the electoral cycle was developed for the basis of the Integrated Electoral Security Plan. In addition, Joint Coordination Operations Centres at the provincial level comprising national and international elements have been established throughout the 16 prefectures. National Electoral Authority voter education, communication, training and gender-based strategies were developed and finalized and were implemented by the National Electoral Authority. This included 3 workshops integrating gender affairs issues in the electoral process |
| Organization of 6 electoral capacity-building workshops for 7 members and 10 staff of the National Electoral Authority | 1 | Capacity-building workshop The lower output was attributable initially to the timing of the operationalization and recruitment of the central structure of the National Electoral Authority followed by the embedding of the United Nations Integrated Electoral Team within the National Electoral Authority structure, which held regular work meetings negating the requirement for further workshops |
| Bimonthly meetings with parties to the conflict to advocate the inclusion of relevant provisions addressing child protection concerns in the peace agreement | 10 | Meetings In addition, 10 armed groups signed an agreement on 5 May committing to prevent and end the recruitment and use of child soldiers and other grave child rights violations The higher output was attributable to enhanced advocacy and armed groups availing themselves for meetings and collaboration |
| Conduct of 2 public information/ awareness-raising projects for communities with a high concentration of armed groups in Nana-Grebizi, Ouham, Ouka and Bangui to raise their awareness of the Cessation of Hostilities Agreement and the wider political process | 2 | Campaigns/projects |
| 2 workshops for 40 members of armed groups and signatories of the Cessation of Hostilities Agreement to build their capacity in negotiating a comprehensive political agreement at the Bangui Forum | 2 | Consultative meetings and dialogue with 48 members MINUSCA maintained dialogues with the armed groups which signed the Accord d'Engagement and the Agreement on disarmament, demobilization, reintegration and repatriation at the Bangui Forum |

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|--|-----|--|
| Conduct of 1 awareness-raising workshop in Bangui for 50 national and local authorities, including members of the National Transitional Council and defence and security forces, NGOs and international organizations on security sector reform | No | The workshop was postponed to leverage the political environment following the Bangui Forum, which would be more favourable for conducting this event |
| Technical advice to the National Transitional Council, executive and legislative security sector governance institutions and national authorities, including the Ministry of Defence, on the development of appropriate vetting procedures to reconstitute professional, balanced and representative security forces based on the non-violation of humanitarian law and taking into account ethnicity or geographical origin | Yes | The criteria for vetting procedures to reconstitute the future defence force, such as non-affiliation with active armed groups, non-violation of international humanitarian law and human rights standards and absence of judicial cases, was developed and adopted by national and international actors. In cooperation with Operation Sangaris, European Forces and Fondation Suisse de Déminage, MINUSCA assisted the Ministry of Defence and the Chief of Defence Staff of FACA with the verification of approximately 1,800 personnel as part of the Static Protection Battalion, the Close Protection Guard, Territorial Infantry Battalions 1 and 2, the Central African Republic contingents of the Regional Task Force combatting the Lord's Resistance Army, and the Tri-Partite Force (Central African Republic-Sudan-Chad) |
| Technical assistance and advice, through biweekly meetings, to the follow-up mechanism established to monitor the implementation of the Cessation of Hostilities Agreement at the national level on the implementation of the Agreement | Yes | Meetings of the Follow-up Commission to the Cessation of Hostilities Agreement were held on a weekly basis between October 2014 and April 2015 |
| Technical assistance and advice, through biweekly meetings, to the mechanism established to monitor the implementation of the Cessation of Hostilities Agreement at the local level on the implementation of the Agreement | No | Biweekly meetings ceased to be held in April 2015 when the Follow-up Commission to the Cessation of Hostilities Agreement stopped meeting |

Expected accomplishment 2.2: Progress towards reconciliation at the national and local levels

Planned indicators of achievement

Actual indicators of achievement

2.2.1 Launching of conflict mitigation initiatives in key areas of intercommunal tension

In addition to the efforts made as described in the introduction to this component, the Mission organized workshops with Peace Direct and civil society organizations to strengthen the capacities of 55 civil society organizations and 8 mayors of the arrondissements in Bangui in order to design a strategy and workplan for the implementation of main recommendations from the Bangui Forum. MINUSCA, together with UNDP and the Ministry of Reconciliation produced terms of reference for local peace and reconciliation committees at the prefecture level, the implementation of which is one of the recommendations of the Bangui Forum. Furthermore, seven concrete quick-impact projects were implemented to address and mitigate conflicts

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|--|---|---|
| Development of 6 regional projects with the United Nations country team and other partners to support and sustain local government and civil society initiatives in order to address the underlying causes of conflict | 7 | Regional projects The higher output was attributable to the fact that some offices such as in Bambari did not implement a quick-impact project for conflict resolution; however, others like Bangui and Bossangoa implemented more |
| Monthly meetings with local authorities and civil society organizations to provide advice on promoting the establishment of conflict mitigation and resolution initiatives and mechanisms | 52 | Meetings The higher output was attributable to the interest and active engagement of the local authorities and organizations |

Component 3: restoration and extension of State authority

44. MINUSCA supported the penal chain in the country and the Transitional Authorities with the re-establishment of government institutions. It developed the capacity of the national police and gendarmerie of the Central African Republic through regular meetings, the provision of advice, mentoring, the development of police management procedures with the Minister of Public Security, the Director General of the National Gendarmerie, and the Director General of the Central African Police, and through the co-location of individual police officers with national police offices across the country. The Mission's United Nations police, in collaboration with UNDP, provided training on crowd control, sexual and gender-based violence, traffic and ethics for the national police and gendarmerie. Furthermore, MINUSCA, in collaboration with UNDP and UN-Women, trained security and judicial authorities and expanded the capacities of law enforcement officers in dealing with the victims of crime.

45. The Mission conducted joint assessments, training in records management and the use of force and firearms in prisons across the country, provided support to mobilize resources and improved the conditions of detention. The Mission also provided support and technical assistance to the Ministry of Justice to establish the Special Criminal Court and supported the Ministry of Justice to reopen courts in jurisdictions across the country. The Mission provided logistics support and capacity to the Ministry of Justice to assess the feasibility of reopening rule of law institutions and creating mobile courts.

46. Advice provided by the Mission led to improvement in security practices, records management, classification of inmates, the supervision of movements of high-profile suspects, the organization of prison escort services, the management of security incidents, and the use of force and firearms. Guidance was provided to the Government in mobilizing resources which led to the provision of pharmaceutical products to the Ngaragba prison; provision of hygiene kits, mosquito nets and medicines to female detainees; surgical operation of two detainees; and the emptying of the septic tanks of the Ngaragba prison.

47. MINUSCA, in collaboration with French institutions and the Danish Refugee Council present in Bangui, conducted capacity-building activities across the country

to support the Ministry of Territorial Administration in its training of administrative staff members and civil society members. Through the quick-impact projects programme the Mission rehabilitated civilian administration structures and supported the National Authorities in planning the re-establishment of police across the country.

Expected accomplishment 3.1: Progress towards the re-establishment of the rule of law in the Central African Republic

Planned indicators of achievement

Actual indicators of achievement

3.1.1 Increase in the number of cases of serious violations of human rights and international humanitarian law investigated and prosecuted (2013/14: 3; 2014/15: 10)

There was an increase of 10 cases of serious human rights violations, which were investigated and are awaiting trial

3.1.2 Increase in the number of criminal sessions of the courts in Bangui and in one other region (Bouar)

The criminal session in Bangui began on 29 June 2015 for the first time since 2011. There were 10 cases that were heard during the reporting period

3.1.3 Increase in the number of prisons operating in line with international standards in regions outside Bangui (2013/14: 1; 2014/15: 2)

The prison in Bimbo made improvements towards operating in line with international standards

3.1.4 Law enforcement agencies, corrections services and the judiciary are increasingly operating in compliance with international human rights standards to prevent, monitor, investigate and prosecute human rights violations

The law enforcement agencies began to operate in compliance with international standards by the end of the reporting period although there remained a significantly high number of violations committed by the national police

The Mission provided support for the drafting of a law to establish a Special Criminal Court. The law was promulgated on 3 June 2015 enabling the Court's jurisdiction throughout the country to investigate and try serious crimes, including genocide, crimes against humanity and war crimes. Training was provided to corrections officials to enable them to prevent human rights violations in detention facilities

Planned outputs

*Completed
(number or
yes/no)*

Remarks

Technical advice, through monthly meetings, with relevant ministerial counterparts and weekly meetings with the leadership of the national police and gendarmerie on the development of the capacity of the national police and gendarmerie of the Central African Republic

130

Meetings

| | | |
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| Daily advice and capacity-building to the police and gendarmerie of the Central African Republic through the co-location of offices of United Nations police officers in Bouar, Bria, Kaga Bandoro and Bangui, including the two training academies | Yes | <p>United Nations police, through the mobile teams in Bangui and individual Police Officers in the sectors engaged with their police and gendarmerie counterparts in daily advisory support, mentoring and monitoring through co-location</p> <p>MINUSCA police were deployed in Bouar, Bria, Kaga Bandoro and Bossangoa</p> <p>The Police and Gendarmerie Academies were not rehabilitated, and offered no means for United Nations police co-location; however, visits took place twice weekly to meet local partners and plan future activities</p> |
| 20 training sessions for approximately 500 Central African national police and gendarmerie officers to enhance policing capacity in relation to policing techniques, crowd control, election security, sexual and gender-based violence, training of trainers and criminal investigations | 10 | <p>Training sessions for approximately 248 police and gendarmerie officers, including 51 female officers</p> <p>The lower output was attributable to the need to focus on operational activities, taking into consideration the security situation in Bangui, and the rate of deployment of the individual police officers. The United Nations police did conduct guidance, training and technical support forums, through their co-location with the national police and gendamerie</p> |
| Conduct of 45 days of training for 20 Central African Republic corrections officers on the formation of a rapid response team for the Ngaragba prison | No | <p>The country Prison Service had only 8 corrections officers; however, they still had the status of trainee and were not integrated into the Public Service, thus there were no national staff available to be trained for rapid response</p> |
| Technical assistance to the Ministry of Justice on the conduct of a baseline assessment of two prisons for the planning of its reopening and on the development of a strategic plan for the Prison Service of the Central African Republic | 5 | <p>Joint baseline assessments (prisons of Bouar, Bossangoa, Berberati, Bossembele, Bria)</p> <p>Technical support was provided to the Ministry for the development of a three-year plan for the recruitment, training and deployment of staff members in the prisons across the country</p> |
| Bimonthly monitoring visits to detention facilities and prisons and technical guidance to the Government to improve the conditions of detention | 48 | <p>Monitoring visits</p> <p>Guidance was provided to the Government in mobilizing resources, which led to the provision of pharmaceutical products to the Ngaragba prison by an international pharmaceutical group; provision of hygiene kits, mosquito nets and medicines to female detainees by the United Nations Population Fund; surgical operation of two detainees by Médecins Sans Frontiers France; emptying of the septic tanks of the Ngaragba prison by the International Committee of the Red Cross</p> |

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| Daily mentoring and guidance to the senior leadership of the Prison Service (wardens) of the Central African Republic on the management of maximum security detainees and conditions of detention as linked to the application of urgent temporary measures in conformity with international norms and standards | Yes | Directors and staff members of the Ngaragba and Bimbo prisons were provided with guidance and mentoring support, which led to considerable improvement in security practices, records management, classification of inmates, the supervision of movements of high-profile suspects, the organization of prison escort services, the management of security incidents, the use of force and firearms |
| Technical assistance to the Ministry of Justice in 24 meetings of the drafting committee tasked with the preparation of the national legislation required to implement urgent temporary measures | 24 | Meetings The law establishing the Special Criminal Court was adopted by the National Transitional Council and promulgated within the reporting period |
| Provision of advice and technical assistance (at least 3 times per week) to 20 national magistrates of the existing courts handling cases of serious crimes, as well as 5 workshops of 2 days each for those 20 magistrates in order to enable them to conduct genuine, impartial and effective investigations of serious crimes in accordance with international standards | No | The magistrates who will serve on the Special Criminal Court were not yet appointed. Nevertheless, the Mission held 18 meetings with the offices of the prosecution and 43 meetings with judges to discuss cases for the Court. Workshops were not organized as the Court had not yet been established |
| Monthly meetings with law enforcement and judicial authorities for technical assistance on the documentation and collection of evidence that may be used in future judicial and non-judicial accountability processes for human rights and humanitarian law violations | 3 | Meetings were held in the context of setting up the Special Criminal Court at which the collection of evidence was discussed. However, 65 meetings were held by the Police Commissioner and Senior Management with the Minister of Justice, the Prosecutor General and the Prosecutor of Bangui to discuss issues related to justice and the implementation of urgent temporary measures, including arrest, transfer of detainees, detention, documentation and respect for human rights in daily activities of Justice and Law Enforcement Officers |
| Technical assistance (3 times per week) on investigating, prosecuting and bringing to trial cases of serious crimes by international magistrates to 6 magistrates on ongoing cases of the Cour criminelle spéciale and the provision of air and land transportation, personal protection and security support (in particular close protection and security of working premises) to the Cour criminelle spéciale to enable preliminary investigations in at least 6 cases of urgent temporary measures | No | Technical or logistical assistance was not provided as the Special Criminal Court had not yet been established |

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| Weekly meetings with the Ministry of Justice on the finalization of a strategic justice plan that will include the gradual redeployment of justice officials throughout the country | Yes | Meetings with the Ministry of Justice and advisory meetings with the Chief of Cabinet of the Ministry of Justice, resulting in a strategic plan for the reopening of the courts in various jurisdictions outside Bangui, were held. A strategic plan for the gradual redeployment of justice officials throughout the country was drafted on 16 October 2014. In order to fine-tune the plan, joint missions with the Ministry to Bria and Bossangoa were organized and resulted in strategic planning and the deployment of magistrates to these cities |
| 3 training sessions on criminal procedures and court administration for 25 magistrates to be redeployed to the regions | No | Training sessions were not organized as the number of magistrates for redeployment did not warrant the organization of such training |
| 1 two-day training session for 15 magistrates and 1 two-day training session for 10 police officers on effective investigation techniques of cases of sexual and gender-based violence | 1 | Training session was organized in the framework of the joint programme between UNDP, MINUSCA, UN-Women, support to the fight against human rights violations and to the relaunching of justice in the Central African Republic, for the security and judicial authorities on the hearing of victims of sexual abuse in the Central African Republic between 23 March and 18 April 2015 aimed at enhancing the capacities of the law enforcement officers to hear the victims of sexual abuse and investigate those crimes During the four weeks, the magistrates and the police officers were trained |
| Logistical support provided to the Ministry of Justice for the organization of 1 criminal session in the Court of Appeals of Bangui | 1 | Criminal court session |
| 3 joint assessment trips with 6 government representatives to priority locations to be determined by the Government in order to assess the feasibility of reopening rule of law institutions | 3 | Joint assessment trips |
| Logistical support to the Ministry of Justice to transport court personnel for 2 mobile court sessions by special flights | No | Mobile court sessions were not yet functional during the reporting period owing to the insecurity of many remote parts of the country |
| 1 two-day seminar for 50 participants from the Bar Association, the Ministry of Justice and legal aid providers on the legislation and procedures needed for the establishment of effective legal assistance for indigent persons | No | The seminar was not conducted because of the timing of the recruitment of relevant staff members |

Expected accomplishment 3.2: Progress towards the re-establishment of governmental institutions and the extension of State authority in the Central African Republic

*Planned indicators of achievement**Actual indicators of achievement*

3.2.1 Increase in the number of local authorities and civil servants deployed and trained effectively

137 personnel were trained and 58 deployed. MINUSCA coordinated with Cooperation française technical and logistical support for the training and deployment of 50 sub-prefectures which were nominated following a Presidential Decree issued in May 2015. The Mission facilitated the deployment of all 16 prefectures and 42 out of 71 sub-prefectures to their respective duty stations

3.2.2 Increase in the number of national rule of law officials, including national police, gendarmerie, judicial officials, prosecutors and prison officials deployed and effectively trained in the protection of civilians

No significant increase in the number of Rule of Law officials deployed apart from when MINUSCA facilitated the deployment of gendarmerie to Bria

Training conducted for both national police and gendarmerie in relation to protection of civilians, human rights and sexual and gender-based violence throughout the reporting period. In addition, a workshop was held with 45 participants from all levels of the prison service and all armed forces intervening in prison security during which the principles of prison security as they pertain to the respect of human rights were reviewed and discussed. The Mission also worked with UN-Women to train 60 participants at the School of Magistrates on the procedure for the hearing of victims of sexual violence

*Planned outputs**Completed
(number or
yes/no)**Remarks*

6 capacity-building workshops, in coordination with the European Union and the United Nations country team, for 150 préfets, sous-préfets, mayors and civil servants on public administration/core government competencies and local governance, planning and budgeting of local stabilization and reconstruction projects

7

Capacity-building workshops

5 workshops in support to the Ministry of Territorial Administration and in coordination with the Coopération française and the Danish Refugee Council, an NGO, for the training of all 16 prefects and 71 sub-prefects and 21 representatives of civil society organizations on mediation and conflict resolution in Bangui, Bouar, Bambari and Bossangoa

1 workshop conducted for 28 representatives of civil society organizations engaged in peacebuilding activities

1 workshop organized for 55 representatives of civil society organizations on the follow-up to the recommendations of the Bangui Forum related to the implementation of the “Pacte Republicain” and the forthcoming elections

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|---|----|--|
| Rehabilitation/construction of 5 civilian administration structures through quick-impact projects | 8 | <p>Civilian administration structures (sub-prefecture, social affairs, and tax offices, and Equipment Administrative Service in Bria; sub-prefecture in Kaga Bandoro; Equipment Administrative Service in Bouar; City Hall in Bambari; and, Municipality Office in Bangui)</p> <p>The higher output was attributable to 3 additional quick-impact projects mobilized for the rehabilitation and equipping of administrative structures in Bria as the result of the joint MINUSCA-Sangaris military operation. The operation aimed at restoring State authority by emptying administrative buildings occupied by armed groups and subsequently redeploying legal public administration</p> |
| Monthly meetings with the national police and gendarmerie to provide technical assistance in re-establishing police presence and authority in cities where MINUSCA police deploy through support for the planning and physical deployment of national personnel | 65 | <p>Meetings</p> <p>The higher output was attributable to the need to engage on a weekly basis with the national police and gendarmerie, and the close working relationship established between the senior management of the United Nations Police and their national counterparts</p> |

Component 4: support

48. During the reporting period, the Mission's support structure was established and it provided effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate through the delivery of the related outputs. As of 30 June 2015, the support component established offices and accommodations in 45 locations throughout the Central African Republic and supported an actual deployment of 91.6 per cent of military and police personnel and incumbency of 87.9 per cent of civilian personnel.

Expected accomplishment 4.1: Effective and efficient logistical and administrative support for the Mission

| <i>Planned indicators of achievement</i> | <i>Actual indicators of achievement</i> |
|---|--|
| 4.1.1 Establishment of an integrated Mission headquarters, field offices, airfields and/or accommodation facilities in 45 locations | Headquarters in Bangui, three sector headquarters (Kaga Bandoro, Bria and Bouar), five integrated field offices (Ndele, Bambari, Bossangoa, Bangassou and Berberati), three sub-offices (Paoua, Obo and Birao) and facilities in 35 other locations with only a permanent military presence were established |
| 4.1.2 Deployment of at least 60 per cent of the projected civilian personnel level of 1,482 by 30 June 2015 | 1,474 posts and positions were authorized for the reporting period. 828 civilian personnel, representing 56.0 per cent of approved civilian personnel, were onboard as of 30 June 2015. The level of civilian personnel onboard includes 61 positions (23 temporary positions and 38 United Nations Volunteers) approved by the Controller for a four-month period on an exceptional and temporary basis |

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|---|---|--|
| Military, police and civilian personnel | | |
| Emplacement and rotation of up to 240 military observers, 9,760 military contingent personnel, 400 United Nations police officers and 1,400 formed police unit personnel and administration of up to 1,476 civilian staff, comprising 729 international staff (including 42 temporary staff), 607 national staff (including 1 temporary staff), 140 United Nations Volunteers, and 20 government-provided personnel | 144 9,110 304 1,248 828 | Military observers Military contingent personnel United Nations police officers Formed police unit personnel Civilian staff comprising 489 international staff (including 48 temporary staff), 233 national staff, and 106 United Nations Volunteers. The 828 civilian staff includes 23 temporary positions and 38 United Nations Volunteers authorized by the Controller on an exceptional and temporary basis |
| | 19 | Government-provided personnel The lower output was attributable to the challenges described under the mandate performance and the frameworks sections of the report |
| Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for military contingents and formed police personnel | Yes | Contingent-owned equipment was verified, monitored and inspected and 91 verification reports forwarded to Headquarters |
| Supply of food rations, composite ration packs and water in accordance with established standards to up to 11,400 military and formed police personnel | 7,770 | Military and formed police personnel on average per food feeding cycle were supplied |
| Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and recommendations for remedial actions where misconduct has occurred | Yes | A three-pronged strategy for conduct and discipline covering prevention, enforcement and remedial action was implemented and the following was undertaken: risk assessment visits to 11 military camps in the Bangui region; induction training of 394 new civilian, military and police personnel; refresher training of 319 military contingents; and training of trainer for 63 military and police personnel 22 allegations were reported to and handled by the Mission, of which 16 were classified under category 1 |
| Facilities and infrastructure | | |
| Maintenance and repair of former MISCA military/formed police sites in 31 locations, 3 sector headquarters (Bouar, Kaga Bandoro and Bria) and 4 premises in Bangui (interim | 4 3 3 | Former MISCA camps Sector headquarters (Bouar, Kaga Bandoro, Bria) Integrated field offices (Bossangoa, Berberati, Bambari) |

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| Mission headquarters, military headquarters annex, joint task force headquarters and M'poko camp) and operation and maintenance of United Nations-owned and contingent-owned equipment, including 15 water treatment plants, 30 boreholes, 10 wastewater treatment plants and 125 generators in former MISCA camps and United Nations compounds | 4 11 5 No No 168 | Premises in Bangui (interim Mission headquarters, joint task force Centre, M'poko camp, and Desjean compound) Water wells Water treatment plants Boreholes Wastewater treatment plants United Nations-owned generators |
| | | The lower outputs were attributable to: the fact that most of the troop locations had changed from the initial MISCA camp sites with the updated concept of operations; and, the fact that planned outputs were based on historical patterns and deployment trends across recent start-up missions |
| | | In place of the MISCA camps, the Mission acquired new tented camps during the period |
| Establishment of a permanent Mission headquarters, 5 integrated field offices (Ndele, Bambari, Bossangoa, Bangassou and Berberati), 3 sub-offices (Paoua, Obo and Birao), a forward logistics base in Bouar, 6 150-man and 3 100-man modular tented camps at the 3 sectors and level I United Nations medical facilities at the 3 sectors and 2 subsectors | No 5 3 3 1 1 | Permanent Mission headquarters Integrated field offices Tented camps at 3 sectors Tented camps at 3 subsectors Level II hospital was established in Kaga Bandoro Contingent-owned level II hospital was nearly completed in Bria |
| | | The lower output was attributable to insufficient medical support from former MISCA units as there were delays in deployment of contingent-owned equipment |
| Construction of the extension of the ramp in Bangui M'poko airport and the airport's logistics base, including a 220-man transit camp, the runway in Kaga Bandoro and unpaved airstrips in Bria, Bossangoa, Bouar, Bambari and Ndele | No | The ramp for rotary-wing aircraft was completed and routine maintenance of runways and aprons in Bria and Kaga Bandoro conducted; however, the delivery of transit camps and the necessary contingent engineers was delayed owing to challenges faced in the procurement process and lack of suitable contractors/suppliers |
| Maintenance and renovation of 5 km of township road in Bangui and rehabilitation of main supply routes in the 3 sectors | 3.7 258 8 | Kilometres in Bangui Kilometres of major supply routes Kilometres of township roads in Bria and 3 river crossings |

| | | |
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| | | The lower output for Bangui was attributable to the diversion of contingent engineers to Mission emergencies |
| Establishment of an environmental services contract, including garbage collection, cleaning, pest control, garbage disposal and hazardous waste collection | No | Services were arranged with a contractor based on a letter of intent |
| Ground transportation | | |
| Operation and maintenance of 438 United Nations-owned vehicles, including 15 armoured vehicles, in 4 workshops in 4 locations and supply of 3 million litres of petrol, oil and lubricants for ground vehicles | 438 2 2.6 | Vehicles, including 30 armoured vehicles Workshops, with 1,583 work orders for repair and maintenance Mission-wide Million litres |
| | | The higher number of armoured vehicles was attributable to the security situation |
| | | The lower number of workshops was attributable to the lack of local or regional technical support available at a reasonably priced level |
| | | The number of litres approved was 2.5 million |
| Operation of a shuttle service 7 days a week, for an average of 200 United Nations personnel per day, between their residential accommodation and the Mission locations | 7 250-300 | Days a week Personnel |
| Air transportation | | |
| Operation and maintenance of up to 2 fixed-wing and 9 utility helicopters, 2 military armed helicopters, an unmanned aerial vehicle capability and a medium military cargo aircraft, medium civilian aircraft for surge requirements and an aircraft for twice-weekly flights between Bangui and Entebbe on a cost-sharing basis and supply of 10.6 million litres of petrol, oil and lubricants for air operations | | Operation and maintenance was approved for 4 fixed-wing aircraft (one liaison, one utility and 2 cargo) and 12 rotary-wing aircraft (9 medium, 1 utility and 2 defence), 4.9 million litres of petrol, oil and lubricants, and an unmanned aerial vehicle capability |
| | | However, during the reporting period, 2 fixed-wing aircraft and 6 rotary-wing aircraft were operated and maintained. The 2 fixed-wing aircraft were used for twice-weekly flights on a cost share basis with UNSOA and UNISFA |
| | | 2 fixed-wing aircraft and 6 rotary-wing aircraft were not used owing to delays in their deployment, the lack of availability of planned aircraft and the decision to utilize road transport as an alternative to airlift where feasible and changing air asset requirements |
| | | The budgeted configuration was modified based on the above and given that MINUSCA inherited a legacy aircraft from BINUCA |

An unmanned aerial vehicle capability was not operated during the period owing to procurement challenges

The higher number of litres consumed, i.e., 5.2 million, compared to 4.9 million litres approved was attributable to the change in configuration of the fleet and number of hours flown

Communications

Establishment and maintenance of a satellite network for voice, fax, video and data communications, consisting of a hub station in Bangui, 45 very small aperture terminals (VSAT) distributed throughout the mission area, 45 telephone exchanges, 50 microwave links and 45 additional satellite terminals for the Internet, and commission and support for 60 mobile satellite phones and a trunking radio system to provide secure voice communications for Mission personnel

19 Very small aperture terminals

15 Telephone exchanges

42 Microwave links

34 Satellite terminals

61 Mobile satellite phones

1 Trunking radio system

The lower output was attributable to the fact that the planned volume of equipment was acquired but not received by the Mission until the end of the period owing to delays with regard to custom clearance and the security situation

Provision of technical support for 1,091 high-frequency transceivers and 87 very-high-frequency repeaters, with associated base, mobile and handheld units, and maintenance of videoconferencing services to all facilities at Mission headquarters and in the regional offices

306 High-frequency transceivers

59 Very-high-frequency repeaters

The lower output was attributable to the planned volume of equipment which was acquired but not received by the Mission until the end of the period resulting from delays with regard to custom clearance and the security situation

Maintenance of videoconferencing systems was provided as security conditions allowed

Information technology

Technical support for computing devices for up to 2,700 users and for the ICT infrastructure for up to 45 sites

1,928 End users

45 Sites

The lower output was attributable to fewer users compared to the anticipated level in the output

Establishment and maintenance of 45 local area networks (wired and wireless networks), forming an integral part of the Mission's wide area network, 45 servers, 675 printers and 675 digital senders in 45 locations

45 Local area networks

87 Servers

598 Printers

327 Digital senders

The higher number of servers was attributable to the fact that budget estimates were based on historical equipment needs taking into account the anticipated deployment for MINUSCA during the period

The lower number of printers and digital senders was attributable to the planned volume of equipment which was acquired but not received by the Mission until the end of the period because of delays with regard to custom clearance and the security situation

Medical

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| <p>Operation and maintenance of 5 emergency medical posts in 5 locations (Bambari, Bossangoa, Bangassou, Berberati and Ndele) and 1 United Nations level II hospital in Bangui and the establishment and maintenance of 1 United Nations level I clinic in Bangui for all Mission personnel, staff of other United Nations agencies and the local civilian population in emergency cases</p> | 1 | <p>United Nations level II hospital</p> <p>The lower output was attributable to the timing of the recruitment of relevant staff; however, the modular-tent camps have clinic components, including the equipment</p> |
| <p>Monitoring of 23 contingent-owned level I clinics and 2 contingent-owned level II hospitals</p> | 10 1 | <p>Contingent-owned level I clinics were operational</p> <p>Contingent-owned level II hospital was established in Kaga Bandoro</p> <p>The lower output was attributable to insufficient medical support from ex-MISCA units owing to delayed deployment of contingent-owned equipment. Further, none of the memorandums of understanding were signed during the reporting period</p> |
| <p>Maintenance of Mission-wide land and air evacuation arrangements for all United Nations locations, including to level III and IV hospitals outside the Central African Republic</p> | 86 66 | <p>Individuals repatriated to home countries</p> <p>Personnel evacuated on medical grounds to higher-level facilities (11 civilian and 55 military)</p> |
| <p>Implementation of an HIV/AIDS awareness-raising programme, including peer education, and operation and maintenance of HIV/AIDS voluntary confidential counselling and testing facilities for all Mission personnel</p> | No | <p>The HIV/AIDS unit was not established during the period; however, the recruitment of staff was at an advanced stage at the end of the period</p> |

Security

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| Establishment of a security operations centre to provide support to staff on a permanent basis, deployment of security staff to the first 5 regional offices and provision of training to all relevant Mission staff | 1 | Security operations centre |
| | 7 | Regional offices The higher output was attributable to progress with the recruitment process which brought in more security officers for the regions and more staff for the operation centre and the establishment of a duty officer covering all requests from staff member on a 24-hour basis compared to the planned phased level |
| Provision of 24-hour close protection to senior Mission staff and visiting high-level officials | 18 | Close protection personnel were assigned to the Senior Representative of the Secretary-General, Deputy Senior Representatives of the Secretary-General and to high-level visitors |

Regional Service Centre, Entebbe

49. During the reporting period, the Regional Service Centre continued to provide effective and efficient logistical and administrative services to its client missions for the check-in and check-out of personnel; the processing of education grant claims, a number of finance, human resources and information technology functions; and the operation of the Regional Training and Conference Centre and the Transportation and Movement Integrated Control Centre.

Expected accomplishment 1.1: Fully functioning Regional Service Centre in line with the global field support strategy

| <i>Planned indicators of achievement</i> | <i>Actual indicators of achievement</i> |
|--|--|
| 1.1.1 Completion of the re-engineering phase and initiation of the continuous performance improvement for the Centre's service lines | Achieved. The re-engineering project was completed for the relevant service lines and changes were formalized upon reorganization of the service line structures As a result, process guides were developed to provide documentation of the as-is processes to ensure standardization and consistency across the service lines. The Regional Service Centre, Entebbe (RSCE) documented all of its 70 business processes across all service lines and completed process guides for each process by 30 June 2015. The RSCE also developed terms of reference for each service line to assist staff members to navigate through human resources-related policies. All documents are stored on a dedicated site and updated on a regular basis in order to ensure business continuity and knowledge-sharing |

1.1.2 Service delivery standards are fully met for 80 per cent of the transactions (2012/13: not applicable; 2013/14: not applicable; 2014/15: 80 per cent)

The service delivery standards are measured by the achievement and improvement of the key performance indicators. During the reporting period, the RSCE reached an average of 66 per cent of achieved or improved performance. The target of 80 per cent was not achieved owing to factors outside the control of the RSCE, such as the measurement of air tickets being issued 16 days prior to travel, which is controlled by the missions and the onboarding of staff within 90 days, which was prolonged by visa issuance delays

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|--|---|--|
| Effective management of 8 service-level agreements | Yes | Achieved. The RSCE continued to produce monthly performance reports that provide updates on the compliance of the RSCE with key performance indicators and targets allowing the client missions to evaluate whether the RSCE is achieving established service delivery standards. The RSCE key performance indicators are reviewed quarterly by the RSCE steering committee to evaluate the Centre performance |
| 10 re-engineering projects completed for the Centre's service lines | Yes | The re-engineering projects were completed and the RSCE continued to evaluate the needs for additional process re-engineering upon deployment of Umoja Extension 1 |
| International Organization for Standardization (ISO 9001) certification of at least one service line | No | The acquisition of the ISO 9001 certification was not considered a priority given the recent implementation of the service lines concept and considering that the RSCE was going through a stabilizing phase of its operations |
| Establishment of a comprehensive staff development and capacity-building programme | No | While the programme was not yet established during the performance period, in August 2015, the RSCE invited all RSCE staff members to take part in an online capacity and training-needs assessment survey. The results of the survey formed the basis of talent rotation and other job-enriching schemes, as well as the development and implementation of various training initiatives within the Centre |
| Timely completion of all tasks for the roll-out of Umoja extension | Yes | All tasks were completed as required. Data cleansing and data collection, user access mapping, training and communication related to the project were on track during the reporting period |
| Review and update of the business continuity plan | Yes | The process was still ongoing at the end of the reporting period. The RSCE risk assessment, business impact analysis and subsequent business continuity plan were completed. In view of the new mode of operation of the RSCE which was structured in service lines, the risk management strategy would be reviewed prior to its implementation |

Expected accomplishment 1.2: Effective and efficient check-in/check-out support to clients

| <i>Planned indicators of achievement</i> | <i>Actual indicators of achievement</i> |
|---|--|
| 1.2.1 Maintenance of the time required for check-in (2012/13: 89.3 per cent completed in 2 days; 2013/14: more than 98 per cent completed in 2 days and 100 per cent completed in 7 days; 2014/15: more than 98 per cent completed in 2 days and 100 per cent completed in 7 days) | 95 per cent of all check-ins performed during the period were completed within 2 days; 99 per cent were completed within 7 days |
| 1.2.2 Maintenance of time required for check-out (2012/13: 89.3 per cent completed in 2 days; 2013/14: more than 98 per cent completed in 2 days and 100 per cent completed in 7 days; 2014/15: more than 98 per cent completed in 2 days and 100 per cent completed in 7 days) | 47 per cent of check-outs were completed in 1 day, 67 per cent of check-outs were completed in 5 days. The ability of the RSCE to meet the target was adversely impacted by incomplete check-out processes at the Mission level, prior to staff member arrival at the RSCE |
| 1.2.3 Sustained level of services by maintaining a short time for check-out of uniformed personnel (2012/13: 98 per cent completed in 3 days; 2013/14: more than 98 per cent completed in 3 days and 100 per cent completed in 7 days; 2014/15: more than 98 per cent completed in 3 days and 100 per cent completed in 7 days) | 98 per cent of check-outs were completed in 3 days and 100 per cent were completed in 7 days |

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|---|-------------------------------------|--|
| Check-in and check-out of 1,501 civilian personnel (517 from MONUSCO, 337 from UNMISS, 553 from UNAMID, 26 from UNISFA, 26 from UNSOA, 10 from the United Nations Assistance Mission in Somalia (UNSOM), 18 from BINUCA and 14 from BNUB) | 263 | Check-ins and check-outs processed for MINUSCA |
| Check-in and check-out of 3,500 uniformed personnel (913 from MONUSCO, 286 from UNMISS, 2,240 from UNAMID and 61 from UNISFA) | 616 | Check-ins and check-outs processed for MINUSCA |

Expected accomplishment 1.3: Effective and efficient education grant processing support to clients

| <i>Planned indicators of achievement</i> | <i>Actual indicators of achievement</i> |
|---|--|
| 1.3.1 Sustained level of services by maintaining a short time for processing education grant claims during peak period (July-October) (2012/13: 46.0 per cent in less than 7 weeks; 2013/14: more than 96 per cent in less than 6 weeks; 2014/15: 96 per cent in 6 weeks) | 90 per cent of a total of 3,688 claims were processed within 6 weeks. The lower output was attributable to staff members not submitting the required documents in a timely manner |
| 1.3.2 Maintenance of a short time for processing education grant claims during off-peak period (November-June) (2012/13: 70.3 per cent in less than 4 weeks; 2013/14: more than 96 per cent in less than 3 weeks; 2014/15: 96 per cent in 3 weeks) | 68 per cent of a total of 2,911 claims were processed within 3 weeks of receipt The lower output was attributable to staff members not submitting the required documents in a timely manner and to the initial phases of the implementation of the field support suite system in March 2015, which also impacted education grant processing |
| 1.3.3 Reduction in the time taken to pay education grant claims during peak period (July-October) (2012/13: not applicable; 2013/14: less than 12 per cent; 2014/15: 96 per cent in 1 week) | Since payments were disbursed by Headquarters in New York, the responsibility of the RSCE ended at the education grant approval step |
| 1.3.4 Reduction in the time taken to pay education grant claims during off-peak period (November-June) (2012/13: not applicable; 2013/14: not applicable; 2014/15: 96 per cent in 3 days) | Since payments were disbursed by Headquarters in New York, the responsibility of the RSCE ended at the education grant approval step |
| 1.3.5 Reduction in the average number of education grant claims returned to missions (2012/13: 4.0 per cent; 2013/14: less than 12 per cent; 2014/15: less than 11 per cent) | 18 per cent of all education grant claims submitted were returned to missions for correction or completion |

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|---|---|--|
| Processing of 6,000 education grant claims (1,791 from MONUSCO, 1,197 from UNMISS, 2,048 from UNAMID, 6 from UNISFA, 329 from UNSOA and UNSOM, 64 from BINUCA, 90 from BNUB and 475 from other United Nations entities) | 232 | Education grant claims processed for MINUSCA |

Expected accomplishment 1.4: Effective and efficient Regional Training and Conference Centre support to clients

*Planned indicators of achievement**Actual indicators of achievement*

1.4.1 Sustained level of services in the operation of the Regional Training and Conference Centre (2012/13: 6,391 participants in events organized by the Regional Service Centre; 2013/14: 6,000; 2014/15: 6,000)

Achieved: Training and conference services were provided to 6,198 participants

The higher number of participants was attributable to the increased utilization of existing capacity for Umoja-related meetings and training, as well as mandatory trainings, such as sexual exploitation and abuse and ethics for all staff present at the Entebbe Support Base

1.4.2 Maintenance of the response time to training requests received by the Regional Training and Conference Centre (2012/13: 47 per cent within 24 hours; 2013/14: 98 per cent within 24 hours; 2014/15: 98 per cent within 24 hours)

88 per cent of requests for training received by the Regional Training and Conference Centre were processed within 24 hours

The lower achievement was attributable to requests submitted at the end of the week which could not be completed within 24 hours

1.4.3 Sustained level of customer satisfaction received from training participants (2012/13: 28 per cent of customers satisfied or more than satisfied; 2013/14: 99 per cent of customers satisfied or more than satisfied; 2014/15: 99 per cent of customers satisfied or more than satisfied)

84 per cent of customers were satisfied according to the client survey conducted in March 2015. This service received the highest satisfaction score among all areas of the RSCE

*Planned outputs**Completed
(number or
yes/no)**Remarks*

250 regional training sessions and conferences held with participation of 6,000 staff from regional missions (1,886 from MONUSCO, 1,037 from UNMISS, 2,799 from UNAMID, 104 from UNISFA, 67 from UNSOA, 26 from UNSOM, 45 from BINUCA and 36 from BNUB)

249

Regional training sessions and conferences held

112

Staff participants from MINUSCA

Expected accomplishment 1.5: Effective and efficient regional troop and police movement support to client missions

*Planned indicators of achievement**Actual indicators of achievement*

1.5.1 Timely coordination of regional troop and police movement flights by the Transportation and Movements Integrated Control Centre (2012/13: 839 flights; 2013/14: 1,179 flights; 2014/15: 555 flights)

Only 123 troop and police movement flights were coordinated during the reporting period by the Transportation and Movements Integrated Control Centre (TMICC)

The lower achievement was attributable to:

(1) The change in the policy on troop movements to a yearly basis and the subsequent increase in baggage space and weight allowances per person made many planned troop movements impractical with the available aircraft

(2) The cancellation of the contracts for the MD-83 and the B-737 Combi in February and May 2014 in UNAMID and MONUSCO, respectively

(3) The Ebola outbreak in West Africa, resulting in restricted operations in the East African region by the UNMIL B-737 that was supporting the TMICC troop movements

1.5.2 Reduction in the time required to provide a transportation solution for troop and police movements (2012/13: not applicable; 2013/14: 96 per cent within 5 days and 100 per cent within 14 days; 2014/15: 95 per cent within 5 days and 100 per cent within 10 days)

Not measured. All task requests were responded to within the stipulated time; however, during the reporting period there was no appropriate tool to measure this activity. TMICC services will be incorporated in the iNeed system to be launched by the end of the 2015/16 period, which will enable measuring its response time

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|--|---|--|
| Coordination of 555 troop and police movement flights using United Nations long-term charter aircraft (25 for MONUSCO, 20 for UNMISS, 12 for UNAMID and 498 for UNSOA) | 1 | Troop and police movement flight for MINUSCA |
| 19,433 troops and police moved (UNAMID 420, MONUSCO 852, UNMISS 690, UNSOA/AMISOM 17,471) | 43 | Troops and police moved for MINUSCA |

Expected accomplishment 1.6: Effective and efficient support to regional air and surface transportation requirements from client missions

| <i>Planned indicators of achievement</i> | <i>Actual indicators of achievement</i> |
|---|--|
| 1.6.1 Regional flights operated on schedule (2012/13: not applicable; 2013/14: not applicable; 2014/15: at least 75 per cent operated on time) | Not measured. During the reporting period there was no appropriate tool to measure this activity. However, the Aviation Information Management System, which is in the final stage to be launched, will provide the required tool to conduct this activity in the coming year |
| 1.6.2 Reduction in the time required to provide other transportation solutions (2012/13: not applicable; 2013/14: not applicable; 2014/15: 95 per cent within 5 days and 100 per cent within 10 days) | Not measured. All requests have been responded to within the stipulated time. However, during the reporting period there was no appropriate tool to measure this activity. TMICC services will be incorporated in the iNeed system to be launched by the end of the 2015/16 period, which will enable measuring of response time |
| 1.6.3 70 per cent of passengers and cargo capacity utilization (2012/13: not applicable; 2013/14: not applicable; 2014/15: 70 per cent) | 62 per cent of passenger and cargo capacity utilization was recorded owing to the fact that an integrated regional flight schedule was coordinated only in support of MINUSCA. TMICC was not tasking the aircraft and played a coordination role only |

1.6.4 80 per cent of flight hours utilization against budgeted hours (2012/13: not applicable; 2013/14: not applicable; 2014/15: 80 per cent)

Not applicable. The cancellation of the MD-83 and the B-737 Combi contracts, which took place early in 2014 owing to low utilization of the aircraft by the missions, left TMICC with no aircraft under its tasking authority

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|--|---|---|
| 876 regional flights (416 for MONUSCO, 312 for UNAMID and 148 extra flights requested by regional missions outside the routine schedule) | 251 | Integrated regional flights requested by MINUSCA The lower output was attributable to the fact that TMICC was no longer supporting MONUSCO and UNAMID regional flights because of the cancellation of the requirement. However, starting in June 2014, TMICC supported MINUSCA with regular flights using the UNSOA B-737 Combi and the UNISFA CRJ-200 |
| 285 surge (ad hoc) flights conducted (2 for UNMISS, 3 for UNISFA, 264 for UNSOA, 10 for UNAMID and 6 others: flights requested for such as VIP flights, security evacuations, medical evacuation, other African missions outside the region) | 17 | Surge flights conducted for MINUSCA |
| 27,948 passengers transported on the integrated regional flight schedule (MONUSCO 13,963, UNAMID 13,985) | No | TMICC was unable to provide support to regional requirements owing to the unavailability of air assets |
| 2,453 passengers transported on surge (ad hoc) flights (UNSOA 1,898, others 555) | No | TMICC was unable to provide support to regional requirements owing to the unavailability of air assets |
| 1,268,741 kg of cargo transported (UNSOA 1,084,560 kg; UNAMID 136,557 kg; UNMISS, 33,647 kg; UNISFA 13,950 kg) | No | TMICC was unable to provide support to regional requirements owing to the unavailability of air assets |
| 2,513 flight hours operated (MONUSCO 600, UNAMID 810, UNMISS 45, UNSOA 1,058) | 721 | Flight hours operated for MINUSCA |
| 5 surface movements coordinated (UNMISS 3, UNISFA 2) | No | TMICC did not conduct any surface movement owing to non-requirement by the regional missions |
| Optimization of regional transportation assets | No | TMICC did not have any aircraft under its tasking authority during this period. The regional missions are tasking their air fleet according to their requirements |
| Support to the construction of a regional airfield | No | TMICC did not receive any request for support from client missions |

| | | |
|---|----|--|
| Establishment of service contract for handling regional out-of-mission aircraft | No | TMICC supported MINUSCA with the development of statements of work for ground handling services for the Bangui M'poko international airport, and conducted airfield surveys The scope of work submitted by TMICC for technical clearance is in progress |
| Establishment of regional transportation equipment maintenance contract | No | The regional transportation equipment maintenance contract was not established as the missions still continue to conduct their own maintenance programmes. This output was not included in the 2015/16 budget |

Expected accomplishment 1.7: Increased level of customer satisfaction

| <i>Planned indicators of achievement</i> | <i>Actual indicators of achievement</i> | |
|--|---|--|
| 1.7.1 Level of customer satisfaction for client missions is at least 80 per cent (2012/13: not applicable; 2013/14: 88 per cent; 2014/15: 80 per cent) | 66 per cent of customers were satisfied according to the survey of March 2015 | |
| 1.7.2 Level of customer satisfaction for troop- and police-contributing countries is at least 80 per cent (2012/13: not applicable; 2013/14: not applicable; 2014/15: 80 per cent) | The indicator was not applicable during the reporting period as TMICC had no air assets and was not able to continue carrying troop and police movements. A suitable aircraft was in the process of being identified so that TMICC can resume troop movements. This indicator is therefore applicable only in 2015/16 | |
| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
| Conduct of two client satisfaction surveys and two employee engagement surveys | Yes | Two client satisfaction surveys and two employee engagement surveys performed in 2014/15 |

Expected accomplishment 1.8: Effective and efficient finance services to clients

| <i>Planned indicators of achievement</i> | <i>Actual indicators of achievement</i> |
|---|---|
| 1.8.1 Maintenance of the time required to pay valid vendor invoices (2012/13: 86.8 per cent within 28 days; 2013/14: 98 per cent within 27 days; 2014/15: 98 per cent within 27 days) | 75 per cent of invoices were paid within 27 days. The ability of the RSCE to meet the target was impacted by delayed receipt and inspection, partial deliveries and incomplete shipping and payment documentation from respective vendors. The RSCE relied on client missions to perform these processes in a timely manner |
| 1.8.2 Maintenance of the time required to process personnel claims (2012/13: 89 per cent within 28 days; 2013/14: 98 per cent within 21 days; 2014/15: 98 per cent within 21 days) | 60 per cent of personnel claims were processed within 21 days, a significant improvement compared to the previous cycle (30 per cent). The ability of the RSCE to meet the target was impacted by insufficient supporting documents being submitted by the staff members, and fund commitments |

| | |
|---|--|
| 1.8.3 Maintenance of prompt payment discounts obtained from vendors (2012/13: not applicable; 2013/14: not applicable; 2014/15: 100 per cent of prompt payment discounts obtained for applicable vendor invoices) | 96 per cent of prompt payment discounts were obtained for applicable vendor invoices. The lower output was due to late forwarding of the appropriate invoices to the RSCE |
| 1.8.4 Reduction in the time taken to process electronic bank transfers (2012/13: 97 per cent within 3 days; 2013/14: 97 per cent within 3 days; 2014/15: 98 per cent within 3 days) | 79 per cent of electronic bank transfers were processed within 3 days and 95 per cent within 5 days. The reason for the partial achievement was related to the transition and training required following the implementation of the Umoja system |

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|---|---|---|
| Monthly financial statements for UNMISS, MONUSCO, UNAMID, UNISFA, UNSOA, BINUCA, BNUB, UNSOM prepared in compliance with IPSAS | 8 | Monthly IPSAS-compliant financial reports prepared for MINUSCA |
| Payment of 50,000 personnel claims (15,716 from MONUSCO, 8,644 from UNMISS, 23,323 from UNAMID, 868 from UNISFA, 555 from UNSOA, 221 from UNSOM, 374 from BINUCA and 299 from BNUB) | 933 | Personnel claims paid for MINUSCA/BINUCA |
| Payment of 3,940 international staff (1,121 from MONUSCO, 1,019 from UNMISS, 1,286 from UNAMID, 127 from UNISFA, 178 from UNSOA, 71 from UNSOM, 77 from BINUCA and 61 from BNUB) | 322 | International staff paid through local payroll for MINUSCA, on average, taking into account the actual number of staff receiving local portions at the Mission and deployment levels |
| Payment of 8,500 national staff (3,166 from MONUSCO, 1,630 from UNMISS, 3,363 from UNAMID, 89 from UNISFA, 71 from UNSOA, 28 from UNSOM, 86 from BINUCA and 68 from BNUB) | 130 | National staff paid through local payroll for MINUSCA, taking into account the actual number of staff receiving local portions at the Mission and deployment levels |
| Payment of 13,000 uniformed personnel (3,391 from MONUSCO, 1,064 from UNMISS, 8,319 from UNAMID and 226 from UNISFA) | 499 | Uniformed personnel comprising civilian police, military observers and staff officers for MINUSCA paid through local payroll, taking into account the total number of officers receiving a local portion. The payment excludes the daily allowance payable to troops and police |
| Payment of 1,800 United Nations Volunteers (619 from MONUSCO, 543 from UNMISS, 598 from UNAMID, 31 from UNISFA, 5 from BINUCA and 4 from BNUB) | 84 | United Nations Volunteers paid through local payroll for MINUSCA, taking into account the actual number of staff receiving local portions at the Mission and deployment levels |

| | | |
|---|-------|---|
| Payment of 6,000 individual contractors (2,000 from MONUSCO, 2,000 from UNMISS, 1,800 from UNAMID, 75 from UNISFA and 125 from UNSOA) | 2,844 | Individual contractors paid for MINUSCA |
| Payment of 5,400 vendors (1,350 from MONUSCO, 1,125 from UNMISS, 1,260 from UNAMID, 405 from UNISFA, 900 from UNSOA, 225 from BINUCA and 135 from BNUB) | 184 | Vendors paid for MINUSCA |

Expected accomplishment 1.9: Effective and efficient human resources services to clients

*Planned indicators of achievement**Actual indicators of achievement*

| | |
|--|--|
| 1.9.1 Maintenance of the time to complete onboarding/offer management requests from client missions within delegated authorities (2012/13: not applicable; 2013/14: not applicable; 2014/15: 98 per cent of onboarding cases completed within 90 days) | 76 per cent onboarding offers were completed within 90 days The ability of the RSCE to achieve this indicator was impacted for the most part by delays in receiving candidates' responses, processing medical clearances and receiving managers' approval |
| 1.9.2 Maintenance of the time to approve staff entitlements and benefits (2012/13: not applicable; 2013/14: 98 per cent within 14 days; 2014/15: 98 per cent within 14 days) | 90 per cent of international and national staff entitlements were approved within 14 days |
| 1.9.3 Maintenance of the time to pay entitlement travel (2012/13: not applicable; 2013/14: 98 per cent within 14 days; 2014/15: 98 per cent within 14 days, 100 per cent within 20 days) | 46 per cent of entitlement travel requests were processed within 14 days and 71 per cent within 20 days The lower output was due to delays in staff members' responses |
| 1.9.4 Maintenance of the time to pay assignment grants (2012/13: not applicable; 2013/14: 98 per cent within 5 days; 2014/15: 98 per cent within 5 days) | 89 per cent of assignment grants were processed within 5 days |
| 1.9.5 Contract extensions completed on time for payroll on all recommendations and ePerformance documents received from client missions (2012/13: not applicable; 2013/14: 100 per cent; 2014/15: 100 per cent) | 96 per cent of contract extensions (for national and international staff) were completed on time for payroll |

| | |
|--|---|
| 1.9.6 Maintenance of the time for final separation action and finalization of time and attendance records of separating staff (2012/13: not applicable; 2013/14: 98 per cent within 30 days; 2014/15: 98 per cent within 30 days) | This indicator could not be monitored. The final separation action and finalization of time and attendance records is a manual process, with actions required in different systems and no analysis or monitoring was done |
| 1.9.7 Maintenance of the time for issuance of tickets for official travel (2012/13: not applicable; 2013/14: 98 per cent within 7 days; 2014/15: 98 per cent within 7 days) | 92 per cent of tickets were issued within 7 days of request |
| 1.9.8 Compliance with the requirement to purchase tickets for individual travellers 16 calendar days in advance of commencement of official travel (2012/13: not applicable; 2013/14: 75 per cent; 2014/15: 75 per cent) | 63 per cent of tickets were issued 16 days or more prior to departure. This is an improved rating as compared to the 2013/14 cycle owing to the RSCE continued enforcement of compliance with the travel policy through its communications with client missions and staff members |
| 1.9.9 Maintenance of customer satisfaction rate for human resources services (2012/13: 15 per cent for recruitment and onboarding services; 40 per cent for travel services; 48 per cent for staff services; 2013/14: 90 per cent; 2014/15: 90 per cent) | No specific survey was performed for human resources services following the restructuring of the RSCE along service lines, which incorporate both finance and human resources services |

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|--|---|--|
| 1,299 offers issued for international positions (370 from MONUSCO, 336 from UNMISS, 424 from UNAMID, 42 from UNISFA, 59 from UNSOA, 23 from UNSOM, 25 from BINUCA and 20 from BNUB) | 370 | Onboarding cases completed for international staff for MINUSCA |
| 12,000 contracts extended for national and international staff (4,136 from MONUSCO, 2,554 from UNMISS, 4,485 from UNAMID, 208 from UNISFA, 240 from UNSOA, 95 from UNSOM, 157 from BINUCA and 125 from BNUB) | 3,696 | Contracts extended (3,212 international staff and 484 national staff) in total |
| 750 assignment grants paid (350 from MONUSCO, 350 from UNMISS, 50 from UNISFA) | 885 | Assignment grants processed in total |

| | | |
|---|-------|---|
| 40,001 entitlements and benefits approved (13,787 from MONUSCO, 8,513 from UNMISS, 14,951 from UNAMID, 693 from UNISFA, 799 from UNSOA, 318 from UNSOM, 523 from BINUCA and 417 from BNUB) | 4,401 | Entitlements and benefits processed for MINUSCA |
| 15,001 airline tickets issued, including civilian staff and uniformed personnel (4,028 from MONUSCO, 2,095 from UNMISS, 8,061 from UNAMID, 334 from UNISFA, 222 from UNSOA, 88 from UNSOM, 96 from BINUCA and 77 from BNUB) | 2,218 | Tickets issued for MINUSCA |

Expected accomplishment 1.10: Effective and efficient information technology support to client missions

Planned indicators of achievement
Actual indicators of achievement

| | |
|--|--|
| 1.10.1 Improvement of telephone billing services through the establishment of a regional structure and standardization (2012/13: not applicable; 2013/14: not applicable; 2014/15: 97 per cent of telephone bills sent within 7 days of receipt of user-verified invoice, 100 per cent within 15 days of receipt of user-verified invoice) | The implementation of telephone e-Billing, software user acceptance testing and standardization of telephone billing was completed at 90 per cent. 100 per cent of telephone bills were sent within 7 days of receipt of user-verified invoice and within 15 days of receipt of user-verified invoice since October 2014 |
| 1.10.2 Improvement of network performance for the missions through centralized management and monitoring at the technology centre (2012/13: not applicable; 2013/14: not applicable; 2014/15: 99 per cent network uptime per month) | Construction at the Technology Centre was still ongoing in the 2014/15 period, with the civil works completed only in June 2015. The Centre is expected to be commissioned during the 2015/16 financial period |
| 1.10.3 Sustain response time to incidents and service requests (2012/13: not applicable; 2013/14: not applicable; 2014/15: 100 per cent of all incidents and service requests are responded to within 3 hours) | 98 per cent of all incidents and service requests were responded to within 3 hours |

| | |
|---|---|
| <p>1.10.4 Service-level compliance for incident resolution (2012/13: not applicable; 2013/14: not applicable; 2014/15: 90 per cent of all incidents will be resolved according to priority assigned (critical incidents: resolution target 3 hours; high priority: resolution target 6 hours; medium priority: resolution target 12 hours; low priority: resolution time 48 hours))</p> | <p>96 per cent of all incidents were resolved according to priority assigned</p> <p>The average incident resolution time recorded during the performance period according to priority assigned to each incident was as follows: critical priority was 5.23 hours; high priority was 10.21 hours; medium priority was 2.77 hours; and low was 1.35 hours. During this reporting period, 99 per cent of all tickets were created with “Medium priority”</p> |
| <p>1.10.5 Service-level compliance for service fulfilment (2012/13: not applicable; 2013/14: not applicable; 2014/15: 90 per cent of all requests for service will be resolved according to priority assigned (critical request for service: resolution target 2 hours; high priority: resolution target 4 hours; medium priority: resolution target 24 hours; low priority: resolution target 48 hours))</p> | <p>86 per cent of all requests for service were resolved according to priority assigned. During the performance period, 99 per cent of all tickets were created with “medium priority” in iNeed unless otherwise critical</p> |
| <p>1.10.6 Increased client satisfaction rating for regional information and communications technology services (2012/13: not applicable; 2013/14: not applicable; 2014/15: 90 per cent customer satisfaction)</p> | <p>84 per cent of customers were satisfied according to the client survey conducted in March 2015</p> |

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|---|---|---|
| Alignment of information and communications technology projects and services in the region under a unified management structure | Yes | Regional ICTS (RICTS) implemented the Information and Communications Technology Division (ICTD) strategic guidance, regional workplans and mission-specific mandates in the same manner. RICTS conducted training to the regional missions military and civilian staff. Field support suite and other centralized enterprise applications were deployed across the region |
| Core functions of the regional information and communications technology office for the alignment of projects and service are established | Yes | RICTS rolled out automated solutions in enhancing the business process to all East African missions (Field Support Suite, eBilling, Sage, COSMOS, COMET, iNeed) |
| Improve regional information security through standardization | No | In progress. Compliance assessments for each mission against the ICTD approved policies, standards and guidelines were completed |

| | | |
|--|-----|--|
| | | As of October 2015, MINUSCA, UNMISS and MONUSCO have completed both the assessment and follow-up for ICT compliance, and by June 2016, it is planned to complete the UNISFA, UNSOA and UNAMID ICT security assessment and compliance cycle. By June 2016, the ICT Security and Operational Resilience Assessment is planned for completion for all client missions |
| Implementation of telephone eBilling, completion of software user acceptance testing and standardization of telephone billing | Yes | Implementation of eBilling was 90 per cent completed, pending MONUSCO and the United Nations Electoral Observation Mission in Burundi (MENUB) |
| Effective management of more than 23,600 telephone accounts (MONUSCO, 10,065; UNAMID, 7,924; UNMISS, 4,199; UNSOA, 718; UNISFA, 114; BINUCA, 327; BNUB, 260) | Yes | Completed |
| Establishment of a disaster recovery capacity at the Regional Service Centre | Yes | RICTS provided support during the evacuation of MENUB staff from Burundi to Entebbe |
| 12 monthly performance reports sent to clients of the Regional Service Centre | Yes | Monthly performance reports were sent to client missions |

Expected accomplishment 1.11: Effective and efficient support to the Regional Service Centre at Entebbe

Planned indicators of achievement

Actual indicators of achievement

1.11.1 Reduction of the civilian personnel vacancy rate to 5 per cent

The actual average vacancy rate for civilian personnel was 17.7 per cent. The RSCE underwent a civilian staffing review process during the 2014/15 period, which resulted in proposals to nationalize 68 and abolish 7 international posts. As a result, recruitment exercises were put on hold to implement the recommendations

The transfer of the posts from client missions was delayed with the majority of posts transferred only in February 2015, resulting in recruitment exercises not being completed by 30 June 2015. In addition, the RSCE experienced a high staff turnover from December 2014 to June 2015

1.11.2 90 per cent of national staff trained in major enterprise applications and continuous process improvement (2012/13: not applicable; 2013/14: not applicable; 2014/15: 90 per cent)

All national staff with access to the enterprise resource planning (ERP) have received training on the system, as it is a prerequisite for access. Training on continuous process improvement was conducted informally within the service lines

| <i>Planned outputs</i> | <i>Completed (number or yes/no)</i> | <i>Remarks</i> |
|---|---|---|
| 12 monthly post incumbency reports sent to clients of the Regional Service Centre | 12 | Monthly post incumbency reports prepared and submitted to Headquarters |
| 2 training needs assessments completed | 1 | Training needs assessment |
| 10 training sessions conducted on Umoja | Yes | A training plan for Umoja was in place for all staff, incorporating multiple sessions of computer and classroom-based sessions |
| 5 training sessions conducted on continuous process improvement | 7 | Workshops conducted |
| Recruitments for vacant posts are completed | No | <p>The actual average vacancy rate for civilian personnel was 17.7 per cent. The RSCE underwent a civilian staffing review process during the 2014/15 period which resulted in proposals to nationalize 68 and abolish 7 international posts. As a result, recruitment exercises were put on hold to implement the recommendations</p> <p>The transfer of the posts from client missions was delayed with the majority of posts transferred only in February 2015, resulting in recruitment exercises not completed by 30 June 2015. In addition the RSCE experienced a high staff turnover from December 2014 to June 2015</p> |

III. Resource performance

A. Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2014 to 30 June 2015.)

| Category | Apportionment (1) | Expenditure (2) | Variance | |
|--|----------------------|--------------------|-----------------------|---------------------------|
| | | | Amount (3)=(1)-(2) | Percentage (4)=(3)÷(1) |
| Military and police personnel | | | | |
| Military observers | 8 367.4 | 4 191.3 | 4 176.1 | 49.9 |
| Military contingents | 237 055.3 | 237 374.9 | (319.6) | (0.1) |
| United Nations police | 13 839.1 | 7 417.5 | 6 421.6 | 46.4 |
| Formed police units | 38 509.0 | 26 675.4 | 11 833.6 | 30.7 |
| Subtotal | 297 770.8 | 275 659.1 | 22 111.7 | 7.4 |
| Civilian personnel | | | | |
| International staff | 65 515.1 | 74 627.2 | (9 112.1) | (13.9) |
| National staff | 5 655.1 | 3 678.3 | 1 976.8 | 35.0 |
| United Nations Volunteers | 2 966.4 | 2 065.1 | 901.3 | 30.4 |
| General temporary assistance | 2 328.4 | 9 298.8 | (6 970.4) | (299.4) |
| Government-provided personnel | 784.2 | 777.8 | 6.4 | 0.8 |
| Subtotal | 77 249.2 | 90 447.2 | (13 198.0) | (17.1) |
| Operational costs | | | | |
| Civilian electoral observers | – | – | – | – |
| Consultants | 56.5 | 681.3 | (624.8) | (1 105.8) |
| Official travel | 3 302.3 | 6 252.4 | (2 950.1) | (89.3) |
| Facilities and infrastructure | 108 574.2 | 105 584.6 | 2 989.6 | 2.8 |
| Ground transportation | 24 594.9 | 27 210.4 | (2 615.5) | (10.6) |
| Air transportation | 56 696.2 | 30 178.6 | 26 517.6 | 46.8 |
| Naval transportation | – | 3 696.2 | (3 696.2) | – |
| Communications | 8 253.2 | 13 080.1 | (4 826.9) | (58.5) |
| Information technology | 11 619.4 | 25 610.6 | (13 991.2) | (120.4) |
| Medical | 2 039.4 | 3 259.9 | (1 220.5) | (59.8) |
| Special equipment | – | – | – | – |
| Other supplies, services and equipment | 37 568.3 | 30 487.6 | 7 080.7 | 18.8 |
| Quick-impact projects | 1 000.0 | 1 008.4 | (8.4) | (0.8) |
| Subtotal | 253 704.4 | 247 050.1 | 6 654.3 | 2.6 |
| Gross requirements | 628 724.4 | 613 156.4 | 15 568.0 | 2.5 |
| Staff assessment income | 6 001.9 | 5 767.4 | 234.5 | 3.9 |
| Net requirements | 622 722.5 | 607 389.0 | 15 333.5 | 2.5 |
| Voluntary contributions in kind (budgeted) | – | – | – | – |
| Total requirements | 628 724.4 | 613 156.4 | 15 568.0 | 2.5 |

B. Financial resources for the Regional Service Centre at Entebbe

(Thousands of United States dollars)

| Category | Apportionment (1) | Expenditure (2) | Variance | |
|--|----------------------|--------------------|-----------------------|---------------------------|
| | | | Amount (3)=(1)-(2) | Percentage (4)=(3)÷(1) |
| Civilian personnel | | | | |
| International staff | – | – | – | – |
| National staff | 608.7 | 415.2 | 193.5 | 31.8 |
| United Nations Volunteers | – | – | – | – |
| General temporary assistance | – | – | – | – |
| Subtotal | 608.7 | 415.2 | 193.5 | 31.8 |
| Operational costs | | | | |
| Consultants | – | – | – | – |
| Official travel | – | 11.9 | (11.9) | – |
| Facilities and infrastructure | – | – | – | – |
| Ground transportation | – | – | – | – |
| Air transportation | – | – | – | – |
| Communications | – | – | – | – |
| Information technology | – | – | – | – |
| Medical | – | – | – | – |
| Special equipment | – | – | – | – |
| Other supplies, services and equipment | – | 48.3 | (48.3) | – |
| Subtotal | – | 60.2 | (60.2) | – |
| Gross requirements | 608.7 | 475.4 | 133.3 | 21.9 |
| Staff assessment income | 99.2 | 11.2 | 88.0 | 88.7 |
| Net requirements | 509.5 | 464.2 | 45.3 | 8.9 |
| Voluntary contributions in kind (budgeted) | – | – | – | – |
| Total requirements | 608.7 | 475.4 | 133.3 | 21.9 |

50. The reduced requirements for resources in the RSCE were attributable primarily to high vacancy rates experienced for international staff owing to the freeze of recruitments in anticipation of the recommendations of the civilian staffing review to nationalize 68 and abolish 7 international posts. The reduced requirements were offset in part by the fact that unanticipated costs were incurred for travel and other supplies, services and equipment.

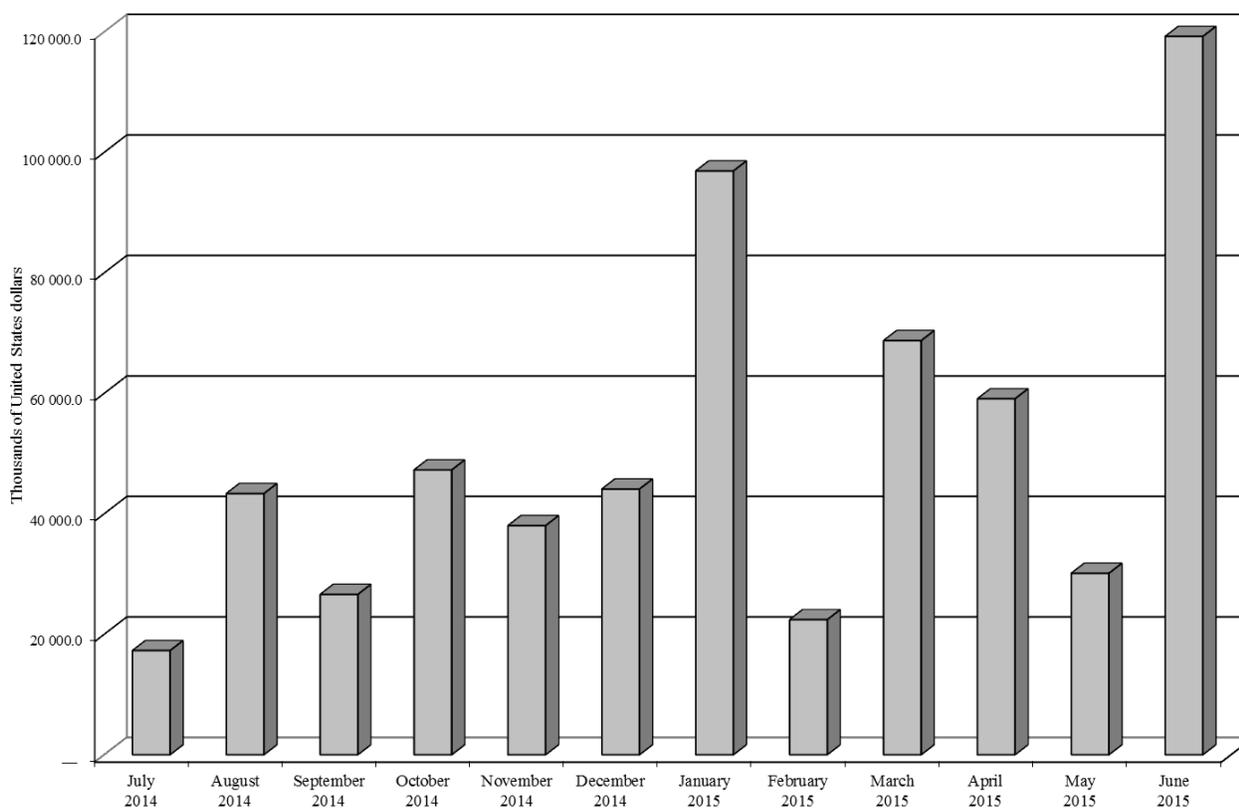
C. Summary information on redeployments across groups

(Thousands of United States dollars)

| <i>Group</i> | <i>Appropriation</i> | | <i>Revised distribution</i> |
|---|------------------------------|---------------------|-----------------------------|
| | <i>Original distribution</i> | <i>Redeployment</i> | |
| I. Military and police personnel | 297 770.8 | (14 967.3) | 282 803.5 |
| II. Civilian personnel | 77 249.2 | 10 895.3 | 88 144.5 |
| III. Operational costs | 253 704.4 | 4 072.0 | 257 776.4 |
| Total | 628 724.4 | | 628 724.4 |
| Percentage of redeployment to total appropriation | | | 2.38 |

51. During the reporting period, funds were redeployed to group II, civilian personnel, and group III, operational costs. The redeployment of funds was attributable primarily to additional requirements for salaries and related costs for international staff resulting from a lower actual average vacancy rate of 1.4 per cent compared to the budgeted rate of 10 per cent. Under operational costs additional requirements were for consultants, official travel, ground transportation, naval transportation, communications and information technology as the approved budget was based on historical expenditure patterns and deployment trends in peacekeeping missions during the first full year of operations. However, as indicated in section A above, MINUSCA's actual expenditure under operational costs (\$247,050,100) were within the overall level of the original distribution (\$253,704,400) and hence the redeployed funds were not required in the final event. The increased requirements were offset by reduced requirements under military and police personnel, resulting from the higher actual average vacancy rate of 53.0 for military observers, 49.9 per cent for United Nations police personnel and 12.0 per cent for formed police personnel.

D. Monthly expenditure pattern



52. Higher expenditures in January and June 2015 were attributable primarily to reimbursements to troop-contributing Governments for contingent-owned equipment and self-sustainment. Higher expenditures in March, April and June 2015 were attributable primarily to the cyclical reimbursement of troop costs.

E. Other revenue and adjustments

(Thousands of United States dollars)

| <i>Category</i> | <i>Amount</i> |
|--|----------------|
| Interest revenue | 1 016.6 |
| Other/miscellaneous revenue | 30.4 |
| Voluntary contributions in cash | — |
| Prior-period adjustments | — |
| Cancellation of prior-period obligations | 1 973.8 |
| Total | 3 020.8 |

F. Expenditure for contingent-owned equipment: major equipment and self-sustainment

(Thousands of United States dollars)

| <i>Category</i> | | | | <i>Expenditure</i> |
|--|-------------------|-----------------------|-------------------------|--------------------|
| Major equipment | | | | |
| Military contingents | | | | 27 898.4 |
| Formed police units | | | | 3 847.0 |
| Subtotal | | | | 31 745.4 |
| Self-sustainment | | | | |
| Military contingents | | | | 28 876.1 |
| Formed police units | | | | 2 033.5 |
| Subtotal | | | | 30 909.6 |
| Total | | | | 62 655.0 |
| <i>Mission factors</i> | <i>Percentage</i> | <i>Effective date</i> | <i>Last review date</i> | |
| A. Applicable to Mission area | | | | |
| Extreme environmental condition factor | 2.1 | 1 November 2013 | – | |
| Intensified operational condition factor | 3.3 | 1 November 2013 | – | |
| Hostile action/forced abandonment factor | 3.0 | 1 November 2013 | – | |
| B. Applicable to home country | | | | |
| Incremental transportation factor | 1.0-5.0 | | | |

G. Value of non-budgeted contributions

(Thousands of United States dollars)

| <i>Category</i> | <i>Actual value</i> |
|--|---------------------|
| Status-of-forces agreement ^a | 9 887.3 |
| Voluntary contributions in kind (non-budgeted) | – |
| Total | 9 887.3 |

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

IV. Analysis of variances¹

| | <i>Variance</i> | |
|---------------------------|-----------------|-------|
| Military observers | \$4 176.1 | 49.9% |

53. The reduced requirements were attributable to the lower actual average deployment of 101 military observer personnel compared with the 215 planned phased average, resulting in an actual average vacancy rate of 53.0 per cent compared with the budgeted rate of 10.0 per cent. The actual average deployment of 101 military observer personnel is based on a 10-month phased deployment period, comparable with the planned phased period, excluding 9 personnel deployed over July and August 2014, having anticipated no deployment in the first two months of the start-up phase of the Mission.

| | <i>Variance</i> | |
|-----------------------------|-----------------|--------|
| Military contingents | (\$319.6) | (0.1%) |

54. The increased requirements were attributable primarily to: (a) higher levels of contingent-owned equipment deployed and corresponding freight owing to operational needs compared to budgeted levels; (b) additional freight charges incurred for the deployment of contingent-owned equipment over multiple phases instead of the single shipment planned, and for the detention of shipments resulting from the lack of an agreement in place with border authorities; and (c) actual flight costs from as high as \$3,348 per ticket compared with the budgeted ticket rate of \$1,423 resulting from the limited number of air operators available and the security situation in the Central African Republic with regard to travel on emplacement, rotation and repatriation. The increased requirements were offset in part by reduced requirements for: rations resulting from the lower actual average unit cost of \$4.48 compared to the budgeted unit cost of \$13.86; and standard reimbursement owing to the lower actual average deployment of 6,676 military contingent personnel compared with the planned phased average of 7,468, resulting in an actual average vacancy rate of 10.6 per cent compared with the budgeted rate of 10.0 per cent. The actual average vacancy rate is based on a 12-month phased deployment period, comparable with the planned phased period.

| | <i>Variance</i> | |
|------------------------------|-----------------|-------|
| United Nations police | \$6 421.6 | 46.4% |

55. The reduced requirements were attributable to the lower actual average deployment of 181 United Nations police personnel, compared with the planned phased average of 361, resulting in an actual average vacancy rate of 49.9 per cent compared with the budgeted rate of 10.0 per cent. The actual average deployment of 181 United Nations police personnel is based on a 10-month phased deployment period, comparable with the planned phased period, excluding 17 personnel deployed in August 2014 having anticipated no deployment in the first two months of the start-up phase of the Mission.

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 | \$11 833.6 | 30.7% |

56. The reduced requirements were attributable primarily to contingent-owned equipment and corresponding freight costs, the standard reimbursement, and travel on emplacement resulting from the lower actual average deployment of 1,094 formed police personnel compared with the planned phased average of 1,243. The actual average vacancy rate was 12.0 per cent compared with the budgeted rate of 5.0 per cent. The actual average vacancy rate is based on a 10-month phased deployment period, comparable with the planned phased period with no actual deployment during July and August 2014. The delayed deployment of police personnel resulted partly from modifications to the final destination for planned deployment of personnel. In addition, reduced requirements for rations resulted from the lower actual unit cost of \$4.48 compared to the budgeted unit cost of \$13.86. The reduced requirements were offset in part by fees for warehousing, transportation and refrigeration for which a provision was not included in the budget for the 2014/15 period.

| | <i>Variance</i> | |
|----------------------------|-----------------|---------|
| International staff | (\$9 112.1) | (13.9%) |

57. The increased requirements were attributable primarily to the lower actual average vacancy rate of 1.4 per cent, compared with the budgeted rate of 10 per cent, based on a 12-month phased deployment period. An actual average of 288 international staff were on-board compared with the planned phased average of 292. The increased requirements resulted from intensive recruitment efforts to ensure critical functions were deployed as early as possible. The increased requirements were offset in part by the fact that expenditures for international staff were recorded under the general temporary assistance heading in accordance with the encumbrance of the initial staffing authorization prior to the approval of the Mission's initial budget for the reporting period. Charges were retroactively transferred to the international staff heading; although, an amount of \$8.1 million remained under the general temporary assistance category.

| | <i>Variance</i> | |
|-----------------------|-----------------|-------|
| National staff | \$1 976.8 | 35.0% |

58. The reduced requirements were attributable to the higher actual average vacancy rate of 28.8 per cent compared with the budgeted rate of 10.0 per cent, which is based on a 12-month phased deployment period. An actual average of 141 national staff were on-board compared with the planned phased average of 198 resulting from challenges in recruiting national staff which were displaced throughout the country or refugees in neighbouring countries.

| | <i>Variance</i> | |
|----------------------------------|-----------------|-------|
| United Nations Volunteers | \$901.3 | 30.4% |

59. The reduced requirements were attributable to the lower actual average incumbency of 36 United Nations Volunteers compared with the planned phased average of 50, based on a 12-month phased deployment period, resulting in an actual

average vacancy rate of 28.0 per cent compared with the budgeted rate of 10.0 per cent. The actual average incumbency includes 22 electoral staff who encumbered the temporary United Nations Volunteers positions approved by the Controller from 1 March to 30 June 2014 for a four-month period. The reduced requirements resulted from the fact that staff responsible for the recruitment and supervision of United Nations Volunteers were not yet on-board.

| | <i>Variance</i> | |
|-------------------------------------|-----------------|----------|
| General temporary assistance | (\$6 970.4) | (299.4%) |

60. The increased requirements were attributable primarily to expenditures for international staff which were recorded under general temporary assistance in accordance with the encumbrance of the initial staffing authorization prior to the approval of the Mission's initial budget for the reporting period. Charges were retroactively transferred to the international staff heading, although, an amount of \$8.1 million remained under this category. Consequently, higher expenditures are offset by reduced requirements under international staff as explained in paragraph 57 above.

| | <i>Variance</i> | |
|--------------------|-----------------|------------|
| Consultants | (\$624.8) | (1 105.8%) |

61. The increased requirements were attributable primarily to consultancy services retained for engineering, warehousing, transportation, information technology and communications support at the establishment stage of the Mission pending the recruitment of staff for the relevant functional areas. Support included coordinating repairs and reconstruction of roads and the establishment of tented camp packages in Bouar, Bria, and Kaga Bandoro, loading, unloading, storage and distribution activities, and ensuring the management, mobility and maintenance of the vehicle fleet.

| | <i>Variance</i> | |
|------------------------|-----------------|---------|
| Official travel | (\$2 950.1) | (89.3%) |

62. The increased requirements were attributable primarily to charges related to staff on temporary duty assignment from other missions to support the start-up of MINUSCA.

| | <i>Variance</i> | |
|--------------------------------------|-----------------|------|
| Facilities and infrastructure | \$2 989.6 | 2.8% |

63. The reduced requirements were primarily attributable to the lower consumption of 5.1 million litres of petrol, oil and lubricants at an actual average cost of \$1.71 per litre, compared to 12.4 million litres budgeted at an average cost of \$1.21 per litre, and the lower actual number of 168 generators in use over the period compared to the budgeted level of 500. In addition, reduced requirements for utilities and waste disposal services resulted in the delayed deployment of uniformed personnel and the delayed establishment of three subsector offices. The reduced requirements were offset in part by increased requirements for: (a) engineering supplies for additional

premises/camps repaired, renovated and established at various locations in the Mission compared to budget estimates which were based on historical expenditure trends and deployment patterns in recent start-up missions; (b) prefabricated structures at a cost of \$10.5 million for the camp established at a former textile factory accommodating 1,050 personnel and structures to accommodate higher levels of troops and civilians that were temporarily residing in tented camps, than initially planned; (c) equipment to build electrical substations in the absence of an agreement with the local electrical company; and (d) water treatment plants and field defence supplies and equipment compared to budget estimates, which were based on historical expenditure patterns and deployment trends in recent start-up missions.

| | <i>Variance</i> | |
|------------------------------|-----------------|---------|
| | (|) |
| Ground transportation | \$2 615.8 | (10.6%) |

64. The increased requirements were attributable primarily to the higher number of 16 engineering and special purpose vehicles, compared to the budgeted level of 10 for the preparation and construction of camps. The increased requirements were offset in part by reduced requirements for: (a) mobilization and management fees compared to budget estimates, which were based on historical expenditure patterns and deployment trends in recent start-up missions; and (b) spare parts as few vehicles were in operation during the period and most of the vehicles utilized arrived in the mission during the last quarter of the reporting period.

| | <i>Variance</i> | |
|---------------------------|-----------------|-------|
| | \$ | % |
| Air transportation | 26 517.6 | 46.8% |

65. The reduced requirements were attributable primarily to: (a) the rental of 2 fixed-wing and 6 rotary-wing aircraft compared to the budgeted fleet of 4 and 12, respectively, and lower actual flight hours of 3,402 compared to budgeted hours of 4,410, owing to delays in their deployment, the lack of available aircraft, and the decision to utilize road transport in place of airlift; (b) lower mobilization and management fees for petrol, oil and lubricants compared to budgeted fees; (c) air transport services with respect to unmanned aerial vehicles and an area navigation/global navigation satellite system resulting from the fact that planning and procurement actions commenced at the end of the reporting period owing to the uniqueness and complexity of the services; and (d) equipment and supplies owing to delays in the procurement process.

| | <i>Variance</i> | |
|-----------------------------|-----------------|---|
| | (|) |
| Naval transportation | \$3 696.2 | - |

66. The increased requirements were attributable to the purchase of sea containers for the transportation of miscellaneous goods and equipment for which a provision had not been included in the budget for the 2014/15 period.

| | <i>Variance</i> | |
|-----------------------|-----------------|---------|
| Communications | (\$4 826.9) | (58.5%) |

67. The increased requirements were attributable primarily to the fact that budget estimates were based on historical expenditure patterns and deployment trends across peacekeeping missions during the first full year of operations. Additional equipment acquired included transmitters for radio broadcast throughout the country to prepare for the elections in mid-August, microwave equipment and spare parts for interconnection of the Mission locations in the country and additional high-frequency/very-high-frequency communications equipment, for which a provision had not been included in the budget for the 2014/15 period.

| | <i>Variance</i> | |
|-------------------------------|-----------------|----------|
| Information technology | (\$13 991.2) | (120.4%) |

68. The increased requirements were attributable primarily to the fact that the budget estimates were based on historical expenditure patterns and deployment trends in peacekeeping missions during the first full year of operations. Additional equipment and services acquired included digital systems for security enhancement, transceiver radios, computer devices, printers, storage, satellite trailers and antennas, voice and data, and microwave links for which a provision had not been included in the budget for the 2014/15 period.

| | <i>Variance</i> | |
|----------------|-----------------|---------|
| Medical | (\$1 220.5) | (59.8%) |

69. The increased requirements were attributable to the use of contracted air ambulance services and the use of the French Sangaris medical facility owing to significant delays in establishing the United Nations level II hospital in Bangui and troop-contributing countries' level II hospital in Kaga Bandoro and Bria. In addition, the lack of level I clinics initially planned led to a higher consumption of drugs and medical supplies as more than half of the uniformed personnel relied on the level II hospital.

| | <i>Variance</i> | |
|---|-----------------|-------|
| Other supplies, services and equipment | \$7 080.7 | 18.8% |

70. The reduced requirements were primarily attributable to: (a) freight costs which were not incurred for the deployment of United Nations-owned equipment to the sectors owing to delays encountered in securing land from the Government for the camps and the deployment of 24 trucks from UNAMID and MONUSCO resulting from the reprioritization of requirements of the respective Missions; and (b) other services not rendered with respect to the implementation of the community violence reduction programme, police training, mediation, local community meetings and outreach resulting from the lack of staff on-board with requisite expertise to manage these activities and the logistical challenges in getting to areas where these activities were planned.

V. Actions to be taken by the General Assembly

71. The actions to be taken by the General Assembly in connection with the financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic are:

(a) To decide on the treatment of the unencumbered balance of \$15,568,000 with respect to the period from 1 July 2014 to 30 June 2015;

(b) To decide on the treatment of other revenue for the period ended 30 June 2015 amounting to \$3,020,800 from interest revenue (\$1,016,600), other/miscellaneous revenue (\$30,400), and the cancellation of prior-period obligations (\$1,973,800);

(c) To decide on the treatment of the decrease in the staff assessment income in the amount of \$305,200 for the period from 10 April to 30 June 2014.

VI. Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 69/257 B

(A/69/839/Add.12)

| <i>Request</i> | <i>Response</i> |
|--|--|
| The Advisory Committee expects that the Mission will monitor the cash requirements and report the actual expenditures related to bank charges in the performance report for the period. (para. 55) | The Mission monitored the cash requirements and the associated bank charges through monthly remittance requests and the review of bank statements. The actual expenditures for the 2014/15 period amounted to \$327,400. |