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Financing of the United Nations Organization Stabilization

Mission in the Democratic Republic of the Congo

Budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2020 to 30 June 2021

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the period from 1 July 2020 to 30 June 2021, which amounts to \$1,087,769,600.

The proposed budget provides for the deployment of up to 660 military observers and staff officers, 13,640 military contingent personnel, 591 United Nations police personnel, 1,410 formed police personnel, 726 international staff, 1,780 national staff, 347 United Nations Volunteers and 90 government-provided personnel.

The total resource requirements for MONUSCO for the financial period from 1 July 2020 to 30 June 2021 have been linked to the Mission's objective through a number of results-based budgeting frameworks, organized according to components (protection of civilians; support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo; and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Mission as a whole.

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

Financial resources

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

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
Military and police personnel	560 957.6	509 091.1	526 707.1	17 616.0	3.5
Civilian personnel	294 984.5	219 331.2	259 695.1	40 363.9	18.4
Operational costs	338 615.1	283 830.5	301 367.4	17 536.9	6.2
Gross requirements	1 194 557.2	1 012 252.8	1 087 769.6	75 516.8	7.5
Staff assessment income	31 058.5	22 651.2	26 531.2	3 880.0	17.1
Net requirements	1 163 498.7	989 601.6	1 061 238.4	71 636.8	7.2
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 194 557.2	1 012 252.8	1 087 769.6	75 516.8	7.5

Human resources^a

	<i>Military observers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Formed police units</i>	<i>Inter- national staff</i>	<i>National staff^b</i>	<i>Temporary positions^c</i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
Executive direction and management										
Approved 2019/20	–	–	–	–	93	69	–	25	–	187
Proposed 2020/21	–	–	–	–	93	69	–	25	–	187
Components										
Protection of civilians (formerly political engagement)										
Approved 2019/20	660	16 215	–	–	72	245	–	36	–	17 228
Proposed 2020/21	660	13 640	–	–	72	245	–	37	–	14 654
Support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo (formerly protection of civilians and human rights)										
Approved 2019/20	–	–	391	1 050	77	155	59	16	90	1 838
Proposed 2020/21	–	–	591	1 410	77	155	61	16	90	2 400
Support										
Approved 2019/20	–	–	–	–	478	1 256	–	269	–	2 003
Proposed 2020/21	–	–	–	–	478	1 256	–	269	–	2 003
Total										
Approved 2019/20	660	16 215	391	1 050	720	1 725	59	346	90	21 256
Proposed 2020/21	660	13 640	591	1 410	720	1 725	61	347	90	19 244
Net change	–	(2 575)	200	360	–	–	2	1	–	(2 012)

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

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

^c Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) was established by the Security Council in its resolution 1925 (2010). The most recent extension of the mandate was authorized by the Council in its resolution 2502 (2019), by which the Council extended the mandate until 20 December 2020.

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

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

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MONUSCO in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the 2019/20 period, including reclassifications, have been explained under the respective components.

5. With a view to ensuring sustained political engagement with the Government, the Mission will maintain its headquarters in Kinshasa, where the senior leadership will be located. The Mission will maintain six field offices in key areas in eastern Democratic Republic of the Congo, which are affected by significant levels of armed conflict, and in the Kasai region, where there has been a significant reduction in intercommunal violence and where MONUSCO will engage in good offices efforts with provincial and local officials to build on these gains, prevent a resurgence of conflict and support peacebuilding efforts, in cooperation with the United Nations country team and key external partners. The field offices are located in Bunia, Beni, Goma, Bukavu, Kalemie and Kananga. Subject to the development of the security situation on the ground, the Mission will also assess the necessity of maintaining sub-offices in Uvira, Butembo, Kindu and Tshikapa.

6. Without prejudice to the primary responsibility of the national authorities to protect civilians within the entire territory, the Mission's area of operations will be limited to the provinces affected by conflict and insecurity and to provinces where it is currently deployed (Ituri, North Kivu, South Kivu, Maniema, Tanganyika, Kasai and Kasai Central). MONUSCO will continue to monitor the security and human rights situation in the entire country and will make provisions for a force reserve to be able to undertake short-term deployments in support of government authorities to areas where the Mission has no permanent presence and where major threats to civilians may emerge. Uniformed and civilian personnel will contribute to strengthening core functions of the State, including the rule of law and the provision of security; supporting reconciliation efforts; and building a bridge between stabilization and development to prevent a relapse into conflict.

7. The police component's footprint will be composed of up to nine formed police units and 591 United Nations police personnel in line with Security Council resolution [2502 \(2019\)](#). Three additional formed police units will be deployed to Beni, Kananga and Kalemie, where they will perform two key tasks, namely, to protect United Nations personnel and installations and to support the capacity development of the Congolese national police. The additional police capacity will also support the Congolese national police in addressing continuing threats to public safety and demilitarizing the law and order response in these provinces, in coordination with justice and corrections institutions. These efforts will be vital to preventing a relapse into conflict in provinces moving towards a post-conflict situation.

8. The force will, meanwhile, further consolidate its footprint as the Mission concentrates on the areas affected by significant levels of armed conflict and intercommunal violence. The force, including the Intervention Brigade of the force, will operate in areas where armed groups continue to pose a threat to civilians and where it remains vital to support the State security forces in addressing the threat posed by these groups and their capability to harm communities. As a strategic priority, the force will continue to focus on the protection of civilians. Such protection will be achieved through the projection of civil-military teams by means of quick, temporary deployments of rapidly deployable battalions, and by maintaining static bases in areas where risks to civilians are deemed to be most significant and sustained. In addition, the force will continue to support the operations of national counterparts, where appropriate, with a view to a progressive transition of tasks related to security and the protection of civilian to the Government of the Democratic Republic of the Congo. Such a concept of operations needs to be supported by a robust mobility plan with dedicated air and ground transportation and engineering support. Given the size of the area of operations, the concept also relies on the collection of actionable and timely information through the deployment of intelligence surveillance assets. Finally, the force will be prepared to conduct targeted offensive operations through an expanded and reconfigured Intervention Brigade with enhanced effectiveness, as determined by the Force Commander in close coordination with local security forces.

9. Subject to the evolution of the situation on the ground, MONUSCO will progressively withdraw military units from the Kasai, Kasai Central and Tanganyika provinces. In these areas, military units would be replaced with a surge of formed police units and individual police officers.

B. Planning assumptions and mission support initiatives

10. Following the inauguration of the new Government on 26 August 2019, political life in the Democratic Republic of the Congo has centred around parliamentary processes and discussions about the national budget. Despite continued tensions within the ruling coalition and its constituent parties, institutions are established and functioning.

11. The President has announced an ambitious reform agenda to bring about positive change in the areas of governance, security and socioeconomic development. Since the inauguration of the new President, the overall human rights situation in the country has improved, notably with regard to the democratic space, but human rights violations associated with the activities of armed groups are a continued cause for concern.

12. More than two thirds of the country is now stable. Security and protection challenges are most acute in the Kivus, Ituri and, to a lesser extent, Tanganyika and are characterized by ongoing structured armed conflict and the presence of foreign and Congolese armed groups that pose a threat to stability and the security of the

civilian population. In the Kasais, the spontaneous demobilization of armed groups following the peaceful transfer of presidential power has created new opportunities to address conflict drivers and tackle the long-standing humanitarian and development challenges facing the region. The security situation in Beni and Mambasa territories of North Kivu and Ituri provinces deteriorated sharply at the end of 2019 owing to a spate of deadly reprisal attacks against civilian populations by alleged members of the Allied Democratic Forces (ADF) and affiliated militias, following the launch of a major offensive by the Congolese armed forces against the armed group and owing to attacks on Ebola response centres by Mai-Mai militias. The attacks have resulted in the deaths of more than 300 civilians, with heavy losses sustained by the national security forces. These attacks triggered a wave of violent anti-MONUSCO demonstrations in Beni and other key cities in North Kivu. An independent assessment of the Mission's ability to deliver on its mandate to protect civilians and neutralize armed groups in these areas was undertaken by former Force Commander Lieutenant General Carlos Alberto dos Santos Cruz in December 2019.

13. Following the increased hostility and attacks against civilians, MONUSCO and the Ebola response teams in Beni and Mambasa territories, Lieutenant General dos Santos Cruz delivered a report on his independent assessment of the protection of civilians and the neutralization of armed groups in those areas. The report contained key recommendations in four areas: implementation of a comprehensive joint strategy, strategic communication, reorganization of MONUSCO and enhancement of capabilities. In line with Security Council resolution [2502 \(2019\)](#) and the recommendations set out in the independent assessment report, in order to carry out targeted offensive operations to neutralize armed groups, either unilaterally or jointly with the Armed Forces of the Democratic Republic of the Congo (FARDC), MONUSCO will require an expanded force Intervention Brigade with enhanced effectiveness and the deployment of additional units with appropriate training, capabilities and equipment for intelligence-led operations. Accordingly, it is proposed that the Mission's intelligence capability be increased to enable intelligence-led operations and the provision of better assessments to mission leadership on concerns regarding the protection of civilians. The Geolocation Threat Analysis Unit will be instrumental in the intelligence collection plan. The force will enhance its analytical capacity to improve the understanding of what is driving armed group activities and how these are linked to key stakeholders at the local, regional and provincial levels. The support for military operations in the Beni area of responsibility requires medical facilities that can meet surgical requirements in casualty and medical evacuation operations.

14. Despite tense regional dynamics, in particular regarding possible support for armed group activities in eastern Democratic Republic of the Congo, the President's efforts to improve relations with the country's neighbours and promote common solutions to the region's most pressing security and development challenges have created new opportunities for the achievement of peace, security and development in the Great Lakes region.

15. In this context, the Mission will strengthen its good offices to support the Government in laying the foundations for durable peace and inclusive development. This will include a strengthened strategic advisory role for the Mission to encourage and assist the Government in addressing the root causes of conflict; and to support stabilization and the strengthening of State institutions. The Mission will also support key governance and security reforms related to local democratic governance; access to land; the absence of adequate protection of property rights; illegal exploitation and trade of natural resources; cyclical violence resulting from impunity; regional relations; and the functioning of State security forces and institutions at the national and provincial levels.

16. In the eastern part of the country, MONUSCO will ensure a mission-wide approach to the protection of civilians based on the nature of the conflict in each province where it is present, while working to reduce the threat posed by armed groups to a level that can be managed by the Government. In Ituri, North Kivu, South Kivu and Tanganyika, the activities of armed groups, both foreign and local, remain a threat to the civilian population, with continued human rights violations, including conflict-related sexual violence; targeted intercommunity and ethnic killings; and attacks on humanitarian convoys. Meanwhile, the western provinces affected by violence before the 2018 elections (notably Kasai and Kasai Central) have since moved towards a post-conflict situation, and partnerships must be strengthened to support peacebuilding initiatives and pave the way for long-term stabilization and development.

17. In line with Security Council resolution [2502 \(2019\)](#), the Mission will engage with the Government in a comprehensive dialogue on the progress of political and security reforms to develop a joint strategy and identify a set of benchmarks with a view to better supporting the Government's priorities and guiding the transition of the Mission. Taking into consideration the conditions of a successful, gradual and responsible drawdown of MONUSCO, the Mission will work closely with the Government and relevant partners to support the strengthening of political stability and the durable resolution of remaining conflicts in eastern provinces, including through functioning State institutions, the extension of civilian State authority in the areas previously affected by conflict, the disarmament, demobilization and community-based reinsertion of armed groups, respect for human rights and the rule of law, and effective protection of civilians by the national authorities and the State security apparatus.

18. MONUSCO efforts to support the Government of Democratic Republic of the Congo in the areas of security sector reform, including justice and corrections, and disarmament, demobilization and reintegration will be critical to achieving a successful gradual transition as these processes will establish and strengthen long-term capacities within national and non-governmental institutions that will extend beyond the envisioned drawdown of MONUSCO. To this end, a coordinated and multisectoral approach to security sector reform and disarmament, demobilization and reintegration that is inclusive of agencies, funds and programmes is a key planning assumption as it will contribute to the achievement of sustainable conditions for a drawdown.

19. In line with these strategic objectives, MONUSCO will focus its capacity on areas where the presence of armed groups and high levels of human rights violations pose a persistent threat to the civilian population and prevent stabilization and development activities. The Mission will concentrate its efforts on providing good offices to the Government and relevant political actors to assist in the strengthening of the core functions of the State, the adoption of reforms and the extension of State authority, notably in the Kasais, by developing appropriate benchmarks, institutional capacities and operational conditions for the transfer of roles and responsibilities from MONUSCO to the Government supported by the United Nations country team. The Mission will develop integrated political strategies on ways to address the threat of armed groups and protect civilians. These strategies will be tailored to specific armed groups and specific provinces. The continued provision of support to the Ebola response will be subject to the needs as the situation develops on the ground.

20. The Mission's priorities in the 2020/21 period will thus be: (a) protection of civilians; and (b) support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo.

1. Protection of civilians

21. In Ituri, North Kivu, South Kivu and the southern territories of Maniema, it is expected that civilians will continue to face significant threats, including risks of serious violations of human rights and international humanitarian law, owing to local and foreign armed group activity, operations by State security forces and intercommunal violence. The Mission's efforts to protect civilians will include: (a) political engagement to prevent violence and to resolve and sustainably address the root causes of conflict; (b) local community dialogue initiatives leveraging the United Nations police community-oriented policing and the operational strategy for the fight against insecurity, and creating space for dialogue through community violence reduction and stabilization efforts; (c) improvement of security through physical protection, with static presence, temporary deployments and patrols of the military and police components, and through offensive operations focusing on disrupting and denying the freedom of action of armed groups; (d) improvement of security by supporting the development of protection plans elaborated in a participatory manner by communities, local authorities and security services; (e) monitoring, investigating and reporting on human rights abuses while advocating respect for human rights and the protection of civilians, including through joint protection and monitoring teams supported by the United Nations police; and (f) supporting priority investigations and prosecutions, including through support for joint investigations and mobile court hearings, and improving the conditions in high-risk prisons. Many of these efforts will contribute to the fight against impunity, a key measure in sustainable peacebuilding.

22. The force will progressively consolidate its footprint in the areas affected by significant levels of armed group conflict and intercommunal violence in order to better support the government security forces in protecting civilians. To implement the Mission's mandate of protection of civilians, MONUSCO will improve the integration of all components, reduce static positions and further build and improve on the protection-through-projection concept. With the primary focus of MONUSCO on the six key provinces, mobile responses will be tailored to respond through quick, flexible and short-term deployments of military force accompanied by civilians. This overall approach will be supported by all infantry manoeuvring units, a robust air transport and fire support capability and a robust information collection capability. A force reserve will be available to address short-term dynamic intervention and for preventive action. Special forces will be prepared to conduct targeted operations against armed groups.

23. In line with Security Council resolution [2502 \(2019\)](#) and the recommendations set out in the report on the independent assessment of the protection of civilians and the neutralization of armed groups in Beni and Mambasa territories, the Mission will take further steps to improve the effectiveness of the force Intervention Brigade to ensure effective, timely, dynamic and integrated protection of civilians and the neutralization of armed groups. This will be achieved through the deployment of additional staff officers to the headquarters of the Brigade, the reconfiguration of individual Brigade units to improve tactical intelligence and increase manoeuvrability, and the continued enhancement of the ability of individual units of the Brigade to operate effectively in a jungle environment. Essential medical services will also be enhanced in the Beni area to stabilize injured peacekeepers and reduce the fatality rate during targeted operations. The ability of the Brigade to engage effectively with local populations will also be enhanced by increasing the availability of language assistants and community liaison assistants.

24. The Mission will strengthen its early warning capacities to ensure that alerts are received in a timely manner and will retain an analytic capacity to prevent and

respond to major concerns regarding the protection of civilians, including by collecting and analysing local perceptions of security, justice and social cohesion. To ensure a timely and adequate response to those alerts, the Mission will deploy an unmanned aerial system, attack helicopters, effective 24/7 medical evacuation systems and enhanced information collection and situational awareness tools, including a Geolocation Threat Analysis Unit. These enablers will also contribute to the protection of United Nations personnel and assets. The Mission will develop a mobility plan, which will include the rehabilitation of relevant road networks in order to increase the mobility and responsiveness of the force. Through joint planning activities, the force will continue to provide critical information and logistical support, including medical and casualty evacuations, to enable operations led by FARDC against foreign and local armed groups, and will provide support in holding liberated areas and patrolling urban areas to protect civilians.

25. To support the extension of State authority in the eastern part of the country, the political interventions of the Mission will be complemented with military pressure aimed at disassociating armed groups from the local population; disrupting funding sources, recruitment networks and supply chains; and encouraging surrenders through community-based disarmament and reinsertion processes, transitional justice, reconciliation and community violence reduction activities, in close coordination with stabilization initiatives. As FARDC continues its offensive operations to counteract local and foreign armed groups, including ADF, the Mission will continue to advocate holistic responses that transcend military action in order to sustain the gains of kinetic operations. With regard to eliminating the threat of foreign armed groups, MONUSCO will continue to coordinate its efforts with those of the Special Envoy of the Secretary-General for the Great Lakes Region to eliminate the threat through a comprehensive approach, including through the Peace, Security and Cooperation Framework.

26. The Kasais are moving towards a post-conflict situation, while the situation in Tanganyika is still volatile but has the potential to move in the same direction. The progress in the security situation in Tanganyika will depend heavily on the success of local mediation efforts to address underlying intercommunity tensions. Both of these areas are largely free of regional security challenges, offering a less complex pathway to stability than in other conflict-affected areas.

27. In these areas, the Mission will work with the Government and relevant partners to identify opportunities to consolidate peace and prevent a relapse into conflict. Depending on the situation on the ground, stabilization efforts will be progressively demilitarized in favour of deepening the Mission's focus on strengthening the ability of key State rule of law and security institutions to protect the civilian population and ensure that perpetrators of grave human rights violations and abuses are held to account.

28. The expected drawdown of MONUSCO military units in line with the reduction in the authorized ceiling pursuant to Security Council resolution [2502 \(2019\)](#) will be compensated through a temporary surge of United Nations police capacity, which will help local authorities to deal with public order issues, including criminality, and strengthen the local police in their investigative capacities. Support will be provided to the national security authorities by the Mission's police component within the framework of the implementation of the Congolese national police development plan.

29. The Mission will strengthen its partnership with United Nations agencies, funds, and programmes, the World Bank and relevant partners to ensure the strategic alignment of funds and programmes and to consolidate peacebuilding efforts in order to pave the way to sustainable development. The Mission will focus primarily on strengthening the rule of law and local mediation efforts, while using its good offices

to open the political space for other actors to engage in community-based reintegration efforts and long-term institution-building. This will contribute to a seamless exit of the Mission from these provinces.

30. The Mission will maintain its efforts to develop messages and engage in outreach activities with communities, civil society and the press in order to clarify its priorities in the context of a responsible and sustainable drawdown. These efforts will include a strengthened focus on countering propaganda against the Mission and implementing its strategy at the national and provincial levels, in line with the United Nations Strategy and Plan of Action on Hate Speech. In this regard, Radio Okapi will continue to remain a central tool, while presence on social media and digital platforms will be reinforced.

31. The Mission will strengthen existing coordination structures in Goma and Beni to ensure functional and fully integrated 24/7 operations and intelligence centres with the participation of all appropriate Mission components as well as FARDC and other national security forces for the effective coordination of the protection of civilians and joint operations. The joint operations centres will establish clear responsibilities and help to ensure accountability for interventions for the protection of civilians.

32. The Mission will also continue to support the Government's shift towards a more flexible and decentralized approach for the disarmament of armed groups, cease the United Nations support for army integration and invest in demobilization and community-based reinsertion as an alternative. This shift is aimed at reducing incentives for the recruitment of young people by armed groups through the creation of alternative sources of livelihood in the communities and support for the professionalization of the army. In the Kasais, community violence reduction programmes targeting communities affected by pre-election violence will also be aimed at restoring social cohesion. The Mission will also continue to deepen its understanding of economic criminal networks with links to political actors and armed groups, weapons trafficking and the illegal exploitation of natural resources, with the aim of supporting the prosecution of perpetrators.

33. The humanitarian situation is expected to remain of concern. With an estimated 15.9 million people in need of humanitarian assistance, the United Nations and its international partners will continue to support the Government in addressing this complex humanitarian emergency. The roll-out of the humanitarian, development and peace nexus will seek to address key risks and vulnerabilities to reduce humanitarian needs over the long term through a more joined-up and coordinated approach across humanitarian, development and peace actors that respects and protects human rights.

34. Access to remote and insecure areas, where the presence of armed groups still poses a specific threat to the delivery of humanitarian assistance, is expected to remain challenging, and the Mission's continued efforts in facilitating access and providing area security will be required. Existing coordination mechanisms will be strengthened through regular communication and information-sharing with humanitarian actors, notably in areas affected by public health crises.

35. To enable the progressive transition of some of the Mission's mandated activities to national counterparts, the Mission will invest in building the capacity of the national armed forces to clear mines, dispose of explosive ordnance and register and safely manage weapons and ammunition; and in building the capacity of national non-governmental organizations to provide explosive hazard management services to ensure the protection of civilians.

2. Support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo

36. MONUSCO will strengthen its good offices and work with relevant actors to support the peaceful resolution of political disputes between the ruling majority and the opposition, strict respect for the Constitution, inclusive and consultative decision-making within government institutions by members of the ruling coalition, permanent dialogue with civil society and the fight against impunity, thereby contributing to political stability, the rule of law and democracy.

37. In this context, MONUSCO will assume a sustained and proactive political role and focus its political efforts and good offices on facilitating the adoption and implementation of key governance, institutional and legislative reforms. This support will contribute to the strengthening of State institutions and the extension of State authority.

38. Priority areas will include supporting the Government in advancing key governance and security sector reforms, including supporting the civilian criminal justice system, which has jurisdiction over demobilized ex-combatants; assisting in the building of administrative capacity to manage and resolve land disputes; supporting local efforts to resolve intercommunity conflict; and fostering a human rights framework. MONUSCO will also provide strategic and technical support to the Congolese prison administration at both the provincial and the central levels in line with the Government's prison reform agenda by assisting in the professionalization of the prison system; improving detention conditions; and strengthening the security of 12 priority prisons holding high-risk detainees.

39. The police component, supported by the United Nations Joint Human Rights Office, will continue to promote the use of non-lethal force and to train and support the security forces in improving public order management and command and control in line with international standards. The police component will also assist in the development of key oversight mechanisms, such as the Inspectorate General of the Congolese national police, with a view to increasing respect for international human rights standards by the police. Through dedicated special units, and in cooperation with other MONUSCO components and the United Nations country team, the United Nations police will provide technical support to the Congolese national police in addressing sexual and gender-based violence through the implementation of the triennial action plan of the police on sexual violence; improving community policing, intelligence gathering and the use of forensic expertise; and dealing with organized crime. The police component will adjust and temporarily increase its footprint, with a focus on co-location and joint patrols with the Congolese national police, while strengthening its presence and community policing in urban areas and dealing with non-military threats (including militias and intercommunal violence).

40. The Mission's political engagement in support of institutional reforms will be organized within the context of the gender equality and women framework and the peace and security framework and will include approaches that strengthen the capacity of civil society to hold the Government to account. To make sustainable advances in this regard, MONUSCO will work closely with the United Nations country team and members of the humanitarian country team under the common framework of the collective outcomes for the humanitarian, development and peace nexus. The International Security and Stabilization Support Strategy will continue to provide a strategic framework for stabilization activities in priority zones, and collaboration with the national stabilization and reconstruction programme will be expanded. The Mission will mainstream a gender perspective in its operational activities, deliverables and results, as appropriate.

3. Mission initiatives and support

41. During the 2020/21 period, building on the progress achieved in the 2019/20 period, the Mission Support Division will focus on: (a) consolidating the Mission's footprint; (b) adjusting the posture of the mission support component to support operations related to the protection of civilians; and (c) enhancing the safety and security of peacekeepers in line with the Secretary-General's Action for Peacekeeping initiative.

42. Support for the rapidly deployable battalions and the force Intervention Brigade is also a priority and will be pursued by enhancing mobility through the use of heavy-lift fixed- and rotary-wing aircraft and an enhanced unmanned aerial aircraft.

43. With regard to the Secretary-General's Action for Peacekeeping initiative, the Mission Support Division will focus on several improvements, especially in the areas of base defence and force protection, through the provision of sufficient field defence stores and their appropriate distribution. The reinforcement of medical support, most specifically in the Beni area, will cover the significant gaps in night-flight capability, which remain of serious concern to the Mission and require robust engagement and commitment from troop-contributing countries.

44. The Mission Support Division will take into consideration corporate management practices and global initiatives on mission support structures and supply chain management and will implement the best environmental practices through stringent environmental standards and the mission environmental action plan.

45. With regard to property management and inventory holdings, the success of the Mission's supply chain will continue to rely on disciplined demand planning, acquisition and sourcing of United Nations-owned assets.

46. The Mission will continue to improve methods for the safe management and disposal of waste. The Mission will also continue to rationalize the numbers of United Nations-owned vehicles while embracing more environmentally friendly practices.

47. The proposed civilian staffing complement consists of 2,853 personnel, including 726 international staff, 1,780 national staff and 347 United Nations Volunteers, representing an overall increase of three positions (1 international staff, 1 national staff and 1 United Nations Volunteer). This increase is the net effect of the proposed abolishment of one position (1 international staff) and the proposed establishment of four positions (2 international staff, 1 national staff and 1 United Nations Volunteer).

48. The estimated resource requirements for the maintenance and operation of the Mission for the 2020/21 financial period amount to \$1,087,769,600, an increase of \$75,516,800, or 7.5 per cent, compared with the approved budget for 2019/20 of \$1,012,252,800. The estimates for the 2020/21 period reflect increased requirements with respect to military and police personnel as a result of an increase in the number of United Nations police personnel deployed and the deployment of three formed police units in line with changes in the authorized ceiling pursuant to Security Council resolution [2502 \(2019\)](#). The estimates also reflect increased requirements for civilian personnel due to lower vacancy rates for all categories of personnel; an increase in the estimated average salary costs applied for international and national staff; and the proposed establishment of four positions. Finally, the estimates reflect increased requirements for operational costs as a result of: (a) the cost of communications services in support of the Geolocation Threat Analysis Unit; (b) mobilization fees for the new fuel turnkey contract that will be put in place in July 2020 and the establishment of strategic and local fuel reserves; (c) the reimbursement of pending claims for expended ammunition to troop-contributing countries; (d) the planned

construction of three additional camps for the three formed police units and the planned construction of a level II hospital in Beni to replace the current level II hospital in Bunia; (e) the proposed acquisition of prefabricated facilities, ablution units, air conditioners and accommodation units to rebuild the Mission's compound in Beni; and (f) an increase in programmatic activities in support of the rule of law and security institutions.

C. Regional mission cooperation

49. MONUSCO will continue to engage with members of the African Union, the Southern African Development Community (SADC) and the International Conference on the Great Lakes Region. In line with Security Council resolution [2502 \(2019\)](#), the Mission will further enhance its collaboration with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region in support of the Government's intention to enhance good neighbourliness and strengthen political and economic cooperation in the region. Regional cooperation and engagement efforts will focus on encouraging progress in addressing the root causes of conflict through political and economic solutions, which is essential for a sustainable peace and for addressing foreign armed groups operating in eastern Democratic Republic of the Congo.

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

D. Partnerships, country team coordination and integrated missions

51. As requested by the Security Council in its resolution [2502 \(2019\)](#), the Government and the Mission will develop a joint strategy to ensure that the future role and priorities of the Mission and the United Nations country team are aligned with the vision and priorities of the Government for the future of the country. To this effect, the Mission will work closely with the Government and relevant partners to ensure that conditions are in place to facilitate a seamless transition and a possible reconfiguration of the United Nations presence in the Democratic Republic of the Congo. Developing effective partnerships with international financial institutions and other multilateral and bilateral partners will also be important.

52. In the 2020/21 period, the Mission's partnership arrangements with the United Nations country team will be strengthened and geared towards preparing the ground

for the transfer of tasks to the Government, the United Nations country team and other partners responsible for supporting the implementation of the Government's national strategic development plan. During the transition, MONUSCO will gradually assume a strategic advisory role with the aim of creating political space for the implementation of longer-term peacebuilding and development efforts, while the country team will reconfigure its presence to best support the priorities of the Congolese authorities.

53. The Mission will aim, through the development of joint programmatic activities, to strengthen integration with United Nations agencies, funds and programmes in key mandated areas as a vehicle for a transition to a post-peacekeeping environment. MONUSCO will work with the Government towards establishing common peacebuilding priorities, identifying benchmarks that will guide its exit strategy and developing a jointly agreed transition road map linked to a joint resource mobilization strategy. In support of the transition, the roll-out of the humanitarian, development and peace nexus and the joint development and implementation of peacebuilding activities will provide entry points through increased convergence and coherence in planning and programming.

54. The Mission will contribute to the strategic priorities outlined in the United Nations Sustainable Development Cooperation Framework 2020–2024, which will guide the actions of the United Nations system in support of the achievement of the Sustainable Development Goals by the Democratic Republic of the Congo. In this regard, cooperation with the country team will continue to focus on peacebuilding, the promotion and protection of human rights, the protection of civilians and support for security and governance reforms. In addition, the Mission, through its good offices and strategic and technical advice, will contribute to joint United Nations capacity-development efforts for relevant national authorities, with a view to ensuring a gradual transition.

55. MONUSCO will continue its programmatic activities, most notably community violence reduction and support for the International Security and Stabilization Support Strategy, as a critical bridge between the Mission's political work and the programmatic activities of the country team and other partners. In this regard, the development of effective partnerships with international financial institutions and multilateral and bilateral partners will be critical. Where necessary, strategies will need to be developed to ensure that the necessary resources and operational capabilities are in place to allow the country team to provide effective support as the Mission scales down its presence.

56. The Mission will work closely with partners in the United Nations country team to strengthen the rule of law in the Democratic Republic of the Congo by assisting in the development and implementation of a joint rule of law programme for the period 2020–2024. The joint implementation of this programme will increase the capacity of partners while ensuring continued support for the functioning and accountability of Congolese justice institutions in line with the national justice reform policy. The Mission will continue its collaboration with the United Nations Development Programme (UNDP) in support of prosecution support cells and with the Office of the United Nations High Commissioner for Human Rights in protecting human rights and combating impunity, while developing sustainable funding strategies.

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

progressive anchoring of the Strategy and its steering and implementation mechanisms in the country team will provide an overarching strategy for United Nations agencies with relevant mandates and capacities to contribute to the stabilization objectives; and will ensure the sustainability of the investments made in the Strategy's priority zones. The Strategy will also continue to enhance the Mission's strong partnership with Congolese authorities on peace and recovery issues.

58. The close collaboration between the United Nations Children's Fund (UNICEF) and MONUSCO regarding child protection activities will continue. The Mission will continue to be responsible for tasks related to the six grave violations against children and engagement with armed groups in advocating the separation of children, while UNICEF will be responsible for the provision of support to victims and the capacity-building of Congolese actors. The Mission will also continue its ongoing collaboration with the World Bank to address several structural drivers of conflict, leading to a more sustainable peace. The United Nations system in the Democratic Republic of the Congo will continue to provide collective support to national institutions in combating Ebola.

59. In order to develop and implement an overarching and gradual transition strategy for the United Nations system in line with international best practices, the capacity of the Government, the Mission, the United Nations country team and other international organizations to support the agreed joint peacebuilding priorities will be mapped. This will allow the Mission to identify critical capacity gaps and develop capacity-reinforcement strategies. The Mission will also perform a comparative advantage analysis of key stakeholders to ensure the continuation of critical activities by the actors best placed to do so. The outcome of these important transition processes will inform the configuration of the programmatic responses to the peacebuilding needs in identified priority areas.

60. The United Nations system in the Democratic Republic of the Congo will continue to position itself, together with donor partners, to provide optimal support to national institutions through: (a) the provision of effective support for the implementation of the national development plan, on the basis of the prioritization and localization of Sustainable Development Goals 5 (gender equality and the empowerment of women) and 16 (peaceful and inclusive societies), as well as the 2030 Agenda for Sustainable Development; (b) the implementation of the United Nations Sustainable Development Assistance Framework 2020–2024; (c) the implementation of the humanitarian, development and peace nexus and its collective outcomes; (d) the strategic use of projects financed through the Peacebuilding Fund that are conceived and implemented in collaboration with government partners and civil society organizations; and (e) the establishment of an institution-strengthening support framework focused on addressing the root causes of conflict, government capacities, democratic dialogue, community resilience and social cohesion, including through the International Security and Stabilization Support Strategy.

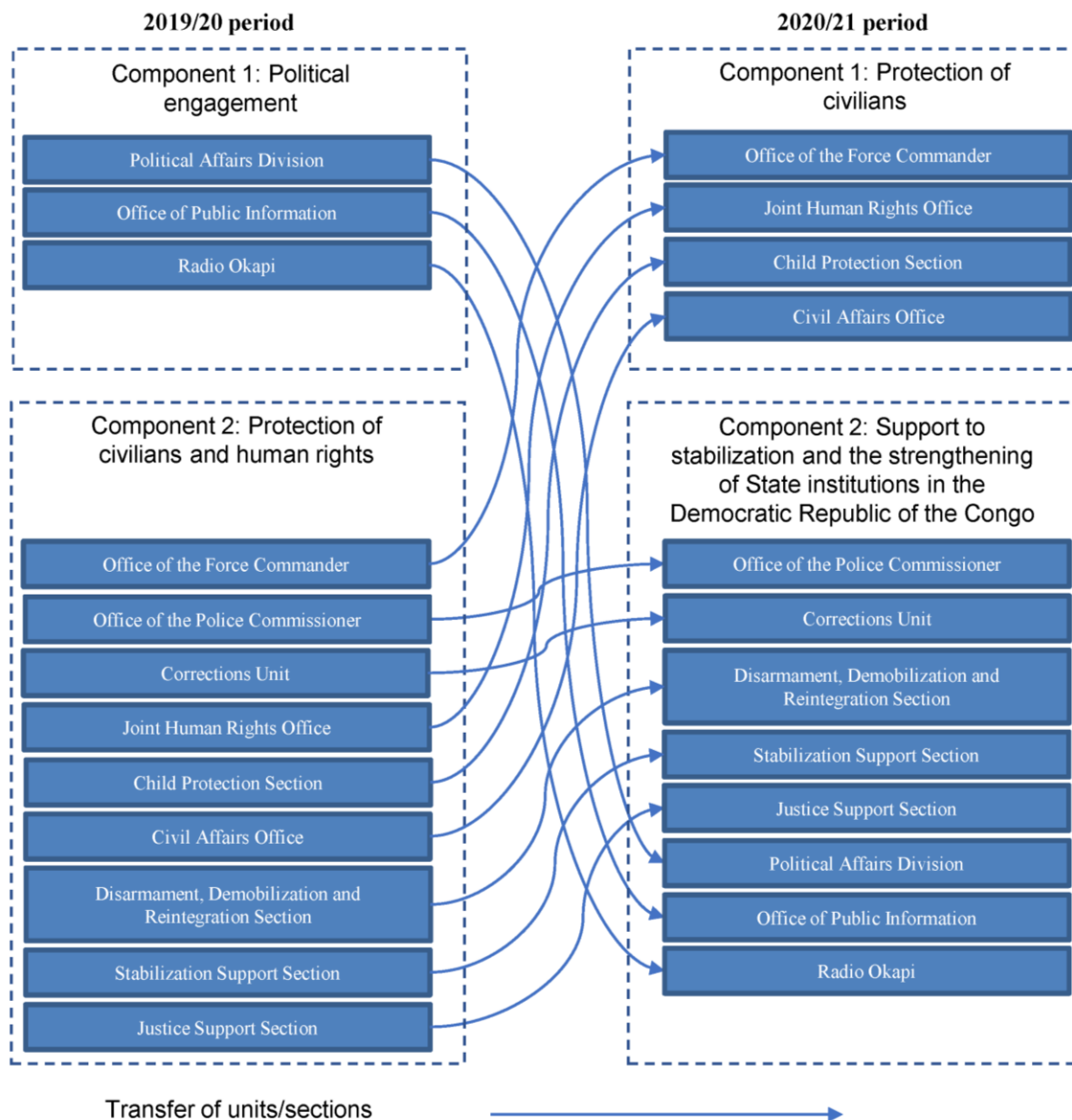
61. MONUSCO and the United Nations country team will work in an integrated and complementary manner to pursue cross-cutting priorities and will establish joint teams to address community violence reduction, justice and the restoration of State civil authorities. Other modalities of coordination will include joint analysis and delivery. The coordination mechanisms will aim to scale up the programmatic efforts of the agencies, funds and programmes, including by providing technical assistance in the areas of the disarmament, demobilization and reintegration of armed groups, community violence reduction, justice, police and corrections, human rights and elections.

E. Results-based budgeting frameworks

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

63. The figure below displays changes in the organizational structure of MONUSCO by components of results-based budgeting.

Changes in the organizational structure of MONUSCO by components



Realignment of the organizational structure of the Mission

64. The protection of civilians remains a core mission priority, to be pursued through a comprehensive approach concentrating on the six provinces where the force

is currently deployed. In the current post-election period, the component of political engagement has evolved into support to stabilization and the strengthening of the State institutions, in line with Security Council resolution [2502 \(2019\)](#).

Executive direction and management

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

Table 1

Human resources: executive direction and management

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2019/20	1	–	2	–	2	5	5	–	10
Proposed posts 2020/21	1	–	2	–	2	5	5	–	10
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2019/20	–	1	16	27	6	50	33	9	92
Proposed posts 2020/21	–	1	16	27	6	50	33	9	92
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Protection and Operations)									
Approved posts 2019/20	1	1	3	2	2	9	7	1	17
Proposed posts 2020/21	1	1	3	2	2	9	7	1	17
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2019/20	1	1	4	2	3	11	8	1	20
Proposed posts 2020/21	1	1	4	2	3	11	8	1	20
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Unit									
Approved posts 2019/20	–	–	1	2	–	3	7	7	17
Proposed posts 2020/21	–	–	1	2	–	3	7	7	17
Net change	–	–	–	–	–	–	–	–	–
Heads of Field Offices									
Approved posts 2019/20	–	4	9	–	2	15	9	7	31
Proposed posts 2020/21	–	4	9	–	2	15	9	7	31
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2019/20	3	7	35	33	15	93	69	25	187
Proposed posts 2020/21	3	7	35	33	15	93	69	25	187
Net change	–	–	–	–	–	–	–	–	–

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

Component 1: protection of civilians

66. Armed groups, including community-based local militia groups, are expected to remain the principal threat to civilians in the 2020/21 period, responsible for high numbers of human rights violations. MONUSCO will address these threats through a comprehensive approach involving all components of the Mission aimed at preventing and deterring armed groups and local militias from inflicting violence on the population by encouraging the disarmament of armed groups and supporting local mediation efforts to prevent the escalation of violence. Significant efforts will be directed towards supporting joint deployments of civilian and uniformed components, including threat assessments and investigation missions to monitor and report on human rights violations. In areas affected by armed conflict, the Mission will continue to provide area security to support humanitarian actors in delivering critical humanitarian assistance to affected populations.

67. The Mission's comprehensive strategies for addressing the threat of armed groups and protecting the civilian population will be flexible and tailored to the context in each province, combining political efforts, military force and civilian presence in the areas most affected by conflict. MONUSCO will work closely with the Government with a view to gradually transferring some of its tasks related to the protection of civilians to the national authorities. Where appropriate, the Mission will conduct offensive operations against armed groups in conjunction with and in support of FARDC, in full compliance with the human rights due diligence policy on United Nations support to non-United Nations security forces. The force's operations will be intelligence-led and, where appropriate, conducted jointly with FARDC, incorporate all security and protection actors and focus on robust early warning mechanisms and civilian alert networks.

68. Early warning mechanisms and civilian alert networks are key components of the response mechanism and will be further strengthened and expanded on the basis of forward-looking threat assessments. Joint assessment missions and joint protection teams will increasingly involve local authorities and civil society. The Mission will also work on building confidence between civilians, local authorities and security services and strengthening local participatory mechanisms focusing on security governance.

69. MONUSCO will continue its efforts to promote human rights and fundamental freedoms, including the freedoms of opinion, expression and peaceful assembly, and the opening of political space, with a view to sustaining peace and stability. As part of its advocacy efforts, the Mission will continue to engage with the Ministry of Justice, the Ministry of Defence and the Ministry of Human Rights, and to provide technical support, mentoring and advice to national judicial authorities for the conduct of fair trials to hold those responsible for violations of international humanitarian law or violations and abuses of human rights to account. MONUSCO will continue to provide technical and logistical support to the military justice system in the investigation and prosecution of war crimes and crimes against humanity through the prosecution support cells and the United Nations Joint Human Rights Office. The Mission will also continue senior-level advocacy with the Special Presidential Adviser on the prevention of child recruitment and sexual violence and with the leaders of national security institutions to promote respect for human rights and further implementation of the United Nations action plan aimed at ending and preventing sexual violence and child recruitment, the joint communiqué and the action plans of the armed forces and the police aimed at preventing sexual violence.

70. The Mission will also focus on increasing security by reducing the circulation of weapons in areas affected by armed conflict and strengthening the monitoring of the arms embargo. A dedicated programmatic focus will be placed on developing

programmes to ensure the safe storage of weapons owned by security forces or retrieved through disarmament programmes.

Expected accomplishment

Indicators of achievement

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

1.1.1 Increased percentage of conflict situations prevented, mitigated or stopped as a result of alerts issued by civilian alert networks (2018/19: 12 per cent prevented, 8 per cent mitigated and 7 per cent stopped; 2019/20: 13 per cent prevented, 9 per cent mitigated and 8 per cent stopped; 2020/21: 15 per cent prevented, 11 per cent mitigated and 10 per cent stopped)

1.1.2 Increased number of children associated with armed groups released (2018/19: 2,366; 2019/20: 2,540; 2020/21: 2,600)

1.1.3 Reduced number of children newly recruited by armed groups (2018/19: 760; 2019/20: 500; 2020/21: 350)

1.1.4 Reduced number of confirmed incidents of human rights abuses in areas of armed conflict by non-State actors (2018/19: 2,655; 2019/20: 2,300; 2020/21: 2,000)

1.1.5 Reduced number of internally displaced persons (2018/19: 4.8 million; 2019/20: 2.5 million; 2020/21: 2.3 million)

Outputs

- 5 high-level meetings with the United Nations country team and the Government at the national and provincial levels to review comprehensive protection strategies in order to increase the effectiveness of protection responses
- 15 meetings with armed groups to advocate the release of children from their ranks and an end to the further recruitment of children and acts of sexual violence
- 30 workshops and 30 sensitization sessions with civil society actors, including women and youth representatives, authorities and protection committees to strengthen the gender-sensitive mechanisms for early warning
- 25 joint protection missions and 155 joint assessment missions in areas affected by armed conflict to assess and address protection risks for women, men and children and support preventive and responsive actions by Congolese and international partners
- Maintenance of an average of 36 fixed-company operating bases; 75 standing combat deployments by rapidly deployable battalions; 27 standing combat deployments by infantry battalions; an average of 104 daily patrols (62 day and 42 night patrols) by contingent troops; and an average of 52 daily joint patrols with FARDC to protect civilians and reduce the number of human rights violations perpetrated by armed groups or State agents
- 3 battalion-level and 36 company-level operations followed by a battle damage assessment, to ensure the protection of civilians and the neutralization of armed groups
- Support for 6 FARDC-led operations through the provision of intelligence, reconnaissance, indirect fire and logistics, in strict compliance with the human rights due diligence policy

- 6 field missions in support of the Expanded Joint Verification Mechanism to enhance border security
- 36,371 patrols by United Nations police, including joint patrols with the Congolese national police (100 patrols per day on average)
- Provision of technical, operational and logistical support to the Congolese national police in 8 localities within the framework of strengthening the community policing concept
- 2,300 escorts of humanitarian missions in areas affected by armed conflict
- Training of 24 persons from national non-governmental organizations on conducting explosive ordnance disposal as an initial step towards developing a national sustainable solution
- Installation of safe weapon storage solutions, provision of technical support and conduct of 18 awareness-raising sessions to ensure the safe and secure storage and marking of 6,000 weapons belonging to the national police and military forces
- Provision of life support, including clothing, household items, hygienic items, rations, accommodation and medical care, for 1,000 Congolese combatants, 100 children associated with armed groups and 500 foreign combatants and their dependants in 6 main transit camps and 5 secondary transit camps

*Expected accomplishment**Indicators of achievement*

1.2 Progress towards combating impunity and human rights violations

1.2.1 Number of convictions of alleged perpetrators of grave human rights violations, war crimes and crimes against humanity, conducted in accordance with due process standards (2018/19: 296; 2019/20: 400; 2020/21: 350)

1.2.2 Reduced number of confirmed incidents of human rights violations committed by State actors in areas of armed conflict (2018/19: 2,614; 2019/20: 2,200; 2020/21: 1,900)

Outputs

- 60 investigation and fact-finding missions to monitor, investigate, document and report on human rights violations and abuses, including conflict-related sexual violence, in areas affected by armed conflict
- 14 reports on the human rights situation, including on conflict-related sexual violence, gender-based violence, respect for human rights, freedom of expression and peaceful assembly
- Establishment of a database and monthly monitoring of persons incarcerated for war crimes and crimes against humanity
- 15 sensitization and focus group sessions on conflict analysis, planning and budgeting, leading to the establishment of 15 local security councils
- 10 capacity-building workshops for local authorities on local governance with a focus on security and the protection of civilians in 10 territorial decentralized entities
- 15 forums de quartier or other form of consultations to build confidence between the population and security services
- 5 missions for the assessment of existing protection mechanisms and 3 workshops for the development of road maps for the sustainability of protection mechanisms with local authorities, security services, civil society and local protection actors, including non-governmental organizations and the country team, in areas of concern in eastern Democratic Republic of the Congo and the Kasai provinces

- 6 training sessions for FARDC and the Congolese national police on conflict-related sexual violence in areas affected by conflict, resulting in the signing of actes d'engagement
- Monthly monitoring and 6 training sessions for judicial authorities in six locations on the investigation and prosecution of war crimes, crimes against humanity and other grave human rights violations
- 10 high-level consultations with Congolese authorities on 50 cases of violations identified through the human rights due diligence process on which disciplinary or judiciary measures remain to be taken
- 4 meetings with the Auditor-General of FARDC and other senior justice officials to provide strategic advice on prosecutorial strategies and case prioritization
- 3 specialized mobile training sessions in the Kasais, Ituri and the Kivus on the management of prisoners charged for war crimes and crimes against humanity
- 10 high-level meetings with the joint technical working group on children and armed conflict co-chaired by the United Nations and the Minister of Defence to advocate the implementation of the action plan to prevent and end the recruitment and use of children
- 36 working sessions with the Special Presidential Adviser on the prevention of child recruitment and sexual violence, FARDC and the Congolese national police on the implementation of the joint communiqué and action plans on combating sexual violence
- 24 high-level meetings with officials of the Ministry of Justice and the Ministry of Human Rights to foster accountability, promote human, civil and political rights and combat impunity
- 6 high-level advocacy meetings with officials of the Ministry of Justice and the Ministry of Human Rights to hold to account alleged perpetrators of violations of international humanitarian law or violations and abuses of human rights

External factors

The Government will commit and allocate resources to support the capability and deployment of the Congolese armed forces and the Congolese national police in order to reduce the threat posed by armed groups and criminal networks and to hold and secure areas cleared of armed groups. Cooperation between MONUSCO and the Government against armed groups, including the conduct of joint operations, will continue

Table 2
Human resources: component 1, protection of civilians

Category	Total
<i>I. Military observers</i>	
Approved 2019/20	660
Proposed 2020/21	660
Net change	–
<i>Category</i>	<i>Total</i>
<i>II. Military contingents</i>	
Approved 2019/20	16 215
Proposed 2020/21	13 640
Net change	(2 575)

III. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Force Commander									
Approved posts 2019/20	1	1	–	–	2	4	5	–	9
Proposed posts 2020/21	1	1	–	–	2	4	5	–	9
Net change	–	–	–	–	–	–	–	–	–
Joint Human Rights Office									
Approved posts 2019/20	–	1	8	27	6	42	36	23	101
Proposed posts 2020/21	–	1	8	27	6	42	36	23	101
Net change	–	–	–	–	–	–	–	–	–
Child Protection Section									
Approved posts 2019/20	–	–	2	7	–	9	17	4	30
Proposed posts 2020/21	–	–	2	7	–	9	17	4	30
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Office									
Approved posts 2019/20	–	1	5	10	1	17	187	9	213
Proposed posts 2020/21	–	1	5	10	1	17	187	10	214
Net change	–	–	–	–	–	–	–	1	1
Total, civilian staff									
Approved posts 2019/20	1	3	15	44	9	72	245	36	353
Proposed posts 2020/21	1	3	15	44	9	72	245	37	354
Net change	–	–	–	–	–	–	–	1	1
Total									
Approved 2019/20									17 228
Proposed 2020/21									14 654
Net change									(2 574)

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

Civil Affairs Office

United Nations Volunteers: increase of 1 position (establishment of 1 position of United Nations Volunteer)

71. In the Kasais, the spontaneous demobilization of armed groups following the peaceful transfer of presidential power has created new opportunities to address conflict drivers. The Civil Affairs Office contributes to the development and implementation of sustainable, locally tailored reconciliation and conflict-prevention strategies by engaging and supporting local communities, civil society organizations and national partners; and conducts confidence-building activities with communities, civil society and authorities to consolidate participatory security governance. In view of the opportunities that arose in the Kasais, there is a need to strengthen the capacity of the field office in Kananga. It is therefore proposed that a position of Associate Civil Affairs Officer (United Nations Volunteer) be established in Kananga.

72. The Associate Civil Affairs Officer (United Nations Volunteer) will support the reinforcement of democratic governance systems at the national, provincial and local levels; and provide mentoring and advice to State and provincial administrations to enhance local participatory security governance and to develop and strengthen civil society engagement.

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

73. In the 2020/21 period, MONUSCO will focus on the consolidation of political stability and the strengthening of State institutions by supporting key governance and security reforms. This engagement will build on a common understanding of government priorities and commitments to create the conditions for the Mission's gradual exit. These commitments will be reflected in a joint strategy developed by the United Nations and the Government with a view to furthering democratization and inclusion; promoting intercommunal reconciliation; supporting security sector reform and strengthening the rule of law; addressing the root causes of conflict; strengthening government capacities, local democratic governance, community resilience, social cohesion and access to land; and addressing the adverse effects of intercommunal conflict, the illegal exploitation of natural resources and violence perpetrated by armed groups and State security forces.

74. Together with the United Nations country team and other international partners, MONUSCO will support the peaceful resolution of political disputes, the fight against impunity and the accountability of professional security services; and foster a permanent dialogue between the Government and civil society. Advocacy efforts and good offices will involve engagement with communities, civil society, political stakeholders, State security actors and State authorities and institutions, including the National Human Rights Commission and the High Council for Media.

75. The Mission will focus its efforts on supporting dialogue and conflict resolution while strengthening the impact of its activities in terms of stabilization, security and the protection of civilians. MONUSCO will encourage initiatives to address the root causes of conflict, such as long-standing issues of identity and inclusion; land ownership and land access; displacement and resettlement; and customary power succession. MONUSCO will continue to engage communities within the framework of the International Security and Stabilization Support Strategy to ensure a locally owned long-term approach to reintegration that involves communities and authorities jointly tackling the underlying causes of conflict.

76. MONUSCO will support the Government in designing and developing a new national approach to disarmament, demobilization and reintegration and community violence reduction. Initiatives to strengthen the disarmament, demobilization and reintegration processes, including community violence reduction programmes, will be developed together with the Government, local authorities, local non-governmental organizations, United Nations agencies and international partners. These initiatives will be aimed at a sustainable reduction of armed group activity, notably in the Kasais, the Kivus and Tanganyika and Ituri provinces. MONUSCO will continue to support the Government's shift towards a more flexible and context-specific approach to the disarmament of armed groups and their subsequent demobilization and community-based reinsertion. Community violence reduction initiatives will focus on areas with a potential for a sustainable reduction of armed group activity, such as the Kasais, the Kivus and Tanganyika and Ituri provinces, and will aim to foster social cohesion within communities vulnerable to armed violence, provide employment and other income-generating opportunities, and reduce recruitment by armed groups, especially the recruitment of people in vulnerable groups such as young people. Community violence reduction initiatives will be

coordinated under the framework of the International Security and Stabilization Support Strategy, complement activities in support of the humanitarian, peace and development nexus by the United Nations country team and support longer-term efforts for disarmament, demobilization and reintegration.

77. MONUSCO will engage with key government actors and ministries in coordination with the United Nations country team or other relevant partners, and with regional and multilateral organizations, including the International Conference on the Great Lakes Region, SADC and the African Union, and the Office of the Special Envoy of the Secretary-General for the Great Lakes Region. MONUSCO will continue to provide strategic advice to the Government and to coordinate with the United Nations country team and key bilateral and multilateral partners to support the institutional development of security institutions and facilitate a common national vision on security sector governance.

78. The Mission will continue to monitor, investigate and report on violations of fundamental rights and freedoms and restrictions of political space to ensure that Congolese women, men and children can enjoy their constitutional rights and that State agents exercise maximum restraint in their response to peaceful demonstrations. MONUSCO will also continue to promote respect for human rights and the protection of political space by providing access to a diversity of social and political views on Radio Okapi.

79. MONUSCO will support the professionalization of the security and defence services, including through advocacy for the adoption of the military programmatic law and the implementation of sector-specific legislation, and through continued engagement with security actors to facilitate inclusive dialogue and capacity-building in the area of security sector reform. The Mission will contribute to strengthening the Government's capacity to take charge of its core security and law and order responsibilities, and will support the restoration of State authority in areas affected by violence and armed conflict, including through the extension of the International Security and Stabilization Support Strategy to the Kasais and Tanganyika.

80. MONUSCO will concentrate its efforts on the provision of strategic and technical advice to the Government and will play a leading role in coordinating the support provided by international and bilateral partners and the United Nations system in the area of security sector reform. The aim is to accelerate national ownership of security sector reforms by the Government and encourage inclusive security sector reform that delivers security and justice to all through independent, accountable and well-functioning justice and security institutions. In this regard, MONUSCO will continue its engagement with the Government in defining benchmarks for security sector reforms, including the accountability of security forces. MONUSCO will also continue to provide technical support to the Government in developing a costed handover of security tasks through a security and justice public expenditure review conducted in partnership with the World Bank.

81. MONUSCO will support the enhancement of the capacity of the national police force and support police reform focused on combating insecurity by providing training and expertise in the fields of investigations, forensics, community policing and crime prevention, while supporting the implementation of the national police action plan regarding sexual and gender-based violence. The Mission will help to build the capacities of the senior command level of the Congolese national police in policy formulation and strategic directives. The Mission will also promote reform and development through the implementation of the police's new five-year reform action plan, which focuses on police professionalism and accountability.

82. MONUSCO will continue to provide technical and logistical support to the military justice system in the investigation and prosecution of war crimes and crimes

against humanity through the prosecution support cells and the United Nations Joint Human Rights Office. The Mission will continue its advocacy for the adoption of a national legal and policy framework for the protection of victims, witnesses, human rights defenders and judicial personnel involved in trials related to serious crimes. The Mission will also continue to promote and support mechanisms to improve accountability for grave violations of human rights and international humanitarian law and initiatives to implement transitional justice to prevent the recurrence of conflict.

83. In coordination with the United Nations country team, MONUSCO will support the Government in developing and implementing prison and justice reform with a focus on strengthening the civilian criminal justice system and on strengthening and professionalizing the prison system to ensure full respect for human rights principles and standards. In this regard, MONUSCO will also continue to focus on improving prison security in the highest-risk prisons, where leaders of armed groups or other high-risk prisoners are located, thus reducing the likelihood of prison breaks and former prisoners going back into armed groups. The Mission will also focus on strategic priorities with national authorities and partners to strengthen the independence of the judiciary and its presence at the provincial level.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Resolution of deeply rooted local and provincial conflicts between communities	<p>2.1.1 Joint strategy for sustaining peace and stability in the Democratic Republic of the Congo developed and promulgated</p> <p>2.1.2 Number of agreements settling intra- and intercommunity conflicts, including agreements on land conflict (2018/19: 13; 2019/20: 13; 2020/21: 13)</p> <p>2.1.3 Increased number of dialogue tracks between the Government and armed groups (2018/19: 1; 2019/20: 2; 2020/21: 3)</p>

Outputs

- 10 training sessions on conflict management tools and gender-sensitive techniques in support of local conflict resolution mechanisms
- 30 coaching sessions for community-based information forums (Barazas), consultative commissions on the resolution of customary conflicts and other local mechanisms for conflict resolution
- 20 local conflict resolution initiatives and 10 community sensitization sessions to support Congolese authorities, communities, women and young people and to promote peace agreements and outcomes of peace processes in conflict-affected provinces that address conflicts and reduce tension and violence
- 6 reports on conflict analysis and structural root causes of conflict, including a gender perspective; 12 monthly reports on conflict trends in eastern Democratic Republic of the Congo and in the Kasais and Tanganyika; and 4 ad hoc reports on local conflict trends
- Quarterly meetings with the Government to develop and assess progress in the implementation of the joint strategy for sustaining peace and stability in the Democratic Republic of the Congo
- Monthly meetings with the executive committee of the national programme for stabilization and reconstruction and senior officials of the Ministry of Planning and of relevant sectorial line ministries to oversee, monitor and allocate resources for the implementation of stabilization and peacebuilding initiatives

- 45 community violence reduction projects to disengage armed group members, reinsert ex-combatants, reduce recruitment into armed groups, especially of people in vulnerable groups such as women and young people, support victims and strengthen gender responsiveness, with a focus on women and children
- 180 monitoring and evaluation field missions, including evaluation missions for 45 community violence reduction projects, and initial community assessment for the development of projects
- 22 sensitization missions on disarmament, demobilization, repatriation, reintegration and resettlement targeting elements of Congolese and foreign armed groups, communities affected by armed groups and persons at risk of recruitment
- Distribution of 80,000 leaflets in key areas in North and South Kivu
- Quarterly consultations with regional actors, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the United Nations Office to the African Union and the United Nations Regional Office for Central Africa to address the structural root causes of conflict
- Monthly consultations with the African Union, SADC and the Economic Community of Central African States to ensure their engagement in furthering democratic governance and stability in the country
- 2 workshops jointly organized with the national oversight mechanism, the United Nations country team and civil society organizations to ensure coherence and complementarity among several processes, including the joint strategy for sustaining peace and stability in the Democratic Republic of the Congo, the national strategic development plan, the United Nations Sustainable Development Cooperation Framework, the humanitarian, development and peace nexus, projects funded through the Peacebuilding Fund and the six national engagements of the Peace, Security and Cooperation Framework; and to ensure complementarity of the implementation of the national and regional commitments
- 4 workshops in cooperation with the Government of the Democratic Republic of the Congo, the United Nations system, bilateral and multilateral donor partners, international financial institutions, non-governmental organizations and other technical partners to support the roll-out and implementation of the humanitarian, development and peace nexus in the Democratic Republic of the Congo
- Quarterly coordination meetings with the Rwandan demobilization and reintegration commission and the Amnesty Commission of Uganda to discuss issues related to the repatriation of ex-combatants of Rwandan and Ugandan origin
- 52 episodes of the radio programme “Ma Nouvelle Vie” concerning disarmament, demobilization, repatriation, reintegration and resettlement targeting foreign armed groups; and daily transmission of episodes by Radio Okapi and mobile radio stations and through partnerships with community radio stations

*Expected accomplishment**Indicators of achievement*

2.2 Improved access to political space, and sustained and meaningful political engagement of key segments of society, including women and young people

2.2.1 Number of bills on public administration, protection of human rights defenders and access to information adopted and implemented (2018/19: not applicable; 2019/20: not applicable; 2020/21: 3)

2.2.2 Reduced number of documented violations committed by State actors related to political rights and freedom of assembly and expression (2018/19: 922; 2019/20: 910; 2020/21: 900)

2.2.3 Increased number of complaints from citizens handled by the National Human Rights Commission (2018/19: not available; 2019/20: 200; 2020/21: 300)

Outputs

- Weekly meetings with high-level national, provincial and local political actors and stakeholders to facilitate dialogue and to advocate for and help foster consensus on the functioning of key institutions, including the security sector, and on the importance of women's political participation
- 4 workshops for 120 journalists and 1 media campaign to promote gender-sensitive and non-sexist communication in the media and improve media coverage of women in politics and in peace and security initiatives
- 5 public debate panels and 5 workshops with youth representatives on the principles of positive masculinities and gender-responsive citizenship using local urban leaders known as "Champions and Women Ambassadors of Peace"
- 7 capacity-building and coaching sessions for civil society actors with the active participation of women and young people to support the revitalization of civil society organizations in their role of advancing democratic governance for all in the provinces of Tanganyika, Kasai, Kasai Central, Maniema and Ituri
- Weekly meetings with Congolese parliamentarians, high-level ministry officials, military, police and intelligence service officials and civil society leaders, including women and youth representatives, to promote confidence in security institutions and to improve the Government's inter-agency coordination on human security issues
- 6 seminars on planning, leadership and governance to reinforce the capacity of women participating in the women's leadership platforms, as defined in the Peace, Security and Cooperation Framework
- 6 high-level advocacy meetings with the Ministry of Justice and the Ministry of Human Rights to hold to account alleged perpetrators of violations of international humanitarian law or violations and abuses of human rights
- Multimedia public information campaigns and outreach programmes in support of the Mission's mandate, through: (a) round-the-clock Radio Okapi broadcasts reaching an audience of 24 million persons per week; (b) production of 35 "MONUSCO video" programmes broadcast on 11 local television stations, uploaded on YouTube and sent to UNifeed; (c) production and dissemination of six issues of Echos de la MONUSCO magazine; (d) operation and management of the MONUSCO and Radio Okapi websites, with daily uploads of articles, stories and photos from all over the Democratic Republic of the Congo; and (e) reliable information provided through the use of social media

*Expected accomplishment**Indicators of achievement*

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

2.3.1 Percentage of implementation of the priority projects in support of the institutional development of the Congolese national police as established in the reform action plan (2020–2024) (2018/19: not applicable; 2019/20: not applicable; 2020/21: 15 per cent)

2.3.2 Decreased percentage of pretrial detainees in prisons in Kinshasa and the eastern provinces of the Democratic Republic of the Congo (2018/19: not available; 2019/20: 73 per cent; 2020/21: 70 per cent)

2.3.3 Number of gender desks of the Congolese national police addressing sexual and gender-based violence (2018/19: not available; 2019/20: 48; 2020/21: 48)

2.3.4 Decreased number of prison security-related incidents (2018/19: 23; 2019/20: 15; 2020/21: 13)

2.3.5 Increased percentage of Congolese reporting confidence in the capacity of the State security forces to protect the population (2018/19: 49 per cent; 2019/20: 60 per cent; 2020/21: 63 per cent)

Outputs

- 11 prison coordination meetings at the provincial level; 2 high-level advocacy workshops on prison reform, including on the separation and management of women and juveniles in conflict with the law; and 12 joint technical working sessions to provide strategic advice on prison reforms
- 1 training session on prison reform and transition for 40 senior prison administrators
- Technical and logistical support for the establishment of a training school for prison officers and the implementation of a communications strategy for the prison administration
- Daily mentoring of prison directors and supervisors in 10 high-risk prisons; weekly mentoring of prison directors and supervisors in 1 high-risk prison; and periodic joint visits to 1 high-risk prison with national prison authorities
- 20 capacity-building workshops to raise awareness and strengthen the capacity of national security services, protection networks and civil society organizations for the respect of human rights and monitoring and reporting of human rights violations and abuses
- 2 capacity-building workshops for 100 participants from the National Human Rights Commission on the promotion of human rights, database management, reporting and decentralization
- Daily monitoring and mentoring of the Congolese national police, including the Inspectorate General, through co-location to support the police in the fight against insecurity; to increase respect for human rights, fundamental freedoms and international standards of law enforcement; and to support increased accountability and the fight against impunity
- Training of 220 female and male elements of the Inspectorate General of the Congolese national police on the United Nations human rights due diligence policy
- Training of 15,000 officers of the Congolese national police, of whom 20 per cent will be female officers, on public order management and respect for human rights, community policing, sexual and gender-based violence, intelligence gathering and judiciary police functions
- Training of 2,700 officers of the Congolese national police, of whom 20 per cent will be female officers, on investigative procedures and crime scene management, including forensics techniques, taking into account gender-responsive approaches
- Provision of weekly advice and mentoring to judicial authorities in 7 priority zones on strengthening the functioning of the criminal justice chain, due process and the reduction of unlawful detention
- 3 specialized mobile training sessions in the Kasais, Ituri and the Kivus on the management of prisoners charged for war crimes and crimes against humanity
- Organization of 25 mobile court hearings
- Monthly technical meetings of the subgroups on the fight against impunity and on the performance of the Ministry of Justice to implement the priority action plan of the national justice reform policy; 2 meetings of the technical follow-up committee; and 1 strategic meeting of the steering committee in support of the monitoring of the implementation of the priority action plan for 2021

- Organization of weekly conferences for high-ranking military officers on international humanitarian law and international human rights law
- Provision of technical, operational and logistical support to the Congolese national police in 8 localities within the framework of strengthening the community policing concept
- 100 working group sessions on improving the complaints cell and evaluating audit inspectors of the Inspectorate General of the Congolese national police
- 4 capacity-building workshops and 4 quarterly coordination meetings to provide strategic advice and technical support to the interprovincial commission tasked with supporting awareness-raising in relation to disarmament, demobilization and communal reintegration in North Kivu and South Kivu provinces in defining its operational structure and developing a sustainable disarmament, demobilization and community-based reinsertion programme
- 5 advocacy meetings with parliamentarians, judges, prosecutors and lawyers for the adoption of the proposed law on the protection of victims, witnesses, human rights defenders and judicial personnel involved in trials related to serious crimes

External factors

The relevant authorities and political actors at all levels mobilize the political will to consolidate the priorities of the Government; and key pathways for peacebuilding and State-building processes at the local and provincial levels are taken up or supported at the national level. The key political figures, including women political leaders, are able to participate in dialogue and consensus-building with all sectors on the political process. The Government will also support the judicial and penitentiary institutions and commit itself to the prosecution of leaders of armed groups or security forces responsible for human rights violations. Regional actors will commit themselves to honouring their commitments under the Peace, Security and Cooperation Framework to neither harbour nor provide any kind of protection to persons suspected of war crimes, crimes against humanity or acts of genocide

Table 3

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

Category	Total
<i>I. United Nations police</i>	
Approved 2019/20	391
Proposed 2020/21	591
Net change	200
<i>II. Formed police units</i>	
Approved 2019/20	1 050
Proposed 2020/21	1 410
Net change	360
<i>III. Government-provided personnel</i>	
Approved 2019/20	90
Proposed 2020/21	90
Net change	–

IV. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Police Commissioner									
Approved posts 2019/20	–	1	2	2	1	6	–	–	6
Proposed posts 2020/21	–	1	2	2	1	6	–	–	6
Net change	–	–	–	–	–	–	–	–	–
Corrections Unit									
Approved posts 2019/20	–	–	2	–	–	2	2	1	5
Proposed posts 2020/21	–	–	2	–	–	2	2	1	5
Net change	–	–	–	–	–	–	–	–	–
Disarmament, Demobilization and Reintegration Section									
Approved posts 2019/20	–	–	2	–	2	4	–	8	12
Proposed posts 2020/21	–	–	2	–	2	4	–	8	12
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved temporary positions ^b 2019/20	–	–	–	4	–	4	54	–	58
Proposed temporary positions ^b 2020/21	–	–	–	4	–	4	54	–	58
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2019/20	–	–	2	4	2	8	54	8	70
Proposed 2020/21	–	–	2	4	2	8	54	8	70
Net change	–	–	–	–	–	–	–	–	–
Stabilization Support Section									
Approved posts 2019/20	–	–	4	5	–	9	2	1	12
Proposed posts 2020/21	–	–	4	5	–	9	2	1	12
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved temporary positions ^b 2019/20	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2020/21	–	–	–	1	–	1	–	–	1
Net change	–	–	–	1	–	1	–	–	1
Subtotal									
Approved 2019/20	–	–	4	5	–	9	2	1	12
Proposed 2020/21	–	–	4	6	–	10	2	1	13
Net change	–	–	–	1	–	1	–	–	1
Justice Support Section									
Approved posts 2019/20	–	1	2	3	–	6	15	1	22
Proposed posts 2020/21	–	1	2	3	–	6	15	1	22
Net change	–	–	–	–	–	–	–	–	–

IV. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Approved temporary positions ^b 2019/20	—	—	—	—	—	—	—	—	—
Proposed temporary positions ^b 2020/21	—	—	1	—	—	1	1	—	2
Net change	—	—	1	—	—	1	1	—	2
Subtotal									
Approved 2019/20	—	1	2	3	—	6	15	1	22
Proposed 2020/21	—	1	3	3	—	7	16	1	24
Net change	—	—	1	—	—	1	1	—	2
Political Affairs Division									
Approved posts 2019/20	—	2	15	11	4	32	14	5	51
Proposed posts 2020/21	—	2	15	11	4	32	14	5	51
Net change	—	—	—	—	—	—	—	—	—
Electoral Support Office									
Approved posts 2019/20	—	—	—	—	—	—	—	—	—
Proposed posts 2020/21	—	—	—	—	—	—	—	—	—
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions ^b 2019/20	—	1	—	—	—	1	—	—	1
Proposed temporary positions ^b 2020/21	—	—	—	—	—	—	—	—	—
Net change	—	(1)	—	—	—	(1)	—	—	(1)
Subtotal									
Approved 2019/20	—	1	—	—	—	1	—	—	1
Proposed 2020/21	—	—	—	—	—	—	—	—	—
Net change	—	(1)	—	—	—	(1)	—	—	(1)
Office of Public Information									
Approved posts 2019/20	—	1	3	7	4	15	13	—	28
Proposed posts 2020/21	—	1	3	7	4	15	13	—	28
Net change	—	—	—	—	—	—	—	—	—
Radio Okapi									
Approved posts 2019/20	—	—	2	—	1	3	109	—	112
Proposed posts 2020/21	—	—	2	—	1	3	109	—	112
Net change	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff									
Approved 2019/20	—	5	32	28	12	77	155	16	248
Proposed 2020/21	—	5	32	28	12	77	155	16	248
Net change	—	—	—	—	—	—	—	—	—

IV. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Approved temporary positions ^b 2019/20	–	1	–	4	–	5	54	–	59
Proposed temporary positions ^b 2020/21	–	–	1	5	–	6	55	–	61
Net change	–	(1)	1	1	–	1	1	–	2
Total, including temporary positions									
Approved 2019/20	–	6	32	32	12	82	209	16	307
Proposed 2020/21	–	5	33	33	12	83	210	16	309
Net change	–	(1)	1	1	–	1	1	–	2
Total									
Approved 2019/20									1 838
Proposed 2020/21									2 400
Net change									562

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

^b Funded under general temporary assistance.

Disarmament, Demobilization and Reintegration Section

International staff: no net change (retention of 4 general temporary assistance positions at the P-3 level)

National staff: no net change (retention of 54 general temporary assistance positions (8 National Professional Officer and 46 national General Service))

84. During the 2020/21 period, the Disarmament, Demobilization and Reintegration Section will build on gains made to support the Government in strategic planning, coordination and political outreach to armed groups; and will continue to support, monitor and evaluate programmatic efforts related to community violence reduction. The Section will continue its work on the disarmament and demobilization of Congolese combatants, linking it with efforts of the United Nations country team related to reintegration. The Section will also support its counterparts in the Democratic Republic of the Congo and neighbouring countries in furthering and enhancing the disarmament, demobilization, repatriation, resettlement and reintegration of foreign combatants, and will develop a plan for the transfer of the process to national authorities. The Section will intensify its efforts to link programmatic activities with mediation and local conflict resolution and longer-term stabilization initiatives that invest in socioeconomic development to provide economic opportunities for demobilized ex-combatants as alternatives to armed groups and criminal activity.

85. Accordingly, it is proposed that 8 positions of Disarmament, Demobilization and Reintegration Officer (4 P-3 and 4 National Professional Officer), 4 positions of Associate Disarmament, Demobilization and Reintegration Officer (National Professional Officer) and 46 positions of Disarmament, Demobilization and Reintegration Assistant (national General Service) be retained.

Stabilization Support Section

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

86. In its resolution 2502 (2019), the Security Council requested the Mission to provide coordination between the Government, international partners and United Nations agencies in a targeted, sequenced and coordinated approach to stabilization informed by up-to-date conflict analysis, through the implementation of the International Security and Stabilization Support Strategy and the adoption of a conflict-sensitive approach across the Mission. Accordingly, the Mission will work to support the restoration of State authority, including through the extension of the Strategy to the Kasais. In view of the geographical extension of activities, there is a need to strengthen the capacity of the field office in Kananga. It is therefore proposed that a general temporary assistance position of Coordination Officer (P-3) be established in Kananga.

87. The Coordination Officer (P-3) will support the design and implementation of stabilization activities in the Kananga field office; manage programmes and trust fund activities; and identify key issues and develop policies, strategies and programmes in consultation with other sections in the Mission and the United Nations country team.

Justice Support Section

International staff: increase of 1 general temporary assistance position (establishment of 1 position at the P-5 level)

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

88. The Justice Support Section supports three key mandated tasks of the Mission: (a) working with the authorities of the Democratic Republic of the Congo to strengthen and support the judicial system in order to investigate and prosecute those allegedly responsible for war crimes and crimes against humanity; (b) supporting the establishment of functional, professional and accountable judicial institutions as part of the stabilization and strengthening of State institutions; and (c) working with national authorities and international partners to contribute to the implementation of the national justice reform policy (2017) through the provision of strategic and technical advice.

89. The work of the Justice Support Section to support military justice institutions in combating impunity has expanded in several ways. The Section leads the Mission's efforts to implement the judicial accountability component of the action plan on improving security for United Nations peacekeepers, by supporting the investigation and prosecution of cases resulting from the deaths of peacekeepers. In the 2020/21 period, the Section will extend the support it provides to military justice authorities in addressing war crimes and crimes against humanity, as well as ordinary crimes committed by members of the security forces, in particular crimes of sexual violence, to ensure that the security forces are no longer perceived as a threat by the populations they are mandated to serve. The Section will also play a role in the implementation of the counter-ADF strategy.

90. In 2020/21, the Justice Support Section will also increase its support for the establishment and functioning of civilian justice institutions in order to resolve intercommunity conflicts through the promotion of justice initiatives and reforms to enhance the accountability and effectiveness of the justice system. While these activities will take place largely in the field, there will be a need for sustained strategic engagement and coordination at the Mission's headquarters.

91. At the strategic level, with the expected finalization of a four-year United Nations joint justice support programme in mid-2020 and increased donor activity in the field of justice, coupled with the transition planning requirements of Security Council resolution 2502 (2019), there will be a temporary need for the Mission to enhance its leading role in developing and implementing a broad transition plan in the area of the rule of law through greater coordination of support for the rule of law between the Mission, national authorities, the United Nations country team and the donor community; and in resource mobilization for the joint programme. As the Mission embarks on a transition, the Justice Support Section needs to maintain a forward-looking strategic vision grounded in awareness of the situation at the provincial level, as assessed by its field teams and other parts of the Mission, and to ensure that such awareness contributes to national-level debate.

92. Accordingly, it is proposed that a general temporary assistance position of Senior Judicial Affairs Officer (P-5) and a general temporary assistance position of Associate Judicial Affairs Officer (National Professional Officer) be established. The Senior Judicial Affairs Officer (P-5) will be responsible for the strategic planning and coordination of the Section's support for the extension and strengthening of civilian justice institutions; coordinate the efforts of the Mission, the United Nations country team and the donor community related to the extension and strengthening of State institutions; finalize and implement the United Nations joint justice support programme, including resource mobilization; and manage programmatic funding in support of that programme and the Section's civilian justice activities.

93. The Associate Judicial Affairs Officer (National Professional Officer) will be based in the Tshikapa sub-office of the Kananga field office and will plan, organize and carry out the Section's activities related to strengthening civilian justice institutions and laying the foundations for a smooth transition. The Section currently has no presence in Tshikapa. Such a presence is necessary to implement the activities aimed at strengthening the judicial institutions in Kasai province.

Electoral Support Office

International staff: decrease of 1 general temporary assistance position (abolishment of 1 position at the D-1 level)

94. As MONUSCO no longer has an electoral mandate, it is proposed that the position of Chief Electoral Officer (D-1) be abolished. UNDP and other partners will provide technical assistance for future elections. Political issues relating to electoral processes such as electoral reform and the renewal of the Independent National Electoral Commission will continue to be covered by the Mission within its existing resources.

Component 3: support

95. During the 2020/21 period, the support component will continue to provide the administrative and logistical support necessary to enable the delivery of the Mission's mandate, with three key objectives: (a) consolidating the Mission's footprint while ensuring environmental considerations are taken into account; (b) adjusting the posture of the support component to support operations related to the protection of civilians by the rapidly deployable battalions and the force Intervention Brigade, including by enhancing the mobility of the force through the use of heavy-lift fixed- and rotary-wing aircraft and an enhanced unmanned aerial system, which will provide a critical capability in support of mandate implementation; and (c) enhancing the safety and security of peacekeepers in line with the Secretary-General's Action for Peacekeeping initiative.

96. Capitalizing on efficiencies achieved in the 2019/20 period, the Mission will adjust its posture to support the comprehensive approach and the protection-through-projection concept. In view of the requirements for an agile and mobile force and the imperative to ensure force projection, the availability of fully operational air assets remains critical to moving the Mission's security elements into the various areas of operation.

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

98. Alignment of the mission support component with the global initiatives on mission support structures and supply chain management will continue. The latter includes disciplined demand planning, acquisition and delivery processes and stewardship of United Nations-owned assets. Inventory holdings will be significantly reduced to reflect the Mission's shift in posture and its drawdown, while at the same time replacements will be pursued only where needed to maintain safety standards. The Supply Chain Management office will continue to work with other offices within the Mission Support Division on the provision of timely logistical support services for the effective delivery of the mandate. The Supply Chain Management office will work with the Department of Operational Support to make supply chain a fully integrated end-to-end function. The transport management module is expected to be fully deployed in Umoja in 2020, which will improve visibility, include a vendor interface in the process and reduce freight costs. The deployment of the demand and acquisition planning module in Umoja will bring additional visibility, integration, collaboration, optimization and agility and control over inventory management. As a result, inventory holdings will be improved, and new acquisitions will be authorized on the basis of the approved acquisition plan when materials are not available in stock or from other missions. Furthermore, the deployment of this module is expected to improve assets management through better visibility of inventory holdings. This is important as the Mission moves towards a drawdown stage, during which proper accountability and stewardship over assets management are of the utmost importance.

Expected accomplishment

Indicators of achievement

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

3.1.1 Percentage of approved flight hours utilized (excluding search-and-rescue and casualty and medical evacuation) (2018/19: 65 per cent; 2019/20: 90 per cent; 2020/21: 90 per cent)

3.1.2 Average annual percentage of authorized international posts vacant (2018/19: 12.3 per cent; 2019/20: 12 per cent; 2020/21: 11.4 per cent)

3.1.3 Average annual percentage of female international civilian staff (2018/19: 37.4 per cent; 2019/20: 37.5 per cent; 2020/21: 38 per cent)

3.1.4 Average number of working days for roster recruitments, from closing of the job opening to candidate selection, for international candidates (2018/19: 66; 2019/20: 64; 2020/21: 62)

3.1.5 Average number of working days for post-specific recruitments, from closing of the job opening to candidate selection, for all international staff selections (2018/19: 120; 2019/20: 120; 2020/21: 120)

3.1.6 Overall score on the Administration's environmental management scorecard (2018/19: not applicable; 2019/20: 100; 2020/21: 100)

3.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2018/19: 98.5 per cent; 2019/20: 98.5 per cent; 2020/21: 98.6 per cent)

3.1.8 Compliance with the field occupational safety risk management policy (2018/19: 80.0 per cent; 2019/20: 98.5 per cent; 2020/21: 99.0 per cent)

3.1.9 Overall score on the property management index based on 20 underlying key performance indicators (2018/19: 1,827; 2019/20: 1,830; 2020/21: 1,830)

3.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2018/19: 20 per cent; 2019/20: 20 per cent; 2020/21: 20 per cent)

3.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodations at 30 June, in accordance with the memorandums of understanding (2018/19: 55.4 per cent; 2019/20: 65.0 per cent; 2020/21: 70.0 per cent)

3.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2018/19: 97.2 per cent; 2019/20: 98.0 per cent; 2020/21: 98.0 per cent)

Outputs

Service improvements

- Implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy
- Support for the implementation of the Administration's supply chain management blueprint and strategy
- Implementation of the Umoja integrated electronic medical database system (Earth Med) to improve the monitoring of staff members' medical entitlements
- Digitalization of the supply chain planning process

Audit, risk and compliance services

- Implementation of 20 recommendations of the Office of Internal Oversight Services targeted for implementation by year end (31 December) and 17 prior fiscal-year recommendations of the Board of Auditors, as accepted by Management

Aviation services

- Operation and maintenance of a total of 38 aircraft, including 10 fixed-wing and 28 rotary-wing aircraft, and 3 unmanned aerial vehicles
- Provision of a total of 18,459 planned flight hours, including 8,309 from commercial providers and 10,150 from military providers, for all services, including passenger, cargo, patrols and observation, search-and-rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 38 aircraft, 17 airfields and 48 landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$1,087.8 million, in line with delegated authority
- Finalization of annual financial statements for the Mission in compliance with the International Public Sector Accounting Standards and United Nations financial rules and regulations

Civilian personnel services

- Provision of human resource services to 2,634 civilian personnel (638 international staff, 1,627 national staff, 57 temporary positions and 312 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses for 5,793 civilian personnel and support for outside-mission training for 111 civilian personnel
- Support for the processing of 5,697 in-mission and 314 outside-mission travel requests for non-training purposes and 262 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 109 mission sites in 13 locations
- Construction or maintenance of 200 kilometres of road, 10 culverts and 10 bridges, 10 airfields and 66 helipads
- Operation and maintenance of 869 United Nations-owned generators and 3,707 solar power panels/plants, in addition to electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities (25 waste treatment plants in 9 locations, 35 water treatment and purification plants in 9 locations and 6 water bottling plants in 6 locations)
- Provision of waste management services, including liquid and solid waste collection and disposal services in 12 locations
- Provision of cleaning, ground maintenance and pest control in 9 locations

Fuel management services

- Management of supply and storage of 33.5 million litres of petrol, including 18.4 million for air operations, 6.0 million for ground transportation and 9.1 million for generators and other facilities, and of oil and lubricants across distribution points and storage facilities in 5 United Nations-operated and 19 contractor-operated locations

Geospatial, information and telecommunications technology services

- Provision of and support for 5,405 handheld portable radios, 1,891 mobile radios for vehicles and 339 base station radios
- Operation and maintenance of 39 FM radio broadcast stations and 9 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 38 very small aperture terminals and 119 microwave links, and provision of satellite and mobile phone service plans
- Provision of and support for 3,921 computing devices and 864 printers for an average strength of 4,128 civilian and uniformed end users, in addition to 1,417 computing devices and 48 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 24 local area networks and 51 wide area networks at 24 sites
- Analysis of geospatial data covering 20,686 km², maintenance of topographic and thematic layers and production of 25 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (10 level I clinics/dispensaries) and support for contingent-owned medical facilities (50 level I clinics, 2 level II hospitals and 1 level III hospital) in 9 locations, as well as maintenance of contractual arrangements with 6 hospitals/clinics
- Maintenance of medical evacuation arrangements to 9 medical facilities (2 level II, 5 level III and 2 level IV) in 4 locations inside the mission area and 2 locations outside the mission area

Supply chain management services

- Provision of planning and sourcing support for an estimated \$297.0 million in the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of 14,400 tons of cargo within the mission area
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$349.2 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of 15,425 military and police personnel (184 military observers, 324 military staff officers, 13,065 contingent personnel, 532 United Nations police officers, and 1,320 formed police personnel) and 63 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 50 military and formed police units at 67 sites
- Supply and storage of rations, combat rations and water for an average strength of 14,702 military contingents and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 15,425 military and police personnel and 63 government-provided personnel
- Support for the processing of 529 in-mission and 7 outside-mission travel requests for non-training purposes and 17,482 travel requests for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 1,507 United Nations-owned vehicles (765 light passenger vehicles, 288 special-purpose vehicles, 24 ambulances, 28 armoured vehicles, 222 other specialized vehicles and 180 trailers and attachments), 3,023 contingent-owned vehicles and 9 workshop and repair facilities

Conduct and discipline

- Implementation of a conduct and discipline awareness programme for 18,059 military, police and civilian personnel, including training, prevention and monitoring activities and recommendations on remedial actions
- Facilitation of the referral of victims of sexual exploitation and abuse for medical, psychological and legal assistance, when and where misconduct has occurred, in close coordination with relevant partners
- Implementation of a community sensitization campaign targeting the population at risk, through 20 sensitization activities and the dissemination of outreach materials to 5,000 members of the communities, with the active support of the community-based complaint networks and nominated focal points
- Assessment of all reported cases of sexual exploitation and abuse, documentation of the allegations where prima facie evidence exists and referral of the allegations to the appropriate investigation entities for action
- Provision of assistance to victims in collaboration with UNICEF and UNFPA

HIV/AIDS

- Operation and maintenance of 5 HIV voluntary confidential counselling and testing facilities for all Mission personnel
- Organization of 20 mandatory awareness sessions on HIV/AIDS for 200 civilian Mission personnel
- Conduct of 90 mass sensitization programmes for 10,000 military and police personnel
- Conduct of 60 induction training sessions for newly deployed and rotated military and police personnel
- Conduct of 15 refresher training sessions for 900 military personnel and 6 peer education training sessions in 6 Mission locations for 100 military and police personnel
- Conduct of 2 workshops on voluntary confidential counselling and testing for 30 HIV counsellors and 2 post-exposure prophylaxis workshops for 30 post-exposure prophylaxis custodians
- Conduct of a promotion campaign on voluntary confidential counselling and testing each quarter in different Mission locations
- Provision of voluntary confidential counselling and testing to 4,500 Mission personnel
- Conduct of 20 mobile missions on voluntary confidential counselling and testing within the battalions
- Conduct of 1 assessment study to determine the impact of and guide subsequent implementation of sections-mandated activities

Security

- Provision of security services 24 hours a day, 7 days a week, for the entire Mission area; 1,300 quick-response interventions in support of United Nations personnel; 300 escorts conducted by the United Nations security quick reaction team; and weekly radio checks for United Nations personnel
- 24-hour close protection for senior Mission staff and visiting high-level officials
- Provision of fire and rescue response 24 hours a day, 7 days a week to United Nations premises and personnel residences in Kinshasa and Goma; conduct of 30 fire evacuation drills mission-wide; and training of 1,200 staff members in basic fire and safety and the use of extinguishers

- Preparation of 600 comprehensive investigation reports on road traffic accidents, thefts of or damages to MONUSCO property, burglaries, losses and any other incidents involving United Nations staff, premises and property
- Conduct of training for 50 international United Nations security officers on firearms and 500 United Nations staff on safe and secure approaches to field environments; and 400 security awareness briefings for all mission staff
- Preparation of 22 security risk management documents; 4,000 integrated United Nations daily security reports; 4 danger pay justifications; 22 security plans with annexes; and 4 country briefing notes
- Conduct of 700 mission-wide security assessments, including residential surveys
- Update of geolocation for all United Nations facilities and uploading to the United Nations Security Managers Information Network site
- Processing of 52,000 identity cards for civilian and military personnel
- Screening of 100,000 passengers at MONUSCO air terminals

External factors

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

Table 4
Human resources: component 3, support

	International staff							United Nations Volunteers	
Civilian staff	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal	National staff ^a		Total
Conduct and Discipline Section									
Approved posts 2019/20	–	1	4	5	2	12	8	2	22
Proposed posts 2020/21	–	1	4	5	2	12	8	2	22
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Unit									
Approved posts 2019/20	–	–	1	–	–	1	6	–	7
Proposed posts 2020/21	–	–	1	–	–	1	6	–	7
Net change	–	–	–	–	–	–	–	–	–
Security and Safety Section									
Approved posts 2019/20	–	–	4	8	65	77	224	–	301
Proposed posts 2020/21	–	–	4	8	65	77	224	–	301
Net change	–	–	–	–	–	–	–	–	–
Mission Support Division									
Office of the Director									
Approved posts 2019/20	–	1	5	5	3	14	16	2	32
Proposed posts 2020/21	–	1	5	5	3	14	16	2	32
Net change	–	–	–	–	–	–	–	–	–

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Operations and Resources Management									
Approved posts 2019/20	–	1	20	22	89	132	208	49	389
Proposed posts 2020/21	–	1	20	22	89	132	208	49	389
Net change	–	–	–	–	–	–	–	–	–
Service Delivery Management									
Approved posts 2019/20	–	1	14	26	98	139	530	137	806
Proposed posts 2020/21	–	1	14	26	98	139	530	137	806
Net change	–	–	–	–	–	–	–	–	–
Supply Chain Management									
Approved posts 2019/20	–	1	10	18	74	103	264	79	446
Proposed posts 2020/21	–	1	10	18	74	103	264	79	446
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Mission Support Division									
Approved posts 2019/20	–	4	49	71	264	388	1 018	267	1 673
Proposed posts 2020/21	–	4	49	71	264	388	1 018	267	1 673
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2019/20	–	5	58	84	331	478	1 256	269	2 003
Proposed posts 2020/21	–	5	58	84	331	478	1 256	269	2 003
Net change	–	–	–	–	–	–	–	–	–

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

II. Financial resources

A. Overall

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

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	31 028.7	31 790.5	32 890.2	1 099.7	3.5
Military contingents	477 660.1	427 867.0	416 328.3	(11 538.7)	(2.7)
United Nations police	19 358.7	17 892.1	33 128.6	15 236.5	85.2
Formed police units	32 910.1	31 541.5	44 360.0	12 818.5	40.6
Subtotal	560 957.6	509 091.1	526 707.1	17 616.0	3.5
Civilian personnel					
International staff	150 249.5	126 075.8	148 409.9	22 334.1	17.7
National staff	100 846.0	70 811.8	85 287.6	14 475.8	20.4
United Nations Volunteers	22 979.4	15 289.8	16 782.5	1 492.7	9.8
General temporary assistance	18 665.2	4 283.3	5 285.1	1 001.8	23.4
Government-provided personnel	2 244.4	2 870.5	3 930.0	1 059.5	36.9
Subtotal	294 984.5	219 331.2	259 695.1	40 363.9	18.4
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	1 504.5	752.0	708.8	(43.2)	(5.7)
Official travel	6 630.3	5 097.4	5 792.4	695.0	13.6
Facilities and infrastructure	59 012.4	46 359.0	60 390.9	14 031.9	30.3
Ground transportation	16 245.5	10 179.5	14 143.4	3 963.9	38.9
Air operations	168 384.4	140 619.3	126 043.1	(14 576.2)	(10.4)
Marine operations	1 120.2	300.0	345.0	45.0	15.0
Communications and information technology	35 008.2	33 046.8	44 450.7	11 403.9	34.5
Medical	2 008.3	1 860.6	1 558.7	(301.9)	(16.2)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	47 220.5	44 115.9	46 434.4	2 318.5	5.3
Quick-impact projects	1 480.8	1 500.0	1 500.0	—	—
Subtotal	338 615.1	283 830.5	301 367.4	17 536.9	6.2
Gross requirements	1 194 557.2	1 012 252.8	1 087 769.6	75 516.8	7.5
Staff assessment income	31 058.5	22 651.2	26 531.2	3 880.0	17.1
Net requirements	1 163 498.7	989 601.6	1 061 238.4	71 636.8	7.2
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 194 557.2	1 012 252.8	1 087 769.6	75 516.8	7.5

B. Non-budgeted contributions

99. The estimated value of non-budgeted contributions for the period from 1 July 2020 to 30 June 2021 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	17 410.1
Total	17 410.1

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

C. Efficiency gains

100. The cost estimates for the period from 1 July 2020 to 30 June 2021 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Helicopters: rental and operation	9 130.4	The reconfiguration of the helicopter fleet, including a reduction of 3 aircraft, will allow the Mission to provide the same level of service with fewer air assets
Stationery and office supplies	30.0	With the implementation of an electronic platform to create memos and faxes, thereby eliminating the need to print correspondence for signature, and with the systematic use of duplex printing, a reduction of 20 per cent in the use of paper is projected
Total	9 160.4	

D. Vacancy factors

101. The cost estimates for the period from 1 July 2020 to 30 June 2021 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2018/19</i>	<i>Approved 2019/20</i>	<i>Projected 2020/21</i>
Military and police personnel			
Military observers	26.4	26.0	23.0
Military contingents	8.2	15.2	4.2
United Nations police	18.9	26.9	10.0
Formed police units	3.4	13.3	6.4
Civilian personnel			
International staff	12.3	18.0	11.4
National staff			
National Professional Officers	19.8	22.0	17.6
National General Service staff	6.3	11.2	4.1

<i>Category</i>	<i>Actual 2018/19</i>	<i>Approved 2019/20</i>	<i>Projected 2020/21</i>
United Nations Volunteers			
International	19.4	14.7	9.6
National	36.4	36.4	18.2 ^b
Temporary positions ^a			
International staff	34.5	18.0	0.0 ^b
National Professional Officers	–	50.0	11.0 ^b
National General Service staff	1.2	10.5	4.1
Government-provided personnel	58.9	50.0	30.0

^a Funded under general temporary assistance.

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

102. The application of delayed deployment factors for military and police personnel and the proposed vacancy rates for civilian personnel are based on the actual personnel deployment for the 2018/19 financial period and the first half of the 2019/20 period, as well as the historical pattern and projected deployments based on planning for the 2020/21 period.

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

103. Requirements for the period from 1 July 2020 to 30 June 2021 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$128,479,700, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		<i>Total</i>
	<i>Military contingents</i>	<i>Formed police units</i>	
Major equipment	62 681.0	6 070.9	68 751.9
Self-sustainment	55 188.7	4 539.1	59 727.8
Total	117 869.7	10 610.0	128 479.7

<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to Mission area			
Extreme environmental condition factor	1.8	1 July 2017	30 June 2017
Intensified operational condition factor	2.9	1 July 2017	30 June 2017
Hostile action/forced abandonment factor	4.7	1 July 2017	30 June 2017
B. Applicable to home country			
Incremental transportation factor	0.0–3.5		

F. Training

104. The estimated resource requirements for training for the period from 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	98.8
Official travel	
Official travel, training	778.6
Other supplies, services and equipment	
Training fees, supplies and services	431.9
Total	1 309.3

105. The number of participants planned for the period from 1 July 2020 to 30 June 2021, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>
Internal	1 981	1 719	2 483	2 982	2 050	3 310	27 857	9 376	17 477
External ^a	58	82	89	8	26	22	20	24	5
Total	2 039	1 801	2 572	2 990	2 076	3 332	27 877	9 400	17 482

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

106. The planned training activities for the 2020/21 period consist of 297 courses for 5,904 civilian staff, which will continue to focus on ensuring that training is used as a tool for mandate implementation; increased compliance with mandatory training courses; and capacity-building of national staff. The training requirements for police and military personnel, including protection of civilians, child protection, conflict-related sexual violence and gender training, will be further reinforced. The Training Unit will assist substantive sections in delivering training on protection of civilians, human rights investigation and reporting, conflict management and peace consolidation. To maintain cost-effectiveness, the Mission will continue to prioritize the training of trainers to increase its in-house capacity and ensure that more staff members are trained using the Integrated Mission Training Centre trainers. On-the-job training, coaching and mentoring, which have been successful in the past, will be continued in the 2020/21 period with additional external assistance and a career transition workshop. The certification training, including dangerous goods and firearms certification, will continue to be prioritized, and participants are expected to transfer knowledge to other staff members. A women's leadership programme for national staff and a financial planning workshop for career transition will also be organized in the 2020/21 period. Learning and the upgrading of skills will continue in field offices and various locations through package training.

107. The Mission will continue to emphasize on-the-job training as a cost-effective means of increasing the number of staff trained in courses related to mission support, security sector reform, the peace process, the protection of civilians and stabilization. Participation by Mission personnel in training activities at the United Nations Logistics Base in Brindisi, Italy, the Regional Service Centre in Entebbe and other locations will cover support functions related to transportation, communications and

information technology, engineering, human resources, procurement management, security and medical care, as well as substantive areas, such as disarmament, demobilization and reintegration, repatriation and resettlement, gender, the rule of law, corrections, civil affairs and political affairs. In addition, the Mission will continue to provide language classes. The training of various categories of staff will enhance service delivery, improve technical and professional skills and ensure better support for the various components of the Mission.

G. Disarmament, demobilization and reintegration

108. The estimated resource requirements for disarmament, demobilization and reintegration for the period from 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Official travel	
Official travel, non-training	161.2
Facilities and infrastructure	
Construction, alteration, renovation and maintenance	450.0
Acquisition of engineering supplies	569.6
Ground transportation	
Rental of vehicles	60.0
Petrol, oil and lubricants	51.2
Communications	
Public information and publication services	36.0
Medical	
Medical services	5.0
Supplies	35.0
Other supplies, services and equipment	
Rations	1 598.2
Freight	115.0
Community violence reduction programmes	4 500.0
Total	7 581.2

109. In the 2020/21 period, MONUSCO will support the strengthening of disarmament, demobilization and reintegration processes, including community violence reduction programming, and develop, together with the Government, local authorities, local non-governmental organizations, United Nations agencies and international partners, initiatives aimed at a sustainable reduction of armed group activity, notably in the Kasais, the Kivus and Tanganyika and Ituri provinces. The Mission will support the Government in achieving its shift to a new approach to disarmament, demobilization and reintegration and community violence reduction initiatives, focusing on areas with a potential for a sustainable reduction of armed group activity.

110. As part of this support, MONUSCO will continue to provide strategic advice and technical support to the interprovincial commission tasked with supporting awareness-raising in relation to disarmament, demobilization and communal reintegration in North Kivu and South Kivu in defining its operational structure and

developing a sustainable disarmament, demobilization and community-based reinsertion programme aimed at preventing the recruitment by armed groups of young people at risk through the creation of alternative sources of livelihood in the communities.

111. The Mission will adjust its support for the disarmament, demobilization and reintegration of Congolese male and female ex-combatants and the disarmament, demobilization and repatriation of male and female foreign ex-combatants and their dependants. While information operations (outreach and social mobilization) will target mainly North Kivu and South Kivu provinces, MONUSCO will maintain disarmament, demobilization and repatriation transit camps in Ituri, North Kivu and South Kivu to support the disarmament and demobilization of 1,000 Congolese combatants and 100 children associated with armed groups and the demobilization and repatriation of 500 foreign combatants and their dependants. The Mission will also maintain the capacity to deploy and operate mobile and flexible structures to support larger-scale government-led negotiated disarmament, demobilization and reintegration processes for around 700 Congolese combatants from armed groups.

112. The Mission will develop and implement 45 community violence reduction projects in Ituri, North Kivu, South Kivu, Tanganyika and the Kasai provinces. The projects will seek to foster social cohesion within communities vulnerable to armed violence; provide employment and other income-generating opportunities; and reduce recruitment by armed groups, especially the recruitment of people in vulnerable groups such as young people. The projects will focus on vocational training; security and stabilization; income generation; child protection; protection against sexual and gender-based violence; and social mobilization and outreach.

H. Mine detection and mine-clearing services

113. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	3 465.6

114. In the 2020/21 period, the Mission will continue to secure the disposal of explosive hazards through: (a) survey, clearance and disposal of explosive hazards, including unsafe ammunition stockpiles of FARDC and the Congolese national police, to reinforce the protection of civilians; (b) assessment and destruction of weapons and ammunition surrendered during the disarmament, demobilization, repatriation, reintegration and resettlement process; (c) assessment and destruction of unserviceable, obsolete or surplus ammunition for military contingents and formed police units; and (d) responding to other requests for support, for example, the assessment and clearance of mission premises on closure, prior to their return to civilian use. The Mission will also provide training in support of the development of a sustainable and credible national capacity to manage explosive hazards, including conducting explosive ordnance disposal.

I. Other programmatic activities

115. The estimated resource requirements for other programmatic activities for the period from 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Proposed amount</i>
Rule of law/security institutions	4 242.0
Community stabilization projects	866.0
Civilian arms control programme	800.0
Arms embargo	800.0
Total	6 708.0

116. The proposed resources for programmatic activities in the 2020/21 period will support mandate implementation in the areas of institutional reform, including security and the rule of law, and protection of civilians through early warning systems.

117. The Mission's priorities will include strengthening the corrections system and supporting key governance and security reforms in order to establish functional, professional and accountable State institutions, including security institutions, and judicial institutions. A programme will seek to reinforce prison security in line with the Mission's mandate through infrastructural support for the construction and rehabilitation of the female and juvenile facilities in two provinces; the provision of prisoner fingerprint equipment to enhance the identification of prisoners accused of war crimes and crimes against humanity in two high-risk prisons; and the organization of security training, including mobile training, for the prison personnel and managers in six provinces to improve the operational capacity to manage high-risk prisoners, in particular armed group elements (\$742,000). Another programme will support the reinforcement of the criminal justice chain, the reduction of prolonged and illegal detention, and the overcrowding of prisons while providing technical and logistical support to judicial authorities in priority zones identified in six provinces (\$1,500,000). A programme will seek to reinforce the capacity of the Congolese national police in community policing to reduce insecurity and contribute to the protection of civilians in four urban locations where armed groups are present (\$2,000,000).

118. A programme will seek to reinforce the protection of civilians through early warning, conflict prevention and enhanced participatory governance by improving the capacity of local protection security committees and supporting the capacity of the national authorities to resolve conflicts such as land disputes (\$866,000). Another programme will seek to enhance the fight against the proliferation of small arms and light weapons through the destruction of obsolete, abandoned and surrendered weapons and ammunition management (\$800,000). Finally, in the light of the mandated tasks to improve regional security, a programme will aim to reduce the threat posed by the trafficking of arms and related materiel across the country by providing detailed reports on the illicit transfer of arms and related materiel to armed groups (\$800,000).

J. Quick-impact projects

119. The estimated resource requirements for quick-impact projects for the period from 1 July 2020 to 30 June 2021, compared with previous periods, are as follows:

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2018 to 30 June 2019 (actual)	1 480.8	62
1 July 2019 to 30 June 2020 (approved)	1 500.0	65
1 July 2020 to 30 June 2021 (proposed)	1 500.0	65

120. The proposed resource requirements for the 2020/21 period will remain at the level appropriated for the 2019/20 period. The implementation of quick-impact projects will continue to be an effective confidence-building tool shared between the Congolese population and MONUSCO through the joint design and execution of projects that address immediate needs of communities in areas where MONUSCO has established a presence. Quick-impact projects have had a positive impact at the community level and have increased the level of trust between the population and the authorities.

121. In the 2020/21 period, the quick-impact projects will continue to include the provision of lighting through the installation of solar panels for markets and key public areas; the construction or rehabilitation of critical health centres, school buildings and water points; the construction of and the provision of equipment to vocational training centres; bridge repairs; and the rehabilitation of prisons, judicial buildings, national police stations and administration buildings.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military observers	\$1 099.7	3.5%

• Management: change in deployment

123. The main factor contributing to the variance under this heading is the proposed application of a lower delayed deployment factor of 23.0 per cent in the 2020/21 period compared with the approved delayed deployment factor of 26.0 per cent in the 2019/20 period. The lower delayed deployment factor is due to the reinforcement of the capacity of the headquarters of the force Intervention Brigade in line with the recommendations contained in the report on the independent assessment of the protection of civilians and the neutralization of armed groups in Beni and Mambasa territories in the Democratic Republic of the Congo.

	<i>Variance</i>	
Military contingents	(\$11 538.7)	(2.7%)

• Mandate: change in the authorized troop ceiling

124. The main factor contributing to the variance under this heading is the lower proposed average number of troops to be deployed in the 2020/21 period (13,065) compared with the budgeted average number of troops to be deployed in the 2019/20

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.

period (13,750), resulting in reduced requirements for standard troop cost reimbursement, recreational leave and daily allowances, rations and contingent-owned equipment. The reduction in the proposed number of troops is in line with the reduction in the authorized troop ceiling pursuant to Security Council resolution [2502 \(2019\)](#). The proposed delayed deployment factor for the 2020/21 period is 4.2 per cent for an authorized strength of 13,640 (authorized troop ceiling of 14,000 minus 360 troops to accommodate the increase in formed police units), compared with the approved delayed deployment factor of 15.2 per cent for the authorized troop ceiling of 16,215 in the 2019/20 period.

125. The overall reduction in requirements is offset in part by lower deductions in the 2020/21 period for absent or non-functional contingent-owned equipment against troop reimbursement compared with the 2019/20 period.

	<i>Variance</i>	
United Nations police	\$15 236.5	85.2%

• **Mandate: change in the authorized ceiling**

126. The main factor contributing to the variance under this heading is the higher proposed average number of United Nations police to be deployed in the 2020/21 period (532) compared with the budgeted average number of United Nations police to be deployed in the 2019/20 period (286). The increase in the proposed number of United Nations police is in line with the increase in the authorized ceiling pursuant to Security Council resolution [2502 \(2019\)](#). The proposed delayed deployment factor for the 2020/21 period is 10.0 per cent for an authorized ceiling of 591, compared with the approved delayed deployment factor of 26.9 per cent for the authorized ceiling of 391 in the 2019/20 period.

	<i>Variance</i>	
Formed police units	\$12 818.5	40.6%

• **Mandate: change in the authorized ceiling**

127. The main factor contributing to the variance under this heading is the higher proposed average number of personnel of formed police units to be deployed in the 2020/21 period (1,320) compared with the budgeted average number of personnel of formed police units to be deployed in the 2019/20 period (910), resulting in increased requirements for standard formed police unit cost reimbursement, travel on emplacement, recreational leave and daily allowances, rations, contingent-owned equipment and freight. The increase in the proposed number of personnel of formed police units is in line with Security Council resolution [2502 \(2019\)](#), in which the Council agreed to the temporary deployment of an additional 360 personnel of formed police units provided they are deployed in replacement of military personnel. The proposed delayed deployment factor for the 2020/21 period is 6.4 per cent for an authorized ceiling of 1,410, compared with the approved delayed deployment factor of 13.3 per cent for the authorized ceiling of 1,050 in the 2019/20 period.

	<i>Variance</i>	
International staff	\$22 334.1	17.7%

• **Management: change in vacancy rate**

128. The main factors contributing to the variance under this heading are the application of a lower vacancy rate of 11.4 per cent compared with the approved rate of 18.0 per cent; and an increase in the post adjustment from 41.5 per cent to 52.6 per

cent effective September 2019 that has been applied to the estimates for international staff salaries for the 2020/21 period.

	<i>Variance</i>	
National staff	\$14 475.8	20.4%

• **Management: change in vacancy rates**

129. The main factors contributing to the variance under this heading are the application of lower vacancy rates of 17.6 per cent for National Professional Officers and 4.1 per cent for national General Service compared with the approved rates of 22.0 per cent for National Professional Officers and 11.2 per cent for national General Service; and an increase in the estimated average salary costs, common costs and staff assessment applied for the 2020/21 period based on the latest salary scales for national staff in the Democratic Republic of the Congo and in Entebbe, the historical pattern and a change in the point of the local salary scale used in the computation of national staff costs (NOB, step X, and G-4, step XI, in the 2020/21 period, compared with NOB, step IX, and G-4, step X, in the 2019/20 period).

	<i>Variance</i>	
United Nations Volunteers	\$1 492.7	9.8%

• **Management: change in vacancy rates**

130. The main factors contributing to the variance under this heading are the application of lower vacancy rates of 9.6 per cent for international United Nations Volunteers and 18.2 per cent for national United Nations Volunteers compared with the approved rates of 14.7 per cent for international United Nations Volunteers and 36.4 per cent for national United Nations Volunteers; the proposed establishment of one position; and an increase in the requirements for residential security based on the pattern of expenditures.

	<i>Variance</i>	
General temporary assistance	\$1 001.8	23.4%

• **Management: change in vacancy rates**

131. The main factors contributing to the variance under this heading are the application of lower vacancy rates of 11.4 per cent for National Professional Officers and 4.1 per cent for national General Service in the 2020/21 period compared with the approved rates of 50.0 per cent for National Professional Officers and 10.5 per cent for national General Service; and the proposed establishment of one national and two international positions.

	<i>Variance</i>	
Government-provided personnel	\$1 059.5	36.9%

• **Management: change in vacancy rate**

132. The main factor contributing to the variance under this heading is the proposed application of a lower vacancy rate of 30.0 per cent in the 2020/21 period compared with the approved vacancy rate of 50.0 per cent. The lower vacancy rate is due to the deployment of additional capacity to implement the Mission's mandated task of supporting the Government in establishing functional, professional and accountable judicial institutions.

	<i>Variance</i>	
Consultants and consulting services	(\$43.2)	(5.7%)

• **Management: reduced inputs and outputs**

133. The main factor contributing to the variance under this heading is the discontinuation of the consultancy in support of the strengthening and capacity-building of the Independent National Electoral Commission in view of the Mission's revised mandate, which does not include an electoral component.

	<i>Variance</i>	
Official travel	\$695.0	13.6%

• **Management: additional inputs and outputs**

134. The main factors contributing to the variance under this heading are the increase in the number of military observers and United Nations police; and an increase in the number of assessment and planning missions in relation to the Mission's efforts to develop programme initiatives with the Government and the country team in the context of the transition.

	<i>Variance</i>	
Facilities and infrastructure	\$14 031.9	30.3%

• **Management: additional inputs and outputs**

135. The main factors contributing to the variance under this heading are: (a) the reimbursement of claims for expended ammunition to troop-contributing countries; (b) increased requirements for construction due to the planned construction of three additional camps for the three formed police units that will be deployed in the 2020/21 period and the planned construction of a level II hospital in Beni to replace the level II hospital in Bunia; (c) the proposed acquisition of prefabricated facilities, ablution units, air conditioners and accommodation units to rebuild the Mission's compound in Beni; (d) increased requirements for residential security of uniformed personnel due to the increase in the number of military observers, military staff officers and United Nations police; and (e) estimated mobilization fees for the new fuel turnkey contract that will be put in place in July 2020 and an increase in operations and maintenance fees.

	<i>Variance</i>	
Ground transportation	\$3 963.9	38.9%

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

136. The main factors contributing to the variance under this heading are: (a) increased requirements for fuel due to estimated mobilization fees for the new fuel turnkey contract that will be put in place in July 2020, the establishment of strategic and local fuel reserves amounting to 480,000 litres, and an increase in the provision of support to FARDC during joint operations; (b) the need to replace 40 light passenger vehicles, one recovery truck and one industrial forklift that are past life expectancy; (c) increased requirements for spare parts due to the age, mechanical condition and use in harsh environmental conditions of the vehicle fleet; and (d) the rental of buses for the rotation of military contingents.

	<i>Variance</i>	
Air operations	(\$14 576.2)	(10.4%)

• **Management: reduced inputs and outputs**

137. The main factors contributing to the variance under this heading are: (a) reduced requirements for the rental and operation of fixed- and rotary-wing aircraft due to the repatriation of three Rooivalk helicopters based on operational needs, the lower cost per flight hour for one C-130 Hercules aircraft as a result of the signing of a new letter of assist, the lower fixed costs of the Embraer EMB 120 aircraft, which will replace a CRJ-200, and a lower number of flight hours; and (b) decreased requirements for fuel due to a reduction in the fleet and in the number of flight hours.

138. The overall reduction in requirements is offset in part by: (a) the estimated mobilization fees for the new fuel turnkey contract that will be put in place in July 2020 and the establishment of strategic and local fuel reserves amounting to 565,000 litres; and (b) the replacement of nine towing tractors and three ground power units that are past life expectancy, and the proposed acquisition of three towing tractors and three ground power units to replace contingent-owned equipment that is being repatriated.

	<i>Variance</i>	
Marine operations	\$45.0	15.0%

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

139. The main factor contributing to the variance under this heading is the adjustment of the provision for sea containers based on the pattern of expenditures.

	<i>Variance</i>	
Communications and information technology	\$11 403.9	34.5%

• **Management: additional inputs and outputs**

140. The main factors contributing to the variance under this heading are: (a) increased requirements for the maintenance of communications and information technology equipment and support services due to the cost of communications services in support of the Geolocation Threat Analysis Unit based on the estimates in the letter of assist; (b) increased requirements for telecommunications and network services for 120 SIM cards for the additional United Nations police, military staff officers and Geolocation Threat Analysis Unit personnel, additional Internet services to support the operations of the Geolocation Threat Analysis Unit and facilitate data flow and exchange, and 10 satellite phones in support of the additional United Nations police and formed police units while they are on mission to areas not covered by other communications means and for communication redundancy; (c) increased outreach activities aimed at strengthening the capacity of national authorities to manage and resolve land disputes, supporting local administrations in resolving intercommunity conflicts, strengthening the civilian justice and corrections systems, and clarifying the Mission's priorities in the context of a responsible and sustainable drawdown; and (d) increased requirements for communications and information technology equipment due to the proposed acquisition of 25 network printers in view of the increased number of United Nations police, four microwave links and eight switches to enhance the existing network and establish connectivity to cater for the increased number of United Nations police and formed police unit personnel and the deployment of the Geolocation Threat Analysis Unit, and two items of network

storage equipment to store data and facilitate data exchange in support of the operations of the Geolocation Threat Analysis Unit.

	<i>Variance</i>	
Medical	(\$301.9)	(16.2%)

• **Management: reduced inputs and outputs**

141. The main factors contributing to the variance under this heading are a reduction in the number of military personnel and the high level of stock.

	<i>Variance</i>	
Other supplies, services and equipment	\$2 318.5	5.3%

• **Management: additional inputs and outputs**

142. The main factors contributing to the variance under this heading are: (a) an increase in programmatic activities in support of the rule of law and security institutions, specifically reinforcing the professionalism and accountability of the Congolese national police, supporting the implementation of prison reform and the reinforcement of security systems in high-risk prisons, and reinforcing rule of law institutions in the Kasais and Tanganyika; (b) additional activities related to mine action, including the assessment and clearance of mission premises upon closure before their return to civilian use, and support for the development of a sustainable and credible national capacity to manage explosive hazards, including conducting explosive ordnance disposal; and (c) increased requirements for rations due to the proposed increase in the provision of support to FARDC in the context of joint operations.

143. The overall increase is offset in part by lower requirements for freight based on the pattern of expenditures.

IV. Actions to be taken by the General Assembly

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

(a) **Appropriation of the amount of \$1,087,769,600 for the maintenance of the Mission for the 12-month period from 1 July 2020 to 30 June 2021;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of \$90,647,467 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286, 72/290 and 73/315, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Requests the Secretary-General to ensure that the results-based budget framework adequately permits consideration of the progress of each mission towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission (para. 15)	<p>The results-based budget framework is aligned with the tasks mandated by the Security Council and reflects the Mission's priorities and resource requirements based on the Mission's concept; component-level plans, including workplans for field offices; and annual strategic planning assumptions</p> <p>Furthermore, the Mission's results-based budget framework has routinely reflected recommendations of strategic reviews in order to adjust the Mission's posture and configuration to the evolving context</p>
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20)	<p>The ratio of substantive to support staff depends on several factors, including the scope of operations and essential support for the deployment of civilian and uniformed components in support of mandate implementation. The ratio of support staff to substantive staff has been decreasing regularly, from 3.3 to 1 in the 2014/15 period to 2.4 to 1 in the 2019/20 period. With regard to nationalizing functions, as at 1 July 2018, 75.4 per cent of MONUSCO staff were locally recruited. In the 2018/19 period, 10 posts (1 P-4, 7 P-3 and 2 Field Service) were nationalized</p>
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22)	<p>The number of working days from closing of the job opening to candidate selection for international staff decreased for both roster and position-specific job openings in the previous three periods, from 104 days in the 2016/17 period to 66 days in the 2018/19 period for roster positions, and from 218 days in the 2016/17 period to 120 days in the 2018/19 period for position-specific job openings. The improvement is due mainly to providing training and working closely with hiring managers to improve assessments of applications and to recruiting staff members from downsized missions, which has enabled the fast-tracking of recruitment</p>

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

Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24)

Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25)

Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31)

Since 2017, the Senior Gender Adviser has reported directly to the Special Representative of the Secretary General, which has contributed positively to the mainstreaming of gender perspectives. The Mission continued to evaluate the integration of gender perspectives in its mandate implementation specifically by tracking the gender responsiveness of planning and operational activities with the gender marker accountability tool. Two reviews were conducted during the 2018/19 period, which demonstrated ongoing efforts to integrate gender dimensions

The Mission's directive on gender parity was implemented to set gender parity targets for international staff from the Field Service to the D-2 levels and to adopt measures to advance the gender balance across all levels in the Mission. In order to increase the proportion of female staff, hiring managers are required to complete a selection memorandum for each selection of a male candidate, providing justification and statistics regarding gender and geographical representation, to be signed by the Director of Mission Support

As a result, the proportion of women increased from 29 per cent in July 2018 to 32 per cent in July 2019, which is, however, lower than the parity target of 36 per cent. In line with the overarching gender parity strategy for uniformed personnel of the Department of Peace Operations and the Mission's gender parity strategy, MONUSCO implemented a parity strategy for United Nations police in 2019 to increase the percentage of women in formed police units to 10 per cent in each unit. In addition, the Mission continued to foster inclusive peacebuilding and cohabitation by supporting and advocating the meaningful participation of women at all levels of decision-making, such as in local community dialogues, early warning mechanisms, women mediator networks and workshops for politicians

The Mission continued its efforts to reduce its environmental footprint by implementing mission-wide environmental projects related to water and sanitation facilities and power production

Decision/request

Action taken to implement decision/request

Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32)

Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 34)

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

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

The force recognizes the need for the 10-1-2 casualty response and addressed the shortfalls by enhancing the forward surgical teams and repositioning air assets to reduce response times in remote areas

While there is consensus regarding the relevance of unmanned aerial systems to improving situational awareness and enhancing the safety and security of peacekeepers, the deployment of an enhanced system in MONUSCO has been challenging. The challenges include operational and legal aspects related to the completion and maintenance of the runway to operate the system; the inclusion of official registration as part of contracts management; the availability of qualified personnel for the deployment and maintenance of the aircraft; the lighting system for the conduct of night operations; the time taken to replace faulty equipment; and the level of collaboration of the contractor

The Mission, in close cooperation with United Nations Headquarters, has been working with the company to address these challenges in the context of the deployment of the new unmanned aerial system

To ensure the security of information and communications in the Mission, a data encryption/protection tool that mitigates the threats of data theft or exposure was deployed mission-wide in August 2018. Dedicated servers and storage units have been deployed to ensure the security and integrity of unmanned aerial surveillance data. A primary repository for such data was installed in Beni, and the data are replicated and stored in a secondary repository in Goma. The live streaming of data is enabled through the same secure network in both locations

The Mission's proposed budget for the unmanned aerial system is based on the Mission's operational requirements and on the guidelines provided by United Nations Headquarters

The use of the unmanned aerial system is fully integrated in MONUSCO, and the products are routinely reviewed by a dedicated cell within the force headquarters

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

in United Nations peacekeeping operations, in the next overview report (para. 36)

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

Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42)

Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43)

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

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

The Mission established a vehicle establishment committee responsible for the regular review and optimization of vehicle allocation mission-wide. The work of the committee is guided by the Standard Cost and Ratio Manual and is aimed at meeting the target of vehicle allocation ratios of 4.5 personnel per vehicle for staff in substantive, security, service delivery and supply chain sections and 5.5 personnel per vehicle for staff in administration

The annual construction requirements include: (a) new construction projects; and (b) maintenance and operation of facilities. New construction projects are dependent on the requirements of the force. The Mission makes efforts to anticipate the force requirements for new construction projects. However, given the constantly changing field operational requirements, it is difficult to have a clear vision of multi-year plans for construction projects

The Mission monitors stock levels by conducting weekly monitoring of field defence stocks and stocks of other commodities and materials. The physical inventory reconciliation and optimization project assists in the physical reconciliation of inventories in compliance with the International Public Sector Accounting Standards. Furthermore, the Mission formed a high-level committee to review the MONUSCO demand and acquisition plan, which reviews planned acquisitions compared with existing stock levels prior to the initiation of the procurement process

MONUSCO awards nearly all construction projects to local contractors. Major construction materials such as sand, gravel, timber and stones are supplied by local vendors to avoid high transportation and storage costs. Construction projects are implemented in compliance with the United Nations Procurement Manual, the environmental policy and the environmental strategy, as well as local laws and regulations

MONUSCO has been working with the Global Procurement Support Section, formerly known as the Regional Procurement Office, to achieve an optimal supply chain solution for MONUSCO and the Entebbe Support Base. During the 2018/19 period, MONUSCO worked closely with the Section and volunteered to serve as a lead requisitioning mission for several new regional systems contracts

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

During the 2018/19 period, the Global Procurement Support Section, on behalf of MONUSCO, established 16 mission-specific contracts amounting to over \$4.7 million for the maintenance and engine overhaul services of diesel generators; the upgrade of the electrical system; accommodation; meals and transportation; structured cabling services and disassembly of telecommunications infrastructure; DNA analysis services; power protection systems; construction materials; minor construction services; catering services for the Entebbe Support Base transit camp; electrical installation for switch gears and transformers; removal and disposal of scrap metal and plastic waste; construction of a water tank/reservoir; cleaning, janitorial, ground maintenance, gardening, waste collection, disposal and fumigation/pest control services at the Entebbe Support Base

MONUSCO also regularly uses regional systems contracts established by the Global Procurement Support Section, and, during the 2018/19 period, 38 purchase orders totalling over \$2.1 million were issued by MONUSCO using regional systems contracts, including for advertising services; fuel and lubricants; printing services; linoleum flooring sheets; airport ground handling services at the Entebbe Support Base; and sanitation and cleaning materials

In addition, the Global Procurement Support Section provided support to the MONUSCO Procurement Section and assisted in the approval of 33 purchase orders totalling over \$8.6 million

The Global Procurement Support Section continues to provide support to meet requirements for consolidated regional sourcing and delivery approaches. In addition, MONUSCO continues to be assisted by the Section in vendor registration and synchronizing vendors in the United Nations Global Marketplace

The Mission continued to take the following measures to ensure the security of aircrews: (a) provision by the Safety and Security Section of a security briefing to all new aircrew members arriving in the region, including advising them to select a residence located within the security residential perimeter, duly assessed by United Nations security; (b) distribution of regular security broadcasts to aircrews; and (c) inclusion of aircrew members in the security evacuation plan. Aircrew members living within MONUSCO compounds benefit from MONUSCO compliance with minimum operating security standards and those living outside MONUSCO security perimeters contract private security companies certified by the Department of Safety and Security of the Secretariat

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

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

Also stresses the importance of thorough, responsive and advance planning for any mission transition process, in full coordination with all United Nations system entities, relevant regional organizations and the host Government, to ensure a timely, efficient and effective transfer of essential roles and responsibilities when responding to changes in the mandate (para. 59)

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

In the 2018/19 period, a total of 62 quick-impact projects were approved by the Mission, of which 48 (77 per cent) were completed by the end of the period. Two projects were cancelled owing to the closure of field offices in Mbandaka and Dungu. A total of 12 projects were not completed during the period owing to late approval

The Mission focuses on results and works to improve the management of projects on the basis of lessons learned. MONUSCO continued to advocate the conduct of external evaluations of quick-impact projects and applies best practices on resource allocation and methodology for such evaluations

The Mission has progressively assessed mandated tasks and capacities with a view to establishing measures in support of transition. Since the 2017 strategic review, in collaboration with the United Nations country team and the host Government, the Mission has undertaken capacity assessments and mapping of capacity initiatives in the areas of justice, gender and human rights; stabilization and the root causes of conflict; and demobilization and reintegration of former combatants. The provision of technical assistance to the Government of the Democratic Republic of the Congo in the consolidation of an effective national civilian structure that controls key mining activities and manages, in an equitable manner, the extraction, transport and trade of natural resources in eastern Democratic Republic of the Congo, as mandated by the Security Council in its resolution [2463 \(2019\)](#), remains among the most relevant areas in addressing the root causes of conflict

It is expected that the United Nations Sustainable Development Cooperation Framework 2020–2024 will facilitate transition planning. In the 2019/20 period, a post of Transition Advisor (P-5) was established, which will provide essential support for transition management

The 2019 strategic review also includes recommendations for the management of the transition reflected in the budget proposal. Progress will be reported in the budget performance report

Information on programmatic activities is included in the proposed budget for the 2020/21 period, and a corresponding output for each programmatic activity is included in the results-based budget framework

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

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

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

Cross-cutting request contained in the resolution on the financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

(Resolution [72/290](#))

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

Encourages the Secretary-General to continue his efforts to develop an accountability framework for the performance of entities that are not a part of the United Nations Secretariat when they perform activities funded by the Mission resources, excluding the provision of goods and services through contractual arrangements (para. 11)

The Mission ensures that relevant provisions of the policy of zero tolerance of sexual exploitation and abuse are enshrined in the contractual documents established between the United Nations and the entities performing activities funded by the mission resources and that employees of these entities adhere strictly to this policy. Allegations of sexual exploitation and abuse involving these entities and their employees are thoroughly investigated

Underlines the critical contribution that programmatic activities make to the implementation of the mandates of the Mission and that all such activities must be directly linked to the mandates of the Mission (para. 12)

Information on programmatic activities is included in the proposed budget for the 2020/21 period, and a corresponding output for each programmatic activity is included in the results-based budget framework

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

(Resolution [73/315](#))

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

Notes that the various programmatic activities, to be financed through assessed contributions, by peacekeeping missions must be directly linked to Security Council mandates and reflect the evolution of those mandates (para. 11)

The inclusion of resources for programmatic activities is based on a review of the Mission's mandate and priorities

Also emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management and internal controls in the management of peacekeeping budgets and to report thereon in the context of his next report (para. 14)

The Mission collaborated with the Office of Internal Oversight Services on a comprehensive compliance and performance audit of the implementation of the enterprise risk management policy and framework. The ensuing recommendations will be implemented by October 2020 with a view to strengthening risk management and internal controls

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

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

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
<p>The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31)</p>	<p>MONUSCO continues to monitor its budget utilization and always realigns funds between fund centres first before redeploying between classes. During the 2018/19 period, the frequency of redeployments was the result mainly of unfunded requirements and unplanned urgent requirements. All redeployments require a full justification before approval by the Mission and United Nations Headquarters</p>
<p>The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46)</p>	<p>Posts vacant for two years or longer have been reviewed and proposed for abolishment or retention on the basis of operational requirements</p>
<p>The Advisory Committee recalls the General Assembly's request in its resolution 69/307 for the Secretary-General to reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (see A/68/782, para. 120). The Committee also looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance Facility project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations (para. 94)</p>	<p>The Mission is making every effort to reduce its environmental footprint. A solar power plant provides 100 per cent of the power in the level III hospital in Goma. In order to increase the proportion of energy that is produced from renewable energy, a number of projects have been undertaken, including the mission-wide installation of solar power for streetlights and the connection of MONUSCO premises to local power grids, which significantly reduces the use of generators. Several projects related to waste management have been implemented, including the installation of wastewater treatment plants, the segregation and disposal of solid wastes, and the construction of septic tanks and soak pits</p>
<p>In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings [cited above], together with the additional observations and recommendations made in paragraphs 119 to 138 [below], the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116)</p>	<p>The Mission participated in the initiative of the Secretary-General to enhance the effectiveness and efficiency of United Nations operations, in particular by optimizing the regular flight schedule and better utilizing air assets. The Mission will continue its efforts to deliver air transportation services that are responsive, cost-effective and safe</p>

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

The Advisory Committee stresses that the trend analysis of air assets utilization should be finalized without further delay and the findings and implications be reflected in the next overview report. Furthermore, the Committee is of the view that a consistent methodology for measuring air asset utilization is needed so that meaningful comparisons can be made over time and a review of the overall fleet composition could be considered on the basis of clear, verifiable data (para. 122)

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

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

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

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

The Mission constantly reviews air asset utilization and takes steps to optimize aircraft utilization. A periodic review of the regular flight schedule is conducted on the basis of utilization data and forecast air transportation requirements. The Mission will continue to seek opportunities for savings and efficiency gains while meeting its operational requirements

The budget requirements for the unmanned aerial system have been prepared on the basis of the Mission's requirements, the guidelines from United Nations Headquarters and the existing contractual terms

All projects are being planned and implemented on the basis of project governance guidelines from the Department of Operational Support. Details for multi-year projects, including the overall status of implementation at the time of the respective budget request and those projects valued at \$1 million, are provided in the budget proposal for the 2020/21 period

In line with the transition plan for global vehicle field fleet transformation, the Mission replaced 24 light passenger vehicles with 24 utility/multipurpose vehicles (pickups) in the 2018/19 period. These vehicles can be operated on rough, harsh terrain to respond to the rapid deployment of the Mission's operations at remote team sites and in field offices with poor infrastructure and road conditions

All medical personnel in the Mission received emergency life support training in basic cardiac life support, advanced cardiac life support and pre-hospital trauma life support

A casualty evacuation stress test was performed for the personnel of the Medical Section and observed by experts from United Nations Headquarters. The finding of the exercise was that the Mission had no issues in terms of decision-making, coordination and cooperation mechanisms with clear, simplified processes for activating the Mission's casualty evacuation system, standardized communication and execution. Some shortcomings were identified, such

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

as the lack of high-quality first aid provision within 10 minutes. First aid training is provided to mission staff by Medical Officers in the field offices

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
([A/73/755/Add.15](#) and General Assembly resolution [73/315](#))

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

The Advisory Committee notes the planned improvements and encourages the Mission to continue to pursue such efforts with the aim of increasing the overall compliance rate in the provision of standard accommodation to all troops (para. 20)

A number of the Mission's existing prefabricated facilities have exceeded their life expectancy. In order to provide standard accommodation to all troops and comply with the minimum requirements, the purchase and construction of prefabricated buildings have been included in the proposed budget for the 2020/21 period

The Advisory Committee welcomes the approach taken to build national capacity and nationalize posts and positions, and encourages MONUSCO to continue to seek further opportunities to transfer capacity to national staff (para. 26)

MONUSCO reviews its staffing requirements on an annual basis and, at that time, considers the opportunities for specific post actions, including the nationalization of posts

The Advisory Committee recalls the General Assembly's request, expressed consistently in its resolutions on peacekeeping budgets, that the Secretary-General ensure that vacant posts be filled expeditiously ([A/71/836](#), para. 108). The Committee also reiterates its view that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates. In cases where the proposed budgeted rates differ from the actual rates at the time of budget preparation, clear justification should be provided in related budget documents for the rates used ([A/70/742](#), para. 45). The Committee stresses again that the continuing requirement for posts that have been vacant for two years or longer should be reviewed and the posts either proposed for retention with rejustification or abolishment in subsequent budget proposals ([A/69/839](#), para. 67; see also General Assembly resolution [66/264](#)) (para. 29)

Vacated posts are quickly identified for recruitment prior to the separation of the incumbent in order to ensure that they are filled expeditiously. The efforts to accelerate recruitment to fill vacant posts are shown by the lower-than-planned vacancy rate for international and national staff

However, during the 2018/19 period, the Mission also encountered difficulties in filling vacant posts, in particular in view of its efforts to adhere to the gender strategy and improve the existing proportion of women

Posts vacant for two years or longer have been reviewed and proposed for abolishment or retention on the basis of operational requirements

The Advisory Committee stresses that ... assignments of staff members to higher-level positions should be used as a temporary measure, and that all current and future vacant positions should be filled expeditiously, and their recruitment processes completed (para. 30)

The Mission follows the Staff Regulations and Rules and relevant policy with regard to the assignment of staff members to higher-level positions. Assignments to higher-level positions are temporary until a longer-term decision is made

In the budget document, it is indicated that the staffing component of the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator/Resident Representative) comprises 21 posts (see [A/73/816](#), table 1 and annex II.A). Upon enquiry, the Advisory Committee was informed that there are currently two posts (1 P-4 and 1 P-5) in the Office of the Deputy Special

The two posts (1 P-4 and 1 P-5) in the Office of the Deputy Special Representative that are dedicated to supporting the Deputy Special Representative in his function as Resident Coordinator are funded through the dedicated trust fund to support the inception of the reinvigorated resident coordinator system in line with General Assembly resolution [72/279](#)

Representative that are dedicated to supporting the Deputy Special Representative in her function as Resident Coordinator, and which are funded from the budget of the Development Coordination Office (formerly known as the Development Operations Coordination Office) and administered by UNDP. Furthermore, one post of Driver (national General Service) is made available by UNDP as part of the turnkey agreement between the United Nations and UNDP. The Advisory Committee is of the view that the funding source of such posts should be clearly indicated in the budget document, in a fully transparent manner (para. 32)

The Advisory Committee recalls that the General Assembly, on a number of occasions, has expressed concern at the low rate of compliance with the advance purchase policy directive. The Committee reiterates that more efforts are required, in particular in areas where travel can be better planned (see also [A/73/779](#), para. 16) (para. 36)

In its previous report, the Advisory Committee noted that it had been informed that the existing unmanned aerial system had not been utilized and that a new commercial contract was required in order to address the Mission's operational requirements for such a system [A/72/789/Add.11](#), para. 34) ... The Committee was further informed that the system had proven to be unsuitable owing to its limited range and inability to operate in inclement weather conditions, as well as the occurrence of frequent technical issues, including several accidents. In order to address the operational limitations of the system, the United Nations launched a rebidding exercise for the acquisition of a new unmanned aerial system, with the intention to provide improved functionality at a similar or lower cost ... The Advisory Committee considers that this case reflects weakness in the procurement process, including in the needs analysis and the assessment of suppliers' proposals, resulting in the acquisition of an asset that is not fit for purpose. The Committee trusts that the Secretary-General will include in his next report further information on the action taken to address such weaknesses, as well as on lessons learned (para. 39)

The low rate of compliance with the advance purchase policy directive is attributable mainly to urgent travel requirements of the Special Representative of the Secretary-General, the Deputy Special Representatives of the Secretary-General, the Force Commander and their accompanying staff

MONUSCO continues to sensitize all Mission personnel with regard to the requirement to comply with the advance purchase policy through broadcasts and scrutinizes justifications for non-compliant submissions

The Mission's previously contracted unmanned aerial system was the result of a procurement process conducted in 2013. It was also the first-ever United Nations contract for this type of airborne intelligence, reconnaissance and surveillance service and cutting-edge technology. The Mission's operational requirements have evolved substantially since the drafting of the specifications for that initial contract, and lessons learned have been applied to the development of the replacement procurement exercise, in terms of both technical capabilities and the quality and safety oversight required from the commercial supplier in order to mitigate the risks of technical issues and accidents

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

The Advisory Committee notes the low level of female representation, particularly in the National Staff categories, and encourages MONUSCO to intensify its efforts to achieve gender balance among its civilian staff (para. 41)

In accordance with the United Nations system-wide strategy on gender parity, the first phase of the Mission's gender parity strategy focuses on international staff. However, efforts have also been made to fill General Service posts with female staff to reduce the existing gender gap. During the comparative review process, the Mission adopted gender provisions to advance parity among civilian staff, leading to an increase in the percentage of female national staff, which reached 16.4 per cent in July 2019

The Advisory Committee emphasizes the need for a robust risk management function in view of the risks inherent to the downsizing of peacekeeping operations, such as the loss or theft of assets. The Committee trusts the Secretary-General will provide, in his next report, further information on the risks identified and the measures taken to mitigate and address such risks (para. 42)

MONUSCO closed eight locations during the 2018/19 period and included the risks inherent to the downsizing, such as loss or theft of assets, in its operational plan. Measures were taken to ensure that assets were recorded and that access controls for entering or leaving MONUSCO premises were in place. These measures were discussed during weekly steering committee meetings and confirmed with Field Office Managers and Area Security Managers

The Advisory Committee notes the Mission's environmental initiatives and continues to encourage MONUSCO to pursue its efforts to reduce its overall environmental footprint, as requested by the General Assembly in its resolutions [69/307](#) and [70/286](#). The Committee emphasizes in particular the need to ensure that the environmental risks related to the downsizing of MONUSCO and the closure of field offices and team sites are fully addressed, in a comprehensive manner. The Committee trusts that the Secretary-General will include details in his next report on the impact of the implementation of its environmental strategy in terms of efficiency gains, energy consumption and energy savings (para. 45)

A complete baseline analysis of waste and energy management was completed in all Mission locations. MONUSCO has continued to expand waste composting and recycling. The waste recycling project that was piloted in Goma as part of the implementation of the environmental management system has been scaled up to include Kinshasa. Currently, over 80 per cent of solid waste in Goma and Kinshasa is recycled. The Mission has also installed a 650 kWh solar power farm in Goma and has connected five sites in Goma to the hydropower grid

The proposed budget for 2019/20 includes a provision of \$1,500,000 for a total of 65 quick-impact projects ... The Advisory Committee trusts that the Secretary-General will provide, in his next report, further information on the management, implementation and status of the projects, including information on the results achieved and lessons learned (para. 46)

In the 2018/19 period, a total of 62 quick-impact projects were approved by the Mission, of which 48 (77 per cent) were completed by the end of the period. Two projects were cancelled owing to the closure of field offices in Mbandaka and Dungu. A total of 12 projects were not completed during the period owing to late approval

The Advisory Committee trusts that the Secretary-General will provide in its next report an update on the efforts made to improve the planning, management and reporting of other programmatic activities (para. 47)

Programmatic activities are reflected in the outputs in the result-based budget frameworks. In the comprehensive planning and performance assessment system, the relevance of programmatic activities is periodically reviewed

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

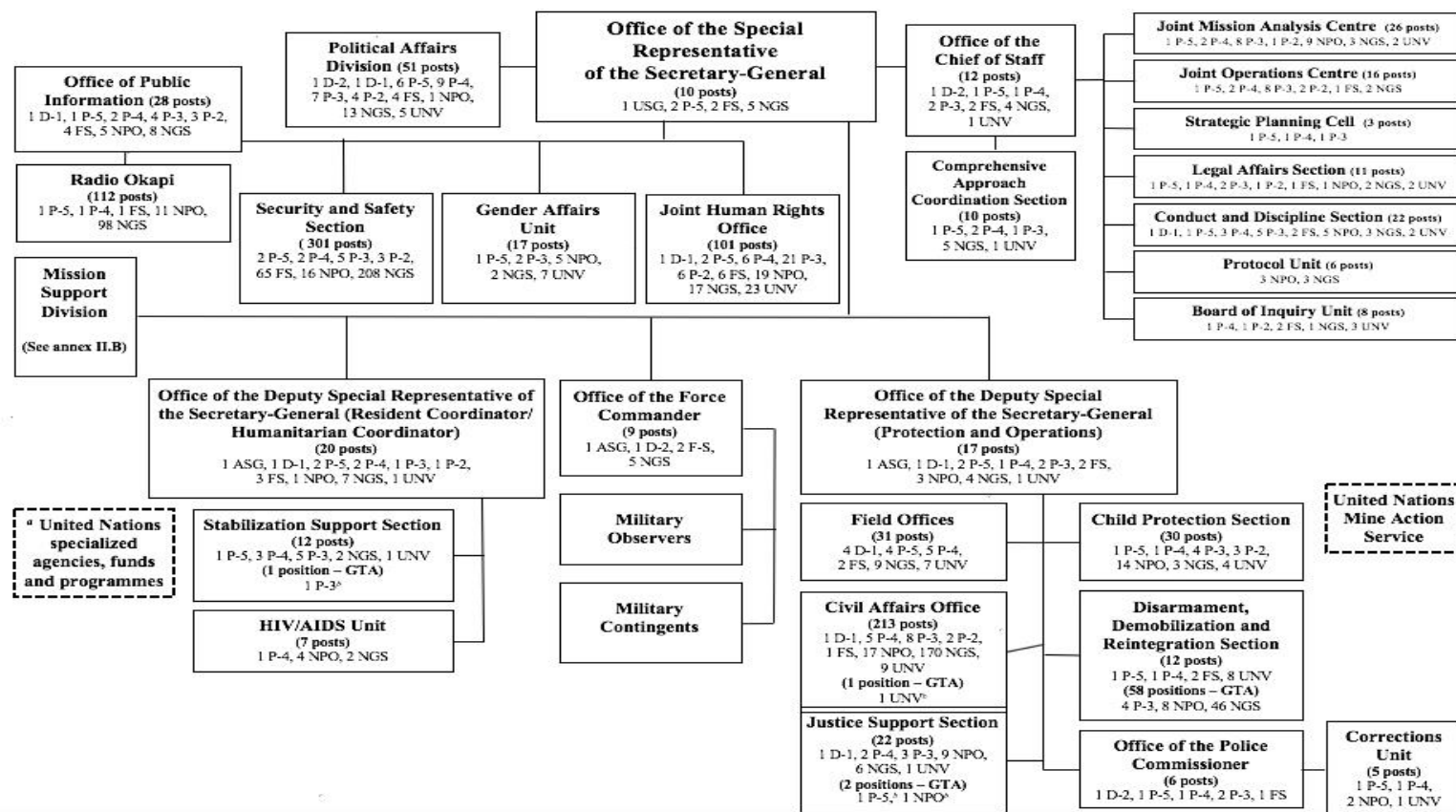
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

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

Annex II

Organization charts

A. Substantive

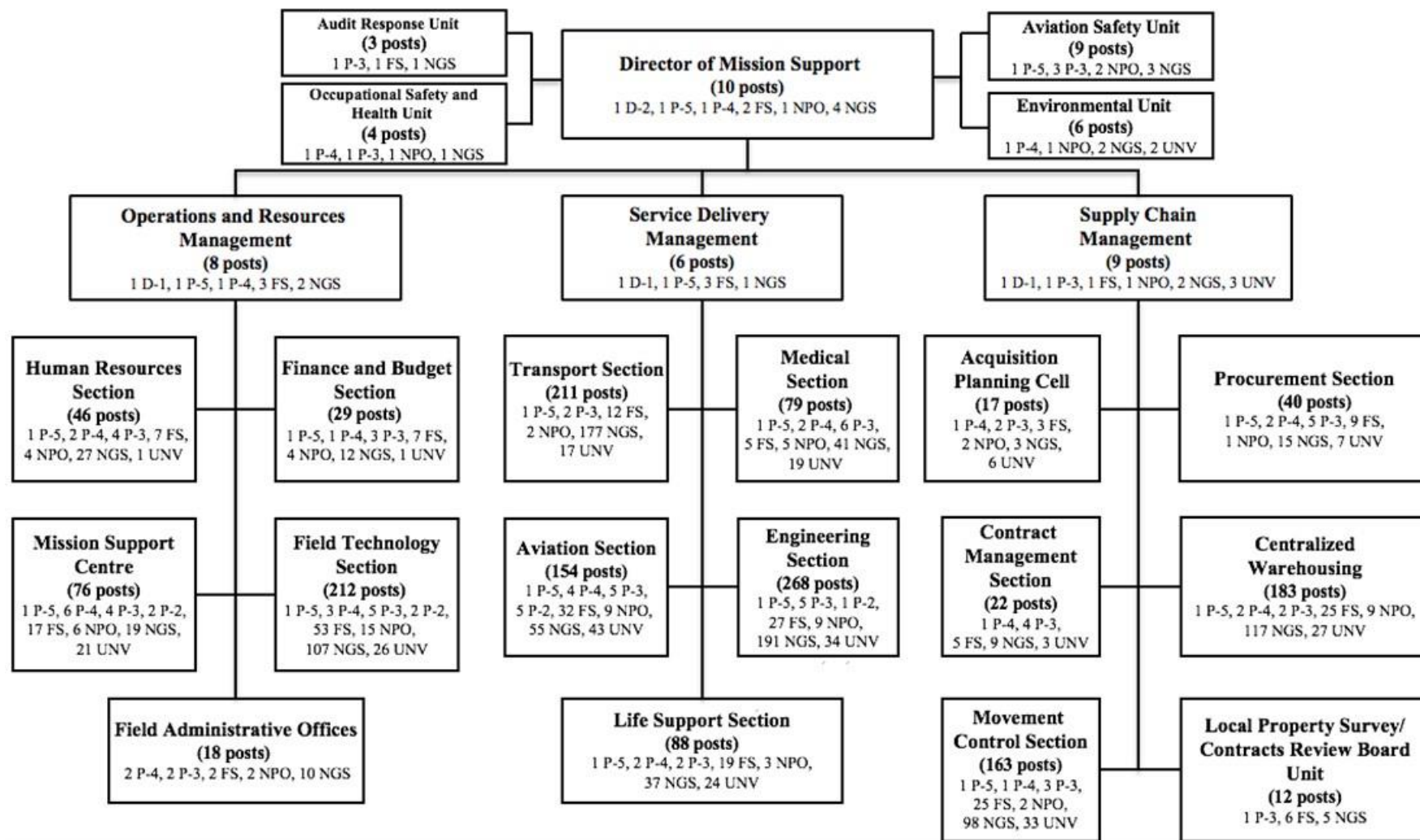


Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GTA, general temporary assistance; NGS, national General Service; NPO, National Professional Officer; USG, Under-Secretary-General; UNV, United Nations Volunteer.

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

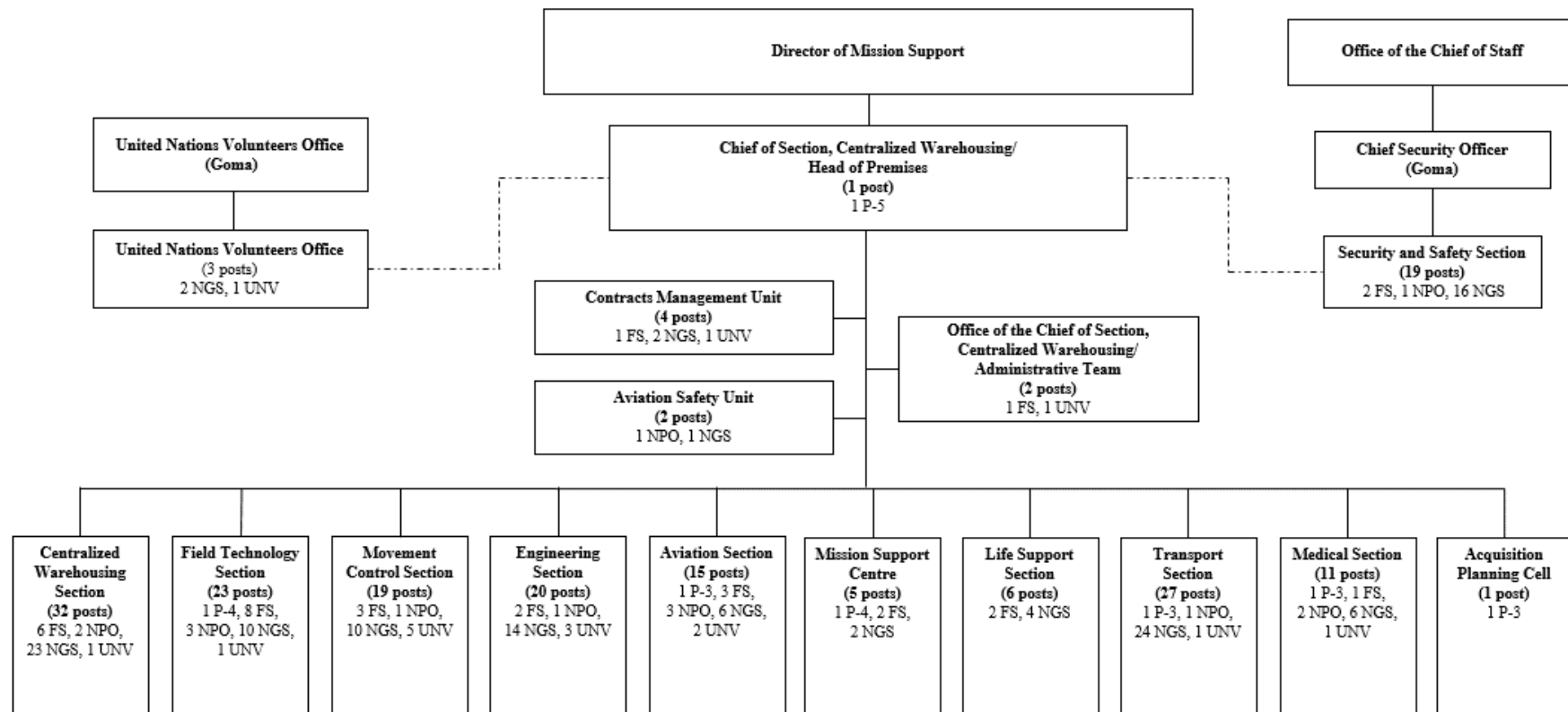
^b New (established).

B. Support



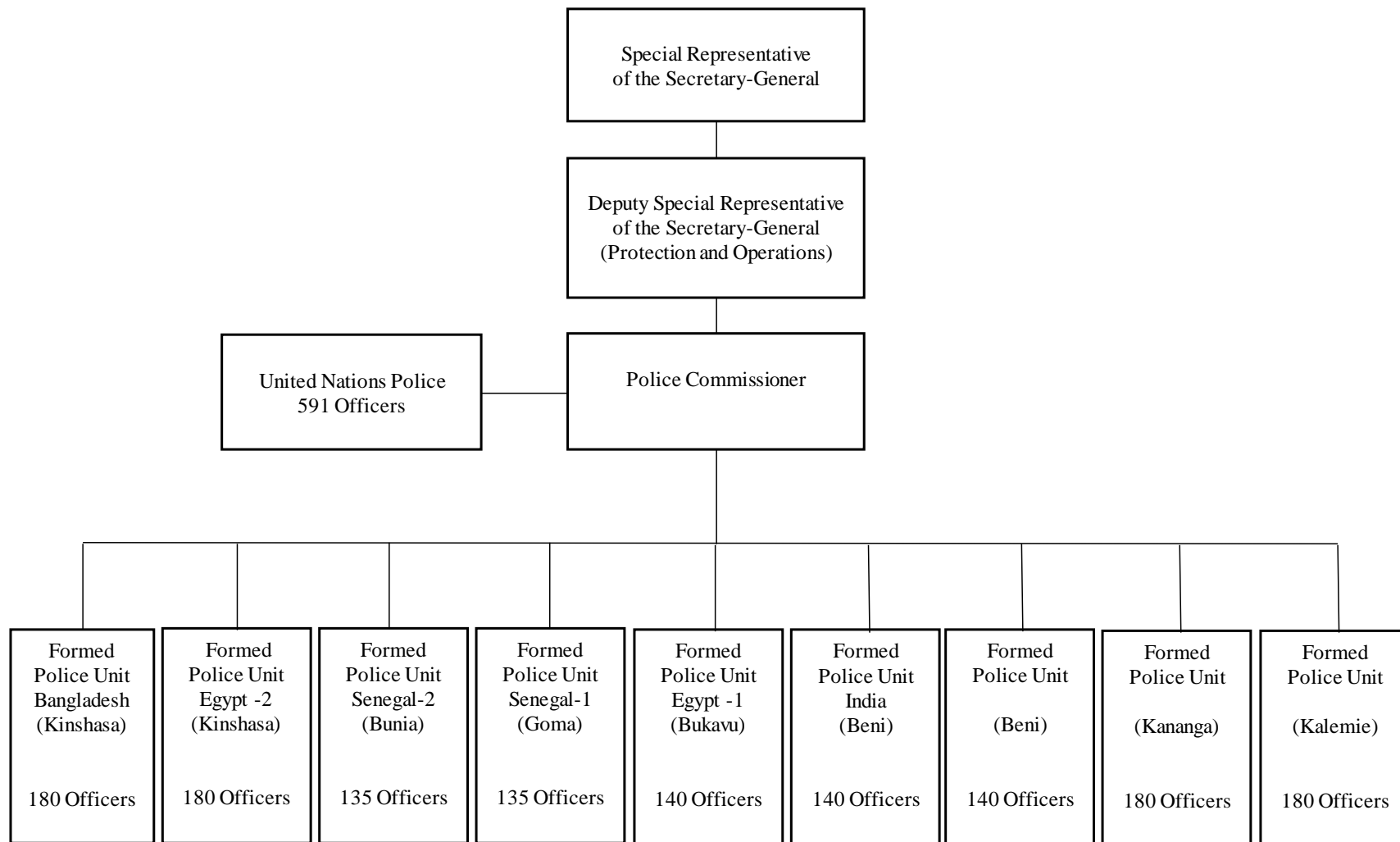
Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

C. Entebbe Support Base

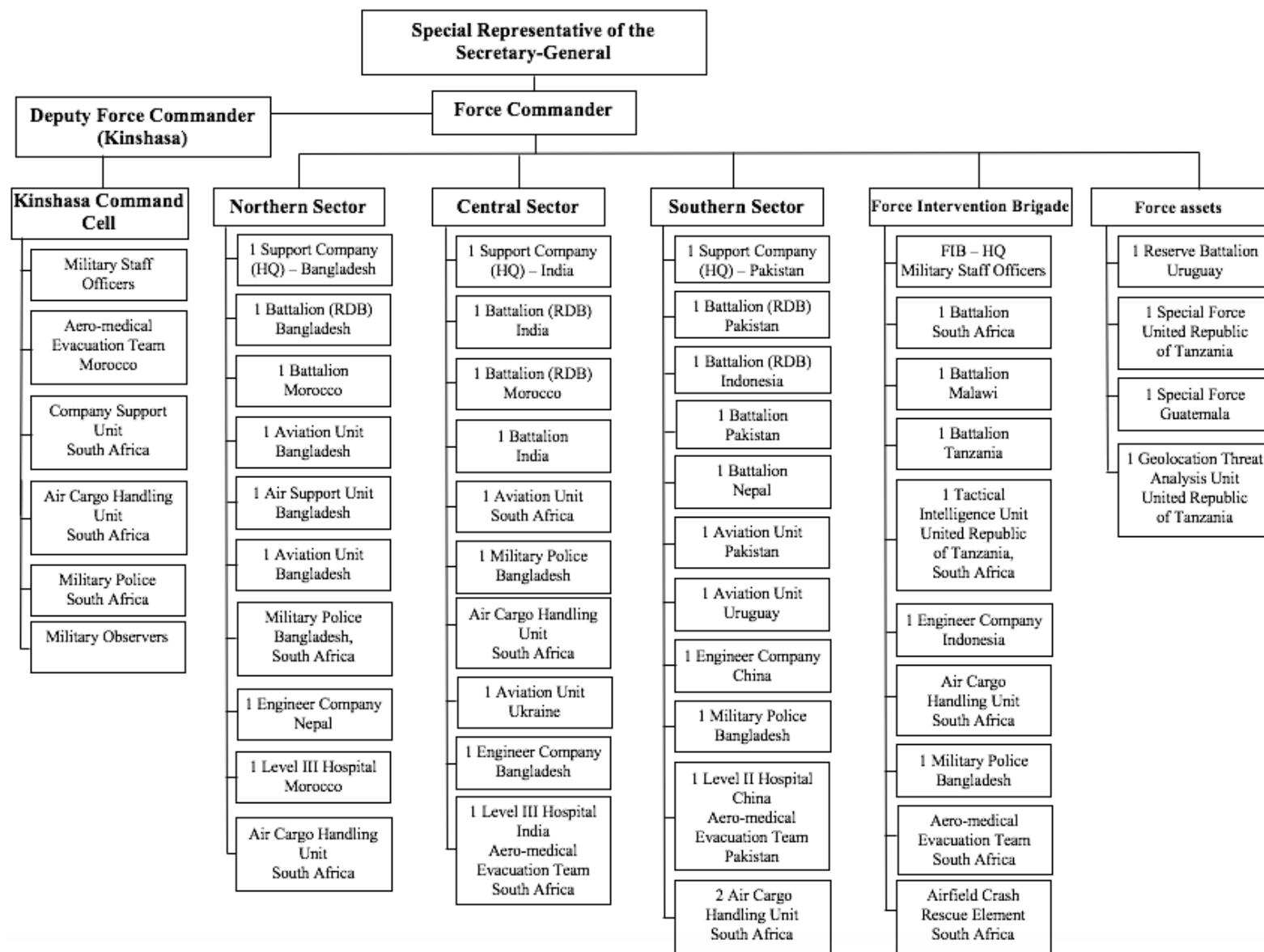


Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

D. United Nations police



E. Military contingents and observers



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

Annex III

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

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

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

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

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

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

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

Map

