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

## Budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for the period from 1 July 2022 to 30 June 2023

### Report of the Secretary-General

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## Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) for the period from 1 July 2022 to 30 June 2023, which amounts to \$1,087,084,900.

The proposed budget in the amount of \$1,087,084,900 represents an increase of \$50,489,300, or 4.9 per cent, compared with the apportionment of \$1,036,595,600 for the 2021/22 period.

During the period from 1 July 2022 to 30 June 2023, MINUSCA will implement the overall strategic objective mandated by the Security Council in its resolution [2605 \(2021\)](#). The Mission will continue its political role in support of the creation of the conditions conducive to the full implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic, support the national authorities in the conduct of peaceful local elections and in responding to threats posed by explosive ordnance, and continue to focus on the protection of civilians, the facilitation of the creation of a secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance, and the protection of the United Nations.

The proposed budget provides for the deployment of 155 military observers, 14,245 military contingent personnel, 600 United Nations police officers, 2,420 formed police unit personnel, 763 international staff (including 31 temporary positions), 615 national staff (including 1 temporary position), 294 United Nations Volunteers and 108 government-provided personnel.

The total resource requirements for MINUSCA for the financial period from 1 July 2022 to 30 June 2023 have been linked to the objective of the Mission through a number of results-based budgeting frameworks, organized according to component (security, protection of civilians and human rights; support for political, peace and reconciliation processes; fight against impunity and support for the extension of State authority and rule of law; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole.

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

## Financial resources

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
Military and police personnel	467 679.1	576 938.4	605 014.4	28 076.0	4.9
Civilian personnel	209 224.9	221 795.3	228 668.0	6 872.7	3.1
Operational costs	259 413.8	237 861.9	253 402.5	15 540.6	6.5
<b>Gross requirements</b>	<b>936 317.8</b>	<b>1 036 595.6</b>	<b>1 087 084.9</b>	<b>50 489.3</b>	<b>4.9</b>
Staff assessment income	15 715.1	14 986.2	16 058.7	1 072.5	7.2
<b>Net requirements</b>	<b>920 602.7</b>	<b>1 021 609.4</b>	<b>1 071 026.2</b>	<b>49 416.8</b>	<b>4.8</b>
Voluntary contributions in kind (budgeted)	–	–	–	–	–
<b>Total requirements</b>	<b>936 317.8</b>	<b>1 036 595.6</b>	<b>1 087 084.9</b>	<b>50 489.3</b>	<b>4.9</b>

**Human resources<sup>a</sup>**

	<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<sup>b</sup></i>	<i>Temporary positions<sup>c</sup></i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
<b>Executive direction and management</b>										
Approved 2021/22	–	–	–	–	124	88	3	48	–	263
Proposed 2022/23	–	–	–	–	127	92	1	49	–	269
<b>Components</b>										
Security, protection of civilians and human rights										
Approved 2021/22	169	14 187	600	2 420	49	30	7	27	–	17 489
Proposed 2022/23	155	14 201	600	2 420	56	30	–	27	–	17 489
Support for political, peace and reconciliation processes										
Approved 2021/22	–	–	–	–	56	10	31	61	–	158
Proposed 2022/23	–	–	–	–	56	10	31	61	–	158
Fight against impunity and support for the extension of State authority and rule of law										
Approved 2021/22	–	–	–	–	49	110	–	13	108	280
Proposed 2022/23	–	–	–	–	49	110	–	13	108	280
Support										
Approved 2021/22	–	44	–	–	416	366	28	132	–	986
Proposed 2022/23	–	44	–	–	444	372	–	144	–	1 004
<b>Total</b>										
Approved 2021/22	169	14 231	600	2 420	694	604	69	281	108	19 176
Proposed 2022/23	155	14 245	600	2 420	732	614	32	294	108	19 200
<b>Net change</b>	<b>(14)</b>	<b>14</b>	<b>–</b>	<b>–</b>	<b>38</b>	<b>10</b>	<b>(37)</b>	<b>13</b>	<b>–</b>	<b>24</b>

<sup>a</sup> Represents the highest level of authorized/proposed strength.

<sup>b</sup> Includes 113 National Professional Officers and 501 General Service staff.

<sup>c</sup> Funded under general temporary assistance: 31 international staff and 1 General Service staff.

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

## I. Mandate and planned results

### A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established by the Security Council in its resolution [2149 \(2014\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2605 \(2021\)](#), by which it extended the mandate to 15 November 2022.

2. The Mission is mandated to help the Security Council to achieve an overall strategic objective, namely, to support the creation of the political, security and institutional conditions conducive to the sustainable reduction in the presence of and threat posed by armed groups through a comprehensive approach and a proactive and robust posture.

3. Within this overall objective, MINUSCA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, presented in the frameworks below. The frameworks are organized according to four components: security, protection of civilians and human rights; support for political, peace and reconciliation processes; fight against impunity and support for the extension of State authority and rule of law; and support, which are derived from the mandate of the Mission.

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

5. In its resolution [2605 \(2021\)](#), the Security Council included reinforced and/or expanded tasks, as follows:

(a) To take concrete measures to mitigate and avoid the use of schools by armed forces, as appropriate, and deter the use of schools by parties to the conflict, and to facilitate the continuation of education in situations of armed conflict;

(b) To support the national authorities in the prevention, mitigation and response to the threat posed by explosive ordnance;

(c) To provide specific protection and assistance for women and children affected by armed conflict, including through the deployment of protection advisers, child protection advisers, women protection advisers and civilian and uniformed gender advisers and focal points, as well as consultations with women's organizations, and by adopting a gender-sensitive, survivor-centred approach in this regard, especially to provide the best assistance to survivors of sexual violence, and to support women's participation in early warning mechanisms;

(d) To support the implementation of the United Nations and Government of the Central African Republic joint communiqué to prevent and respond to sexual violence in conflict and to take into account these specific concerns throughout

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

activities of all mission components, in line with the Handbook for United Nations Field Missions on Preventing and Responding to Conflict-Related Sexual Violence, and to ensure, in cooperation with the Special Representative of the Secretary-General for Sexual Violence in Conflict, that risks of sexual violence in conflict are included in the Mission's data collection, threat analysis and early warning system;

(e) To assist the national authorities in the completion of an inclusive “republican dialogue”<sup>1</sup> and the preparation and delivery of peaceful local elections of 2022, by providing good offices, including to encourage dialogue among all political stakeholders, in an inclusive manner, to mitigate tensions throughout the electoral period, by providing security, operational, logistical and, as appropriate, technical support, in particular to facilitate access to remote areas, and by coordinating with the United Nations Development Programme (UNDP) regarding international electoral assistance;

(f) To support the national authorities in implementing an inclusive, gender-sensitive and progressive programme for disarmament, demobilization and reintegration and, in case of foreign elements, repatriation of members of armed groups, and, as appropriate, and in consultation and coordination with international partners, support possible, temporary, voluntary cantonment sites in support of community-based socioeconomic reintegration, while paying specific attention to the needs of children associated with armed forces and groups and women combatants, the need to ensure the separation of children from these forces and groups, and the need to prevent re-recruitment, and including gender-sensitive programmes.

6. The MINUSCA headquarters and logistics base are located in Bangui and will support 139 sites in Bangui and across the country. Mission locations comprise 12 field office locations, including Bangui, with civilian, police and military units and other field locations and sites consisting of military and police units.

## **B. Planning assumptions and mission support initiatives**

7. The Mission, in cooperation with partners, has established and implemented a number of key initiatives in support of the Central African authorities that have contributed to efforts to revitalize the political process, including the preparation for a republican dialogue, and to the implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic (Peace Agreement). Other initiatives include enhanced local early warning and community-based protection mechanisms; timely conclusion of the presidential and legislative elections; progress on the preparations for free, fair inclusive, transparent, peaceful, timely and credible local elections; improved security and protection of civilians and the rule of law; the prevention and mitigation of and remedial action for violations and abuses of human rights and international humanitarian law; the disarmament, demobilization and reintegration of combatants; political and community dialogue; peace processes; and the extension of the State presence across the country through the increased deployment of State civilian personnel and efforts to sustain the deployment of internal security forces. The Government has continued to implement the donor-supported National Recovery and Peacebuilding Plan 2021–2023.

8. MINUSCA will use the lessons learned from the presidential election of 27 December 2020 and several rounds of legislative elections held in 2021 to guide its support for the next stage of the democratization process in the Central African Republic. On 1 October 2021, the National Electoral Authority adopted a consolidated

<sup>1</sup> The President, Faustin Archange Touadera, proposed a republican dialogue as a public and fully inclusive consultation on the issues of peace, security, stability and national reconciliation.

electoral calendar for 2022 and 2023 for local elections at the municipal and regional levels, whereby the first and second rounds of local elections are expected to be held in September 2022 and January 2023, respectively. The vote will be preceded by pre-electoral operations aimed at enhancing the inclusivity of the process. MINUSCA will continue to provide integrated support to the Authority in preparation for the local elections, including in the new administrative districts established pursuant to the decentralization laws. During the 2022/23 period, the Mission will focus its efforts on providing support for the registration of candidates, training and civic education, as well as logistical support and the distribution of electoral material. In coordination with UNDP, efforts to mobilize the required financial resources will continue, capitalizing on the material investment and capacities built for the national elections of 2020 and 2021. MINUSCA will continue to employ its good offices to restore a conducive political environment, will assist the National Electoral Authority in operational and security planning for the organization of local elections and will continue to maintain a robust military and police posture to dissuade armed groups from further obstruction of the elections and of the delivery of humanitarian aid and to protect civilians.

9. The security context in the country continues to be affected by the political violence that began in mid-December 2020, including the formation of the Coalition des patriotes pour le changement, which launched attacks on national defence and internal security forces, and the ensuing counter-offensive by government forces, with the support of other security personnel. The intensification of the armed conflict has been accompanied by a new threat to the security and safety of the population, United Nations civilian and uniformed personnel in the form of an uptick in incidents involving explosive ordnance in western parts of the Central African Republic. Moreover, while national defence forces made territorial gains over armed groups, their sustainment remains fragile and the deployment of internal security forces to areas outside of Bangui has remained limited, thus jeopardizing any gains made and creating the potential for security vacuums. Armed groups have also retained their capacity to launch an offensive and threaten the civilian population. The security situation remains fragile, in particular in the west, north-west and centre of the country, owing to continued clashes between armed groups, mainly those affiliated with the Coalition and national defence forces assisted by other security personnel.

10. MINUSCA continues to implement its mandate in a robust manner, including on security and the protection of civilians in a challenging environment, marked by an unprecedented increase in hostile threats and incidents by the national defence forces and other security personnel targeting MINUSCA. Such incidents will continue to pose grave risks to the safety and security of peacekeepers and challenges in the delivery of the Mission's mandate. Such action contravened the commitments of the Government as part of the status-of-mission agreement with MINUSCA by limiting the Mission's freedom of movement and violating the privileges and immunity of MINUSCA and its properties.

11. During the 2021/22 period, clashes between armed groups and national defence forces assisted by other security personnel resulted in a spike in human rights violations and abuse, as well as in conflict-related civilian deaths. Most civilian deaths were the result of the indiscriminate, disproportionate and excessive use of force, including by national defence and internal security forces and other security personnel. Armed groups perpetrated the majority of documented human rights abuses, including the killing of civilians, and of the occupation of public infrastructure and private residences. The continuation of military operations against armed groups and the change in tactics by the same armed groups launching attacks against the civilian population are expected to continue and to be accompanied by human rights abuses and violations of international humanitarian law by the different

parties to the conflict. MINUSCA will continue to advocate respect for international human rights law, international humanitarian and refugee law and accountability for perpetrators. In line with resolution 2605 (2021), the Mission will monitor, help to investigate and ensure reporting on violations and abuses committed against children and women, including rape and other forms of sexual violence in armed conflict. MINUSCA will also assist the Central African authorities in their efforts to protect and promote human rights and prevent violations and abuses, building on the progress made with the establishment of a special investigation commission on 4 May 2021.

12. Following the mini summit of the Heads of State of the International Conference on the Great Lakes Region held in Luanda on 20 April 2021 on the situation in the Central African Republic, a joint road map for peace in the Central African Republic was adopted on 16 September 2021 to revitalize the peace process. The Heads of State called for the declaration of a ceasefire by the Government and reaffirmed continued consultations with leaders of the armed groups towards a total renunciation of violence. Accordingly, the President of the Central African Republic, Faustin Touadera, announced, on 15 October 2021, a unilateral ceasefire and called upon the leaders of the Coalition des patriotes pour le changement to comply in full with their commitments and to give peace, security and the socioeconomic development of the country a chance. The Mission will support the peace process by accompanying the implementations of the joint road map in the established framework of the Peace Agreement, which represents the most viable path for peace and stability in Central African Republic, and by supporting the monitoring of the ceasefire as mandated by the Security Council. MINUSCA will continue to support the functioning of the mechanisms of the Peace Agreement and ensure improved coordination at the local, national and regional levels.

13. The coronavirus disease (COVID-19) pandemic continues to create challenges for the Mission and national authorities, given that the vaccination rate remains low and the pandemic exacerbated already dire vulnerabilities among the country's population. The Mission will continue to strengthen coordination with national authorities and international partners to enhance the health-care system, support vaccination campaigns, construct and rehabilitate isolation centres, raise awareness of the population of the risks related to COVID-19 and the benefits of vaccination, establish screening systems and support coordination of an effective United Nations-wide response in line with the guidance of the World Health Organization.

14. The assumptions underlying the planned activities of the Mission for the 2022/23 period include the following:

(a) Efforts to revitalize the political process are likely to continue. The implementation of the International Conference on the Great Lakes Region joint road map should help to advance the various tracks of the political process, specifically the Peace Agreement; the republican dialogue; and the overall peace process aimed at broadening political space and enhancing inclusiveness. Progress on these different tracks will be uneven absent firm national ownership and inclusiveness in the overall political process. While resources from the international community in support of the Central African Republic are expected to decline, the robust and independent political mandate of MINUSCA, its good offices, and its coordinating and convening role will continue to be essential to facilitate unity and coherence of efforts in broadening and sustaining the peace process and to foster commitment by all Central African stakeholders to continue to implement the joint road map and the Peace Agreement and to hold the republican dialogue;

(b) The Peace Agreement, supplemented by the International Conference on the Great Lakes Region joint road map, will continue to be the primary framework for political dialogue and peace consolidation in the country, but the political will of



parties to the Agreement to continue to engage in a comprehensive dialogue and peace process may be limited, given that they may continue to show distrust and to prioritize a military solution. Progress towards key milestones envisioned in the Agreement may have stalled throughout the local electoral period, with some armed groups deviating from their commitments and reducing engagement in an attempt to leverage the electoral process for political advancement. This could lead to delays in the implementation of key provisions of the Peace Agreement and of the recommendations that resulted from the evaluation organized by the Government early in 2021;

(c) The republican dialogue should have concluded, but its scope and level of inclusivity could be challenged, given the restrictive approach of the process and the reluctance by the political opposition and civil society to take part in it. The outcome of the dialogue process may not fully address the structural drivers and root causes of the conflict, nor lead to a conducive political climate;

(d) Localized conflicts are likely to continue to destabilize parts of the country, fuelled by intercommunal tensions, the resorting to armed and military action and the further stigmatization of marginalized communities. Local conflict prevention and resolution efforts will need to be strengthened, both within the framework of the Peace Agreement's local implementation architecture and the longer-term intercommunal dialogue mechanisms. Meanwhile, instability and insecurity caused by seasonal transhumance along borders will also continue to pose a risk among herder and farmer communities. Cross-border security challenges will likely continue to have an impact on regional dynamics;

(e) National defence forces and other security personnel are likely to continue residual military operations, notwithstanding the declaration of the ceasefire. However, it is expected that they would have slowed and, as a result, the Armed Forces of the Central African Republic and other security actors would control some strategic locations, although it remains difficult to anticipate their impact and sustainability. MINUSCA will remain the de facto provider of security to the population, in particular minorities and the most vulnerable. However, obstructions and violations of the status of mission agreement will continue to represent challenges to MINUSCA;

(f) Conflict drivers, including economic and political grievances, which led to the formation and continuation of armed groups, are not expected to change significantly, resulting in the continued threat and presence of armed groups. The aftermath of the military operations and the targeting of certain religious and ethnic groups could also exacerbate communal tensions and lead to youth from those communities joining armed groups and/or open intercommunal conflicts in some areas;

(g) Military tactics will have evolved, including the increased use of explosive ordnance, which could spread to other parts of the country than the west and constitute an important threat to the population, in particular women and children, humanitarian actors and United Nations personnel, and will have an impact on the implementation of the political process. The displacement of armed groups from their stronghold is also expected to lead to an increase in their use of illegal extortion tactics, affecting the freedom of movement of Central African citizens;

(h) In accordance with the electoral calendar and the Peace Agreement, relevant legislative reform should be implemented, although legislation on decentralization could be both embraced or resisted on the basis of existing local-level power-sharing arrangements;

(i) The National Electoral Authority will continue to require significant technical assistance and operational and logistical support from MINUSCA for the effective holding of local elections from September 2022 to January 2023. The local elections will present increased challenges and complexities, given the high number

of candidates and voting constituencies. Extensive civic education and awareness-raising will be required to support the local population's understanding of the local electoral process and decentralization. While local election-related activities will remain protected in accordance with the rights to freedom of expression and peaceful assembly, in some instances election-related speech may constitute hate speech or public incitement to violence, requiring enhanced monitoring and measures to mitigate its effects;

(j) Resources required for the Government to facilitate local elections will have been secured through the national budget and contributions from international partners and donors. MINUSCA will provide good offices and technical, operational, logistical and security support, as well as coordinate international electoral support for inclusive, transparent, credible, peaceful and timely local elections, pursuant to resolution 2605 (2021). However, the effective conduct of local elections may be undermined by a lack of political consensus, ensuing insecurity, a lack of resources, the slow disbursement of funds by the Government and international partners, and the minimal technical capacity of the Government;

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

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

(m) The country, with the support of international partners and depending on the security situation, will have continued to implement major reforms, which will create opportunities for the further extension of State authority. However, the deployment of security and rule of law personnel and civilian administration to all parts of the country outside of the capital will remain limited. Structural problems, including the lack of infrastructure, payment facilities and oversight, will continue to pose a challenge to the effective and sustained presence of State authority;

(n) The increased number of meetings of the joint bilateral commissions with neighbouring countries will further address the transnational dimensions of the conflict. The International Support Group on the Central African Republic and partner regional organizations will have continued to meet, facilitating sustained regional engagement in the peace and political process;

(o) MINUSCA is expected to have made progress on implementing recommendations from various reviews on improving mission performance, with a specific focus on preventing sexual exploitation and abuse. Incidents of sexual exploitation and abuse by MINUSCA personnel may overshadow mandate implementation;

(p) The spread of and risk posed by the COVID-19 pandemic will have been reduced, but the presence of the virus will necessitate continued adaptation and diligence by all stakeholders. It is anticipated that the majority of the Central African population will not have access to a vaccine, and adherence to preventive measures, such as wearing masks, will remain extremely limited. The Mission will continue to

implement measures to mitigate any medium-term impact on mandate implementation and ensure ongoing business continuity. This will include adopting and adapting measures to mitigate the impact of the spread of the virus in the country and ensuring that MINUSCA personnel are not a contagion vector;

(q) Regardless of the impact and duration of the COVID-19 pandemic, the humanitarian situation is expected to remain dire and displacement levels high, in the absence of considerable investment in development and peace dividends for the population. The operating environment for humanitarian partners is expected to remain volatile and dangerous, which could have a negative impact on vital humanitarian operations;

(r) Logistical and infrastructure constraints in the country notwithstanding, the Mission's response to security threats will have improved as a result of an effective and robust military and police posture, its increased strength, increased flexibility and mobility, and the implementation of major recommendations related to mission performance, including with respect to temporary operating bases;

(s) As in prior periods, the major assumptions underlying the operations and plans of the Mission during the 2022/23 period are driven in large part by the provision of the resources necessary to effectively and fully implement the mandate of the Mission, while taking initiatives to achieve further efficiencies, where feasible.

15. The Comprehensive Planning and Performance Assessment System was launched in MINUSCA in 2019 and is being used regularly to plan, assess, adapt and strengthen operations to enhance mandate delivery, as well as to inform the development of the results-based budgeting frameworks. The System is used regularly to assess the effectiveness and impact of the Mission's outputs and identify best practices and areas where operations can be strengthened. MINUSCA also uses System data and analysis to better illustrate to Member States how the Mission is contributing to change over time – and where it faces challenges – including through reports of the Secretary-General and Security Council briefings.

16. MINUSCA used its internal planning processes to inform the development of the results-based budgeting frameworks, with a view to ensuring that: (a) they are focused on the highest priorities of the Mission; (b) they are based on the most recent analysis of the local context and emerging opportunities; (c) they target stakeholders identified as key to promoting change and achieving mandated tasks; (d) they are reflective of assessments of the Mission's performance and impact; and (e) the indicators in the results-based budgeting frameworks are aligned with impact-oriented indicators and outputs of the System and are therefore increasingly focused on impact. The use of the System in developing its results-based budgeting frameworks also helped MINUSCA to focus the foreseen outputs on what proved to be the most impactful.

17. The budget proposal for the 2022/23 period includes changes in the staffing establishment of the Mission. The staffing changes include the conversion of 38 general temporary assistance positions to posts, given the continuing nature of the relevant functions. In the budget report for MINUSCA for the 2018/19 period, the Secretary-General proposed the conversion of 39 positions to posts, owing mainly to the continuing nature of the relevant activities. These positions form part of the staffing complement of the Conduct and Discipline Service, the Office of the Police Commissioner, the Mission Support Centre, the Office of the Chief of Service Delivery, the Facilities and Engineering Management Section and the Procurement Section. Considering that a strategic review of MINUSCA was planned for the summer of 2018, with the possibility that a civilian staffing review could follow, if recommended, as a result of the strategic review, the Advisory Committee on Administrative and Budgetary Questions recommended against the approval of the

proposed conversions at that time. Subsequently, while a strategic review was conducted in 2018 as planned, a civilian staffing review was not recommended. Staff members fulfilling all support and substantive functions approved under general temporary assistance are required to deliver on the mandate of the Mission.

18. In its resolution [2566 \(2021\)](#), the Security Council authorized the deployment of additional uniformed personnel to strengthen the Mission's ability to implement its mandate in the light of a worsening security situation and threat to democratic order. The deployment of the additional 3,690 authorized military and police personnel represents an increase of 26.9 per cent in the number of uniformed personnel. Supporting the deployment of the additional personnel with a minimal increase in the number of support personnel represents significant challenges requiring the strengthening of the civilian components of MINUSCA. The Mission seeks to further strengthen its civilian support and substantive functions through the proposed conversions of functions that are continuous in nature and expected to be needed throughout the duration of its mandate. The positions proposed for conversion play a crucial supporting role required for the successful implementation of the Mission's mandate through the reinforcement of its uniformed personnel. In the same context, the Mission also seeks to further strengthen the Conduct and Discipline Service, the Human Rights Division, the Facilities and Engineering Management Section and the Security Section.

### **Main priorities of the Mission**

19. To achieve its strategic objective during the 2022/23 period, the Mission has been mandated to continue to focus on core peacekeeping priorities: the protection of civilians, including support for the national authorities in the prevention, mitigation and response to the threat posed by explosive ordnance; the provision of good offices and support for the peace process, including the implementation of the Peace Agreement, national reconciliation, social cohesion and transitional justice; the facilitation of the creation of a secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance; and the protection of United Nations personnel and property.

20. In addition to those priority tasks, MINUSCA is mandated, within its capacities and resources and in coordination with the Government of the Central African Republic, to promote and protect human rights; support the republican dialogue and the local elections in 2022; continue to strengthen its support for the extension of State authority, the deployment of territorial administration personnel, national defence and internal security forces and the preservation of territorial integrity; support security sector reform; implement disarmament, demobilization, reintegration and repatriation and community violence reduction programmes; and support national and international justice, the fight against impunity and the rule of law. These tasks and the four priority tasks set out in paragraph 19 above are mutually reinforcing.

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

## **Security, protection of civilians and human rights**

22. The protection of civilians, including the prevention of conflict and mitigation of its impact on the population, will remain a priority mandated task, in particular in the context of preparing for local elections. The security strategy of the Mission will rely on an integrated response, including targeted force and police interventions that will support the Government in sustainably reducing physical violence and threats against civilians. This strategy will be anchored in the broader political process, with the aim of bringing all stakeholders to the table for constructive dialogue and disincentivizing armed groups, to favour conflict transformation by peaceful means. The Mission will ensure a rapid response to threats against civilians through an integrated, robust and proactive mission approach, which will focus on preventing attacks against civilians. This will be aided by joint protection teams, reconnaissance missions, robust patrolling, a deterrent posture against possible and plausible attacks, and the facilitation of short- and long-term operations to secure key hotspots, as well as support for the Government in expanding its presence outside of Bangui and preventing electoral or political violence.

23. The Mission will continue to enhance efforts to protect United Nations personnel, including through the implementation of the recommendations of Lieutenant General (retired) Carlos Alberto dos Santos Cruz contained in the action plan to improve the security of peacekeepers, measures to improve peacekeeping performance and accountability in line with the Action for Peacekeeping Plus initiative of the Secretary-General, as well as recommendations by the Office for the Peacekeeping Strategic Partnership and other reviews. The Mission will continue to implement the women and peace and security agenda, including by ensuring the meaningful participation of women in the peace process and advancing political solutions, as well as enhancing gender responsiveness across all areas. To create an enabling environment for the Mission to implement its mandate will require the implementation of a strong conduct and discipline programme that manages and mitigates identified risks associated with all types of misconduct by mission personnel, with a specific focus on the prevention of sexual exploitation and abuse of vulnerable women and children, complemented by a victim-centred approach.

24. The Mission will enhance its multidimensional approach to stabilization and the protection of civilians in a complex security environment that includes threats to its personnel, including through adaptive measures that will address evolving tactics used by the armed groups, such as the increased use of explosive ordnance. The Mission's planning in this regard will be informed by its updated protection of civilians strategy and analysis of human rights violation and abuses and their perpetrators, in line with its new political strategy. Specific attention will be given to the evolution of security dynamics, the return of displaced persons and explosive ordnance threats, in order to enhance early warning mechanisms and ensure a timely and adequate integrated mission response for the protection of civilians. The Mission will continue to prevent attacks against civilians and other human rights violations and abuses through coordinated military, police and civilian initiatives, in coordination with capacity-building support for communities to better assess risks and threats, resolve and mediate local disputes and prevent outbreaks of violence. The strategy of the Mission on the protection of civilians will be sustained by enhanced community-level protection mechanisms that emphasize preventive measures, strengthened early warning and proactive physical protection. The Mission, through its military, police and civilian personnel, as well as through political engagement, will incentivize parties to continue to seek political solutions to the conflict and ensure that armed groups are prevented from expanding territory or committing human rights violations and abuses that contravene their commitments under the Peace Agreement. The Mission will work in close coordination with humanitarian

actors to continue to facilitate the creation of a protective environment for the unhindered provision of humanitarian assistance and for the return, integration or resettlement of internally displaced persons and refugees. Communication and information-sharing among all security actors, including the national authorities and other security actors deployed in the Central African Republic, will remain important to ensure the security of humanitarian actors and MINUSCA. The Mission, in collaboration with relevant national and international partners, will support the Central African authorities in the prevention and mitigation of and response to the threat posed by explosive ordnance.

25. In addition, the Mission will continue to improve the protection and promotion of human rights in the country, with a specific focus on women and children. The Mission will monitor, help to investigate, report on and support the prosecution of violations of international humanitarian law and human rights, including all forms of conflict-related sexual violence and abuse, as well as the six grave violations of the rights of children. The Mission will focus these efforts on monitoring, investigating and reporting on violations and abuses committed against women and children and support the strengthening of national legislation and national human rights mechanisms and institutions in this regard. To combat impunity and hold perpetrators accountable, the Mission will provide technical assistance to national authorities to prosecute those responsible for violations of international humanitarian law and violations and abuses of human rights. The Mission will continue to strengthen its support for armed groups in the roll-out of their respective action plans to prevent and respond to grave violations of the rights of children and will continue its efforts, through dialogue, to persuade more armed groups to issue command directives to prevent grave violations of the rights of children. The Mission will continue to report publicly on human rights violations and abuses, including conflict-related sexual violence, and violations against children, regardless of perpetrator. In addition to public reports, MINUSCA will report annually to the Security Council and follow up on abuses and violations of human rights and international humanitarian law committed in the Central African Republic. MINUSCA will also continue to support the efforts of national authorities to protect and promote human rights and prevent violations, in particular by the national defence and internal security forces, including through ensuring compliance to the human rights due diligence policy.

26. The integrated security, protection and human rights strategy of the Mission will be anchored in the political, electoral and peace processes, including peace mechanisms at the local and national levels and efforts to support the peace process at the regional level. These efforts will be aligned with and complemented by ongoing support for security sector reform; the increased disarmament, demobilization and reintegration of combatants; improved security to enable the facilitation of local elections; and support for the Government in stabilizing areas through the restoration of State authority. The Mission will continue to support national efforts to improve the operational effectiveness of the national defence and internal security forces in priority areas for stabilization. To contribute to the fight against impunity, the strengthening of the rule of law and the protection and promotion of human rights, the Mission will continue to provide technical assistance and logistical support to the national defence and internal security forces, in strict compliance with the human rights due diligence policy.

27. The Mission will also support the Government in reducing instability and insecurity caused by seasonal transhumance along borders and transhumance corridors, including by supporting the development of a national border management policy and the increased operationalization of transhumance management committees at the local level. Enhanced security at border areas and around mining sites will be improved through engagement and cooperation with neighbouring countries to

promote regional stability and support for relevant security forces. Special attention will also be given to the Mission's local and community engagement to protect minority communities and combat hate speech and incitement to violence, thereby preventing a relapse into intercommunal conflict. The Mission will continue to monitor and ensure accountability for adherence to the Peace Agreement and the ceasefire from a political and security perspective, including through the use of urgent temporary measures, where required.

### **Support for political, peace and reconciliation processes**

28. MINUSCA, in collaboration with the guarantors of the Peace Agreement, the International Conference on the Great Lakes Region and other partners, will continue to encourage an inclusive dialogue among Central African stakeholders, including signatories to the Peace Agreement, political parties and civil society, specifically women, youth, religious groups and traditional leaders, with a view to consolidating and advancing gains in the peace and reconciliation process, in particular through concrete deliverables within the framework of the International Conference on the Great Lakes Region joint road map and the Peace Agreement. Priority will be placed on supporting the Government in establishing the political, security, legal and technical conditions essential to broadening political space in the context of the Peace Agreement, including for the facilitation of inclusive, transparent, peaceful, timely and credible local elections. MINUSCA will continue to support the consolidation of democratic gains and a more representative system of governance, including at the local level, to provide more opportunities for marginalized communities to participate in public life and respond directly to long-standing claims of signatory parties. The Mission's updated political strategy, supported by a security strategy, will serve as the guiding document that harnesses and integrates all mission capacities. The Mission's unique convening and coordinating role and strategic partnerships, including with the United Nations presence in the region, regional organizations and bilateral partners of the Central African Republic, will be leveraged in support of this strategy and to prevent a fragmentation of the peace process. To this end, the Mission will enhance its good offices and technical support to reinvigorate the peace process, including by addressing any residual political challenges and/or those related to democratic order following the presidential and legislative elections. In partnership with national authorities, MINUSCA will continue to emphasize the expectations of the signatories regarding the full and timely adherence to their commitments. This will include increased joint engagement and visits with the African Union, the Economic Community of Central African States (ECCAS) and the International Conference on the Great Lakes Region to engage with armed groups for their constructive engagement in the peace process.

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

30. Efforts at the national and regional levels will be linked directly to the dialogue at the local level, community engagement and reconciliation initiatives to enhance advancement towards sustainable peace countrywide, address underlying conflict drivers, including transhumance-related violence, and meet the legitimate interests of the wider Central African population. Special attention will be given to conflict resolution and to preserving and strengthening an inclusive democratic space and ensuring the basic rights and freedoms for all Central Africans, including women, young people, minorities, displaced persons, the political opposition and the independent media. In coordination with the Government, the United Nations country team and international partners, MINUSCA will continue to build on progress made with peace mechanisms at the local level and the committees established to support the implementation of the Peace Agreement, enhancing synergies and reducing duplication so that these bodies effectively fulfil a conflict de-escalation, reconciliation and mediation role. This local architecture will include local peace committees, the prefectural committees for the implementation of the Peace Agreement and technical committees on security, as well as mechanisms that will support dispute resolution, mediation and the raising of awareness regarding the Agreement, and enhanced communication between local leaders and national actors.

31. As an immediate mandated objective and as part of its wider support for the political process in the country, the Mission, in coordination with partners, will support favourable conditions for transparent, peaceful, free, fair, credible and inclusive local elections through the continued provision of technical, logistical, operational and political support to the National Electoral Authority and other institutions, such as the Constitutional Court and the High Council for Communication. The Mission, in cooperation with the High Council, will continue to support the full implementation of the national action plan on the prevention of hate speech and public incitement to violence, to prevent threats against civilians, combat public incitement to violence and promote peace and reconciliation. The continued local presence of the Mission's electoral personnel and electoral field offices, as well as technical and logistical support provided to national authorities at the central level in Bangui, will be critical for the successful preparation and holding of local elections. MINUSCA will provide technical and operational support to the National Electoral Authority for civic engagement and voter education at all levels to ensure that local stakeholders are well informed about the roll-out of the decentralized process and are actively involved in their constituency's electoral processes. It will be key to nurturing a culture of democratic governance in the aftermath of the local elections, including by building on local-level gains in the implementation of the Peace Agreement and other reconciliation efforts, and to addressing the long-standing grievances of marginalized groups.

32. MINUSCA will continue to support security sector reform and disarmament, demobilization and reintegration as essential means for advancing the political process, while ensuring that these processes, together with interim security measures, are mutually reinforcing and contribute to the rule of law, the extension of State authority and the facilitation of peaceful local elections. The Mission's coordinating and convening role, as well as its strategic advice, will remain important in ensuring cohesive and coordinated support for the establishment of a national professional, inclusive, accountable and sustainable security architecture. MINUSCA will continue to support national authorities, specifically the new ministry of state in charge of disarmament, demobilization, reintegration and repatriation, and the follow-up on the Peace Agreement in its planning and operations for the disarmament, demobilization, reintegration and repatriation of eligible combatants aimed at achieving the complete dissolution of armed groups in accordance with the terms of the Agreement. In this regard, the Mission will provide support to the unit for the implementation of the national disarmament, demobilization, reintegration and repatriation programme for



the disarmament and demobilization of combatants from armed groups associated with the Coalition des patriotes pour le changement that are expected to rejoin the peace agreement through the International Conference on the Great Lakes Region joint road map. In addition, the Mission will continue to follow-up with national authorities to ensure that synergies exist for the integration of demobilized ex-combatants into the security sector, depending on the national recruitment campaign.

33. The appointment of a minister dedicated to disarmament, demobilization, reintegration and repatriation and follow-up on the implementation of the Peace Agreement may provide new impetus for the effective integration of ex-combatants into national defence and internal security forces or their demobilization and reintegration. The Mission will ensure the synchronization of its support for the disarmament, demobilization, reintegration and rehabilitation programmes and security sector reform processes, taking into account the contribution of partners such as the African Union and the European Union. The Mission will contribute to the reform of the security sector in coordination with other actors by focusing on institution-building, enhanced democratic oversight and control, and improved governance of the security sector, including control of security personnel through the development of transparent and credible national background verification procedures and strengthening oversight mechanisms, and advancing the military justice system as an important means of contributing to the extension of State authority and improving public confidence in the State. MINUSCA will also continue to provide infrastructure and equipment, promoting the implementation of best practices and mitigating risks with regard to weapons and ammunition management, as well as support capacity-building on weapons and ammunition management through training activities and the implementation of the national strategy and national action plan of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons. Community violence reduction projects and community-oriented policing and civil affairs will continue to be critical tools for the efforts of MINUSCA at the local level to prevent and diffuse tensions and foster an environment conducive to reconciliation and dialogue.

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

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

35. Furthermore, communication and media activities will be enhanced between local administrations and the national Government in Bangui, as a critical means of

enabling wider decentralization efforts and the facilitation of transparent, peaceful free, fair, credible and inclusive local elections. MINUSCA will continue to provide enhanced planning, technical assistance and limited logistical support for the deployments of civil servants, the national defence and internal security forces.

36. The Mission will continue to support deployments of internal security forces, including through the rehabilitation and equipping of police and gendarmerie stations, and will contribute to the implementation of the national defence plan through the establishment of garrisons in the regional defence zones. Their coordinated presence across the territory will continue to be a critical component of an integrated effort to restore security and State authority throughout the country.

37. The MINUSCA role regarding rule of law, including transitional justice, will continue to be critical to strengthening the national police and gendarmerie and judicial and penitentiary systems and enhance the ability of the national authorities to fight impunity and maintain law and order in accordance with international norms and standards. MINUSCA will support the implementation of the Peace Agreement by focusing on the justice sector response and criminal accountability in the fight against impunity, in particular for crimes perpetrated against peacekeepers, gender-based and conflict-related sexual violence, and violations of the rights of children. This will require continued support for the ordinary justice system, the military justice system and the Special Criminal Court. With regard to the latter, MINUSCA will make efforts to increase funding from financial partners outside the United Nations and increase the capacity of both judicial personnel and legal aid in the light of the forthcoming trials planned by the Court. The MINUSCA role in facilitating the deployment of judicial and penitentiary personnel and the functioning of courts and prisons in and outside of Bangui will be important to improve trust and confidence in State institutions and prevent serious prison incidents such as riots and mass escapes. The Mission will also continue its support for internal security forces and judicial capacity-building, especially by improving investigative capacities, the implementation of the justice reform policy and the demilitarization of prisons. Coordinated efforts to advance criminal accountability with reconciliation efforts and implementation of the Peace Agreement, including through the work of the Truth, Justice, Reparation and Reconciliation Commission, will be key to ensuring access to justice. As an integrated Mission, MINUSCA will continue to support the national authorities in identifying partners, including members of the United Nations country team, with a comparative advantage when it comes to implementing the medium- and long-term objectives of increasing access to basic social services and good governance, within the framework of the National Recovery and Peacebuilding Plan.

38. The comprehensive communications and outreach strategy of the Mission, as well as its support for the implementation of the national communications strategies, will continue to be aimed at ensuring an improved understanding of local perceptions, informing the population so that they can understand and support the Mission's mandate implementation. The population will also be informed of the role of the newly elected executive and legislative authorities, as well as the local electoral process, as part of the Mission's efforts to advance accountability and an inclusive political dialogue. Strengthened external communications and support for the Ministry of Communications will be aimed at increasing the visibility of the work of MINUSCA and informing the population of its mandate on the protection of civilians and its impartial support with respect to its mandated thematic areas. Proactive strategic communication activities will be undertaken to prevent disinformation, fake news and hate speech from influencing and inciting communities to commit group-targeted violence, while media monitoring will be strengthened.

39. The Mission will continue to support the implementation of its mandated tasks through programmatic activities and implementing partners, taking into consideration

the tasks with medium- and long-term objectives that are best suited to partners in the Central African Republic. Those activities are described in section II.I of the present report.

40. In addition, the Mission will enhance efforts to prevent and address acts of sexual exploitation and abuse, building on its annual sexual exploitation and abuse risk management framework. The Mission will also focus its efforts on training its civilian and uniformed personnel, conduct risk assessments, implement mitigation measures and ensure that victims and children born as a result of sexual exploitation and abuse receive appropriate and timely assistance. In addition, the Mission will prioritize the field presence of its conduct and discipline team to undertake its duties in the areas of risk management, prevention, enforcement and remedial action. Strong prevention activities and risk management will be implemented in a coordinated and integrated manner to take into account the local context of the areas where Mission personnel are deployed, prioritizing the high-risk contingents based on contingent locations and risk profile. MINUSCA will reinvigorate the community-based networks and community-based complaint mechanisms that are present in 31 locations, including Bangui and surroundings. Priority will be given to capacity-building and the empowerment of communities through engagement and coordination at the local, regional and national levels, including through the country's prevention of sexual exploitation and abuse network. MINUSCA will further intensify awareness-raising and media advocacy activities on the United Nations zero-tolerance policy on sexual exploitation and abuse, and on reporting mechanisms through community radio spots, short message service (SMS) messaging, television and public outreach.

### **Mission support initiatives**

41. With regard to major construction projects, the Mission proposes: (a) the extension of the apron at Bangui M'Poko International Airport to accommodate the Mission's increased number of aircraft and reduce delays of United Nations flights and alleviate air traffic congestion in the light of the growing number of air operations activities in Bangui, including commercial and military flights into Bangui; (b) the construction of a bridge at the Rafai-Obo axis to maintain the main supply route open for military, life support and humanitarian operations to Obo; and (c) the construction of three regional joint operation centres to facilitate the co-location of military, police and security operation centres, enabling MINUSCA to bridge the communication gap among its security components, improve daily coordination, cooperation and integration, and enable improved crisis management by heads of office and/or area security coordinators.

42. The Mission will continue to implement measures to mitigate environmental impact and to reduce its overall environmental footprint, including through reducing its carbon emissions and providing clean renewable energy. In this regard, the proposed budget includes: (a) the acquisition of an additional six photovoltaic diesel hybrid solar systems of various capacities, which will be installed at various Mission locations to reduce its dependency on diesel-propelled power generation; (b) the acquisition of energy-efficient air conditioners to continue with the replacement of standard split-type air conditioners; (c) the continued replacement of all fluorescent lighting with energy-efficient light-emitting diode (LED) lighting; (d) the continued maintenance and operations of the rehabilitated municipal Kolongo landfill, including recycling initiatives, to keep it up to United Nations standards and to reduce the health risks for the local population residing in its vicinity; and (e) the continued operation of 37 waste incinerators to improve the management and disposal of its waste.

43. The Mission will continue to strengthen its intelligence surveillance and reconnaissance capabilities through unmanned aircraft systems with enhanced features. The Mission will continue to use the class I tactical unmanned aircraft

systems to conduct high-resolution aerial surveys to provide real-time moving and static images of cities, towns and operating areas of armed groups to assist in the planning of operational requirements and the protection of civilians and mission personnel. Efforts to replace the current assets provided under a letter of assist with commercial services are under way. The Mission will continue to supplement these capabilities with United Nations-owned static sensor cameras, mobile sensors and closed-circuit television cameras (smart city camera) at critical locations to ensure surveillance and protection capabilities for mission personnel and assets.

### **C. Regional mission cooperation**

44. To advance the implementation of the Peace Agreement and support good governance following the legislative and presidential elections, the Mission will enhance coordination with the African Union, ECCAS, the European Union and other bilateral regional and international partners. MINUSCA will seek to strengthen its interregional cooperation and economies of scale with missions in the region, including the United Nations Regional Office for Central Africa (UNOCA), to enhance collaboration, information-sharing and analysis, and facilitation, as appropriate. MINUSCA will seek to leverage existing assets of other missions following their downsizing and withdrawal to meet its operational requirements, if any. The Mission will improve its utilization of the services of the Global Procurement Support Section located in Entebbe, Uganda, for the provision of commodities and services in support of the implementation of its mandate and include it in its demand planning acquisition, as necessary. The Mission will also continue to use the logistics hub of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), located in Entebbe, embedding one General Service and two Field Service civilian personnel to perform support functions related to administration, logistics and supply chain management. The Regional Service Centre in Entebbe will continue to provide its client missions, including MINUSCA, with regional support in the areas of onboarding and separation, benefits and payroll, vendor payments, entitlements and official travel, claims processing (e.g., for rental subsidies, security services, education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control and information technology services in compliance with the service-level agreement.

### **D. Partnerships, country team coordination and integrated missions**

45. The Mission will strengthen strategic partnerships to advance the implementation of its mandate and political processes, with the aim of addressing the structural root causes of the political crisis in the Central African Republic. This integrated, coordinated and information-based One United Nations approach will be intended for leveraging the comparative advantages of all components, the United Nations country team and external stakeholders. MINUSCA will continue to provide technical expertise to the national authorities in their engagement with neighbouring countries and regional organizations, in consultation and coordination with UNOCA, to resolve issues of common and bilateral interest and to promote their continued and full support for the peace process in the Central African Republic. MINUSCA will continue its coordination role to support the mobilization of political, financial and technical support from international partners for implementation of the provisions of the Peace Agreement, the facilitation of free, fair and credible local elections and the restoration of State authority. These partnerships will remain key to aligning efforts on strategic and organizational priorities for unified and consistent support for national authorities and to establishing joint prerequisites for the achievement of

common objectives. Through the Mission's close partnerships with the United Nations country team and other partners, the "new way of working" initiative will continue to be implemented across the humanitarian-development-peace nexus, in particular within the framework of the National Recovery and Peacebuilding Plan, the national strategy on sustainable solutions, the current United Nations Peacebuilding and Development Assistance Framework that is to end in 2022 and its successor, the United Nations Sustainable Development Cooperation Framework, under formulation for the period 2023–2027.

46. In collaboration with partners and within the framework of the joint executive committee of the National Recovery and Peacebuilding Plan, the United Nations will continue to support the Government in reinforcing coordination between the sectoral ministries and the secretariat of the Plan, with the aim of further improving communication and the visibility of achievements in the delivery of concrete peace dividends to the population. The Mission will continue to enhance the synergies necessary to ensure complementarity between peace, security and development activities implemented by national actors, technical and financial partners and the United Nations in support of the implementation of the Peace Agreement. It will also continue to actively support national and local dialogue and reconciliation efforts with its partners. The 2023–2027 United Nations Sustainable Development Cooperation Framework will be an essential framework to promote such collaboration between MINUSCA and United Nations specialized agencies, funds and programmes.

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

## **E. Results-based budgeting frameworks**

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

### **Executive direction and management**

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

Table 1  
Human resources: executive direction and management

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2021/22	1	–	9	4	5	19	6	2	27
Proposed posts 2022/23	1	–	9	4	5	19	6	2	27
Net change (see table 2)	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2021/22	1	–	3	1	1	6	2	–	8
Proposed posts 2022/23	1	–	3	1	1	6	2	–	8
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2021/22	1	–	6	6	2	15	3	–	18
Proposed posts 2022/23	1	–	6	6	2	15	3	–	18
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions <sup>b</sup> 2021/22	–	–	–	–	–	–	–	–	–
Proposed temporary positions <sup>b</sup> 2022/23	–	–	1	–	–	1	–	–	1
Net change (see table 3)	–	–	1	–	–	1	–	–	1
Subtotal									
Approved 2021/22	1	–	6	6	2	15	3	–	18
Proposed 2022/23	1	–	7	6	2	16	3	–	19
Net change (see table 3)	–	–	1	–	–	1	–	–	1
Office of the Chief of Staff									
Approved posts 2021/22	–	5	24	21	12	62	27	32	121
Proposed posts 2022/23	–	5	24	24	12	65	31	33	129
Net change	–	–	–	3	–	3	4	1	8
Approved temporary positions <sup>b</sup> 2021/22	–	–	–	2	–	2	1	–	3
Proposed temporary positions <sup>b</sup> 2022/23	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(2)	–	(2)	(1)	–	(3)
Subtotal									
Approved 2021/22	–	5	24	23	12	64	28	32	124
Proposed 2022/23	–	5	24	24	12	65	31	33	129
Net change (see tables 4 and 5)	–	–	–	1	–	1	3	1	5
Strategic Communications and Public Information Office									
Approved posts 2021/22	–	1	4	10	7	22	50	14	86
Proposed posts 2022/23	–	1	4	10	7	22	50	14	86
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
<b>Total posts</b>									
Approved posts 2021/22	3	6	46	42	27	124	88	48	260
Proposed posts 2022/23	3	6	46	45	27	127	92	49	268
<b>Net change</b>	–	–	–	3	–	3	4	1	8
<b>Total temporary positions</b>									
Approved temporary positions <sup>b</sup> 2021/22	–	–	–	2	–	2	1	–	3
Proposed temporary positions <sup>b</sup> 2022/23	–	–	1	–	–	1	–	–	1
<b>Net change</b>	–	–	1	(2)	–	(1)	(1)	–	(2)
<b>Total, including temporary positions</b>									
Approved 2021/22	3	6	46	44	27	126	89	48	263
Proposed 2022/23	3	6	47	45	27	128	92	49	269
<b>Net change</b>	–	–	1	1	–	2	3	1	6

<sup>a</sup> Includes National Professional Officers and General Service staff.

<sup>b</sup> Funded under general temporary assistance.

*International staff: net increase of 2 posts*

*National staff: net increase of 3 posts*

*United Nations Volunteers: increase of 1 position*

#### **Office of the Special Representative of the Secretary-General**

Table 2

#### **Human resources: Office of the Special Representative of the Secretary-General**

	Change	Level	Functional title	Action	Description
Posts	-1	P-4	Translator	Reassignment	Within the office
	+1	P-4	Special Assistant	Reassignment	Within the office
<b>Total</b>	–				

50. The approved staffing establishment of the Office of the Special Representative of the Secretary-General comprises 27 posts and positions (1 Under-Secretary-General, 6 P-5, 3 P-4, 3 P-3, 1 P-2, 5 Field Service, 4 National Professional Officer, 2 General Service staff and 2 United Nations Volunteer positions). The Office provides direction and guidance to all mission components to ensure that all mandated tasks are implemented. As part of the oversight and monitoring responsibilities, which have increased with the enhanced delegation of authority to heads of entities, the Office requires administrative expertise to review, plan and advise the Special Representative of the Secretary-General on administrative and budgetary processes and support the work of the Mission's resource stewardship executive group, in its role in facilitating strategic resourcing decisions. The enhanced accountability implies effective due diligence in all approval processes, including timely and regular policy compliance assessment of all documents that require the approval of the Special Representative. In this regard, the Mission seeks additional capacity to

complement the expertise already provided by the Mission Support Division and ensure that the Office exercises due diligence and mitigates risks of sub-delegation of authority on administrative and budgetary matters.

51. In line with the request of the General Assembly in its resolution [75/298](#) to review posts that have been vacant for 24 months or longer, the Mission identified a post of Translator at the P-4 level that had been vacant for more than 24 months, which can be repurposed to meet the urgent needs of the Office of the Special Representative of the Secretary-General. Presently, the Mission's Conference and Translation Unit, composed of national staff members and United Nations Volunteers, has the capacity to provide efficient translation and interpretation services required by the Mission. Conversely, the approved staffing establishment of the Office does not have the requisite expertise in the administrative, financial management and budgetary processes and procedures of the United Nations, which are needed to address the complexity and specificity of the delegation of authority accountability framework, policy compliance, policy analysis and development and related operational issues.

52. In the context of the above, it is proposed that one post, as shown in table 2, be reassigned, to support the effective management and monitoring of administrative tasks by providing expert advice on the interpretation of complex mandated activities and other decisions of intergovernmental bodies in the field of administration, planning, budgeting, evaluation and monitoring. The reassignment will also enable the Special Representative of the Secretary-General to optimize support from the immediate office to meet all requirements derived from the enhanced accountability framework and ensure policy compliance with all processes, while maintaining efficient monitoring and oversight arrangements over the management of all aspects of the delegation of authority. The reassignment will enable the Mission to ensure regular vetting of all documents requiring the approval of the Special Representative against policies, monitor progress towards the achievement of key performance indicators and ensure that all targets are adequately reflected in all results-based budgeting documents, as well as oversee the development and completion of various mission plans related to the operational and support matters of the Mission.

#### **Office of the Deputy Special Representative of the Secretary-General (Political)**

Table 3

#### **Human resources: Office of the Deputy Special Representative of the Secretary-General (Political)**

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Position	+1	P-4	Programme Management Officer	Establishment	
<b>Total</b>	<b>+1</b>				

53. The approved staffing establishment of the Office of the Deputy Special Representative of the Secretary-General (Political) comprises 14 posts (1 Assistant Secretary-General, 2 P-5, 2 P-4, 5 P-3, 2 Field Service and 2 General Service staff). The Mine Action Service provides mine action services to MINUSCA through its long-standing partnership with the United Nations Office for Project Services (UNOPS), in accordance with the umbrella memorandum of understanding between the United Nations and UNOPS of 2014. The Office of Internal Oversight Services recommended, in its audit on the monitoring and evaluation mechanism of the Mine Action Service (2019/152), that the Mine Action Service strengthen its control environment and increase financial monitoring and monitoring and evaluation. The Board of Auditors restated the findings of the Office and, in its audit of United Nations



peace operations ([A/75/5 \(Vol. II\)](#)) in 2020, called upon the Mine Action Service to reduce its dependency on UNOPS, increase its field-based presence and knowledge, increase efforts to directly implement aspects of the mine action programmes and evaluate the UNOPS partnership to ensure that it is cost-effective. In this regard, it is proposed that the head of the mine action component in the Mission be reflected on the Mission's staffing table instead of being budgeted under other supplies, services and equipment, in line with previous implementation modality with UNOPS. The proposed new approach will ensure that the Mine Action Service directly leads in threat assessment, programme design and monitoring and representation with mission leadership and government stakeholders and partners. The cost of the proposed position is offset by a corresponding reduction in operational costs under other supplies, services and equipment class of expenditure.

54. In this context, it is proposed that one temporary position, as shown in table 3, be established. The incumbent will be responsible for designing the MINUSCA mine action programme strategy, leading strategic and operational planning, programme design and response to threats, providing advice to mission leadership and coordination with other mission components, in particular the Mission's force, supporting advocacy efforts, and leading engagement with the local authorities involved in mine action. The incumbent will also oversee the delivery and performance of implementing partners.

#### Office of the Chief of Staff

Table 4

#### Human resources: Board of Inquiry Unit

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-2	Associate Board of Inquiry Officer	Conversion	
Position	-1	P-2	Associate Board of Inquiry Officer	Conversion	
<b>Total</b>	–				

55. The approved staffing establishment of the Board of Inquiry Unit comprises four posts (1 P-4 and 3 Field Service), one general temporary assistance position (P-2) and one United Nations Volunteer position. The Unit is responsible for administrative and internal review processes in compliance with the accountability obligations of the Mission. The Unit serves as the secretariat for boards of inquiry that are convened by the Head of Mission. In 2018, the Unit subsumed the management of the joint investigation teams, increasing its responsibilities to include the review of cases for joint investigations, which used to be carried out by various sections under executive direction of management, assigned on an ad hoc basis.

56. The Associate Board of Inquiry Officer assists and supports the Board of Inquiry Unit in conducting induction briefings and training, as well as case management, enabling the Unit to expedite the proceedings of cases entrusted to it, including those related to the joint investigation teams. The incumbent is also responsible for liaising with stakeholders on the implementation of the recommendations of the Board, thereby enhancing the Mission's accountability and transparency, and on contributing to the expeditious and judicious processing of compensation for injury or death of peacekeepers and third parties. The Mission operates in a more complex environment, and the number and complexity of issues assigned to the Unit have also increased significantly since the position was established. The deployment of additional uniformed personnel authorized by the Security Council in its resolution [2566 \(2021\)](#)

is also expected to increase the workload of the Unit, rendering the responsibilities of the Associate Board of Inquiry Officer needed until the foreseeable future.

57. In the light of the continuing nature of the responsibilities described above, it is proposed that one temporary position, as shown in table 4, be converted to strengthen the capacity of the Board of Inquiry Unit to support the continuing activities in support of the implementation of the mandate of the Mission.

Table 5

**Human resources: Conduct and Discipline Service**

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+3	NPO	Associate Conduct and Discipline Officer	Establishment	
	+1	P-3	Conduct and Discipline Officer	Reassignment	From Security Section
	+1	P-3	Conduct and Discipline Officer	Conversion	
	+1	NPO	Associate Conduct and Discipline Officer	Conversion	
<b>Subtotal</b>	<b>+6</b>				
Positions	+1	UNV	Associate Conduct and Discipline Officer	Establishment	
	-1	P-3	Conduct and Discipline Officer	Conversion	
	-1	NPO	Associate Conduct and Discipline Officer	Conversion	
<b>Subtotal</b>	<b>-1</b>				
<b>Total</b>	<b>+5</b>				

58. The approved staffing establishment of the Conduct and Discipline Service comprises 19 posts and positions (1 D-1, 1 P-5, 3 P-4, 4 P-3 (including 1 general temporary assistance position), 2 Field Service, 2 National Professional Officer (including 1 general temporary assistance position), 1 General Service staff, and 5 United Nations Volunteer positions). The Service is responsible for the design and implementation of a strong conduct and discipline programme that manages and mitigates identified risks associated with all types of misconduct by mission personnel, including individual contractual personnel, as well as service providers. The Service places a specific emphasis on the prevention of sexual exploitation and abuse of vulnerable women and children. Notwithstanding the implementation of its three-pronged strategy to mitigate misconduct, namely, prevention, reinforcement activities and remedial action for victims of sexual exploitation, the Mission continues to experience an increase in the number of suspected cases of sexual exploitation and abuse. With the deployment of 3,690 additional uniformed personnel who were authorized by the Security Council in its resolution [2566 \(2021\)](#), the Mission aims to proactively strengthen its preventive measures to contain the recent rise of cases of sexual exploitation and abuse and prevent any potential rise of cases as a result of the deployment of the new uniformed personnel. In this regard, the Mission intends to consolidate, reinforce and realign its existing preventive and mitigation measures to identify, assess and mitigate risks factors in a timely and more comprehensive manner. This will enable the Mission to improve its mechanism for an efficient and effective system for preventing any serious misconduct, including instances of sexual exploitation and abuse, by all categories of United Nations personnel. The Service will also continue to play the role of the principal adviser to the Head of Mission in addressing conduct and discipline related-issues; receiving, assessing and referring all types of allegations of misconduct for investigation; providing technical advice on rules and procedures; maintaining a comprehensive

database to track and report misconduct cases, including a status of assistance provided to victims of sexual exploitation and abuse; assisting in capacity-building on conduct and discipline matters; and ensuring, in coordination with the Senior Victims' Rights Officer, that victims of sexual exploitation and abuse, including children born as a result of the abuse or exploitation committed by all categories of United Nations personnel and affiliated personnel, receive timely and appropriate support in line with the United Nations comprehensive strategy on victim assistance.

59. In the context of the above, it is proposed, as shown in table 5, that three posts and one United Nations Volunteer position be established and one post be reassigned. In addition, given the continuous nature of their responsibilities and as further explained in paragraphs 17 and 18 above, it is also proposed that two temporary positions, as shown in table 5, be converted to posts. The proposed changes will enable the Mission to reinforce its conduct and discipline teams in the following areas:

(a) Reporting mechanisms and training, to support the Mission in enhancing its existing reporting mechanisms through the expansion of community-based complaint networks across the mission area, in particular in remote locations with a United Nations personnel presence. The proposed establishment of three National Professional Officer posts and one United Nations Volunteer position will enable the Mission to deploy one National Professional Officer at each sector headquarters, as well as one United Nations Volunteer in the office in Kaga Bando. The National Professional Officers will have the added advantage of being able to deliver training sessions in Sango to national staff, individual contractual personnel and members of locally contracted security companies. The incumbents will play a key role in implementing the Mission's outreach activities across the country by facilitating awareness-raising of the Mission's reporting mechanisms, the standard of conduct expected of United Nations personnel, and the United Nations zero tolerance policy against sexual exploitation and abuse, including the availability of the provision of assistance to victims of sexual exploitation and abuse. The incumbents will be responsible for continuous follow-up and tracking of the status of assistance provided to more than 460 identified victims and creating and updating their profiles in the newly developed victim assistance tracking system. The National Professional Officers will facilitate interaction between the Mission and local communities and provide capacity-building sessions to the existing 31 community-based complaint mechanisms across the country. They will build partnerships with local non-governmental organizations (NGOs) serving as partners for the prevention of gender-based violence and support the United Nations country-wide efforts towards the strengthening and messaging of complaints and victim assistance referral pathways. The United Nations Volunteer will work closely with the National Professional Officers and have the requisite expertise to support Conduct and Discipline Officers based in Bangui and to fill the gap in areas where the Mission does not have Conduct and Discipline Officers;

(b) Strengthening regional presence for case management and other enforcement-related activities. Current statistics and trends indicate that, to date, most reported cases of serious misconduct, including sexual exploitation and abuse, took place in Berberati. Given the geographical and logistical constraints to reach Sector West, which is considered high-risk for sexual exploitation and abuse, the Mission proposes the deployment of one Conduct and Discipline Officer in Berberati. This will enable a sustained presence in the sector and at the field level to implement the conduct and discipline programme. The deployment of a Conduct and Discipline Officer will enable the Mission to strengthen its efforts in the prevention of misconduct, including liaising with investigative bodies, while also implementing and monitoring the risk management process, as well as deliver training on United Nations

standards, codes of conduct and the prevention of sexual exploitation and abuse to all categories of personnel in their locations. The incumbent will also provide training activities on conduct and discipline matters, including specialized training on the prevention of sexual exploitation and abuse, directly to MINUSCA personnel or through training of trainers of contingent personnel. The incumbent will also reinforce risk management through the operationalization of the Mission's risk management framework, which will include the identification, assessment and treatment of all possible risks to misconduct by MINUSCA personnel.

### **Component 1: security, protection of civilians and human rights**

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

(a) Continue to provide and expand the provision of a safe and secure environment in the Central African Republic required to protect civilians and pursue sustainable political solutions to the conflict. MINUSCA will aim to protect civilians against security threats, regardless of perpetrators; secure strategic hotspots, including jointly with national forces; reduce the risks of local electoral or political violence; and support the national defence and internal security forces in building renewed trust with local communities and preventing armed groups from moving into areas where the Government has re-established its authority. An adaptive and preventive approach will be critical to addressing the evolving tactics of the armed groups by all parties to the conflict, including any potential hostility against humanitarian organizations, other national and international NGOs and United Nations personnel in the lead-up to local elections. The Mission will support the strengthening of the Government's ability to address new threats to civilians from armed groups' evolving combat tactics, including the use of explosive ordnance. MINUSCA will also continue to seek improved cooperation with the national defence and internal security forces to implement its protection of civilian mandate throughout the Central African Republic. The Mission's integrated military, police, civilian and political engagement and technical assistance, including short- and long-term operations and strategic utilization of its aviation assets, will be used to incentivize parties to cease violations of the Peace Agreement and human rights violations, and to reach sustainable political solutions to the conflict. This coordinated and integrated approach is aligned with the Action for Peacekeeping initiative of the Secretary-General and will establish a more mobile and robust presence to ensure a preventive and proactive approach to crises, maintain safe and secure areas to protect civilians and support the ongoing implementation of the Peace Agreement and the extension of State authority;

(b) Continue to prioritize the protection of civilians against threats of physical violence, including conflict-related sexual violence and grave violations of the rights of children, and integrated proactive strategies to prevent violence, making full use of the monitoring and early warning capacity of the Mission for a more preventive approach to the protection of civilians, regardless of perpetrators. The Mission's increasingly dynamic, proactive and sequenced interventions by its force and police are aimed at creating a conducive environment for the peace and reconciliation process, including to help to create the conditions for sustainable and credible local elections. They are also intended to prevent any actor from destabilizing security gains and will support safe conditions for the facilitation of local elections. The integrated strategy for the protection of civilians will be underpinned by local-level dialogue and conflict prevention and resolution efforts, support for the political process and the deployment of effective, accountable and sustainable State forces. In coordination with the United Nations country team, the Mission will continue to work

to build the capacity of national authorities for the protection of civilians and to minimize the risk of the exacerbation of tensions within the community by all parties to the conflict for the purpose of electoral, political or economic gain. In the light of the heightened risks in the preparation for local elections, the Mission will enhance its human rights monitoring and early warning in strategic locations, including through the increased use of joint protection teams, community alert networks, enhanced contingency planning and the provision of training to national defence and internal security forces on human rights, international humanitarian law, child protection and the prevention of sexual and gender-based violence. In addition, the Mission will support the established technical security committees and elections security prefectural committees throughout the territory, where local stakeholders will monitor violations of the Peace Agreement, engage in political dialogue and address security challenges;

(c) The Mission's expansive network of community liaison assistants and its support for improving the functionality of local protection mechanisms will continue to enhance the involvement and responsibility of all protection and security actors, including the Mission's force and police, local authorities, representatives of the community and civil society, as well as members of the national defence and internal security forces. In partnership with the United Nations country team, these local protection actors will be mobilized and empowered to jointly assess and identify risks to reduce community-based violence, strengthen community alert networks and threat assessments and become key stakeholders in awareness-raising and protection. These efforts will be reinforced through enhanced engagement and coordination with civilian and uniformed components and humanitarian actors to prevent and deter violence and to support the newly elected Government in preserving territorial integrity and advancing reconciliation;

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

(e) Continue to monitor, report on and mitigate public incidents related to the incitement of hatred, intolerance and violence to prevent threats of physical violence against civilians, including through the use of the Mission's proactive communications strategy and outreach plans to combat hate speech, including those related to governance, elections, promoting reconciliation and social cohesion and informing public opinion on the local electoral process, the implementation of the Peace Agreement and developments relating to the extension of State authority;

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

61. With an authorized troop strength of 14,400 military personnel, including 155 military observers and 425 military staff officers, 2,420 formed police personnel, 600 United Nations police officers and 108 Government-provided corrections officers, MINUSCA will continue to deploy across geographical areas and lines of priority, with strategies and capacities appropriate to the local context, improving its flexibility and mobility to secure key electoral sites and consolidate security in areas where peace has been restored.

62. MINUSCA will enhance its support for the national authorities in strengthening their capacities in the provision of security across the country, including for criminal justice institutions. To create conditions for improved stabilization and to further support the increased deployment of national defence and internal security forces, the Mission will continue to rely on its existing main operating bases and permanent operating bases, including some that will be established by upgrading temporary operating bases established in previous years and based on operational needs. The mobility and flexibility of the force and the police will be enhanced, within the augmented authorized troop and police strength, to ensure that the minimal level of security conditions is in place to protect civilians, including in the local electoral context. This will be accomplished through the higher number of stronger long-range patrols to reach areas where the Mission has had limited presence and will be made possible by the reduction in the duration of the time that troops are deployed to temporary operating bases and the closure of temporary operating bases that have exceeded their time frame. These enhanced capabilities will enable the Mission to improve situational awareness and the anticipation of security threats and support the conduct of military and police operations and intelligence, surveillance and reconnaissance missions, as well as deter major threats and respond to threats to civilians. The closure of temporary operating bases will also help to mitigate the risk of sexual exploitation and abuse, which will be strengthened through the increased use of mitigation measures against sexual exploitation and abuse. The mitigation of the risk of sexual exploitation and abuse will be strengthened through the increased use of focal points for sexual exploitation and abuse and through regular visits and inspections to all locations where the Mission is deployed.

63. The force will continue to concurrently perform routine patrols, establish static security positions to increase visibility and proactivity, facilitate short-term and long-term operations and propose joint patrols with national defence and internal security forces, depending on the prevailing context. Subject to agreement between the Mission and national authorities, a limited number of vetted or trained internal security force officers will engage in joint operations with MINUSCA, which will include enhanced planning, technical assistance and logistical support.

64. The Mission will also assist, in line with its mandate, in the selection, recruitment, vetting and training of the national defence and internal security forces through support for the implementation of the five-year training plan. In particular, MINUSCA, in collaboration with partners, will seek to provide support to reinforce the oversight of the internal security forces, through strengthened command and control structures and internal and external oversight mechanisms. Operational support provided to the internal security forces will enhance national capacity with regard to investigations, arrests and detentions, the administration of judicial evidence and transfer to the competent courts. Furthermore, the Mission will continue to implement an intelligence-led, people-centred and community-oriented policing approach that will include increased interaction with local communities to reassure them of their safety and promote security awareness. The strengthened capacity-building of the national defence and internal security forces will allow national authorities to prevent and respond to violence and reduce the capability of potential

perpetrators to commit physical violence against civilians, while relying on their own institutions and assuming greater responsibility for the protection of civilians.

65. MINUSCA will further reinforce its response capacity to mitigate the threat posed by explosive ordnance in the country. In this regard, the Mission will leverage the increase in the authorized strength for military personnel to increase the size of the explosive ordnance disposal component for five engineer companies, from a team to a full-fledged section, each equipped with dogs trained for explosive detection and remotely operated vehicles. In addition, while the force retains the responsibility for explosive ordnance disposal, the Mission will seek the expertise of the Mine Action Service for the provision of pre-deployment assessments, training, mentoring and strengthening the search-and-detect capabilities of infantry units, thereby enabling the Mission to conduct operations in a high threat environment and contribute to saving the lives of MINUSCA personnel, humanitarian actors and the civilian population. In addition, as in previous years, the Mine Action Service will continue efforts to coordinate humanitarian mine action activities, including the accreditation of force explosive ordnance disposal teams for humanitarian demining and by assisting the Government of the Central African Republic in establishing a national coordination structure to respond to the threat of explosive ordnance.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.1 Improved security environment and protection of civilians, including through the reduction of insecurity caused by explosive ordnance, improved community protection mechanisms and an enhanced security situation in strategic areas of the Central African Republic	<p>1.1.1 Number of attacks and armed clashes between parties to the conflict (2020/21: 60; 2021/22: 70; 2022/23: 150)</p> <p>1.1.2 Number of violations of the Political Agreement for Peace and Reconciliation in the Central African Republic (2020/21: not applicable; 2021/22: 1,600; 2022/23: 2,000)</p> <p>1.1.3 Percentage of the total number of explosive ordnance identified that is safely destroyed (2020/21: not applicable; 2021/22: not applicable; 2022/23: 30 per cent)</p> <p>1.1.4 Number of members of local communities who demonstrate increased knowledge of unsafe and safe practices as a result of explosive ordnance risk education (2020/21: not applicable; 2021/22: 2,000; 2022/23: 10,000)</p>

#### *Outputs*

- 36 brainstorming, training and planning sessions to address protection concerns and issues, including effective early warning mechanisms, freedom of movement, and the return of internally displaced persons and refugees, and create a secure environment for the return of State authorities and civil servants (involving 720 beneficiaries, including 215 women) to strengthen the protection and coordination mechanisms of the Peace Agreement, improve upon concrete prevention and mitigation measures co-led by national defence and internal security forces and improve the overall security environment
- 19 permanent operating bases, 24 main operating bases and no more than 52 temporary operating bases operated and maintained for a limited time in the context of the flexible and proactive posture of the mission force

- 2,430 weekly patrols, including 1,200 short-range patrols, 400 mid-range patrols, 450 long-range patrols and 380 escort missions, in main population centres throughout the Central African Republic, to rapidly intervene and/or support the peace process, elections, national reconciliation, social cohesion and transitional justice at the national and local levels in order to reduce the threats posed by armed groups and limit their influence throughout the territory
- 14 weekly joint patrols with national defence forces throughout the Central African Republic to support the extension of State authority and intervene for the protection of civilians, by reducing the threats posed by armed groups and limiting their influence and control of the territory
- 36 deployments of quick-reaction forces and reserve battalions to proactively deter action by armed groups against civilians in emerging hotspots, protect civilians from violence or harassment during the election period and decrease control by and the presence of armed groups
- 56 weekly flights of unmanned aerial systems to improve situational awareness and the anticipation of security threats and to support military intelligence, surveillance and reconnaissance missions
- 36 average monthly helicopter flight hours per deployed aviation unit to support the conduct of military operations and intelligence, surveillance and reconnaissance missions
- 480 projects by MINUSCA military engineering units, including for repairing roads, bridges, water wells and airfields, in partnership with the United Nations country team and humanitarian and government partners, to facilitate the protection of civilians and the delivery and monitoring of humanitarian and early recovery assistance
- 15 training sessions on the protection of civilians, human rights and international humanitarian law for the national defence and internal security forces and local administrative officials to strengthen the capacity of State actors to contribute to a protective environment
- 15 training sessions on the protection of civilians and human rights for members of civil society and community focal points working on hate speech and the prevention of genocide and other atrocity crimes
- 10 joint protection missions of civil society, local human rights forums, early warning networks and national human rights institutions to enhance local protection mechanisms
- 40 joint protection missions to the field to enhance early warning systems and the protection of civilians, and to assess current and possible threats against the physical integrity of civilians
- 350 weekly patrols performed by the Bangui Joint Task Force and United Nations police personnel, in coordination with internal security forces, to provide patrolling 24 hours a day, 7 days a week to ensure freedom of movement and the protection of civilians
- 59 daily pre-planned formed police unit patrols and 6 daily operational backup patrols, both in and outside Bangui, to conduct security assessments, provide backup for crowd control and public order management and work with the local community and authorities to gather information
- 6,000 interactions conducted by United Nations police officers in localities, including districts and team sites, to reassure the local community of their safety and promote security awareness
- 1 year-long national communications campaign, targeting youth in particular, through radio, print, video, social media and outreach activities to garner support for the Mission and prevent intracommunal or intercommunal disputes
- 1 national social mobilization campaign to prevent conflict-related violence and sexual and gender-based violence
- 2 workshops with the national authorities to support the operationalization of a national mine action entity



- 24 technical assistance meetings and support through technical advice for the evaluation and accreditation of MINUSCA explosive ordnance capacity to respond to explosive ordnance threats
- 200 risk-awareness sessions on explosive ordnance threats to MINUSCA civilian and uniformed personnel, United Nations agencies and humanitarian actors
- 20 explosive ordnance disposal training, training-of-trainers, refresher training, mentoring and post-blast investigation training sessions to explosive ordnance disposal units of engineering companies, as well as search-and-detect training activities to infantry battalions and force personnel
- 500 risk education sessions on explosive ordnance threats to the civilian population in areas of high explosive ordnance prevalence
- 12 explosive ordnance disposal operational and technical tasks, including explosive remnant of war and obsolete ammunition disposal and support for post-blast investigations, in support of troop-contributing countries
- 100 per cent of infantry battalions and combat convoy companies deployed to the west of the Central African Republic are trained and mentored to conduct context-specific search-and-detect operations to identify explosive ordnance

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.2 Improved protection and promotion of human rights in the Central African Republic, including through the strengthening of national and local capacity in this area, with a specific focus on women and children	<p>1.2.1 Number of cases of violations of human rights and international humanitarian law, including grave violations of the rights of children and conflict-related sexual violence, that are brought to the attention of national authorities and armed groups and actions taken (2020/21: 1,550; 2021/22: 500; 2022/23: 500)</p> <p>1.2.2 Action plans to prevent and end grave child rights violations are fully implemented by armed groups (2020/21: 3; 2021/22: 3; 2022/23: 3)</p> <p>1.2.3 Children are released from armed forces and groups and handed over to care services (2020/21: 1,500; 2021/22: 1,500; 2022/23: 500)</p> <p>1.2.4 Total number of internal security force personnel trained in human rights, the protection of civilians, the protection of children, the prevention of conflict-related violence and sexual and gender-based violence and civil-military relations (2020/21: 4,000; 2021/22: 1,000; 2022/23: 2,500)</p> <p>1.2.5 Number of command orders issued by parties to the conflict to prevent and end grave child rights violations (2020/21: 3; 2021/22: 3; 2022/23: 3)</p> <p>1.2.6 Number of commitments to halt and prevent sexual violence signed by parties to the conflict (2020/21: not applicable; 2021/22: not applicable; 2022/23: 2)</p> <p>1.2.7 Total number of individuals arbitrarily arrested and detained who are released by national authorities and armed groups following advocacy by MINUSCA (2020/21: not applicable; 2021/22: 200; 2022/23: 200)</p>

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*Outputs*

- 30 training sessions on child rights and child protection for 1,500 members of the national defence and internal security forces and corrections officers
- 30 meetings with the leadership of parties to the conflict to advocate the signing of action plans or command directives to prevent and end grave child rights violations, as well as their implementation
- 30 awareness-raising sessions for armed groups on the 6 grave violations of the rights of children and the protection of children during armed conflict
- 10 training sessions for members of civil society and the United Nations system on the monitoring and verification of grave violations of the rights of children
- 30 awareness-raising sessions for civil society, community leaders, religious leaders, community alert networks and local authorities on concerns regarding child protection and their impact on children
- 120 field missions to monitor and verify the 6 grave violations of the rights of children, including the association of children with armed groups
- 1 national workshop and 6 regional workshops to address the prevention of the 6 grave violations of the rights of children within the framework of a national prevention plan
- 4 quarterly reports for the Security Council Working Group on Children and Armed Conflict and 1 annual report relating to the situation of children affected by armed conflict in the Central African Republic
- 1 national campaign in support of the “Act to protect children affected by conflict” initiative, through radio, print, video, social media and outreach activities, for the protection of children against grave violation of their rights
- 1 public advocacy report on a key area of conflict-related sexual violence
- 120 monitoring and investigative missions to monitor and verify allegations of violations of international human rights and humanitarian law
- 200 visits to detention facilities to monitor and investigate violations of international humanitarian law and violations and abuses of human rights
- 20 training sessions on human rights and detention for prison officials and members of the internal security forces
- 2 incident reports on conflict-related violations and abuses, 4 quarterly reports, 12 monthly reports and 1 annual public report on the human rights situation in the country, including on conflict-related human rights violations and abuses, conflict-related sexual violence and children in armed conflict, advocating both political and judicial accountability
- Technical and logistical support for 30 field visits of national human rights institutions, including 10 visits of the High Council for Communication to support the full implementation of the national action plan on hate speech to prevent the spread of violence, 10 visits of the National Committee on the Prevention of Genocide to support the implementation of its preventive mandate against mass atrocities and 10 visits of the National Human Rights Commission to support the implementation of its human rights promotion and protection mandate
- 5 public events in collaboration with the Haute autorité de la bonne gouvernance to promote and raise awareness on economic social and cultural rights
- 5 public events in collaboration with the Network of Non-Governmental Organizations for the Promotion and Protection of Human Rights in the Central African Republic to raise awareness of the promotion and protection of the rights of human rights defenders in line with the law on the protection of rights of human rights defenders

- 11 campaigns through local radio and outreach activities for the protection of human rights for the citizens of the Central African Republic, as well as to ensure the visibility of the Mission's work on the promotion of human rights
- 12 working sessions on human rights mechanisms of the United Nations to reinforce the capacity of members of the interministerial committee in charge of drafting and validating government reports to the United Nations human rights treaty bodies and updating relevant implementation plans
- 30 pre- and 30 post-deployment training sessions on human rights and international humanitarian law, including conflict-related sexual violence and child protection, for national defence and internal security forces to support the integration of human rights into security sector reform
- 20 training sessions on human rights investigation, monitoring and reporting for members of human rights NGOs, civil society and/or journalists to support a human rights-based approach to their work
- 6 expert workshops on economic, social and cultural rights for national human rights institutions, civil society organizations and line ministries
- 6 public events held in collaboration with national human rights institutions and civil society organizations to promote minority rights and efforts to combat discrimination
- 10 meetings of the monitoring, analysis and reporting working group to ensure the systematic gathering of conflict-related sexual violence information and promote action to prevent and respond to incidents of sexual violence
- 6 awareness-raising events led by members of the national protection network for victims and witnesses of sexual violence at the local level to strengthen the prevention and response to conflict-related sexual violence
- 1 workshop with civil society actors and relevant State institutions, in cooperation with members of the United Nations country team, to support the implementation of the joint communiqué signed in 2019 between the Government of Central African Republic and the United Nations on the prevention of and response to conflict-related sexual violence

#### External factors

The impact of the deployment of other security personnel on the security environment. The conduct of armed groups. The timely deployment of necessary security personnel and the technical capacity of national authorities to assume increasing responsibility for the provision of security and the protection of civilians. Increased violence and protection concerns during the electoral process and as attempts to destabilize the implementation of the Peace Agreement

Table 6

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

Category	Total
<i>I. Military observers</i>	
Approved 2021/22	169
Proposed 2022/23	155
<b>Net change</b>	<b>(14)</b>
<i>II. Military contingents</i>	
Approved 2021/22	14 187
Proposed 2022/23	14 201
<b>Net change</b>	<b>14</b>

*III. United Nations police*

Approved 2021/22	600
Proposed 2022/23	600

<b>Net change</b>	–
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*IV. Formed police units*

Approved 2021/22	2 420
Proposed 2022/23	2 420

<b>Net change</b>	–
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V. Civilian staff	International staff						National staff <sup>a</sup>	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 2021/22	1	1	–	–	1	3	1	–	4
Proposed posts 2022/23	1	1	–	–	1	3	1	–	4
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2021/22	–	2	7	1	1	11	4	–	15
Proposed posts 2022/23	–	2	10	5	1	18	4	–	22
Net change (see table 7)	–	–	3	4	–	7	–	–	7
Approved temporary positions <sup>b</sup> 2021/22	–	–	3	4	–	7	–	–	7
Proposed temporary positions <sup>b</sup> 2022/23	–	–	–	–	–	–	–	–	–
Net change (see table 7)	–	–	(3)	(4)	–	(7)	–	–	(7)
Subtotal									
Approved 2021/22	–	2	10	5	1	18	4	–	22
Proposed 2022/23	–	2	10	5	1	18	4	–	22
Net change (see table 7)	–	–	–	–	–	–	–	–	–
Human Rights Division									
Approved posts 2021/22	–	1	10	16	2	29	21	22	72
Proposed posts 2022/23	–	1	11	15	2	29	21	22	72
Net change (see table 8)	–	–	1	(1)	–	–	–	–	–
Child Protection Unit									
Approved posts 2021/22	–	–	2	4	–	6	4	5	15
Proposed posts 2022/23	–	–	2	4	–	6	4	5	15
Net change	–	–	–	–	–	–	–	–	–
Total posts									
Approved posts 2021/22	1	4	19	21	4	49	30	27	106
Proposed posts 2022/23	1	4	23	24	4	56	30	27	113
Net change	–	–	4	3	–	7	–	–	7

**Total positions**

Approved temporary positions <sup>b</sup> 2021/22	–	–	3	4	–	7	–	–	7
Proposed temporary positions <sup>b</sup> 2022/23	–	–	–	–	–	–	–	–	–
<b>Net change</b>	–	–	<b>(3)</b>	<b>(4)</b>	–	<b>(7)</b>	–	–	<b>(7)</b>
<b>Subtotal, civilian staff, including temporary positions</b>									
Approved 2021/22	1	4	22	25	4	56	30	27	113
Proposed 2022/23	1	4	23	24	4	56	30	27	113
<b>Net change</b>	–	–	<b>1</b>	<b>(1)</b>	–	–	–	–	–
<b>Total (I–V)</b>									
Approved 2021/22	1	4	22	25	4	56	30	27	17 489
Proposed 2022/23	1	4	23	24	4	56	30	27	17 489
<b>Net change</b>	–	–	<b>1</b>	<b>(1)</b>	–	–	–	–	–

<sup>a</sup> Includes National Professional Officers and General Service staff.

<sup>b</sup> Funded under general temporary assistance.

**Office of the Police Commissioner**

Table 7

**Human resources: Office of the Police Commissioner**

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+1	P-4	United Nations Police Reform Officer	Conversion	
	+1	P-4	United Nations Police Training Officer	Conversion	
	+1	P-4	United Nations Police Adviser	Conversion	
	+1	P-3	Programme Management Officer	Conversion	
	+1	P-3	Human Resources Officer	Conversion	
	+1	P-3	Legal Officer	Conversion	
	+1	P-3	Conduct and Discipline Officer	Conversion	
<b>Subtotal</b>	<b>+7</b>				
Positions	-1	P-4	United Nations Police Reform Officer	Conversion	
	-1	P-4	United Nations Police Training Officer	Conversion	
	-1	P-4	United Nations Police Adviser	Conversion	
	-1	P-3	Programme Management Officer	Conversion	
	-1	P-3	Human Resources Officer	Conversion	
	-1	P-3	Legal Officer	Conversion	
	-1	P-3	Conduct and Discipline Officer	Conversion	
<b>Subtotal</b>	<b>-7</b>				
<b>Total</b>	<b>–</b>				

66. The approved staffing establishment of the Office of the Police Commissioner comprises 22 posts and positions (1 D-2, 1 D-1, 2 P-5, 8 P-4 (including 3 general temporary assistance positions), 5 P-3 (including 4 general temporary assistance

positions), 1 Field Service and 4 General Service staff). The Office oversees the United Nations police personnel, who will continue to support the peace process and assist the Central African authorities in the protection of civilians throughout the country, primarily by providing operational support and technical assistance to the internal security forces to stabilize the safe environment achieved through the implementation of the Mission's strategy for the protection of civilians.

67. To support the peace process, the United Nations police will continue to implement capacity-building activities to further strengthen the capacity of internal security forces. The United Nations police will also continue to support a gradual handover to internal security forces of close protection of key officials and static guard duties of national institutions. The United Nations will continue to take the measures necessary to enhance the safety of magistrates and other personnel, victims and witnesses, as well as premises of the Special Criminal Court. The United Nations police will also continue to contribute to the protection of United Nations personnel, installations and equipment. Given the worsening security situation, the United Nations police personnel will continue to play a key role in supporting national authorities in the restoration of security, as well as law and order. In addition, the United Nations police will continue to improve the protection of civilians throughout the country and support the promotion of human rights, contribute to the creation of a secure environment for the restoration and extension of State authority and combat impunity.

68. In the context of the above, and as further explained in paragraphs 17 and 18 above, it is proposed that seven temporary positions, as shown in table 7, be converted to posts to support the continuing activities of the Mission in that regard.

### Human Rights Division

Table 8

#### Human resources: Human Rights Division

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+1	P-4	Human Rights Officer	Reclassification	
	-1	P-3	Human Rights Officer	Reclassification	
	-2	NGS	Administrative Assistant	Abolishment	
	+2	NPO	Associate Human Rights Officer	Establishment	
<b>Total</b>	–				

69. The approved staffing establishment of the Human Rights Division comprises 72 posts and positions (1 D-1, 1 P-5, 9 P-4, 11 P-3, 5 P-2, 2 Field Service, 14 National Professional Officer, 7 General Service staff and 22 United Nations Volunteer positions). The Division is responsible for monitoring, investigating and reporting on violations of international humanitarian law, violations and abuses of human rights committed throughout the Central African Republic, and violations and abuses committed against children and women, including rape and other forms of sexual violence in armed conflict. The Division is also responsible for assisting the national authorities in their efforts to protect and promote human rights and prevent violations and abuses and to strengthen the capacity of civil society organizations.

70. Following the presidential and legislative elections held in December 2020, the human rights situation has deteriorated sharply and is characterized by a general climate of insecurity, exposing civilians to grave violations of human rights and international humanitarian law. An increase in the number of victims of human rights

abuses by armed groups, as well as an increase in the number of incidents by national defence and internal security forces, have been observed. Both are indicative of serious structural flaws, institutional shortcomings and protection gaps. In this context, the Human Rights Division intends to further optimize the operationalization, efficiency and visibility of the Mission's monitoring, investigation and reporting and strengthen advocacy efforts in documenting conflict-related threats and their impact on the civilian population, as well as human rights violations linked to the conflict.

71. To support the strategic realignment of thematic and programmatic priorities with the Mission's mandate, it is proposed that one post, as shown in table 8, be reclassified. This will strengthen the strategic planning capacity of the Human Rights Division and will enable the Mission to reinforce its human rights results-based approach aimed at making measurable changes for the citizens of the Central African Republic, in accordance with the mandated human rights and protection priorities. In addition, having the capacity of a Human Rights Officer at the P-4 level will facilitate strategic engagements with line ministries, other United Nations agencies and partners to ensure the full operationalization and functioning of national human rights institutions; strengthen civil society organizations and expand civic space; reinforce capacity-building initiatives for national defence and internal security forces; support national initiatives to combat hate speech and public incitement to violence; and support accountability and contribute to the fight against impunity, including through using documented human rights cases to support national and international judicial institutions such as the Special Criminal Court.

72. In addition, the Mission intends to strengthen its field presence in Bambari and Bria to address the increasing demands for the timely monitoring of and reporting on human rights violations committed by all parties to the conflict. In particular, the Mission intends to strengthen its capacity to deploy national staff members in field locations, given the added advantage of speaking the local language. The approved staffing establishment of the Human Rights Division includes two posts of Administrative Assistant (General Service staff), one each in the regional offices of Bambari and Bria. Given the expansion of and improvement in web-based applications, including but not limited to Umoja, iSeek, iNeed and Inspira, staff members of the Division in those locations perform most administrative tasks through the self-service features of those applications. Consequently, in lieu of national Administrative Assistants, the implementation of the Mission's mandate would be further strengthened by the presence of National Professional Officers who can assume core human rights functions in response to the increased monitoring and reporting requirements on the ground, while also mobilizing responses to human rights concerns, through advocacy at the local level.

73. In this regard, it is proposed that two posts, as shown in table 8, be abolished and two posts, also shown in table 8, be established in their stead. The proposed establishment will enable the Mission to support continuous, monitoring, documentation, analysis, investigation and reporting on the human rights situation in Bambari and Bria. In addition to these core tasks, various capacity-building initiatives designed for civil society organizations, human rights organizations and local human rights forums will be strengthened to foster local ownership of the human rights agenda. The increasing contribution of the Human Rights Division to the protection of civilians will require inclusive early warning and response systems and dialogue initiatives at the local level, in line with the Organization's three-tier approach and in accordance with the Secretary General's Call to Action for Human Rights.

## **Component 2: support for political, peace and reconciliation processes**

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

implementation mechanisms will remain one of the primary strategic objectives of the Mission. MINUSCA will continue to reinforce its support for inclusive dialogue, including through the republican dialogue initiative. The Mission will continue to create the conditions for inclusive peace and political processes, with priority placed on ensuring the continued viability and implementation of all provisions of the Peace Agreement and coherence with related regional peace initiatives for the Central African Republic, notably the International Conference on the Great Lakes Region joint road map, and on supporting the Government and relevant national institutions in establishing the political, security, legal and technical conditions conducive to broadening and preserving political space in the context of the Peace Agreement, including for the facilitation of free, fair, credible and inclusive local elections scheduled for September 2022 and January 2023. The Mission will enhance its good offices role and provide technical assistance for signatories to the Peace Agreement and their partners in maintaining engagement in the political process and strengthening signatories' adherence to their commitments under the Agreement. The Mission will also provide support to facilitate the inclusiveness of the political process and its ownership by political parties, civil society, women and youth, religious leaders, minority groups and local communities. This will be complemented by the efforts of the Mission to broaden the political process, including through support for good governance, the strengthening of inclusive local peace, dialogue and reconciliation processes and greater community engagement, including through strategic engagement with non-signatories to the Peace Agreement and those armed groups that have renounced the Agreement.

75. As included in the Peace Agreement, the Mission will also provide good offices and technical support for the sustainable dissolution of armed groups and assist national authorities in establishing criteria for former members of armed groups to form political parties in order to participate in future elections. Good offices, engagement, coordination and the convening of all international, regional and national stakeholders will be strengthened to ensure that dialogue between the Government and leaders of the armed groups on the implementation of the Peace Agreement is more effective and coherent. To this end, the Mission will continue to support field visits to representatives of armed groups, in coordination with the guarantors of the Peace Agreement, regional actors, international partners and national authorities, as relevant. The Mission will continue to provide technical expertise to the national authorities, as appropriate, in their engagement with neighbouring countries and other regional partners to resolve issues of common and bilateral interest, to support local cross-border initiatives and to promote their continued and full support for the Peace Agreement. To advance the inclusivity of political processes and enhance sustainable peace, the Mission will continue to support the monitoring and implementation of the women and peace and security commitments outlined in the Action for Peacekeeping initiative regarding the full, equal and meaningful participation of women in peace and political processes and in the local electoral process. The Mission will continue to support the strengthening of the role of women and youth in the peace and national reconciliation processes and improve their level of representation and participation in decision-making bodies, in particular in local governance with the prospect of local elections.

76. The Mission will continue to support the national and local monitoring mechanisms of the Peace Agreement, and to utilize strategic communications to support countrywide awareness-raising activities, including encouraging community input into the processes. The Mission will support the implementation and monitoring of the ceasefire declared on 15 October 2021 and other measures included in the International Conference on the Great Lakes Region joint road map, in line with the Mission's mandate to create a conducive environment to advance the peace process and accelerate the implementation and the effective revitalization of the Peace



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

77. The law on territorial administration adopted in December 2020 determined the administrative districts of the country, including the creation of new districts. This provided the legal framework necessary for the organization and holding of local elections at the municipal and regional levels in 176 constituencies across seven regions of the Central African Republic. Local elections will be a key opportunity to jump-start the implementation of decentralization, enhance local representative governance and encourage greater political participation of Central Africans, including by enhancing women's participation and the emergence of local female leadership. Local elections will also be an opportunity to support the Government in addressing long-standing issues of marginalization and exclusion, which are considered to be parts of the root causes of the conflict. If fully implemented, the planned decentralization process would contribute to finding local solutions, creating opportunities for local development and power-sharing through more effective and inclusive governance of natural resources and strengthening State-building in favour of territorial integrity.

78. During the 2022/23 period, the Mission will focus its electoral support on providing good offices, and operational, logistical, security and, as appropriate, technical support to the national authorities in preparing and facilitating the timely holding of free, fair, credible and inclusive local elections as mandated by the Security Council and in accordance with constitution of the Central African Republic. Electoral assistance will be provided in an integrated manner, whereby UNDP will complement the Mission's support by providing technical assistance and capacity-building support to the National Electoral Authority. MINUSCA will also continue to provide technical, logistical and operational support to the Constitutional Court and the High Council for Communication to implement their mandates with respect to the conduct of fair, free and inclusive local elections. The Mission's continued co-location of electoral personnel in 17 electoral locations will remain critical, as will support for extensive civic education programmes to support an informed electorate

and prevent the spread of misinformation and disinformation. Furthermore, strategic communications will be enhanced to promote understanding of the electoral process and the impartial support function of MINUSCA, and to combat disinformation and hate speech.

79. The renewal, expansion and deployment across the territory of security sector actors represents a crucial step towards restoring State authority, as well as a foundation for sustainable peace and development in the Central African Republic. The Mission will continue to provide strategic advice, technical assistance and operational and programmatic support to the national authorities in sustaining the deployment of professional and accountable national defence and internal security forces throughout the country and mitigating potential risks for the population, including minorities. To this end, MINUSCA will support the national and gender-responsive security sector reform process through the Ministry of Interior and Public Security and the Ministry of National Defence and Army Reconstruction, within the framework of the national security policy, the national security sector reform strategy and the national defence plan. Priority will be placed on the implementation of security provisions of the Peace Agreement and the International Conference on the Great Lakes Region joint road map. Support will be provided for the integration of ex-combatants into the national defence and internal security forces, including through supporting, vetting and addressing issues concerning rank harmonization, within the framework of the human rights due diligence policy. The Mission will also work to strengthen the capacity of the legislature in its oversight responsibility to ensure effective and accountable national defence and internal security forces. Efforts will be made to support the Government in coordinating and mobilizing international assistance for security sector reform, implementing and assisting in the operationalization of the national defence plan, providing capacity-building to enforce and strengthen the military justice system, and to enhance the central and general inspectorates of the national security forces.

80. The Mission will continue to provide support to advance disarmament, demobilization and reintegration activities in the framework of the Peace Agreement, taking into account the International Conference on the Great Lakes Region joint road map and in line with the strategic decisions and directives of the strategic committee on disarmament, demobilization, reintegration and repatriation, security sector reform and national reconciliation. During the 2022/23 period, the Mission will provide support for the comprehensive disarmament and demobilization of armed groups not affiliated with the Coalition des patriotes pour le changement throughout the country, including defectors from armed groups affiliated with the Coalition, with the aim of achieving the dissolution of armed groups in accordance with the terms of the Peace Agreement. The Mission will support the final rounds of disarmament and demobilization operations for an estimated 1,000 ex-combatants, mainly members of armed groups that were formerly affiliated with the Coalition that would have rejoined the peace process in accordance with Peace Agreement, in line with the International Conference on the Great Lakes Region joint road map. In coordination with other relevant international partners, and in line with the Government's decision regarding the technical requirements for the cantonment of combatants, the Mission will support voluntary cantonment sites to foster the community-based socioeconomic reintegration of demobilized ex-combatants. Efforts will also be made to ensure that synergies exist for the integration of ex-combatants into the national defence and internal security forces in line with the principles of disarmament, demobilization, reintegration, repatriation and integration into the uniformed corps, signed at the Bangui Forum on National Reconciliation, held in May 2015.

81. Community violence reduction programmes will continue to be implemented to complement the national disarmament, demobilization and reintegration process, as

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

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

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Progress towards the implementation of the Peace Agreement and adherence to its provisions, as well as compliance with democratic governance and inclusive political processes at the national and regional levels	<p>2.1.1 Percentage of recommendations of the Executive Monitoring Committee implemented by signatories to the Peace Agreement (2020/21: not applicable; 2021/22: 60 per cent; 2022/23: 60 per cent)</p> <p>2.1.2 Percentage of laws stipulated in the Peace Agreement and pertaining to the democratic and inclusive political process enacted to enable effective local governance (2020/21: not applicable; 2021/22: not applicable; 2022/23: 30 per cent)</p>

#### *Outputs*

- 6 meetings supported by the Mission and convened by the Government with guarantors and facilitators, demonstrating a continued engagement in implementation of the Peace Agreement
- 6 meetings of the Executive Monitoring Committee and the national committee for the implementation of the Peace Agreement, supported by the Mission
- 6 advisory meetings with national and regional stakeholders to support the implementation of the Peace Agreement and 1 meeting of the International Support Group on the Central African Republic to support the implementation of the Peace Agreement
- 4 field visits of the Government, including also the guarantors and facilitators, in support of the implementation of the Peace Agreement by providing logistical and technical assistance, as well as good offices
- 6 meetings of the national committee for the implementation of the Peace Agreement supported by MINUSCA, in order to coordinate the overall implementation of the Peace Agreement and resolve regional issues raised through prefectural committees for the implementation of the Peace Agreement
- 10 field missions of members of parliament to their constituencies to support the peace process, social cohesion and the peaceful resolution of disputes

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.2 Progress towards reconciliation, social cohesion and inclusive peace and political processes at the local level through the implementation of the Peace Agreement, civic education around the electoral process and coordinated local peace initiatives	<p>2.2.1 Number of conflict mitigation initiatives completed in key areas of intercommunal tension (2020/21: 28; 2021/22: 24; 2022/23: 36)</p> <p>2.2.2 Number of community reconciliation programmes that contribute to peace and stability (2020/21: 11; 2021/22: 17; 2022/23: 20)</p> <p>2.2.3 Number of Peace Agreement follow-up mechanisms that are inclusive and meet on a consistent basis at the local level (2020/21: 36; 2021/22: 36; 2022/23: 36)</p> <p>2.2.4 Percentage of recommendations of the prefectural committees for the implementation of the Peace Agreement that have been implemented by the Government (2020/21: not applicable; 2021/22: 60 per cent; 2022/23: 60 per cent)</p>

#### *Outputs*

- 20 meetings and outreach sessions to support local stakeholders (local administrations, political parties, candidates, civil society, women, youth and persons with disabilities) and inform them of local governance and electoral processes
- 10 local mediations or dialogue initiatives in hotspots outside of Bangui, conducted jointly with the monitoring and implementation mechanisms of the Peace Agreement, to de-escalate violence and foster reconciliation processes between the armed groups in conflict with each other, as well as with other stakeholders aligned with them
- 100 prefecture-level meetings with local authorities, national defence and internal security forces and armed groups, within the framework of the Peace Agreement or in a complementary manner, to discuss reduction of violence and implementation of the Peace Agreement
- 3 videoconferences between the national committee for the implementation of the Peace Agreement, the technical secretariat of the Executive Monitoring Committee and the prefectural committees in 17 prefectures to discuss implementation of the Peace Agreement at the local level
- 10 meetings with signatory armed groups and the provision of good offices at the national and local levels to support the dissolution of armed groups and refocus their members into political engagement, in accordance with the provisions of the Peace Agreement
- 3 initiatives of women's organizations for the promotion of peace and reconciliation at the local level, in Alindao, Bouar and Obo
- 20 meetings with local authorities, local community leaders and representatives of marginalized and stigmatized communities to support their integration through an integrated strategy within the framework of the anti-discrimination provisions of the Peace Agreement
- 30 workshops and dialogue sessions for 750 participants to prevent hate speech and support social cohesion in line with the provisions of the Peace Agreement
- 10 workshops for 25 participants per session to foster political education and support youth and women in becoming future local and/or national political leaders
- 12 meetings between members of the advisory committee of women leaders and members of the Mission's senior leadership to discuss and advise on the sociopolitical and security situation of women in the Central African Republic

- 68 workshops (4 per regional electoral office) led by the local branches of the National Electoral Authority, with technical and operational support from MINUSCA, on voter and civic education to prepare local populations for local elections and to mainstream the participation of women into the electoral and political processes
- 12 working sessions on the provision of technical assistance to the High Council for Communication and civil society to strengthen national capacity to prevent and respond to public incitement to violence and hate speech
- 36 workshop and dialogue sessions for 800 beneficiaries in the 12 field offices to facilitate and reinforce the capacity for peaceful conflict resolution of prefectural committees for the implementation of the Peace Agreement, local peace and reconciliation committees, civil society actors and local authorities, in partnership with the national organizations, United Nations agencies and bilateral partners
- 5 new local peace processes supported for 500 beneficiaries and community reconciliation actors to prevent conflicts and facilitate peaceful coexistence, and follow-up on 20 local peace agreements
- 10 awareness-raising sessions for members of local and/or national peace committees, including the technical security committee and prefectural committees for the implementation of the Peace Agreement, on the inclusion of children's concerns and their protection in peace initiatives
- 15 public campaigns for members of civil society on the inclusion of human rights concerns in local peace initiatives
- 1 communications campaign targeting political actors, civil society organizations, organized segments of vulnerable groups, the media and the general population to promote support for and ownership of the Peace Agreement, local peace initiatives and participation in the elections

*Expected accomplishment**Indicators of achievement*

2.3 National institutions (National Electoral Authority, Constitutional Court, Strategic Committee on Elections and High Council for Communication) conduct a free, fair, credible and inclusive local electoral process, including by making progress on the effective settlement of electoral disputes

2.3.1 Percentage of National Electoral Authority operational plans and budgets for local elections that are aligned to legal texts, adopted and available with operational readiness (2020/21: not applicable; 2021/22: 100 per cent; 2022/23: 100 per cent)

2.3.2 Number of polling stations where local elections are held in accordance with the mapping exercise conducted by the National Electoral Authority (2020/21: not applicable; 2021/22: 5,000; 2022/23: 5,408)

2.3.3 Percentage of electoral candidacy disputes that are addressed by magistrates (2020/21: not applicable; 2021/22: 100 per cent; 2022/23: 100 per cent)

2.3.4 Percentage of women candidates for local elections, as well as the percentage of women elected at the local level (2020/21: not applicable; 2021/22: 35 per cent; 2022/23: 35 per cent)

2.3.5 Number of women elected as municipal councillors/advisers trained on female leadership, as well as on the women and peace and security agenda (2020/21: not applicable; 2021/22: not applicable; 2022/23: 200)

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*Outputs*

- 5 meetings of the Cadre de concertation to promote dialogue and consensus among electoral stakeholders, including national authorities, political parties and civil society, with regard to the completion of local elections in 2022 and 2023, to resolve electoral disputes and address challenges in the facilitation of local elections
- Daily assistance to the electoral authorities through co-location with the National Electoral Authority and monthly meetings with national authorities to: (a) monitor and implement the required legal framework on decentralization; (b) provide technical, operational and logistical support for the holding of credible, free, fair and peaceful local elections; and (c) ensure the transfer of skills for electoral management, as well as support for the gender parity law, with a view to reinforcing inclusivity and consensus for internal decision-making
- Technical and logistical support for the National Electoral Authority in all 20 prefectures to monitor and manage appeals to 2022 and 2023 voter registration and municipal and regional election results, including technical and logistical support for the Authority's coordination with the Tribunal de grande instance and logistical support for the Tribunal's decisions, as needed
- 18 outreach sessions (1 per prefecture and 1 in Bangui) to raise the awareness of and assist national stakeholders (government officials, political parties and civil society) on affirmative action conducive to the increased political participation and elected representation of women in municipal and regional councils
- 32 workshops (2 per regional electoral office) led by the National Electoral Authority (*démembrements*) with technical and operational assistance from MINUSCA, on civic education to support the peaceful completion of municipal and regional elections and to support the participation of women in the electoral and political processes
- 1 national seminar to evaluate the 2020–2023 electoral process with inclusive political participation from electoral stakeholders (national institutions, elected officials, political parties, civil society, public administration and international partners)
- 12 training sessions with the National Electoral Authority on database management for both electoral mapping and voter list, as well as technical support, including for updating software requirements, centralizing data in the main database of the National Electoral Authority in Bangui and updating the voter list (on an annual basis)
- 12 joint National Electoral Authority-MINUSCA inspections of the materials at the Authority-managed warehouse to improve warehouse management
- 6 meetings of the strategic committee on elections to address key issues concerning citizenship, identity and inclusion in the electoral process and to complete the local elections and Central African Republic's 2020–2023 electoral cycle
- 18 coordination meetings with the leadership of internal security forces to review their deployment plan, provide strategic advice and advocate the implementation of the integrated electoral security plan
- 6 videoconference meetings between the Minister of Territorial Administration, Decentralization and Local Development and prefects/local authorities to discuss electoral updates and processes
- 10 capacity-building workshops for at least 200 elected female municipal advisers on female leadership and the women and peace and security agenda

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*Expected accomplishment*

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

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*Indicators of achievement*

2.4.1 Progress in the implementation of the national security sector reform strategy and sectoral plans (2020/21: 4 plans; 2021/22: 1 normative framework of a sectoral plan; 2022/23: 1 strategy and 3 sectoral plans)

2.4.2 Number of vetted personnel of national defence and internal security forces, including ex-combatants (2020/21: 1,000; 2021/22: 1,000 internal security forces personnel and 1,300 national defence personnel; 2022/23: 1,000 internal security forces personnel and 1,300 national defence personnel)

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*Outputs*

- 1,000 vetting exercises conducted for the purpose of supporting the integration of armed groups into the national defence and internal security forces, as well as supporting recruitment into the national defence and internal security forces
- 3 training sessions for magistrates, judicial police and clerks on the military code of justice
- 2 field assessment visits by the Ministry of Defence and the Ministry of Justice to the permanent military tribunals in Bouar and Bambari, and the rehabilitation and equipping of the buildings of the military justice courts
- 2 workshops to support national security sector efforts related to the implementation of validated sectoral plans to support the implementation of the national security policy and the national security sector reform strategy
- 6 coordination meetings and 2 workshops to assist national security sector reform actors in improving internal and external oversight mechanisms related to governance and the democratic control of the security sector, including the military justice system and inspectorates
- 6 working sessions and 2 workshops with national and international stakeholders on strategic and technical support, with the aim of mainstreaming gender across the security sector in the Central African Republic
- 2 working sessions with relevant ministries to include formal vetting procedures as part of the recruitment of defence and security personnel
- 15 meetings with international and national stakeholders to coordinate and assist in the 2022–2023 national recruitment process for national defence forces, including strategic support for gender mainstreaming and to assist national counterparts in developing and maintaining a human resources mechanism
- 3 joint assessment field missions in the defence zones (west, east and south) to support the national partners in evaluating the effectiveness and sustainability of the deployments of the national defence and internal security forces, as well as the garrison process, contributing to the restoration of State authority
- 8 meetings and 1 workshop with international and national stakeholders on the implementation of the national defence plan and the defence infrastructure master plan, notably on resource mobilization, the mobilization of materials and specialized training activities
- 2 retreats of the general and central inspectorates of the national security forces on their roles and attributions
- 2 workshops on awareness and learning on the *règlement de discipline générale* for the benefit of the national security forces, in the framework of strengthening oversight mechanisms
- 1 reflection workshop with the Armed Forces of the Central African Republic on the conceptualization processes of command and control within the army
- 2 capacity-building workshops with national defence and internal security forces on budgetary and financial management
- 31 workshops for 2,070 internal security force personnel, including 414 female personnel, to provide technical advice and guidance on key policing activities with gender perspectives, including public order and public security

- 5 workshops to support the review of the strategic and operational plans of internal security forces, including the capacity-building and development plan and the comprehensive resizing and redeployment plan
- 1 community mobilization campaign and media advocacy activities, including the engagement and capacity-building of national partners to increase their understanding of and support for the security sector reform process, as well as the redeployment of the national defence and internal security forces
- 150 quality assurance and quality control inspection visits to and enhancement of 20 weapons and ammunition storage facilities
- 12 technical assistance initiatives to support the implementation of the national strategy and action plan on small arms and light weapons of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons
- 12 weapons and ammunition management training sessions for the national defence and internal security forces

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.5 Progress towards the implementation of a national community violence reduction strategy and disarmament, demobilization and reintegration	<p>2.5.1 Number of new members of armed groups sustainably disarmed, demobilized and reintegrated into their communities (2020/21: 2,000; 2021/22: 2,000; 2022/23: 1,000)</p> <p>2.5.2 Number of new direct beneficiaries associated with armed groups and community members participating in the community violence reduction programme (2020/21: 3,500; 2021/22: 3,500; 2022/23: 3,650 (30 per cent women))</p> <p>2.5.3 Number of security incidents in communities where community violence reduction programmes are implemented (2020/21: not applicable; 2021/22: not applicable; 2022/23: 600)</p>

#### *Outputs*

- 1 national community mobilization campaign and media advocacy activities to increase understanding of support for and ownership among concerned communities for disarmament, demobilization and reintegration and community violence reduction programmes
- 12 meetings with the relevant national and international actors, including the donor community, to plan and coordinate disarmament and demobilization operations and to follow-up on the synchronization of activities to disarm, demobilize and reintegrate ex-combatants
- 3,650 community members (30 per cent of them women), including youth prone to violence and elements associated with armed groups, participate in community violence reduction activities to prevent their recruitment into illegal armed activities and mitigate tensions, in particular in communities subject to intercommunal violence
- Quarterly plenary sessions by National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons members and relevant international and national partners resulting in the production of 4 quarterly reports and 3 mass awareness-raising campaigns targeting civil society, public opinion leaders, community leaders and students to encourage community participation in voluntary civilian disarmament exercises
- 12 missions to raise awareness among armed groups of the participation of children in the national disarmament, demobilization and reintegration process for children and to check for the presence of children, in order to ensure their immediate release and incorporation into the national programme



## External factors

The willingness of armed groups, including those who renounced the Peace Agreement, to engage in the national disarmament, demobilization and reintegration process, comply with the national programme eligibility criteria and respect the commitments that they made by signing the Agreement

Table 9

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

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Political Affairs Division									
Approved posts 2021/22	–	2	12	17	2	33	3	14	50
Proposed posts 2022/23	–	2	12	17	2	33	3	14	50
Net change	–	–	–	–	–	–	–	–	–
Disarmament, Demobilization and Reintegration Section									
Approved posts 2021/22	–	1	5	8	2	16	5	8	29
Proposed posts 2022/23	–	1	5	8	2	16	5	8	29
Net change	–	–	–	–	–	–	–	–	–
Security Sector Reform Service									
Approved posts 2021/22	–	1	3	2	1	7	2	2	11
Proposed posts 2022/23	–	1	3	2	1	7	2	2	11
Net change	–	–	–	–	–	–	–	–	–
Electoral Affairs Service									
Approved temporary positions <sup>b</sup> 2021/22	–	1	6	22	1	30	1	37	68
Proposed temporary positions <sup>b</sup> 2022/23	–	1	6	22	1	30	1	37	68
Net change	–	–	–	–	–	–	–	–	–
Total positions									
Approved temporary positions <sup>b</sup> 2021/22	–	1	6	22	1	30	1	37	68
Proposed temporary positions <sup>b</sup> 2022/23	–	1	6	22	1	30	1	37	68
Net change	–	–	–	–	–	–	–	–	–
Total posts									
Approved posts 2021/22	–	4	20	27	5	56	10	24	90
Proposed posts 2022/23	–	4	20	27	5	56	10	24	90
Net change	–	–	–	–	–	–	–	–	–
Total, including temporary positions									
Approved 2021/22	–	5	26	49	6	86	11	61	158
Proposed 2022/23	–	5	26	49	6	86	11	61	158
Net change	–	–	–	–	–	–	–	–	–

<sup>a</sup> Includes National Professional Officers and General Service staff.

<sup>b</sup> Funded under general temporary assistance.

## Electoral Affairs Service

Table 10

### Human resources: Electoral Affairs Service

	<i>Number</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Positions	1	D-1	Principal Electoral Affairs Officer	Continuation	
	6	P-4	Electoral Officer	Continuation	
	22	P-3	Electoral Officer	Continuation	
	1	FS	Administrative Assistant	Continuation	
	1	NGS	Driver	Continuation	
	3	UNV	Electoral Officer	Continuation	
	34	UNV	Electoral Advisers	Continuation	
<b>Total</b>	<b>68</b>				

83. To support the local elections to be held in 2022 and 2023, the Electoral Affairs Service will play a key role in the implementation of the Mission's mandate, as outlined in paragraph 5 (e) above. The Mission intends to retain its capacity to effectively support the National Electoral Authority at its headquarters and at the prefectural level. The Mission's electoral support is outlined in paragraphs 77 and 78 above, based on the assumptions outlined in paragraphs 14 (i) and 14 (j) above.

84. To implement the Mission's mandate, the continuation of the Electoral Affairs Service with 31 general temporary assistance positions and 37 United Nations Volunteer positions, as shown in table 10, is proposed. Under the leadership of a Principal Electoral Affairs Officer (D-1), the Service would continue to support the National Electoral Authority, both at its headquarters and at the prefectural level, with qualified United Nations electoral experts and advisers with the relevant expertise. The Mission will continue to ensure territorial coverage through the deployment of one Electoral Officer/Regional Coordinator, one Electoral Adviser (Logistics) and one Electoral Adviser (Civic and Voter Registration) in each of its 17 field offices, covering the country's 20 prefectures. These staff members will liaise with all electoral stakeholders and partners, including United Nations entities on the ground, and provide technical and logistical support to the local branches of the Authority.

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

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

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

87. The Mission will continue to support the demilitarization of the penitentiary system by strengthening prison infrastructure and building an effective and inclusive civilian penitentiary service with strong operational capacity. Both are essential to ensuring that the Central African prison service is able to effectively detain high-profile detainees without compromising a human-rights based and competent management system that meets international standards. The Mission will also continue to assist in the coordination and mobilization of increased bilateral and multilateral support for justice and corrections institutions, including the Special Criminal Court, to enable the criminal justice system to function effectively and to be increasingly independent and accountable. Furthermore, the Mission will continue to assist the Ministry of Justice in implementing the justice sector reform policy, a five-year strategic and operational framework through which all justice sector reforms will be planned and implemented. The implementation of this reform has been delayed because the Government prioritized the efforts to combat the spread of COVID-19 and the restoration of security in the country. The Mission will also support the sustained and increased deployment of magistrates, registrars and civilian prison personnel outside of Bangui. Given the importance of the role of the High Court of Justice in prosecuting members of the Government for offences committed during their mandates and considering that some of its judges were replaced as a result of the 2020 and 2021 elections, the Mission will support the awareness-raising and capacity-building of members of the Court, including judges, registrars and clerks, as part of the strategy to fight impunity at all levels.

88. The Mission will continue to support the Government in the fight against impunity and its efforts to bring perpetrators of grave violations of international humanitarian and human rights law, including crimes against peacekeepers, to justice, while ensuring that victims and witnesses of prolonged violence may enjoy their rights to justice, truth, reparations and guarantees of non-repetition and are supported, and that their grievances are addressed. The Mission's comprehensive approach will include support for strengthening the independence of the judiciary and the impartial functioning of the national justice system and the Special Criminal Court, to address serious crimes committed during the crisis, as well as violations of the Peace Agreement. In cooperation with international partners, MINUSCA will focus on providing support to the Special Criminal Court, with an emphasis on supporting the Special Prosecutor and the investigating judges in accelerating the implementation of the Court's investigation and prosecution strategy. With trials due to start early in 2022, the Mission will further continue to support the operationalization of the Court through the reinforcement of the capacity of the Court's personnel to ensure that trials are held in accordance with international standards, including regarding the protection of victims and witnesses. Given the complexity of the cases under investigation and the expected length of the upcoming trials, sustained technical and financial

assistance is still needed to support the functioning of the Court, including through the strengthening of the Registry's organizational structure and data management. In parallel, close cooperation with other national courts will be enhanced to strengthen the justice system across the country and ensure complementarity in the investigation and prosecution of cases.

89. To support basic law and order and the fight against impunity in areas where the internal security forces are not present or operational, the Mission will continue to implement urgent temporary measures to arrest and/or support the arrest of those responsible for inciting violence and obstructing adherence to the Peace Agreement and the ceasefire, as well as those responsible for serious crimes against the civilian population and international actors. In addition, MINUSCA, in cooperation with partners, will support the Government in the development of broader transitional justice mechanisms, with concerted efforts made to ensure that these mechanisms uphold international standards for human rights and address gender-based violence, as well as victim and witness protection issues. In line with the Government's commitment under the Peace Agreement, the Mission will continue to support the Truth, Justice, Reparation and Reconciliation Commission, including by supporting its full operationalization. Coordinated and coherent efforts will ensure that all justice mechanisms contribute to the call for justice of Central African people and are aligned with the Peace Agreement and the broader political and reconciliation process.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.1 Progress towards the extension of State authority and the rule of law in the Central African Republic	<p>3.1.1 Number of newly trained local authorities, traditional chiefs and civil servants (2020/21: 800; 2021/22: 1,000; 2022/23: 1,000)</p> <p>3.1.2 Number of new targeted operations executed by the national police and gendarmerie with MINUSCA support (2020/21: 20; 2021/22: 20; 2022/23: 20)</p> <p>3.1.3 Number of internal security forces personnel deployed (2020/21: not applicable; 2021/22: 1,700; 2022/23: 1,700)</p>

#### *Outputs*

- 20 initiatives, 1 in each of the 20 prefectures, on the restoration of State authority for 480 beneficiaries, to assess and ensure the continuity and strengthen the quality of administrative and governance services delivered by deployed territorial administration stakeholders, as well as support the implementation of local stabilization and development plans, in collaboration with the United Nations country team and other partners
- 20 workshops and training sessions to strengthen capacities of 386 local authorities, including members of the special delegations, to respond to local governance, social, economic and basic local development needs, and contribute to the organization of local election in coordination with community themselves and local authorities, NGOs and the United Nations country team
- 10 capacity-building workshops for at least 200 female candidates and elected female municipal councillors on their role in local governance, female leadership and women and peace and security
- 3 meetings with the Cadre de concertation of the Unité mixte d'intervention rapide et répression de violences sexuelles faites aux femmes et aux enfants with the objective to promote and strengthen the latter's response to conflict-related sexual violence and sexual and gender-based violence, through community outreach, rapid intervention, investigation of incidents, the preparation of case files for prosecution and support for judicial follow-up on case files

- 19 training workshops for 570 judicial police officers, including at least 114 women, on criminal investigations and crime scene management, and 14 training workshops in forensics (including signage, fingerprint comparison, crime scene management for first responders at a crime scene, basic photography and complex findings) for 460 internal security forces personnel
- 20 joint targeted operations by internal security forces, with MINUSCA support, aimed at arresting alleged perpetrators of serious crimes, including heads or senior leaders of armed groups, and regular profiling of emblematic cases and gross human rights violations in support of investigative efforts for domestic and international proceedings
- 10 stations/buildings for internal security forces units rehabilitated and equipped, including police stations, gendarmerie brigades, specialized investigation units and crowd control units
- 12 meetings with national authorities, including United Nations co-location with mining police, to support the implementation of the national strategy to address illegal taxation and the illicit exploitation of natural resources
- 4 training workshops on community-oriented policing approaches and techniques involving 120 internal security forces participants from the territorial commissariats and brigades
- 3 training sessions on corruption and on conduct and discipline for 150 internal security forces personnel
- 1 national communication campaign to promote the decentralisation policy and support local authorities in engaging with citizens on the new policy

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.2 Progress towards the implementation of the national justice sector policy and prison demilitarization	<p>3.2.1 Number of judicial actors (magistrates and registrars) deployed outside Bangui (2020/21: 100; 2021/22: 100; 2022/23: 75)</p> <p>3.2.2 Number of national civilian prison officers recruited, vetted and trained (2020/21: 336; 2021/22: 436; 2022/23: 409)</p> <p>3.2.3 Average number of serious prison incidents (mutinies, mass escapes, riots, attacks on prison) directly threatening prison operations and public safety, per 100 detainees held, throughout the year (2020/21: 5; 2021/22: 4.5; 2022/23: 3)</p> <p>3.2.4 Number of civilian penitentiary personnel that are present throughout the country (2020/21: not applicable; 2021/22: 285; 2022/23: 409)</p> <p>3.2.5 Total number of courts functioning in jurisdictions outside of Bangui (2020/21: not applicable; 2021/22: 20; 2022/23: 20)</p> <p>3.2.6 Percentage of implementation of the justice sector policy (2020/21: not applicable; 2021/22: 50 per cent; 2022/23: 50 per cent)</p> <p>3.2.7 Number of new laws or decrees adopted and implemented in the framework of the implementation of the justice sector strategy (2020/21: not applicable; 2021/22: 5; 2022/23: 5)</p>

3.2.8 Number of legal reforms towards greater independence of the judiciary successfully passed (2020/21: not applicable; 2021/22: 2; 2022/23: 2)

*Outputs*

- 2 courts rehabilitated, 1 court constructed and 6 courts equipped, in support of the national decentralization strategy and to strengthen national capacity to investigate and prosecute crimes, including crimes against peacekeepers
- 40 meetings with the Ministry of Justice, judicial inspection services, the committee coordinating the training of judicial actors and/or other relevant national authorities to plan and coordinate the physical deployment of justice and rule of law actors in the regions outside of Bangui
- 25 advisory meetings with national judicial authorities, including representatives of the Ministry of Justice and of the judiciary, to develop and implement a criminal policy for regular courts, incorporating a gender and sexual and gender-based violence perspective
- 1 three-day training session for 10 heads of courts on internal control measures relating to ethical rules, in alignment with the action plan of the thematic group of the justice sector on the independence of justice
- 10 meetings with the justice sector policy reform coordination cell and its 6 thematic groups to plan and implement the steps of the justice sector policy, including the effective implementation of the code of ethics of magistrates
- 40 meetings with the Ministry of Justice and relevant judicial authorities to provide logistical and technical support to the courts of appeal for the organization of criminal sessions (2 in Bangui, 2 in Bouar and 2 in Bambari), including support for the effective investigation and prosecution of cases involving crimes against peacekeepers
- 2 three-day workshops for 20 participants to revise and update the law on the statute concerning the role of bailiffs, including its implementing decree, internal regulations and regulatory texts, and build capacity to increase access to justice
- 4 two-day capacity-building sessions for 150 informal justice actors to increase respect for rights in the framework of informal justice mechanisms and 6 one-day workshops for 120 participants to support the functioning of consultation frameworks between the formal and the informal justice systems
- 2 training modules for judicial actors on anti-corruption developed and 1 two-day workshop to develop management tools of the Inspection générale des services judiciaires
- 1 legal clinic in Bouar equipped to enhance access to justice in the region and ensure the continuity of legal aid clinic activities in Bouar and Bria, supported through the joint UNDP-MINUSCA rule-of-law project
- 8 courts and judicial authorities, including the Central African Bar Association, supported with law libraries and law books to strengthen the effective delivery of judicial services and improve access to justice
- 4 one-day workshops in internally displaced persons sites to increase rights awareness and access to justice for 1,000 internally displaced persons
- 150 civilian prison personnel complete on-the-job training with the Ecole nationale d'administration et de magistrature as part of the demilitarization of the prison system
- 4 prisons (Ngaragba Central Prison, Camp de Roux detention centre, Bria and Paoua) upgraded and improved through rehabilitation and equipment projects
- Daily mentoring and advising for 409 civilian prison personnel in 15 prisons, as well as at prison headquarters; and robust mentoring and advising for 130 civilian prison personnel 24 hours a day, 7 days a week, at Ngaragba Central Prison, Camp de Roux and Bambari prison through the co-location of MINUSCA corrections personnel

- 296 civilian prison personnel trained, integrated into the public service and deployed
- 2 meetings of the steering committee on the justice sectoral policy and monthly meetings of the working group on prison demilitarization and on-the-job training of prison administration officials, and collaboration with the United Nations Institute for Training and Research to implement at least 4 activities of the plan for a prisoner classification system
- 3 social reintegration programmes implemented, including 2 prison production activities and a gender-focused activity to enhance conditions for women detainees
- 1 ten-day refresher training of trainers on prison intervention techniques for 12 national civilian prison personnel, 2 fifteen-day specialized rapid intervention training sessions for 72 civilian prison personnel, 2 simulation exercises on riot and incident control in Bangui prisons and 15 three-day training sessions on the new prison code of ethics for 432 national prison personnel
- 1 health assessment for prisoners, and provision of equipment and other health-care support for 2 prison health facilities (Ngaragba Central Prison and Bimbo women's prison) to allow routine prisoner health check-ups and enhance right to health in prisons
- 30 child protection visits to police/gendarmerie and judicial detention facilities to monitor the presence of children detained in relation to their association with armed groups and advocate their release
- 5 capacity-building workshops for 50 judicial actors on the Child Protection Code
- 1 national communication campaign through community outreach, print and broadcast outlets to increase the understanding of Central Africans of their rights, the legal processes and the functioning of judicial and penitentiary institutions

*Expected accomplishment**Indicators of achievement*

3.3 Strengthened transitional justice mechanisms, including the Special Criminal Court, and improved capacity to fight impunity

3.3.1 Number of transitional justice mechanisms, in addition to the Special Criminal Court, that are operational and comply with international standards for human rights (2020/21: 2; 2021/22: 4; 2022/23: 2)

3.3.2 Number of early-stage investigations completed by the Special Prosecutor of the Special Criminal Court and handed over to the investigating judges (2020/21: 7; 2021/22: 10; 2022/23: 18)

3.3.3 Number of magistrates and registrars employed by the Special Criminal Court (2020/21: 29; 2021/22: 27; 2022/23: 31)

3.3.4 Annual number of criminal sessions held by the three courts of appeal (2020/21: 5; 2021/22: 6; 2022/23: 6)

3.3.5 Number of prosecutions completed involving serious crimes (2020/21: 100; 2021/22: 120; 2022/23: 120)

*Outputs*

- 1 national workshop to address child participation in the Truth, Justice, Reparation and Reconciliation Commission
- 12 training workshops for 360 women from civil society organizations and associations working on gender-based violence and peace and reconciliation on the monitoring of judicial files of women victims of conflicts and sexual and gender-based violence

- 20 investigation missions of staff of the Truth, Justice, Reparation and Reconciliation Commission to gather information on serious human rights violations based on recommendations of the inclusive commission
- 20 information and field missions of commissioners of the Truth, Justice, Reparation and Reconciliation Commission
- 20 awareness-raising sessions on the mandate of the Truth, Justice, Reparation and Reconciliation Commission for the benefit of 500 people, including women, representing religious and traditional leaders, associations of women, young people, associations of victims of human rights violations and local administrative authorities
- 5 training sessions on human rights and transitional justice, 2 expert workshops for the benefit of the 11 commissioners of the Truth, Justice, Reparation and Reconciliation Commission on the functioning of the Commission and 3 expert workshops for the benefit of the representatives of the Commission in the regions to ensure the integration of the Commission's principles and rules of procedures in all its activities and projects
- 12 activities of civil society organizations to monitor and report on proceedings of the Truth, Justice, Reparation and Reconciliation Commission to ensure their compliance with truth-seeking principles, protection of victims and the standards of a fair trial and equitable justice, as enshrined in international and national human rights standards
- 2 expert workshops to advocate and support the integration of the principles of protection of victims and witnesses in the proceedings of the Truth, Justice, Reparation and Reconciliation Commission
- 1 three-day workshop to evaluate the implementation status of Special Criminal Court investigations and prosecution strategy
- 4 briefing sessions on the human rights due diligence policy mechanism and implementation for mission components and United Nations entities providing support to the national defence and internal security forces, 4 briefing sessions for national defence and internal security forces and 4 briefing sessions for national human rights institutions and members of civil society organizations
- 50 individual risk assessments of requests for support from the United Nations, as well as from United Nations specialized agencies, funds and programmes, with recommendations submitted to the human rights due diligence task force
- 12 public events of the national coordination committee of victims' associations and the civil society working group on transitional justice to promote the participation of victims in the transitional justice process
- 10 investigative missions by the Special Criminal Court outside of Bangui in coordination with the Office of the Special Prosecutor and the Investigating Chamber, while providing technical and logistical support for the implementation of the investigation and prosecution strategy of the Court
- 2 semi-annual reports on the functioning of the Special Criminal Court and the establishment of an external audit service, in collaboration with the Court's President, Vice-President and existing steering committee
- 1 month-long capacity-building session for judges of the Trial Chamber of the Special Criminal Court on how to conduct complex trials for serious crimes
- 10 advisory and mentoring meetings with the Registry of the Special Criminal Court to provide technical advice on the management and coordination of the Registry's key services, as well as on specific topics such as victim and witness protection, legal aid, and outreach and communication
- Support for the recruitment of 1 international deputy chief registrar and 2 additional national registrars and the creation of a roster for eligible international judges and magistrates for the Special Criminal Court
- Special Criminal Court exit strategy drafted, including provisions for its potential renewal and activities and priorities beyond 2023



- 6 two-day mobile court sessions (2 sessions within the district of each of the 3 courts of appeal) to support the delivery of judicial services, for the benefit of 600 persons
- 13 training session on the judicial aspects of the Child Protection Code; on investigation techniques and evidence management; on the effective investigation and prosecution of cases of sexual violence, including conflict-related sexual violence; on the use of urgent temporary measures; on military justice; and on case investigation and pretrial detention management for 30 magistrates each, including prosecutors and investigating judges of the court of appeal of Bangui and Bouar and of the Bangui Juvenile Court, as well as judicial police officers
- 1 detention facility rehabilitated or constructed and equipped at 2 designated hospitals to house sick Special Criminal Court detainees
- Rehabilitation/construction and equipment of the main administrative building of the Central African Bar Association
- 1 communication campaign through community outreach, print and broadcast outlets to raise awareness of transitional justice mechanisms, increase the knowledge and the importance of the Truth, Justice, Reparation and Reconciliation Commission and promote local ownership over the justice process

#### External factors

The security environment and the ability of judicial personnel and civil servants to remain in their posts, the timely deployment of necessary staff and the willingness of the Ministry of Justice to implement disciplinary measures, when required, to maintain personnel in their posts. Armed group violence may have an impact on the ability of judicial actors to carry out investigations and proceedings

Table 11

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

Category									Total
I. Government-provided personnel									
Approved 2021/22									108
Proposed 2022/23									108
Net change									–
II. Civilian staff									
	International staff							United Nations	
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal	National staff <sup>a</sup>	Volunteers	Total
Justice and Corrections Section									
Approved posts 2021/22	–	1	15	14	1	31	18	5	54
Proposed posts 2022/23	–	1	15	14	1	31	18	5	54
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved posts 2021/22	–	1	7	8	2	18	92	8	118
Proposed posts 2022/23	–	1	7	8	2	18	92	8	118
Net change	–	–	–	–	–	–	–	–	–

<b>Subtotal, civilian staff</b>									
Approved posts 2021/22	–	2	22	22	3	49	110	13	172
Proposed posts 2022/23	–	2	22	22	3	49	110	13	172
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Total (I–II)</b>									
Approved 2021/22	–	2	22	22	3	49	110	13	280
Proposed 2022/23	–	2	22	22	3	49	110	13	280
<b>Net change</b>	–	–	–	–	–	–	–	–	–

<sup>a</sup> Includes National Professional Officers and General Service staff.

#### Component 4: support

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

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
4.1 Rapid, effective, efficient and responsible support services for the Mission	<p>4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, and medical and casualty evacuation) (2020/21: <math>\geq 90</math> per cent; 2021/22: <math>\geq 90</math> per cent; 2022/23: <math>\geq 90</math> per cent)</p> <p>4.1.2 Average annual percentage of authorized international posts vacant (2020/21: 13 per cent <math>\pm</math> 1 per cent; 2021/22: 13 per cent <math>\pm</math> 1 per cent; 2022/23: 13 per cent <math>\pm</math> 1 per cent)</p> <p>4.1.3 Average annual percentage of female international civilian staff (2020/21: <math>\geq 39</math> per cent; 2021/22: <math>\geq 40</math> per cent; 2022/23: <math>\geq 40</math> per cent)</p> <p>4.1.4 Average number of days for roster recruitments to candidate selection for international candidates (2020/21: <math>\leq 80</math>; 2021/22: <math>\leq 80</math>; 2022/23: <math>\leq 108</math> calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p> <p>4.1.5 Average number of days for post-specific recruitments, from closing of job opening to candidate selection, for international candidates (2020/21: <math>\leq 100</math>; 2021/22: <math>\leq 100</math>; 2022/23: <math>\leq 120</math> calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p>

4.1.6 Overall score on the Administration's environmental management scorecard (2020/21: Not applicable; 2021/22: 100; 2022/23: 100)

4.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2020/21:  $\geq 95$  per cent; 2021/22:  $\geq 95$  per cent; 2022/23:  $\geq 98$  per cent)

4.1.8 Compliance with field occupational safety risk management policy (2020/21: 50 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

4.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2020/21:  $\geq 1,800$ ; 2021/22:  $\geq 1,800$ ; 2022/23:  $\geq 1,800$ )

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

4.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

4.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2020/21:  $\geq 97$  per cent; 2021/22:  $\geq 100$  per cent; 2022/23:  $\geq 97$  per cent)

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#### *Outputs*

#### **Service improvements**

- Implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy
- Support for the implementation of the Administration's supply chain management strategy and blueprint
- Enhancement and deployment of equipment shelters, network devices, firewalls, telecommunications towers and broadband microwave links to strengthen the Mission's information and communications technology infrastructure to provide reliable and robust communication networks
- Optimization of information communication technology services including expansion of tetra radio system equipment, long-distance voice and data networks, and mission-wide ground-to-air aviation radio communication networks to improve secure communication across the Mission

#### **Audit, risk and compliance services**

- Implementation of pending audit recommendations, as accepted by management

**Aviation services**

- Operation and maintenance of 18 aircraft (5 fixed-wing and 13 rotary-wing)
- Provision of 12,790 planned flight hours (6,048 from commercial providers, 6,742 from military providers) for all services, including passenger, cargo, patrol and observation, search-and-rescue and casualty and medical evacuation
- Oversight of aviation safety standards for 18 aircraft and airfields and landing sites
- Operation and maintenance of 4 units within an unmanned aircraft system, under a letter-of-assist arrangement with a troop-contributing country, for intelligence, surveillance and reconnaissance/early warning operations to protect mission personnel

**Budget, finance and reporting services**

- Provision of budget, finance and accounting services for a budget of \$1.09 billion, in line with delegated authority
- Support for the finalization of annual financial statements for the Mission in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

**Civilian personnel services**

- Provision of human resources services for a maximum strength of 1,672 authorized civilian personnel (732 international staff, 614 national staff, 32 temporary positions and 294 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses for 6,790 civilian personnel participants and support for out-of-mission training for 70 civilian personnel participants
- Support for the processing of 3,973 in-mission and 160 out-of-mission travel requests for non-training purposes and 70 travel requests for training purposes for civilian personnel

**Facility, infrastructure and engineering services**

- Maintenance and repair services for 139 mission sites at 38 locations
- Implementation of 9 construction projects and renovation and alteration work at 53 sites in Bangui and 86 sites in the regions, and repair and maintenance of 500 km of roads and 11 airfields
- Maintenance of the remediated Kolongo landfill of Bangui municipality
- Operation and maintenance of 263 United Nations-owned generators and 13 solar power systems
- Operation and maintenance of United Nations-owned water supply and treatment facilities (83 wells/boreholes, 40 water treatment and purification plants and 81 wastewater treatment plants) at 66 sites
- Provision of waste management services, including liquid and solid waste collection and disposal, at 131 sites
- Provision of cleaning, ground maintenance and pest control services at 40 sites, provision of laundry services at 4 sites and provision of catering services at 8 sites

**Fuel management services**

- Management of supply and storage of 32.2 million litres of fuel (15.7 million litres for generators and other facilities, 7.4 million litres for ground transportation and 9.1 million litres for air operations) and of oil and lubricants across distribution points and storage facilities at 16 locations

### Field technology services

- Support for and maintenance of 4,387 ultra-high frequency (UHF)/very-high frequency (VHF) and VHF air band handheld portable radios, 1,543 UHF/VHF and high frequency (HF) mobile radios for vehicles and 430 UHF/VHF/HF and VHF air band base station radios
- Operation and maintenance of 14 FM radio broadcast stations and 8 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 36 very small aperture terminals, 21 voice over Internet protocol exchanges, 50 point-to-point microwave links and 220 point-to-multipoint microwave units, as well as support for and maintenance of 1 broadband global area network, 261 satellite phones and 52 mobile satellite broadband terminals
- Provision of and support for 2,735 computing devices and 309 printers for an average strength of 2,902 civilian and uniformed end users, in addition to 1,341 computing devices and 234 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 202 local area networks (LAN) and 80 wide area networks (WAN) at 75 sites
- Production of 4,500 maps and updating of 300 topographic and thematic maps at different scales
- Support for and maintenance of 60 quadcopters for high-resolution aerial surveys of 20 camps and 500 km<sup>2</sup> of city-level surveys to support operational planning and for intelligence, surveillance and reconnaissance/early warning operations to protect mission personnel
- Support for and maintenance of 22 smart city cameras/sensors for surveillance and reconnaissance/early warning for the protection of civilians

### Medical services

- Operation and maintenance of United Nations-owned medical facilities (1 level I clinic in Bangui and 7 emergency and first aid stations located each in Bambari, Bangassou, Berberati, Bossangoa, Ndélé, Obo and Paoua) and support for contingent-owned medical facilities (40 level I clinics, as well as 4 level II hospitals each in Bangui, Bria, Bouar and Kaga Bandoro)
- Maintenance of medical evacuation arrangements to 4 contingent-owned level II hospitals in the mission area (Bangui, Bouar, Bria and Kaga Bandoro) and 7 medical facilities (3 level III and 4 level IV) in 2 locations outside the mission area

### Supply chain management services

- Provision of planning and sourcing support for an estimated \$158.9 million in the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 5,130 tons of cargo within the mission area
- Management, accounting and reporting for property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$384.7 million, in line with delegated authority

### Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 17,420 authorized military and police personnel (155 military observers, 425 military staff officers, 13,820 contingent personnel, 600 United Nations police personnel and 2,420 formed police personnel) and 108 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 54 military and formed police units at 79 sites

- Supply and storage of rations, combat rations and water for an average strength of 15,787 military contingent personnel and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 16,504 military and police personnel and 106 government-provided personnel
- Support for the processing of 294 in-mission and 19 out-of-mission travel requests for non-training purposes and 12 travel requests for training purposes

#### **Vehicle management and ground transport services**

- Operation and maintenance of 1,291 United Nations-owned vehicles (682 light passenger vehicles, 208 special purpose vehicles, 11 ambulances and 99 armoured vehicles, as well as 291 other specialized vehicles, trailers and attachments), 3,196 contingent-owned vehicles and 11 repair facilities, as well as provision of transport and shuttle services

#### **Security**

- Provision of 24-hour close protection to senior mission personnel and visiting high-level officials and security and safety services to all mission personnel and installations
- 4 training sessions per month for security officers on unarmed combat, firearms, close protection procedures and techniques, investigation techniques and other related areas to ensure continued professional security services
- Annual training session on security for all regional and area security coordinators and conduct of at least 2 evacuation and relocation drills mission-wide
- 6 training sessions per month on safe and secure approaches in field environments for mission personnel to reduce the impact of security threats
- 1 information session per week on security awareness and contingency plans for all staff at the Mission

#### **Conduct and discipline**

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

#### *External factors*

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

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Table 12  
Human resources: component 4, support

Category	Total								
I. Military contingents									
Approved posts 2021/22									44
Proposed posts 2022/23									44
Net change									–
II. Civilian staff									
	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Security Section									
Approved posts 2021/22	–	–	1	12	94	107	110	3	220
Proposed posts 2022/23	–	–	1	11	100	112	110	3	225
Net change (see table 13)	–	–	–	(1)	6	5	–	–	5
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2021/22	–	1	2	1	2	6	1	–	7
Proposed posts 2022/23	–	1	2	1	2	6	1	–	7
Net change	–	–	–	–	–	–	–	–	–
Operations and Resource Management Service									
Approved posts 2021/22	–	1	16	17	91	125	95	25	245
Proposed posts 2022/23	–	1	17	18	96	132	95	25	252
Net change (see table 14)	–	–	1	1	5	7	–	–	7
Approved temporary positions <sup>b</sup> 2021/22	–	–	1	1	5	7	–	–	7
Proposed temporary positions <sup>b</sup> 2022/23	–	–	–	–	–	–	–	–	–
Net change (see table 14)	–	–	(1)	(1)	(5)	(7)	–	–	(7)
Subtotal									
Approved 2021/22	–	1	17	18	96	132	95	25	252
Proposed 2022/23	–	1	17	18	96	132	95	25	252
Net change (see table 14)	–	–	–	–	–	–	–	–	–
Services Delivery Service									
Approved posts 2021/22	–	1	11	11	72	95	100	80	275
Proposed posts 2022/23	–	1	11	13	81	106	106	92	304
Net change (see tables 15 and 16)	–	–	–	2	9	11	6	12	29
Approved temporary positions <sup>b</sup> 2021/22	–	–	–	1	9	10	6	–	16
Proposed temporary positions <sup>b</sup> 2022/23	–	–	–	–	–	–	–	–	–
Net change (see tables 15 and 16)	–	–	–	(1)	(9)	(10)	(6)	–	(16)

<b>Subtotal</b>									
Approved 2021/22	–	1	11	12	81	105	106	80	291
Proposed 2022/23	–	1	11	13	81	106	106	92	304
<b>Net change</b> (see tables 15 and 16)	–	–	–	<b>1</b>	–	<b>1</b>	–	<b>12</b>	<b>13</b>
<b>Supply Chain Management Service</b>									
Approved posts 2021/22	–	1	10	8	62	81	59	24	164
Proposed posts 2022/23	–	1	10	10	65	86	59	24	169
<b>Net change</b> (see table 17)	–	–	–	<b>2</b>	<b>3</b>	<b>5</b>	–	–	<b>5</b>
Approved temporary positions <sup>b</sup> 2021/22	–	–	–	2	3	5	–	–	5
Proposed temporary positions <sup>b</sup> 2022/23	–	–	–	–	–	–	–	–	–
<b>Net change</b> (see table 17)	–	–	–	<b>(2)</b>	<b>(3)</b>	<b>(5)</b>	–	–	<b>(5)</b>
<b>Subtotal</b>									
Approved 2021/22	–	1	10	10	65	86	59	24	169
Proposed 2022/23	–	1	10	10	65	86	59	24	169
<b>Net change</b> (see table 17)	–	–	–	–	–	–	–	–	–
<b>Support Services</b>									
<b>United Nations Organization Stabilization Mission in the Democratic Republic of the Congo logistics hub, Entebbe</b>									
Approved posts 2021/22	–	–	–	–	2	2	1	–	3
Proposed posts 2022/23	–	–	–	–	2	2	1	–	3
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Civilian staff</b>									
Approved posts 2021/22	–	4	40	49	323	416	366	132	914
Proposed posts 2022/23	–	4	41	53	346	444	372	144	960
<b>Net change</b>	–	–	<b>1</b>	<b>4</b>	<b>23</b>	<b>28</b>	<b>6</b>	<b>12</b>	<b>46</b>
Approved temporary positions <sup>b</sup> 2021/22	–	–	1	4	17	22	6	–	28
Proposed temporary positions <sup>b</sup> 2022/23	–	–	–	–	–	–	–	–	–
<b>Net change</b>	–	–	<b>(1)</b>	<b>(4)</b>	<b>(17)</b>	<b>(22)</b>	<b>(6)</b>	–	<b>(28)</b>
<b>Total, civilian staff, including temporary positions</b>									
Approved 2021/22	–	4	41	53	340	438	372	132	942
Proposed 2022/23	–	4	41	53	346	444	372	144	960
<b>Net change</b>	–	–	–	–	<b>6</b>	<b>6</b>	–	<b>12</b>	<b>18</b>
<b>Total (I–II)</b>									
Approved 2021/22	–	4	41	53	340	438	372	132	986
Proposed 2022/23	–	4	41	53	346	444	372	144	1 004
<b>Net change</b>	–	–	–	–	<b>6</b>	<b>6</b>	–	<b>12</b>	<b>18</b>

<sup>a</sup> Includes National Professional Officers and General Service staff.

<sup>b</sup> Funded under general temporary assistance, in civilian personnel costs.



*International staff: increase of 6 posts*

*United Nations Volunteers: increase of 12 positions*

### **Security Section**

Table 13

#### **Human resources: Security Section**

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+6	FS	Information Technology Assistants	Establishment	
	+1	FS	Information Systems Officer	Reassignment	Within the Section
	-1	FS	Security Officer	Reassignment	Within the Section
	-1	P-3	Security Coordination Officer	Reassignment	To Conduct and Discipline Service
<b>Total</b>	<b>+5</b>				

91. The approved staffing establishment of the Security Section comprises 217 posts (1 P-4, 12 P-3, 94 Field Service and 110 General Service staff) and 3 United Nations Volunteer positions. The Section is responsible for ensuring the security and safety of all United Nations personnel in the Central African Republic, including personnel of the United Nations agencies, funds and programmes. The Section is also responsible for securing United Nations property and assets across all duty stations. This includes the provision of fire safety services, close protection to senior leadership and visiting dignitaries, the securing of United Nations compounds and warehouses, and the provision of training services to staff members.

92. In the light of a significant increase in the number of thefts and other security incidents on the United Nations premises, the Mission installed closed-circuit television cameras and established a central control room to enable the operators to monitor and report any suspicious activity. This enabled the Mission's Special Investigation Unit to successfully solve incidents of theft, misconduct, and illegal infiltration and misuse of United Nations property and equipment. Since the installation of the cameras, the number of thefts has dropped considerably, from 44 cases during the 2018/19 period to 16 during the 2020/21 period. Moreover, several cases of theft were solved by the investigators, with the support of the video recordings. The Mission is working on enhancing the system to include additional cameras and cover all the blind spots in sensitive areas.

93. To operate the control room and undertake the maintenance and the troubleshooting of the closed-circuit television system, the Mission recruited six international individual contractual personnel as Information Technology Assistants, who are deployed in the various locations to conduct daily routine checks on the installed equipment, troubleshoot hardware and software problems, install new equipment and ensure that the system is fully functional and operational on a round-the-clock basis. This arrangement is not sustainable, given the continuing nature of these functions and will prevent the Mission from retaining personnel with the expertise required to ensure the smooth functioning and the reliability of the installed system.

94. In this context, it is proposed that six posts, shown in table 13, be established to support the maintenance of the physical security of the back-end infrastructure and system, including servers, storage, network equipment and software, monitor the operability of all cameras at all sites and present periodic dashboard reports on the vulnerabilities of current and past threats. The posts will form a new Information Technology Security Unit, which will operate under the leadership of an Information

Systems Officer. In this regard, it is also proposed that one post, as shown in table 13, be reassigned to lead the Unit and to strengthen the Security Section in the area of the management and maintenance of information technology equipment within the Section, assist the investigators in cases involving threatening emails, create and update databases in SharePoint, and operate closely with the Field Technology Section to explore new technologies, all of which help to improve the security of Mission's personnel and assets. The incumbent will: (a) act as the focal point between the Security Section and field security units in all matters related to the design and implementation of information technology security projects; (b) be responsible for planning, coordinating, designing, developing, implementing, maintaining and monitoring computer information systems, closed-circuit television systems, access controls, patrol management systems and other applications to enable the smooth functioning of computer operations, video surveillance systems and intruder alarms in the mission; and (c) support and maintain the physical security back-end infrastructure and system, monitor and report on the progress of projects on a regular basis, present periodic dashboard reports on the vulnerabilities of current and past threats, assess new requirements and make recommendation, as required, assist in the planning of all major information systems projects within the mission, and monitor the progress of the systems analysis, design, development, testing and implementation of new and moderately complex systems.

95. The reassignment of the Security Coordination Officer is explained in paragraphs 59 and 59 (b) above.

### Operations and Resource Management Service

Table 14

#### Human resources: Mission Support Centre

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+1	P-4	Logistics Officer	Conversion	
	+1	P-3	Logistics Officer	Conversion	
	+4	FS	Logistics Assistant	Conversion	
	+1	FS	Administrative Assistant	Conversion	
<b>Subtotal</b>	<b>+7</b>				
Positions	-1	P-4	Logistics Officer	Conversion	
	-1	P-3	Logistics Officer	Conversion	
	-4	FS	Logistics Assistant	Conversion	
	-1	FS	Administrative Assistant	Conversion	
<b>Subtotal</b>	<b>-7</b>				
<b>Total</b>	<b>-</b>				

96. The approved staffing establishment of the Mission Support Centre comprises 39 posts and positions (1 P-5, 4 P-4 (including 1 general temporary assistance position), 5 P-3 (including 1 general temporary position), 17 Field Service (including 5 general temporary assistance positions), 4 General Service staff and 8 United Nations Volunteer positions). The Centre is responsible for the preparation of all logistics and support plans for the Mission. The Centre will continue to develop and implement methodologies and standard operating procedures to enable the effective execution of logistics plans. The Centre also coordinates logistics requirements with other United Nations entities, other organizations in the Mission area and host

Government entities, and is responsible for conducting periodic assessments, reviews and inspections of all contingent-owned equipment with regard to its operational readiness, effectiveness and efficiency.

97. In the light of the continuing nature of those activities and the increase in authorized uniformed personnel strength, with its consequent impact on the levels of contingent-owned equipment, and as further explained in paragraphs 17 and 18 above, it is proposed that, as shown in table 14, seven temporary positions be converted to posts.

### Services Delivery Service

Table 15

#### Human resources: Office of the Chief of the Services Delivery Service

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-3	Programme Management Officer	Conversion	
Position	-1	P-3	Programme Management Officer	Conversion	
<b>Total</b>	<b>-</b>				

98. The approved staffing establishment of the Office of the Chief of the Services Delivery Service comprises five posts (1 D-1, 1 P-5, 1 P-3 (general temporary assistance position), 2 Field Service and 1 General Service staff). The Chief of the Services Delivery Service provides management supervision over the services pillar of the Mission Support Division and is responsible for the tasking of uniformed logistics personnel and enabling units, comprising medical, signal, logistics, construction and engineering, and transportation and movements units, including military transport helicopters. In the light of the continuing nature of those activities, and as further explained in paragraphs 17 and 18 above, it is proposed that one temporary position, as shown in table 15, be converted to a post.

Table 16

#### Human resources: Facilities and Engineering Management Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+1	P-3	Waste Management Officer	Establishment	
	+3	FS	Engineering Technician	Conversion	
	+3	FS	Electrician	Conversion	
	+1	FS	Generator Technician	Conversion	
	+1	FS	Water and Sanitation Technician	Conversion	
	+1	FS	HVAC Technician	Conversion	
	+4	NGS	Electrician	Conversion	
	+1	NGS	Generator Mechanic	Conversion	
	+1	NGS	Plumber	Conversion	
<b>Subtotal</b>	<b>+16</b>				
Positions	+12	UNV	Field Engineer	Establishment	
	-3	FS	Engineering Technician	Conversion	
	-3	FS	Electrician	Conversion	
	-1	FS	Generator Technician	Conversion	

<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	FS	Water and Sanitation Technician	Conversion	
-1	FS	HVAC Technician	Conversion	
-4	NGS	Electrician	Conversion	
-1	NGS	Generator Mechanic	Conversion	
-1	NGS	Plumber	Conversion	
<b>Subtotal</b>	<b>-3</b>			
<b>Total</b>	<b>+13</b>			

99. The approved staffing establishment of the Facilities and Engineering Management Section comprises 109 posts and positions (1 P-5, 3 P-4, 2 P-3, 34 Field Service (including 9 general temporary assistance positions), 4 National Professional Officer, 44 General Service staff (including 6 general temporary assistance positions) and 21 United Nations Volunteer positions). The Section is mandated to provide overall engineering support and services to all MINUSCA personnel deployed at various locations in the mission area.

100. In anticipation of the full deployment of the additional authorized 3,690 uniformed personnel, the Mission is in the process of constructing 15 new camps and upgrading 25 existing ones to accommodate additional personnel. In addition, the Mission has 52 temporary operating bases, most of which have been in place for up to five years, given that their closure could have a negative impact on the mandate of the Mission with respect to the protection of civilians. During its review of MINUSCA conducted in March and April 2021, the Office for the Peacekeeping Strategic Partnership observed that, while temporary operating bases provided missions with the flexibility for short- to medium-term deployments, their categorization as temporary, which shifts the maintenance responsibility to the troop-contributing countries, has resulted in a severe deterioration in the living conditions in those bases. The Office also observed that, in some bases, the poor status of facilities could have a severe environmental impact because untreated wastewater could leak to nearby populated areas. Furthermore, the increase in the number of suspected cases of sexual exploitation and abuse was higher around poorly maintained temporary operating bases. The Office recommended the closure of some of the bases and the conversion of some of the temporary operating bases into permanent operating bases, which will entail the construction of more adequate accommodation and maintenance to be undertaken by the Mission's Facilities and Engineering Management Section. The expected conversion of some temporary operating bases into permanent ones, the required engineering work to update those that will remain designated as temporary operating bases to ensure acceptable living conditions, and the increase in the number of bases that resulted from the deployment of additional troops will significantly increase the workload of the Section.

101. In the context of the above, it is proposed that 13 posts and positions, as shown in table 16, be established. Under the leadership of the Director of Mission Support and the Chief of the Facilities and Engineering Management Section, the Waste Management Officer will be responsible for the implementation of the Organization's waste management policy for United Nations field missions in the mission area. The incumbent will be responsible for collecting, recording and monitoring waste management data and related issues; collecting data on the inventory of hazardous substances; reviewing waste disposal plans and proposed corrective action, as needed; drafting the Mission's annual progress and status reports on mission waste management; assessing the host country's waste management infrastructure and available services to check compliance compatibility with the Organization's waste

management policy objectives; developing and undertaking mission training on waste management and periodic awareness training and notifications; developing conceptual designs, feasibility studies and multi-year plans of waste management (including hazardous waste) systems to be implemented in the Mission; and ensuring that waste considerations are included in the specification of other contracts established and managed by the Mission.

102. The Field Engineers will be responsible for the identification of engineering requirements at the prefectural level in their area of operations, in collaboration with local authorities, for the structural and building design of medium-size structures; the drafting of specifications for civil engineering works; the on-site management and administration of contractors, including interacting with procurement, asset management and other units and sections, as required; providing engineering solutions on site for emerging problems; and preparing site reports, as well as the on-site verification of work already performed, whether by the Mission's own staff or contractors.

103. In addition, as further explained in paragraphs 17 and 18 above, it is proposed that 15 temporary positions, as shown in table 16, be converted, given the continuing nature of the functions.

### Supply Chain Management

Table 17

#### Human resources: Procurement Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+2	P-3	Procurement Officer	Conversion	
	+3	FS	Procurement Assistant	Conversion	
<b>Subtotal</b>	<b>+5</b>				
Positions	-2	P-3	Procurement Officer	Conversion	
	-3	FS	Procurement Assistant	Conversion	
<b>Subtotal</b>	<b>-5</b>				
<b>Total</b>	<b>-</b>				

104. The approved staffing establishment of the Procurement Section comprises 19 posts and positions (1 P-5, 1 P-4, 4 P-3 (including 2 general temporary assistance positions), 1 P-2, 5 Field Service (including 3 general temporary assistance positions), 1 National Professional Officer and 6 General Service staff). The Section provides cost-effective, efficient, timely and accurate support to the Mission in accordance with the Financial Regulations and Rules of the United Nations and the United Nations Procurement Manual. This includes the optimization of the acquisition process through effective procurement planning, service delivery and communication to clients, as well as the provision of expert technical advice to senior management on matters including, but not limited to, regional and international procurement and supply chain management initiatives. When feasible, the Section uses ongoing contracts established by the Global Procurement Support Section at the Regional Service Centre in Entebbe to leverage existing efficiencies.

105. In the light of the continuing nature of the responsibilities described above, and as further explained in paragraphs 17 and 18 above, it is proposed that five positions, as shown in table 17, be converted to posts to strengthen the Procurement Section's capacity to support the continuing activities in support of the implementation of the mandate of the Mission.

## II. Financial resources

### A. Overall

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
<b>Military and police personnel</b>					
Military observers	7 875.9	7 629.8	8 181.3	551.5	7.2
Military contingents	387 944.1	468 178.5	488 251.3	20 072.8	4.3
United Nations police	17 832.6	26 466.8	31 808.3	5 341.5	20.2
Formed police units	54 026.5	74 663.3	76 773.5	2 110.2	2.8
<b>Subtotal</b>	<b>467 679.1</b>	<b>576 938.4</b>	<b>605 014.4</b>	<b>28 076.0</b>	<b>4.9</b>
<b>Civilian personnel</b>					
International staff	150 189.5	155 113.3	171 005.7	15 892.4	10.2
National staff	24 442.6	23 237.0	24 535.4	1 298.4	5.6
United Nations Volunteers	15 110.2	22 531.6	18 936.3	(3 595.3)	(16.0)
General temporary assistance	14 348.0	15 723.1	8 200.6	(7 522.5)	(47.8)
Government-provided personnel	5 134.6	5 190.3	5 990.0	799.7	15.4
<b>Subtotal</b>	<b>209 224.9</b>	<b>221 795.3</b>	<b>228 668.0</b>	<b>6 872.7</b>	<b>3.1</b>
<b>Operational costs</b>					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	939.8	1 013.2	1 022.5	9.3	0.9
Official travel	2 242.9	3 103.4	3 103.4	—	—
Facilities and infrastructure	94 952.4	69 633.2	61 557.2	(8 076.0)	(11.6)
Ground transportation	16 682.6	16 106.1	19 329.3	3 223.2	20.0
Air operations	45 208.5	62 592.1	76 006.4	13 414.3	21.4
Marine operations	3 374.4	500.0	500.0	—	—
Communications and information technology	42 517.9	40 540.0	41 210.9	670.9	1.7
Medical	3 312.1	3 801.7	3 067.3	(734.4)	(19.3)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	47 247.8	37 572.2	44 605.5	7 033.3	18.7
Quick-impact projects	2 935.4	3 000.0	3 000.0	—	—
<b>Subtotal</b>	<b>259 413.8</b>	<b>237 861.9</b>	<b>253 402.5</b>	<b>15 540.6</b>	<b>6.5</b>
<b>Gross requirements</b>	<b>936 317.8</b>	<b>1 036 595.6</b>	<b>1 087 084.9</b>	<b>50 489.3</b>	<b>4.9</b>
Staff assessment income	15 715.1	14 986.2	16 058.7	1 072.5	7.2
<b>Net requirements</b>	<b>920 602.7</b>	<b>1 021 609.4</b>	<b>1 071 026.2</b>	<b>49 416.8</b>	<b>4.8</b>
Voluntary contributions in kind (budgeted)	—	—	—	—	—
<b>Total requirements</b>	<b>936 317.8</b>	<b>1 036 595.6</b>	<b>1 087 084.9</b>	<b>50 489.3</b>	<b>4.9</b>

## B. Non-budgeted contributions

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-mission agreement <sup>a</sup>	68 923.8
Voluntary contributions in kind (non-budgeted)	–
<b>Total</b>	<b>68 923.8</b>

<sup>a</sup> Represents buildings, land and services provided by the Government of the Central African Republic.

## C. Efficiency gains

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

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Facilities and infrastructure	561.6	The installation of the diesel hybrid solar power systems at the Mission's premises to reduce its carbon footprint will result in lower consumption of fuel and lower operational maintenance costs of its generators. It is estimated that this will result in a reduction in fuel consumption by 259,993 litres, equivalent to estimated savings in the amount of \$428,728 at the cost of \$1.649 per litre, and \$132,920 net savings in operational costs
<b>Total</b>	<b>561.6</b>	

## D. Vacancy factors

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

(Percentage)

<i>Category</i>	<i>Actual 2020/21<sup>a</sup></i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
<b>Military and police personnel</b>			
Military observers	12.4	12.5	5.0
Military contingents	1.4	2.0	5.5
United Nations police	8.5	8.0	5.0
Formed police units	(0.5)	1.0	4.0
<b>Civilian personnel</b>			
International staff	13.0	13.0	13.0
National staff			
National Professional Officers	11.3	10.5	11.0
General Service	4.2	4.0	5.0

Category	Actual 2020/21 <sup>a</sup>	Budgeted 2021/22	Projected 2022/23
United Nations Volunteers			
International	5.8	5.0	7.0
National	2.3	2.0	2.0
Temporary positions <sup>b</sup>			
International staff	13.1	10.0	15.0
National Professional Officers	—	—	—
General Service	14.3	28.5	—
Government-provided personnel	1.9	3.0	2.0

<sup>a</sup> Based on actual monthly deployment and incumbency of the planned monthly strength.

<sup>b</sup> Funded under general temporary assistance.

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

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

110. Requirements for the period from 1 July 2022 to 30 June 2023 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of \$184,448,200, as follows:

(Thousands of United States dollars)

Category	Military contingents	Estimated amount	
		Formed police units	Total
Major equipment	98 580.8	15 519.6	114 100.4
Self-sustainment	60 350.3	9 997.5	70 347.8
<b>Total</b>	<b>158 931.1</b>	<b>25 517.1</b>	<b>184 448.2</b>
Mission factors	Percentage	Effective date	Last review date
<b>A. Applicable to mission area</b>			
Extreme environmental conditions factor	2.4	1 October 2021	2 August 2021
Logistics and road conditions factor	2.7	1 October 2021	2 August 2021
Hostile action or forced abandonment factor	5.9	1 October 2021	2 August 2021
<b>B. Applicable to home country</b>			
Incremental transportation factor	0–5.0		



## F. Training

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	55.2
Official travel	
Official travel, training	519.9
Other supplies, services and equipment	
Training fees, supplies and services	683.6
<b>Total</b>	<b>1 258.7</b>

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

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>
Internal	835	2 970	3 709	525	3 052	3 081	5 040	18 009	27 791
External <sup>a</sup>	3	125	60	—	24	10	34	12	12
<b>Total</b>	<b>838</b>	<b>3 095</b>	<b>3 769</b>	<b>525</b>	<b>3 076</b>	<b>3 091</b>	<b>5 074</b>	<b>18 021</b>	<b>27 803</b>

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

113. During the 2022/23 period, the overall number of participants in training courses will increase to: (a) enable the Mission to provide mandatory induction training to civilian and uniformed personnel, including the additional uniformed personnel, on the prevention of sexual exploitation and abuse; (b) provide staff members involved in interaction and liaison with communities with the requisite skills in priority areas critical to the implementation of the Mission's mandate, including in the field of the protection of civilians, the extension and restoration of State authority, support for the decentralization process and the conduct of the electoral process; and (c) accommodate the continued participation in mandatory professional certification programmes in the areas of procurement, supply chain management, security and financial management.

114. Training courses will cover primarily the areas of conduct and discipline, with an emphasis on the prevention of sexual exploitation and abuse; staff development in the areas of communication and problem-solving skills specific to the local environment and needed to support the electoral mandate and the decentralization process; leadership; performance; strengthening competencies and languages; induction for new staff members; communications and information technology applications and skills; and supply/property management and security.

## G. Disarmament, demobilization, reintegration and repatriation

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Other supplies, services and equipment	6 400.0
<b>Total</b>	<b>6 400.0</b>

116. During the 2022/23 period, the Mission will continue to support the progressive implementation of disarmament and demobilization operations for an additional 1,000 ex-combatants, mainly members of armed groups formerly affiliated with the Coalition des patriotes pour le changement who would have rejoined the Peace Agreement through the International Conference on the Great Lakes Region joint road map. The Mission will provide technical and reinsertion assistance during the disarmament and demobilization of ex-combatants, as well as logistical and technical support for the mobile teams in the implementation of communication and awareness-raising activities for the armed groups (\$500,000). MINUSCA will continue to support the operationalization of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons and promote the voluntary surrender of weapons by civilians within the Bangui area, including through awareness-raising and public outreach activities within targeted communities (\$100,000).

117. The Mission will continue its activities with regard to community violence reduction programmes, which will continue to include a combination of social, economic, infrastructure and security components. MINUSCA will continue to capitalize on the importance of community violence reduction programmes as a stabilization tool by targeting vulnerable community members, including members of armed groups not eligible to enter the national disarmament, demobilization and reintegration programme, youth at risk of recruitment into armed groups and women in Bangui and seven field locations (Bouar, Bria, Bangassou, Bossangoa, Kaga Bandoro, Birao and Ndélé), offering them viable alternatives to violence. These will include cash-for-work programmes within the framework of community projects and the rehabilitation of infrastructure, vocational training, start-up support for collective income-generating activities and subsequent monitoring and counselling, civic education, capacity-building on conflict resolution, awareness-raising on national reconciliation and peaceful coexistence, and voluntary disarmament and weapons collection (\$5,800,000).

118. The estimated breakdown of costs for the programmes described above is as follows: (a) national disarmament, demobilization and reintegration programme: disarmament and demobilization operations, reinsertion activities, communication and awareness-raising activities and allowances for ex-combatants (\$250,000) and services, including logistical support and travel for the disarmament and demobilization mobile teams (\$250,000); (b) support for the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons, including awareness-raising and public outreach activities within targeted communities (\$100,000); and (c) community violence reduction programmes: supplies and equipment for start-up kits for income-generating activities

(\$1,327,500), services for training, coaching and skilled labour and operational costs (\$3,322,500) and travel during the three-month vocational training period (\$1,150,000).

## H. Mine detection and mine-clearing services

119. The estimated resource requirements for mine detection and mine-clearing services, including the management of weapons and ammunition, for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Other supplies, services and equipment	9 880.3
<b>Total</b>	<b>9 880.3</b>

120. During the 2022/23 period, MINUSCA will implement measures that are intended to mitigate the threat of explosive ordnance to peacekeepers, the humanitarian community and civilians and continue to assist the Government in building effective and accountable national capacity to manage weapons and ammunition. The activities will be conducted by the Mine Action Service, as an integral part of the Mission, through the engagement of UNOPS. The workplan and the resource requirements for mine detection and mine-clearing services for the period from 1 July 2022 to 30 June 2023 have been thoroughly reviewed by the programme review committee established by the Mine Action Service headquarters. The committee is a multi-disciplinary body comprised of mission and Headquarters colleagues, which ensures that the Mission's mine action programme is designed to deliver its mandate efficiently and effectively.

121. To provide an adequate response to the continuously evolving threat of explosive ordnance in the Central African Republic and ensure the safety and security of peacekeepers and the protection of civilians, the Mission will focus on reinforcing its force's capacity for explosive ordnance disposal and on ensuring that all relevant civilian and uniformed personnel, as well as the broader public, receive risk awareness training to mitigate the risks of explosive ordnance. Accordingly, the activities to be implemented include: (a) predeployment assessments to identify eventual capability gaps and needs in relation to the specificities of the Central African context and facilitate the design and conduct of in-country training; (b) conduct training and mentoring activities on search-and-detect techniques for an infantry unit to strengthen its search-and-detect capability to enable the force to operate safely in a high threat environment; (c) provide post-blast investigation training to the force; (d) support the evaluation and accreditation of members of the force explosive ordnance disposal teams for humanitarian demining; (e) deliver explosive ordnance risk awareness training sessions for mission personnel and the humanitarian community; (f) deliver risk education sessions to the civilian population in the west of the country; and (g) assist the Government in setting up a national coordination structure to respond to the threat of explosive ordnance. With regard to weapons and ammunition management, and in support to the restoration and progressive extension of accountable and effective State authority, the Mission will also continue to promote the application of best practices by the national defence and internal security forces, through the provision of specialized training, quality assurance, close monitoring of weapons and ammunition management activities and the enhancement of weapons and ammunition storage facilities.

122. The above-mentioned activities will contribute to the protection of civilians, facilitating the delivery of humanitarian assistance, as well as the restoration and extension of State authority, and they are in line with the Mission's strategic priorities and the need to guarantee the safety and security of United Nations personnel and to improve freedom of movement in the face of the increasing threats posed by explosive ordnance.

123. The proposed resource requirements comprise estimated costs for contractual services (\$5,314,000), personnel (\$2,608,200), travel (\$220,700), supplies and equipment (\$562,000), operating expenses (\$437,200) and administrative costs (\$738,200).

## I. Other programmatic activities

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

(Thousands of United States dollars)

<i>Description</i>	<i>Proposed amount</i>
Justice and corrections (Special Criminal Court)	4 368.3
Justice and corrections (penitentiary system/support for the judiciary)	1 116.8
Police training/co-location	1 098.8
Human rights	837.0
Rule of law/security institutions/security sector reform	600.0
Civil affairs (community stabilization programmes)	450.0
Political affairs (peace consolidation)	555.2
Support for victims of sexual exploitation and abuse	384.1
Gender affairs	200.0
<b>Total</b>	<b>9 610.2</b>

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

(a) Justice and corrections (Special Criminal Court): The Mission will continue to support the full operationalization of the Court to ensure the continuation of ongoing investigations, including strengthening the Registry's organizational structure to support the entire Court. Specifically, the expertise embedded in the Court will ensure, among other things, the proper functioning of key services of the Registry, including the victims and witness protection unit, the legal aid service, the information management service, administration and the security service. The Mission will also provide advice and mentoring to the Office of the Special Prosecutor and technical and logistical support for the implementation of the investigation and prosecution strategy of the Court. MINUSCA will be working closely with UNDP within the framework of the Special Criminal Court joint project;

(b) Justice and corrections (penitentiary system/support for the judiciary): the Mission will support penitentiary activities, which are expected to facilitate progress towards the extension of State authority and the rule of law and assist in the fight against impunity in the Central African Republic. These will contribute to a rights- and regulations-based prison management system through the transfer of security and management responsibilities from the military to civilians. In this regard, the Mission

will focus on strengthening the penitentiary system through the continued implementation of the strategy for the demilitarization of prisons through the continued capacity-building of civilian personnel of the penitentiary, including the provision of specialized training to prison authorities; improvement in medical services in the penitentiary, including through the improvement in health infrastructure; assessment of corruption and safety risks in the prison setting, including prison security upgrades; social reintegration activities; and continued improvements in the conditions of the detention environment. In accordance with the action plan for the implementation of the justice sectoral policy, the Mission will continue to work with national judicial authorities and partners to provide logistical support to investigations and prosecutions, to build local capacity and enhance the ability of justice actors to effectively investigate serious crimes, including crimes against peacekeepers, as well as sexual and gender-based crimes, in accordance with international standards. In addition, the Mission will train justice actors and provide equipment to law libraries at both the Central African Bar Association and eight courts across the country to build the capacity of justice actors and increase access to justice, including to marginalized populations, notably internally displaced persons and persons isolated in areas controlled by armed groups. MINUSCA will work closely with NGOs within the framework of the programme;

(c) Police training/co-location: continuous support for operational capacity-building and assistance in the redeployment of the internal security forces, in particular through training activities and workshops to improve basic police skills and specialized expertise, including forensics, crime scene management, maintenance of public order, prevention of sexual and gender-based violence, child protection, efforts to combat drugs and money laundering, and to contribute to the stabilization of the security situation and the extension of State authority in the context of the upcoming local elections. The training will enable the internal security forces to meet high standards of professionalism and improve the quality of their service to the population. The United Nations police will also support the internal security forces by rehabilitating and equipping police and gendarmerie stations in Bria, Gambio, Dembia, Sibut, Ndélé, Bambari, Bouar, Gamboula and Bimbo to improve their working conditions and increase their capacities to respond to the basic security and protection needs of the population. MINUSCA will work closely with partners, including local NGOs and representatives of the internal security forces, within the framework of the co-location plan;

(d) Human rights: ensuring human rights mainstreaming into peace and political processes, protection of civilians, transitional justice and security sector reform to foster a coherent approach for impact optimization for the advancement of the human rights agenda in Central African Republic. The Mission will pay specific attention to the need to establish a more coordinated and comprehensive national capacity to prevent and address human rights and protection of civilians concerns. To that effect, MINUSCA will provide technical and logistical assistance to increase national capacities, with a focus on national human rights institutions, civil society organizations, human rights forums, early warning networks and line ministries, as well as support to transitional justice mechanisms and their full operationalization. In addition, logistical and transportation support will be provided to the commissioners and staff members of the Truth, Justice, Reparation and Reconciliation Commission to facilitate field visits to collect information on serious human rights violations, inform the population of its work, build the capacity of civil society to contribute to the transitional justice process, as well as work with victims of human rights violations and their reparation. The Mission will also continue to support the ongoing development of a national plan to prevent grave violations of the rights of children. The project will be implemented by the Mission and the United Nations Children's Fund (UNICEF), in collaboration with the country task force on monitoring and

reporting, and will bring the Government, armed groups and civil society together to work towards the development of prevention plans. Activities will be implemented in two phases: by providing advice and building the national capacities for the development of the prevention plan, and by supporting its operationalization through training activities, workshops and awareness-raising sessions;

(e) Rule of law/security institutions/security sector reform: (i) operationalization of the military justice system through support for the implementation of the military code of justice and training for magistrates, judicial police and clerks of the courts; (ii) strategic and technical assistance in the implementation of sectoral plans, as outlined in the national security policy; (iii) support for civilian democratic oversight of security sector institutions to ensure accountability and the protection of human rights; (iv) strengthening of the General Inspectorate of the National Army and inspectorates of other security sector institutions; (v) strategic and technical advisory assistance in the installation of national defence forces in defence zones throughout the country, as approved in the national defence plan, and the implementation of the infrastructure master plan, in order to facilitate the transition to a garrison army, all contributing to the restoration of State authority; (vi) support for the implementation of water and forest management and the development of border management mechanisms; (vii) support for the operationalization of the technical committee on the integration of ex-combatants into the national defence and internal security forces and on rank harmonization in the context of integration, through workshops and training activities; and (viii) support for the implementation of the Peace Agreement and the International Conference on the Great Lakes Region joint road map, including by ensuring that recruitment processes for national defence and internal security forces are conducted on an equitable, inclusive and transparent basis to strengthen the professionalization of members of the forces and ensure equitable regional representation and support for the implementation of the temporary security arrangements of the Agreement. MINUSCA will work closely with the other bilateral and multilateral partners within the framework of the national security sector reform;

(f) Civil affairs (community stabilization programmes): confidence-building, enhancement of national capacities and community engagement initiatives for the implementation of local reconciliation processes and the Peace Agreement, and the strengthening of partnerships among national stakeholders, the United Nations country team and international technical and financial partners, through workshops and training sessions, as well as awareness-raising and dialogue sessions to enhance the capacities of territorial authorities and civil servants at the local level and coordination mechanisms on the restoration and extension of State authority at the national level, and to improve protection of civilians, community dialogue, reconciliation, conflict resolution and restoration of State authority. MINUSCA will work closely with the United Nations country team, the national authorities and NGOs within the framework of the programme;

(g) Political affairs (peace consolidation): the Mission will continue to carry out a programme of political education, negotiation and capacity-building and conflict mitigation sessions in key areas of intercommunal tension, to contribute to peace and stability, sustaining reconciliation, social cohesion, and supporting inclusive peace and political processes at the prefectural and sub-prefectural levels. In that regard, the Mission will also continue to strengthen the capacity of key political stakeholders, including political parties, religious leaders, local authorities, civil society leaders, armed groups and women and youth organizations in conflict resolution to address the causes that affect living together and to ensure full implementation of the revitalized Peace Agreement and participative governance. At the national level, the Mission will also seek to reinforce the capacity of national institutions to foster national ownership, coordination and leadership capacities for

strengthened national peace and political processes. The Mission will, in this vein, also provide financial and technical support at the local level to the committees and ad hoc initiatives, namely, the *comités de mise en oeuvre préfectoraux* and the *comités techniques de sécurité*, as implementation mechanisms of the Peace Agreement. The local-level mechanisms of the Peace Agreement and related initiatives have played a crucial role in facilitating peace and reconciliation. The financial and technical support is expected to strengthen the crucial governance role played by local-level mechanisms and national institutions;

(h) Support for victims of sexual exploitation and abuse: considering that local service providers are either non-existent or offer limited services to victims of sexual exploitation and abuse, the Mission will work with the Office of the United Nations High Commissioner for Refugees, UNICEF and Cooperazione Internazionale to support victims of sexual exploitation and abuse through an initial 12-month project focused on rehabilitating victims in acute situations of vulnerability through medical, housing, psychosocial and livelihood support, to enable victims to become economically self-reliant. The planned activities will include: (i) conducting case management for victims of sexual exploitation and abuse, including the assessment of their needs; (ii) providing tailored psychosocial and/or psychological assistance for victims, at their request; (iii) conducting medical referrals and paying medical costs, including medicines, for victims and their children; (iv) handling legal referrals and coverage of legal and ancillary fees; (v) conducting capacity-building activities to assist victims in developing income-generating skills and providing support to develop and implement income-generating activities; and (vi) providing educational support for child victims and children born of sexual exploitation and abuse, including payment of school fees, associated costs and school lunches;

(i) Gender: in support of the implementation of the Mission's mandate relating to the promotion of gender equality and the women and peace and security agenda, the Mission's gender activities are intended to strengthen the role of women in the peace and national reconciliation process and to improve their level of representation and participation in decision-making bodies, in particular in local governance, given the upcoming municipal elections. The Mission will promote a more significant participation of women in the mechanisms of transitional justice through awareness-raising, advocacy and capacity-building activities, with a view to taking effective account of the needs of women victims of conflicts in terms of justice and reparation. Moreover, the gender activities will support initiatives to mobilize women for the promotion of peace and national reconciliation and the mobilization of women's organizations and communities in favour of women's participation in local elections, with a view to the improved representation of women in local governance through practical support for women-led initiatives to promote peace and reconciliation at the local level and through training activities and capacity-building workshops for elected female municipal advisers on their role in local governance. MINUSCA will work closely with NGOs and other partners within the framework of the programme.

## J. Quick-impact projects

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

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2020 to 30 June 2021 (actual)	2 935.4	87
1 July 2021 to 30 June 2022 (approved)	3 000.0	95
1 July 2022 to 30 June 2023 (proposed)	3 000.0	85

127. In collaboration with NGOs, the United Nations country team and other partners, MINUSCA will continue to work on projects that are aimed at providing immediate tangible benefits to the lives of people in the Central African Republic. Through its Civil Affairs Section and the use of quick-impact projects, the Mission will continue to foster an environment conducive to the effective implementation of its mandate by establishing confidence in the Mission, its mandate and the peace process. Projects to improve the delivery of administrative and social services will be implemented through 12 field offices (including Bangui) across three components, as follows:

(a) Support for the improvement in the delivery of administrative and basic social services: the Mission will work in close coordination with relevant ministries, the United Nations country team and humanitarian clusters to improve the delivery of basic public administrative and social services. These projects will include: (i) the rehabilitation and equipping of public administration to improve local planning capacities, civil registries security, justice and the fight against impunity, as part of the Mission's support for the strategic reform of territorial administration; and (ii) the rehabilitation and equipping of administrative buildings, town halls, schools and health centres, in collaboration and consultation with partners, including UNICEF, medical and education NGOs and relevant ministries (40 projects at approximately \$35,100 each);

(b) Support for social cohesion and reconciliation through community dialogue and reconciliation. This will target women, young people and communities in conflict with projects that promote dialogue, confidence-building, reconciliation, social cohesion and peaceful cohabitation within and between communities. Consistent with the policy for quick-impact projects, such projects will be identified through grass-roots participation and coordinated across mission components and sections and in consultation with other national and international stakeholders and partners. In addition to creating income-generating activities, the projects will be aimed at bringing together opposing groups in communities to maximize their long-term income while reducing the possibilities of conflict among them. Partnerships will be further extended with the Food and Agriculture Organization of the United Nations and/or with the World Food Programme to maximize agricultural productivity in projects involving income-generating activities focused on transhumance and the exploitation of natural resources (agriculture, fishing and breeding) (30 projects at approximately \$35,700 each);

(c) Improved community protection: projects will be implemented to enhance the population's capacity to organize itself to better prevent and alert MINUSCA and national authorities and internal security forces (police and gendarmerie) for adequate and timely response. This will include repairing and constructing bridges to facilitate the movement of humanitarian assistance, more force patrols and the free movement of goods and populations across the country. In coordination with military and police personnel, national authorities and local and international NGOs, early warning mechanisms will be created or strengthened, and communication and coordination systems will be established to complement activities of protection of civilians implemented by MINUSCA and to strengthen the capacity of members of



communities to organize themselves and be better linked to the MINUSCA protection system (15 projects at approximately \$35,000 each).

### III. Analysis of variances<sup>2</sup>

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

	<i>Variance</i>	
<b>Military observers</b>	\$551.5	7.2%

#### • Cost parameters: change in mission subsistence allowance rates

129. The increased requirements are attributable primarily to: (a) higher rates for the mission subsistence allowance based on the revised rates effective 1 January 2022, compared with the rates applied in the approved budget for the 2021/22 period; and (b) higher costs for travel on emplacement, rotation and repatriation owing to the anticipated entitlements for the shipment of personal effects during rotations, based on expenditure trends, for which provision was not included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
<b>Military contingents</b>	\$20 072.8	4.3%

#### • Management: change in deployment

130. The increased requirements are attributable primarily to: (a) higher costs for rations owing to: (i) mobilization costs for the anticipated establishment of a new rations contract effective March 2023; (ii) the anticipated higher average deployment of military personnel, compared with the average deployment included in the approved budget for the 2021/22 period; (iii) the application of higher ceiling man rate based on historical meal choices selected by contingents, compared with the rate applied in the approved budget for the 2021/22 period; and (iv) the anticipated higher monthly warehousing costs to accommodate a higher quantity of food, compared with the estimates included in the approved budget for the 2021/22 period; (b) higher standard troop cost reimbursement in connection with the anticipated higher average deployment of military personnel, in line with the anticipated progress of a phased deployment of the additional military personnel authorized by the Security Council in its resolution [2566 \(2021\)](#), compared with the average deployment included in the approved budget for the 2021/22 period; (c) higher reimbursement costs for contingent-owned equipment owing to: (i) the planned deployment, for the full year, of equipment for new units deployed in connection with the additional military personnel authorized pursuant to resolution [2566 \(2021\)](#), as well as the deployment of enhanced equipment for existing infantry battalions, and engineering, medical and military police units, compared with the equipment included in the approved budget for the 2021/22 period; and (ii) the establishment of an additional contingent-owned level II hospital, given the increased number of uniformed personnel; and (d) the higher rates for the mission subsistence allowance for military staff officers based on the revised rates effective 1 January 2022, compared with the rates applied in the approved budget for the 2021/22 period.

<sup>2</sup> 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.

131. The increased requirements are offset in part by: (a) lower freight costs for the transportation of contingent-owned equipment owing to the absence of provisions for the non-recurrent deployment of equipment, which was included in the approved budget for the 2021/22 period in connection with the emplacement of additional military contingent personnel; and (b) a higher estimated adjustment against the standard reimbursement for the deployment of non-functional or absent contingent-owned major equipment, based on historical trends regarding the actual serviceability of equipment, compared with the adjustment applied in the approved budget for the 2021/22 period.

	<i>Variance</i>	
<b>United Nations police</b>	\$5 341.5	20.2%

• **Cost parameters: change in mission subsistence allowance rates**

132. The increased requirements are attributable primarily to: (a) higher rates for the mission subsistence allowance based on the revised rates effective 1 January 2022, compared with the rates applied in the approved budget for the 2021/22 period; and (b) the planned higher average deployment of United Nations police personnel per month, compared with the average deployment included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
<b>Formed police units</b>	\$2 110.2	2.8%

• **Management: change in deployment**

133. The increased requirements are attributable primarily to: (a) the higher formed police units cost reimbursement in connection with the: (i) planned higher average deployment of formed police unit personnel in line with the anticipated progress in the phased deployment of the additional police personnel authorized by the Security Council in its resolution [2566 \(2021\)](#), compared with the average deployment included in the approved budget for the 2021/22 period; and (ii) a lower estimated adjustment against the standard reimbursement for the deployment of non-functional or absent contingent-owned major equipment, based on historical trends regarding the actual serviceability of their equipment, compared with the adjustment applied in the approved budget for the 2021/22 period; and (b) higher costs for rations attributable primarily to: (i) the planned higher average deployment of formed police unit personnel, compared with the average deployment included in the approved budget for the 2021/22 period; and (ii) the application of the higher ceiling man rate based on historical meal choices selected by police personnel, compared with the rate applied in the approved budget for the 2021/22 period.

134. The increased requirements are offset in part by lower freight costs owing to the absence of provisions for non-recurrent freight costs for the deployment of contingent-owned equipment, which was included in the approved budget for the 2021/22 period in connection with the emplacement of additional formed police personnel authorized by the Security Council in its resolution [2566 \(2021\)](#).

	<i>Variance</i>	
<b>International staff</b>	\$15 892.4	10.2%

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

135. The increased requirements are attributable primarily to: (a) the higher rates for international staff salaries based on the revised salary scale, compared with the rates

applied in the approved budget for the 2021/22 period; (b) the proposed conversion of 31 international general temporary assistance positions fulfilling continuing functions into regular posts; and (c) the proposed establishment of 7 new international posts.

	<i>Variance</i>	
<b>National staff</b>	\$1 298.4	5.6%

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

136. The increased requirements are attributable primarily to: (a) the application of the higher average level/step of the salary scale in the computation of salaries for national staff, compared with the level/step applied in the approved budget for the 2021/22 period; and (b) the proposed conversion of seven general temporary assistance positions fulfilling continuing functions, comprising one National Professional Officer and six General Service staff, into regular posts, and the proposed establishment of five new National Professional Officer posts with the application of a vacancy rate of 50.0 per cent. The increased requirements are offset in part by: (a) the impact of the depreciation of the Central African franc (CFA) against the United States dollar, resulting in the application of the exchange rate of 582.193 CFA francs to 1 United States dollar, compared with the rate of 549.286 CFA francs applied in the approved budget for the 2021/22 period; and (b) the application of the higher vacancy rates of 11.0 per cent and 5.0 per cent for National Professional Officers and General Service staff, respectively, owing to the continued challenges encountered with available suitable candidates in the local labour market, compared with the rates of 10.5 per cent and 4.0 per cent applied in the approved budget for the 2021/22 period for National Professional Officers and General Service staff, respectively.

	<i>Variance</i>	
<b>United Nations Volunteers</b>	(\$3 595.3)	(16.0%)

• **Cost parameters: change in living allowance**

137. The reduced requirements are attributable primarily to: (a) the lower United Nations Volunteers living allowance, inclusive of the well-being allowance, compared with the allowance included in the approved budget for the 2021/22 period; and (b) the application of the higher vacancy rate of 7.0 per cent for international United Nations Volunteers based on current incumbency patterns, compared with the rate of 5.0 per cent applied in the approved budget for the 2021/22 period. The reduced requirements are offset in part by the proposed establishment of 13 new United Nations Volunteer positions with the application of a vacancy rate of 50.0 per cent.

	<i>Variance</i>	
<b>General temporary assistance</b>	(\$7 522.5)	(47.8%)

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

138. The reduced requirements are attributable primarily to the proposed conversion of 38 general temporary assistance positions fulfilling continuing functions into regular posts. The increased requirements are offset in part by higher rates for international staff salaries based on the revised salary scale, compared with the rates applied in the approved budget for the 2021/22 period, and the proposed establishment of one international staff position with the application of a vacancy rate of 50.0 per cent.

	<i>Variance</i>	
<b>Government-provided personnel</b>	\$799.7	15.4%

• **Cost parameters: change in mission subsistence allowance rates**

139. The increased requirements are attributable primarily to: (a) higher rates for the mission subsistence allowance based on revised rates effective 1 January 2022, compared with the rates applied in the approved budget for the 2021/22 period; and (b) the application of the lower vacancy rate of 2.0 per cent, compared with the rate of 3.0 per cent applied in the approved budget for the 2021/22 period.

	<i>Variance</i>	
<b>Facilities and infrastructure</b>	(\$8 076.0)	(11.6%)

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

140. The reduced requirements are attributable primarily to: (a) the transfer of provisions for tactical unmanned aircraft systems to air operations services in line with the recommendation of the Board of Auditors, from security services, under facilities and infrastructure, where the provisions were reflected in the approved budget for the 2021/22 period; (b) the acquisition of fewer spare parts and supplies for the operation and maintenance of wastewater treatment plants and ablution units owing to the existence of sufficient inventory acquired in the previous periods, compared with the acquisitions included in the approved budget for the 2021/22 period; and (c) the acquisition of less accommodation and refrigeration equipment for prefabricated facilities, given the completion of the replacement of old prefabricated buildings, compared with the number of facilities included in the approved budget for the 2021/22 period.

141. The reduced requirements are offset in part by: (a) higher costs for petrol, oil and lubricant owing to: (i) the anticipated consumption of 15.7 million litres of fuel for generators at the higher average cost of \$1.649 per litre based on market trends, compared with 18.3 million litres at the lower average cost of \$1.401 included in the approved budget for the 2021/22; (ii) higher mobilization and operation and maintenance fees reflected in the new fuel contract established in November 2021 owing to the increase in the number of fuel distribution sites; and (iii) higher costs for oil and lubricants based on current expenditure trends, compared with estimates included in the approved budget for the 2021/22 period; and (b) higher costs for utilities and waste disposal services attributable primarily to the higher prices for energy and water at M'Poko camp in Bangui, reflected in the amended agreement with the service provider effective September 2020, compared with the prices applied in the approved budget for the 2021/22 period.

	<i>Variance</i>	
<b>Ground transportation</b>	\$3 223.2	20.0%

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

142. The increased requirements are attributable primarily to the higher anticipated consumption of 7.4 million litres of fuel for vehicles at a higher average cost of \$1.649 per litre based on actual consumption levels for the current period and trends in connection with the anticipated deployment of additional uniformed personnel authorized by the Security Council in its resolution [2566 \(2021\)](#), compared with 7.0 million litres at an average cost of \$1.401 per litre included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
<b>Air operations</b>	\$13 414.3	21.4%

• **Management: increased input and output**

143. The increased requirements are attributable primarily to: (a) the transfer of the provision for services in connection with four tactical unmanned aircraft systems to assist in the planning of operational requirements and the protection of civilians and mission personnel, which was budgeted as security services under facilities and infrastructure in the approved budget for the 2021/22 period; (b) higher costs for fuel attributable to: (i) the higher anticipated consumption of 9.1 million litres at a higher average cost of \$1.297 per litre based on actual consumption levels for the current period and trends, compared with 8.9 million litres at an average cost of \$1.023 included in the approved budget for the 2021/22 period; and (ii) higher mobilization fees reflected in the new fuel contract established in November 2021, compared with the fees included in the approved budget for the 2021/22 period.

144. The increased requirements are offset in part by reduced requirements for rental and operations for helicopters, attributable primarily to the lower number of 7,642 flight hours based on trends observed during the current period, compared with 8,322 flight hours included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
<b>Communications and information technology</b>	\$670.9	1.7%

• **Management: increased inputs and outputs**

145. The increased requirements are attributable primarily to: (a) higher costs for communications and information technology equipment owing to the acquisition of aircraft band transceivers to upgrade the existing aviation air-to-ground communication system and the acquisition of integrated servers for faster and more reliable performance and storage; (b) higher costs for public information and publication services, attributable primarily to the engagement of more public information and public services, owing to the anticipated higher number of promotional and printing materials, as well as radio and television broadcasting services for awareness-raising and implementation of a countrywide electoral communication and education campaign aimed at enhancing the population's understanding of the local electoral process, which has not taken place since 1988, compared with the number of materials and services included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
<b>Medical</b>	(\$734.4)	(19.3%)

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

146. The reduced requirements are attributable primarily to the acquisition of fewer first aid kits, given the existence of sufficient inventory acquired in the previous period, compared with the number of kits included in the approved budget for the 2021/22 period, offset in part by increased requirements for supplies attributable primarily to the acquisition of test kits for the polymerase chain reaction test laboratory and for supplies for rapid tests for COVID-19 in response to the COVID-19 pandemic, for which there was no provision in the approved budget for the 2021/22 period.

	<i>Variance</i>	
<b>Other supplies, services and equipment</b>	\$7 033.3	18.7%

• **Management: increased inputs and outputs**

147. The increased requirements are attributable primarily to: (a) higher costs for mine detection and mine-clearing services in connection with the additional activities to be undertaken by the Mission, through the Mine Action Service, to improve its capacity to respond to the emerging threat of mine and explosive devices, in line with the reinforced mandate authorized by the Security Council in its resolution [2605 \(2021\)](#) with respect to supporting national authorities in the prevention, mitigation and response to the threat posed by explosive ordnance; and (b) higher costs for other programmatic activities, attributable to increased efforts to be undertaken by the Mission in collaboration with national authorities, the United Nations country team and other partners, in particular in the areas of its support for the restoration of State authority, local peace initiatives and victims of sexual exploitation and abuse. The increase also reflects the Mission's efforts to normalize the level of programmatic activities that are commensurate with its mandated tasks after the slowdown of activities owing to the COVID-19 pandemic and the evolved security and political context following the electoral violence in 2020 and 2021.

#### **IV. Actions to be taken by the General Assembly**

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

- (a) **Appropriation of the amount of \$1,087,084,900 for the maintenance of the Mission for the 12-month period from 1 July 2022 to 30 June 2023;**
- (b) **Assessment of the amount of \$407,656,800 for the maintenance of the Mission for the period from 1 July to 15 November 2022;**
- (c) **Assessment of the amount of \$679,428,100 for the period from 16 November 2022 to 30 June 2023 at a monthly rate of \$90,590,413 should the Security Council decide to continue the mandate of the Mission.**

## V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 75/298, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

### A. General Assembly

(Resolution 75/298)

#### *Decision/request*

Reiterates its grave concern about the continued threat to life, health, safety and security caused by the coronavirus disease (COVID-19) pandemic and the importance of ensuring the safety, security and health of peacekeeping personnel, including through the use of safe and effective vaccines for civilian and uniformed personnel, maintaining the continuity of mandate delivery, including protection of civilians, minimizing the risk of mission activities causing the virus to spread and, where appropriate and within mandates, supporting national authorities, upon their request, in their response to COVID-19, in collaboration with the Resident Coordinator and other United Nations entities in the country (para. 13).

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

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

The Mission will continue to implement a series of measures to protect United Nations personnel and reduce the spread of COVID-19 in the Central African Republic. These measures included the adaptation of its existing facilities in Bangui used for the isolation of suspected and confirmed cases of COVID-19 and the establishment of its own polymerase chain reaction testing laboratory. The Mission formed a high-level committee, which included representatives of both the United Nations country team and MINUSCA, to coordinate and implement the vaccination programme for all eligible personnel in the Central African Republic, including personnel of United Nations agencies, funds and programme, as well as eligible international non-governmental personnel. The Mission will continue to prioritize the preventive measures against the pandemic, including the continuation of the vaccination programme. The Mission supported the national authorities through the rehabilitation of Ministry of Health facilities and will continue to support the national authorities in their response to the pandemic, upon request.

MINUSCA will continue to maintain close working relationships with the Government and other partners, ultimately ensuring a whole-of-United Nations approach to the response to the pandemic. In a collaborative manner, support for the Government will continue to be provided by, as needed, the Mission, United Nations agencies and other members of the humanitarian community. The assistance will focus on the distribution of water and handwashing products, the rehabilitation of health facilities, and the establishment of isolation centres and treatment locations. The Mission will also continue to support national awareness-raising campaigns to disseminate best practices on protective measures and efforts to advocate vaccination for COVID-19 through the COVID-19 Vaccines Global Access (COVAX) Facility, as well as the vaccination programme of the United Nations. On the basis of lessons learned from the previous reporting period, the Mission will

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

maintain a comprehensive, integrated and flexible approach to the pandemic. This includes the continuation of a series of measures and procedures to mitigate the negative impact of the pandemic on the Mission and on the host country, to protect United Nations personnel and to ensure business continuity. In line with its adaptive COVID-19 contingency plan, in 2021/22 and 2022/23 the Mission will closely monitor the rates of infections within United Nations personnel and in the general population and will establish mitigation measures adapted on the basis of the applicable medical recommendations, including for already vaccinated personnel.

In implementing an adaptive and evidence-based response to COVID-19, MINUSCA and the United Nations country team maintained preventive measures to protect the health and safety of United Nations personnel and the population, while ensuring continued mandate implementation and core activities. The impact of the COVID-19 pandemic notwithstanding, the Mission's support enabled the national authorities to organize successful presidential and legislative elections in the Central African Republic. The Mission played a key role in overcoming the challenges posed by the pandemic and its exploitation by political parties and armed groups. The Mission will continue to offer its technological capabilities to enable the conduct of virtual meetings with local authorities at the strategic and technical levels. On the basis of lessons learned through the electoral process of 2020 and 2021, the Mission will support the Government in its efforts to mitigate the impact of COVID-19 on the organization and conduct of local elections of 2022 and 2023, including by providing logistical support in the delivery of critical electoral materials and supporting the establishment of appropriate COVID-19 measures within the polling stations. MINUSCA will also continue to collaborate with national and local authorities to support the national response to the pandemic. This will include support for awareness-raising campaigns and the dissemination of best practices on protective measures. The support provided by MINUSCA, together with the United Nations country team, international NGOs and other partners involved in the response to the COVID-19 pandemic, will also contribute to the resumption of activities that had been put on hold during the height of the pandemic, such as the suspension of key meetings. This will also contribute to the promotion of post-conflict reconstruction and peacebuilding in the Central African Republic.



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

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

The Secretariat continues to prioritize efforts to promote procurement from developing countries and countries with economies in transition. The Secretariat expanded its efforts to facilitate the participation of vendors from these countries, including through: (a) the introduction of virtual tender openings, thereby providing access to all vendors, including small and medium-sized enterprises that would otherwise not have been able to participate owing to travel restrictions or travel costs; (b) the introduction of multilingualism by allowing vendors to submit official certifications and financial documents through the United Nations Global Marketplace in all six official languages during the registration process; (c) the deployment of a database containing a list of all approved vendors and the introduction of a requirement that Chief Procurement Officers invite vendors who have attended seminars and registered at the basic level to participate in tenders, with a particular focus on vendors from developing countries and countries with economies in transition; (d) the establishment of a partnership with the global network WEConnect International to promote women-owned businesses, particularly from developing countries and countries with economies in transition; and (e) the translation of the United Nations Procurement Manual into French and Spanish. Going forward, the Secretariat will continue to adopt innovative ideas to promote procurement from developing countries and countries with economies in transition, including by exploring new approaches such as a seminar to provide training to vendors in doing business with the United Nations and on how to submit proposals and bids, as well as by exploring the possibility of a partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to promote women-owned businesses in procurement at the United Nations.

Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 17).

MINUSCA uses local individual contractual personnel and daily local workers for its construction projects. The Mission also uses the opportunity to build the capacity of the local workforce, providing them with the skills required for future opportunities. In this regard, the Mission trained its local workforce on the installation of a hybrid solar system at the logistics base in Bangui. Local building materials are used extensively, including gravel, sand and laterite for making bricks.

Requests the Secretary-General to establish clear frameworks and guidelines to determine the solicitation procedure, whether invitation to bid or request for proposal, to be utilized for, inter alia, acquiring different types of goods and services, including aviation services, and to update the United Nations Procurement Manual accordingly (para. 18).

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

The guidelines in section 6 (solicitation) of the United Nations Procurement Manual, which was updated in June 2020, and specifically those contained in section 6.3 (solicitation methods), summarize the methods of solicitation and the guidance on their appropriate use. In particular, the invitation to bid is a formal method of solicitation normally used when the requirements for goods and services: (a) are simple and straightforward; (b) can be expressed well quantitatively and qualitatively at the time of solicitation; and (c) can be provided in a straightforward way. The request for proposal is a formal method of solicitation, used for the procurement of goods and services when requirements cannot be expressed quantitatively and qualitatively (e.g., consulting or similar services) at the time of solicitation or for the purchase of complex goods and/or services where the requirements may be met in a variety of ways and, accordingly, an evaluation based on cumulative/weighted analysis is most appropriate. For procurements above \$150,000, one of the two formal methods of solicitation (invitation to bid or request for proposal) must be used, unless there is an exception to such formal methods of solicitation, in accordance with rule 105.16 of the Financial Regulations and Rules of the United Nations. A request for proposal is required only for procurement above \$150,000, but can also be used for lower-value procurements (equal to or below \$150,000) if the requirements are complex or if the procurement official otherwise determines it appropriate.

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

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

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

Underlines the important contribution that programmatic activities make to the implementation of the mandates of the Mission, including for the prevention and resolution of conflicts, and that all such activities must be directly linked to the mandates of the Mission (para. 21).

The Mission and the United Nations country team continue to work closely with regional and subregional partners and enhanced partnership coordination to advance electoral support and political dialogue to revitalize the implementation of the Peace Agreement and to advance humanitarian efforts. This strengthened coordination and synergies with regional actors and the United Nations country team enable the Mission to deliver its mandate more effectively, including in the revitalization of the Agreement and in supporting key reforms to security institutions of the Central African Republic. Among other things, the Mission engaged a range of regional actors, including the African Union, ECCAS and the International Conference of the Great Lakes Region, in order to find a way out of the crisis following the establishment of the Coalition des patriotes pour le changement and its denouncing of the Agreement. MINUSCA, together with the other regional actors, has also aligned its support to the International Conference on the Great Lakes Region joint road map to contribute to the revitalization of the Agreement.

Programmatic activities implemented by MINUSCA are all linked directly to its mandate and contribute to the successful implementation of the overall mandate of the Mission in the Central African Republic. The planned activities are centred around key elements of the mandate, including disarmament, demobilization, and reintegration; human rights; support for the Special Criminal Court; security sector reform; local reconciliation; strengthening of national institutions; and the restoration of the State authority. Programmatic activities are critical for the prevention and resolution of conflicts, and therefore for the fulfilment of the Mission's strategic objectives. Among other things, the proposed programmatic activities for the 2022/23 period include provisions to support the promotion of national ownership for improved protection of civilians, dialogue, reconciliation and conflict resolution, including at the local level, as well as a programme of political education, negotiation and capacity-building and conflict mitigation sessions in key areas of intercommunal tension. The programmatic activities are also aimed at supporting some key elements of the Peace Agreement in the areas of transitional justice, with dedicated support for the Special Criminal Court and the Truth, Justice, Reparation and Reconciliation Commission, two key components for the long-lasting resolution of the conflict in the Central African Republic.

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

Requests the Secretary-General to ensure that the Mission is responsible and accountable for the use of its programmatic funds, in line with relevant guidance and bearing in mind the specific context in which the Mission operates, and to include, in his next budget submission and performance report, detailed information on the programmatic activities of the Mission, including on how those activities have contributed to the implementation of mission mandates, on the linkage to the mandates, on the implementing entities and on the performance by the Mission of appropriate oversight (para. 22).

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

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

The Mission continues to strengthen the reporting, monitoring and evaluation and accountability of programmatic funds. This includes the continued strengthening of monitoring and evaluation systems for programmes and financial reporting and for the coordination of the funds. The resource stewardship executive group also supports the oversight of programmatic activities and their impact. Details of the Mission's programmatic activities proposed for the 2022/23 period are provided in section II.I of the present report.

The important role of quick-impact projects for the implementation of the mandate of the Mission is emphasized through the high financial resource utilization rate for the 2020/21 period and prior periods. The timely, responsible and accountable implementation of projects is a high priority for the leadership of the Mission, given that it facilitates the creation of an enabling and conducive environment, which helps the Mission to effectively implement its mandate. This is achieved through the implementation of the recommendations from the last audit of the Board of Auditors, notably: (a) detailed monitoring and reporting of the various stages of the approval and implementation of quick-impact projects, which are entered into and managed through a database; and (b) flexibility in the allocation of financial resources to various sections responsible for the implementation of the projects and allowing for the reallocation of financial resources on the basis of performance.

The use of external consultants by MINUSCA during the 2022/23 period will be limited to a strict minimum necessary to implement the mandate. In that regard, the Mission intends to build and use its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term. The proposed resource requirements for consultants and consultancy services for the 2022/23 period will enable the Mission to hire consultants for specific tasks that are limited in time and require specific expertise that is not available with the Mission. The use of external consultants will also enable the Mission to have a fair and unbiased assessment of a number of its areas of work in order to improve its capacity to deliver and implement its mandate.

*Decision/request*

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

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

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

*Action taken to implement decision/request*

The protection of civilians and United Nations personnel is one of the priority mandated tasks of MINUSCA. Accordingly, the Mission will continue to prioritize improving the security situation across the country, while supporting the Government in consolidating its presence in areas where violence can be significantly reduced, as well as enhancing the protection of civilians and United Nations personnel. As the Mission continues to implement its strategy for the protection of civilians, including through rapid deployment of the additional uniformed personnel authorized by the Security Council in its resolution [2566 \(2021\)](#), it will also continue to support the Government in its efforts to increase its capacities and in taking greater ownership to protect civilians.

The protection of United Nations personnel and assets will continue to be a priority for the Mission and be done in compliance with decisions of the designated official in consultation with the security management team on procedures, physical security, training and equipment, and with a reliance on military and police components for protection.

To enhance efforts to reduce threats to United Nations personnel, MINUSCA continued to implement the recommendations made in the Action for Peacekeeping initiative to improve the security of peacekeepers, including efforts to enhance operational performance and improve the duty of care in cases of incidents involving trauma, injury or illness through the provision of adequate medical services in a safe and secure environment and improved reactivity and responses, in particular for the evacuation of casualties. The Mission also strengthened advocacy with national authorities for the ratification of the Convention on the Safety of United Nations and Associated Personnel to ensure accountability and the end of impunity.

The Mission has taken measures to ensure that vacant posts are filled expeditiously and is focusing on filling the vacant posts with staff members from downsized or closing missions. The Mission reviewed the posts and positions in its approved staffing establishment that have been vacant for more than 24 months, and the justification for their retention is reflected in the supplementary information to the present report. The budget proposal includes a request for reassignments of two posts identified during the review process, to be used for responsibilities that will further a more efficient implementation of the Mission's mandate.

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 28).

The Mission continues to face challenges in identifying required skills and expertise in the local labour market. The job openings for national staff are often re-advertised several times before candidates with the required qualifications are found and recruited, causing delays in the recruitment process. These challenges notwithstanding, the Mission will continue to make efforts to recruit national staff, when the required qualifications exist. In addition, through the Integrated Mission Training Cell, MINUSCA will develop a long-term plan to identify and meet the capacity-building needs of its current national staff members. MINUSCA will continue to monitor the situation on the local labour market and will consider nationalization in the future if the conditions permit.

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

MINUSCA will continue its efforts to ensure a wider and equitable geographical representation within its workforce. As at 31 December 2021, the civilian workforce of MINUSCA consisted of 635 international staff members, including 49 general temporary positions, who represent 95 countries and different regional groups.

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

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

Notes the ongoing development of impact-based performance indicators as part of the implementation of the Comprehensive Performance Assessment System, and in this regard requests the Secretary-General in his next report to provide information on how the indicators will measure the performance by the Mission of mandated tasks and the impact of resource allocation on that performance, as well as how the indicators will contribute to the identification of the resources required for each mandated task (para. 31).

The Comprehensive Planning and Performance Assessment System uses quantitative and qualitative indicators to assess progress towards mandated tasks at two levels: (a) desired change in the behaviour, attitude, knowledge, position or capacity of stakeholders identified as key to delivering the Mission's mandate; and (b) desired change at the strategic level, such as improvement in the security situation or parties adhering to and implementing a peace agreement. Data against these indicators are the basis for in-depth assessments of the impact and performance of the Mission and the identification of successes and obstacles, including those outside the sphere of influence of the Mission. These assessments are, in turn, used to inform the Mission's planning and the refinement of the Mission's outputs and indicators of achievement. As results from the System are increasingly used to inform Mission planning and the development of results-based budgeting frameworks, the use of performance and impact indicators and data-based analysis will increasingly inform the results-based budgeting frameworks. MINUSCA has

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

Requests the Secretary-General to provide in his next report an execution plan for, and analysis of, the implementation of the new Comprehensive Performance Assessment System, including on its correlation with mission planning and budget formulation, in order to facilitate consideration by the General Assembly of resource requests for implementation of the System (para. 32).

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

also drawn on data and analysis centralized in the System for its reporting on the 2020/21 budget period, which helped to demonstrate the impact that resources had in the mandated areas.

The roll-out of the Comprehensive Planning and Performance Assessment System in MINUSCA was completed in July 2020. While bringing together expertise from across the Mission, the implementation of the System is overseen by the Strategic Planning Unit in the Office of the Chief of Staff. The System enables the Mission to conduct regular and integrated planning and performance assessments to ensure a coordinated approach to mandate delivery that is adapted and strengthened based on past performance and that is responsive to evolving contexts. In 2022/23, MINUSCA plans to conduct two performance assessments, depending on its needs and changes in context, and will adapt its results-based budgeting frameworks and operations based on those assessments.

The Comprehensive Planning and Performance Assessment System has helped MINUSCA to improve integrated planning. The use of System data and analysis has informed evidenced-based decision-making, communications and reporting. The periodic performance assessments allow MINUSCA to adjust operations on a more regular basis and in a more coordinated manner, as well as to inform Mission resource needs based on where the Mission can have the most impact.

MINUSCA will continue the implementation of the environmental strategy through the five pillars to reduce its footprint. With regard to the energy pillar, the Mission will continue the installation of photovoltaic solar systems, the gradual replacement of fluorescent lights with LED lighting and the acquisition of energy-efficient air conditioners. With regard to waste and wastewater, the Mission will continue to maintain 64 wastewater treatment plants that are fully operational across the Mission, which enables it to properly manage the wastewater and reduce any potential environmental risks. The Mission will also continue to maintain and operate the municipal Kolongo landfill. It will also continue to promote behavioural change through environmental awareness campaigns and training activities for its personnel.

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

Requests the Secretary-General to ensure that United Nations peacekeeping mission staff has the capacity to provide technical oversight of the use of unmanned aerial and aircraft systems technologies (para. 35).

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

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

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

MINUSCA provides the technical oversight of the use of unmanned aerial and aircraft systems technologies. The personnel responsible have been adequately trained and have the requisite technical qualifications.

MINUSCA has strengthened its accountability system by integrating the coordination of the risk management functions with the audit compliance functions under the leadership of the Chief of Staff. The Chief of Staff has oversight over the planning, risk management audit recommendations and the Board of Inquiry Unit process and will continue to work closely with the Office of the Director of Mission Support to better manage its budget, in coordination with the senior leadership team through the resource stewardship executive group.

MINUSCA strengthened budgetary monitoring processes with greater oversight by the resource stewardship executive group, which holds frequent meetings, chaired by the Special Representative of the Secretary-General, on budget oversight.

The Mission's efforts will continue to be focused on promoting the participation of women in the peace process for the sustainability of peace in the Central African Republic, in particular their participation in the republican dialogue proposed by the President of the Central African Republic.

On the basis of lessons learned from the presidential and legislative elections of 2020 and 2021, the Mission will also support the participation of women in the 2022 and 2023 local elections through social mobilization and the strengthening of security. In order to promote access by female victims of conflicts to justice and reparation, the Mission will continue to strengthen the capacities of women's civil society organizations in the Central African Republic towards the inclusion of sexual and gender-based violence in transitional justice mechanisms.



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

Expresses concern over the allegations of sexual exploitation and abuse reported in peacekeeping missions, and requests the Secretary-General to continue to implement his zero-tolerance policy on sexual exploitation and abuse with regard to all civilian, military and police personnel, and to report thereon in the context of his next report on cross-cutting issues (para. 39).

Recalls Security Council resolution [2566 \(2021\)](#) of 12 March 2021, by which the Council decided to increase the authorized size of the Mission's military and police components, and requests the Secretary-General to ensure that his proposals in the Mission's budget related to the increased deployments are in line with the Mission's mandate (para. 40).

Also recalls paragraph 44 of the report of the Advisory Committee, and encourages the Secretary-General to ensure the proper qualification and classification of expenses, particularly regarding official travel and training activities (para. 41).

Recognizes the important role of the Mission in the protection of civilians, requests the Secretary-General to continue to engage with the Mission's relevant components with the aim of helping them to effectively achieve the set objectives of the Mission, and emphasizes the importance of ensuring adequate resources for the effective and efficient discharge of its protection of civilians mandates commensurate with the increase of uniformed personnel deployment (para. 43).

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

MINUSCA confirms that the resource requirements included in its budgets for the 2022/23 period in connection with the deployment of the additional uniformed personnel are in line with its mandate.

The Mission has strengthened internal controls to ensure the proper qualification and classification of expenses.

The protection of civilians is one of the priority mandated tasks of MINUSCA. In the light of new threats, such as the threats posed by use of explosive ordnance, the Mission continues to ensure a whole-of-mission approach to respond to these threats on civilians by organizing weekly coordination mechanisms for the protection of civilians at the strategic and tactical levels to ensure interaction between all Mission's components for a coordinated and integrated response. In addition, the Mission developed a strategy for the protection of civilians to guide all components in the effective discharge of their duties to protect civilians in line with the Mission's mandate and in accordance with the policy of the Department of Peace Operations. To pre-empt and prevent attacks and violations against civilians, the Mission deployed joint protection teams composed of all components to places where civilians were at risk of being threatened in order to defuse tensions and recommend courses of action. Working closely with the United Nations country team and national authorities, the Mission also enhanced its capacities for the protection of civilians through an increased focus on prevention and proactive and integrated responses to physical threats against civilians. In addition, the local peace agreements and mediation efforts facilitated by MINUSCA provided essential building blocks for the national peace process. This comprehensive approach to the Mission's core mandate for the protection of civilians enabled it to

respond to current and emerging threats, better protect communities and reduce the influence of armed groups and violence against civilians in target areas. The Mission was assisted by improved early warning and intelligence information and the identification of emerging risks.

## B. Advisory Committee on Administrative and Budgetary Questions

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

([A/75/822/Add.7](#))

Taking into account the underexpenditure for 2020/21 and the likely continued impact of the COVID-19 pandemic, the Advisory Committee considers that the proposed provision for common staff costs for 2021/22 for international general temporary assistance may not be realistic. The Committee trusts that more clarification will be provided to the General Assembly during the consideration of the present report and detailed justifications will be included in the next budget submission (para. 36).

The Advisory Committee concurs with the recommendation of the Board of Auditors. The Committee notes that, under the existing letter of assist at MINUSCA, a financial deduction is only applied when the inherent availability rate is below 90 per cent, while no deduction is applied for underutilization of the unmanned aircraft systems. The Committee therefore recommends that the General Assembly request the Secretary-General to evaluate the performance and utilization of the unmanned aircraft systems, to apply lessons learned from their underutilization and to review the contractual arrangement to include a provision for deduction due to underutilization, and provide an update thereon in the context of the next budget submission (see [A/75/822/Add.6](#), para. 35; and [A/75/822/Add.8](#), para. 34) (para. 49).

Restrictions put in place in connection with the COVID-19 pandemic have been gradually lifted. The proposed requirements for the 2022/23 period assume that the large majority of staff members would be present in the mission area and eligible for normal entitlements. This assumption is supported by the trend in actual expenditure for common staff costs as at 31 December 2021.

The deployment of unmanned aircraft systems in MINUSCA is in line with the recommendation of Lieutenant General (retired) Carlos Alberto dos Santos Cruz contained in the action plan to improve the security of peacekeepers, to acquire adequate tactical unmanned aircraft systems to gather and forward information for adequate decision-making. Considering the vast area that has to be covered by the Mission's force, multiple unmanned aircraft systems stationed in various parts of the country are essential to conduct intelligence, surveillance and reconnaissance activities simultaneously and improve clarity and depth of knowledge of the information collected. Intelligence on armed gatherings, movements and roadblocks, which is collected using unmanned aircraft systems during critical operations, is vital, especially around the thickly vegetated areas of the Central African Republic with limited infrastructure that could result in heightened threats posed by explosive ordnance and, therefore, make them inaccessible for patrols.

Unmanned aircraft systems provide essential operational and tactical tools to the force and reduce risks to military field operations. These aircraft are force multipliers to ensure efficiency in achieving the

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

The Advisory Committee trusts that detailed information on the programmatic activities, including support to the Special Criminal Court, will be provided in the context of the next budget proposal (para. 53).

The Advisory Committee recalls that the General Assembly has noted with grave concern the threat to life, health, safety and security caused by the COVID-19 pandemic and the importance of ensuring the safety, security and health of peacekeeping personnel, maintaining the continuity of critical mandate delivery, including protection of civilians, minimizing the risk of mission activities causing the virus to spread and, where appropriate and within mandates, supporting national authorities, upon their request, in their response to COVID-19, in collaboration with the Resident Coordinator and other United Nations entities in the country (see General Assembly resolution [74/284](#), para. 15). The Committee trusts that updated information will be provided in the context of the next budget submission (para. 58).

Mission's mandate on the protection of civilians, United Nations personnel and assets. In the light of the worsening security situation in the Central African Republic since December 2020, which resulted in the loss of life of seven peacekeepers, having access to effective unmanned aircraft systems will complement the deployment of the additional uniformed personnel authorized by the Security Council in its resolution [2566 \(2021\)](#).

The Mission is committed to achieving its priority objective of protecting civilians in an efficient manner. In that regard, and in collaboration with the Department of Operational Support, MINUSCA is exploring the possibility of acquiring unmanned aircraft systems through a commercial contract to ensure full coverage of the territory of the Central African Republic. While the process is at a preliminary stage, the procurement process is expected to address the issue of the underutilization of aircraft, including the possibility of applying a deduction when the aircraft are underutilized, without compromising the Mission's ability to implement its mandate on the protection of civilians.

Details of the Mission's programmatic activities proposed for the 2022/23 period are provided in section II.I of the present report, including information on the support for the Special Criminal Court, which is provided in paragraph 125 (a).

Please refer to the response to paragraphs 13 to 15 of General Assembly resolution [75/298](#) described in section V.A of the present report.

*Request/recommendation*

The Advisory Committee recognizes the extremely difficult environment in which MINUSCA operates and expresses its appreciation to the Mission personnel in fulfilling the mandated activities. The Committee pays tribute to the Mission personnel who lost their lives in the service of peace. The Committee recalls that the General Assembly has recognized the increasing security challenges faced by United Nations peacekeepers, reaffirms its commitment to the improvement of the safety and security of Mission personnel, in particular uniformed personnel, and requests the Secretary-General to further strengthen the measures (ibid., para. 22). The Committee trusts that an update will be provided in the context of the next budget proposal (para. 60).

The Advisory Committee trusts that the Mission will make further efforts in environmental management and provide more information on progress, including tangible results and the impact on energy consumption from the installation of diesel hybrid solar systems and other efficiency measures, in future budget proposals. The Committee recalls that the General Assembly has noted the progress made in the implementation of the multi-year environmental strategy to reduce the footprint of peacekeeping operations, and requests the Secretary-General to enhance measures for the implementation of the strategy in all peacekeeping missions, in line with the five pillars of the strategy, in accordance with particular conditions on the ground and in full compliance with the relevant rules and regulations (see General Assembly resolution [74/284](#), para. 17) (para. 62).

*Action taken to implement request/recommendation*

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

Please refer to the response to paragraph 33 of resolution [75/298](#) described in section V.A of the present report.

## Annex I

### Definitions

#### A. Terminology related to proposed changes in human resources

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

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

#### B. Terminology related to variance analysis

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

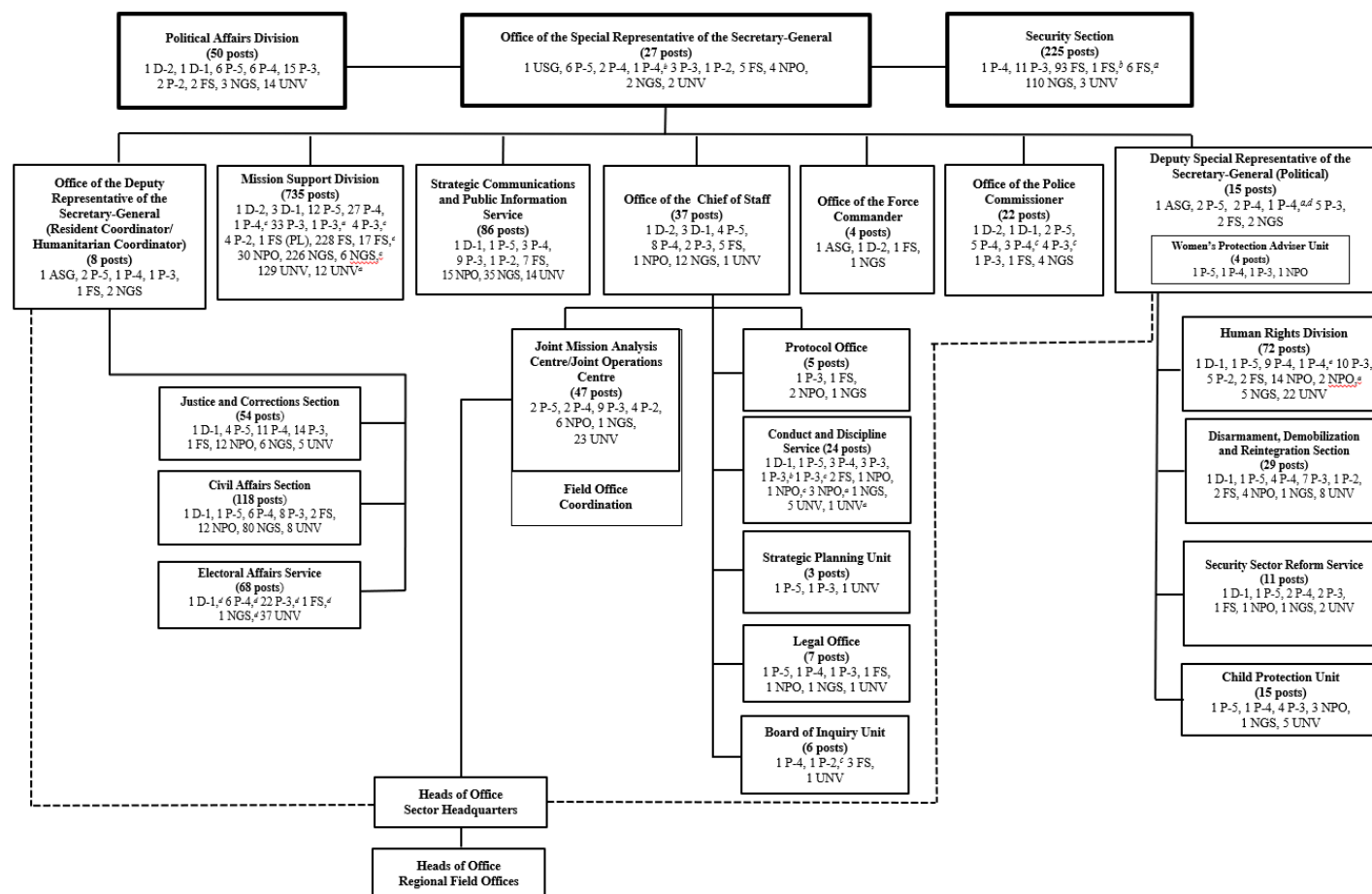
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

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

## Annex II

## Organization charts

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



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

<sup>a</sup> New post.

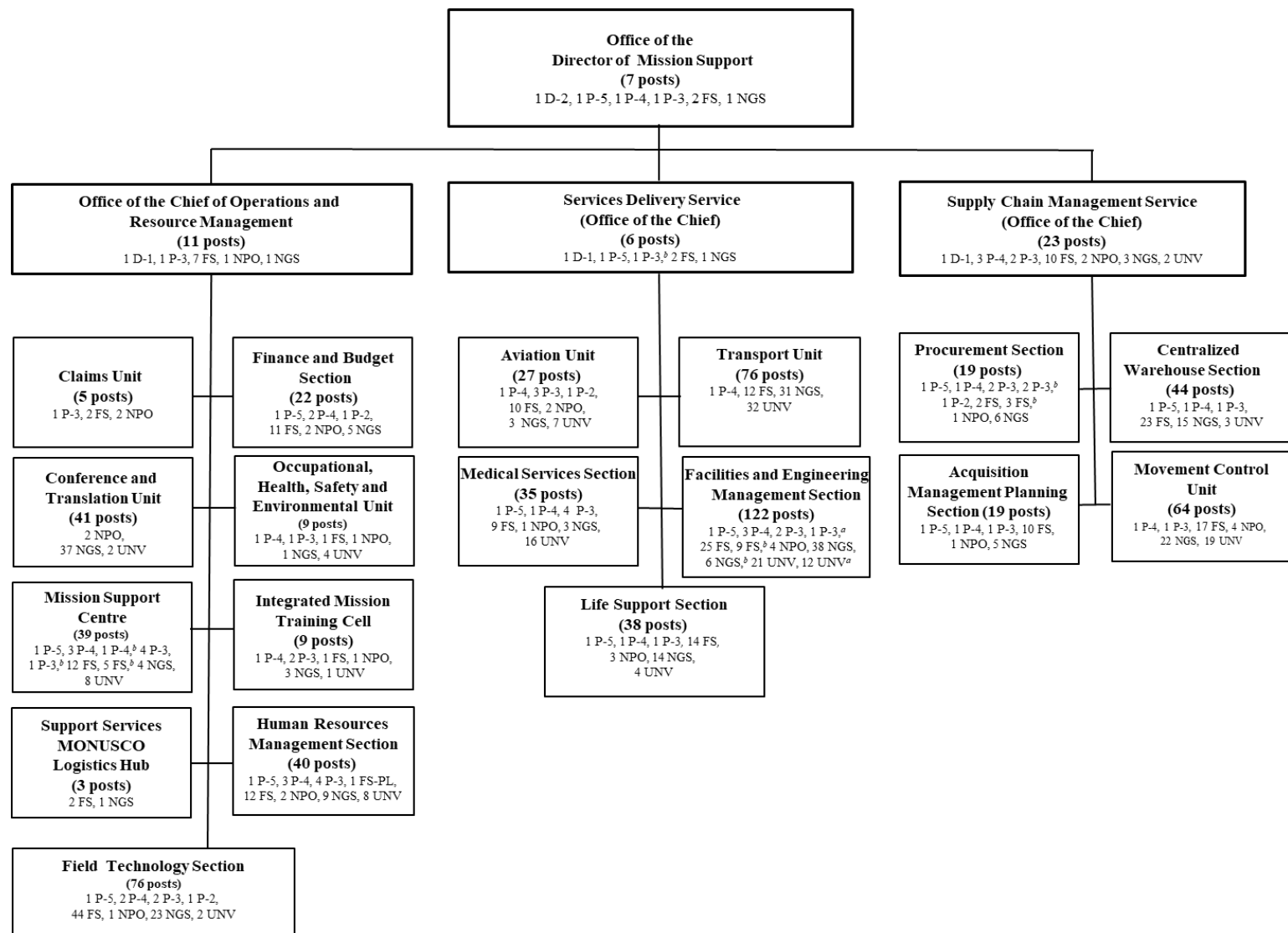
<sup>b</sup> Reassigned.

<sup>c</sup> Conversion.

<sup>d</sup> General temporary assistance.

<sup>e</sup> Reclassified.

## B. Mission Support Division



Abbreviations: FS, Field Service; FS-PL, Field Service (Principal level); NGS, national General Service; NPO; National Professional Officer; UNV, United Nations Volunteer.

<sup>a</sup> New post.

<sup>b</sup> Conversion.



## Map

