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Financing of the United Nations Organization Stabilization

Mission in the Democratic Republic of the Congo

Budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2023 to 30 June 2024

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the period from 1 July 2023 to 30 June 2024, which amounts to \$1,078,212,400.

The proposed budget in the amount of \$1,078,212,400 represents an increase of \$47,942,500, or 4.7 per cent, compared with the apportionment of \$1,030,269,900 for the 2022/23 period.

During the period from 1 July 2023 to 30 June 2024, the Mission will continue to implement its protection of civilians mandate and enhance its cooperation with the Congolese security forces in strict compliance with the human rights due diligence policy on United Nations support to non-United Nations security forces and strengthen coordination and information-sharing mechanisms with Congolese security forces and the East African Community regional force. The Mission will closely monitor the evolving politico-security situation in areas marked by political tensions as the country moves closer to the elections scheduled to be held in December 2023, and support efforts aimed at disarming, demobilizing and reintegrating former combatants through the national disarmament, demobilization, community recovery and stabilization programme. MONUSCO will continue to advocate for political solutions and support ongoing regional processes, namely the Nairobi and Luanda initiatives, to establish a climate of trust between the States of the region and create the conditions for dialogue and political consultations to address ongoing conflicts in eastern Democratic Republic of the Congo. A renewed focus will be put on security sector reform to accelerate national ownership of security sector reform and promote and facilitate military, police, justice and prison sector reforms to enhance accountability and effectively address impunity.

The proposed budget provides for the deployment of 660 military observers and staff officers, 13,500 military contingent personnel, 591 United Nations police officers, 1,410 formed police personnel, 675 international staff (including 5 positions funded under general temporary assistance), 211 National Professional Officers (including 11 positions funded under general temporary assistance), 1,454 national General Service staff (including 46 positions funded under general temporary assistance), 324 United Nations Volunteers and 90 government-provided personnel.

The total resource requirements for MONUSCO for the financial period from 1 July 2023 to 30 June 2024 have been linked to the Mission's objective through a number of results-based budgeting frameworks, organized according to components (protection of civilians; support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Mission as a whole.

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

Financial resources

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

Category	Expenditure (2021/22)	Apportionment (2022/23)	Cost estimates (2023/24)	Variance	
				Amount	Percentage
Military and police personnel	496 937.2	510 727.8	538 643.3	27 915.5	5.5
Civilian personnel	260 238.0	268 766.8	258 229.4	(10 537.4)	(3.9)
Operational costs	261 681.2	250 775.3	281 339.7	30 564.4	12.2
Gross requirements	1 018 856.4	1 030 269.9	1 078 212.4	47 942.5	4.7
Staff assessment income	26 798.9	27 225.2	27 329.1	103.9	0.4
Net requirements	992 057.5	1 003 044.7	1 050 883.3	47 838.6	4.8
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 018 856.4	1 030 269.9	1 078 212.4	47 942.5	4.7

Human resources^a

	Military observers	Military contingents	United Nations police	Formed police units	Inter- national staff	National Professional Officers	National General Service	Temporary positions ^b	United Nations Volunteers ^c	Government- provided personnel	Total
Executive direction and management											
Approved 2022/23	—	—	—	—	90	22	45	1	25	—	183
Proposed 2023/24	—	—	—	—	88	24	45	2	26	—	185
Components											
Protection of civilians											
Approved 2022/23	660	13 140	—	—	70	47	180	—	35	—	14 132
Proposed 2023/24	660	13 500	—	—	67	48	180	—	34	—	14 489
Support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms											
Approved 2022/23	—	—	591	1 410	75	29	120	60	18	90	2 393
Proposed 2023/24	—	—	591	1 410	73	32	119	60	20	90	2 395
Support											
Approved 2022/23	—	—	—	—	452	92	1 062	—	244	—	1 850
Proposed 2023/24	—	—	—	—	442	96	1 064	—	244	—	1 846
Total											
Approved 2022/23	660	13 140	591	1 410	687	190	1 407	61	322	90	18 558
Proposed 2023/24	660	13 500	591	1 410	670	200	1 408	62	324	90	18 915
Net change	—	360	—	—	(17)	10	1	1	2	—	357

^a Represents the highest level of authorized/proposed strength.^b Funded under general temporary assistance.^c Includes international and national United Nations Volunteers.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) was established by the Security Council in its resolution [1925 \(2010\)](#). The Council, in its resolution [2666 \(2022\)](#), extended the mission's mandate until 20 December 2023.
2. The Mission is mandated to help the Security Council to achieve the overall objective of advancing peace and security in the Democratic Republic of the Congo.
3. Within this overall objective, MONUSCO will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized according to components (protection of civilians; support to stabilization and the strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms; and support), which are derived from the mandate of the Mission.
4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MONUSCO in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the 2022/23 period, have been explained under the respective components.
5. With a view to ensuring sustained political engagement with the Government, the Mission will maintain its headquarters in Kinshasa, where most of the senior leadership will continue to be located. The Mission will maintain the Office of the Deputy Special Representative of the Secretary-General for protection and operations in Goma and four field offices in eastern Democratic Republic of the Congo, namely Beni, Bukavu, Bunia and Goma. The Mission will also maintain the capacity to monitor the situation in the Kasai region and Tanganyika Province.
6. On 15 November, the Prime Minister, Sama Lukonde, presided over a meeting with MONUSCO and members of the Government to follow up on the President's request, announced in August 2022, to re-evaluate the joint transition plan, during which it was decided to pursue consultations through a joint working group. The Security Council, in its resolution [2666 \(2022\)](#), acknowledged the call of the Congolese authorities to review the joint transition plan ([S/2021/807](#), annex), developed by the Government of the Democratic Republic of the Congo and the United Nations, in which 18 benchmarks and associated indicators have been jointly agreed upon to create the conditions necessary for the Mission's gradual, responsible and conditions-based withdrawal without jeopardizing security and peacebuilding gains.
7. In line with the joint transition plan, the Mission's area of operations in support of the protection of civilians will continue to be limited to three provinces, namely Ituri, North Kivu and South Kivu, while retaining the capacity to intervene elsewhere in case of a major deterioration in the situation, through a comprehensive approach and in consultation with local authorities and communities. The Mission will maintain the capacity to monitor the political situation and human rights violations elsewhere. In areas from which the Mission has withdrawn, United Nations agencies, funds and programmes have increased their presence with a view to implementing programmes using the triple nexus approach in support of the Government's plan to expand and

consolidate State authority. MONUSCO will also continue to support the operationalization of disarmament, demobilization, community recovery and stabilization programmes, including at the provincial level; stabilization efforts; the strengthening of State institutions, with a primary focus on key governance and security sector reforms; and justice and corrections national systems, including through joint programming; and contribute to the sustainability of peace dividends following the Mission's withdrawal.

8. An additional 180 formed police unit personnel are proposed to be deployed during the 2023/24 period in the context of recurring attacks against mission personnel, assets and premises. Formed police units play a vital role in securing United Nations personnel and installations and provide operational support to the Congolese National Police in responding to public order challenges, by conducting patrols, including joint patrols, and supporting the national police capacity in community-oriented policing. The additional personnel would include 45 persons deployed in Goma, 45 in Bunia, 50 in Beni and 40 in Bukavu.

B. Planning assumptions and mission support initiatives

9. Despite the peaceful transfer of power following the 2018 elections and the formation of a new governing coalition in 2021, numerous political and security challenges continue to threaten the progress achieved towards peace and stability in the Democratic Republic of the Congo. In a challenging global economic environment, including inflation and fuel shortage, political positioning ahead of the 2023 elections, discussions around electoral reforms, and management of insecurity have heightened tensions within the Government and the broader political class and with civil society. Despite the continuous enforcement of the state of siege in Ituri and North Kivu since May 2021, the launch in November 2021 of joint military operations by the Armed Forces of the Democratic Republic of the Congo (FARDC) and the Uganda People's Defence Forces (UPDF) against the Allied Democratic Forces (ADF), as well as the joint military operations between FARDC and the Burundian defence forces against armed groups in South Kivu, insecurity in the eastern provinces persists. Meanwhile, the resurgence of the Movement du 23 mars (M23) in November 2021 exacerbated insecurity and tensions between the Democratic Republic of the Congo and Rwanda, as well as ethnically based hate speech. Against this background, anti-MONUSCO rhetoric has risen steadily and violent demonstrations targeting MONUSCO bases and personnel erupted in July 2022.

10. The Government has been carrying out reforms to ensure that the Democratic Republic of the Congo remains on the path to stabilization and to prepare for the 2023 elections. This included the adoption by the National Assembly of the Government's action plan linking the work to be done for the political and security-related stabilization of the country with the benchmarks of the joint transition plan agreed between the Government, MONUSCO and the United Nations country team in September 2021 and the adoption of a revised legal framework for the 2023 elections. Important government initiatives aimed at the protection of civilians and the neutralization of armed groups, the operationalization of the disarmament, demobilization, community recovery and stabilization programme, and the commitment to organizing national and local elections in 2023 on the basis of an updated electoral register will continue to require the attention of the United Nations system in the Democratic Republic of the Congo.

11. The Mission will continue, as part of its good offices, its engagement with the President and political and electoral stakeholders to promote the participation of women and youth and support the restoration of political dialogue between community leaders and the Government to address intercommunal tensions and

insecurity in the context of the state of siege. The Mission will also continue to support stabilization efforts by strengthening State institutions and countering hate speech.

12. Following a needs assessment mission conducted in the Democratic Republic of the Congo from 21 March to 5 April 2022, the United Nations system-wide coordinator for electoral assistance approved, on 2 June 2022, electoral assistance for the Democratic Republic of the Congo. An overall umbrella project managed by the United Nations Development Programme (UNDP) is being established to lead the United Nations electoral assistance activities, focusing on building institutional capacity. In accordance with resolution 2666 (2022), MONUSCO is authorized to provide support for the 2023 electoral process in the three provinces where the Mission is still deployed, including limited logistical support as officially requested by the Congolese authorities on 19 December 2022.

13. As highlighted in the Action for Peacekeeping Plus initiative of the Secretary-General, the Mission will continue to advocate for political solutions to solve ongoing conflicts with due consideration to the primacy of politics; and for the implementation of the national disarmament, demobilization, community recovery and stabilization programme. MONUSCO will continue to engage constructively with the Government to implement the joint transition plan and pursue a conditions-based transition, including through strategic dialogue and continuous joint assessments of the evolving situation and conditions on the ground with an emphasis on the ownership of the process by the Democratic Republic of the Congo. As part of its political engagement, MONUSCO will also continue its efforts to raise awareness of the women and peace and security agenda and engage with women leaders to explore joint advocacy opportunities to boost women's meaningful participation in political and electoral processes. The Mission will also work with national interlocutors to engage Congolese youth in the advancement of the youth, peace and security agenda for the Democratic Republic of the Congo through their engagement in various platforms and forums in support of peace and security and the transition agenda.

14. In the past few years, the Democratic Republic of the Congo actively pursued regional engagements, having joined the East African Community and chaired both the Economic Community of Central African States and the Southern African Development Community (SADC) in 2022/23 after having chaired the African Union in 2021/22. Furthermore, the Democratic Republic of the Congo encouraged regional initiatives aimed at addressing the conflict in conflict-affected provinces, namely the East African Community-led Nairobi process, facilitated by the former President of Kenya Uhuru Kenyatta to address the threat of armed groups; and the Luanda process, led by the African Union-mandated mediator and President of Angola, João Lourenço, as Chair of the International Conference on the Great Lakes Region to defuse tensions between the Democratic Republic of the Congo and Rwanda. Both initiatives require integrated support, including the Mission's good offices, advisory, technical and logistical support, as well as coordinated strategies and information-sharing with the Special Envoy of the Secretary-General for the Great Lakes Region and the United Nations Regional Office for Central Africa (UNOCA). The Mission began to provide support to consultations between the Government and Congolese armed groups under the Nairobi process in 2022 and has since been requested by the national coordinator to further its support, as appropriate. The Nairobi process also led to the deployment of an East African Community regional force to eastern Democratic Republic of the Congo. In line with Security Council resolution 2666 (2022), the Mission will strive to ensure close coordination and information-sharing with all troops deployed in eastern Democratic Republic of the Congo to deconflict operations and ensure the efficient implementation of its protection of civilians mandate. Despite the increasingly complex operational environment, the Mission will continue to monitor

and report on human rights violations, including those committed by foreign armed forces operating in the Democratic Republic of the Congo. The Mission will also continue to prevent and mitigate the rise in hate speech and intercommunity tensions.

15. Areas affected by armed conflict requiring the presence of peacekeepers are now limited to three provinces, namely Ituri, North Kivu and South Kivu. The ongoing security threats in the Democratic Republic of the Congo and the region are driven by limited State authority combined with the presence, proliferation and activities of numerous foreign and Congolese armed groups, as well as intercommunal violence and illegal exploitation of natural resources. While more than two thirds of the country is considered stable, the Mission will closely monitor the evolving politico-security situation in areas marked by political tensions as the country moves closer to the elections scheduled to be held in December 2023 and support efforts aimed at disarming, demobilizing and reintegrating former combatants and their associates back into their communities through the national disarmament, demobilization, community recovery and stabilization programme.

16. In Ituri, North Kivu and South Kivu, the security situation remains highly volatile and challenging. In North Kivu and Ituri, ADF is expected to continue to represent a major threat to the civilian population, despite the state of siege declared by the President, Félix-Antoine Tshisekedi, in May 2021 and ongoing joint FARDC/UPDF operations against ADF. In Ituri, several factions of Congolese armed groups, including the Coopérative pour le développement du Congo (CODECO) and Zaire, are expected to continue their violent struggle for control over land, resources and road axes. The spread of violence continues to threaten major road axes as well as the town of Bunia, hindering freedom of movement and the conduct of economic activities. In the Petit Nord area of North Kivu, Congolese and foreign armed groups, some of which operate in coalition, are expected to continue to pose a threat to civilians and to clash with security forces. In South Kivu, the ongoing conflict between opposing coalitions of armed groups represents a major challenge for the security forces and is likely to exacerbate the already dire humanitarian situation, with the potential to cause further displacement and civilian casualties.

17. In accordance with resolution [2612 \(2021\)](#), MONUSCO withdrew from Tanganyika in June 2022 and is expected to close the remaining operating base in northern Tanganyika by June 2023. The Mission's residual capacity in Kalemie will continue to work with the United Nations country team and national authorities to implement the provincial transition plan and ensure that provincial authorities and other local stakeholders appropriate and sustain peacebuilding gains. The Mission will engage in advocacy on strengthening the rule of law and security institutions and will actively support the implementation of the triple nexus approach in the province.

18. The human rights situation in eastern Democratic Republic of the Congo remains a source of concern. There has been an intensification of intercommunal violence caused by land and customary conflicts, and of disputes related to the exploitation of natural resources fuelled by hate speech and incitement to hostility. In the first eight months of 2022, the United Nations Joint Human Rights Office documented 4,277 human rights violations throughout the country. Most of the violations (3,626) were committed in conflict-affected provinces. Armed groups remain the main perpetrators of the violations, with 2,563 abuses, or 60 per cent. State agents were responsible for the remainder, which were perpetrated mainly by members of FARDC (809 violations, 19 per cent) and agents of the Congolese National Police (652 violations, 15 per cent). The Office also documented human rights violations by FARDC during military operations in provinces under the state of siege. Taking into consideration the prevailing high levels of human rights violations, the Mission will continue to monitor the human rights situation, including by temporarily deploying to remote areas and areas where the Mission no longer has

a permanent presence. In the electoral context, the Office will conduct analyses of threats of political violence and support the prevention of hate speech and early warning and rapid response within the electoral cycle.

19. The Democratic Republic of the Congo continues to face a multilayered humanitarian crisis compounded by a confluence of epidemics and escalating conflict in the eastern part of the country, resulting in 27 million people in need of humanitarian assistance. Maintaining humanitarian access in those areas has become increasingly difficult owing to ongoing operations imposed by the state of siege amid the resurgence of M23 and increased activity of armed groups resulting in increased displacement of the population.

20. The United Nations police will continue to support the Government in reinforcing the rule of law and the capacity of the Congolese National Police, especially in the eastern provinces. In this regard, the Mission will expedite institutional reforms in a transition context and provide strategic, technical and operational support to encourage an inclusive police reform and consolidate the gains achieved so far. The Mission will continue to support cohesive initiatives by working with the national security services and the United Nations country team on the stabilization and strengthening of State institutions in a sustainable manner. The United Nations police will provide advice and assistance to the national police to prevent, mitigate and resolve intercommunal conflicts through community engagement on security, local conflict resolution, the promotion of justice and reconciliation initiatives specifically in areas cleared of armed groups. In order to rebuild trust and confidence between the local police and the population, MONUSCO will continue to advocate for accountability within the police and adherence to the rule of law. To foster a protective environment, the United Nations police will continue to implement the integrated operational strategy for the fight against insecurity, in strict compliance with the United Nations human rights due diligence policy on United Nations support to non-United Nations security forces. The formed police units will continue to perform three key tasks: protect civilians, protect United Nations personnel and installations and support the capacity-building of the national police, with an emphasis on civilian-led strategies to guarantee the sustainability of policing milestones in the Democratic Republic of the Congo.

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

22. MONUSCO has made significant progress on the implementation of the Comprehensive Planning and Performance Assessment System. To date, the Mission has outlined a prioritized and whole-of-mission plan for mandate delivery that is aligned with the results-based budgeting frameworks to help to strengthen the monitoring of the performance of the Mission's mandate implementation. Since the development of the joint transition plan, in 2021, the System has incorporated transition benchmarks and related indicators, with a view to its use to monitor progress in the implementation of the joint transition plan. The System's dashboards are fully operational and routinely inform impact assessments in support of data-

driven and evidence-based reporting, including for the quarterly reports of the Secretary-General and in support of leadership decision-making. The Mission will continue to use the Umoja-based strategic management application to monitor performance, including tracking the implementation of its programmatic activities, to document the implementation of the mandate and to better illustrate to Member States how the Mission is contributing to change over time. The application will also be used to inform reports of the Secretary-General to the General Assembly and to the Security Council.

23. In line with the Mission's current mandate, the Mission's strategic priorities in the 2023/24 period will continue to be support to: (a) the protection of civilians; and (b) the stabilization and strengthening of State institutions in the Democratic Republic of the Congo and key governance and security reforms.

Component 1: protection of civilians

24. Civilians are expected to continue to face significant threats, including risks of serious violations of human rights and international humanitarian law due to local and foreign armed group activities, operations by State security forces against armed groups and intercommunal violence. In North Kivu, South Kivu and Ituri, MONUSCO will ensure a mission-wide approach to the protection of civilians, working to reduce the threats posed by foreign and Congolese armed groups and intercommunal violence to a level that can be effectively managed by the Government and no longer poses a threat to international peace and security.

25. MONUSCO will continue to ensure a comprehensive approach to the protection of civilians by facilitating the coordination of activities at the local, provincial and national levels between its civilian, police and military components, as well as with the United Nations country team. The efforts of MONUSCO to protect civilians will continue to include political engagement, physical protection and improvement of the protective environment, including through community violence reduction efforts and support to the national disarmament, demobilization, community recovery and stabilization programme and through the repatriation and resettlement of members of foreign armed groups. At the national and provincial levels, MONUSCO will use its good offices to strengthen the capacities of State authorities and address the root causes of conflict, including through the fight against impunity, with a focus on conflict-related sexual violence and prison security. Radio Okapi will support the strategic communication objectives of MONUSCO and the United Nations country team, especially in areas related to political dialogue, peaceful resolution of conflict, and countering anti-MONUSCO sentiment and hate speech.

26. Ahead of the elections to be held in December 2023, MONUSCO will reassess hotspots, in close collaboration with the United Nations Joint Human Rights Office, UNDP and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The collaboration will include conflict prevention activities led by provincial administrations and local civil society to help to reduce the risk of pre-electoral disputes over natural resources, administrative boundaries or migrant populations that could potentially escalate into violence. It will entail regular missions to possible hotspots in the western part of the Democratic Republic of the Congo and other parts of the country where MONUSCO is no longer present to engage with local political and civil society stakeholders, as well as regular interactions with stakeholders in Kinshasa to promote an inclusive political dialogue and preventive diplomacy. MONUSCO will proactively address the issue of incitement to violence through hate speech using a proactive communication strategy and its media platforms to sensitize the population.

27. The Mission will continue to provide physical protection to civilians in areas where it will be present through a combination of protection through presence, with standing bases, and protection through projection, with temporary deployments and day and night patrols. The Mission will also continue to support the FARDC military operations, as well as community policing and urban security activities. In addition, the Mission will launch offensive operations against armed groups as and where required. The Mission will support the mobility of security forces through the rehabilitation of key roads and bridges and provide access to humanitarian corridors. The Mission will upgrade camp infrastructure to protect peacekeepers, and relocate and close bases in accordance with relevant standard operating procedures to support target-oriented operations to protect civilians.

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

29. The Mission will continue to provide its good offices to support the implementation of the national disarmament, demobilization, community recovery and stabilization programme. It will support the creation of the conditions necessary to facilitate dialogue and achieve a negotiated and voluntary surrender of armed groups; collect weapons and ammunition; facilitate the provision of support to affected communities; and lay the groundwork for community reintegration through the community violence reduction programme. This approach is essential to creating the conditions necessary to allow for the gradual withdrawal of the Mission, in accordance with the joint transition plan.

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

31. Following the closure of the office in Tanganyika in June 2022, the Mission had continued to monitor security dynamics in the border area between Tanganyika, South Kivu and Maniema where armed groups still present a threat to civilians. The force based in the southern sector will continue to project to the border area in coordination with the Mission's civilian components and the United Nations country team. In addition, building on lessons learned from the transition in other areas of the Democratic Republic of the Congo, and in support of transition arrangements, MONUSCO will maintain the residual capacity in Kalemie, co-located with the United Nations country team, which will focus on strengthening the capacity of local authorities and communities in conflict management and community policing and will support justice, corrections and rule of law institutions. The Mission will provide

support to the civil protection and the local security committees, to improve their ability to manage the tools and mechanisms for the protection of civilians and the conflict resolution initiatives supported by MONUSCO.

32. In Ituri, North Kivu and South Kivu, the activities of armed groups, both foreign and local, remain a serious threat to the civilian population. In those provinces, MONUSCO will continue to provide physical protection to civilians, including those living in the proximity of sites where internally displaced persons live, and will seek proactive and durable solutions to violence, by providing a secure environment for conflict mitigation, reconciliation and resolution efforts. In this regard, the Mission will increasingly focus its protection activities on building local capacities to protect civilians. It will also work to improve the protective environment by strengthening the local military and civilian justice system to fight impunity, as well as the capacity of the Congolese police. This will be key to creating the conditions for the Mission's sustainable withdrawal.

33. The Mission will work with the United Nations country team, as well as national and international partners, to ensure coordinated support to the rehabilitation of critical infrastructure necessary to ensure safe access to vulnerable populations and increase mobility for security forces to respond. It will also continue to invest in building the capacity of the national security forces to clear mines, dispose of explosive ordnance, mark, register and safely manage weapons and ammunition and implement and evaluate related strategies and national action plans to ensure the protection of civilians.

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

34. The Mission will continue to accompany, encourage and advise the Congolese authorities in enacting meaningful governance reforms and institutional strengthening that will contribute to achieving critical milestones in support of stabilization. These reforms include electoral reforms, security sector reform, the strengthening of the rule of law and the sustainable community-based integration of combatants and their families. It is expected that the Mission will continue to operate in a volatile and politicized environment ahead of the elections that will include an increase in misinformation and hate speech, including against MONUSCO.

35. The Mission will facilitate a concerted and coherent approach to peacebuilding and stabilization by key international stakeholders while ensuring national ownership and leadership of such processes, including through the involvement of civil society and local communities. In view of the transition, the Mission will refocus its support to key areas where it will have a greater impact along the humanitarian, peace and development nexus, and with a national capacity-building and State-building lens. In Ituri, North Kivu and South Kivu, support will be focused on creating a protective environment for the civilian population through a reduced presence of armed combatants, as a result of the operationalization and the implementation of the national disarmament, demobilization, community recovery and stabilization programme, in line with international standards. The Mission, together with national and provincial authorities, will align and strengthen the coherence of a wide range of interventions that fall under the programme, through inter-agency coordination, including on special issues related to the disengagement, prosecution and reintegration of armed groups. Through the community violence reduction programme and the Stabilization Coherence Fund, the Mission will work closely with the United Nations country team and national, provincial and international partners to create short-term economic opportunities and dialogue to strengthen community cohesion as an alternative to armed violence and to weaken the links with armed

groups. The Mission will also support targeted political engagement and institutional reforms, strengthen local conflict management structures and facilitate measures to ensure increased access to land and improved governance systems of local and security authorities.

36. MONUSCO will continue to support the efforts of the Congolese authorities in putting in place a national coordination mechanism for security sector reform to effectively monitor the implementation of the reform at the national and provincial levels. The Mission will continue to work on building consensus for the development of a national security sector strategy in line with the joint transition plan. Efforts will focus on strengthening security sector governance by facilitating inclusive dialogues and civil-military initiatives for confidence-building in security institutions; bolstering parliamentary capacity to perform oversight of the security sector; mainstreaming gender considerations in security sector reform programming; and increasing women's participation and leadership in security institutions. The Mission will promote the incorporation of gender aspects into the fabric and culture of security institutions; accountability through good governance and civilian oversight control mechanisms; and institutional effectiveness through training on human rights and the protection of civilians and mentoring sessions. MONUSCO will support the Ministry of the Interior in coordinating the police reform activities through the Committee for Monitoring Police Reform. The Mission will also collaborate with FARDC on its sensitization outreach for the recruitment of young women (18–25 years) and on the nationwide dissemination of the code of ethics and conduct.

37. The Mission, in close coordination with the United Nations country team as well as bilateral and multilateral development partners, will continue to support the strategic dialogue on stabilization needs to ensure complementary and effective risk management, and to support the management of the Stabilization Coherence Fund. The Mission will provide overarching coordination support, ensuring coherence among the activities of local, national and international partners, and will lead stakeholders' efforts to provide technical and advisory support to the national and provincial coordination structures of the national disarmament, demobilization, community recovery and stabilization programme. The Mission, in preparation for its transition, will also collaborate with United Nations agencies, funds and programmes to develop a joint programme on peace and stabilization in support of the national disarmament, demobilization, community recovery and stabilization programme.

38. In the provinces from which it has withdrawn and where it has reduced its military and police footprint, the Mission will facilitate a concerted and coherent approach to peacebuilding, stabilization and sustainable development by the country team and other key stakeholders while ensuring national ownership and leadership of these processes, including through the involvement of civil society. As part of transition priorities, the Mission, in partnership with agencies, funds and programmes, will support the coordination and implementation of peacebuilding initiatives and work with provincial authorities, as well as with humanitarian and development partners, to implement the humanitarian-development-peace nexus approach. The Mission will also provide substantive and operational support to State institutions to prepare for the reconfiguration of the United Nations presence in accordance with benchmarks agreed to in the joint transition plan and for the gradual transfer of responsibilities to the Government and to State institutions with support from the United Nations country team.

39. To support the fight against impunity, MONUSCO, in close coordination with the United Nations country team and the Joint Justice Reform Support Programme, will continue to support the strengthening of the military and civilian justice systems and internal accountability mechanisms, in particular the criminal justice chain, including civilian and military corrections administrations, and the Inspectorate

General of the Congolese National Police. The Mission will also support provincial committees of FARDC and the national police to follow up on human rights violations. The Mission will prioritize its engagement with civilian and security authorities on key reforms in the security sector to enhance the operational effectiveness, professionalism and accountability of national security actors. The Mission will also support the safe and secure detention of inmates by providing strategic and operational guidance on the management of high-risk inmates, including members of armed groups; work to prevent the spread of radicalization within the prisons; and support legislative reforms to ensure the durability and sustainability of the civilian and military corrections administrations. The Mission will also continue its activities aimed at ensuring compliance with the human rights due diligence policy. Moreover, the Mission will support the governance of the mining sector through the mine site qualification process and due diligence monitoring.

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

41. The Mission will continue to integrate a gender perspective into its support to Congolese institutions and actors to advance the implementation of Security Council resolutions [1325 \(2000\)](#) on women and peace and security and [2250 \(2015\)](#) on youth, peace and security across governance and security institutions. The Mission will implement a comprehensive approach to address challenges related to the participation of women in peace and political processes, to identify the needs of women, men, boys and girls, and to address obstacles to their participation in the national disarmament, demobilization, community recovery and stabilization programme. The Mission will provide technical advice and contribute, jointly with other United Nations agencies, to capacity-building initiatives aimed at civil society organizations, local authorities and communities to ensure knowledge transfer and the effective and meaningful participation and involvement of women at all levels. The Mission will also support the United Nations country team, specifically UN-Women, in the coordination of gender thematic groups.

Mission support initiatives

42. The key strategic objectives and initiatives in terms of mission support in the 2023/24 period will be conducted in the context of the transition process and the consolidation of the Mission's presence in the three provinces of Ituri, North Kivu and South Kivu. The Mission will continue to consolidate its footprint in locations where it maintains a presence. The review of office space and facilities to adjust the number of locations and the amount of space occupied will continue. The Mission will also increase its efforts to nationalize posts.

43. The Mission will support the adaptation of the military and police components, in accordance with the new force laydown concept, by increasing the components' flexibility and their capability to respond to security challenges and protect civilians. To that effect, the Mission will support the reconfiguration of the rapidly deployable

battalions to include the quick reaction forces; and the deployment of commensurate contingent-owned equipment and self-sustained capacities. The Mission will also prepare the ground to accommodate the increased number of troops in Ituri and northern part of North Kivu; convert temporary operating bases to permanent operating bases; and close or vacate bases in South Kivu.

44. Support will be provided to enhance the mobility and flexibility of the rapidly deployable battalions and the Force Intervention Brigade through the use of fixed- and rotary-wing aircraft and an enhanced unmanned aircraft. The Mission will continue to engage with headquarters to replace these air assets, which are vital for its logistical and operational needs.

45. In addition to ensuring that the force is sufficiently protected, equipped and enabled, the Mission will focus on ensuring the safety of its civilian personnel, learning from the lessons of the recent anti-MONUSCO sentiment and the break-in into MONUSCO premises and staff residences. In this regard, the Mission will continue to support the expansion of formed police units to ensure that they are sufficiently equipped and capable to provide security to mission premises and control riots in coordination with the MONUSCO military component and the national defence and security forces.

46. The Mission will continue to seek efficiencies and improve its infrastructure, which includes improving camps' security; maintaining, repairing and replacing ageing prefabricated structures, military and police bases, and civilian premises to improve the living and working conditions as well as the safety of its personnel while prioritizing gender-sensitive accommodation. The Mission will upgrade existing hygiene and water sanitation facilities, wastewater treatment systems and ablution facilities and, in particular, continue the installation of ablution modules that are environmentally friendly. The Mission will also ensure that its premises are in compliance with the security recommendations of the Department of Safety and Security, the recommendations of Action for Peacekeeping Plus, and the evaluation report of the Office for Peacekeeping Strategic Partnership.

47. The Mission will continue to replace fuel power generation with renewable energy produced by photovoltaic sources and will continue to strengthen environmental standards in accordance with the Mission's environmental action plan in the areas of waste management, disposal systems and energy consumption.

48. The Mission will continue the transformation of the vehicle fleet by embracing more environmentally friendly and cost-efficient vehicles. In addition, the Mission will continue to improve its dispatch services using e-dispatch services, an application that enables clients to request dispatch services directly from their smartphones and has proved to be successful in Goma, Kinshasa and Entebbe, Uganda.

49. In order to provide effective and efficient material support and commodities to the Mission to implement its mandate, and taking into account the security challenges in eastern Democratic Republic of the Congo, the Mission is decentralizing its stocks and supply chain operations to five hubs in Bunia, Beni, Bukavu, Kinshasa and Entebbe. This will ensure that client requirements are met and commodities are out of danger zones and closer to clients. In view of the global supply chain challenges, the Mission will continue to make increased use of local and regional vendors and establish more local commercial contracts to reduce transportation costs and avoid long lead times. Relying on the support of the Global Procurement Support Section, located in Entebbe, the Mission will establish regional contracts in the East African subregion to counter the global supply chain disruptions. The Mission will continue to perform analyses of mission assets holding in the context of the drawdown, transfer and disposal of assets as part of the Mission's transition.

50. The Mission will continue to embrace the new United Nations learning strategy for 2021–2025, which guides all learning-related programmes and activities undertaken in the Secretariat, including data and analytics capabilities, innovation, coordination and partnership to enable its personnel to acquire new knowledge, skill sets and competencies. The Mission will also focus on improving the organizational culture through staff engagement and by supporting the commitments under the compact of the Special Representative of the Secretary-General.

51. The estimated resource requirements for the maintenance and operation of the Mission for the 2023/24 financial period reflect increased requirements with respect to military and police personnel as a result of: (a) an increase in the daily cost of rations and an increase in warehousing and delivery costs under a new rations contract; (b) the deployment of 180 additional formed police unit personnel and their equipment in support of five existing units; (c) the higher cost of the long-term charter for the emplacement, rotation and repatriation of troops; (d) an increase in the “after 30 days” mission subsistence allowance rate; (e) the application in the 2023/24 period of a higher standard rate of reimbursement of \$1,448 per person per month and the reimbursement of an amount of \$4.90 per person per month for costs related to mandatory predeployment coronavirus disease (COVID-19) testing approved by the General Assembly in its resolution [76/276](#); and (g) the application in the 2023/24 period of a higher rate of recreational leave allowance of \$11.50 per day, approved by the General Assembly in its resolution [76/274](#).

52. The resource requirements also reflect increased requirements with respect to operational costs due to: (a) an increase in the fixed cost of civilian utility helicopters and fixed-wing aircraft based on market prices; (b) a higher average price of fuel; (c) the inclusion of a provision for the payment of claims to troop- and police-contributing countries for ammunition expended by their contingents and units while conducting military and police exercises in the Democratic Republic of the Congo; (d) the acquisition and installation of 570 security cameras to help protect MONUSCO personnel and premises in eastern Democratic Republic of the Congo; (e) the establishment of a new contract for airport handling services; (f) the acquisition of equipment and supplies for the upgrade of MONUSCO premises in line with standards established by the Department of Safety and Security for premises security and with the requirements of the force, and the upgrade of permanent and temporary operating bases and other military and police facilities; (g) the replacement of communications and information technology equipment that is past life expectancy and is no longer supported by the manufacturers; and (h) construction projects for the planned relocation of a level II hospital from Bukavu to Kavumbu, which is closer to the troops’ location, and the construction of an integrated warehouse in Bukavu.

53. The increased requirements are offset in part by reduced requirements with respect to civilian staff due to: (a) a decrease in the estimated monthly average common staff costs for international staff applied for the 2023/24 period; (b) the net abolishment of 3 posts and positions; and (c) the nationalization of 33 posts and positions.

C. Regional mission cooperation

54. In line with Security Council resolution [2666 \(2022\)](#) and in support of the Government’s efforts to enhance political and security cooperation in the region, the Mission will coordinate efforts and regularly share information with UNOCA and the Office of the Special Envoy of the Secretary-General for the Great Lakes Region to consolidate peace and prevent conflict in the Great Lakes region, in particular in eastern Democratic Republic of the Congo. It will also seek opportunities for coordinated strategies, including with the operational cell of the contact and

coordination group, composed of security experts from Burundi, the Democratic Republic of the Congo, Rwanda, Uganda and the United Republic of Tanzania, to work towards non-military measures for the neutralization of foreign armed groups, including regional initiatives on disarmament, demobilization and reintegration of foreign combatants, as well as political solutions to cross-border challenges. In this context, the Mission will further engage with signatory countries of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, as well as with regional organizations and mechanisms, including the African Union, SADC, the International Conference on the Great Lakes Region and the East African Community, to advocate their support for the Government's stabilization priorities and the Mission's protection of civilians mandate. The Mission will also continue to support the political track of the Nairobi process and the Luanda road map to establish a climate of trust between the States of the region and create the conditions for dialogue and political consultations to address insecurity in eastern Democratic Republic of the Congo.

55. MONUSCO will continue to manage the Entebbe Support Base and be the host mission for the provision of logistical and technical support services and goods to the Regional Service Centre in Entebbe and other tenants. In an effort to improve and better define the services and goods provided by MONUSCO, the Mission, together with the Centre, engaged in a review of its support services. In the 2023/24 period, the Centre will commence a pilot to serve as the conduit for all liaison functions and transactions with the Government of Uganda in the provision of diplomatic services and will support the tenants with visa processing, duty free clearances, work permits and other diplomatic requirements as stipulated in the memorandum of understanding. This is the first phase of the review and will continue beyond the 2023/24 period. MONUSCO will continue to provide logistical support, which includes utilities, fuel, aviation and passenger services, maintenance of premises, maintenance of vehicles and other transportation services, security services and general supplies on a cost-reimbursable basis, based on the number of staff of each entity's presence at the base as detailed in the operational-level agreements.

D. Partnerships, country team coordination and integrated missions

56. In the 2023/24 period, and in line with Security Council resolution [2666 \(2022\)](#), the Mission will accelerate integration and cooperation to undertake the priority collaborative actions identified in the joint transition plan and will continue to work closely with the United Nations country team, the Government and partners to ensure progress in the implementation of the joint transition plan to facilitate the responsible and gradual exit of MONUSCO. The Mission and the country team, in consultations with international financial institutions, multilateral and bilateral partners and civil society, including women's and youth organizations, will continue to ensure an inclusive transition planning process that will outline a reconfiguration of the United Nations presence in the Democratic Republic of the Congo. The Mission will contribute to the implementation of the United Nations Sustainable Development Cooperation Framework for 2020–2024, the Congolese national engagements under the Peace, Security and Cooperation Framework, the second-generation national action plan on Security Council resolution [1325 \(2000\)](#), and the humanitarian-development-peace nexus approach and its four agreed collective outcomes. The Mission will also support the strategic use of projects financed through the Peacebuilding Fund and the establishment of a strategic framework to strengthen institutions, with a focus on addressing the root causes of conflict; strengthening government capacities and accountability, community resilience and social cohesion; and ensuring a democratic dialogue during and after the general elections planned in 2023.

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

58. MONUSCO and the United Nations country team, in collaboration with key national and international stakeholders, will continue to address the underlying causes of conflict and systemic challenges generating humanitarian needs under the humanitarian-development-peace nexus approach. Collective efforts to implement the nexus approach will include support for the creation of an environment enabling development and facilitating the transition towards a post-peacekeeping context, allowing the residual needs to be addressed and integrated into the national and provincial multi-year peacebuilding plans and programmes. As part of the transition planning, the Mission, in coordination with the country team and international partners, will continue to work with the Congolese authorities, local communities, civil society, and women's and youth organizations, as part of an integrated approach, to support conflict prevention, community reconciliation and reintegration and stabilization initiatives, within the overall framework of the national disarmament, demobilization, community recovery and stabilization programme. This will be done through transitional justice mechanisms, strengthening the justice system, professionalization of the security forces, and monitoring and reporting on human rights abuses.

59. MONUSCO will also work with the country team, the World Bank, the Peacebuilding Fund and other multilateral and bilateral partners to develop and implement a range of programmes designed to meet the immediate humanitarian needs of the population in support of peacebuilding efforts and set the country on the path to sustainable development. The Mission will continue its collaboration at the strategic and operational levels with the United Nations country team in support of the national disarmament, demobilization, community recovery and stabilization programme and will use its strategy as one of the key vectors for transition. The Mission will support the coordination of a United Nations joint programme for peace and stabilization to support the reinsertion and reintegration of former combatants and community members, a critical bridge between the Mission's political work and the programmatic activities of the United Nations country team and other partners associated with the transition.

60. The Mission will continue to support the implementation of the national justice policy reform (2017–2026), including through the Joint Justice Reform Support Programme 2020–2024, with the United Nations country team and judicial authorities. In the light of the joint transition plan, the focus will be on increasing the capacity of the national justice system to handle international crimes, including war crimes, crimes against humanity and genocide, as well as on the reinforcement of the criminal justice chain. The Mission will also support the reform of key justice laws, the census of magistrates and the deployment of new magistrates.

61. The development of effective partnerships with international financial institutions and multilateral and bilateral partners will be critical for the implementation of the joint transition plan and the World Bank prevention and resilience allocation. Resource mobilization will be critical to sustaining the peacebuilding interventions in the Democratic Republic of the Congo during the transition process and after the Mission's withdrawal. It is therefore important that

the United Nations country team develop an appropriate resource mobilization strategy. In this regard, the Mission, jointly with the country team, will ensure the alignment of its programmatic activities with the Peacebuilding Fund.

62. The Mission will continue to strengthen its ongoing collaboration with the World Bank to address several structural drivers of conflict, including the lack of State services outside provincial capitals, destroyed State infrastructure, ethnic tensions, insecurity over land ownership and access to land, the continued presence of foreign and Congolese armed groups, illegal trafficking in mineral and non-mineral natural resources, acute socioeconomic vulnerability and the lack of economic opportunities. The implementation of the joint transition plan in line with international best practices will include a review of the capacity of the Government, the Mission, the United Nations country team and other international partners to support the jointly agreed peacebuilding priorities, including through the monitoring and evaluation of the benchmarks and indicators agreed in the plan at the provincial level. This will allow the country team to address critical capacity gaps and develop capacity reinforcement strategies. The outcome of these important transition processes will inform the configuration of the programmatic responses to the peacebuilding needs in identified priority areas. The Mission will support these responses through joint programmes with the United Nations country team that will allow for the bridging of possible gaps that may be caused by the Mission's withdrawal.

63. The Mission will continue to build and strengthen partnerships with regional networks of women leaders and women mediators to ensure the implementation of the women and peace and security agenda in the Democratic Republic of the Congo. The Mission will engage with the Congolese chapter of the African Women Leaders Network by providing technical support and assisting in meetings of its advisory board for peace, security and cooperation in the Great Lakes region. The Mission, jointly with other relevant United Nations agencies, will also contribute to the implementation of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region, with a focus on the Democratic Republic of Congo.

E. Results-based budgeting frameworks

64. 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

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

Table 1
Human resources: executive direction and management

	International staff						National staff			UNV			Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	FS	Subtotal	NPO	NGS	Subtotal	Inter- national	National	Subtotal	
Office of the Special Representative of the Secretary-General													
Approved posts 2022/23	1	–	2	–	2	5	–	5	5	–	–	–	10
Proposed posts 2023/24	1	–	2	–	2	5	–	5	5	1	–	–	11
Net change	–	–	–	–	–	–	–	–	–	1	–	–	1
Office of the Chief of Staff													
Approved posts 2022/23	–	1	16	26	6	49	13	20	33	9	–	9	91
Proposed posts 2023/24	–	1	16	26	6	49	13	20	33	9	–	9	91
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Approved temporary positions ^a 2022/23	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^a 2023/24	–	–	–	1	–	1	–	–	–	–	–	–	1
Net change	–	–	–	1	–	1	–	–	–	–	–	–	1
Subtotal													
Approved 2022/23	–	1	16	26	6	49	13	20	33	–	–	9	91
Proposed 2023/24	–	1	16	27	6	50	13	20	33	–	–	9	92
Net change	–	–	–	1	–	1	–	–	–	–	–	–	1
Office of the Deputy Special Representative of the Secretary-General (Protection and Operations)													
Approved posts 2022/23	1	1	4	2	2	10	3	4	7	1	–	1	18
Proposed posts 2023/24	1	1	4	2	2	10	3	4	7	1	–	1	18
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Approved temporary positions ^a 2022/23	–	–	1	–	–	1	–	–	–	–	–	–	1
Proposed temporary positions ^a 2023/24	–	–	1	–	–	1	–	–	–	–	–	–	1
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Subtotal													
Approved 2022/23	1	1	5	2	2	11	3	4	7	1	–	1	19
Proposed 2023/24	1	1	5	2	2	11	3	4	7	1	–	1	19
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

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

	International staff						National staff			UNV			Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	FS	Subtotal	NPO	NGS	Subtotal	Inter- national	National	Subtotal	
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)													
Approved posts 2022/23	1	1	4	2	2	10	1	8	9	1	–	1	20
Proposed posts 2023/24	1	1	4	1	2	9	2	8	10	1	–	1	20
Net change	–	–	–	(1)	–	(1)	1	–	1	–	–	–	–
Gender Affairs Unit													
Approved posts 2022/23	–	–	1	2	–	3	5	1	6	7	–	7	16
Proposed posts 2023/24	–	–	1	2	–	3	5	1	6	6	1	7	16
Net change	–	–	–	–	–	–	–	–	–	(1)	1	–	–
Heads of Field Offices													
Approved posts 2022/23	–	4	7	–	2	13	–	7	7	7	–	7	27
Proposed posts 2023/24	–	4	6	–	2	12	1	7	8	7	–	7	27
Net change	–	–	(1)	–	–	(1)	1	–	1	–	–	–	–
Subtotal, civilian staff													
Approved 2022/23	3	7	34	32	14	90	22	45	67	25	–	25	182
Proposed 2023/24	3	7	33	31	14	88	24	45	69	24	2	26	183
Net change	–	–	(1)	(1)	–	(2)	2	–	2	(1)	2	1	1
Approved temporary positions ^a 2022/23													
	–	–	1	–	–	1	–	–	–	–	–	–	1
Proposed temporary positions ^a 2023/24													
	–	–	1	1	–	2	–	–	–	–	–	–	2
Net change	–	–	–	1	–	1	–	–	–	–	–	–	1
Total, including temporary positions													
Approved posts 2022/23	3	7	35	32	14	91	22	45	67	25	–	25	183
Proposed posts 2023/24	3	7	34	32	14	90	24	45	69	24	2	26	185
Net change	–	–	(1)	–	–	(1)	2	–	2	(1)	2	1	2

^a Funded under general temporary assistance.

Office of the Special Representative of the Secretary-General

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

66. The Office of the Special Representative of the Secretary-General is mandated to implement the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel by enhancing efforts towards remedial actions for victims of abuse. The Office coordinates with United Nations system actors, civil society organizations and legal assistance networks to ensure that victims receive the necessary assistance. The Office also engages with local authorities to enhance the protection of victims of sexual exploitation and abuse during investigation, criminal, disciplinary and administrative proceedings and to ensure that victims, including children, are treated with child- and gender-sensitive care in respect for their rights. The Office maintains

direct and regular contact with victims, in line with the strategic vision for victims' assistance and support, judicial processes and related outcomes, as set out by the Victims' Rights Advocate for victims of sexual exploitation and abuse by United Nations personnel, and ensures that mechanisms and policies (including safeguarding) are in place to support this task. The Office cooperates with the United Nations system actors in the country to ensure that adequate mechanisms are in place to raise awareness among victims and communities at large as to the complaint and reporting mechanisms and support services available.

67. During the 2018/19 period, the post of Senior Victims' Rights Officer was established to advocate for victims' rights at the field level, support the mandate of the Headquarters-based Victims' Rights Advocate at the strategic level, and act as the main point of contact for all victims and their families.

68. To successfully implement the pledge of the Secretary-General to put the rights and dignity of victims at the forefront of its efforts to prevent and respond to sexual exploitation and abuse, the Mission seeks to enhance its capacity to support victims' rights. Currently, there are 670 victims of sexual exploitation and abuse who have sought support and assistance and 143 children born of sexual exploitation and abuse who are currently assisted in the Democratic Republic of the Congo. The Senior Victims' Rights Officer is the only staff member in the Office of the Special Representative of the Secretary-General responsible for the implementation of the mandate outlined above. The staff member is expected to remain in contact with all the victims, inform them of the status of their cases, review and track their support and assistance, monitor and implement projects to cover the gaps in existing services, all of which is coordinated with all United Nations entities, working groups and clusters, as well as coordinated with service providers. In this regard, it is proposed that one position of Victims' Rights Officer (international United Nations Volunteer) be established to assist the Senior Victims' Rights Officer and ensure adequate coverage of the work to provide assistance to victims throughout the year and ensure that all victims are kept informed in a timely manner.

Office of the Chief of Staff

Office of Legal Affairs

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

69. In the first quarter of 2021, the United Nations health-care insurance provider in the Democratic Republic of the Congo detected a significant number of suspected medical insurance fraud cases, implicating up to 188 MONUSCO staff members. In order to assist the Health and Life Insurance Section and the Office of Internal Oversight Services (OIOS) in the investigation of these cases, it is proposed that a general temporary assistance position of Legal Officer (P-3) based in Nairobi be established. A temporary position within existing approved resources was approved by the Controller as an exceptional measure to support the investigation and has been encumbered since September 2021. The Legal Officer, working in close coordination with the Administrative Law Division, will review investigation reports and their supporting documentation gathered by OIOS and the Mission to provide advice on the initiation of a disciplinary process and the imposition of a disciplinary measure, as well as prepare the related documentation and represent the Secretary-General in written and oral proceedings before the United Nations Dispute Tribunal related to these disciplinary cases.

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

International staff: no change (continuation of 1 general temporary assistance position at the P-4 level)

70. The Mine Action Service provides mine action services to MONUSCO through its long-standing partnership with the United Nations Office for Project Services (UNOPS) in accordance with the umbrella memorandum of understanding between the United Nations and UNOPS of 2014. A position of Programme Management Officer (P-4), funded under general temporary assistance as the Chief of the mine action programme for MONUSCO, was established on 1 July 2022 in response to recommendations from oversight bodies recommending increased Secretariat field-based presence and direct implementation of aspects of the mine action programme.

71. Accordingly, it is proposed that the position of Programme Management Officer (P-4) be retained. The incumbent is responsible for designing the Mission's mine action programme strategy; leading strategic and operational planning, programme design and response to threats; providing advice to Mission leadership; supporting advocacy efforts; engaging with the local authorities involved in mine action; and overseeing the delivery and performance of implementing partners.

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

International staff: decrease of 1 post (conversion of 1 post at the P-3 level to National Professional Officer)

National staff: increase of 1 post (conversion of 1 post at the P-3 level to National Professional Officer)

72. In line with the Mission's joint transition plan and nationalization strategy and in order to build the capacities of national personnel, it is proposed that one post of Civil Affairs Officer (P-3) be converted to one post of Civil Affairs Officer (National Professional Officer).

73. The nationalization of posts and positions is in line with requests of the General Assembly, including in paragraph 34 of its resolution [76/274](#), in which it requested the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements where applicable, and with recommendations by the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, including in paragraph 53 of its report on cross-cutting issues related to peacekeeping operations ([A/76/760](#)), in which the Advisory Committee trusted that future mission budgets would include more proposed national United Nations Volunteer positions, as appropriate, in view of their potential for national capacity-building, and in paragraph 28 of its report on the budget for MONUSCO ([A/76/760/Add.4](#)), in which the Committee recalled that national staff were considered critical and could perform insights-based engagement and monitoring, and reiterated the importance of building national capacity, especially in view of the transition and drawdown of the Mission, and trusted that future budget submissions would present more posts and positions proposed for nationalization, as operationally feasible.

Gender Affairs Unit

United Nations Volunteers: no change (conversion of 1 position of international United Nations Volunteer to national United Nations Volunteer)

74. In line with the Mission's joint transition plan and nationalization strategy and in order to build the capacities of national personnel, it is proposed that one position of Information and Communications Officer (international United Nations Volunteer) be converted to one position of Information and Communications Officer (national United Nations Volunteer).

Heads of Field Offices

International staff: decrease of 1 post (conversion of 1 post at the P-4 level to National Professional Officer)

National staff: increase of 1 post (conversion of 1 post at the P-4 level to National Professional Officer)

75. In line with the Mission's joint transition plan and nationalization strategy and in order to build the capacities of national personnel, it is proposed that one post of Political Affairs Officer (P-4) be converted to one post of Political Affairs Officer (National Professional Officer).

Component 1: protection of civilians

76. Armed groups, including local militia groups and foreign armed groups, are expected to remain the principal threat to civilians in the 2023/24 period. MONUSCO will ensure a mission-wide approach to the protection of civilians in Ituri, North Kivu and South Kivu, with the primary objective of reducing the threat posed by foreign and Congolese armed groups to a level that can be effectively managed by the Government. The protection of civilians goes beyond the conduct of military operations and will involve non-military measures and continued engagement with the Congolese authorities, local communities, civil society, women's organizations and youth groups as part of a comprehensive approach. This approach combines supporting conflict resolution and dialogue; supporting the disarmament, demobilization and community reintegration of members of Congolese armed groups, as well as the demobilization and repatriation of members of foreign armed groups; investigating and prosecuting war crimes and crimes against humanity; strengthening the justice system; supporting the professionalization of the security forces; and monitoring, investigating and reporting on human rights violations and abuses. To that end, the Mission will leverage political engagement with regional, national and local stakeholders and military pressure on armed groups with a view to opening space for civilian actors to address the root causes of conflict and create a protective environment.

77. MONUSCO will concentrate its efforts in areas still affected by armed conflict and continue to improve early warning and response systems to ensure an effective response in the provinces where it maintains a presence, with a view to transferring the systems to local and provincial stakeholders. It will continue to provide physical protection to civilians under threat and prevent and deter armed groups and local militias from inflicting violence on the population. This will be achieved by being present in areas where civilians are under the greatest sustained threat, as well as by projecting into areas where civilians may face specific threats in order to prevent, pre-empt or respond to threats from armed groups or from intercommunal violence. The protection of civilians will be enhanced through the new configuration of the force that combines the closure of some permanent bases with an increase in the number of temporary operating bases and standing combat deployments. The standing

combat deployments will be undertaken in conjunction with the civilian component. In line with the protection by projection and whole-of-mission approaches, the Mission will undertake joint deployments of civilian and uniformed components in the form of joint protection teams, joint assessment missions and joint investigation teams to address threats to civilians. Moreover, the Mission will continue to cooperate with FARDC on the implementation of the 2012 action plan to end and prevent child recruitment by State security forces in close coordination with the United Nations Children's Fund (UNICEF). The Mission will also continue to raise awareness among armed groups and their commanders of the six grave rights violations against children in conflict and encourage them to end child recruitment within their ranks and release children. In addition, the Mission will continue to provide area security to support humanitarian actors in delivering critical humanitarian assistance to affected populations while working to transfer this task to the national security forces.

78. The Mission will continue to provide logistical, information-sharing and medical evacuation support to FARDC as it plans and conducts military operations against armed groups, based on joint planning and in full compliance with the human rights due diligence policy. Where appropriate, the Mission will conduct offensive operations against armed groups, in conjunction with or in support of FARDC. To assist FARDC in assuming full responsibility for addressing the threat posed by armed groups, the Mission will concentrate its support in improving the capability of FARDC to effectively conduct joint operations in line with the human rights due diligence policy. The Mission, in collaboration with United Nations agencies, funds and programmes, will continue to develop the capacity of the Congolese National Police to provide effective security in villages and urban environments, including through community policing initiatives and joint command centres under the integrated operational strategy for the fight against insecurity; to provide public security services to the civilian population, including through joint training on crowd control and public order management in compliance with international human rights standards; and to combat sexual violence. In view of the threat posed by improvised explosive devices, MONUSCO will progressively transfer tasks to the national authorities and will prioritize strengthening the performance of and monitoring and evaluating the national explosive ordnance response capacity. The Mission will also provide risk awareness to FARDC with a view to mitigating the threat posed by improvised explosive devices and conducting emergency explosive ordnance disposal operations to protect civilians.

79. MONUSCO will address the threat posed to civilians by armed groups through its good offices, supporting the Government in making progress on disarming and demobilizing key Congolese and foreign armed groups; in the negotiation of surrenders; and in the subsequent reinsertion and community-based reintegration processes, including the repatriation and resettlement of members of foreign armed groups in close collaboration with regional entities. The Mission will also support and provide technical advice to governmental authorities in implementing the national disarmament, demobilization, community recovery and stabilization programme, based on a national implementation strategy and operational plan, provincial operational plans and community-based projects. This will be complemented by a community violence reduction programme to reduce the risk of violence and build local resilience through a community-based participatory approach, and to support vulnerable men and women, in particular young people, in securing alternate livelihoods, thus reducing incentives to join armed groups. The programme will target areas in North Kivu, South Kivu and Ituri Provinces where ex-combatants may be returning or where armed groups are operating. The Mission will also support efforts of the contact and coordination group and its operational cell under the Peace, Security and Cooperation Framework to neutralize negative forces.

80. Furthermore, in line with the benchmarks of the joint transition plan, the focus will shift to building the capacity of local communities and local government representatives to manage conflict and prevent the escalation of violence. MONUSCO will continue to support communities and local authorities in the development and strengthening of local protection committees and protection plans, the expansion of early warning and community alert networks and the gradual transfer of the networks to national and provincial authorities. The Mission will also work on building confidence between civilians, local authorities and security services and on strengthening local participatory mechanisms focusing on security governance.

81. In order to improve the protective environment, the Mission will continue its efforts to monitor, report on and promote human rights and to strengthen the capacity of the Government to protect and promote human rights. This will include conducting monitoring, threat assessments and investigation missions to document and report on human rights violations; and advocacy efforts with authorities to address human rights violations. As part of its advocacy, the Mission will continue to engage with the Ministry of Justice, the Ministry of Defence and the Ministry of Human Rights and provide technical support, mentoring and advice to the judicial authorities for the conduct of fair trials in order to hold to account those responsible for grave violations of human rights, violations of international humanitarian law, war crimes and crimes against humanity, as well as those engaged in illegal commercial relations with armed groups.

82. MONUSCO will also continue to provide technical and logistical support to the Government to promote the fight against impunity and provide support to military and civilian justice authorities to gather evidence, conduct investigations and prosecute those responsible for grave human rights violations, war crimes, crimes against humanity and sexual violence, with the aim of deterring future violations. The Mission will also continue to provide support for victims and protection for witnesses, in close collaboration with specialized partners. The Mission and the United Nations country team will support the Government in implementing transitional justice mechanisms to promote peace, accountability and reconciliation and prevent conflict. The Mission will also continue senior-level advocacy with the Special Presidential Adviser on the prevention of child recruitment, the Special Presidential Adviser on women, youth and sexual violence and the leaders of national security institutions to promote respect for human rights and further the implementation of the United Nations action plans aimed at ending and preventing sexual violence and child recruitment, the joint communiqué and its addendum, and the national action plans of the armed forces and the police aimed at preventing sexual violence and child recruitment.

83. The Mission will focus on reducing the flow of and access to weapons and ammunition by armed groups to reduce their capacity to grow, mobilize and pose a serious threat to civilians. This will be achieved through specialized weapons and ammunition management training for national security forces; weapons marking and registration; and improved storage in specialized weapons safes in areas affected by armed conflict to prevent the access by armed groups to weapons belonging to national security services. The Mission will also continue to support the National Commission for the Control of Small Arms and Light Weapons and the Reduction of Armed Violence in sensitizing the national defence and security forces to their responsibility and accountability in properly and accurately managing their weapons and ammunitions and in the monitoring of the 2023–2027 national action plan for the control of small arms and light weapons. Lastly, the Mission will continue to monitor the flow of weapons and ammunition both into and within the Democratic Republic of the Congo and their access by armed groups.

*Expected accomplishment**Indicators of achievement*

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

1.1.1 Increased number of negotiated surrenders by armed groups through the disarmament, demobilization, community recovery and stabilization programme (2021/22: 0; 2022/23: 3; 2023/24: 10)

1.1.2 Increased percentage of security incidents effectively responded to as a result of alerts issued by civilian alert networks (2021/22: 60 per cent; 2022/23: 60 per cent; 2023/24: 65 per cent)

1.1.3 Number of documented grave violations committed by armed groups against children during armed conflict (2021/22: 3,075; 2022/23: 2,000; 2023/24: 1,500)

1.1.4 Number of children separated from armed groups and armed forces (2021/22: 1,542; 2022/23: 1,400; 2023/24: 1,475)

1.1.5 Number of internally displaced persons (2021/22: 4.9 million; 2022/23: 2.1 million; 2023/24: 2.1 million)

Outputs

- 10 joint protection teams and 120 joint assessment missions in areas affected by armed conflict to assess and address protection risks for women, men, boys and girls and to support preventive and responsive actions by Congolese and international partners
- 4 field training exercises for 40 FARDC officers and non-commissioned officers in priority areas in North Kivu, South Kivu and Ituri to support FARDC capacity-building on leadership, counter-ambush tactics, combat movement, casualty and medical evacuation, information operations, layout and security of company-operated bases and posts, joint patrol planning, orienteering and jungle warfare tactics
- Maintenance of an average of 35 fixed-company operating bases; 100 standing combat deployments by rapidly deployable battalions; 50 standing combat deployments by infantry battalions; an average of 200 daily patrols (100 day and 100 night patrols) by contingent troops; and an average of 52 daily joint patrols with FARDC to protect civilians and reduce the number of human rights violations perpetrated by armed groups or State agents
- 120 outreach initiatives conducted by women engagement teams in North Kivu, South Kivu and Ituri on community tools for the protection of civilians, human rights and conflict resolution targeting women and girls associated with armed groups
- 4 battalion-level and 48 company-level operations followed by a battle damage assessment to ensure the protection of civilians and the neutralization of armed groups
- Support for 8 FARDC-led or joint operations through the provision of intelligence, reconnaissance, indirect fire and logistics, in strict compliance with the human rights due diligence policy
- 2,000 hours of civil and military intelligence, surveillance and target-acquisition tasks conducted by the unmanned aircraft system to improve situational awareness
- 17,568 patrols by United Nations police, including joint patrols with the Congolese National Police (48 patrols per day on average by a total of 768 male and female police officers)

- 5 awareness sessions for 30 civil society leaders and members of the local community, including young people, and 30 police officers on counter-radicalization community engagement initiatives
- 96 Security Council meetings organized with civil society and local authorities, including law enforcement agents, to address security challenges
- 8 field missions in support of the Expanded Joint Verification Mechanism to enhance border security
- 2,300 escorts of humanitarian missions in areas affected by armed conflict
- 60 capacity-building and awareness-raising sessions with representatives of women and young people, government and territorial authorities, customary chiefs, FARDC, the Congolese National Police, members of civil society organizations and members of local protection committees to strengthen gender sensitivity within the local protection committees and community alert network mechanisms for early warning
- 10 assessment missions of current protection mechanisms in Ituri, South Kivu and North Kivu to inform the development of a road map to transfer the mechanisms to local authorities, following the withdrawal of the Mission
- 12 communication sessions for 100 members of civil society organizations, women and youth representatives and local media to disseminate the national and provincial operational plans of the national disarmament, demobilization, community recovery and stabilization programme and inform the participants about the programme
- 18 training and mentoring sessions for 550 participants to strengthen the capacity of women's associations, youth groups and other community structures to participate in the national disarmament, demobilization, community recovery and stabilization programme
- Provision of life support, including clothing, rations, tents and bedding, for 4,000 members of Congolese armed groups undergoing demobilization
- 40 community violence reduction projects to support communities in reducing violence and building local resilience, and support vulnerable young people in securing alternative livelihoods
- 36 monthly coordination meetings with the provincial coordinators of the national disarmament, demobilization, community recovery and stabilization programme in Ituri, North Kivu and South Kivu to support the planning, implementation, monitoring and evaluation of projects in support of the programme
- Provision of life support, including rations, clothing, tents and bedding, for 300 foreign combatants and their dependants in disarmament, demobilization and rehabilitation transit centres
- Rehabilitation of 5 disarmament, demobilization and rehabilitation transit centres to accommodate disarming foreign combatants and their dependants before their repatriation to their home countries
- Monthly meetings with the operational cell of the contact and coordination group of the Regional Oversight Mechanism of the Peace, Security and Cooperation Framework in support of its action plan to support the neutralization of negative forces in the Democratic Republic of the Congo and the region
- 4 monitoring visits with the disarmament, demobilization and rehabilitation commissions of member countries of the contact and coordination group to follow up on the reintegration of repatriated combatants and their dependants and to gather materials to develop and produce sensitization materials in support of the contact and coordination group action plan
- 600 spot tasks to destroy explosive ordnance devices following alerts by communities made through the free hotline in conflict-affected areas of North Kivu, South Kivu and Ituri
- 30 billboards, 80,000 leaflet drops, 52 radio broadcasts of "Ma Nouvelle Vie" to encourage ex-combatants to participate in the disarmament, demobilization, community reintegration and stabilization programme and daily transmission of episodes by Radio Okapi and mobile radio stations and through partnerships with community radio stations

- Upgrading of 3 prisons in North Kivu, South Kivu and Ituri to medium-security prisons
- 15 meetings with armed groups to discuss the release of 250 children from their ranks and prevent the recruitment and use of children

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.2 Establishment of a protective environment in areas affected by armed conflict	<p>1.2.1 Number of convictions of alleged perpetrators of grave human rights violations, war crimes and crimes against humanity, conducted in accordance with due process standards (2021/22: 459; 2022/23: 400; 2023/24: 420)</p> <p>1.2.2 Reduced number of confirmed incidents of human rights violations committed by State actors in areas of armed conflict (2021/22: 2,308; 2022/23: 1,500; 2023/24: 1,400)</p> <p>1.2.3 Increased percentage of Congolese reporting confidence in the capacity of the State security forces to protect the population (2021/22: not available; 2022/23: 67 per cent; 2023/24: 70 per cent)</p>

Outputs

- 20 capacity-building workshops and coaching sessions for local authorities and civil society on local governance, with a focus on security and the protection of civilians, including early warning in 10 territorial decentralized entities
- 30 awareness-raising sessions and focus groups to improve local security governance, management, planning and budgeting, leading to the establishment of 15 local community councils for security
- 45 monitoring and assessment missions and 10 investigation missions to document human rights violations and abuses, including conflict-related sexual violence, in areas affected by armed conflict
- 20 reports on the human rights situation, including on conflict-related sexual violence, gender-based violence, respect for human rights, freedom of expression and peaceful assembly
- 10 training sessions for FARDC and the Congolese National Police on international humanitarian law, international human rights law, the human rights due diligence policy and conflict-related sexual violence in areas affected by conflict
- Construction of 4 women detention cells and 2 police stations
- 12 working sessions with the Special Presidential Adviser on women, youth and sexual violence, FARDC and the Congolese National Police on the implementation of the joint communiqué, its addendum, and action plans on combating sexual violence
- Biweekly mentoring and coaching sessions with judicial authorities in 3 provinces to provide technical advice on legal and case file analysis, jurisprudence, procedural issues and document preparation in support of investigations and prosecutions relating to war crimes, crimes against humanity and other grave human rights violations
- Logistical support for the deployment of 20 investigation missions and 25 mobile court trials to investigate and try cases of war crimes, crimes against humanity and other grave human rights violations, including sexual violence and grave child rights violations
- 4 meetings with the Auditor General of FARDC and other senior justice officials to provide strategic advice on prosecutorial strategies and case prioritization

- 150 risk assessments on compliance with the human rights due diligence policy in support of Congolese security forces
- 10 meetings with the joint technical working group on children and armed conflict to monitor progress on the implementation of the 2012 FARDC action plan to prevent and end the recruitment and use of children
- 4 quarterly reports and 1 annual report outlining trends, statistics and analyses of grave violations of child rights in the Democratic Republic of the Congo
- 2 polls (1 perception poll and 1 thematic poll) on issues of peace, security, justice and reconstruction in eastern Democratic Republic of the Congo
- 10 coaching sessions and 10 restitution sessions and focus groups on polling results with key national and provincial authorities and civil society to enhance the use of polling results and improve the understanding of protection issues and government responses
- 80 awareness-raising sessions for 2,000 police officers on respect for human rights
- 4 training sessions for 200 officers of mobile intervention groups on public order management and respect for international human rights standards
- Training of 100 members of the national defence and security forces on weapons and ammunition management
- Installation and refurbishment of safe weapon storage solutions to secure 5,000 State-held weapons in eastern Democratic Republic of the Congo
- Training of 10 staff members of the National Commission for the Control of Small Arms and Light Weapons and the Reduction of Armed Violence on weapons and ammunition management, including an introduction to normative frameworks; planning, monitoring and evaluation; appropriate handling and storage of weapons and ammunition; and community violence reduction and disarmament, demobilization and reintegration programmes
- 35 risk awareness training sessions for members of FARDC on mitigating risks and improving safe behaviour during the identification, handling and disposal of improvised explosive devices
- Monthly monitoring missions across North Kivu, South Kivu and Ituri to analyse and assess the flow of weapons and ammunition to armed groups

External factors

The Government will commit and allocate resources to support the capability and deployment of FARDC and the Congolese National Police in order to reduce the threat posed by armed groups and criminal networks and to hold and secure areas cleared of armed groups. Cooperation between MONUSCO and the Government against armed groups, including the conduct of joint operations, will continue. The deployment of the East African Regional Force will positively contribute to the neutralization of armed groups. The electoral context will not increase insecurity and armed group activity

Table 2
Human resources: component 1, protection of civilians

Category													Total
I. Military observers													
Approved 2022/23													660
Proposed 2023/24													660
Net change													–
II. Military contingents													
Approved 2022/23													13 140
Proposed 2023/24													13 500
Net change													360
III. Civilian staff	International staff						National staff			UNV			Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	FS	Subtotal	NPO	NGS	Subtotal	Inter- national	National	Subtotal	
Office of the Force Commander													
Approved posts 2022/23													9
Proposed posts 2023/24													9
Net change													–
Joint Human Rights Office													
Approved posts 2022/23													98
Proposed posts 2023/24													98
Net change													–
Child Protection Section													
Approved posts 2022/23													29
Proposed posts 2023/24													28
Net change													(1)
Civil Affairs Office													
Approved posts 2022/23													196
Proposed posts 2023/24													194
Net change													(2)
Subtotal, civilian staff													
Approved posts 2022/23													332
Proposed posts 2023/24													329
Net change													(3)
Total													
Approved posts 2022/23													14 132
Proposed posts 2023/24													14 489
Net change													357

Child Protection Section

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

84. It is proposed that one post of Child Protection Officer (P-3) based in Kalemie be abolished. The post was retained after the closing of the Kalemie field office in June 2022 as part of the residual team to ensure a smooth and progressive handover of child protection prevention, monitoring, response and reporting tasks to UNICEF and the provincial government. The Child Protection Officer has since been working with UNICEF staff, and the process of handing over protection tasks to UNICEF is well advanced and should be completed before June 2023.

Civil Affairs Office

International staff: decrease of 2 posts (abolishment of 1 post at the P-3 level and conversion of 1 post at the P-3 level to National Professional Officer)

National staff: increase of 1 post (conversion of 1 post at the P-3 level to National Professional Officer)

United Nations Volunteers: decrease of 1 position (abolishment of 1 position of international United Nations Volunteer and conversion of 1 position of international United Nations Volunteer to national United Nations Volunteer)

85. In line with the Mission's joint transition plan and nationalization strategy and in order to build the capacities of national personnel, it is proposed that one post of Civil Affairs Officer (P-3) be converted to one post of Civil Affairs Officer (National Professional Officer), and one position of Associate Civil Affairs Officer (international United Nations Volunteer) to one position of Associate Civil Affairs Officer (national United Nations Volunteer).

86. It is proposed that one post of Civil Affairs Officer (P-3) and one position of Associate Civil Affairs Officer (international United Nations Volunteer) based in Kalemie be abolished. The post and the position were retained after the closing of the Kalemie field office in June 2022 as part of the residual team. The functions of the post and the position have now been successfully transferred to the country team.

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

87. In the 2023/24 period, MONUSCO will pursue its good offices efforts to support the consolidation of political stability and the strengthening of State institutions by supporting key governance and security reforms, as reflected in the joint transition plan. Working closely with the United Nations country team, as well as national and international partners, MONUSCO will work towards furthering democratization and inclusion; promoting intercommunal reconciliation; and supporting security sector reform. This will include strengthening the Government's capacity on the rule of law, accountability, respect for human rights, local democratic governance and community resilience; and reinforcing the role and participation of women in conflict prevention and resolution, as well as in political and electoral processes. Advocacy efforts and good offices will involve engagement with communities, civil society, including women's and youth groups, political stakeholders, State defence and security actors and State and democracy support authorities and institutions. The Mission will contribute to strengthening the Government's capacity to take charge of its core security and rule of law responsibilities and to the restoration and strengthening of State authority in areas affected by violence and armed conflict. This will be done through the joint implementation of programmes with the United Nations country

team, in accordance with the United Nations Sustainable Development Cooperation Framework for 2020–2024 and the joint transition plan.

88. The Mission will strengthen its engagement and partnerships with relevant actors to further its stabilization and peacebuilding initiatives with a view to addressing the root causes of conflict in Ituri, North Kivu and South Kivu in preparation for the gradual withdrawal of the Mission. This will include addressing long-standing issues of identity and inclusion; land ownership and land access; displacement and resettlement; and the legitimate use of and access to natural resources. MONUSCO, in coordination with the United Nations country team, will continue to encourage and support the resolution of disputes by supporting civil society organizations, religious bodies, women leaders, trader associations, local authorities and local conflict resolution mechanisms; through inclusive dialogue and reconciliation efforts at the national and provincial levels; and through stabilization and peacebuilding interventions. It will maintain close working relations with representatives of the parliament, the judiciary, the presidency, the Government, civil society and other members of the international community to promote a common vision on consolidating democratic governance, while advocating key governance and security reforms. The Mission, with the support of the Stabilization Coherence Fund and its partners, will continue its efforts to address the root causes of conflict. It will continue to coordinate support for the Government's disarmament, demobilization, community recovery and stabilization programme as well as peacebuilding interventions with the country team and non-governmental organizations to ensure coherence, complementarity and relevance.

89. MONUSCO will continue to provide strategic and technical advice to the Government to support the strengthening of security institutions by promoting democratic accountability and operational effectiveness. The Mission will continue to facilitate a common national vision on security sector governance, including through support to the Government and parliamentary oversight bodies, line ministries, local security committees, civil society organizations, regional judicial cooperation networks and transitional justice mechanisms. In addition, the Mission will increase its advocacy for the security sector reform to be inclusive and nationally owned.

90. The Mission will continue to support the establishment of a functional and accountable judicial system in line with the national justice reform policy and the Mission's transition plan, in particular through the implementation of the Joint Justice Reform Support Programme. The Mission will continue to provide technical and logistical support to the judicial authorities to deal with illegal prolonged detention; for the conduct of judicial inspections of lower courts, prosecution offices and prisons; and for the organization of mobile hearings in prisons and remote areas. In addition, training sessions will be organized to improve the professional capacity of judicial actors.

91. The Mission will continue to reinforce security in 12 priority prisons in Ituri, South Kivu and North Kivu to contain and repel any external attacks by armed groups and prevent escapes by high-risk and high-value prisoners, who could potentially rejoin armed groups. The Mission will organize training sessions to enhance the ability of prison personnel to avert, thwart and respond to serious prison incidents; complete the upgrade of the Kabare prison; and ensure due process for persons accused of genocide, war crimes, crimes against humanity, human rights violations and abuses, and crimes against United Nations personnel.

92. The Mission will continue to support transitional arrangements, including the Joint Justice Reform Support Programme, and provide technical and logistical support to the national prison system in the development of the operational and managerial

competencies of its personnel through capacity-building, with particular emphasis on human security, human rights, intelligence gathering, management of violent extremists and deradicalization. The Mission will continue full co-location in prisons in Ituri, North Kivu and South Kivu while continuing the transfer of tasks to national authorities with the support of UNDP within the context of the Joint Justice Reform Support Programme and in line with the transition plan. The Mission will also support the improvement of case flow management and build on its previous efforts to create intelligence cells within prisons to enhance surveillance.

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

94. The Mission will continue to support the national authorities in the implementation of the national justice reform policy (2017–2026) in accordance with its priorities as outlined in the Mission's transition plan for the transfer of its tasks to UNDP and the Government. The Mission will also focus on a functioning and accountable judicial system in eastern Democratic Republic of the Congo through capacity-building; civilian mobile hearings; judicial inspections of lower courts, prosecution offices and prisons; and support to the deployment of newly recruited magistrates.

95. MONUSCO will support the implementation of the Government's national disarmament, demobilization, community reintegration and stabilization programme. Along with the United Nations country team, the Peacebuilding Fund and international financial institutions, the Mission will support the Government in coordinating the efforts of all partners to ensure that funding and programmes are complementary and that the maximum benefit is achieved for the affected communities. The success of this effort on sustainable community-based reintegration and stabilization is fundamental to a successful and sustainable withdrawal of the Mission from the Democratic Republic of the Congo.

96. The Mission will support the effective implementation of Security Council resolutions [1325 \(2000\)](#) on women and peace and security and [2250 \(2015\)](#) on youth, peace and security across governance and security institutions, including responding to conflict-related sexual violence. The Mission will promote government efforts and continue to build the capacity of civil society organizations, local authorities and communities on a gender-responsive political and peace process and on advocacy for the full, effective and meaningful participation and involvement of women at all levels. The Mission will ensure that gender-sensitive conflict analysis is mainstreamed across all early warning and conflict prevention efforts and that the operationalization of the joint transition plan remains a gender-responsive process. In addition, the Mission will support national efforts to ensure accountability for cases of conflict-related sexual violence.

97. The Mission will continue to monitor, investigate and report on violations of fundamental rights and freedoms and restrictions of political space to ensure that Congolese women, men, boys and girls can enjoy their constitutional rights in a free, inclusive and secure environment and that State agents exercise maximum restraint in their response to peaceful demonstrations. The United Nations Joint Human Rights Office will assist the Government with the screening of ex-combatants to identify perpetrators of serious human rights violations. The Mission will support consultations with communities affected by violence and conflict in order to establish

and strengthen transitional justice mechanisms; provide technical support for the implementation of provincial prosecution strategies for the most serious crimes; and support reparations initiatives as well as institutional reforms for the security sector in line with the road map established by the President of the Democratic Republic of the Congo. Furthermore, MONUSCO will work with relevant ministries to support the consolidation of an open, inclusive and participatory democratic space that will promote the participation of civil society in the country's reform and development strategies, with special emphasis on the increased participation of women and young people. The Mission will also work on supporting efforts to prevent and respond to hate speech and incitement to violence, as well as disinformation and misinformation. The Mission will continue to advocate for the adoption of a national legal and policy framework for the protection of victims, witnesses, human rights defenders and judicial personnel involved in trials related to serious crimes and violations. It will also continue to promote and support mechanisms to improve accountability for grave violations of human rights and international humanitarian law, including the FARDC and Congolese National Police follow-up committees on human rights. Together with the country team, it will continue to provide access to diverse social and political views on Radio Okapi and support other media outlets to ensure inclusiveness, diversity and respect for freedom of expression.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Progress on addressing the root causes of violence and conflicts between communities	<p>2.1.1 Increased number of new agreements settling intra- and intercommunity conflicts, including resolution of land conflict (2021/22: 4; 2022/23: 5; 2023/24: 6)</p> <p>2.1.2 Increased number of dialogue processes between the Government and conflict-affected communities to address the root causes of conflict (2021/22: 24; 2022/23: 7; 2023/24: 8)</p> <p>2.1.3 Number of stabilization programmes implemented in North Kivu, South Kivu and Ituri whose priorities were set by communities and the Government (2021/22: 11; 2022/23: 6; 2023/24: 6)</p> <p>2.1.4 Number of mines certified by the Government in North Kivu, South Kivu and Tanganyika (2021/22: 156; 2022/23: 130; 2023/24: 100)</p>

Outputs

- Weekly meetings with political and civil society stakeholders to discuss initiatives for preventive diplomacy ahead of the elections to be held in 2023 in areas where MONUSCO no longer has a presence
- 5 dialogue sessions on democratic practice with community leaders in South Kivu, North Kivu and Ituri to address the root causes of conflict between communities
- 12 meetings with political and economic actors to prevent and mitigate tensions in areas where MONUSCO no longer has military operations and to support the “One United Nations” nexus strategy
- 75 local conflict resolution initiatives to address conflicts and reduce tension and intercommunal violence
- 2 meetings of the Stabilization Coherence Fund national steering board to support programming, provide oversight of the Fund and engage in strategic dialogue on stabilization

- Weekly meetings with national and provincial authorities to provide technical support and advice on the implementation of the disarmament, demobilization, community recovery and stabilization programme
- 12 coordination meetings to update the mapping of community recovery, stabilization and peacebuilding interventions in North Kivu, South Kivu and Ituri
- 10 capacity-building workshops and awareness-raising sessions with local police authorities on community policing and police mediation

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.2 Improved access to an inclusive democratic space, and sustained and meaningful political engagement of key segments of society, including women and young people	<p>2.2.1 Number of bills on public administration, protection of human rights defenders and access to information adopted and implemented (2021/22: 2; 2022/23: 4; 2023/24: 4)</p> <p>2.2.2 Reduced number of documented violations committed by State actors related to political rights and freedom of assembly and expression (2021/22: 397; 2022/23: 500; 2023/24: 400)</p> <p>2.2.3 Number of reports published by the National Human Rights Commission on human rights violations in the Democratic Republic of the Congo (2021/22: not available; 2022/23: 3; 2023/24: 4)</p>

Outputs

- Monthly meetings with provincial parliamentary caucuses on democratic dialogue and conflict resolution at the provincial level to reduce intercommunal violence
- 3 monthly meetings with political and institutional actors; 1 monthly meeting with civil society actors; and 1 monthly meeting with diplomats to foster transparent, credible, inclusive and peaceful elections held within the constitutionally set deadline
- 1 meeting with institutional and civil society actors to promote transparency and accountability regarding the management of funds allocated to electoral preparations
- 1 cybercampaign promoting the participation of women in the electoral process, launched on the MONUSCO Twitter account in the context of the 16 Days of Activism against Gender-based Violence
- 2 meetings with the Ministry of Human Rights and the Audiovisual and Communication Council to protect and promote the democratic space, especially the right to peaceful assembly and freedom of expression
- 2 training sessions with 30 participants from human rights non-governmental organizations and 30 participants from citizen movements on monitoring and reporting on human rights violations
- 2 sensitization sessions with 30 members of parliament and 30 members of the National Human Rights Commission on advocacy and election-related human rights
- 3 conference-debates with political, institutional and civil society actors on ways to foster transparent, credible, inclusive and peaceful elections held within the constitutionally set deadline
- 2 meetings with political parties and 2 meetings with civil society organizations to promote higher representation of women, youth and Indigenous people in the institutions, based on meritocracy and following constitutional requirements regarding geographical balance
- 2 training sessions with 60 members of 2 women's organizations on election-related human rights
- 2 sensitization sessions with 80 actors from 2 youth organizations on monitoring and combating hate speech

- 5 advocacy meetings with parliamentarians, judges, prosecutors and lawyers for the adoption of priority laws, including the proposed laws on the protection of human rights defenders, the proposed law on access to information, the proposed law against tribalism, racism and xenophobia, and the proposed law on peaceful demonstrations
- 3 conferences on the implementation of article 13 of the electoral law and its enforcement measures, electoral disputes, and electoral observation with members of the Independent National Electoral Commission, the Episcopal Conference of the Democratic Republic of the Congo (CENCO), Eglise du Christ au Congo (ECC), the Constitutional Court, youth, women, civil society organizations and political parties involved in the electoral process
- Monthly meetings with governmental authorities at the national and provincial levels to advocate for the enhanced participation of women and young people in public management
- 2 workshops with national institutions and 4 workshops with provincial leaders working on good governance to promote the participation of women and young people in peace negotiations, peaceful cohabitation and resource mobilization in the framework of Security Council resolutions 1325 (2000) and 2250 (2015)
- 12 capacity-building and coaching sessions for 240 civil society actors, at least 30 per cent of them women, to support the restructuring and revitalization of civil society organizations in their role in advancing democratic governance and preventing election-related violence
- 30 awareness-raising and confidence-building sessions for 300 local community members and leaders, including women and young people in urban and rural areas of concern, to promote social cohesion, prevent election-related violence and manage anti-MONUSCO sentiments
- Multimedia public information campaigns and outreach programmes in support of the Mission's mandate, through: (a) round-the-clock Radio Okapi broadcasts reaching an audience of 24 million persons per week; (b) production of 52 short videos for MONUSCO digital platforms; (c) operation and management of the MONUSCO and Radio Okapi websites, with daily uploading of articles, stories and photos from throughout the Democratic Republic of the Congo; and (d) reliable information provided through the use of social media
- 3 awareness-raising sessions targeting students at education institutions to promote a political dialogue on stabilization, peace and security, support for national institutions and the progressive withdrawal of MONUSCO
- 10 awareness-raising sessions for 200 participants from women's and civil society organizations in Kinshasa, Goma, Bukavu, Bunia and Beni conducted through Radio Okapi to increase awareness of the empowerment of women and access to an inclusive democratic space
- 4 workshops for 120 journalists, including at least 30 per cent women, and 1 media campaign to promote gender-sensitive and non-sexist communication in the media and improve media coverage of women in politics and in peace and security initiatives
- 5 public debate panels with youth representatives on the principles of positive masculinities and gender-responsive citizenship using local urban leaders known as "Champions and Women Ambassadors of Peace"

*Expected accomplishment**Indicators of achievement*

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

2.3.1 Percentage of implementation of the priority actions related to professionalism, accountability and the institutional framework in the reform action plan (2020–2024) of the Congolese National Police (2021/22: 11 per cent; 2022/23: 30 per cent; 2023/24: 50 per cent)

2.3.2 Number of prison security-related incidents (2021/22: 0; 2022/23: 9; 2023/24: 6)

2.3.3 Increased percentage of Congolese reporting trust in the justice system (2021/22: not available; 2022/23: 33 per cent; 2023/24: 36 per cent)

2.3.4 Reduced percentage of pretrial detainees in prison as a percentage of the total prison population (2021/22: 76 per cent; 2022/23: 75 per cent; 2023/24: 70 per cent)

Outputs

- Monthly meetings with parliamentary caucuses on governance reform and the resolution of conflicts at the provincial level
- Monthly meetings with government members at the national and provincial levels to engage on the implementation of the joint transition plan
- Monthly meetings with government members at the national and provincial levels to discuss the implementation of the joint strategy for the reform of mine governance, land reforms and the reform of the electoral system and local development policy
- Weekly meetings with high-level national, provincial and local political actors and stakeholders to facilitate dialogue and the peaceful resolution of political conflicts and to advocate and help to foster consensus on the functioning of key institutions, including the security sector, and on the importance of the political participation of women
- 1 meeting with political, institutional and civil society actors and diplomats on the importance and ways of fighting hate speech in the Democratic Republic of the Congo and in countries with a strong Congolese diaspora and on promoting the adoption of the draft law against tribalism, racism and xenophobia
- 3 meetings with members of parliament and 3 sensitization sessions with 90 religious leaders, traditional authorities and political actors to advocate for the implementation of the draft law against tribalism, racism and xenophobia
- 2 meetings with members of parliament and 1 sensitization session with 50 members of non-governmental organizations to advocate for the implementation of the law on the protection and promotion of Indigenous Peoples
- 4 workshops for 120 participants, including at least 30 per cent women, in cooperation with the United Nations country team, in support of the Government to complete the roll-out of the humanitarian-development-peace nexus in Ituri, North Kivu, South Kivu and Tanganyika
- Establishment of 1 monitoring mechanism in Tanganyika and support to 2 monitoring mechanisms in Kasai and Kasai Central on conflict prevention and peacebuilding initiatives to prevent a return to violent conflict
- Monthly consultations with the United Nations country team, partners and international and national stakeholders, and quarterly consultations with donors, international financial institutions, regional organizations and other international actors to support national authorities with the operationalization of the joint transition plan and the implementation of the provincial transition action plans, the implementation of technical- and strategic-level coordination mechanisms to oversee and guide its implementation, and the development of strategic communications initiatives to support the dissemination of information on the plans
- Monthly consultations with States members of the Peace, Security and Cooperation Framework, members of the Security Council and other key diplomatic partners to ensure their engagement in support of the stabilization of the Democratic Republic of the Congo and in support of the joint strategy on transition

- Monthly coordination meetings with bilateral and multilateral partners to foster a coherent approach in support of national efforts towards security sector reform
- 20 high-level consultations with the Government and military justice authorities on disciplinary or judiciary measures for 5 cases of violations by high-level officials identified through the application of the human rights due diligence policy
- 24 high-level meetings with judicial authorities and officials of the Ministry of Human Rights to promote human rights, including civil and political rights; promote national reconciliation and reparations for victims of human rights violations; and to hold to account alleged perpetrators of violations of international humanitarian law or violations and abuses of human rights
- Training of 1,000 officers of the Congolese National Police, of whom 20 per cent will be women, on investigative procedures, crime scene management and forensics techniques, taking into account gender-responsive approaches
- 1 training session for 20 mining police officers, of whom 20 per cent will be women, on investigation techniques in relation to illicit trafficking, including firearms trafficking, in line with human rights international standards
- 4 training sessions for 80 police officers on protective measures, emergency procedures, forensic exploitation and analysis of incidents related to improvised explosive devices and on the detection of improvised explosive devices and explosive remnants of war
- Refurbishment of 3 police training schools
- 10 technical meetings of the Ministry of Justice subgroups on justice and human rights to implement the priority action plan of the national justice reform policy, and 1 strategic meeting of the steering committee in support of the monitoring of the implementation of the priority action plan for 2021–2023
- 60 meetings of follow-up committees on human rights violations of FARDC and the Congolese National Police to promote accountability among security services
- 5 capacity-building sessions with the Congolese National Police and FARDC on the gender-responsive protection of civilians and security sector reform
- Provision of weekly advice and mentoring to judicial authorities in 3 provinces on strengthening the functioning of the criminal justice chain, due process and the reduction of unlawful detention
- 10 civilian mobile court hearings to reduce case backlogs and address illegal and prolonged detention
- 8 workshops for 240 judicial police officers, clerks and magistrates on ways to improve the functioning of the criminal justice chain
- 3 judicial assessments of courts and prosecution offices in 3 provinces and restitution workshops on the findings
- 15 press conferences on peace and security, support for the Congolese National Police, FARDC, the judicial system, human rights and the targeting of journalists
- 1 training for 80 prison personnel and 20 managers, of whom 30 will be women, on general prison administration and the management of children in conflict with the law
- Installation of a biogas plant in Makala prison; construction of a borehole in Kalemie prison; and provision of basic security equipment in 12 priority prisons
- Technical, logistical and advisory support on the safe, secure and humane management of prisoners, through co-location in 7 priority prisons

- 10 training sessions for 200 police officers, of whom 30 per cent will be women, and 7 training-of-trainers sessions for 70 police officers, of whom 20 per cent will be women, on the prevention of sexual violence and the protection of victims of sexual violence
- 12 radio broadcasts on hate speech and the promotion of human rights, including in the context of elections

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.4 Prevention of human rights violations and abuse through a functioning national and provincial transitional justice process	<p>2.4.1 Increased number of people consulted on their perception of the right to truth, justice, reparations and guarantees of non-repetition through popular consultations organized by the Ministry of Human Rights in provinces (2021/22: not applicable; 2022/23: 15,718; 2023/24: 16,000)</p> <p>2.4.2 Number of reports on the consultations in provinces endorsed by the national and provincial authorities (2021/22: 0; 2022/23: 6; 2023/24: 10)</p>

Outputs

- 20 sensitization and capacity-building workshops for 500 Congolese civil authorities to enhance ownership of and participation in the transitional justice process
- 20 popular consultations on the views and expectations of the local population on the right to truth, justice, reparations and guarantees of non-repetition in 20 provinces to support the development and implementation of the transitional justice process at the national and provincial levels

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.5 Nationally owned, accountable and effective security sector reform process	<p>2.5.1 Adoption by the Government of a national plan on security sector reform and its corresponding road map (2021/22: not applicable; 2022/23: 1 draft plan; 2023/24: 1 plan adopted)</p> <p>2.5.2 Number of laws adopted to regulate the functioning of security institutions (2021/22: not applicable; 2022/23: 4; 2023/24: 4)</p> <p>2.5.3 Number of sectoral reform strategies developed (2021/22: not applicable; 2022/23: 4; 2023/24: 4)</p> <p>2.5.4 Percentage of women in leadership positions in security institutions (2021/22: not available; 2022/23: 5 per cent; 2023/24: 7 per cent)</p>

Outputs

- 3 consultative dialogues for 120 government representatives and members of parliamentary commissions for defence and security, of civil society, of line ministries and of security institutions, as well as community representatives
- 12 working sessions with key security sector stakeholders and 2 awareness-raising workshops for 60 national stakeholders on the implementation of the national security sector reform plan
- 5 regional meetings with 500 members of local communities on the reform communication strategy of the Congolese National Police
- 5 mentoring sessions for women in security institutions to enhance decision-making capacities

- 3 consultative meetings with 150 members of women's groups and national stakeholders on the participation of women in security sector reform
- 2 public perception surveys and evaluations by civil society organizations on the performance of the security institutions in Ituri, North Kivu and South Kivu

External factors

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

Table 3

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

Category													Total
I. United Nations police													
Approved 2022/23													591
Proposed 2023/24													591
Net change													–
II. Formed police units													
Approved 2022/23													1 410
Proposed 2023/24													1 410
Net change													–
III. Government-provided personnel													
Approved 2022/23													90
Proposed 2023/24													90
Net change													–

Corrections Unit

Approved posts 2022/23	–	–	2	–	–	2	2	–	2	1	–	1	5
Proposed posts 2023/24	–	–	2	–	–	2	2	–	2	1	–	1	5
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

Disarmament, Demobilization and Reintegration Section

Approved posts 2022/23	–	–	2	–	2	4	–	–	–	6	1	7	11
Proposed posts 2023/24	–	–	2	–	2	4	–	–	–	4	3	7	11
Net change	–	–	–	–	–	–	–	–	–	(2)	2	–	–

Approved temporary positions ^a 2022/23	–	–	–	1	–	1	10	46	56	–	–	–	57
Proposed temporary positions ^a 2023/24	–	–	–	–	–	–	11	46	57	–	–	–	57
Net change	–	–	–	(1)	–	(1)	1	–	1	–	–	–	–

Subtotal													
Approved 2022/23	–	–	2	1	2	5	10	46	56	6	1	7	68
Proposed 2023/24	–	–	2	–	2	4	11	46	57	4	3	7	68
Net change	–	–	–	(1)	–	(1)	1	–	1	(2)	2	–	–

Stabilization Support Section

Approved posts 2022/23	–	–	4	5	–	9	–	2	2	1	–	1	12
Proposed posts 2023/24	–	–	3	5	–	8	–	2	2	1	–	1	11
Net change	–	–	(1)	–	–	(1)	–	–	–	–	–	–	(1)

Approved temporary positions ^a 2022/23	–	1	–	1	–	2	–	–	–	–	–	–	2
Proposed temporary positions ^a 2023/24	–	1	–	1	–	2	–	–	–	–	–	–	2
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

Subtotal													
Approved 2022/23	–	1	4	6	–	11	–	2	2	1	–	1	14
Proposed 2023/24	–	1	3	6	–	10	–	2	2	1	–	1	13
Net change	–	–	(1)	–	–	(1)	–	–	–	–	–	–	(1)

Justice Support Section

Approved posts 2022/23	–	1	2	3	–	6	9	6	15	1	–	1	22
Proposed posts 2023/24	–	1	2	1	–	4	9	5	14	1	–	1	19
Net change	–	–	–	(2)	–	(2)	–	(1)	(1)	–	–	–	(3)

Approved temporary positions ^a 2022/23	–	–	1	–	–	1	–	–	–	–	–	–	1
Proposed temporary positions ^a 2023/24	–	–	1	–	–	1	–	–	–	–	–	–	1
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

Subtotal													
Approved posts 2022/23	–	1	3	3	–	7	9	6	15	1	–	1	23
Proposed posts 2023/24	–	1	3	1	–	5	9	5	14	1	–	1	20
Net change	–	–	–	(2)	–	(2)	–	(1)	(1)	–	–	–	(3)
Political Affairs Division													
Approved posts 2022/23	–	2	15	11	4	32	2	13	15	4	4	8	55
Proposed posts 2023/24	–	2	12	11	4	29	4	13	17	4	4	8	54
Net change	–	–	(3)	–	–	(3)	2	–	2	–	–	–	(1)
Security Sector Reform Section													
Approved posts 2022/23	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed posts 2023/24	–	1	2	1	–	4	1	–	1	1	1	2	7
Net change	–	1	2	1	–	4	1	–	1	1	1	2	7
Office of Public Information													
Approved posts 2022/23	–	1	3	5	4	13	5	8	13	–	–	–	26
Proposed posts 2023/24	–	1	3	5	4	13	5	8	13	–	–	–	26
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Radio Okapi													
Approved posts 2022/23	–	–	2	–	1	3	11	91	102	–	–	–	105
Proposed posts 2023/24	–	–	2	–	1	3	11	91	102	–	–	–	105
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff													
Approved 2022/23	–	5	32	26	12	75	29	120	149	13	5	18	242
Proposed 2023/24	–	6	30	25	12	73	32	119	151	12	8	20	244
Net change	–	1	(2)	(1)	–	(2)	3	(1)	2	(1)	3	2	2
Approved temporary positions ^a 2022/23	–	1	1	2	–	4	10	46	56	–	–	–	60
Proposed temporary positions ^a 2023/24	–	1	1	1	–	3	11	46	57	–	–	–	60
Net change	–	–	–	(1)	–	(1)	1	–	1	–	–	–	–
Total, including temporary positions													
Approved 2022/23	–	6	33	28	12	79	39	166	205	13	5	18	302
Proposed 2023/24	–	7	31	26	12	76	43	165	208	12	8	20	304
Net change	–	1	(2)	(2)	–	(3)	4	(1)	3	(1)	3	2	2
Total													
Approved 2022/23													2 393
Proposed 2023/24													2 395
Net change													2

^a Funded under general temporary assistance.

Disarmament, Demobilization and Reintegration Section

International staff: decrease of 1 position (conversion of 1 general temporary assistance position at the P-3 level to National Professional Officer)

National staff: increase of 1 position (conversion of 1 general temporary assistance position at the P-3 level to National Professional Officer and continuation of 56 general temporary assistance positions (10 National Professional Officer and 46 national General Service))

United Nations Volunteers: no change (conversion of 2 positions of international United Nations Volunteer to national United Nations Volunteer)

98. In line with the Mission's joint transition plan and nationalization strategy and in order to build the capacities of national personnel, it is proposed that one position of Disarmament, Demobilization and Reintegration Officer (P-3) be converted to one position of Disarmament, Demobilization and Reintegration Officer (National Professional Officer), and two positions of Disarmament, Demobilization and Reintegration Assistant (international United Nations Volunteer) to two positions of Disarmament, Demobilization and Reintegration Assistant (national United Nations Volunteer).

99. During the 2023/24 period, the Government's disarmament, demobilization, community recovery and stabilization programme is expected to be fully operational and there will be a significant increase in planning and managing disarmament, demobilization and reintegration operations and projects in support of the Government's programme. There will be an ongoing need to provide good offices and technical support to the Government at both the national and local levels to ensure the effectiveness of the programme; to enhance coordination with wider efforts on reintegration and stabilization; and to support the disarmament, demobilization, repatriation, resettlement and reintegration of foreign combatants and their dependants. The Mission will also provide operational support to the contact and coordination group in collaboration with the Office of the Special Envoy for the Great Lakes.

100. Accordingly, and in view of the importance of the Mission's support for the success of the Government's disarmament, demobilization, community recovery and stabilization programme, which constitutes one of the major agreed benchmarks for the withdrawal of the Mission, it is proposed that the following temporary positions be retained for the 2023/24 period: 7 positions of Disarmament, Demobilization and Reintegration Officer (National Professional Officer), 3 positions of Associate Disarmament, Demobilization and Reintegration Officer (National Professional Officer) and 46 positions of Disarmament, Demobilization and Reintegration Assistant (national General Service).

Stabilization Support Section

International staff: decrease of 1 post (abolishment of 1 post at the P-4 level and continuation of 2 general temporary assistance positions (1 D-1 and 1 P-3))

101. It is proposed that one post of Coordination Officer (P-4) based in Kananga be abolished. The post was retained after the closing of the Kananga field office in June 2021 as part of the residual team to support the implementation of the humanitarian-peace-development nexus and promote a coherent approach between the provincial authorities, the country team and international donors. The functions of the post have now been successfully transferred to the provincial authorities and the country team.

102. In order for the Mission to enhance its strategic coordination and engagement with the national Government at the highest levels on stabilization and community reintegration, and with a view to developing more effective synergies with the United

Nations country team, there is a need to retain the temporary positions of Principal Coordination Officer (D-1) and Coordination Officer (P-3) for the 2023/24 period.

103. The Principal Coordination Officer (D-1) is the Mission's main interlocutor on the national disarmament, demobilization, community recovery and stabilization programme at the political level and engages with the Government's national coordinator of the programme at the strategic level. The incumbent will coordinate the support to the implementation of the programme provided by the United Nations system and donors; provide strategic guidance and policy advice to national, provincial and local actors to ensure the effective national ownership of the programme in line with the joint transition plan; liaise with bilateral and multilateral partners as part of the Mission's effort to support the national authorities in mobilizing the resources necessary to finance community reintegration and stabilization programmes; supervise the management of the joint technical secretariat of the Stabilization Coherence Fund and other United Nations-led financial instruments; and ensure the strict application of the human rights due diligence policy in all United Nations activities in support of the programme.

104. The Principal Coordination Officer also assists the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator in developing joint programmatic mechanisms with agencies, funds and programmes and other international partners to ensure effective and coordinated assistance to the national disarmament, demobilization, community recovery and stabilization programme based on the mandate and comparative advantage of each organization. The incumbent will ensure that the management of stabilization projects is transferred to relevant stakeholders, including national and provincial actors, and the country team.

105. The Coordination Officer (P-3) will provide advice and technical support to the provincial disarmament, demobilization, community recovery and stabilization programme in South Kivu as well as to other local stabilization actors to ensure that the programme delivers inclusive and gender-sensitive results; co-lead the provincial technical secretariat of the Stabilization Coherence Fund to ensure effective and accountable results; ensure an aligned and coherent approach between the Mission, the United Nations country team and other development partners, including the World Bank, in support of the disarmament, demobilization, community recovery and stabilization programme.

Justice Support Section

International staff: decrease of 2 posts (abolishment of 1 post at the P-3 level, conversion of 1 post at the P-3 level to National Professional Officer and continuation of 1 general temporary assistance position at the P-5 level)

National staff: decrease of 1 post (abolishment of 2 posts (1 National Professional Officer and 1 national General Service) and conversion of 1 post at the P-3 level to National Professional Officer)

106. In line with the Mission's joint transition plan and nationalization strategy and in order to build the capacities of national personnel, it is proposed that one post of Judicial Affairs Officer (P-3) be converted to one post of Judicial Affairs Officer (National Professional Officer).

107. It is proposed that one post of Judicial Affairs Officer (P-3) and one post of Associate Judicial Affairs Officer (National Professional Officer) based in Kananga be abolished. The posts were retained after the closing of the Kananga field office in June 2021 as part of the residual team to ensure a smooth and progressive handover of the Mission's functions related to the establishment of functional, professional and accountable judicial institutions. Following the gradual transfer of the tasks relating

to the rule of law to the United Nations country team and the Government, the posts will no longer be needed.

108. It is proposed that one post of Programme Management Assistant (national General Service) based in Kalemie be abolished. The post was retained after the closing of the Kalemie field office in June 2022 as part of the residual team to ensure a smooth and progressive handover of the Mission's functions related to the establishment of functional, professional and accountable judicial institutions. Following the gradual transfer of the tasks relating to the rule of law to UNDP and the Government in the context of the joint transition plan, the post will no longer be needed.

109. During the 2023/24 period, the Justice Support Section will continue to implement the joint transition plan as it relates to the rule of law, including through greater coordination within the Mission and with national authorities, the United Nations country team and the donor community. The Senior Judicial Affairs Officer (P-5) has played a key role in enabling the sustained strategic engagement and coordination of the Mission, as well as the related planning and programmatic work, required to make the Joint Justice Reform Support Programme a success. As the programme is expected to further develop in the 2023/24 period and to increase its scope as a result of resource mobilization, it is proposed that the temporary position of Senior Judicial Affairs Officer (P-5) be retained to ensure the sustainability of the achievements in the justice sector.

110. The Senior Judicial Affairs Officer (P-5) will continue to be responsible for the strategic planning and coordination of the Mission's support for the extension and strengthening of civilian justice institutions; the coordination of activities related to the extension and strengthening of State institutions; the implementation of the Joint Justice Reform Support Programme, including resource mobilization and management of programmatic funding in support of the programme; and the contribution of the Justice Support Section to the strategic planning and benchmarking processes associated with the Mission's transition.

Political Affairs Division

International staff: decrease of 3 posts (redeployment of 1 post at the P-5 level to the Security Sector Reform Section and conversion of 2 posts at the P-4 level to National Professional Officer)

National staff: increase of 2 posts (conversion of 2 posts at the P-4 level to National Professional Officer)

111. In line with the Mission's joint transition plan and nationalization strategy and in order to build the capacities of national personnel, it is proposed that two posts of Political Affairs Officer (P-4) be converted to two posts of Political Affairs Officer (National Professional Officer).

112. In view of the establishment of a new Security Sector Reform Section, it is proposed that a post of Senior Security Sector Reform Officer (P-5) be redeployed from the Political Affairs Division to the Security Sector Reform Section. The post had been part of the Political Affairs Division since the abolishment of the Security Sector Reform Section in the 2018/19 period following the strategic review, which recommended that the Mission's activities in the area of security sector reform should be reoriented towards providing analytical support to the MONUSCO senior leadership and that the integration of the Mission's Security Sector Reform Unit into the Political Affairs Division could enhance the effectiveness of the Mission's efforts in this critical area.

Security Sector Reform Section

International staff: increase of 4 posts (establishment of 3 posts (1 D-1, 1 P-4 and 1 P-3) and redeployment of 1 post at the P-5 level from the Political Affairs Division)

National staff: increase of 1 post (establishment of 1 post of National Professional Officer)

United Nations Volunteers: increase of 2 positions (establishment of 2 positions (1 international United Nations Volunteer and 1 national United Nations Volunteer))

113. The Security Council, in its resolution [2666 \(2022\)](#), identified support to security sector reform as one of the Mission's three priority tasks, emphasizing the provision of good offices, strategic and technical advice to the Government of the Democratic Republic of the Congo, while calling upon the Mission to play a role in coordinating the support provided by international and bilateral partners and the United Nations system. In December 2022, the Government validated a national defence policy to revitalize its military apparatus and initiated a stakeholder consultation process to elaborate a national security policy, its national strategy on security sector reform, and an implementation road map. This requires the development of a comprehensive approach to security sector reform that addresses underlying structural challenges, such as impunity, corruption, and legitimization of State institutions, among others.

114. The Mission's efforts in this regard need to be reinforced with a view to accelerating national ownership of security sector reform and promoting and facilitating military, police, justice and prison sector reforms to enhance their accountability and ability to fight against impunity. The Mission will therefore focus on supporting a governance-focused approach for security sector reform with the national key stakeholders, advocating for a national coordination mechanism and a national security policy and strategy to consolidate the gains of the reforms. These activities will be coordinated in partnership with key stakeholders to ensure inclusive national ownership and better coordination of reform processes, fostering the increased involvement of the national oversight bodies towards security sector governance, and supporting professionalism within the security institutions, including support to flagship joint programmes for increased reform visibility. Meanwhile, the Mission, with its partners, will advocate for an inclusive nationally owned approach that entails the participation of civil society and women's organizations.

115. The transition context of the Democratic Republic of the Congo puts an emphasis on the need to tackle the protracted security issues. Such an objective requires recalibrating the United Nations system's strategic offer towards both joint initiatives and programming. Meanwhile, the joint transition plan highlights the reform of the security sector as a key benchmark for minimum conditions to support a responsible and gradual drawdown of the Mission. Consequently, an increased level of political engagement and coordination with national and international stakeholders needs to accompany the national efforts in supporting the capacity of the security forces to assume security responsibilities in the provinces where MONUSCO currently maintains an operational presence. Furthermore, the operationalization of the joint transition plan requires designing and implementing a strong programmatic offer of the United Nations agencies, funds and programmes aligned with the MONUSCO mandate to tackle both immediate and structural causes of insecurity in the Democratic Republic of the Congo.

116. Accordingly, it is proposed to establish a Security Sector Reform Section reporting to the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and comprised of seven staff members: one Principal Security Sector Reform Adviser (D-1), one Senior Security Sector Reform

Officer (P-5), three Security Sector Reform Officers (1 P-4, 1 P-3 and 1 National Professional Officer) and two Programme Management Officers (1 international United Nations Volunteer and 1 national United Nations Volunteer).

117. The Principal Security Sector Reform Adviser (D-1) will ensure an integrated approach to security sector reform between MONUSCO and the agencies, funds and programmes, while coordinating relevant United Nations common system activities in the area of security sector reform and working in close collaboration with the Government. The incumbent will drive the Mission's political engagement on security sector reform with the appropriate national counterparts to ensure continued high-level political buy-in for the implementation of necessary reforms; play a leading role in the joint transition plan of MONUSCO in ensuring the smooth transfer of security sector reform tasks from the Mission to appropriate United Nations agencies and partners; coordinate the actions of United Nations entities and international partners through a strategic partnership framework; engage high-level government authorities and key stakeholders in coordinating support for security sector reform; provide advice on the design, implementation and review of security sector reform support; lead the development of integrated and coherent United Nations-wide solutions to complex national security sector reform challenges; serve as spokesperson on a diverse range of security sector reform activities and issues; and actively promote coordination and communication between international and national partners.

118. The Senior Security Sector Reform Officer (P-5) will provide strategic guidance in the implementation of mandated tasks; engage high-level government authorities and key stakeholders in coordinating support to security sector reform in the country; lead the support to the acceleration of national ownership, building consensus for national engagement in a national security policy and national security sector reform strategy; support the coordination mechanism's national and international partners through a strategic partnership framework; work closely with the national security sector reform coordination working group providing strategic and technical advice; and coordinate security sector reform strategic initiative projects.

119. The Security Sector Reform Officer (P-4) will maintain relations with key stakeholders with regard to implementation strategies and engagement; support the execution of projects undertaken by the United Nations; participate in policy development and guidance in support of restructuring initiatives, including research, review and analysis of issues and trends, preparation of impact evaluations and other research activities and studies; support coordination with national and international partners with regard to the joint transition plan; support the provision of strategic and technical advice to national stakeholders and the United Nations on security sector issues, with special emphasis on civilian oversight management and coordination; support the development of the Mission's strategy and policy with respect to security sector reform; and oversee programme activities in areas of strategic priorities (accountability, promotion of women in State security forces).

120. The Security Sector Reform Officer (P-3) will focus on reporting and programmes and will provide support in identifying key issues, including challenges that require immediate support and advice in the reform process; maintain relations with key stakeholders with regard to implementation strategies and engagement; support the execution of projects undertaken by the United Nations with national counterparts; and participate in policy development and guidance in support of restructuring initiatives, including research, review and analysis of issues and trends, preparation of impact evaluations and other research activities and studies.

121. The Security Sector Reform Officer (National Professional Officer) will assist in the execution of projects undertaken by the United Nations; contribute to policy development and guidance in support of restructuring initiatives, including research,

review and analysis of issues and trends, preparation of impact evaluations and other research activities and studies; contribute to daily reporting providing updates on security sector reform; and provide assistance to inclusive security sector reform initiatives such as civil society involvement and women's participation in security sector reform.

122. The Programme Management Officers (1 international United Nations Volunteer and 1 national United Nations Volunteer) will assist in the execution of projects undertaken by the United Nations; assist in policy development and guidance in support of restructuring initiatives, including research, review and analysis of issues and trends, preparation of impact evaluations and other research activities and studies; contribute to daily reporting providing updates on security sector reform; and work on small arms and light weapons initiatives.

Component 3: support

123. In the 2023/24 period, the Mission will continue to consolidate its footprint in view of its upcoming gradual drawdown. Major investments in facilities and infrastructure will be limited to environmental projects and security compliance of the Mission premises in line with standards established by the Department of Safety and Security for premises security.

124. The Mission will provide logistical support to the implementation of the next force laydown mode of operation, which will involve increasing the number of troops in Ituri and the northern part of North Kivu; enabling target-oriented operations of the Intervention Brigade to protect civilians; and closing, vacating and handing over some bases in South Kivu.

125. The period will see the mobilization of a new fuel contract, with enhanced reserves in eastern Democratic Republic of the Congo and in Kinshasa. To prevent fuel fraud, the Mission will implement the field remote infrastructure monitoring system to monitor generator fuel consumption, supplementing the existing fuel consumption monitoring conducted through the electronic fuel management system and the electronic vehicle refuelling system.

126. The supply chain component will continue to focus on increasing accountability and stewardship over United Nations-owned equipment to ensure that inventory holdings are based on operational requirements and in compliance with International Public Sector Accounting Standards (IPSAS) policy. Historical consumption and forecast will be reviewed prior to the formulation of a request, and annual source plans will be prepared to ensure full visibility of mission demand. Stockholdings will be verified by all stakeholders prior to the finalization of a request and the commencement of sourcing activities. This will result in a more effective utilization of the existing inventory, a lean procurement practice, reduced redundancies and elimination of the duplication of stockholdings. Renewed efforts will be placed on the implementation of the supply chain operational reference model, and in line with the United Nations Procurement Manual, MONUSCO will ensure that demand and acquisition plans are consistent with the Mission's transition strategy. Through the asset downsizing committee, emphasis will be placed on the timely disposal or redeployment of obsolete and excess assets holding beyond operational requirements.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.1 Rapid, effective, efficient and responsible support services for the Mission	<p>3.1.1 Percentage of approved flight hours utilized (2021/22: 74.2 per cent; 2022/23: 90 per cent; 2023/24: 90 per cent)</p> <p>3.1.2 Average annual percentage of authorized international posts vacant (2021/22: 11.9 per cent; 2022/23: 11.5 per cent; 2023/24: 11.5 per cent)</p> <p>3.1.3 Average annual percentage of women international civilian staff (2021/22: 32.2 per cent; 2022/23: 33 per cent; 2023/24: 33 per cent)</p> <p>3.1.4 Average number of days for roster recruitments, from closing of the job opening to candidate selection, for international candidates (2021/22: 67; 2022/23: 60; 2023/24: 60)</p> <p>3.1.5 Average number of days for post-specific recruitments, from closing of the job opening to candidate selection, for international candidates (2021/22: 230; 2022/23: 120; 2023/24: 120)</p> <p>3.1.6 Overall score on the Administration's environmental management scorecard (2021/22: 83; 2022/23: 84; 2023/24: 84)</p> <p>3.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2021/22: 89 per cent; 2022/23: 98.5 per cent; 2023/24: 98 per cent)</p> <p>3.1.8 Compliance with the field occupational safety risk management policy (2021/22: 90 per cent; 2022/23: 90 per cent; 2023/24: 90 per cent)</p> <p>3.1.9 Overall score on the property management index based on 20 underlying key performance indicators (2021/22: 1,878; 2022/23: 2,000; 2023/24: 2,000)</p> <p>3.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2021/22: 1.2 per cent; 2022/23: 20 per cent; 2023/24: 20 per cent)</p> <p>3.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodations at 30 June, in accordance with memorandums of understanding (2021/22: 61.6 per cent; 2022/23: 80 per cent; 2023/24: 83 per cent)</p> <p>3.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2021/22: 89.5 per cent; 2022/23: 98 per cent; 2023/24: 98 per cent)</p>

*Outputs***Service improvements**

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

Audit, risk and compliance services

- Implementation of 12 recommendations of OIOS targeted for implementation by year end (31 December) and 5 prior fiscal-year recommendations from the Board of Auditors, as accepted by management

Aviation services

- Operation and maintenance of 38 aircraft, including 8 fixed-wing and 30 rotary-wing aircraft, and 3 unmanned aerial vehicles
- Provision of 16,184 planned flight hours, including 5,909 from commercial providers and 10,275 from military providers, for all services, including passenger, cargo, patrols and observation, search-and-rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 38 aircraft, and 6 airfields and 50 landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$1,078.2 million, in line with delegated authority
- Finalization of annual financial statements for the Mission in compliance with IPSAS and United Nations financial rules and regulations

Civilian personnel services

- Provision of human resource services to 2,460 civilian personnel (593 international staff, 1,504 national staff, 57 temporary positions and 306 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 2,828 civilian participants and support for out-of-mission training for 229 civilian participants
- Support for the processing of 4,055 in-mission and 236 outside-mission travel requests for non-training purposes and 543 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for 103 mission sites in 8 locations
- Construction or maintenance of 250 km of road, 10 culverts and 8 bridges, 6 airfields and 56 helipads
- Operation and maintenance of 658 United Nations-owned generators and 5,871 solar power panels/plants, in addition to electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities (39 waste treatment plants in 6 locations, 24 water treatment and purification plants in 6 locations and 6 water bottling plants in 6 locations)
- Provision of waste management services, including liquid and solid waste collection and disposal in 8 locations
- Provision of cleaning, ground maintenance and pest control in 8 locations

Field technology services

- Provision of and support for 5,166 handheld portable radios, 1,815 mobile radios for vehicles and 188 base station radios
- Operation and maintenance of 70 FM radio broadcast stations and 9 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 40 very small aperture terminals and 130 microwave links, as well as provision of satellite and mobile phone service plans
- Provision of and support for 3,616 computing devices and 724 printers for an average strength of 3,675 civilian and uniformed end users, in addition to 1,394 computing devices and 28 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 23 local area networks and 40 wide area networks at 43 sites
- Analysis of geospatial data covering 32,170 km², maintenance of topographic and thematic layers and production of 69 maps

Fuel management services

- Management of supply and storage of 24.2 million litres of fuel, including 13.5 million for air operations, 3.6 million for ground transportation and 7.1 million for generators and other facilities, and of oil and lubricants at 36 distribution points in the Democratic Republic of the Congo and 2 distribution points in Uganda

Medical services

- Operation and maintenance of United Nations-owned medical facilities (7 level I clinics/dispensaries and 1 basic clinic) and support for contingent-owned medical facilities (37 level I clinics, 2 level II hospitals and 1 level III hospital, 5 aeromedical evacuation teams and 1 light mobile surgical module) in 9 locations, as well as maintenance of contractual arrangements with 7 hospitals/clinics
- Maintenance of medical evacuation arrangements to 9 medical facilities (2 level II, 5 level III and 2 level IV) in 4 locations inside the mission area and 2 locations outside the mission area

Supply chain management services

- Provision of planning and sourcing support for an estimated \$300.6 million in acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of 36,500 tons of cargo within the mission area
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold with a total historical cost of \$329.0 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of 15,194 military and police personnel (149 military observers, 359 military staff officers, 12,866 contingent personnel, 410 United Nations police officers and 1,410 formed police personnel) and 58 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 50 military and formed police units at 60 sites
- Supply and storage of rations, combat rations and water for an average strength of 14,276 military contingents and formed police personnel

- Support for the processing of claims and entitlements for an average strength of 15,194 military and police personnel and 58 government-provided personnel
- Support for the processing of 1,093 in-mission and 13 outside-mission travel requests for non-training purposes and 100 travel requests for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 1,520 United Nations-owned vehicles (898 light passenger vehicles, 214 special-purpose vehicles, 32 ambulances, 38 armoured vehicles, 207 other specialized vehicles and 131 trailers and attachments) and 3,133 contingent-owned vehicles, and operation of 7 workshop and repair facilities
- Provision of transport and daily shuttle services for an average of 920 United Nations personnel in the Democratic Republic of the Congo and provision of shuttle services 5 days a week for an average of 280 United Nations personnel in Entebbe

Conduct and discipline

- Implementation of an awareness programme on United Nations standards of conduct for 17,712 military, police and civilian personnel and 70 United Nations contractors, including monitoring activities and recommendations on remedial actions
- Facilitation of the referral of victims of sexual exploitation and abuse to relevant partners, including UNICEF and the United Nations Population Fund, for medical, psychological and legal assistance, as necessary, in close coordination with the Victim's Rights Advocate
- Implementation of a community sensitization campaign targeting the population at risk, through 20 sensitization activities and the dissemination of outreach materials to 6,000 members of the communities, with the active support of the community-based complaint networks, nominated focal points, Radio Okapi and local community radio stations
- Assessment of all reported allegations of misconduct, including sexual exploitation and abuse, documentation of the allegations where prima facie evidence exists and referral of the allegations to the appropriate investigation entities for action
- 1 training session each for the 43 operationalized community-based complaint mechanisms and the 40 focal points on sexual exploitation and abuse on ways to prevent and address complaints and refer victims of sexual exploitation and assault

HIV/AIDS

- Operation and maintenance of 5 HIV voluntary confidential counselling and testing facilities for all mission personnel
- Organization of 12 awareness sessions on health promotion and infectious diseases for 200 civilian mission personnel
- Conduct of 200 mass sensitization programmes for 10,000 military and police personnel on 3 non-communicable diseases and 4 epidemic infectious diseases
- Conduct of 12 refresher training sessions for 800 military personnel and 6 peer education training sessions in 4 mission locations for 90 military and police personnel
- Conduct of 1 workshop on voluntary confidential counselling and testing for 15 HIV counsellors and 1 post-exposure prophylaxis workshop for 15 post-exposure prophylaxis custodians
- Conduct of a promotion campaign on voluntary confidential counselling and testing each quarter in different mission locations

- Provision of voluntary confidential counselling and testing to 5,000 mission personnel
- Conduct of 12 mobile missions on voluntary confidential counselling and testing within the battalions
- Conduct of 1 assessment study to determine the impact of and guide subsequent implementation of section-mandated activities

Security

- Provision of security services 24 hours a day, 7 days a week, for the entire mission area
- 24-hour close protection for senior mission staff and visiting high-level officials, including extraction and rescue operations when required
- Provision of fire and rescue response 24 hours a day, 7 days a week, to United Nations premises and personnel residences in Kinshasa and Goma; conduct of 30 fire evacuation drills mission-wide; and training of 1,000 staff members in basic fire and safety and the use of extinguishers
- Preparation of 1,200 comprehensive investigation reports on road traffic accidents, thefts of or damages to MONUSCO property, burglaries, losses and any other incidents involving United Nations staff, premises and property
- Training of 20 international United Nations security officers on firearms and 500 United Nations staff on safe and secure approaches to field environments
- Preparation of 30 security risk management documents; 360 integrated United Nations daily security reports; 4 danger pay justifications; 22 security plans with annexes; 4 country briefing notes; 50 flash security reports; 20 ad hoc security risk assessments; 10 personal risk assessments; 20 security concept of operations papers; and 30 facility safety and security surveys
- Conduct of 720 mission-wide security assessments, including residential surveys
- Update of geolocation for all United Nations facilities and uploading to the United Nations Security Managers Information Network site
- Processing of 40,000 identity cards for civilian and military personnel
- Screening of 50,000 passengers at MONUSCO air terminals

External factors

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

Table 4
Human resources: component 3, support

Civilian staff	International staff						National staff			UNV			Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	FS	Subtotal	NPO	NGS	Subtotal	Inter- national	National	Subtotal	
Conduct and Discipline Section													
Approved posts 2022/23	–	1	4	4	2	11	5	3	8	–	2	2	21
Proposed posts 2023/24	–	1	4	4	2	11	5	3	8	–	2	2	21
Net change	–	–	–	–	–	–	–	–	–	–	–	–	
Security and Safety Section													
Approved posts 2022/23	–	–	4	7	63	74	13	191	204	–	–	–	278
Proposed posts 2023/24	–	–	4	6	60	70	13	192	205	–	–	–	275
Net change	–	–	–	(1)	(3)	(4)	–	1	1	–	–	–	(3)
Mission Support Division													
Office of the Director													
Approved posts 2022/23	–	1	5	5	3	14	4	11	15	2	–	2	31
Proposed posts 2023/24	–	1	5	5	3	14	4	11	15	2	–	2	31
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Operations and Resources Management													
Approved posts 2022/23	–	1	20	21	82	124	28	161	189	46	–	46	359
Proposed posts 2023/24	–	1	20	20	82	123	29	161	190	46	–	46	359
Net change	–	–	–	(1)	–	(1)	1	–	1	–	–	–	–
Service Delivery Management													
Approved posts 2022/23	–	1	15	25	91	132	28	466	494	121	3	124	750
Proposed posts 2023/24	–	1	15	24	89	129	29	468	497	119	5	124	750
Net change	–	–	–	(1)	(2)	(3)	1	2	3	(2)	2	–	–
Supply Chain Management													
Approved posts 2022/23	–	1	9	17	70	97	14	230	244	68	2	70	411
Proposed posts 2023/24	–	1	9	15	70	95	16	229	245	58	12	70	410
Net change	–	–	–	(2)	–	(2)	2	(1)	1	(10)	10	–	(1)
Subtotal, Mission Support Division													
Approved posts 2022/23	–	4	49	68	246	367	74	868	942	237	5	242	1 551
Proposed posts 2023/24	–	4	49	64	244	361	78	869	947	225	17	242	1 550
Net change	–	–	–	(4)	(2)	(6)	4	1	5	(12)	12	–	(1)
Total													
Approved posts 2022/23	–	5	57	79	311	452	92	1 062	1 154	237	7	244	1 850
Proposed posts 2023/24	–	5	57	74	306	442	96	1 064	1 160	225	19	244	1 846
Net change	–	–	–	(5)	(5)	(10)	4	2	6	(12)	12	–	(4)

Security and Safety Section

International staff: decrease of 4 posts (conversion of 1 post at the P-2 level to National Professional Officer and 3 posts in the Field Service to the national General Service)

National staff: increase of 1 post (abolishment of 3 posts (1 National Professional Officer and 2 national General Service) and conversion of 1 post at the P-2 level to National Professional Officer and 3 posts in the Field Service to the national General Service)

127. In line with the Mission's nationalization strategy aimed at building the capacities of national personnel in the context of the Mission's transition, it is proposed that one post of Associate Security Officer (P-2) be converted to one post of Associate Security Officer (National Professional Officer), and three posts of Security Officer (Field Service) to three posts of Field Security Assistant (national General Service).

128. It is proposed that one post of Associate Security Coordination Officer (National Professional Officer) and two posts of Field Security Guard (national General Service) based in Kalemie be abolished. The posts were retained after the closing of the Kalemie field office in June 2022 to provide security services to the residual team. In view of the fact that provisions have been made in the 2023 locally cost-shared security budget for increased security capacities in Kalemie, the posts will no longer be needed.

Finance and Budget Section

International staff: decrease of 1 post (conversion of 1 post at the P-3 level to National Professional Officer)

National staff: increase of 1 post (conversion of 1 post at the P-3 level to National Professional Officer)

129. In line with the Mission's nationalization strategy aimed at building the capacities of national personnel in the context of the Mission's transition, it is proposed that one post of Finance and Budget Officer (P-3) be converted to one post of Finance and Budget Officer (National Professional Officer).

Engineering Section

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

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

United Nations Volunteers: no change (conversion of 2 positions of international United Nations Volunteer to national United Nations Volunteer)

130. In line with the Mission's nationalization strategy aimed at building the capacities of national personnel in the context of the Mission's transition, it is proposed that one post of Engineering Technician (Field Service) be converted to one post of Engineering Assistant (national General Service), and two positions of Engineer (international United Nations Volunteer) to two positions of Engineer (national United Nations Volunteer).

Aviation Section

International staff: decrease of 2 posts (conversion of 1 post at the P-2 level to National Professional Officer and 1 post in the Field Service to the national General Service)

National staff: increase of 2 posts (conversion of 1 post at the P-2 level to National Professional Officer and 1 post in the Field Service to the national General Service)

131. In line with the Mission's nationalization strategy aimed at building the capacities of national personnel in the context of the Mission's transition, it is proposed that one post of Associate Air Operations Officer (P-2) be converted to one post of Associate Air Operations Officer (National Professional Officer), and one post of Air Operations Assistant (Field Service) to one post of Air Operations Assistant (national General Service).

Acquisition Planning Cell

United Nations Volunteers: no change (conversion of 1 position of international United Nations Volunteer to national United Nations Volunteer)

132. In line with the Mission's nationalization strategy aimed at building the capacities of national personnel in the context of the Mission's transition, it is proposed that one position of Requisition Assistant (international United Nations Volunteer) be converted to one position of Requisition Assistant (national United Nations Volunteer).

Procurement Section

International staff: decrease of 1 post (conversion of 1 post at the P-3 level to National Professional Officer)

National staff: increase of 1 post (conversion of 1 post at the P-3 level to National Professional Officer)

133. In line with the Mission's nationalization strategy aimed at building the capacities of national personnel in the context of the Mission's transition, it is proposed that one post of Procurement Officer (P-3) be converted to one post of Procurement Officer (National Professional Officer).

Contract Management Section

United Nations Volunteers: no change (conversion of 1 position of international United Nations Volunteer to national United Nations Volunteer)

134. In line with the Mission's nationalization strategy aimed at building the capacities of national personnel in the context of the Mission's transition, it is proposed that one position of Contract Management Assistant (international United Nations Volunteer) be converted to one position of Contract Management Assistant (national United Nations Volunteer).

Centralized Warehouse

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

United Nations Volunteers: no change (conversion of 6 positions of international United Nations Volunteer to national United Nations Volunteer)

135. As the Regional Support Centre in Entebbe will assume additional representational functions for the Entebbe duty station with the Government of

Uganda, which are currently performed by MONUSCO, it is proposed that a post of Team Assistant (national General Service) be abolished.

136. In line with the Mission's nationalization strategy aimed at building the capacities of national personnel in the context of the Mission's transition, it is proposed that two positions of Property Control and Inventory Cell Assistant (international United Nations Volunteer) be converted to two positions of Property Control and Inventory Cell Assistant (national United Nations Volunteer), two positions of Integrated Warehouse Assistant (international United Nations Volunteer) to two positions of Integrated Warehouse Assistant (national United Nations Volunteer), one position of Receiving and Inspection Assistant (international United Nations Volunteer) to one position of Receiving and Inspection Assistant (national United Nations Volunteer), and one position of Assets Management Assistant (international United Nations Volunteer) to one position of Assets Management Assistant (national United Nations Volunteer).

Movement Control Section

International staff: decrease of 1 post (conversion of 1 post at the P-3 level to National Professional Officer)

National staff: increase of 1 post (conversion of 1 post at the P-3 level to National Professional Officer)

United Nations Volunteers: no change (conversion of 2 positions of international United Nations Volunteer to national United Nations Volunteer)

137. In line with the Mission's nationalization strategy aimed at building the capacities of national personnel in the context of the Mission's transition, it is proposed that one post of Movement Control Officer (P-3) be converted to one post of Movement Control Officer (National Professional Officer), and two positions of Movement Control Assistant (international United Nations Volunteer) to two positions of Movement Control Assistant (national United Nations Volunteer).

II. Financial resources

A. Overall

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

Category	Expenditure (2021/22)	Apportionment (2022/23)	Cost estimates (2023/24)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	31 519.3	29 658.2	30 344.4	686.2	2.3
Military contingents	399 053.3	414 670.5	428 525.1	13 854.6	3.3
United Nations police	25 314.9	24 681.7	23 996.6	(685.1)	(2.8)
Formed police units	41 049.7	41 717.4	55 777.2	14 059.8	33.7
Subtotal	496 937.2	510 727.8	538 643.3	27 915.5	5.5
Civilian personnel					
International staff	143 728.7	148 802.5	140 525.2	(8 277.3)	(5.6)
National Professional Officer	22 326.9	25 419.6	25 574.1	154.5	0.6
National General Service staff	62 667.7	63 465.8	62 563.5	(902.3)	(1.4)
United Nations Volunteers	22 340.5	22 688.8	21 880.0	(808.8)	(3.6)
General temporary assistance	6 070.0	5 279.2	4 344.8	(934.4)	(17.7)
Government-provided personnel	3 104.2	3 110.9	3 341.8	230.9	7.4
Subtotal	260 238.0	268 766.8	258 229.4	(10 537.4)	(3.9)
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	250.2	584.8	608.1	23.3	4.0
Official travel	4 385.7	4 558.3	4 897.2	338.9	7.4
Facilities and infrastructure	57 661.2	45 609.7	56 753.1	11 143.4	24.4
Ground transportation	17 407.3	10 579.9	9 234.4	(1 345.5)	(12.7)
Air operations	95 745.6	99 676.1	118 841.6	19 165.5	19.2
Marine operations	1 264.0	690.0	910.0	220.0	31.9
Communications and information technology	40 533.2	39 824.6	41 248.9	1 424.3	3.6
Medical	2 208.1	2 237.4	1 973.5	(263.9)	(11.8)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	40 845.9	45 764.5	45 622.9	(141.6)	(0.3)
Quick-impact projects	1 380.0	1 250.0	1 250.0	—	—
Subtotal	261 681.2	250 775.3	281 339.7	30 564.4	12.2
Gross requirements	1 018 856.4	1 030 269.9	1 078 212.4	47 942.5	4.7
Staff assessment income	26 798.9	27 225.2	27 329.1	103.9	0.4
Net requirements	992 057.5	1 003 044.7	1 050 883.3	47 838.6	4.8
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 018 856.4	1 030 269.9	1 078 212.4	47 942.5	4.7

B. Non-budgeted contributions

138. The estimated value of non-budgeted contributions for the period from 1 July 2023 to 30 June 2024 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	18 248.8
Total	18 248.8

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

C. Efficiency gains

139. The cost estimates for the period from 1 July 2023 to 30 June 2024 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Facilities and infrastructure: petrol, oil and lubricants	210.0	Reduction in fuel consumption by generators (170,000 litres) as a result of the installation of photovoltaic farms in Bunia and Beni
Total	210.0	

D. Vacancy factors

140. The cost estimates for the period from 1 July 2023 to 30 June 2024 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2021/22</i>	<i>Budgeted 2022/23</i>	<i>Projected 2023/24</i>
Military and police personnel			
Military observers	25.0	23.0	23.0
Military contingents	6.5	2.1	4.7
United Nations police	30.3	26.4	30.6
Formed police units	12.7	12.8	–
Civilian personnel			
International staff	11.9	11.5	11.5
National staff			
National Professional Officers	7.3	6.0	8.3
National General Service staff	5.7	4.6	6.4
United Nations Volunteers			
International	6.4	5.0	6.1
National	21.4	9.1	–

<i>Category</i>	<i>Actual 2021/22</i>	<i>Budgeted 2022/23</i>	<i>Projected 2023/24</i>
Temporary positions ^a			
International staff	25.0	16.7	20.0
National Professional Officers	30.0	25.0	30.0
National General Service staff	2.2	0.7	2.2
Government-provided personnel	38.9	38.9	35.6

^a Funded under general temporary assistance.

141. The vacancy factors applied in the budget take into account the experience of the Mission to date and mission-specific circumstances in relation to the deployment of uniformed personnel and the recruitment of civilian staff. The assumptions considered for the vacancy factors include the current 12-month average vacancy rate, from January to December 2022, or the actual vacancy rate as at 31 December 2022, as well as the planned deployment of uniformed personnel. This is in line with the policy guidance provided to improve the accuracy and consistency of the vacancy factors applied in the proposed budgets for the 2023/24 period and to ensure that proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed reassignments and the establishment of new posts and positions.

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

142. Requirements for the period from 1 July 2023 to 30 June 2024 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$143,675,000, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		<i>Total</i>
	<i>Military contingents</i>	<i>Formed police units</i>	
Major equipment	66 155.0	12 001.1	78 156.1
Self-sustainment	60 137.0	5 381.9	65 518.9
Total	126 292.0	17 383.0	143 675.0

<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to the mission area			
Extreme environmental condition factor	3.1	1 October 2021	12 January 2021
Logistics and road condition factor	2.3	1 October 2021	12 January 2021
Hostile action or forced abandonment factor	5.9	1 October 2021	12 January 2021
B. Applicable to home country			
Incremental transportation factor	0.0–4.0		

F. Training

143. The estimated resource requirements for training for the period from 1 July 2023 to 30 June 2024 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	10.0
Official travel	
Official travel, training	679.4
Other supplies, services and equipment	
Training fees, supplies and services	652.6
Total	1 342.0

144. The number of participants planned for the period from 1 July 2023 to 30 June 2024, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2021/22</i>	<i>Planned 2022/23</i>	<i>Proposed 2023/24</i>	<i>Actual 2021/22</i>	<i>Planned 2022/23</i>	<i>Proposed 2023/24</i>	<i>Actual 2021/22</i>	<i>Planned 2022/23</i>	<i>Proposed 2023/24</i>
Internal	2 340	2 292	1 268	3 690	3 065	1 560	30 775	14 269	8 614
External ^a	20	159	144	2	33	85	10	14	4
Total	2 360	2 451	1 412	3 692	3 098	1 645	30 785	14 283	8 618

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

145. The planned training activities for the 2023/24 period consist of 341 courses for 3,057 civilian staff, which will continue to focus on ensuring that training is used as a tool for mandate implementation; increased compliance with mandatory training courses; and capacity-building of all categories of personnel in view of the continuous drawdown of the Mission. The training requirements for police and military personnel, including protection of civilians, child protection, conflict-related sexual violence and gender training, will be further reinforced through blended learning modalities (online and face-to-face) and the delivery of virtual training sessions for information-based courses. The Training Unit will continue to assist substantive sections in delivering training on the protection of civilians, human rights investigation and reporting, HIV/AIDS, and sexual exploitation and abuse. Particular attention will be given to mandatory training for managers related to the new approach in performance management in accordance with administrative instruction [ST/AI/2021/4](#) and the introduction of the new Values and Behaviours Framework. To maintain cost-effectiveness, the Mission will continue to prioritize the training of trainers to increase its in-house capacity and ensure that more staff members are trained using the Integrated Mission Training Centre trainers. On-the-job training, computer training, and coaching for managers, as well as supervisory and managerial training, will continue in the 2023/24 period. Certification training, including on dangerous goods and firearms certification, finance, procurement, supply chain, project management

and security, will continue to be prioritized, and participants are expected to share knowledge with other staff members. The Mission will continue to organize women's leadership programmes and entrepreneurship training. Learning and the upgrading of skills will continue in field offices and various locations through package training.

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

G. Official travel, non-training

147. The resource requirements for official travel, non-training, for the period from 1 July 2023 to 30 June 2024 are estimated at 4,217,800, as follows:

<i>Category</i>	<i>Number of person-trips planned</i>	<i>Amount (thousands of United States dollars)</i>	<i>Percentage of total budget 2022/23</i>	<i>Percentage of total budget 2023/24</i>
Travel within the mission area	5 148	2 996.6	0.3	0.3
Travel outside the mission area	249	1 221.2	0.1	0.1
Total	5 397	4 217.8		

148. The Mission's planned official travel in support of its mandate includes a range of travel within and outside the mission area for: (a) political engagement with national partners to support peace and security efforts in eastern Democratic Republic of the Congo; (b) external meetings on the Democratic Republic of the Congo, including with the Special Envoy for the Great Lakes, the African Union, the Security Council and the General Assembly; (c) missions to field offices to enhance coordination, conduct outreach, and facilitate political dialogue in hotspot areas; (d) meetings of the Human Rights Council, the annual meeting on the protection of civilians and conflict-related sexual violence, meetings with regional bodies such as SADC, the East African Community and the Nairobi peace process; (e) joint protection missions, joint assessment missions, investigation and fact-finding missions of violations of human rights and international humanitarian law, including conflict-related sexual violence, protection missions for victims and witnesses of serious human rights violations to sensitize them about judicial proceedings, field missions to support the implementation of the action plan on sexual and gender-based violence within FARDC and the Congolese National Police; (f) field mission visits to sectors and field offices for military observation, performance assessment tasks, inspection of camps and review of ammunition; (g) missions to undertake research and follow-up on command and control and the organization of armed groups, participation in workshops for information-sharing purposes on armed groups with relevant actors; field research in support of stabilization activities, and information management planning sessions; and (h) missions to conduct environmental awareness briefing of troop- and police-contributing countries, environmental inspections,

assessment of implementation of environmental requirements, airfields risk assessments, periodic inspections of engineering projects, transport infrastructure and systems, information technology technical support and maintenance of information technology and communications infrastructure, to verify contingents' equipment deployed by troop- and police-contributing countries and conduct physical assets verification of United Nations-owned equipment.

H. Disarmament, demobilization and reintegration

149. The estimated resource requirements for disarmament, demobilization and reintegration for the period from 1 July 2023 to 30 June 2024 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Facilities and infrastructure	
Construction, alteration, renovation and maintenance	200.0
Acquisition of engineering supplies	200.0
Ground transportation	
Petrol, oil and lubricants	25.0
Communications	
Public information and publication services	50.0
Medical	
Medical services	5.0
Supplies	20.0
Other supplies, services and equipment	
Rations	1 271.0
Freight	100.0
Total	1 871.0

150. In the 2023/24 period, MONUSCO, in close coordination with the United Nations country team, the contact and coordination group backed by the Office of the Special Envoy for the Great Lakes, donor partners, and targeted communities, will support the Government at the national and provincial levels for: (a) the implementation of civilian-led, rights- and community-based disarmament and demobilization processes, including community-based reinsertion projects, within the framework of the national disarmament, demobilization, community recovery and stabilization programme; (b) the disarmament and repatriation of foreign combatants and their dependants in accordance with applicable international law; and (c) the development and implementation of a community violence reduction programme to enable and complement the disarmament, demobilization and repatriation processes.

151. The Mission's priorities during the period will be to support the Government in: (a) implementing the national disarmament, demobilization, community recovery and stabilization programme through good offices, strategic engagement, technical advice, capacity-building, and coordination of the international community's support for reintegration, recovery and stabilization; (b) engaging targeted armed groups that present the greatest threat to civilians, to facilitate their negotiated surrender; (c) supporting the disarmament, demobilization and community-based reinsertion of Congolese combatants; and (d) disarming, providing transitional support to and

repatriating foreign combatants and their dependants to their home country in close coordination with the contact and coordination group and the Special Envoy for the Great Lakes.

152. The Mission will continue to operate five main transit centres, in Beni, Bunia, Goma, Bukavu and Uvira, and three secondary transit camps, in Kiwanja, Nyanzale and Kitshanga, to process voluntarily disengaged members of foreign and Congolese armed groups. The Mission will maintain readiness to deploy up to four tent-based temporary disarmament and demobilization camps with a 200-person capacity each that can be moved to new locations as the situation demands, in close coordination with the coordination structures of the national and provincial disarmament, demobilization, community recovery and stabilization programme.

I. Mine detection and mine-clearing services

153. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2023 to 30 June 2024 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	3 568.2

154. Explosive ordnance, including improvised explosive devices, continues to pose a threat to the safety and security of MONUSCO peacekeepers and the local population. In the 2023/24 period, the Mission will continue to address the threat posed by explosive hazards through: (a) survey, clearance and disposal of explosive hazards in response to alerts made by communities in the conflict-affected areas of North Kivu, South Kivu and Ituri; (b) the provision of improvised explosive device threat mitigation support and risk awareness; (c) assessment and destruction of unserviceable, obsolete or surplus ammunition for military contingents and formed police units; (d) clearance of MONUSCO camps prior to their handover to the Government or the United Nations country team; (e) awareness-raising sessions for the Mission's civilian and uniform staff on the explosive ordnance threat; (f) provision of quality assurance and control in support of national capacity to address the threat of explosive ordnance; and (g) destruction of unsafe or unserviceable weapons and ammunition, including ammunition stockpiles of FARDC and the Congolese National Police, and ammunition surrendered during the disarmament, demobilization, repatriation, reintegration and resettlement process.

J. Other programmatic activities

155. The estimated resource requirements for other programmatic activities for the period from 1 July 2023 to 30 June 2024 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Proposed amount</i>
Confidence-building	492.0
Community stabilization projects	353.0
Community violence reduction	3 000.0
Human rights	728.0
Peace consolidation and transitional reinsertion support package	615.0
Rule of law/security institutions	2 958.0
Security sector reform	1 460.0
Women and peace and security	480.0
Small arms and light weapons management	800.0
Arms embargo	800.0
Total	11 686.0

156. The proposed resources for programmatic activities in the 2023/24 period will support mandate implementation in the areas of institutional reform, including security institutions and the rule of law; human rights; and support for stabilization and the protection of civilians. Overall, MONUSCO will focus its programmatic activities on areas and programmes that support an effective and responsible transition and that build the foundation for the eventual and sustainable withdrawal of the Mission.

157. In the area of protection of civilians, the Mission will focus on building the capacity of the Government and local communities to improve and manage their own protection and make progress in the efforts to combat impunity and in the promotion of human rights to improve the protective environment and deter acts of violence. To this end, a programme will be implemented to promote community-based protection through strengthened locally and nationally owned early warning and alert systems and through enhanced participatory security governance at the community level that encourages the active participation of women and young people and supports civil society organizations in their role of advancing democratic governance. The Mission will ensure the consolidation and local appropriation of the early warning and response systems, which will involve joint efforts between the United Nations and the Government to implement the joint transition plan and progress towards the benchmarks. The Mission will focus on the dissemination of the joint transition plan among civil society organizations, with a focus on women and young people, and advocate for their participation in established structures. The Mission will also collect and analyse data on local perceptions of security, justice and social cohesion as well as stabilization and peace consolidation efforts to inform the progress of activities and trends and to enable joint analysis and decision-making (\$382,000).

158. In support of the national disarmament, demobilization, community recovery and stabilization programme, the Mission, in cooperation with the country team and national and international partners, will build the capacity of provincial authorities, youth groups, women's associations, local governance structures and traditional leaders to create an enabling environment for a community-driven, inclusive, gender-sensitive and decentralized programme. The project will focus on areas with an expected high number of returning ex-combatants (\$110,000).

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

conflicts in Ituri, North Kivu and South Kivu, with a focus on addressing major conflict drivers and the root causes of conflict. MONUSCO will continue to reinforce the capacity of civil society organizations, including citizen movements and women's and youth organizations, and ensure the meaningful participation of women-led organizations in advancing democratic governance; contribute to the widening of the democratic space; develop and implement the peace and security agenda; and conduct sensitization and information sessions to promote reconciliation and social cohesion to help build confidence and manage anti-MONUSCO sentiments (\$353,000).

160. The Mission will continue its community violence reduction programme in Ituri, North Kivu and South Kivu to support communities in improving social cohesion, local dialogue, building resilience and livelihoods, thereby reducing incentives to join armed groups. The programme, operating in support of the national disarmament, demobilization, community recovery and stabilization programme or other government-led disarmament, demobilization and reintegration programmes, will focus on communities where demobilized combatants are returning or where armed groups are operating. The programme will support disengaged combatants, vulnerable youth and other vulnerable community members and prevent their recruitment into armed groups (\$3,000,000).

161. The Mission will also implement a programme aimed at supporting national institutions on transitional justice, the efforts to combat impunity, and the protection of victims of human rights violations, including victims of conflict-related sexual violence and gender-based violence, and ensuring accountability for serious human rights violations. The programme will continue to support the implementation by the Government of a national transitional justice strategy to promote truth and reconciliation and to respond to past crimes through effective accountability mechanisms, reparations for victims and safeguards against the reoccurrence of violations. The programme will build the capacity of security and defence forces, civil society organizations, local communities and other key stakeholders to protect human rights, as well as prevent and promote effective accountability for human rights violations. The Mission will help to promote national consultations at the provincial and national levels to enhance the inclusivity and ownership of the transitional justice process (\$728,000).

162. In the light of the joint transition plan, the Mission will continue to support the roll-out of the humanitarian-peace-development nexus approach, building on the Mission's achievements and ensuring the continuity of United Nations support for provincial authorities in Tanganyika to further enhance peacebuilding efforts. The Mission will implement activities in the context of the provincial transition plan, including activities related to early warning and conflict resolution (\$615,000).

163. The Mission will continue its efforts to combat impunity through logistical, technical and financial support for military and civilian justice authorities for the investigation and prosecution of war crimes, crimes against humanity and grave human rights violations, including sexual violence and the recruitment and use of children, in Ituri, North Kivu and South Kivu. The Mission will continue to invest in programmes that reinforce the rule of law and strengthen the capacity of national security institutions. This includes support for the strengthening of the civilian justice system, including the reinforcement of the criminal justice chain in Ituri, North Kivu and South Kivu through training, mobile court hearings and the inspection of judicial courts, prosecution offices and prisons. The Mission will also continue to support the Government in the implementation of the national justice reform policy through the Joint Justice Reform Support Programme. In the context of the transition, the Mission will continue to work towards the gradual transfer of its tasks related to the fight against impunity and the reinforcement of the justice institutions to the United Nations country team and the Government (\$693,000).

164. The Mission will continue its support to the Congolese National Police on the implementation of priority projects enclosed in the police reform action plan (2020–2024). This includes the fight against urban criminality through the Integrated Operational Strategy for the Fight against Insecurity, with targeted training sessions on community-oriented policing, including counter-radicalization awareness sessions for police officers and the population; and the provision of logistical support and the renovation of infrastructure to improve the operational capabilities of police officers to tackle the root causes of insecurity and address the lack of trust between the civilian population and the national police. The Mission will also focus on the professionalization of specialized units. Projects will include the training of police officers on investigating techniques, serious and organized crime, the fight against sexual and gender-based violence crimes, forensic techniques, crowd control and public order management without the use of lethal force, community policing and intelligence; the training of the mining police and the border police; the training of police officers from the Inspectorate General of the Congolese National Police on audit and accountability; and the training of trainers. The United Nations police will provide logistical support to specialized units, including forensics, the mobile intervention group and the national intervention brigade, and to urban police stations to ensure the sustainable transfer of MONUSCO tasks to the Congolese authorities. The Mission will also refurbish premises, including the police training school and the police academy, and will support the establishment of new police buildings, posts and police stations in order to reinforce the presence of the State in eastern Democratic Republic of the Congo (\$1,750,000).

165. The Mission will continue to support penitentiary reform. One programme will support the improvement of security in prisons, in particular the finalization of the upgrade of the Kabare prison to a medium security level prison, to help to contain external attacks by armed groups through better and more secure infrastructure, including improved security and surveillance systems; reduction of overcrowding through prisoner transfers and reinforcement of the case flow and by addressing prolonged pretrial detention; and improvement of basic conditions to reduce the potential for internal security incidents and prison breaks. A programme will support the national prison reform process and will include strengthening of the managerial and operational capacity of national prison authorities, in particular those managing children in conflict with the law, the continuation of food security initiatives and the implementation of a strategic communication plan (\$515,000).

166. A programme will provide support to the parliamentary defence and security commissions on oversight and control, through capacity-building sessions for members of the commissions on security sector governance and the budgeting cycle, and training for the administrative support staff of the two commissions on security sector reform and related topics. A programme will support the professionalization of FARDC and the Congolese National Police through the rehabilitation of facilities and the provision of equipment, audit, human resources management and training; support the recruitment of young women into the army; support the army reform evaluation process; support the reinforcement of the military and police internal control mechanisms; support the implementation by FARDC of the code of ethics and conduct project; and support the military and police training strategies, especially the training of new recruits. A programme will support the full, meaningful and increased participation of women within security institutions through sensitization sessions on the participation of women; continued advocacy for a recruitment strategy for women in security institutions; and mentoring sessions for women from security institutions. A programme will reinforce civil society organizations through training on security sector reform, consensus-building and civic projects, a workshop on security sector governance, and surveys on the public perception of the security sector in Ituri, North Kivu and South Kivu (\$1,460,000).

167. In line with the women and peace and security agenda as well as with efforts to improve the protection of civilians, the Mission will provide support to a women's mediators network in Ituri, North Kivu and South Kivu in an effort to restore confidence among various actors, including youth organizations, pressure groups, religious and community leaders, political and economic actors, FARDC, the Congolese National Police and the international community; and empower women to contribute to security, social cohesion and development in Ituri, North Kivu and South Kivu. In view of the continuing high level of intercommunal violence in Ituri, the Mission will also provide support to a political dialogue process in the area, specifically in Djugu, Irumu and Mambasa ahead of the 2023 elections (\$480,000).

168. Lastly, a programme will support the Government's efforts to control small arms and light weapons through specialized weapons and ammunition management training for national security forces; weapons marking and registration; improved storage in specialized weapon safes in areas affected by armed conflict; and sensitization of national defence and security forces about their responsibility and accountability in properly and accurately managing their weapons and ammunition resources (\$800,000). In addition, a programme will be aimed at reducing the threat posed by armed groups and improving the protective environment through monitoring and tracking, with the intent of disrupting ongoing trafficking and illegal circulation of arms and related equipment used by armed groups into and within the Democratic Republic of the Congo (\$800,000).

K. Quick-impact projects

169. The estimated resource requirements for quick-impact projects for the period from 1 July 2023 to 30 June 2024, 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 2021 to 30 June 2022 (actual)	1 380.0	35
1 July 2022 to 30 June 2023 (approved)	1 250.0	43
1 July 2023 to 30 June 2024 (proposed)	1 250.0	43

170. The proposed resource requirements for the 2023/24 period will remain at the level appropriated for the 2022/23 period. This will allow the Mission to leverage the sustained engagement with local communities to increase understanding and acceptance of the Mission's mandate. The implementation of the quick-impact projects will take into account the transition of the Mission and will provide opportunities for increased collaboration and synergies with national counterparts and the United Nations country team to ensure that the projects initiated by the Mission are relevant to long-term peace and stability in the Democratic Republic of the Congo. The implementation of quick-impact projects will continue to be an effective confidence-building tool shared between the Congolese population and MONUSCO through the joint design and execution of projects that address the immediate needs of communities in areas where MONUSCO has established a presence. Quick-impact projects have had a positive impact at the community level and have increased the level of trust between the population and the authorities and between the population and the Mission.

171. In the 2023/24 period, the quick-impact projects will continue to include the provision of lighting through the installation of solar panels for markets and key public areas; the construction or rehabilitation of critical health centres, school

buildings and water points; the construction and provision of equipment to vocational training centres; bridge repairs; and the rehabilitation of Congolese National Police stations or outposts and administration buildings.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military observers	\$686.2	2.3%

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

173. The increased requirements are due to a higher “after 30 days” mission subsistence allowance rate of \$145 per day in the 2023/24 period compared with \$138 per day in the 2022/23 period.

	<i>Variance</i>	
Military contingents	\$13 854.6	3.3%

• **External: change in prices**

174. The increased requirements are due to: (a) an increase in the daily cost of rations from \$5.62 per person per day in the 2022/23 period to \$8.17 per person per day in the 2023/24 period; (b) an increase in warehousing and delivery costs under a new rations contract; (c) the higher cost of the long-term charter for the emplacement, rotation and repatriation of troops; (d) the application in the 2023/24 period of a higher standard rate of reimbursement of \$1,448 per person per month (from \$1,428) approved by the General Assembly in resolution [76/276](#); (e) the application in the 2023/24 period of a higher rate of recreational leave allowance of \$11.50 per day (from \$10.50 per day) approved by the Assembly in resolution [76/274](#); (f) the reimbursement of an amount of \$4.90 per person per month for costs related to mandatory predeployment COVID-19 testing approved by the Assembly in resolution [76/276](#); and (g) higher requirements for contingent-owned self-sustainment equipment due to improved performance compared with standards set in the memorandums of understanding.

175. The increased requirements are offset in part by higher projected deductions in the 2023/24 period for absent or non-functional contingent-owned equipment against troop reimbursement compared with the 2022/23 period; a reduction in the amount of contingent-owned equipment to be deployed, rotated and repatriated, and in particular the discontinuation of a one-time provision in the 2022/23 period for the deployment of water boring equipment, equipment for explosive ordnance disposal, and engineering equipment; and decreased requirements for major contingent-owned equipment due to the application of a higher deduction for non-functional equipment.

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

	<i>Variance</i>	
United Nations police	(\$685.1)	(2.8%)

• **Management: reduced deployment of police personnel**

176. The reduced requirements are due to a reduction in the proposed average number of United Nations police to be deployed from 435 in the 2022/23 period to 410 in the 2023/24 period. The proposed delayed deployment factor for the 2023/24 period is 30.6 per cent, compared with an approved delayed deployment factor of 26.4 per cent in the 2022/23 period.

177. The reduced requirements are offset in part by a higher “after 30 days” mission subsistence allowance rate of \$145 per day in the 2023/24 period compared with \$138 per day in the 2022/23 period.

	<i>Variance</i>	
Formed police units	\$14 059.8	33.7%

• **Management: increased deployment of police personnel**

178. The increased requirements are due to: (a) the deployment of 180 additional formed police personnel and their equipment in support of five existing units; (b) an increase in the daily cost of rations from \$5.98 per person per day in the 2022/23 period to \$9.76 per person per day in the 2023/24 period; (c) an increase in warehousing and delivery costs under a new rations contract; (d) the higher cost of the long-term charter; (e) the application in the 2023/24 period of a higher rate of reimbursement of \$1,448 per person per month (from \$1,428) approved by the General Assembly in resolution [76/276](#); and (f) the reimbursement of an amount of \$4.90 per person per month for costs related to mandatory predeployment COVID-19 testing approved by the Assembly in resolution [76/276](#).

179. The proposed delayed deployment factor for the 2023/24 period is zero per cent, compared with an approved delayed deployment factor of 12.8 per cent in the 2022/23 period. The additional formed police personnel are proposed to be deployed in the context of recurring attacks against mission personnel, assets and premises and would include 45 persons deployed in Goma, 45 in Bunia, 50 in Beni and 40 in Bukavu.

	<i>Variance</i>	
International staff	(\$8 277.3)	(5.6%)

• **Management: decrease in the monthly common staff costs**

180. The reduced requirements are due to the application of a lower common staff costs rate of 84.1 per cent based on expenditure trends compared with a rate of 91.3 per cent applied in the approved budget for the 2022/23 period, the abolishment of 4 posts and the conversion of 16 international posts to national posts, offset in part by the establishment of 3 posts.

	<i>Variance</i>	
National Professional Officer	\$154.5	0.6%

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

181. The increased requirements are due to the conversion of 11 international posts in the Professional category to posts of National Professional Officer and the establishment of 1 post, offset in part by a higher proposed vacancy rate of 8.3 per

cent in the 2023/24 period compared with an approved rate of 6.0 per cent in the 2022/23 period and the abolishment of two posts.

	<i>Variance</i>	
National General Service staff	(\$902.3)	(1.4%)

• **Management: increase in the vacancy rate**

182. The reduced requirements are due to a higher proposed vacancy rate of 6.4 per cent in the 2023/24 period compared with an approved vacancy rate of 4.6 per cent in the 2022/23 period and a lower number of national General Service staff working in areas that qualify for danger pay.

	<i>Variance</i>	
United Nations Volunteers	(\$808.8)	(3.6%)

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

183. The reduced requirements are due to the conversion of 16 positions of international United Nations Volunteer to national United Nations Volunteer; and a higher proposed vacancy rate of 6.1 per cent for international United Nations Volunteers in the 2023/24 period compared with an approved vacancy rate of 5 per cent in the 2022/23 period.

	<i>Variance</i>	
General temporary assistance	(\$934.4)	(17.7%)

• **Management: removal of provision for Umoja implementation**

184. The reduced requirements are attributable to the discontinuation in the 2023/24 period of the Mission's share of allocated costs for the general temporary assistance related to activities for the Umoja supply chain implementation support project that were charged to mission budgets during a transitional period.

	<i>Variance</i>	
Government-provided personnel	\$230.9	7.4%

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

185. The increased requirements are due to a higher "after 30 days" mission subsistence allowance rate of \$145 per day in the 2023/24 period compared with \$138 per day in the 2022/23 period; and a lower proposed vacancy rate of 35.6 per cent in the 2023/24 period compared with an approved rate of 38.8 per cent in the 2022/23 period.

	<i>Variance</i>	
Official travel	\$338.9	7.4%

• **Management: increased inputs and outputs**

186. The increased requirements are due to an increase in regional diplomacy and engagements aimed at defusing tensions in the context of the Luanda road map and supporting regional political initiatives related to the demobilization and disarmament of Congolese and foreign armed groups in the context of the Nairobi process; increased engagement at the provincial level with Congolese authorities and civil society actors; the need to strengthen strategic partnerships with multilateral partners

in the context of the transition; an increase in some standardized travel rates; and a return to normalcy after two years of restricted international engagements in connection with the COVID-19 pandemic.

	<i>Variance</i>	
Facilities and infrastructure	\$11 143.4	24.4%

• **Management: increased inputs and outputs**

187. The increased requirements are due to: (a) the inclusion of a provision for the payment of claims to troop- and police-contributing countries for ammunition expended by their contingents and units while conducting military and police exercises in the Democratic Republic of the Congo; (b) the acquisition and installation of 570 security cameras, including 170 cameras in Beni, 110 in Bunia, 210 in Bukavu and 80 in Uvira, to help to protect MONUSCO personnel and premises in eastern Democratic Republic of the Congo, which was rendered necessary by an increasingly volatile security environment and anti-MONUSCO sentiments; (c) a higher average price of fuel of \$1.236 per litre for diesel and \$1.165 per litre for kerosene in the 2023/24 period compared with \$0.860 per litre for diesel and \$0.838 per litre for kerosene in the 2022/23 period; (d) an increase in operations and maintenance fees for the fuel contract; (e) construction projects for the planned relocation of a level II hospital from Bukavu to Kavumbu, which is closer to the troops' location, and the construction of an integrated warehouse in Bukavu as a result of the reduction of the Mission's footprint in Goma; (f) the acquisition of equipment and supplies for the upgrade of MONUSCO premises in line with standards established by the Department of Safety and Security for premises security and with the requirements of the Force; and (g) the upgrade and renovation of permanent and temporary operating bases and other military and police facilities.

	<i>Variance</i>	
Ground transportation	(\$1 345.5)	(12.7%)

• **Management: reduced inputs and outputs**

188. The reduced requirements are due to a reduction in the acquisition of vehicles because a significant number of vehicles were replaced in the past three periods; and efforts to extend the life expectancy of vehicles through a robust maintenance programme.

189. The reduced requirements are offset in part by a higher average price of diesel of \$1.236 per litre in the 2023/24 period compared with \$0.860 per litre in the 2022/23 period; and an increase in operations and maintenance fees for the fuel contract.

	<i>Variance</i>	
Air operations	\$19 165.5	19.2%

• **Management: increased inputs and outputs**

190. The increased requirements are due to: (a) higher fixed costs for civilian utility helicopters and fixed-wing aircraft based on market prices; (b) a higher average price of jet fuel of \$1.139 per litre in the 2023/24 period compared with \$0.830 per litre in the 2022/23 period; (c) an increase in operations and maintenance fees for the fuel contract; (d) the establishment of a new contract for airport handling services that includes airside operations management, aircraft towing, aircraft marshalling, aircraft wing walking, passenger handling, baggage handling, aircraft cargo loading and offloading and dangerous goods handling; (e) the cost of maintenance services for

four airport weather advisory systems for Goma, Bunia, Beni and Bukavu acquired in the 2022/23 period; and (f) the demobilization and mobilization costs related to a new contract for the unmanned aerial systems.

	<i>Variance</i>	
Marine operations	\$220.0	31.9%

- **External: change in prices**

191. The increased requirements are due to the increase in the price of sea containers as a result of the global shortage of containers.

	<i>Variance</i>	
Communications and information technology	\$1 424.3	3.6%

- **Management: increased inputs and outputs**

192. The increased requirements are due to the replacement of communications and information technology equipment, including laptops, desktops, uninterruptible power supply units, microwave links and tetra radios, that is past life expectancy and no longer supported by the manufacturers, thereby exposing the Mission's network to risks of cybersecurity attacks; and an increase in outreach activities to counter an aggressive and well-orchestrated disinformation campaign, and in support of the participation of women and young people as voters and as candidates in the 2023 elections.

	<i>Variance</i>	
Medical	(\$263.9)	(11.8%)

- **Management: reduced inputs and outputs**

193. The reduced requirements are due to lower requirements for supplies related to the COVID-19 pandemic, such as hand sanitizer, as a result of the general subsiding of the disease; and to sufficient stock levels of vaccines.

194. The reduced requirements are offset in part by the acquisition of incinerators and compactors for the Mission's environmental waste management system as part of the MONUSCO investment in environmentally friendly technologies to reduce its environmental footprint.

	<i>Variance</i>	
Other supplies, services and equipment	(\$141.6)	(0.3%)

- **Management: reduced inputs and outputs**

195. The reduced requirements are due to reduced requirements for mine action because of the discontinuation of a one-time provision in the 2022/23 period for the acquisition of specialized improvised explosive device disposal equipment; and for other freight and related costs because services related to passenger and baggage handling, aircraft cargo loading and offloading, and dangerous goods handling are now budgeted under air operations services as part of a new contract covering all airport handling services.

196. The reduced requirements are offset in part by increased requirements for new programmatic activities related to security sector reform; and due to the global increase in freight costs.

IV. Actions to be taken by the General Assembly

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

- (a) Appropriation of the amount of \$1,078,212,400 for the maintenance of the Mission for the 12-month period from 1 July 2023 to 30 June 2024;
- (b) Assessment of the amount in subparagraph (a) above at a monthly rate of \$89,851,033 should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 76/274 and 76/284, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 76/274)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Requests the Secretary-General to improve comprehensive oversight of the activities of peacekeeping missions and implement the recommendations of relevant oversight bodies in this regard to avoid deficiencies in management and related economic losses, with the aim of ensuring full compliance with the Financial Regulations and Rules of the United Nations (para. 17).	<p>In order to improve the comprehensive oversight of its activities and implement the recommendations issued by oversight bodies, the Mission has an established Audit Response Unit, which actively follows up on all open recommendations. This monitoring ensures that recommendations are implemented before or within the targeted dates set by the oversight bodies. In addition, the Mission reports to the Office of Internal Oversight Services (OIOS) on the status of implementation of open recommendations every six months. OIOS has an automated system within its recommendations tracking database that reminds the mission audit focal points of open recommendations requiring action. The active monitoring of the recommendations by the Mission through the Audit Response Unit ensures full compliance with the Financial Regulations and Rules of the United Nations.</p> <p>The Mission implemented 8 of 11 recommendations issued by OIOS targeted for implementation by 31 December 2021. Of 31 prior fiscal year recommendations of the Board of Auditors accepted by management, 29 were implemented, 1 was overtaken by events and 1 remains open.</p>

Also requests the Secretary-General to further enhance budget transparency by including, in his next budget reports, information about substantial justifications for all post changes and increased operational costs, as well as a breakdown between the resources requested for National Professional Officers and National General Service staff (para. 18).

Expresses concern at the low rate of compliance with the advance purchase policy directive, and requests the Secretary-General to make stronger efforts to further enhance the rate of compliance with the advance purchase policy directive across all travel categories, taking into account the patterns and nature of official travel and the reasons for non-compliance by each department, office and field mission (para. 19).

Notes the increasing importance of efficient fuel management, given rising fuel prices globally and the deficiencies in missions' fuel management systems found by the Board of Auditors, and requests the Secretary-General to implement measures for more efficient fuel management in missions, including through the proper and consistent monitoring of fuel consumption across missions and strengthened monitoring of risks (para. 26).

Requests that future budget proposals demonstrate the scalability of mission support components, including their staffing and operational costs, be proportionate in relation to the changing level of other mission components and include standard indicators (para. 27).

MONUSCO will continue to provide information on all post changes and increased operational costs. The breakdown of requested resources between National Professional Officers and national General Service staff is provided in section II of the present report, on financial resources.

MONUSCO has been sensitizing all mission personnel with regard to the requirement to comply with the advance purchase policy through broadcasts and scrutinizes justifications for non-compliant submissions. Updated compliance rates are provided in the budget information pilot.

The Mission consistently monitors fuel consumption. It extracts consumption reports from the electronic fuel management system on a monthly basis and shares them with the sections to validate the consumption in accordance with operating conditions. For contingent-owned generators, the fuel is issued on the basis of actual consumption only. Furthermore, MONUSCO has implemented an electronic vehicle refuelling system, which is a pre-refuelling authorization for all vehicles in the Mission based on the actual distance travelled since the last refuelling.

The staffing of the Mission Support Division is impacted by the number of civilian and uniformed personnel, the geographic footprint and number of locations in the Mission, the potential for outsourcing in the mission environment, the state of national infrastructure and the operational tempo of the Mission. There is, however, a limit to scalability, as a certain capacity must be maintained regardless of the size of the support load.

Data for the past eight years indicate a strong correlation between the staffing of the Mission Support Division and the number of civilian and uniformed personnel. A similar trend is documented with regard to operational costs, which is, however, more dependent on the number of locations supported.

With regard to staffing, the scalability of mission support is clearly demonstrated by the fact that, since the 2014/15 period, the Mission has undertaken several staffing reviews, leading to a reduction in the ratio of mission support staff to substantive staff from 3.62:1 in the 2014/15 period to 1.39:1 in the 2022/23 period.

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

Recalls paragraph 23 of its resolution [66/264](#) and paragraph 82 of the report of the Advisory Committee, emphasizes the importance of efficient and agile staffing structures to support missions in the delivery of their mandates and to ensure the effectiveness of workforce planning, oversight and accountability, and encourages the Secretary-General to assure the continuous adaptation and optimization of the structures, including through civilian and security staffing reviews, with United Nations Headquarters participation, at least on a quadrennial basis (para. 28).

Also requests the Secretary-General to include justifications for temporary assignments of staff receiving special post allowances for more than one year, including the length of those assignments and the recruitment status of the related posts, in the context of all future budget proposals (para. 31).

The staffing reviews have also helped with the nationalization of posts, as the Mission Support Division nationalized a total of 105 posts between the 2014/15 period and the 2022/23 period, while the substantive components nationalized 41 posts.

With regard to operational costs, the scalability of mission support can be demonstrated by the fact that, since the 2014/15 period, the Mission has reduced its operational requirements, from \$431.6 million in the 2014/15 period to \$250.8 million in the 2022/23 period. The gradual scalability of the Mission's operational requirements was due to the closure of several field offices in an effort to reduce the Mission's footprint and to efficiencies realized in various areas.

Among the most significant reductions in the operational requirements are the reduction under official travel from \$9.5 million in the 2014/15 period to \$5.6 million in the 2022/23 period and, notwithstanding changes in prices, the reduction under fuel from \$90.5 million in the 2014/15 period to \$27.4 million in the 2022/23 period. In addition, the number of aircraft was gradually reduced from 53 in the 2014/15 period to 37 in the 2022/23 period and the number of individual contractors was reduced from 2,000 in the 2014/15 period to 1,115 in the 2022/23 period.

The Mission continuously reviews its staffing structure, taking into consideration the prevailing operational realities, vacancies, attrition rates and mandate delivery. Efforts are being made as part of the budget preparations to optimize staffing resources through effective workforce planning to ensure that the requisite skills are available at the right time and place.

Information on temporary assignments of staff receiving special post allowances for more than one year is reflected in the present report and its supporting documents. The required information is provided in the budget information pilot.

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. 33).

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements where applicable (para. 34).

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. 46).

Requests missions to take measures to ensure that temporary operating bases, when in use for more than 30 days, meet the relevant standards, with specific consideration to ensuring the welfare, safety, security and effectiveness of personnel, with due regard to efficient resource management, and consistent with the operational requirement (para. 52).

Recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 53).

Requests the Secretary-General to continue to build on lessons learned to improve the reliability, adaptability and cost-effectiveness of unmanned aerial and aircraft systems technologies (para. 54).

Of nine posts vacant for more than two years as of 30 April 2022, one post of Associate Security Officer (P-2) was abolished as of 30 June 2022, five posts were filled as of 31 December 2022 and three posts were at an advanced stage of the recruitment process.

Information on posts that have been vacant for 24 months or longer is reflected in the present report and its supporting documents.

A total of 17 international posts and positions as well as 16 positions of United Nations Volunteer are proposed to be nationalized in the 2023/24 period.

The use of consultants is being kept to a minimum. Consultant services are used to fill gaps for which no expertise is available in the Mission. All consultancies are based on expected deliverables and are limited in time. Core mission functions continue to be performed by staff members.

The Mission is continuously reviewing the force base infrastructure as part of the implementation of its mandate to protect civilians. This involves upgrading bases, including temporary operating bases, to ensure the safety and security of peacekeepers; providing new generation tents for the welfare of the personnel; and providing a robust field defence store to make the bases defensible against attacks with live ammunition by armed groups and against attacks by demonstrators using traditional weapons, stones, firebombs and other weapons.

MONUSCO continues to rely on the unmanned aerial systems to detect, identify and report on hostile elements in spite of the challenging operating environment. Adverse weather remains a challenge. Given that only one unmanned aerial vehicle can be sent out at a time (single tasking line), task execution depends on the cloud cover and proximity of thunderstorms to the planned flight path. The Mission is trying to overcome this problem by rerouting the vehicle around the clouds and thunderstorms when the weather is inclement.

The required information is provided in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations. With regard to MONUSCO, lessons learned have been implemented for the past five years in the context of contracts and letters of assist for the unmanned aerial systems and the airborne intelligence, surveillance and reconnaissance cell (which collates the intelligence collection demand and translates it

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

Also requests the Secretary-General to ensure that United Nations peacekeeping mission staff have the capacity to provide technical oversight of the use of unmanned aerial and aircraft systems technologies (para. 55).

Further requests the Secretary-General to provide in his future budget proposals for each mission, as appropriate, information regarding the mission's utilization trend of the services provided by the Regional Service Centre in Entebbe, Uganda, and the United Nations Logistics Base at Brindisi, Italy, and to provide in his reports an update on services provided to peacekeeping operations, including in aviation, stock deployment and procurement and any other services, as well as an update on efficiencies, improved outcomes and cost savings which have resulted from the provision of these services (para. 59).

into task requirements for the unmanned aerial vehicles). As an example, financial penalties for non-compliance with the contractual operational requirements are now included by default in every contract, based on lessons learned. In addition, the new unmanned aerial system and airborne intelligence, surveillance and reconnaissance cell strategy aims to develop a full end-to-end lessons learned process, including methodology, standards and annual reports, and the Mission is planning a seminar on lessons learned, to take place as part of the new strategy's implementation in the 2023/24 period.

The Mission has developed in-house knowledge and expertise in operationalizing and managing the technical aspects of the contract for the unmanned aerial systems. Day-to-day tasking and oversight are done by military mission controllers deployed in Beni, who serve as a coordination link between the Intelligence, Surveillance and Reconnaissance Cell and the operator on task objectives and expected outcomes. The Mission also ensures that the Chief of Intelligence, Surveillance and Reconnaissance has a background in intelligence surveillance and reconnaissance, which is vital for the strategic understanding of daily requirements of the unmanned aerial systems.

A revised service level agreement was developed which outlines the way in which the Regional Service Centre in Entebbe, Uganda, will continue to provide transactional services to the Mission and meet the Mission's requirements and how all parties will engage to provide effective support. The Centre will continue to provide support in the areas of finance, human resources, travel, organization of conferences, and other services such as telephone billing.

The United Nations Logistics Base at Brindisi, Italy, holds strategic and other stocks from which MONUSCO has acquired assets without going through the sometimes-lengthy procurement process. The Base also provided storage for MONUSCO; quality assurance review of MONUSCO gross demand and source plans; local procurement authority; and technical clearance for constructions and projects. It coordinates with other missions on the distribution of surplus inventories in the missions, which ensures the optimization of inventory holding. The Base allows the Mission to be responsive by quickly providing assets, saves the Mission from demurrage charges, allows lower stock levels and reduces the cost of acquisitions through its quality analysis.

Further requests the Secretary-General to ensure that partnerships and agreements with implementing partners are cost-effective and efficient in delivering the mandate according to the best practices and that the related arrangements are transparent (para. 70).

Reiterates its request to the Secretary-General to ensure that missions are responsible and accountable for the use of their programmatic funds, in line with relevant guidance and bearing in mind the specific context in which the missions operate, and requests the Secretary-General to further improve accountability and transparency by providing, in his next budget submissions and performance reports, detailed information on the programmatic activities of missions, including their expenditures and proposed amount per category of a breakdown of “other” programmatic activities and information on how those activities have contributed to the implementation of mission mandates, on the linkage to the mandates, on the implementing entities, on the performance by missions of appropriate oversight, and on the partnerships with host Governments, civil society, and regional and subregional organizations in implementing programmatic activities and the impact of these partnerships where applicable (para. 81).

Recalls the provisions of section XVIII of its resolution [61/276](#), recognizes the important role played by quick-impact projects in establishing and building confidence in missions, further recognizes the importance of conducting assessments of the quick-impact projects regularly, on their needs and impact as required in resolution [61/276](#), requests the Secretary-General to include the conducted assessments in his next reports, and also requests the Secretary-General to enhance their impact (para. 82).

Details are reported in the proposed budgets of the Regional Service Centre in Entebbe, Uganda, and the United Nations Logistics Base at Brindisi, Italy.

The process of selecting implementing partners involves an open call for tenders followed by careful evaluation according to a series of pre-set, transparent criteria, including managerial competence, cost, familiarity with client communities, and past record of collaboration with United Nations entities, among others. This selection process is designed to ensure that partnerships entered into are the most competitive and cost-effective options at the Mission’s disposal for the delivery of mandated tasks.

The present report includes detailed information on the proposed use of programmatic funding in support of key mandated tasks, including confidence-building; community stabilization projects; community violence reduction; human rights; peace consolidation and transitional reinsertion support; rule of law/security institutions; security sector reform; women and peace and security; small arms and light weapons management; and arms embargo.

The Mission’s programmatic activities are reflected in the results-based budgeting framework and fully aligned with its expected accomplishments and indicators of achievement; are linked to the mandate; and are regularly evaluated for their impact. Detailed information on programmatic activities is reflected in the present report and its supporting documents.

In the context of the Mission’s transition, programmatic activities are an important aspect of joint initiatives with the United Nations country team and the Government, in support of achieving the benchmarks of the joint Government-United Nations transition plan as well as the United Nations Sustainable Development Cooperation Framework.

An internal evaluation of the quick-impact programme was conducted in 2022. The evaluation found that, overall, stakeholders and beneficiaries were substantially appreciative of the outcomes of quick-impact projects. Among the factors contributing to this success, respondents cited the experience and community ties of implementing partners, as well as the solid engagement of local authorities. In terms of the main challenges that have hindered the delivery of and capitalization on quick-impact projects, the following were cited: the frequent inability of community partners to co-finance projects despite advance planning to do so; the limited durability of the projects beyond short-term benefits; administrative

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

Emphasizes the importance of adequate energy and waste management in order to minimize risk to people, societies and ecosystems, and requests the Secretary-General to intensify the efforts aimed at reducing the overall environmental footprint of missions, including through the implementation of environmentally responsible waste management and power generation systems, also working towards a potential positive legacy for host communities, in full compliance with the relevant regulations and rules (para. 83).

burdens that lead to persistent delays among the vast majority of projects; a lack of indicators and data gathering to monitor and evaluate projects; and inadequate communications about projects, which have limited the degree to which the Mission could leverage them for positive publicity. The Mission will closely follow up on the recommendations made in the evaluation in order to ensure the positive impact and sustainability of quick-impact projects.

The Mission is taking action to comply with the Department of Operational Support environmental policy for peacekeeping operations and special political missions of March 2022 in the area of reduction of greenhouse gas emissions and reduction in energy consumption; reduction in water consumption; and reduction of wasteful consumption and waste generation. In order to achieve its goal, the Mission has initiated some actions, including on:

(a) Renewable energy: the Mission has an approved energy infrastructure management plan and, as part of its implementation, has procured photovoltaic farms, which are being installed in Beni and Bunia. The Mission has also procured smaller-capacity photovoltaic hybrid systems, which are being installed in a few sites. The Mission is planning to connect more camps and sites, including Beni, Goma, Bukavu and Uvira, to the hydropower grid, and procurement actions have been initiated for this project;

(b) Solid waste management: MONUSCO has an approved waste management plan and, as part of its implementation, has a pilot project for the construction of a waste management yard in Kinshasa and the procurement of waste management equipment such as incinerators, shredders and bulb crushers for other locations to improve solid waste management practices. Procuring and operating more solid waste management equipment will help the Mission to improve and increase its in-house treatment capacity and reduce the volume of non-hazardous solid waste sent to landfills.

Information on environmental projects and the Mission's environmental management scorecard are reflected in the present report and its supporting documents.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

([A/76/760](#) and General Assembly resolution [76/274](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
<p>The Advisory Committee trusts that information on the outstanding payments for uniformed personnel and contingent-owned equipment, by mission, will be provided to the General Assembly during the consideration of the present report, and that updated information will be included in the missions' budget submissions and overview reports (para. 26).</p>	<p>Information on outstanding payments for uniformed personnel and contingent-owned equipment is reflected in the present report and its supporting documents. Reimbursement of the costs of troop and formed police personnel, as well as for contingent-owned equipment, has been made for the period up to 30 September 2022, in accordance with the quarterly payment schedule.</p>
<p>The Advisory Committee notes that the new mission subsistence allowance rates, established by the Secretariat and applied across the missions, are based on actual cost-of-living data collected by the International Civil Service Commission. The Committee further notes the significant variances of the rates among the missions, and therefore considers that, prior to the introduction of the new methodology, the analysis of the data used to determine the new allowances, along with the financial implications, should have been presented for the consideration of the Member States. Therefore, the Committee reiterates its recommendation that the General Assembly request the Secretary-General to present detailed information on the data and the methodology for the calculation and application of the rates of mission subsistence allowance, along with the financial implications, for the consideration of Member States in the next overview report and the individual mission budget submissions (para. 38).</p>	<p>Details on the methodology are reported in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations.</p>
<p>In the interest of clarity, the Advisory Committee reiterates its recommendation that the General Assembly request the Secretary-General to present, in future mission budgets, disaggregated numbers and related financial implications of United Nations Volunteer personnel by international and national categories. In view of their potential for national capacity-building, the Committee also trusts that future mission budgets will include more proposed national United Nations Volunteer positions, as appropriate (para. 53).</p>	<p>Disaggregated numbers and related financial implications are reported in section II of the present report, on financial resources. The Mission has proposed the conversion of 16 positions of international United Nations Volunteer to national United Nations Volunteer.</p>
<p>With a view to reducing travel costs, the Advisory Committee reiterates that where possible, advanced technology and remote training tools should be fully utilized and trips should be combined or undertaken with fewer travellers (see also A/73/779, paras. 16 and 18–19). The Committee further trusts that the provisions of ST/SGB/2009/9 will be consistently applied for</p>	<p>When possible, the Mission has planned for some approved external training that is not skill-based to be organized as internal and delivered to a larger number of participants either with consultants or through in-house trainers/subject matter experts and in virtual or online platforms for cost-effectiveness.</p>

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

travel of staff to attend internal conferences. The Committee looks forward to receiving disaggregated information on within-mission and outside-mission travel in future peacekeeping missions and overview reports (para. 55).

Detailed information on travel is reflected in the present report and its supporting documents.

The Advisory Committee reiterates its recommendation that the General Assembly request the Secretary-General to provide, in the next overview report and in the context of mission budget reports, detailed information on cost recovery, including, but not limited to, activities subject to cost recovery, mission-related human and financial resources utilized, classification of non-spendable and spendable revenue and the amount to be returned to Member States, as well as the use of the peacekeeping cost-recovery fund (para. 78).

Detailed information on cost recovery and on disaggregation of spendable funds which are reallocated to the mission account and non-spendable funds which are returned to Member States is reflected in the present report and its supporting documents. The recovery of the cost of services provided to non-MONUSCO entities is recorded in the revenue account in accordance with cost-recovery guidelines.

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

([A/76/760/Add.4](#) and General Assembly resolution [76/284](#))

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

Regarding the ... discontinuation of flights from Entebbe and the subsequent expansion and introduction of additional air services from Goma, the Advisory Committee reiterates its recommendation that the General Assembly request the Secretary-General to present for consideration in the context of the budget proposal for 2023/24 the cost-benefit analysis for the retention and the move of services from Entebbe, and details on the actual efficiency gains, including with respect to lump-sum payments for rest and recuperation, as well as further information and the associated costs of retaining the management of facilities and infrastructure in the Regional Service Centre in Entebbe. The Committee trusts that the aforementioned cost-benefit analysis will also address the impact, including financial, on other regional field missions (see also [A/75/822/Add.6](#), para. 41) (para. 23).

A detailed cost-benefit analysis for the retention and the move of services from Entebbe was prepared by the Mission before the decision was taken on lump-sum payments for rest and recuperation in lieu of continuing flights to Entebbe.

Until March 2020, the Mission operated nine flights per week between Goma and Entebbe. With the expansion of the Goma airport, the introduction of international direct flights from Goma, and the suspension of troop rotations through Entebbe, MONUSCO did an assessment, taking into consideration the number of staff eligible for rest and recuperation per duty station and the estimated number of rest and recuperation cycles that could be availed of per year. Based on this assessment, a decision was made to suspend flights for rest and recuperation purposes and instead put a system in place for payment of rest and recuperation travel.

The cancellation of rest and recuperation flights was one of the factors leading to a reduction in the 2021/22 period of one fixed-wing aircraft, which was released by the Mission, to the abolishment of posts in the Aviation and Movement Control Sections, to reduced requirements for aviation fuel and airport ground handling services, and to the cancellation of crew accommodation and catering services.

The Advisory Committee reiterates its view that proposed vacancy rates should be based, as much as possible, on actual rates. In cases in which the proposed rates differ from the actual rates, a clear justification should be provided in the proposed budget and related documents (para. 25).

The Advisory Committee ... reiterates its request that the Secretary-General ensure that vacant posts are filled expeditiously. The Committee stresses that the continuing requirement for posts that have been vacant for two years or longer should be reviewed and the posts proposed for either retention with rejustification or abolishment in subsequent budget proposals (see also General Assembly resolution [66/264](#)) (para. 26).

The discontinuation of flights to Entebbe and the subsequent expansion of air services in Goma had no impact on existing services provided by MONUSCO to its clients in the Entebbe Support Base, including to the Regional Service Centre in Entebbe. It should be noted that services provided by MONUSCO to clients in the Base are on a cost-sharing basis and have not changed after the decision to cancel flights for rest and recuperation for MONUSCO personnel. MONUSCO did a cost-benefit analysis relating to the cost of air transportation to Entebbe for rest and recuperation compared with the payment of a lump sum showing savings of about \$244,400. Additional indirect savings of \$1,715,000 were attributed to the discontinuation of the rental of one aircraft; of \$689,000 to the abolishment of posts; of \$340,000 to the reduction in ground handling services; and of 350,000 to the cancellation of aircrew accommodation and catering costs. The decision resulted in a reduction in flying hours for troop rotation and increased operational efficiencies for troop rotations, as Goma is the main theatre of operations for mission support and the Mission could intervene and resolve any operational issues with authorities and contractors in a timely manner. The decision also allowed the Mission to redeploy aircraft to focus on operations, as personnel had access to direct commercial flights from Goma to Entebbe for rest and recuperation. There was also an environmental benefit as the Mission reduced its carbon footprint.

The proposed vacancy rates for civilian personnel are based on the actual personnel deployment for the 2021/22 financial period and the first half of the 2022/23 period, as well as the historical pattern and projected deployments based on planning for the 2023/24 period. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions.

Of nine posts vacant for more than two years as of 30 April 2022, one post of Associate Security Officer (P-2) was abolished as of 30 June 2022, five posts were filled as of 31 December 2022 and three posts were at an advanced stage of the recruitment process.

Information on posts that have been vacant for 24 months or longer is reflected in the present report and its supporting documents.

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

The Advisory Committee recalls that national staff are considered critical and can perform insights-based engagement and monitoring and reiterates the importance of building national capacity, especially in view of the transition and drawdown of the Mission. The Committee trusts that future budget submissions will present more posts and positions proposed for nationalization, as operationally feasible ([A/75/822/Add.6](#), para. 47) (para. 28).

The Advisory Committee expresses concern about the management of unmanned aerial systems in the Mission and trusts that further information will be provided to the General Assembly during the consideration of the present report and that an update on efforts to address these challenges will be included in the next budget report (see also [A/75/822/Add.6](#), para. 35) (para. 32).

The Advisory Committee trusts that MONUSCO will continue to ensure that its quick-impact projects will benefit the local population, as intended, and without any duplication of the facilities and services provided. The Committee trusts that updated information on the projects, including locations, planning, implementation and assessment, will be presented in the context of the next proposed budget (para. 33).

Upon enquiry, the Advisory Committee was informed that MONUSCO continued to manage the Entebbe Support Base and provided support to: (a) MONUSCO in its supply chain function; (b) logistics and security services for all tenants at the Base, including the Regional Service Centre in Entebbe; and (c) other regional missions with regard to troop rotation and repatriation of human remains. Furthermore, MONUSCO would continue to rely on the Base and did not foresee any strategic changes to its operations.

The Advisory Committee considers that, as MONUSCO is a downsizing and transitioning mission, there is a need to present a comprehensive overview of the related operational and financial requirements in the next budget report (paras. 39–40).

A total of 17 international posts and positions as well as 16 positions of United Nations Volunteer are proposed to be nationalized in the 2023/24 period.

The tactical unmanned aerial systems provided through a commercial contract are managed strictly following the contractual stipulations. The most significant factor limiting the utilization of the systems is the frequent inclement weather in the area of operations. Nonetheless, the Mission collaborates closely with the contractor to ensure maximum utilization despite this limitation, and all indications are that the 2,000 hours threshold would be exceeded during the current contractual year.

The design of quick-impact project proposals and their eventual approval by quality assurance and review organs is based, first and foremost, on the extent to which they serve the needs of the concerned populations and help the Mission to advance its mandated priority tasks. Ample consideration during the design and approval processes is given to ensuring that projects do not duplicate other work undertaken by the Mission or external actors; rather, a key criterion for the approval of project proposals is their complementarity with parallel efforts, such as those of United Nations agencies or of local authorities. MONUSCO maintains an updated database of projects, including information as to their locations and implementation status.

An overview of the operational and financial requirements related to the Entebbe Support Base is included in the present report and its supporting documents.

Request/recommendation

The Advisory Committee trusts that detailed information on the implementation of energy efficiency projects will continue to be provided in future budget proposals, including the impact on fuel consumption (para. 41).

The Advisory Committee trusts that MONUSCO will pursue further efforts to enhance both gender and geographical representation, and that information thereon will be provided in future reports (para. 42).

Action taken to implement request/recommendation

The Mission is implementing energy efficiency projects in Beni and Bunia, where photovoltaic farms are being installed to reduce power consumption and greenhouse gas emission. The Mission has also procured smaller-capacity photovoltaic hybrid systems, which are being installed in a few sites, and is planning to connect more camps and sites to the hydropower grid. New LED systems are being installed and old air conditioners replaced with environmentally friendly ones to reduce energy consumption across the Mission.

As at 30 September 2022, the percentage of female international staff in MONUSCO was 32.8 per cent against a target of 42 per cent, as follows: D-2 (20 per cent); D-1 (30.8 per cent); P-5 (42.2 per cent); P-4 (32.4 per cent); P-3 (34.4 per cent); P-2 (42.3 per cent); and Field Service (30.7 per cent).

While the Mission did not reach the target of 42 per cent, there have been measurable increases since June 2021. The percentage of female staff at the P-5 level increased from 31 per cent to 42.2 per cent; at the P-4 level from 29 per cent to 32.4 per cent; and at the P-3 level from 30 per cent to 34.4 per cent.

The Mission continues to send notifications to rostered female candidates when recruit-from-roster job openings are advertised. Increased collaboration between hiring offices and the Human Resources Section gives strength to reviews for recommendation of female candidates for selection. Additional efforts are being undertaken, including reaching out to qualified women, roster campaigns, and using post-specific job openings, to advance the Mission's gender parity goals.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

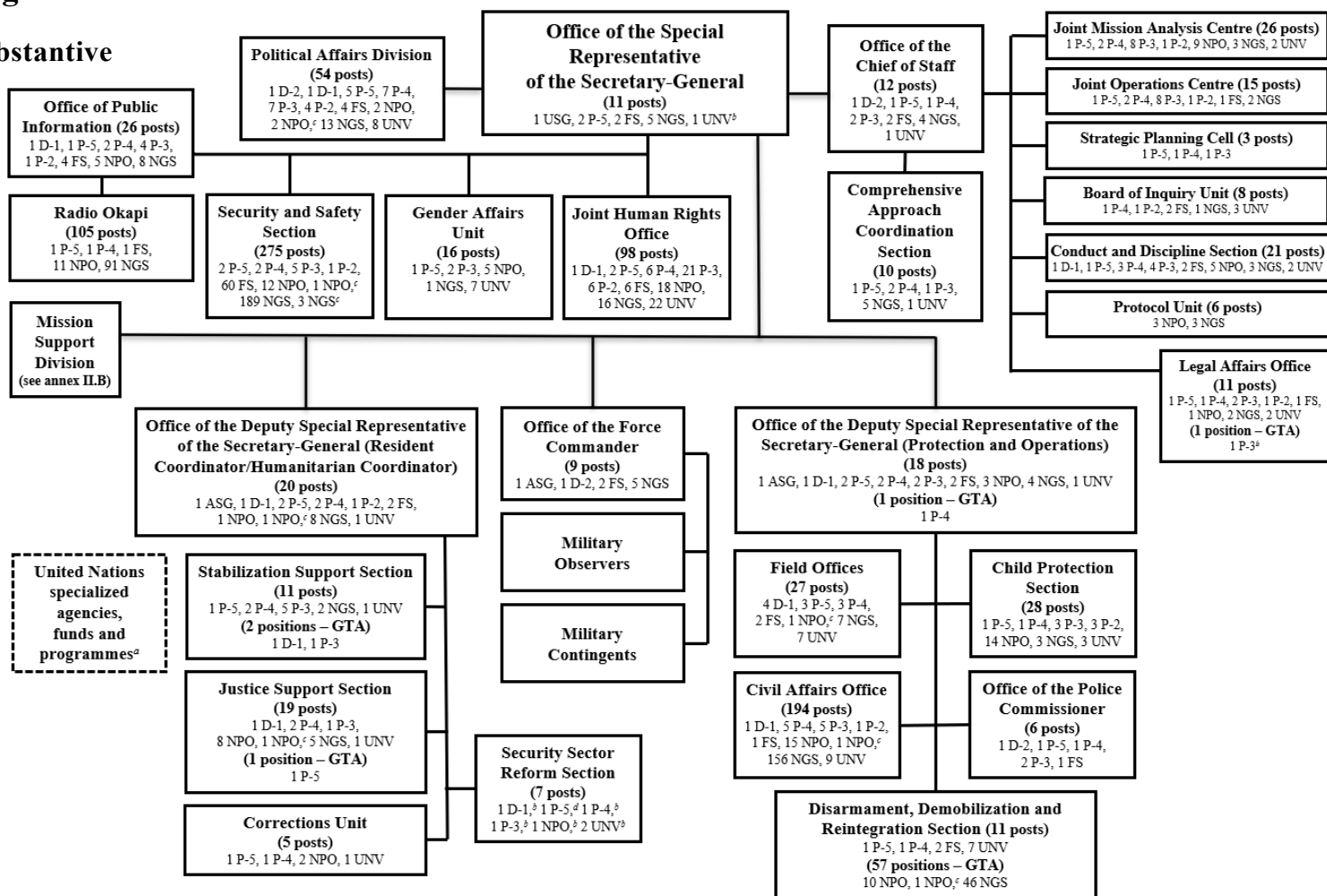
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

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

Annex II

Organization charts

A. Substantive



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

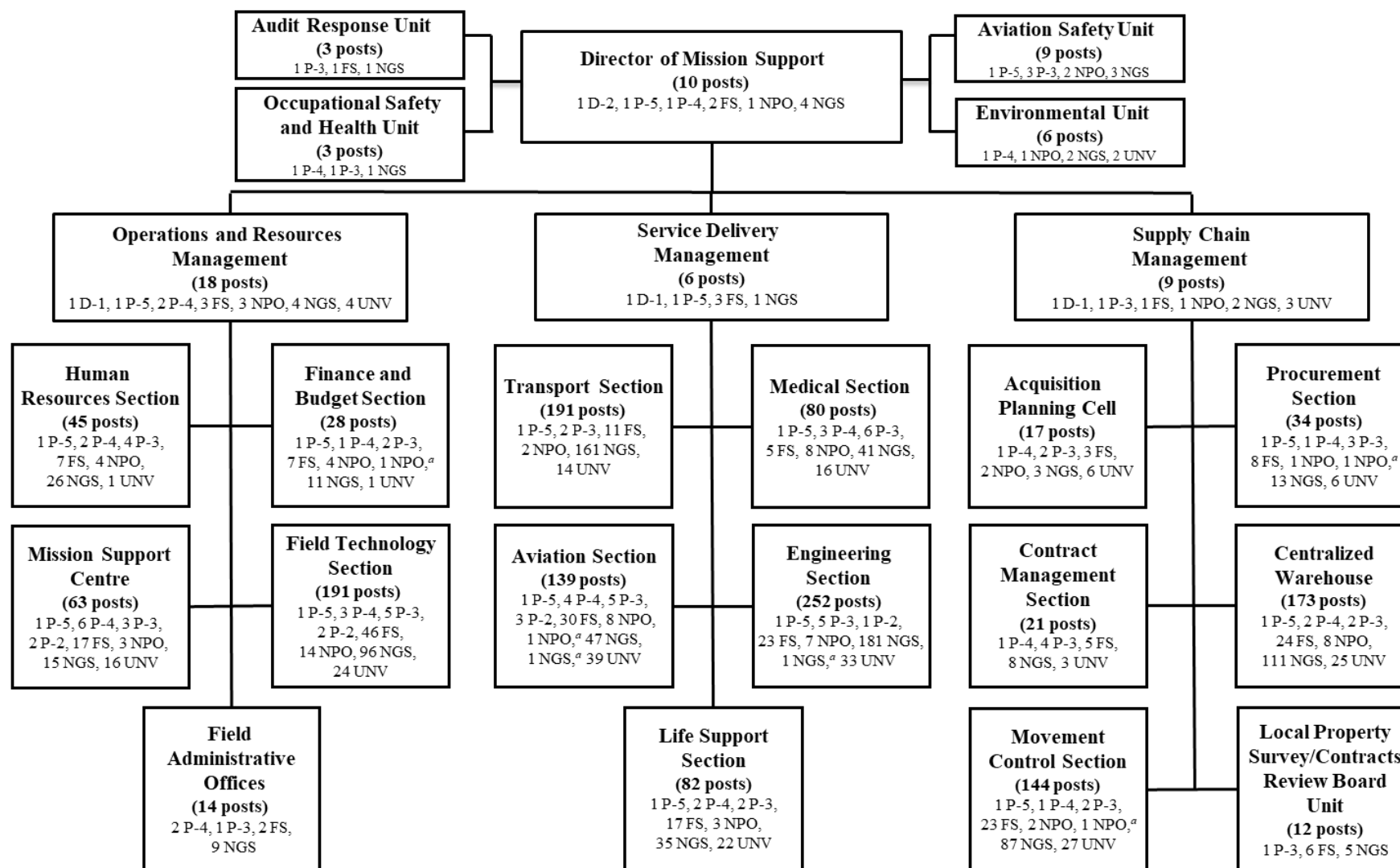
^a Includes Food and Agriculture Organization of the United Nations; International Labour Organization; International Monetary Fund; International Organization for Migration; Joint United Nations Programme on HIV/AIDS; Office for the Coordination of Humanitarian Affairs of the Secretariat; Office of the United Nations High Commissioner for Human Rights; Office of the United Nations High Commissioner for Refugees; United Nations Children's Fund; United Nations Development Programme; United Nations Educational, Scientific and Cultural Organization; United Nations Office for Project Services; United Nations Population Fund; World Bank; and World Health Organization.

^b New (established).

^c Conversion.

^d Redeployment.

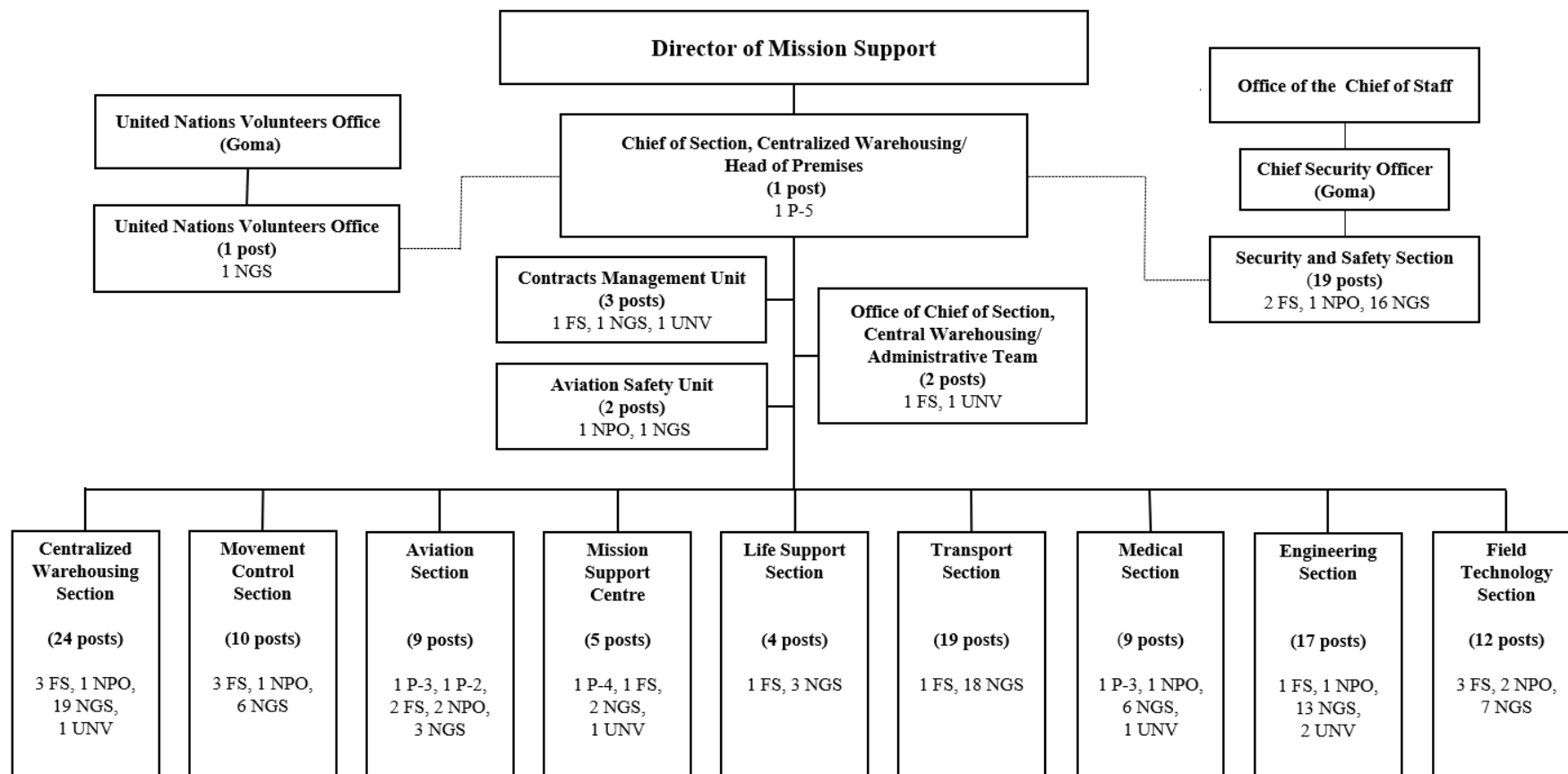
B. Support



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

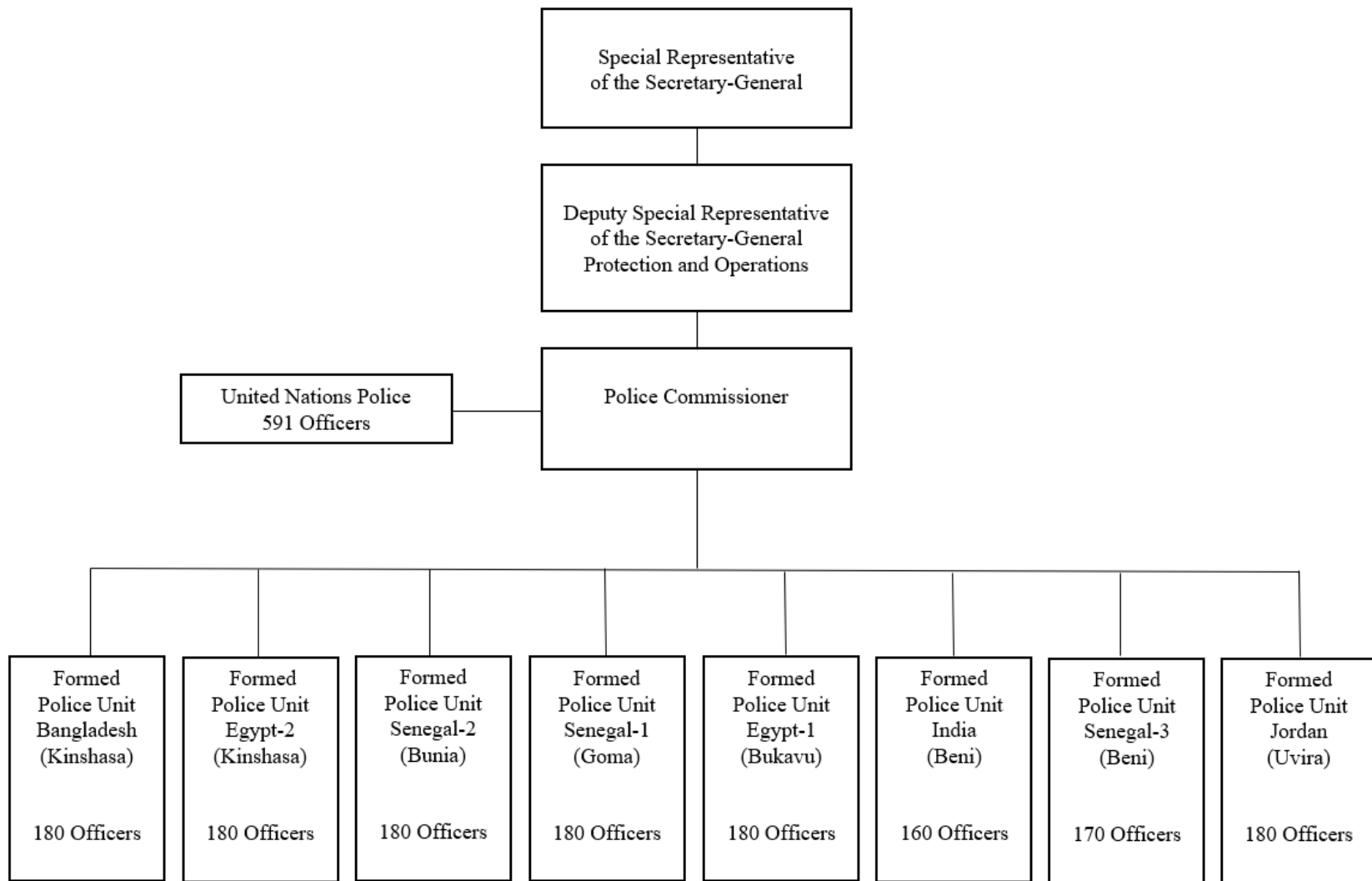
^a Converted.

C. Entebbe Support Base

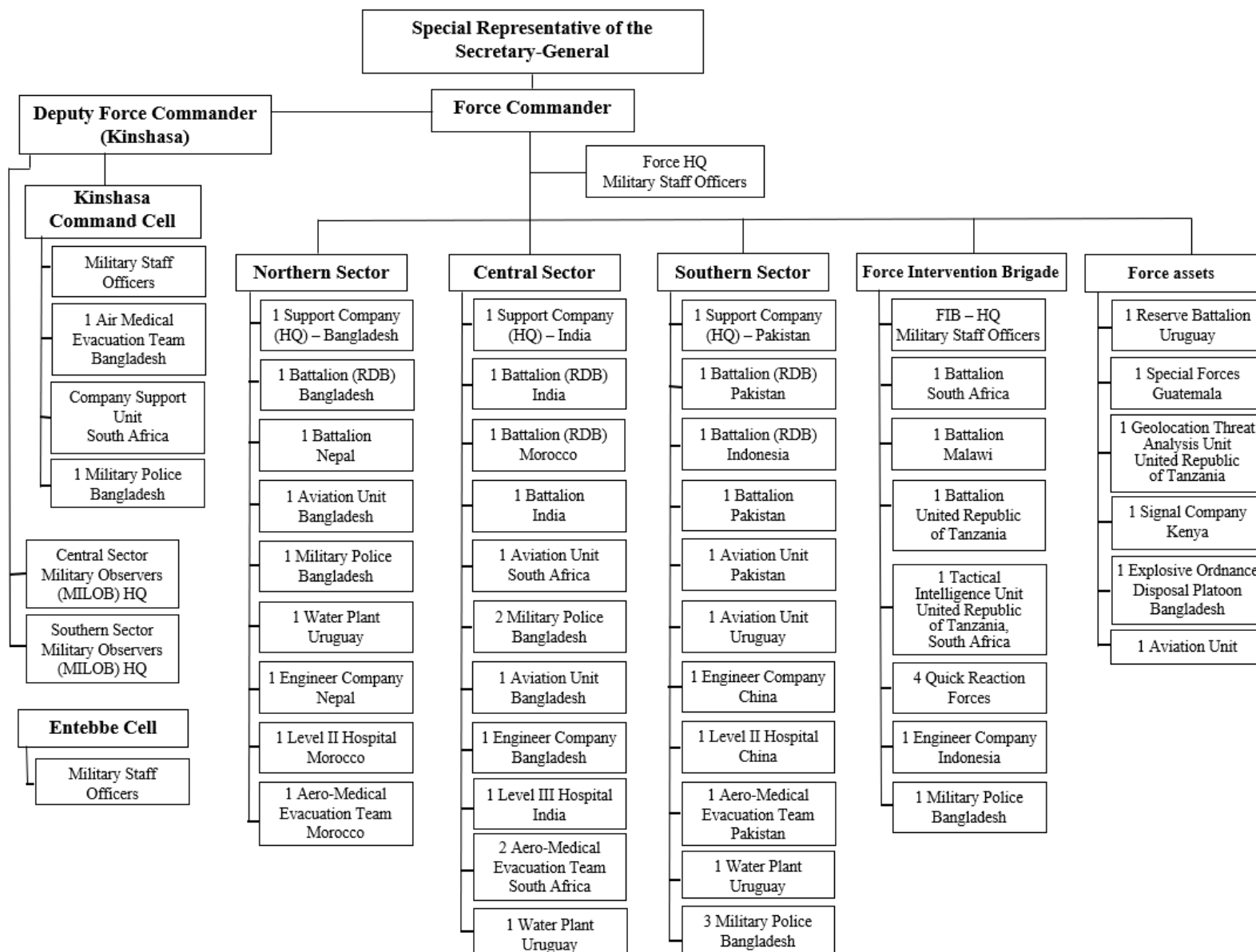


Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

D. United Nations police



E. Military contingents and observers



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

Annex III

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

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
1. Peacebuilding, respect for human rights, protection of civilians, social cohesion and democracy	1.1 The prevalence of violence and armed conflict is reduced, and the security of people and property is improved, in particular for vulnerable persons, women and young people	1.1.1 State authority is restored throughout the Democratic Republic of the Congo through functional, effective and trusted public institutions	MONUSCO, UNJHRO, UNDP, IOM, UNFPA
	Total for outcome 1.1 (all United Nations agencies and MONUSCO): \$155.8 million per year	1.1.2 State security forces ensure the effective and human rights-based security and protection of all citizens, as well as private and public property	MONUSCO, UNJHRO, UNDP, IOM, UNAIDS, UNICEF, UNMAS
		1.1.3 Political dialogues at the national, regional and local levels and intra- and intercommunity negotiations are promoted to end violence and promote the culture of peace	MONUSCO, UNJHRO, UNDP, IOM, UNCDF, UNESCO, UNAIDS, UNHCR, UN-Women
		1.1.4 Multisectoral, participatory and inclusive strategies and alternative conflict resolution mechanisms are jointly developed by communities and institutions to promote reconciliation and national cohesion	UNJHRO, UNDP, IOM, UNCDF, UN-Habitat, UNESCO, UNAIDS, ILO
	1.2 By 2024, the Congolese population, more specifically the most vulnerable (women, children, refugees and displaced persons), have better rights and equitable access to justice, including juvenile justice, and experience better respect for human rights, through strengthening of the judicial and security systems and of the monitoring capacities of civil society organizations on human rights, and through accountability of all institutions	1.2.1 Human rights mechanisms, in particular those for vulnerable people, are strengthened and people are informed about their rights and able to take advantage of them	UN-Women, UNICEF, UNHCR, IOM
		1.2.2 The rule of law is restored through access to fair justice for all citizens, especially the most vulnerable, making the fight against corruption and impunity effective	UNJHRO, UNFPA, UNDP, UN-Women, MONUSCO, UNICEF
		1.2.3 The State's capacity to fulfil its obligations to respect and protect human rights and prevent human rights violations is strengthened through the effective establishment of accountability and protection mechanisms and tools	UNJHRO, UNFPA, UNDP, UN-Women, ILO, UNCDF, MONUSCO, UNICEF
	Total for outcome 1.2 (all United Nations agencies and MONUSCO): \$106.3 million per year		

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
	1.3 By 2024, public institutions, the media and civil society at the central and decentralized levels effectively exercise their roles for peaceful, effective and inclusive democratic governance, with an impact on citizen participation and the strengthening of the rule of law	1.3.1 Citizens, especially the most vulnerable, have access to information and participate effectively in decision-making bodies at the national, provincial and local levels	UN-Women, UNDP, UNESCO, UNHCR, ILO, UNCDF
		1.3.2 Free, transparent and democratic elections are held in accordance with the legislative framework and international standards at all levels and in a secure environment	UNDP, UN-Women
	Total for outcome 1.3 (all United Nations agencies and MONUSCO): \$20.8 million per year	1.3.3 Women and youth participation in public decision-making bodies is improved and supported by institutional accountability mechanisms for gender	UNICEF, UNDP, UN-Women, UNCDF
		1.3.4 Civil society organizations, including community organizations, play a key role in improving the performance of institutions and communities in meeting citizens' needs and accountability	UNDP, UN-Women, UNJHRO, UNESCO, UNCDF, MONUSCO
2. Inclusive economic growth, agricultural development, reaping a demographic dividend, social protection and sustainable management of natural resources	2.1 By 2024, Congolese people enjoy inclusive economic growth that creates decent jobs, driven by agricultural transformation, economic diversification, openness to innovation and the promotion of the employability and entrepreneurship of young people and women	2.1.1 The capacities of public and private institutions working in growth-generating sectors are strengthened to develop and implement effective sectoral strategies and policies (related to agriculture, small and medium-sized enterprises, inclusive finance, gender in agriculture and employment) within an inclusive and sustainable economic growth pattern	UNDP, UNCDF, UN-Habitat, ILO, UNFPA, WHO, UNICEF, UNIDO, UN-Women, FAO, IFAD
	Total for outcome 2.1 (all United Nations agencies): \$661.7 million per year	2.1.2 Successful agricultural value chains are developed through agribusiness and the establishment of quality infrastructure as part of a dynamic structural transformation of the economy	FAO, UNDP, UN-Women, ILO, IFAD
		2.1.3 The coordination and effectiveness of sectoral and economic policies are strengthened for better space management and the promotion of growth poles	UNDP, MONUSCO, UNFPA, UNCDF

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
	2.2 By 2024, the Congolese population benefits from inclusive social protection and a demographic dividend driven by demographic control and the empowerment of young people and women Total for outcome 2.2 (all United Nations agencies): \$157.0 million per year	2.2.1 Institutional capacities for social and economic policies are strengthened to ensure that the population has easy access to an effective social protection and coverage system 2.2.2 The capacities of institutions at the national and provincial levels (sectoral ministries and youth networks and associations) are strengthened to reap a demographic dividend	MONUSCO, UNFPA, UNDP, UNICEF UNDP, UNFPA, UNICEF, UN-Women, ILO
	2.3 By 2024, people benefit from responsible and sustainable management of natural resources (forest, mining and land) by the State, decentralized entities, communities and the private sector, in the context of climate change and biodiversity conservation Total for outcome 2.3 (all United Nations agencies): \$135.8 million per year	2.3.1 Zoning of natural resources (forest, mining and land) and the National Forest Monitoring System are set up for sustainable forest management 2.3.2 Transparent and effective natural resource management mechanisms are developed to improve the accountability system for all actors in natural resource management 2.3.3 Sustainable forest management and good governance of the forest sector by decentralized local entities are supported for improved livelihoods and food security for rural populations and Indigenous Peoples 2.3.4 Resilience and adaptive capacity to climate change and disasters are strengthened at the institutional and community levels	UNDP, UNFPA, UN-Habitat, UN-Women, FAO FAO, UNDP, UN-Habitat FAO, UNDP, UN-Habitat UNDP, UNFPA, UNICEF
3. Access to basic social services and humanitarian assistance	3.1 Populations, especially the most vulnerable, have equitable, quality and sustainable access to basic social services, including HIV/AIDS prevention, testing and treatment services Total for outcome 3.1 (all United Nations agencies): \$1,059.1 million per year	3.1.1 By the end of 2024, populations, especially the most vulnerable, including children, adolescents and mothers, have equitable, quality and sustainable access to health, nutrition and water, hygiene and sanitation services 3.1.2 By 2024, all children, adolescents and young people acquire academic and professional skills through inclusive access to quality education and training	UNICEF, WFP, UNFPA, WHO, UNHCR, UNCDF UNICEF, UNESCO, OCHA, UNFPA

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

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

