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

## Budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for the period from 1 July 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 Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) for the period from 1 July 2023 to 30 June 2024, which amounts to \$1,157,676,000.

The proposed budget in the amount of \$1,157,676,000 represents an increase of \$83,288,300, or 7.8 per cent, compared with the apportionment of \$1,074,387,700 for the 2022/23 period.

During the period from 1 July 2023 to 30 June 2024, MINUSCA will implement the overall strategic objective mandated by the Security Council in its resolution [2659 \(2022\)](#). The Mission will continue to focus on protection of civilians, support for the peace process, national reconciliation, social cohesion and transitional justice mechanisms, facilitation of the creation of a secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance and the protection of United Nations personnel and property.

The proposed budget provides for the deployment of 155 military observers, 14,245 military contingent personnel, 600 United Nations police officers, 2,420 formed police unit personnel, 771 international staff (including 30 temporary positions funded under general temporary assistance), 115 National Professional Officers, 520 national General Service staff (including 11 temporary positions funded under general temporary assistance), 303 United Nations Volunteers and 108 government-provided personnel.

The total resource requirements for MINUSCA for the financial period from 1 July 2023 to 30 June 2024 have been linked to the objective of the Mission through a number of results-based budgeting frameworks, organized according to component (security, protection of civilians and human rights; support for political, peace and reconciliation processes; fight against impunity and support for the extension of State authority and rule of law; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole.

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

## Financial resources

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

Category	Expenditure (2021/22)	Apportionment (2022/23)	Cost estimates (2023/24)	Variance	
				Amount	Percentage
Military and police personnel	536 090.1	602 014.4	642 887.9	40 873.5	6.8
Civilian personnel	217 293.2	228 597.0	224 096.5	(4 500.5)	(2.0)
Operational costs	282 895.7	243 776.3	290 691.6	46 915.3	19.2
<b>Gross requirements</b>	<b>1 036 279.0</b>	<b>1 074 387.7</b>	<b>1 157 676.0</b>	<b>83 288.3</b>	<b>7.8</b>
Staff assessment income	15 935.5	16 062.9	17 042.5	979.6	6.1
<b>Net requirements</b>	<b>1 020 343.5</b>	<b>1 058 324.8</b>	<b>1 140 633.5</b>	<b>82 308.7</b>	<b>7.8</b>
Voluntary contributions in kind (budgeted)	–	–	–	–	–
<b>Total requirements</b>	<b>1 036 279.0</b>	<b>1 074 387.7</b>	<b>1 157 676.0</b>	<b>83 288.3</b>	<b>7.8</b>

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

	<i>Military observers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Formed police units</i>	<i>Inter- national staff</i>	<i>National Professional Officers</i>	<i>National General Service staff</i>	<i>Temporary positions<sup>b</sup></i>	<i>United Nations Volunteers<sup>c</sup></i>	<i>Government- provided personnel</i>	<i>Total</i>
<b>Executive direction and management</b>											
Approved 2022/23	–	–	–	–	127	35	57	1	49	–	269
Proposed 2023/24	–	–	–	–	128	35	57	1	52	–	273
<b>Components</b>											
Security, protection of civilians and human rights											
Approved 2022/23	155	14 201	600	2 420	56	19	11	–	27	–	17 489
Proposed 2023/24	155	14 201	600	2 420	56	19	11	–	27	–	17 489
Support for political, peace and reconciliation processes											
Approved 2022/23	–	–	–	–	56	5	5	31	61	–	158
Proposed 2023/24	–	–	–	–	56	5	5	30	61	–	157
Fight against impunity and support for the extension of State authority and rule of law											
Approved 2022/23	–	–	–	–	49	24	86	–	13	108	280
Proposed 2023/24	–	–	–	–	49	24	86	–	13	108	280
Support											
Approved 2022/23	–	44	–	–	442	31	342	–	144	–	1 003
Proposed 2023/24	–	44	–	–	452	32	350	10	150	–	1 038
<b>Total</b>											
Approved 2022/23	155	14 245	600	2 420	730	114	501	32	294	108	19 199
Proposed 2023/24	155	14 245	600	2 420	741	115	509	41	303	108	19 237
<b>Net change</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>11</b>	<b>1</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>–</b>	<b>38</b>

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

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

<sup>c</sup> 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 Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established by the Security Council in its resolution [2149 \(2014\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2659 \(2022\)](#), by which it extended the mandate to 15 November 2023.
2. The Mission is mandated to help the Security Council to achieve an overall strategic objective, namely, to support the creation of the political, security and institutional conditions conducive to the sustainable reduction in the presence of and threat posed by armed groups through a comprehensive approach and a proactive and robust posture.
3. Within this overall objective, MINUSCA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, presented in the frameworks below. The frameworks are organized according to four components: security, protection of civilians and human rights; support for political, peace and reconciliation processes; fight against impunity and support for the extension of State authority and rule of law; and support, which are derived from the mandate of the Mission.
4. The expected accomplishments will lead to the fulfilment of the objectives of the Security Council within the anticipated lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSCA in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the approved budget for the 2022/23 period, have been explained under the respective components.
5. In its resolution [2659 \(2022\)](#), the Council decided that MINUSCA would comprise an authorized troop ceiling of 14,400 military personnel, including 580 military observers and military staff officers, and 3,020 police personnel, including 600 individual police officers and 2,420 formed police unit personnel, as well as 108 corrections officers, and recalled its intention to keep this number under continuous review.
6. The MINUSCA headquarters and logistics base are located in Bangui and will support 156 sites in Bangui and across the country. Mission locations comprise 12 field office locations, including Bangui, with civilian, police and military units and other field locations and sites consisting of military and police units.
7. In its resolution [2659 \(2022\)](#), the Security Council included maintained and/or reinforced tasks, as follows:
  - (a) To continue to implement its protection of civilians strategy in a whole-of-mission approach, in coordination with the authorities of the Central African Republic, the United Nations country team, humanitarian and human rights organizations and other relevant partners;

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

(b) To continue its role in support of the peace process through political, technical and operational support for the implementation and monitoring of the ceasefire and the Political Agreement for Peace and Reconciliation in the Central African Republic (the Political Agreement) and support for the operationalization of the International Conference on the Great Lakes Region joint road map for peace;

(c) To continue to improve coordination with all humanitarian actors, including United Nations agencies, and to facilitate the creation of a secure environment for the immediate, full, safe and unhindered civilian-led delivery of humanitarian assistance, in support of the voluntary, safe, dignified and sustainable return or local integration or resettlement of internally displaced persons and returned refugees;

(d) Noting the prioritization of the restoration and extension of State authority to the first of the six other tasks set forth in Security Council resolution 2659 (2022), the Mission will continue and enhance the focus on supporting the authorities of the Central African Republic in implementing the Government's strategy for the sustainable extension of State authority, including through the implementation of relevant provisions of the Political Agreement, such as support for the deployment of vetted and trained national security forces, including through co-location, advising, mentoring and monitoring, in coordination with other partners, as part of the deployment of the territorial and decentralized administration and other rule of law authorities;

(e) To continue to monitor, help investigate and report annually to the Security Council and follow up on violations of international humanitarian law and violations and abuses of human rights committed throughout the Central African Republic, including reporting on violations and abuses committed against children and women, including rape and other forms of sexual violence in armed conflict;

(f) To continue to support the authorities of the Central African Republic in creating the conditions for credible and inclusive local elections in follow-up to the republican dialogue by providing good offices, including to encourage dialogue among all political stakeholders, in an inclusive manner, so as to mitigate tensions throughout the electoral period, as well as security, operational, logistical and, as appropriate, technical support, in particular to facilitate access to remote areas, and by coordinating with the United Nations Development Programme (UNDP) regarding international electoral assistance;

(g) To continue to provide strategic and technical advice to the authorities of the Central African Republic to implement the national strategy on security sector reform and the national defence policy, with the aim of ensuring the coherence of the security sector reform process, including through a clear delineation of responsibilities among the Central African armed forces, the internal security forces and other uniformed entities;

(h) To continue to support the authorities of the Central African Republic in implementing an inclusive, gender-sensitive, progressive and secure programme for disarmament, demobilization and reintegration and, in the case of foreign elements, repatriation, of members of armed groups, and, as appropriate and in consultation and coordination with international partners, support possible temporary voluntary cantonment sites in support of community-based socioeconomic reintegration, including through supporting the Government to provide security and appropriate protection to demobilized ex-combatants; and in addition to continue to implement community violence reduction programmes, including gender-sensitive programmes, for members of armed groups, including those not eligible for participation in the national disarmament, demobilization and reintegration programme, in cooperation with development partners and together with communities of return;

(i) To continue to reinforce the independence of the judiciary, build the capacities and enhance the effectiveness of the national judicial system as well as the effectiveness and accountability of the penitentiary system, including through the provision of technical assistance to the authorities of the Central African Republic to identify, investigate and prosecute those responsible for crimes involving violations of international humanitarian law and violations and abuses of human rights committed throughout the Central African Republic; and in addition to continue to provide technical assistance, in partnership with other international partners and the United Nations country team, and capacity-building for the authorities of the Central African Republic to facilitate the operationalization and functioning of the Special Criminal Court.

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

8. The Mission has contributed to a number of political milestones in the Central African Republic during the past year. MINUSCA, in cooperation with partners, implemented initiatives resulting in a revitalization of the political process, including strengthened implementation of the Political Agreement in line with the joint road map of the International Conference on the Great Lakes Region. The Mission, through, inter alia, its advocacy and the joint road map, contributed to the announcement of a ceasefire by the President of the Central African Republic, Faustin Archange Touadéra, in October 2021. Moreover, the Mission's robust military and force operations contributed to advancing the peace process and the return of armed groups to the dialogue. Furthermore, considerable progress was made through the use by MINUSCA of its good offices with the Government and opposition political parties to act as an advocate for an inclusive republican dialogue by bringing the latter back to the organizing committee of the dialogue in the beginning of 2022. In addition, the Mission's engagement with the Government and regional actors has contributed to remobilized regional and international support for the peace process, which has led to the endorsement of a progressive implementation timeline of deliverables to monitor progress in the implementation of all six components of the road map. In addition, in the latter half of 2022, progress has been reviewed against the implementation timeline in coordination meetings convened by the Prime Minister at the request of Mr. Touadéra.

9. Despite progress in the context of some political milestones, the local elections that were to take place in September 2022, which are a key provision of the Political Agreement, were postponed owing to a lack of financial resources of the national authorities. The National Electoral Authority issued a new electoral calendar on 21 November 2022, in which polls were foreseen to be held in July and October 2023, and the Government of the Central African Republic also committed to increasing funding. Despite the postponement, the Mission continued to provide multifaceted support for the National Electoral Authority to enhance the inclusivity of the electoral process, resulting in an updated electoral mapping on 7 September 2022. MINUSCA also supported national efforts aimed at creating a conducive environment for elections by facilitating the revitalization of a political dialogue within the consultative framework and revising the integrated elections security plan, as well as supporting nationwide awareness-raising and civic education campaigns to promote broad participation in local elections, including by women, youth and minority groups. The National Electoral Authority will continue to require significant technical assistance, as well as security, operational and logistical support, from MINUSCA for the holding of the local elections scheduled to take place in July and October 2023.

10. The security context in the country continues to be affected by violence committed by armed groups, criminality and armed clashes between armed groups and national defence and internal security forces, supported by bilaterally deployed and

other security personnel. During the 2022/23 period, clashes between armed groups and national defence forces, supported by bilaterally deployed and other security personnel, resulted in an increase in violations of international humanitarian law and violations and abuses of human rights. The continuation of military operations against armed groups and the change in tactics by the same armed groups launching attacks against the civilian population are expected to continue and to be accompanied by human rights abuses and violations of international humanitarian law by all parties to the conflict. The threat from explosives observed in the western part of the country is expected to continue, posing dangers to the freedom of movement and safety and security of MINUSCA peacekeepers, humanitarian actors and the local population. In response to the risks to the safety and security of the population, the Mission has improved its response to security threats by enhancing the mobility and flexibility of its military and police personnel, securing key hotspots, reducing the risks of politically inspired violence, ensuring coordination between its components and collaboration with humanitarian actors and enhancing its monitoring and implementation of early warning and rapid response efforts across all locations. The remaining additional troops authorized by the Security Council in resolution [2566 \(2021\)](#) to be deployed during the latter half of 2022 and onwards, will continue to improve the Mission's flexibility and mobility to support the protection of civilians and the political process, as well as to consolidate security in areas where peace has been restored.

11. The Mission has continuously provided support to strengthen the Central African Republic's State capacity, including enhanced protection of civilians, rule of law and restoration of State authority. Progress has been made in a number of these areas since the Mission's establishment, but the political violence and the subsequent instability after mid-December 2020 caused several setbacks. In 2021, and despite these setbacks, the Mission's consistent support and efforts have contributed to enhanced State capacity, similar to developments before 2020, such as increases in the functioning and staffing of the courts, prisons and civil administration throughout the country, an increase in deployed internal security forces personnel, who cover larger parts of the country than before the end of 2020, and a growing presence of national defence forces throughout the country.

12. Building on the growing capacity of the Central African Republic to protect its civilians and deliver the rule of law in a number of areas across the country, in particular through the continued transition of static security tasks from MINUSCA to national forces, the Mission will reduce the resources required to support the Government. This will allow the Mission to concentrate its military, police and civilian assets and enable greater mobility and an ability to focus on priority areas as required.

13. The assumptions underlying the planned activities of the Mission for the 2023/24 period therefore include the following:

(a) Efforts will continue to advance the Political Agreement through the International Conference on the Great Lakes Region joint road map. Furthermore, the implementation of recommendations stemming from the republican dialogue may also continue, but progress on these different tracks will be uneven if firm national ownership and inclusiveness in the overall political process are absent;

(b) The political will of parties to the Political Agreement to continue engaging in a comprehensive dialogue and peace process may be diverted owing to the polarization and tensions stemming from the efforts to change the Constitution and potential positioning for the next presidential and legislative elections. Progress towards key milestones envisioned in the Political Agreement may stall throughout the local electoral period, with some armed groups deviating from their commitments and reducing engagement in an attempt to leverage the electoral process for political advancement;



(c) Persisting tensions between armed groups and national security forces supported by bilaterally deployed forces and other security personnel, mainly around key mining and trafficking sites and transhumance corridors, are expected to continue. Furthermore, the tactics used by the armed groups will have evolved, including with an increased use of explosive ordnance. The displacement of armed groups from their traditional strongholds is also expected to lead to an increase in their use of illegal extortion tactics, affecting the freedom of movement of citizens of the Central African Republic;

(d) Localized conflicts are likely to continue to destabilize parts of the country, fuelled by intercommunal tensions that result in armed and military action and the further stigmatization of marginalized communities. Seasonal transhumance will remain a risk for instability and insecurity between herder and farmer communities and cross-border security challenges are likely to continue to affect regional dynamics;

(e) By the beginning of the 2023/24 period, it is expected that the Central African Republic will have an updated, reliable, inclusive and consensual electoral list, following voter registration based on the updated electoral mapping and implemented in line with an updated legal framework and strategic and operational planning tools developed with MINUSCA and UNDP support;

(f) Resources required for the Government to facilitate local elections will have been secured through the national budget and contributions from international partners and donors. MINUSCA will provide good offices and technical, operational, logistical and security support, and will coordinate international electoral support for inclusive, transparent, credible and peaceful local elections, pursuant to Council resolution [2659 \(2022\)](#);

(g) The Government is expected to continue to face budgetary constraints for enhancing State authority throughout the country. Structural problems, including the lack of infrastructure, payment facilities and oversight, are also expected to remain. These challenges will pose risks to the progress made so far in enhancing the deployment of local and deconcentrated authorities, including prefects, sub-prefects, mayors and other civil servants, as well as judicial and penitentiary actors and national defence and security forces;

(h) National internal security forces and criminal justice institutions will remain reliant on operational support and technical advice from MINUSCA to ensure the basic functioning of the criminal justice apparatus, including the use of urgent temporary measures and robust support for the management of national prisons with high-risk detainees. The Bangui and Bouar Courts of Appeal will continue to hold trials. Challenges will remain on the demilitarization of the prisons with regard to the full integration of recruited civilian personnel into the Government's payroll. The humanitarian situation is expected to remain dire, with access challenges and threats to humanitarian workers in all parts of the country, including the threat from explosives in some parts, and possible reductions in international partner support. MINUSCA is expected to continue safeguarding humanitarian space and conducting regular patrols on all major axes to deter threats against and protect humanitarian workers.

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

14. To achieve its strategic objective during the 2023/24 period, the Mission has been mandated to continue to focus on core peacekeeping priorities as follows: (a) the protection of civilians, including support for the national authorities in the prevention, mitigation and response to the threat posed by explosive ordnance; (b) the provision of good offices and support for the peace process and national reconciliation, social cohesion and transitional justice mechanisms; (c) the facilitation of the creation of a

secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance; and (d) the protection of United Nations personnel and property.

15. In addition to those priority tasks, MINUSCA is mandated, within its capacities and resources and in coordination with the Government of the Central African Republic, to continue to strengthen its support for the extension of State authority, the deployment of territorial administration personnel, national defence and internal security forces and the preservation of territorial integrity; promote and protect human rights; support the local elections in 2023; support security sector reform; implement disarmament, demobilization, reintegration and repatriation and community violence reduction programmes; and support national and international justice, the fight against impunity and the rule of law. These tasks and the four priority tasks set out in paragraph 14 are mutually reinforcing.

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

17. The Mission will continue to support the implementation of its mandated tasks through programmatic activities and implementing partners, taking into consideration the tasks with medium- and long-term objectives that are best suited to partners in the Central African Republic based on comparative advantages. Those activities are described in section II.J of the present report.

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

18. The protection of civilians remains a priority mandated task. The security strategy of the Mission will rely on an integrated response, including targeted force and police interventions that will support the Government in sustainably reducing physical violence and threats against civilians. This strategy will be anchored in the broader political process, with the aim of bringing all stakeholders to the table for constructive dialogue and disincentivizing armed groups, so as to favour conflict transformation by peaceful means. The strategy will also be supported by the deployment of the additional military and police personnel authorized by the Security Council in resolution [2566 \(2021\)](#), including with specific enabling capabilities through increased air assets and concentration of forces through continued rationalization of temporary operating bases. This will help to increase mobility and flexibility and enhance the robust posture of the Mission through proactive and pre-emptive operations enhancing the protection of civilians. Particular attention will also be given to enhancing the Mission's situational awareness capacity by strengthening the Mission's intelligence surveillance reconnaissance with the deployment of new unmanned aerial vehicles and enhanced intelligence analysis through strengthened joint analysis and internal information-sharing to better anticipate and prevent major threats.

19. The Mission will continue to prevent attacks against civilians through integrated military, police and civilian initiatives, including capacity-building support for communities to better assess risks and threats, resolve and mediate local disputes and prevent outbreaks of violence. The strategy of the Mission on the protection of civilians will be sustained by enhanced community-level protection mechanisms that

emphasize preventive measures, strengthened early warning and proactive physical protection. The Mission will work in close coordination with humanitarian actors to continue to facilitate the creation of a protective environment for the unhindered provision of humanitarian assistance and for the return, integration or resettlement of internally displaced persons and refugees. The Mission, in cooperation with partners, will work to prevent any local-level electoral violence and support a peaceful resolution of electoral disputes at the local level.

20. Furthermore, the Mission will continue to improve the protection and promotion of human rights in the country, with a specific focus on women and children. The Mission will monitor, help to investigate, report on and support the prosecution of violations of international humanitarian law and human rights, including all forms of conflict-related sexual violence and abuse, as well as the six grave violations of the rights of children.

21. The Mission will also support the Government in reducing instability and insecurity caused by seasonal transhumance along borders and transhumance corridors, including by supporting the development of a national border management policy and the increased operationalization of transhumance management committees at the local level. Enhanced security in border areas will be achieved through engagement and cooperation with neighbouring countries to promote regional stability and support for relevant security forces. Special attention will also be given to the Mission's local and community engagement to protect minority communities and combat hate speech and incitement to violence, thereby preventing a relapse into intercommunal conflict.

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

22. MINUSCA, in collaboration with the guarantors of the Political Agreement, the International Conference on the Great Lakes Region and other partners, will continue to encourage an inclusive dialogue among Central African stakeholders, including signatories to the Political Agreement, political parties and civil society with a view to consolidating and advancing gains in the peace and reconciliation process and preserving and strengthening democratic space and individual rights and freedoms, including for minorities. Priority will be placed on supporting the Government in establishing the political, security, legal and technical conditions essential to preserve and broaden political space in the context of the Political Agreement and the joint road map of the International Conference. MINUSCA will continue to support the consolidation of democratic gains and a more representative system of governance, including at the local level, so as to provide more opportunities for marginalized communities to participate in public life, in direct response to long-standing claims of signatory parties, as well as to prevent electoral-related violence and promote the peaceful resolution of electoral disputes. Furthermore, the Mission will continue to implement the women and peace and security agenda, including ensuring the meaningful participation of women in the peace process and advancing political solutions, as well as enhancing gender responsiveness across all areas.

23. Efforts at the national and regional levels will be linked directly to the dialogue at the local level, as well as to community engagement and reconciliation initiatives to enhance advancement towards sustainable peace countrywide. Special attention will be given to conflict resolution and to preserving and strengthening an inclusive democratic space and ensuring basic rights and freedoms for all Central Africans, including women, young people, minorities, displaced persons, the political opposition and the independent media. In coordination with the Government, the United Nations country team and international partners, MINUSCA will continue to build on the progress made in the context of peace mechanisms at the local level and the committees established to support the implementation of the Political Agreement.

24. As an immediate mandated objective and as part of its wider support for the political process in the country, MINUSCA, in coordination with partners, will support favourable conditions for transparent, peaceful, free, fair, credible and inclusive local elections through the continued provision of technical, logistical, operational and political support for the National Electoral Authority and other institutions, such as the Constitutional Court and the High Council for Communication. The continued local presence of the Mission's electoral personnel and electoral field offices, as well as technical and logistical support provided to national authorities at the central level in Bangui, will be critical for the successful preparation and holding of local elections. In this context, MINUSCA will provide technical and operational support for the National Electoral Authority for civic engagement and voter education at all levels to ensure that local stakeholders are well informed about the roll-out of the decentralized process and are actively involved in their constituency's electoral processes.

25. The Mission will contribute to security sector reform by focusing on institution-building, enhanced democratic oversight and control and improved governance of the security sector. Furthermore, MINUSCA will support the national and gender-responsive security sector reform process through the national security sector reform coordination body, the Ministry of the Interior and Public Security and the Ministry of Defence, within the framework of the national security policy, the national security sector reform strategy and the national defence policy. Priority will be placed on the implementation of the security provisions of the Political Agreement and the joint road map of the International Conference on the Great Lakes Region. MINUSCA will also continue to provide infrastructure and equipment to promote the implementation of best practices and risk mitigation in weapons and ammunition management through training activities and the implementation of the national strategy and national action plan of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons.

26. The Mission will continue to support disarmament, demobilization and reintegration as essential means for advancing the political process. The Mission will assist the national authorities in their planning and operations for the sustainable disarmament, demobilization, reintegration and repatriation of eligible combatants within the established disarmament, demobilization and reintegration framework and national programme. Furthermore, the Mission will continue to follow up with national authorities to ensure that synergies exist for the integration of demobilized ex-combatants into the security sector. Community violence reduction programmes will also continue to be implemented to complement the national disarmament, demobilization and reintegration process, as well as to foster community dialogue and stabilization efforts aimed at halting violence and creating conditions conducive to security improvement, community recovery and the protection of civilians.

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

27. The Mission will continue to support the Government in improving institutional capacities to enhance the rule of law and the restoration of State authority, which are essential for sustaining a protective environment and advancing peacebuilding priorities. The support will be complemented by strengthening local capacities for peace and justice cooperation with the United Nations country team and other partners. Coordinated efforts with the United Nations country team and national authorities will be made to advance the implementation of the strategy for the restoration and extension of State authority, with a focus on enhancing the effectiveness of local administrative, judicial, penitentiary and security deployments and the rehabilitation and equipping of police and gendarmerie stations.

Communication and media activities will also be strengthened between local administrations and the national Government in Bangui, as a critical means of enabling wider decentralization efforts and the facilitation of transparent, peaceful, free, fair, credible and inclusive local elections.

28. MINUSCA will provide enhanced planning and technical assistance and logistical support for the progressive redeployment of national defence and internal security forces engaged in joint operations with MINUSCA that include joint planning and tactical cooperation. This will support the implementation of the Mission's mandated tasks in strict compliance with the United Nations human rights due diligence policy, contingent on a determination by MINUSCA of the recipients' compliance with the MINUSCA status-of-forces agreement.

29. The Mission will continue to contribute to the implementation of the national defence policy through the establishment of garrisons in the regional defence zones. Their coordinated presence across the territory will continue to be a critical component of an integrated effort to restore security and State authority throughout the country. Furthermore, MINUSCA will support the justice sector response and criminal accountability in the fight against impunity. Such efforts will require continued support for the regular justice system and the Special Criminal Court, in particular, to increase the number of criminal cases prosecuted by the Court.

30. In addition, coordinated efforts to advance criminal accountability with reconciliation efforts and implementation of the Political Agreement, including through the work of the Truth, Justice, Reparation and Reconciliation Commission, will be key to ensuring access to justice. As an integrated Mission, MINUSCA will continue to support the national authorities in identifying partners, including members of the United Nations country team, to implement the medium- and long-term objectives of increasing access to basic social services and good governance, within the framework of the national recovery and peacebuilding plan.

### **Mission effectiveness**

31. MINUSCA will significantly enhance its mobility throughout the country, which will have a cross-cutting impact on its operational effectiveness, including its ability to protect civilians, and support the extension and consolidation of State authority. The Mission will continue the rationalization of temporary operating bases, including the closure of these bases, in compliance with General Assembly resolution [76/274](#) and within the framework of the overall review of the Mission's footprint, including its joint structures.

32. The Mission will continue to enhance efforts to protect United Nations personnel, as recommended in the action plan to improve the security of peacekeepers, and will introduce measures to improve peacekeeping performance and accountability in line with the Action for Peacekeeping Plus initiative of the Secretary-General. In addition, special focus will be placed on improving the living conditions at temporary operating bases and accommodation for uniformed personnel.

33. The Mission will continue to advance digital transformation by improving the use of the Umoja strategic planning, budgeting and performance management solution, including the strategic management application module and the integrated planning, management and reporting solution and the Comprehensive Planning and Performance Assessment System to enhance internal mission planning and integration and to continue to create synergy between processes and tools. The System is used regularly to plan, assess, adapt and strengthen operations to enhance mandate delivery, as well as to inform the development of the results-based budgeting frameworks. The Mission is currently using the full range of tools at its disposal to regularly assess the effectiveness and impact of the Mission's outputs and identify

best practices and areas where operations can be strengthened. MINUSCA also uses data and analysis generated by the System to better illustrate to Member States how the Mission contributes to change over time and where it faces challenges, including in reports of the Secretary-General and Security Council briefings.

34. The comprehensive communications and outreach strategy of the Mission, as well as its support for the Ministry of Communications and the implementation of national communications strategies, will be aimed at increasing the visibility of the work of MINUSCA and informing the population of its mandated strategic priorities, especially on the protection of civilians, support for the peace process and the facilitation of humanitarian aid, as well as its impartial role. Proactive strategic communication activities will be undertaken to prevent both misinformation and disinformation and hate speech from influencing and inciting communities to commit group-targeted violence, while media monitoring will be strengthened, in particular around the local elections and the broader political process.

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

### **Mission support initiatives**

36. The budget proposal for the 2023/24 period incorporates various initiatives aimed at addressing the requests of the General Assembly in resolution [76/274](#), including prioritizing work on improving accommodation for MINUSCA personnel in the field.

37. Following the severe fuel crisis experienced during the first half of 2022, the Mission has identified gaps in the supply chain. To address these gaps and to ensure fuel security, which is integral to the Mission's operations, a physical upgrade of the Mission's fuel storage capacity in several locations is proposed to enable the Mission to increase its days of stock from the current 30 days to 90 days for strategic fuel reserves, while also increasing the number of days of stock for local fuel reserves at varying levels for various locations, based on fuel security risks.

38. The implementation of the following construction projects is also proposed: (a) relocation of one formed police unit from Bangui to Sam Ouandja in Sector East in support of a revised strategy for the force layout aimed at ensuring a deployed footprint commensurate with the threat at such locations, including the construction of a new camp to accommodate 180 persons; (b) construction of a camp for military personnel in Sam Ouandja with a capacity to accommodate 150 persons; and (c) construction of offices and accommodation facilities for support personnel at Sam Ouandja for 30 persons. The preparation of the camps in Sam Ouandja is under way as troops are already deployed. The initial camp in tentage is expected to be completed by the end of June 2023 and the hard-walled structure is scheduled to be completed by June 2024.

39. MINUSCA will continue to implement its overall environmental strategy, including increasing capacity for renewable energy, refining its approach to energy generation and management and enhancing solid and wastewater management. Furthermore, the Mission will continue to build on already implemented investments such as the photovoltaic and solar hybrid systems. In addition, the Mission will explore options for diversifying energy sources and will seek alternatives for clean energy such as electricity generated from sustainable and renewable sources, including: (a) hydroelectricity, by connecting to the national grid, and generators that are highly fuel efficient and have reduced impact on the environment; and (b) solar energy/photovoltaic systems through a power purchase agreement with a commercial company. These efforts will contribute to reducing the Mission's reliance on diesel-based power generation, leading to fuel savings and reduction of carbon emissions in the 2023/24 period. The Mission will also continue to improve its waste management strategy through the operation and maintenance of centralized waste management yards in Bangui and field office locations, along with the operation and maintenance of fully commissioned biomedical and general waste incinerators, as well as the maintenance of a remediated municipal landfill.

40. The Mission will continue to strengthen its intelligence surveillance and reconnaissance capabilities through unmanned aircraft systems with enhanced features for which the Mission is currently in the last stage of negotiating the replacement of the current service contract. Requirements for the new system include vertical take-off and landing capabilities, enhanced camera resolution with capacity to identify individuals carrying weapons, long-range operation and longer flight hours to enable the Mission to deploy surveillance and reconnaissance tasks quickly in remote locations aimed at improving the planning of operational requirements and the protection of civilians and mission personnel.

41. The Mission and the Department of Operational Support have commenced a civilian staffing review in line with General Assembly resolution 76/274. The first phase of the review entailed an initial internal assessment of the Mission support component with a view to identifying appropriate staffing requirements. Pursuant to the recent increase of 27.0 per cent in the Mission's uniformed personnel authorized by the Security Council in resolution 2566 (2021), the support component of MINUSCA, which was increased by only 4.0 per cent, was taken into account to ensure that adequate resources exist to support the increase in uniformed personnel and the footprint resulting from that increase. The present budget proposal reflects the critical requirements for safety and security. Owing to the sensitivity and urgency of the staffing requirements of MINUSCA, the posts and positions proposed for establishment in the 2023/24 period included in the proposal were needed even prior to the civilian staffing review.

42. In this context, the proposed civilian staffing consists of an overall increase of 38 posts and positions, which represents the net effect of the proposed abolishment of one temporary position (international staff) and the proposed establishment of 39



posts and positions, representing 11 international staff, 1 National Professional Officer, 18 national General Service staff and 9 United Nations Volunteers.

43. The proposed staffing changes reflect the following factors: (a) an increase in operational requirements to support the additional 3,690 uniformed personnel; (b) workload analysis and initiatives for efficiency gains; (c) analysis of risks and safety considerations in operations; and (d) audit observations and recommendations by the Office of Internal Oversight Services (OIOS) and the Board of Auditors. No major changes in the Mission's organizational structure are proposed for the 2023/24 period. The Mission will continue to enhance its capacity-building efforts for national staff. In this context, qualified nationals that are engaged as individual contractors and United Nations Volunteers are encouraged to apply and are duly considered when posts and positions become vacant. Furthermore, 51.3 per cent of the proposed new posts and positions for the 2023/24 period are in national categories. Owing to the high level of vacancies in MINUSCA, including long-vacant posts, a recruitment task force has been set up under the auspices of the Special Representative of the Secretary-General. To expedite recruitment for long-vacant posts, internal recruitment and selection requests have been digitalized to streamline the approval process and recruitment focal points have been identified to assist hiring managers.

44. The estimated resource requirements for the maintenance and operation of the Mission for the 2023/24 period reflect increased requirements for: (a) fuel for generators, vehicles and aircraft owing to the anticipated higher average price per litre and the increased planned consumption resulting from the deployment of the additional uniformed personnel, and higher mobilization fees for the expansion of the Mission's fuel storage capacity; (b) the overall improvement in the projected performance of contingent-owned major equipment; (c) rental and operation of the Mission's air fleet attributable to the anticipated higher number of flight hours due to the increased planned troop rotations resulting from the deployment of the additional uniformed personnel; (d) mobilization costs for the planned establishment of a warehouse under a new rations contract effective November 2023; (e) unmanned aerial systems as a result of the planned replacement of the four orbiters under a letter of assist with a commercial contract for the provision of five unmanned aerial systems; (f) travel of military and police personnel on emplacement, rotation and repatriation owing to the higher average rate per hour reflected in the new long-term chartered flight contract; and (g) military and police personnel owing to the higher rate of reimbursement for standard troop costs approved by the General Assembly in its resolution [76/276](#) and the anticipated higher average deployment of uniformed personnel per month.

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

45. MINUSCA will seek to leverage existing assets of other missions following their downsizing and withdrawal to meet its operational requirements, if any. The Mission will continue to improve its utilization of the services of the Global Procurement Support Section located in Entebbe, Uganda, for the provision of commodities and services in support of the implementation of its mandate and include the Section in its acquisitions in the context of demand planning, as necessary. The Mission will also continue to use the logistics hub of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), located in Entebbe, embedding one General Service and two Field Service civilian personnel from MINUSCA to perform support functions related to administration, logistics and supply chain management.

46. The Regional Service Centre in Entebbe will continue to provide its client missions, including MINUSCA, with regional support in the areas of onboarding and



separation, benefits and payroll, vendor payments, entitlements and official travel, claims processing (e.g. for rental subsidies, security services, education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control and information technology services in compliance with the service-level agreement. Furthermore, MINUSCA will continue to use the United Nations Logistics Base at Brindisi, Italy, for stock deployment services, thereby optimizing procurement processes and enabling the timely delivery of mission supplies.

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

47. To advance the implementation of the Political Agreement and support good governance, the Mission will enhance coordination with the African Union, the Economic Community of Central African States, the International Conference on the Great Lakes Region, the European Union and other bilateral regional and international partners. MINUSCA will seek to strengthen its interregional cooperation and economies of scale with missions in the region, including the United Nations Regional Office for Central Africa (UNOCA), to enhance collaboration, information-sharing and analysis, and facilitation, as appropriate. These partnerships will remain key to aligning efforts on strategic and organizational priorities for unified and consistent support for the national authorities. To reduce transnational threats and enhance stabilization efforts, the Mission will continue to collaborate closely with regional actors for the full operationalization of joint mixed commissions and fully functional cross-border mechanisms, in close cooperation with UNOCA. Furthermore, MINUSCA will work to ensure that neighbouring countries remain engaged in the peace process and will aim to support good governance and peacebuilding following the national electoral process.

48. Through the Mission's close partnerships with the United Nations country team and other partners, the initiative to pursue a new way of working will continue to be implemented across the humanitarian-development-peace nexus, in particular within the framework of the national recovery and peacebuilding plan, the national strategy on sustainable solutions and the United Nations Sustainable Development Cooperation Framework for the period 2023–2027. In collaboration with partners and within the framework of the joint executive committee of the national recovery and peacebuilding plan, the United Nations will continue to support the Government in reinforcing coordination between the sectoral ministries and the secretariat of the plan, with the aim of further improving communication and visibility of achievements in the delivery of concrete peace dividends to the population.

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

49. 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**

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

Table 1  
Human resources: executive direction and management

	International staff						National staff			United Nations Volunteers			
	USG- ASG	D-2- D-1	P-5- P-4	P-3- P-2	Field Service	Subtotal	National Professional Officers	General Service	Subtotal	Inter- national	National	Subtotal	Total
<b>Office of the Special Representative of the Secretary-General</b>													
Approved posts 2022/23	1	–	9	4	5	19	4	2	6	2	–	2	27
Proposed posts 2023/24	1	–	9	4	5	19	4	2	6	3	1	4	29
<b>Net change</b> (see table 2)	–	–	–	–	–	–	–	–	–	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
<b>Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)</b>													
Approved posts 2022/23	1	–	3	1	1	6	–	2	2	–	–	–	8
Proposed posts 2023/24	1	–	3	1	1	6	–	2	2	–	–	–	8
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Office of the Deputy Special Representative of the Secretary-General (Political)</b>													
Approved posts 2022/23	1	–	6	6	2	15	1	2	3	–	–	–	18
Proposed posts 2023/24	1	–	6	6	2	15	1	2	3	–	–	–	18
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
Approved temporary positions <sup>a</sup> 2022/23	–	–	1	–	–	1	–	–	–	–	–	–	1
Proposed temporary positions <sup>a</sup> 2023/24	–	–	1	–	–	1	–	–	–	–	–	–	1
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Subtotal</b>													
Approved 2022/23	1	–	7	6	2	16	1	2	3	–	–	–	19
Proposed 2023/24	1	–	7	6	2	16	1	2	3	–	–	–	19
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Office of the Chief of Staff</b>													
Approved posts 2022/23	–	5	24	24	12	65	15	16	31	33	–	33	129
Proposed posts 2023/24	–	5	24	25	12	66	15	16	31	34	–	34	131
<b>Net change</b> (see table 3)	–	–	–	<b>1</b>	–	<b>1</b>	–	–	–	<b>1</b>	–	<b>1</b>	<b>2</b>
<b>Strategic Communications and Public Information Service</b>													
Approved posts 2022/23	–	1	4	10	7	22	15	35	50	14	–	14	86
Proposed posts 2023/24	–	1	4	10	7	22	15	35	50	14	–	14	86
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total posts</b>													
Approved posts 2022/23	3	6	46	45	27	127	35	57	92	49	–	49	268
Proposed posts 2023/24	3	6	46	46	27	128	35	57	92	51	1	52	272
<b>Net change</b>	–	–	–	<b>1</b>	–	<b>1</b>	–	–	–	<b>2</b>	<b>1</b>	<b>3</b>	<b>4</b>
<b>Total temporary positions</b>													
Approved temporary positions <sup>a</sup> 2022/23	–	–	1	–	–	1	–	–	–	–	–	–	1
Proposed temporary positions <sup>a</sup> 2023/24	–	–	1	–	–	1	–	–	–	–	–	–	1
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–

	International staff						National staff			United Nations Volunteers			
	USG- ASG	D-2- D-1	P-5- P-4	P-3- P-2	Field Service	Subtotal	National Professional Officers	General Service	Subtotal	Inter- national	National	Subtotal	Total
<b>Total, including temporary positions</b>													
Approved 2022/23	3	6	47	45	27	128	35	57	92	49	–	49	269
Proposed 2023/24	3	6	47	46	27	129	35	57	92	51	1	52	273
<b>Net change</b>	–	–	–	1	–	1	–	–	–	2	1	3	4

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

*International staff: increase of 1 post*

*General temporary assistance: continuation of 1 position*

*United Nations Volunteers: increase of 3 positions*

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

Table 2

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

	Change	Level	Functional title	Action	Description
Positions	+1	International UNV	Victims' Rights Officer	Establishment	
	+1	National UNV	Victims' Rights Officer	Establishment	
<b>Total</b>	<b>+2</b>				

51. The approved staffing establishment of the Office of the Special Representative of the Secretary-General comprises 27 posts and positions (1 Under-Secretary-General, 6 P-5, 3 P-4, 3 P-3, 1 P-2, 5 Field Service, 4 National Professional Officer and 2 General Service staff and 2 United Nations Volunteer positions). The Office provides direction and guidance to all mission components to ensure that all mandated tasks are implemented.

52. The Mission's approved staffing to provide assistance and support for victims of sexual exploitation and abuse comprises one staff member at the P-5 level, Senior Victims' Rights Officer. Pursuant to the Secretary-General's 2017 strategy on the prevention of and response to sexual exploitation and abuse by United Nations staff and non-staff personnel ([A/71/818](#) and [A/71/818/Corr.1](#)), the Senior Victims' Rights Officer acts as the main point of contact for all victims of sexual exploitation and abuse committed by United Nations and related personnel in the Central African Republic. The post was established to act as an advocate for victims' rights at the field level, support the mandate of the Headquarters-based Victims' Rights Advocate at the strategic level and function as the main point of contact for all victims and their families. The incumbent of this post in the Office of the Special Representative of the Secretary-General is responsible for strengthening system-wide coherence, coordination and comprehensive assistance and tracking.

53. To successfully implement the pledge of the Secretary-General to put the rights and dignity of victims at the forefront of the Mission's efforts to prevent and respond to sexual exploitation and abuse, MINUSCA seeks to enhance its capacity to support victims' rights. Since the establishment of the Mission in 2014, there have been 630 identified victims of United Nations personnel who are in need of assistance. With the deployment of the additional uniformed personnel authorized by the Security Council in resolution [2566 \(2021\)](#), strengthened capacity to prevent sexual exploitation and

abuse will be required. In this regard, the Mission will focus its efforts on training its uniformed personnel, conduct risk assessments and implement mitigation measures.

54. In the context of the above, it is proposed that two Victims' Rights Officer (United Nations Volunteer) positions, one international and one national, as shown in table 2, be established in the Office of the Special Representative of the Secretary-General to assist the Senior Victims' Rights Officer and ensure adequate coverage of the provision of assistance to victims.

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

Table 3

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

	<i>Number</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Position	1	P-4	Programme Management Officer	Continuation	
<b>Total</b>	<b>1</b>				

55. The approved staffing establishment of the Office of the Deputy Special Representative of the Secretary-General (Political) comprises 18 posts (1 Assistant Secretary-General, 3 P-5, 3 P-4, 6 P-3, 2 Field Service, 1 National Professional Officer and 2 General Service staff) and 1 P-4 general temporary assistance position. The Mine Action Service provides mine action services to MINUSCA through its long-standing partnership with the United Nations Office for Project Services (UNOPS). The P-4 Programme Management Officer position was established as a temporary position in the 2022/23 period to serve as Chief, Mine Action Programme, in the Mission and is embedded in the staffing of the Office of the Deputy Special Representative of the Secretary-General (Political). This ensures that the Mine Action Service directly leads in threat assessment, programme design and monitoring and representation with mission leadership and Government stakeholders and partners.

56. In this context, it is proposed that one temporary position of Programme Management Officer (P-4), as shown in table 3, be retained in the Office of the Deputy Special Representative of the Secretary-General (Political). The incumbent of the position is responsible for designing the MINUSCA mine action programme strategy, leading strategic and operational planning, programme design and response to threats, providing advice to mission leadership and coordination with other mission components, in particular the Mission's force, supporting advocacy efforts and leading engagement with the local authorities involved in mine action. The post also oversees the delivery and performance of implementing partners.

### Office of the Chief of Staff

Table 4

#### Human resources: Office of the Chief of Staff

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-3	Data Analyst	Establishment	
Position	+1	International UNV	Data Analyst	Establishment	
<b>Total</b>	<b>+2</b>				

57. The approved staffing establishment of the Office of the Chief of Staff comprises 37 posts and positions (1 D-2, 3 D-1, 4 P-5, 8 P-4, 2 P-3, 5 Field Service, 1 National

Professional Officer and 12 General Service staff and 1 United Nations Volunteer position). The Office is responsible for ensuring the effective direction and integrated management of all Mission activities, in accordance with the strategic vision and guidance of the Special Representative of the Secretary-General. To this effect, the Chief of Staff oversees the core mechanisms and processes that enable integrated delivery of the Mission's mandate, in particular strategic and operational planning, policy coordination, senior-level decision-making and information management. The Chief of Staff also ensures that coordination structures are established and reporting requirements are in place to enable the Mission to operate in the most efficient and timely manner. Furthermore, the Chief of Staff ensures that mission management structures are in place, including senior decision-making bodies and the planning and coordination mechanism between the Mission and the United Nations country team, notably to be able to operate in times of crisis. In addition, the Chief of Staff consults with all Mission offices to ensure the use of the best methods for achieving mission objectives and priorities, within the bounds of United Nations rules and regulations, and ensures that there is a clear understanding of and balance between the priorities of the substantive side and the capacities of mission support, while strengthening mission component integration at all levels. The Chief of Staff also oversees the establishment of mission-wide integrated procedures and systems for information analysis and management, including intra-mission information-sharing, reporting requirements and communication with the host country and other stakeholders.

58. Currently, there is a lack of dedicated capacity in the Mission for data analysis and information and records management, particularly in the context of the increased amount of data, information and data-driven reports produced by the Mission and centralized at the level of the Office of the Chief of Staff. Among other things, the number of indicators being tracked through the Comprehensive Planning and Performance Assessment System increased from 64 in 2019 to 110 in 2020 and 143 in 2022, which represents a 123 per cent increase over the past three years. Similarly, there is a pressing need to strengthen the information and records management of the Office, including for correspondence with the host country and internal communications, which have also substantially increased in the past years. In addition, the number of monitoring and reporting frameworks established by United Nations Headquarters that require regular and continual updates on mission-wide initiatives has also significantly increased in the past few years, including strategic planning, budgeting and performance management in Umoja, the reporting framework on progress made in implementing priorities under the Action for Peacekeeping Plus initiative and the report of the Office for the Peacekeeping Strategic Partnership on the Mission's approach to conduct and discipline.

59. In the context of the above, it is proposed that one Data Analyst post (P-3) and one Data Analyst (United Nations Volunteer) position, as shown in table 4, be established in the Office of the Chief of Staff. This dedicated capacity will support the Chief of Staff in leading the implementation of the Strategy for the Digital Transformation of United Nations Peacekeeping. Furthermore, the incumbents of the post and position will contribute to ensuring that the Mission can make the best use of available data to lead its planning, operations, integration and coordination for the implementation of its mandate. This catalytic capacity will enhance the ability of the Mission to analyse a vast amount of programme data and enable the production of a range of business intelligence and data visualization reports to facilitate a better understanding and analysis of the operational context and achievements of the Mission by tapping into various sources of information to support data-driven decision-making for the senior leadership of the Mission.

60. The P-3 Data Analyst will be responsible for: (a) coordinating, planning and delivering data analysis and information management activities for MINUSCA, as

well as providing coordination and leadership in data partnerships with all stakeholders, including the United Nations country team; (b) ensuring the provision of robust and meaningful data and information to support planning, operations and advocacy efforts mission-wide; (c) planning and implementing information and data management initiatives of significant importance to the Mission and its different components, including data analytics frameworks, business intelligence dashboards and cross-cutting monitoring tools; (d) providing mission-wide advisory services across functions and collaboratively on information and data management practices, including analysis of needs and business processes, innovation management, organization and maintenance of information assets, data preservation and disposition, and information management policies and procedures, with an emphasis on technological applications; and (e) leading in correspondence and record-keeping improvement projects, contributing to feasibility studies and systems analysis, design, development and implementation, and in the evaluation and testing of correspondence and record-keeping application improvements and new systems.

61. The Data Analyst (United Nations Volunteer) will be responsible for: (a) supporting Mission technical staff in the development of templates and applications to facilitate the collection and presentation of context-specific data and information; (b) managing and developing new visualization platforms to deliver critical data analysis for informed decision-making by the Mission leadership; (c) producing and updating information products such as reports, charts and infographics by converting data into graphical products to convey messages and a storyline; and (d) developing advocacy materials, including one-page leaflets, presentations and other visual materials for the senior leadership and for United Nations Headquarters.

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

62. Component 1 will continue to cover key expected accomplishments related to the provision of security, the protection of civilians and the promotion and protection of human rights, outlined in the following strategic objectives:

(a) Continue to provide and expand the provision of a safe and secure environment in the Central African Republic through the protection of civilians and pursue durable political solutions to the conflict and the ongoing instability. MINUSCA will seek to protect civilians against security threats, including jointly with national defence and security forces; reduce the risks of local electoral or political violence; and support the national defence and security forces in building renewed trust with local communities and preventing armed groups from moving into areas where the Government is steadily re-establishing its authority. The Mission's continued proactive approach remains critical to addressing the evolving security dynamics and tactics of the armed groups by all parties to the conflict, including any potential hostility against humanitarian actors, other national and international non-governmental organizations (NGOs) and United Nations personnel in the continued lead-up to local elections. Furthermore, the Mission will support the strengthening of the Government's ability to address threats to civilians from armed groups' evolving combat tactics, including the use of explosive ordnance. MINUSCA will also continue to develop its improved cooperation with the national defence and security forces to implement its protection of civilians mandate throughout the Central African Republic. The Mission's integrated military, police, civilian and political engagement and technical assistance, including short- and long-term operations and strategic utilization of its aviation assets, will be used to incentivize parties to cease infringements of the Political Agreement and human rights violations, and to reach sustainable political solutions to the conflict and the lasting instability. This integrated approach is underpinned by the Action for Peacekeeping Plus initiative of the Secretary-General, in particular the primacy of

politics, and will help to establish a more mobile and robust presence to ensure a preventive and proactive approach to crises, maintain safe and secure areas to protect civilians and support the ongoing implementation of the Political Agreement and the restoration and extension of State authority;

(b) Continue to prioritize the protection of civilians against threats of physical violence, including conflict-related sexual violence, gender-based violence and grave violations of women's and children's rights, and integrated proactive strategies to prevent violence, making full use of the monitoring and early warning capacity of the Mission for a more preventive and integrated approach to the protection of civilians, regardless of the perpetrator. The Mission will deliver proactive and sequenced interventions by its force and police component, aimed at creating a conducive environment for the peace and reconciliation process, including to help to create the conditions for sustainable and credible local elections when these are called. The Mission will aim to prevent any actor from destabilizing peace and security gains and will support the provision of safe conditions for the facilitation of local elections and the continuous implementation of the Political Agreement. The strategy for the protection of civilians will be underpinned by local-level dialogue and conflict prevention and resolution efforts, support for the political process and the deployment of efficient, accountable and self-sustainable national defence and internal security forces and State services throughout the territory. In coordination with the United Nations country team, the Mission will continue to build and enhance the capacity of national authorities for the protection of civilians and to minimize the risk of the exacerbation of tensions within the community by all parties to the conflict for the purpose of electoral, political or economic gain. Noting the ongoing risks inherent in the preparations for local elections, the Mission will continue its human rights monitoring and early warning in strategic locations, including the provision of training to national defence and security forces on human rights, international humanitarian law, child protection and the prevention of sexual and gender-based violence. In addition, the Mission will support the maintenance of technical security committees as well as electoral and prefectural security committees throughout the territory, where local stakeholders will monitor violations of the Political Agreement, engage in political dialogue and address security challenges;

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

(d) The Mission will monitor and report on, and seek to prevent and respond to, violations of international human rights law and international humanitarian law, including conflict-related sexual violence and grave violations of the rights of children by all parties to the conflict, while providing technical support for armed groups to roll out and commit to action plans to address grave violations of women's and children's rights and support for national authorities in conducting professional investigations and prosecuting human rights violations in an impartial manner, regardless of perpetrator.

To protect children and prevent them from being victims of recruitment and abuse and other grave child rights violations and strengthen the reintegration of children separated from armed groups, the Mission will support the Government in a pilot project to rehabilitate and operationalize a skills training centre for children. Furthermore, the Mission will continue to support the Government in building the institutional and legal frameworks necessary for the protection of civilians and the protection of human rights, including the full implementation of the national action plan on the prevention of hate speech and incitement to violence, in support of and in coordination with the High Council for Communication, the National Committee on the Prevention of Genocide and the National Human Rights Commission;

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

(f) Work in close coordination with humanitarian actors to continue to facilitate the creation of a secure environment for the unhindered provision of humanitarian assistance and for the voluntary and safe return, integration and resettlement of internally displaced persons and refugees. Support for humanitarian assistance will be critical as poverty, insecurity and vulnerabilities may be exacerbated owing to armed groups' activities.

63. With an authorized troop strength of 14,400 military personnel, including 155 military observers and 425 military staff officers, and 3,020 police personnel, including 2,420 formed police units personnel and 600 individual police officers, as well as 108 government-provided corrections officers, MINUSCA will continue to deploy across its area of responsibility with strategies and capacities appropriate to the local context, improving its flexibility and posture to secure priority areas and consolidate security in areas where peace has been restored, including key electoral sites as required.

64. To create conditions for improved stabilization and to further support the increased deployment of national defence and internal security forces, the Mission will continue to rely on its existing main operating bases, permanent and temporary, including reviewing the validity of all temporary operating bases based on operational needs and the ongoing work to upgrade temporary operating bases established in previous years. The mobility and flexibility of the force and police will be enhanced, within the augmented authorized troop and police strength, to ensure that the minimal level of security conditions is in place to protect civilians, including in the local electoral context. This will be accomplished through long-range patrols to reach areas where the Mission has limited presence and will be made possible by the reduction in the duration of the time that troops are deployed to temporary operating bases. Furthermore, the Mission will continue to improve situational awareness and the anticipation of security threats to support military and police operations and intelligence, surveillance and reconnaissance missions, as well as deter major threats and respond to threats to civilians. The closing of temporary operating bases deemed no longer required will help to mitigate the risk of sexual exploitation and abuse, as will the increased use of mitigation measures against sexual exploitation and abuse, including the use of focal points for sexual exploitation and abuse and regular visits and inspections to all locations where the Mission is deployed.

65. The military and police components will continue to simultaneously perform routine patrols, establish static security positions to increase visibility and proactivity, facilitate short-term and long-term operations and propose joint patrols with national



defence and internal security forces, depending on the prevailing context. Subject to agreement between the Mission and the national authorities, a number of vetted and trained national defence and internal security force officers will continue to engage in joint operations with MINUSCA, including enhanced planning, technical assistance and logistical support, which will help to enhance the national defence and internal security forces' capacity to protect civilians.

66. The Mission will also assist the national authorities in the selection, recruitment, vetting and non-operational training of the internal security forces through support for the implementation of the five-year training plan. In particular, MINUSCA, in collaboration with partners, will seek to provide support to reinforce internal oversight and accountability mechanisms within the defence and internal security forces, through strengthened command and control structures, with a particular focus on general and central inspectorates. Operational support provided to the internal security forces will enhance national capacity with regard to investigations, arrests and detentions, the administration of judicial evidence and transfer of cases to the competent courts. Furthermore, the Mission will continue to provide logistic support for the internal security forces, to implement an intelligence-led, people-centred and community-oriented policing approach that will include increased interaction with local communities to reassure them of their safety and promote security awareness, as well as build confidence between internal security forces and the population. The strengthened capacity-building of the internal security forces will allow the national authorities to prevent and respond to violence and reduce the capability of potential perpetrators to commit physical violence against civilians, while relying on their own institutions and assuming greater responsibility for the protection of civilians, including against electoral violence.

67. The ongoing armed conflict has been accompanied by a new threat to the security and safety of the population and United Nations civilian and uniformed personnel. From June 2020 to June 2022, there have been 76 explosive ordnance incidents, mostly in the west of the country, including the explosion of 45 anti-tank mines or similar victim-operated ordnances, two anti-personnel mines and 24 explosive remnants of war that caused the death of at least 37 and injured another 76 people. MINUSCA will continue to employ its response capacity to mitigate the threat posed by explosive ordnance in the country. To mitigate the threat, the Mission will fully utilize the authorized military explosive ordnance disposal capabilities of the force reserve explosive ordnance disposal platoon and five engineering companies, which each include an explosive ordnance disposal section, equipped with dogs trained for explosive detection and remotely operated vehicles. In addition, while the MINUSCA military component retains the responsibility for explosive ordnance disposal, the Mission will continue to seek the expertise of the Mine Action Service for the provision of pre-deployment assessments, training, mentoring and strengthening the search-and-detect capabilities of infantry units, thereby enabling the Mission to conduct operations in a high threat environment and contribute to saving the lives of MINUSCA personnel, humanitarian actors and the civilian population. In addition, the Mine Action Service will continue its efforts to coordinate humanitarian mine action activities, including the accreditation of MINUSCA explosive ordnance disposal teams for humanitarian demining and by assisting the Government to establish a national coordination structure to respond to the threat of explosive ordnance.

68. The Mission, through its protection of civilians framework, will strengthen the establishment of early warning mechanisms and protection networks with civil society organizations, national human rights institutions and local human rights forums, including support for the collection of information and documentation of violations and abuses. MINUSCA will support the capacity-building of national stakeholders, including government structures, national human rights institutions and

civil society organizations to ensure local ownership in dealing with situations relating to human rights and international humanitarian law in the Central African Republic. Regular monitoring of the human rights situation will continue to take place through investigation of incidents, visits to detention places and engagement with parties to the conflict to request that they cease human rights violations and abuses. Efforts will be made to ensure the establishment of an open dialogue through monitoring and reporting of trends and patterns of human rights violations in the Central African Republic followed by recommendations for improvement of the situation and to strengthen the fight against impunity.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.1 Improved security environment and protection of civilians, including through the reduction of insecurity caused by explosive ordnance, improved community protection mechanisms and an enhanced security situation in strategic areas of the Central African Republic	<p>1.1.1 Number of attacks and armed clashes between parties to the conflict (2021/22: 190; 2022/23: 150; 2023/24: 200)</p> <p>1.1.2 Number of violations of the Political Agreement for Peace and Reconciliation in the Central African Republic (2021/22: 1,496; 2022/23: 2,000; 2023/24: 2,000)</p> <p>1.1.3 Number of early warning systems and protection mechanisms put in place to prevent violations and abuses of human rights, including conflict-related sexual violence (2021/22: not applicable; 2022/23: not applicable; 2023/24: 30)</p> <p>1.1.4 Percentage of the total number of explosive ordnance identified that is safely destroyed (2021/22: not applicable; 2022/23: 30 per cent; 2023/24: 50 per cent)</p> <p>1.1.5 Number of members of most-at-risk local communities who demonstrate increased knowledge of unsafe and safe practices as a result of explosive ordnance risk education (2021/22: not applicable; 2022/23: 10,000; 2023/24: 5,000)</p>

#### *Outputs*

- 19 permanent operating bases, 24 main operating bases and no more than 30 temporary operating bases operated and maintained for a limited time in the context of the flexible and proactive posture of the mission force
- 2,000 weekly patrols, including 1,100 short-range patrols, 300 mid-range patrols, 320 long-range patrols and 280 escort missions, in main population centres throughout the Central African Republic, to rapidly intervene and/or support the peace process, elections, national reconciliation, social cohesion and transitional justice
- 14 weekly joint patrols with national defence forces throughout the Central African Republic to support the extension of State authority and intervene for the protection of civilians by reducing the threats posed by armed groups and limiting their influence on and control of the territory
- 220 weekly joint patrols with internal security forces and United Nations police in key population centres throughout the Central African Republic to support the extension of State authority and intervene for the protection of civilians by reducing the threats posed by armed groups and limiting their influence on and control of the territory

- 200 weekly patrols in main population centres throughout the Central African Republic to rapidly intervene and/or support the peace process, elections, national reconciliation, social cohesion and transitional justice at the national and local levels in order to reduce the threats posed by armed groups and limit their influence on and control of the territory
- 350 weekly patrols performed by the Bangui Joint Task Force and United Nations police personnel, in coordination with internal security forces, to provide patrolling 24 hours a day, 7 days a week to ensure freedom of movement and the protection of civilians
- 36 deployments of quick reaction forces and reserve battalions to proactively deter action by armed groups against civilians in emerging hotspots, protect civilians from violence or harassment during the election period and decrease control by and the presence of armed groups
- 40 weekly flights of unmanned aerial systems to improve situational awareness and the anticipation of security threats and to support military intelligence, surveillance and reconnaissance missions
- 36 average monthly helicopter flight hours per deployed aviation unit to support the conduct of military operations and intelligence, surveillance and reconnaissance missions
- 480 projects by MINUSCA military engineering units, including for repairing roads, bridges, water wells and airfields, in partnership with the United Nations country team and humanitarian and government partners, to facilitate the protection of civilians and the delivery and monitoring of humanitarian and early recovery assistance
- 59 daily pre-planned formed police unit patrols and 6 daily operational backup patrols, both in and outside of Bangui, to conduct security assessments, provide backup for crowd control and public order management and work with the local community and authorities to gather information
- 6,000 interactions conducted by United Nations police officers in localities, including districts and team sites, to reassure the local community of their safety and promote security awareness.
- 15 training sessions on the protection of civilians and human rights for members of civil society and community focal points working on hate speech and the prevention of genocide and other atrocity crimes
- 10 joint protection missions of civil society, local human rights forums, early warning networks and national human rights institutions to enhance local protection
- 40 joint protection missions to the field to enhance early warning systems and the protection of civilians and to assess current and possible threats against the physical integrity of civilians
- 20 training sessions on the protection of civilians, human rights, international humanitarian law, including with regard to conflict-related sexual violence, for the national defence and internal security forces, line ministries, national human rights institutions and local administrative officials to strengthen the capacity of State actors to contribute to a protective environment
- Coordination for the protection of 10 individual victims under threat because of their opinions or collaboration with the United Nations and in line with the integrated Mission's protection mechanisms
- 40 field missions to enhance early warning systems and establish protection networks and referral pathways to support civilians under threat and victims of human rights violations and abuse
- Construction, in support of local or external protection partners, of a safehouse to ensure temporary individual protection of victims of threats because of their opinions or collaboration with the United Nations or other protection mechanisms
- 36 initiatives (brainstorming, training and planning) for 600 beneficiaries to improve MINUSCA force and community liaison collaboration and strengthen community-level protection and security coordination mechanisms, enhance the overall security environment and facilitate access for the return of internally displaced persons, refugees and local authorities, through the implementation of prevention and mitigation measures

- 20 capacity-building sessions, round tables and planning initiatives for 400 beneficiaries addressing transhumance-related matters through effective local conflict prevention mechanisms involving local authorities, herders' and farmers' associations and community members (in collaboration with the Food and Agriculture Organization of the United Nations and other United Nations entities when present in the field) to mitigate the recurrence of transhumance-related violent conflicts
- 20 explosive ordnance disposal training, training-of-trainers, refresher training, mentoring and post-blast investigation training sessions for explosive ordnance disposal units of engineering companies, as well as search-and-detect refresher training activities for infantry battalions and force personnel
- 17 technical assistance meetings and support through technical advice for the evaluation and accreditation of MINUSCA explosive ordnance capacity to respond to explosive ordnance threats
- 200 risk-education sessions on explosive ordnance threats to the civilian population in areas of high explosive ordnance prevalence
- 4 workshops with the national authorities to support the operationalization of a national mine action entity
- 52 risk-awareness sessions on explosive ordnance threats to MINUSCA civilian and uniformed personnel, United Nations entities and humanitarian actors
- Training and mentoring of 100 per cent of infantry battalions and combat convoy companies deployed to the west of the Central African Republic to conduct context-specific search-and-detect operations to identify explosive ordnance
- 1 year-long national communications campaign, targeting youth in particular, through radio, print, video, social media and outreach activities to garner support for the Mission and prevent intracommunal or intercommunal disputes
- 1 national social mobilization campaign to prevent conflict-related violence and sexual and gender-based violence

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.2 Improved protection and promotion of human rights in the Central African Republic, including through the strengthening of national and local capacity in this area, with a specific focus on women and children	<p>1.2.1 Number of cases of violations of human rights and international humanitarian law, including grave violations of the rights of children and conflict-related sexual violence, that are brought to the attention of national authorities and armed groups and actions taken (2021/22: 923; 2022/23: 500; 2023/24: 500)</p> <p>1.2.2 Total number of individuals arbitrarily arrested and detained who are released by national authorities and armed groups following advocacy by MINUSCA (2021/22: 49; 2022/23: 200; 2023/24: 200)</p> <p>1.2.3 Total number of internal security force personnel trained in human rights, the protection of civilians, the protection of children, the prevention of conflict-related violence and sexual and gender-based violence and civil-military relations (2021/22: 905; 2022/23: 2,500; 2023/24: 3,000)</p> <p>1.2.4 Number of political and technical engagements undertaken by MINUSCA to address human rights violations (2021/22: not applicable; 2022/23: not applicable; 2023/24: 10)</p>

1.2.5 Number of command orders issued by parties to the conflict to prevent and end grave child rights violations (2021/22: 1; 2022/23: 3; 2023/24: 4)

1.2.6 Action plans to prevent and end grave child rights violations are fully implemented by armed groups (2021/22: 0; 2022/23: 3; 2023/24: 3)

1.2.7 Children are released from armed forces and groups and handed over to care services (2021/22: 134; 2022/23: 500; 2023/24: 3)

1.2.8 Number of commitments by parties to the conflict to halt and prevent sexual violence (2021/22: not applicable; 2022/23: 2; 2023/24: 3)

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*Outputs*

- 20 pre- and post-deployment training sessions on human rights and international humanitarian law, including conflict-related sexual violence and child protection, for internal security forces to support the integration of human rights in security sector reform
- 15 training sessions on human rights and international humanitarian law for internal security forces
- 120 monitoring and investigative missions to monitor and verify allegations of violations of international human rights and humanitarian law
- 200 visits to detention facilities to monitor and investigate violations of international humanitarian law and violations and abuses of human rights
- 3 special investigations on serious human rights violations conducted outside the Central African Republic, especially in neighbouring countries where Central African refugees could be key witnesses and victims of human rights violations and abuses
- Provision of support for 15 monitoring visits to local organizations working on the promotion and protection of the rights of detainees and prisoners to assess the conditions of detention and issue a thematic report on the subject with relevant recommendations for the attention of the Government
- 30 working meetings with line ministries and judicial, prison and detention authorities to advocate concerning the management of individual emblematic cases in line with key human rights standards governing the handling of detention
- 2 thematic reports on conflict-related violations and abuses, 12 monthly reports, 4 quarterly reports and 1 annual public report on the human rights situation in the country, including on conflict-related human rights violations and abuses, conflict-related sexual violence and children in armed conflict, advocating both political and judicial accountability
- 30 public events in support of civil society organizations and networks of human rights defenders to undertake community engagement activities on prevailing issues of human rights, including protection of civic space, prevention of hate speech and incitement to violence, protection of women's rights and prevention of discrimination against vulnerable groups and minorities
- 5 nationwide campaigns to ensure the visibility of the Mission's work on the promotion of human rights on key subjects, including economic, social and cultural rights, promotion and protection of civic space, prevention of hate speech and incitement of violence, promotion of women's rights and prevention of discrimination
- 6 expert workshops on the drafting of submissions and reports to human rights mechanisms of the United Nations and regional bodies, including 2 for civil society organizations, 1 for the National Human Rights Commission and 3 for members of the interministerial committee in charge of drafting and validating government reports to United Nations human rights treaty bodies

- 40 activities to support implementation by the 4 national human rights institutions of their promotional and protective mandates, including 10 field missions of the High Council for Communication to assess the impact of its sensitizations on the prevention of hate speech and incitement to violence and review and updating of the national prevention plan accordingly, 20 monitoring visits of the National Human Rights Commission to assess the human rights situation and drafting and publishing of thematic reports on the general human rights situation in the Central African Republic, 5 workshops of the National Committee on the Prevention of Genocide to support the implementation of its preventive mandate on mass atrocities against targeted minorities, and 5 public events of the High Authority for Good Governance to sensitize on its activities and draft its quinquennial plan on the promotion and protection of minorities
- 20 methodological sessions on human rights investigations, monitoring, reporting and advocacy for members of human rights NGOs, civil society and members of national human rights institutions to support a human rights-based approach to their work
- 15 training sessions on monitoring of trials for members of civil society organizations and human rights forums to enhance their capacity to assess human rights compliance in judicial processes and be part of the restoration of the rule of law
- 12 round tables led by local human rights forums at the community level with religious, administrative, traditional and community leaders on locally based human rights concerns to ensure a communal approach to addressing them
- 6 meetings of the monitoring, analysis and reporting working group to ensure the systematic gathering of conflict-related sexual violence information and promote action to prevent and respond to incidents of sexual violence
- 4 advocacy meetings with leaders of armed groups to discuss command responsibility for sexual violence and the issuance of written and verbal command orders to halt and prevent sexual violence perpetrated by their group
- 10 public events to support initiatives of the Ministry of Justice in line with implementation of the national policy on human rights
- 12 working sessions with the Ministry of Justice, including 6 at the leadership level with the Minister and 6 at the technical level with appointed focal points of the Ministry, to engage on key human rights matters and recommendations made in reports
- 5 public events to support the implementation plan and full operationalization of the national preventive mechanism against torture
- 30 training sessions on child rights and child protection for 1,500 members of the national defence and internal security forces and corrections officers
- 30 awareness-raising sessions for parties to the conflict on the six grave violations of the rights of children and the protection of children during armed conflict
- 30 meetings with parties to the conflict to advocate signing and implementation of action plans or command directives to prevent and end grave child rights violations
- 30 awareness-raising sessions for civil society, community leaders, religious leaders, community alert networks and local authorities on child protection concerns
- 120 field missions to monitor and verify the six grave violations of the rights of children, including the association of children with parties to the conflict
- 1 national workshop and 6 regional workshops to review the national- and prefectural-based regional prevention plans to protect children from armed conflict within the framework of the national prevention plan in accordance with Security Council resolution [2427 \(2018\)](#)

- 4 visits to a governmental skills training centre for children in coordination with the Government to support the establishment and operationalization of the centre to protect children from grave violations of their rights
- 10 training sessions for members of civil society and the United Nations system on the monitoring, reporting and verification of grave violations of the rights of children
- Capacity-building for gender-sensitive protection of women and girls against gender-related accusations such as witchcraft
- 5 public events in collaboration with the Network of Non-Governmental Organizations for the Promotion and Protection of Human Rights in the Central African Republic to raise awareness of the promotion and protection of the rights of human rights defenders in line with the law on the protection of rights of human rights defenders
- 11 campaigns through local radio and outreach activities for the protection of human rights for the citizens of the Central African Republic, as well as to ensure the visibility of the Mission's work on the promotion of human rights
- 1 national campaign in support of the "Act to protect children affected by armed conflict" initiative, through radio, print, video, social media and outreach activities, for the protection of children against grave violations of their rights
- 5 public events in collaboration with the High Authority for Good Governance to promote and raise awareness on economic, social and cultural rights

#### *External factors*

The impact of the deployment of bilaterally deployed forces and other security personnel to the security environment; the conduct of armed groups; the timely deployment of the necessary security personnel and the technical capacity of national authorities to assume increasing and sustainable responsibility for the provision of security and the protection of civilians; and increased violence and protection concerns during the local electoral process and as attempts to destabilize the implementation of the Political Agreement

Table 5  
**Human resources: component 1, security, protection of civilians and human rights**

<i>Category</i>	<i>Total</i>
<i>I. Military observers</i>	
Approved posts 2022/23	155
Proposed posts 2023/24	155
<b>Net change</b>	–
<i>II. Military contingents</i>	
Approved posts 2022/23	14 201
Proposed posts 2023/24	14 201
<b>Net change</b>	–
<i>III. United Nations police</i>	
Approved posts 2022/23	600
Proposed posts 2023/24	600
<b>Net change</b>	–

*IV. Formed police units*

Approved posts 2022/23	2 420
Proposed posts 2023/24	2 420

<b>Net change</b>	–
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	<i>International staff</i>						<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National Professional Officers</i>	<i>General Service</i>	<i>Subtotal</i>	<i>Inter- national</i>	<i>National</i>	<i>Subtotal</i>	
<i>V. Civilian staff</i>													
<b>Office of the Force Commander</b>													
Approved posts 2022/23	1	1	–	–	1	3	–	1	1	–	–	–	4
Proposed posts 2023/24	1	1	–	–	1	3	–	1	1	–	–	–	4
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Office of the Police Commissioner</b>													
Approved posts 2022/23	–	2	10	5	1	18	–	4	4	–	–	–	22
Proposed posts 2023/24	–	2	10	5	1	18	–	4	4	–	–	–	22
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Human Rights Division</b>													
Approved posts 2022/23	–	1	10	16	2	29	16	5	21	22	–	22	72
Proposed posts 2023/24	–	1	10	16	2	29	16	5	21	22	–	22	72
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Child Protection Unit</b>													
Approved posts 2022/23	–	–	2	4	–	6	3	1	4	5	–	5	15
Proposed posts 2023/24	–	–	2	4	–	6	3	1	4	5	–	5	15
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Subtotal, civilian staff</b>													
Approved 2022/23	1	4	22	25	4	56	19	11	30	27	–	27	113
Proposed 2023/24	1	4	22	25	4	56	19	11	30	27	–	27	113
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total (I–V)</b>													
Approved 2022/23	1	4	22	25	4	56	19	11	30	27	–	27	17 489
Proposed 2023/24	1	4	22	25	4	56	19	11	30	27	–	27	17 489
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–

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

69. The Mission will continue to support democratic governance and the implementation of the Political Agreement and the International Conference on the Great Lakes Region joint road map for peace in the Central African Republic, ensuring inclusive participation in its various monitoring and implementation mechanisms. MINUSCA will continue its support for inclusive dialogue, including through the follow-up to the recommendations of the republican dialogue. Furthermore, the Mission will continue to create the conditions for inclusive peace and political processes, with priority placed on ensuring the continued viability and



implementation of all provisions of the Political Agreement and coherence with related regional peace initiatives for the Central African Republic. The Mission will also support the Government and relevant national institutions in establishing the political, security, legal and technical conditions conducive to broadening and preserving political space in the context of the Political Agreement, including the facilitation of free, fair, credible and inclusive local elections, building on the progress achieved in the prior period. In addition, the Mission will provide support to facilitate the inclusiveness of the political process and its ownership by political parties, civil society, women and youth, religious leaders, minority groups and local communities. This will be complemented by efforts to maintain strategic engagement with non-signatory armed groups to the Political Agreement and those armed groups that have renounced the agreement.

70. As provided by the Political Agreement, the Mission will continue to provide good offices and technical support, including visits to the field, for the durable dissolution of armed groups and assist national authorities in ensuring that all Central African citizens, including former members of armed groups, can form political parties and movements in order to participate in political life. The Mission will also continue to engage and coordinate all international, regional and national stakeholders to ensure constructive dialogue between the Government and leaders of the armed groups on the implementation of the Political Agreement.

71. Furthermore, the Mission will continue to provide technical expertise to the national authorities, as appropriate, in their engagement with neighbouring countries and other regional partners to resolve issues of common and bilateral interest and to support local cross-border security and management initiatives such as support for the national authorities on following up on the implementation of the national border management policy.

72. The Mission will also continue to support the monitoring and implementation of the women and peace and security commitments outlined in the Action for Peacekeeping Plus initiative regarding the full, equal and meaningful participation of women in peace and political processes and in electoral processes. Furthermore, the Mission will continue to support the strengthening of the role of women and youth in peace and national reconciliation processes and improve their level of representation and participation in decision-making bodies, in particular for local governance and elections.

73. The Mission will continue to support the implementation and monitoring of the unilateral ceasefire declared on 15 October 2021 by Mr. Touadéra, in line with the Mission's mandate to create a conducive environment to advance the peace process and accelerate the implementation of the Political Agreement through the joint road map. Progress towards reconciliation, social cohesion and inclusive peace and political processes at the local level will be addressed through strengthening the implementation of the Political Agreement, while being sensitive to the current deteriorating security situation, community-based civic education and awareness-raising, and coordinated local peace initiatives. The Mission will enhance its use of strategic communications to support countrywide awareness-raising activities, including encouraging community engagement in peace and political processes. To support democratic governance and the holding of local elections, the Mission will work to politically stabilize and transform conflict-affected areas by nurturing the shift from armed struggle to active political participation through the empowerment of local leaders, including women and youth, within the framework of the implementation of the Political Agreement and the operationalization of the law on decentralization. The implementing mechanisms of the Political Agreement will be linked to local, national and regional processes as part of mission-wide integrated efforts to prevent violence against civilians, including those related to transhumance,

strengthen social cohesion and build acceptance for the restoration of State authority, including support for the return of refugees and internally displaced persons to their place of origin. Support for these mechanisms will be aligned with the Mission's wider efforts to support the extension of State authority and enable the Government to strengthen the localized architecture for peace, which will include efforts to strengthen local peace and reconciliation committees and local peace compacts and raise awareness and the engagement of all stakeholders, including women, young people, civil society and religious leaders.

74. The laws on local governance and territorial administration adopted in April 2020 and January 2021, respectively, determined the administrative districts of the country, including the creation of new prefectures. The local elections at the municipal and regional levels in 176 constituencies across seven regions of the Central African Republic remain a key opportunity for the implementation of decentralization. This will enhance local representative governance and encourage greater political participation of Central Africans, including by enhancing participation by women and youth and creating the conditions for local female and youth leadership. Local elections are also an opportunity to support the Government in addressing long-standing issues of marginalization and exclusion, which are considered to be part of the root causes of the conflict. If fully implemented and sustained by the Government, the planned decentralization process will contribute to finding local solutions, creating opportunities for local development and power-sharing through more effective and inclusive governance of natural resources and strengthening State-building in favour of territorial integrity.

75. During the 2023/24 period, the Mission will continue to support the electoral processes by providing good offices, operational, logistical, security and, as appropriate, technical support for the national authorities in preparing and facilitating the holding of free, fair, credible and inclusive local elections as mandated by the Security Council and in accordance with the constitution of the Central African Republic. It is expected that the Central African Republic will have held at least one voting round at the beginning of the 2023/24 period on the basis of an updated, reliable, inclusive and consensual electoral list, following voter registration utilizing the updated electoral mapping and implemented on the updated legal framework and strategic and operational planning tools developed with MINUSCA and UNDP support. In addition, the frameworks for dialogue on local elections and the operationalized integrated elections security plan will have sustained a conducive political and security environment for the polls. Building on the support provided thus far and the enhanced national capacity, electoral assistance will be provided in an integrated manner, whereby UNDP will complement the Mission's support by providing technical assistance and capacity-building support for the National Electoral Authority. The Mission will continue to promote dialogue among all stakeholders of the Central African electoral process and work to strengthen democratic governance and good electoral practices in the Central African Republic, including the participation of women, youth and displaced persons. MINUSCA will maintain the provision of technical, logistical and operational support for the Constitutional Court and the High Council for Communication to implement their mandates with respect to the conduct of fair, free and inclusive local elections. The Mission's continued co-location of electoral personnel in 17 electoral locations will remain critical, as will support for extensive civic education programmes to support an informed electorate and prevent the spread of misinformation and disinformation. Further, strategic communications will be enhanced to promote understanding of the electoral process and the impartial support function of MINUSCA and to combat disinformation and hate speech.

76. The sustainable regional coverage of the national security forces across the territory, in addition to enhanced local governance, is essential for restoring State

authority, as well as the foundation for sustainable peace and development in the Central African Republic. The Mission will continue to provide strategic advice, technical assistance and operational and programmatic support contributing to the institutional capacity-building of the national security authorities, including the national security sector reform coordination body, the Ministry of the Interior and Public Security, the Ministry of Defence and Army Reconstruction and the Ministry of Water and Forests. Efforts will be focused on contributions to ensure an inclusive and gender-responsive approach and implementation within the framework of the national security policy and the security sector reform national strategy. The Mission will also work to strengthen the national capacities of the legislature in its oversight responsibility to ensure effective and accountable national defence and internal security forces. Efforts will be made to assist the Government in coordinating and mobilizing international assistance for a coherent implementation of the security sector reform process, particularly the operationalization of all sectoral policies and plans, such as the national defence policy. Priority will be placed on providing capacity-building to enforce and strengthen the military justice system and to enhance the central and general inspectorates of the national security forces. Priority will also be placed on implementation of the security provisions of the Political Agreement and the joint road map of the International Conference on the Great Lakes Region. This will include strengthening oversight mechanisms and addressing the integration of ex-combatants in the national security forces and the issue concerning rank harmonization with respect of and compliance with human right principles and within the security sector reform process and capabilities.

77. The Mission will continue to provide support to advance disarmament, demobilization and reintegration activities in the framework of the Political Agreement, taking into account the complementary joint road map. Continued support from the Mission is critical in ensuring that the Government's target of 7,000 combatants to join the disarmament, demobilization and reintegration programme is met. Since the inception of the programme in 2018, almost 5,000 combatants have been disarmed and demobilized. An estimated 2,000 combatants remain to be enrolled in the programme. In the 2023/24 period, the Mission will support 1,000 ex-combatants, including elements from armed groups affiliated with the former *Coalition des patriotes pour le changement* that will have re-joined the Political Agreement through the joint road map. Furthermore, efforts will be made to ensure that synergies exist between disarmament and demobilization operations and the socioeconomic reintegration of demobilized ex-combatants into their respective communities of return.

78. Community violence reduction programmes will continue to be implemented to complement the national disarmament, demobilization and reintegration process, as well as to foster community dialogue and stabilization efforts aimed at halting violence and creating conditions conducive to security improvement, community recovery and the protection of civilians. Community violence reduction programmes will be expanded to remote areas of recent violence, where armed groups are proliferating and where militia activity and intercommunal violence exist, targeting youth at risk of recruitment and with a particular focus on women. Furthermore, the Mission will continue to capitalize on the importance of community violence reduction programmes as a stabilization tool that offers viable alternatives to violence in targeted communities and contributes to achieving a stronger impact in the restoration of peace and stability, which is rooted in the political process. In addition, to support the Government's efforts in operationalizing the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons, the Mission, within the framework of community violence reduction programme implementation, will provide support for public information and sensitization activities to promote voluntary weapons collection in targeted communities in Bangui.

79. Furthermore, the Mission will continue to facilitate and promote confidence building, enhancement of national capacities and community engagement initiatives for the implementation of local peace and political processes and promote national ownership for improved protection of civilians and restoration and extension of State authority. In an integrated manner, the Mission will work towards the engagement of women and youth groups as leaders in sensitization campaigns and needs assessments where matters such as freedom of movement, the return of internally displaced persons and the implementation of peace agreements within the localities, will be discussed.

80. The unique capacity of MINUSCA to reach communities and build trust at the local level through its field offices and military bases has been instrumental in brokering local peace agreements and preventing the escalation of local conflicts into armed confrontation. In this context, the Mission will build on its previous results and will scale up its support by implementing confidence-building, local dialogue and community engagement initiatives. Furthermore, MINUSCA aims to support the national authorities to implement a sound and inclusive reconciliation process where marginalization and local grievances in all spheres of society are properly addressed, including through national policies on economic development and civil servant recruitment and deployment in the framework of the post electoral environment.

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

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*Expected accomplishment*

*Indicators of achievement*

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2.1 Progress towards the implementation of the Political Agreement and adherence to its provisions, as well as compliance with democratic governance and inclusive political processes at the national and regional levels

2.1.1 Number of meetings of the statutory national mechanisms of the Political Agreement and those of the frameworks for the harmonization of the Political Agreement and the International Conference on the Great Lakes Region joint road map held, and percentage of the activities planned for the implementation of the joint road map implemented (2021/22: not applicable; 2022/23: not applicable; 2023/24: 16 meetings and 80 per cent)

2.1.2 Percentage of recommendations of Government-led meetings on the political process implemented (2021/22: not applicable; 2022/23: not applicable; 2023/24: 60 per cent)

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*Outputs*

- 4 meetings supported by the Mission and convened by the Government with guarantors and facilitators, demonstrating a continued engagement in the implementation of the Political Agreement and the joint road map
- 4 meetings of the Executive Monitoring Committee and the national committee for the implementation of the peace agreement, supported by the Mission
- 4 advisory meetings, including follow-up meetings with national and regional stakeholders, to support the implementation of the Political Agreement through the joint road map and 1 meeting of the International Support Group on the Central African Republic to support the implementation of the Political Agreement

- 4 field visits of the Government, together with the guarantors and facilitators, in support of the implementation of the Political Agreement through the joint road map, by providing logistical and technical assistance and good offices
- 6 meetings of the national committee for the implementation of the Political Agreement supported by MINUSCA to coordinate the overall implementation of the peace agreement and resolve regional issues raised through national and prefectural committees for the implementation of the peace agreement
- 10 field missions of members of parliament to their constituencies for accountability purposes and to support the peace process, social cohesion and the peaceful resolution of disputes, facilitated by MINUSCA
- Media and community engagement activities to support the revitalization of the Political Agreement through the joint road map

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.2 Progress towards reconciliation, social cohesion and inclusive peace and political processes at the local level through the implementation of the Political Agreement, civic education around the electoral process and coordinated local peace initiatives	<p>2.2.1 Number of conflict mitigation initiatives completed in key areas of intercommunal tension (2021/22: 32; 2022/23: 36; 2023/24: 29)</p> <p>2.2.2 Number of inclusive community reconciliation initiatives and projects that contribute to peace and stability with the participation of women (2021/22: 82; 2022/23: 20; 2023/24: 32)</p> <p>2.2.3 Number of Political Agreement follow-up mechanisms that are inclusive and meet on a consistent basis at the local level (2021/22: 26; 2022/23: 36; 2023/24: 36)</p> <p>2.2.4 Percentage of recommendations of the prefectural committees for the implementation of the Political Agreement that have been implemented by the Government (2021/22: 15 per cent; 2022/23: 60 per cent; 2023/24: 60 per cent)</p> <p>2.2.5 Number of communities that disapprove of and reject hate speech, including increased willingness to speak out against group-targeted hate (2021/22: not applicable; 2022/23: not applicable; 2023/24: 15)</p>

#### *Outputs*

- 29 initiatives (workshops, dialogue and awareness-raising sessions) for 800 beneficiaries in the 12 field offices to reinforce capacity for conflict resolution by local peace and reconciliation committees, civil society actors and local authorities, in partnership with international and national NGOs, the United Nations country team and technical partners, to consolidate the achievements of the existing local peace agreements in support of the implementation of the Political Agreement
- 12 initiatives and projects in coordination with MINUSCA and the United Nations country team for 500 beneficiaries in 12 field offices to prepare for the peaceful return of internally displaced persons and refugees and facilitate peaceful coexistence, freedom of movement of goods and people, access to social services and economic empowerment, leading to community stabilization
- 68 workshops (4 per regional electoral office) led by the local branches of the National Electoral Authority, with technical and operational support from MINUSCA, on voter and civic education to prepare local populations for local elections and to mainstream the participation of women into the electoral and political processes

- 10 awareness-raising sessions for members of local and national peace committees, including the technical security committee and prefectural committees for the implementation of the Political Agreement, on the inclusion of children's concerns and their protection in peace initiatives
- 12 local mediations or dialogue initiatives in hotspots outside of Bangui, conducted jointly with the monitoring and implementation mechanisms of the Political Agreement, to de-escalate violence and foster reconciliation processes between the armed groups in conflict with each other, as well as with other stakeholders aligned with them
- 100 prefecture-level meetings with local authorities, national defence and internal security forces and armed groups, within the framework of the Political Agreement or in a complementary manner, to discuss reduction of violence and implementation of the Political Agreement
- 60 meetings with local authorities, local community leaders and representatives of marginalized and stigmatized communities to support their integration through an integrated strategy within the framework of the anti-discrimination provisions of the Political Agreement
- 30 workshops and dialogue sessions for 750 participants to prevent hate speech and support social cohesion in line with the provisions of the Political Agreement
- 20 workshops for 25 participants per session to foster political education and support youth and women in becoming future local and national political leaders
- 4 meetings with signatory armed groups and the provision of good offices at the national and local levels to support the dissolution of armed groups and refocus their members into political engagement, in accordance with the provisions of the Political Agreement
- 10 training sessions for internal security forces on planning, risk assessment and election security
- 15 training sessions on protecting human rights in the electoral context for national defence and internal security forces
- Provision of support for women's involvement in Truth, Justice, Reparation and Reconciliation Commission initiatives at both the national and provincial levels
- Provision of support for women's initiatives for peace and reconciliation, including following up on the recommendations of the republican dialogue pursuant to the Political Agreement
- 15 public campaigns for members of civil society on the inclusion of human rights concerns in local peace initiatives
- 1 communications campaign targeting political actors, civil society organizations, organized segments of vulnerable groups, the media and the general population to promote support for and ownership of the Political Agreement, local peace initiatives and participation in the elections

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*Expected accomplishment*


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*Indicators of achievement*


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

2.3.1 Percentage of National Electoral Authority operational plans and budgets for local elections that are aligned to legal texts, adopted and available with operational readiness (2021/22: 50 per cent; 2022/23: 100 per cent; 2023/24: 100 per cent)

2.3.2 Number of polling stations where local elections are held in accordance with the mapping exercise conducted by the National Electoral Authority (2021/22: 0; 2022/23: 5,408, 2023/24: 5,448)

2.3.3 Percentage of electoral candidacy disputes that are addressed by magistrates (2021/22: 0 per cent; 2022/23: 100 per cent; 2023/24: 100 per cent)

2.3.4 Percentage of women candidates for local elections (2021/22: 0 per cent; 2022/23: 35 per cent; 2023/24: 35 per cent)

2.3.5 Percentage of women elected at the local level (2021/22: 0 per cent; 2022/23: 35 per cent; 2023/24: 35 per cent)

2.3.6 Number of women elected as municipal councillors/advisers trained on female leadership, as well as on the women and peace and security agenda (2021/22: not applicable; 2022/23: 200; 2023/24: 200)

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#### Outputs

- 3 meetings of the Strategic Committee on Elections to complete the local elections and the Central African Republic's 2020–2023 electoral cycle
- 4 meetings of the Consultative Framework (Cadre de concertation) to promote dialogue and consensus among electoral stakeholders, including national authorities, political parties and civil society to resolve electoral disputes and address challenges in the facilitation of local elections
- Daily assistance to the electoral authorities through co-location with the National Electoral Authority and monthly meetings with national authorities to: (a) monitor and implement the required legal framework on elections and decentralization; (b) provide technical, operational and logistical support for the holding of credible, free, fair and peaceful local elections; and (c) ensure the transfer of skills for electoral management, as well as support for the implementation of the gender parity law
- Technical, operational and logistical support for the National Electoral Authority in all 20 prefectures to complete the local elections and monitor and manage appeals of the municipal and regional election results, including technical and logistical support for the Authority's coordination with the Tribunal de grande instance and logistical support for the Tribunal's decisions, as needed
- 12 joint National Electoral Authority-MINUSCA inspections of the materials at the Authority-managed warehouse to improve warehouse management
- 4 videoconference meetings between the Minister of Territorial Administration, Decentralization and Local Development and prefects/local authorities to discuss electoral updates and processes
- 18 outreach sessions (1 per prefecture and 1 in Bangui) to raise the awareness of and assist national stakeholders (government officials and civil society) on affirmative action conducive to increased political participation and elected representation of women in municipal and regional councils
- 32 workshops (2 per regional electoral office) led by the National Electoral Authority (*démembrements*) with technical and operational assistance from MINUSCA, on civic education to support the peaceful completion of municipal and regional elections and to support the participation of women in the electoral and political processes
- 1 national seminar to evaluate the 2020–2023 electoral process with inclusive political participation from electoral stakeholders (national institutions, elected officials, political parties, civil society, public administration and international partners)
- Provision of support for the organization of a round table for the exchange of experiences between the young women's caucus, women leaders and women parliamentarians (intergenerational exchange of experiences)
- Provision of support for women's participation in elections

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.4 Progress towards the implementation of the national security policy and the national security sector reform strategy, including sectoral plans	<p>2.4.1 Progress in the implementation of the gender-responsive national security sector reform strategy and sectoral plans (2021/22: revision of the national security policy and 2 sectoral plans; 2022/23: 1 strategy and 3 sectoral plans; 2023/24: 1 national security sector reform strategy, 3 national policies and 2 sectoral plans)</p> <p>2.4.2 Number of vetted personnel of national defence and internal security forces, including ex-combatants (2021/22: 1,302; 2022/23: 1,000 internal security forces personnel and 1,300 national defence personnel; 2023/24: 1,000 internal security forces personnel and 1,300 national defence personnel)</p>

*Outputs*

- 10 vetting exercises conducted to support the integration of armed groups into the national defence and internal security forces, as well as recruitment into the national defence and internal security forces
- 36 joint quality assurance and quality control inspection visits to and 30 maintenance activities in weapons and ammunition storage facilities
- 12 technical assistance initiatives to support the implementation of the national strategy and action plan on small arms and light weapons of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons
- 12 weapons and ammunition management training sessions for the national defence and internal security forces
- 2 workshops to support national security sector efforts related to the implementation of validated sectoral plans to support the implementation of the national security policy and the national security sector reform strategy
- 3 training sessions and 4 workshops on the military code of justice and the general disciplinary regulations for the judiciary, police or military personnel
- 2 military courts/tribunals fully renovated and equipped
- 4 coordination meetings and 2 workshops to assist national security sector reform actors in improving internal and external oversight mechanisms related to governance and the democratic control of the security sector, including the military justice system and inspectorates
- 10 meetings and 2 workshops held with military officials related to developing a human resource mechanism, including the recruitment and vetting processes
- 8 meetings and 2 workshops with international and national stakeholders on the implementation of the national defence policy and the defence infrastructure master plan
- 4 working sessions and 2 workshops with national and international stakeholders on strategic and technical support to mainstream gender across the security sector in the Central African Republic
- 4 joint assessment field missions in the defence zones (west, east and south) to support national partners in evaluating the effectiveness and sustainability of the deployments of the national defence and internal security forces, as well as the garrison process, contributing to the restoration of State authority
- 4 working sessions and 1 workshop to support national authorities in following up on the implementation of the national border management policy



- 3 workshops to strengthen resources management (budget, workforce, equipment and logistics) and accounting processes at the Ministry of Water and Forests
- 4 sensitization workshops on roles and responsibilities in security governance as capacity-building support for National Assembly commissions
- 5 workshops to support the review of the strategic operational plans of the internal security forces, including the capacity-building and development plan and the resizing and deployment plan
- 12 workshops for 750 internal security forces personnel, including 150 female personnel, to provide technical advice and guidance on key policing activities with gender perspectives, including public order and public security
- 1 community mobilization campaign and media advocacy activities, including the engagement and capacity-building of national partners to increase their understanding of and support for the security sector reform process, as well as the redeployment of the national defence and internal security forces

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.5 Progress towards the implementation of a national community violence reduction strategy and a national disarmament, demobilization and reintegration programme	2.5.1 Number of new members of armed groups sustainably disarmed and demobilized and that have received reinsertion support (2021/22: 854; 2022/23: 1,000; 2023/24: 1,000)
	2.5.2 Number of new direct beneficiaries associated with armed groups and community members participating in the community violence reduction programme (2021/22: 5,800 (including 2,466 women); 2022/23: 3,650 (30 per cent women); 2023/24: 5,500 (30 per cent women))
	2.5.3 Number of leaders of armed groups that have expressed their willingness to join the disarmament, demobilization and reintegration programme and that have an open dialogue with MINUSCA on conflict-related sexual violence (2021/22: not applicable; 2022/23: not applicable; 2023/24: 3)
	2.5.4 Number of security incidents in communities where community violence reduction programmes are implemented (2021/22: not applicable; 2022/23: 600; 2023/24: 420)

#### *Outputs*

- 1,000 combatants receive disarmament, demobilization and reinsertion support, contributing to the stabilization process in the Central African Republic within the framework and in line with the relevant provisions of the Political Agreement
- Monthly meetings with relevant national and international actors, including the donor community, to plan and coordinate disarmament and demobilization operations and to follow up on synchronization of activities to disarm, demobilize and reintegrate ex-combatants
- Support for 5,800 community members (30 per cent of them women), including youth prone to violence and elements associated with armed groups, to participate in community violence reduction activities to prevent their recruitment into illegal armed activities and mitigate tensions, in particular in communities subject to intercommunal violence

- Quarterly plenary sessions of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons with relevant international and national partners, resulting in the production of 4 quarterly reports and 3 mass awareness-raising campaigns targeting civil society, public opinion leaders, community leaders and students to encourage community participation in voluntary civilian disarmament exercises
- 12 missions to raise awareness among armed groups of the participation of children in the national disarmament, demobilization and reintegration process for children and to check for the presence of children, in order to ensure their immediate release and incorporation into the national programme
- 4 meetings with leaders of armed groups who have expressed willingness to join the disarmament, demobilization and reintegration programme, to solicit their commitment to halt and prevent conflict-related sexual violence, to support the implementation of such commitments and to review the process
- 1 national community mobilization campaign and 6 regional public media events to increase understanding of support for and ownership among concerned communities for disarmament, demobilization and reintegration and community violence reduction programmes

#### External factors

The willingness of armed groups, including those who have renounced the Political Agreement, to engage in the national disarmament, demobilization and reintegration process, comply with the national programme eligibility criteria and respect the commitments that they made by signing the Agreement; and political will and trust among national and regional stakeholders to continue to implement the Political Agreement, including through the International Conference on the Great Lakes Region joint road map

Table 6

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

	International staff						National staff			United Nations Volunteers			
	USG- ASG	D-2- D-1	P-5- P-4	P-3- P-2	Field Service	Subtotal	National Professional Officers	General Service	Subtotal	Inter- national	National	Subtotal	Total
<b>Political Affairs Division</b>													
Approved posts 2022/23	–	2	12	17	2	33	–	3	3	14	–	14	50
Proposed posts 2023/24	–	2	12	17	2	33	–	3	3	14	–	14	50
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Disarmament, Demobilization and Reintegration Section</b>													
Approved posts 2022/23	–	1	5	8	2	16	4	1	5	8	–	8	29
Proposed posts 2023/24	–	1	5	8	2	16	4	1	5	8	–	8	29
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Security Sector Reform Service</b>													
Approved posts 2022/23	–	1	3	2	1	7	1	1	2	2	–	2	11
Proposed posts 2023/24	–	1	3	2	1	7	1	1	2	2	–	2	11
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Electoral Affairs Service</b>													
Approved temporary positions <sup>a</sup> 2022/23	–	1	6	22	1	30	–	1	1	37	–	37	68
Proposed temporary positions <sup>a</sup> 2023/24	–	1	5	22	1	29	–	1	1	37	–	37	67
<b>Net change</b>	–	–	(1)	–	–	(1)	–	–	–	–	–	–	(1)

	International staff						National staff			United Nations Volunteers			
	USG–	D-2–	P-5–	P-3–	Field	Subtotal	National	General	Subtotal	Inter-	National	Subtotal	Total
	ASG	D-1	P-4	P-2	Service		Professional Officers	Service		national			
<b>Total posts</b>													
Approved posts 2022/23	–	4	20	27	5	56	5	5	10	24	–	24	90
Proposed posts 2023/24	–	4	20	27	5	56	5	5	10	24	–	24	90
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total, including temporary positions</b>													
Approved 2022/23	–	5	26	49	6	86	5	6	11	61	–	61	158
Proposed 2023/24	–	5	25	49	6	85	5	6	11	61	–	61	157
<b>Net change</b>	–	–	(1)	–	–	(1)	–	–	–	–	–	–	(1)

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

*International staff: decrease of 1 position*

*General temporary assistance: continuation of 30 positions*

*United Nations Volunteers: continuation of 37 positions*

#### **Electoral Affairs Service**

Table 7

#### **Human resources: Electoral Affairs Service**

	Number/change	Level	Functional title	Action	Description
Positions	1	D-1	Principal Electoral Affairs Officer	Continuation	
	6	P-4	Electoral Officer	Continuation	
	-1	P-4	Electoral Officer	Abolishment	
	22	P-3	Electoral Officer	Continuation	
	1	FS	Administrative Assistant	Continuation	
	1	NGS	Driver	Continuation	
	3	International UNV	Electoral Officer	Continuation	
	34	International UNV	Electoral Adviser	Continuation	
<b>Total</b>	<b>67</b>				

82. The approved staffing establishment of the Electoral Affairs Service comprises 68 positions (1 D-1, 6 P-4, 22 P-3, 1 Field Service, 1 General Service and 37 United Nations Volunteer). To support the local elections to be held in July and October 2023, the Service will continue to play a key role in the implementation of the Mission's mandate. The Mission intends to retain its capacity to effectively support the National Electoral Authority at its headquarters and at the prefectural level. The Mission's electoral support is outlined in paragraphs 7 (f) and 9 above, based on the assumptions outlined in paragraphs 13 (b) and (f) above.

83. To implement the Mission's mandate, the continuation of the Electoral Affairs Service with 30 general temporary assistance positions and 37 United Nations Volunteer positions, as shown in table 7, is proposed. Under the leadership of a Principal Electoral Affairs Officer (D-1), the Service would continue to support the

National Electoral Authority, both at its headquarters and at the prefectural level, with qualified United Nations electoral experts and advisers with the relevant expertise. The Mission will continue to ensure territorial coverage through the deployment of one Electoral Officer/Regional Coordinator, one Electoral Adviser (Logistics) and one Electoral Adviser (Civic and Voter Registration) in each of its 17 field offices, covering the country's 20 prefectures, who will consult with all electoral stakeholders and partners, including United Nations entities on the ground, and provide technical and logistical support for the local branches of the Authority.

84. Taking into account the 2023/24 electoral calendar, the Mission envisions a progressive downscaling of the Electoral Affairs Service staffing capacity in line with progress made in holding the various rounds of local elections and envisages proposing the discontinuation of a number of the general temporary assistance positions assigned to the Service. It should be noted that any proposal in this regard will continue to be aligned to the electoral mandate and will depend on progress made in all operations related to local elections during the 2023/24 period. In addition, as part of a transition plan, under the potential downscaling a staffing capacity will be retained to ensure the continued necessary capacity-building of the national electoral management body and support for the National Electoral Authority and the Government in planning the next general elections. In the context of the above, it is proposed that one P-4 Electoral Officer position, as shown in table 7, be abolished.

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

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

86. The Mission will continue to strengthen support for the implementation of the national strategy for the restoration and extension of State authority through providing ongoing assistance to the coordination committee for the implementation of the national strategy and to other partners to extend the deployment of local and deconcentrated authorities as a first step, including prefects, sub-prefects, mayors and other civil servants, as well as judicial and penitentiary actors and internal security forces. Support for the Government in extending its authority will be facilitated in concert with political and security interventions so that armed groups are less able to impose themselves as the de facto State authority, while also ensuring that the minimum conditions are in place for the facilitation of peaceful, free, fair, credible and inclusive local elections that will allow focusing on the decentralization of administrative entities (municipalities) as a significant step in order to promote local development, social services and governance. MINUSCA will also continue to support the Government in reinforcing coordination among the sectoral ministries, the United Nations country team and the secretariat of the National Recovery and Peacebuilding Plan, so as to further improve communication and the implementation of programmes that deliver concrete peace dividends to the population.

87. Furthermore, the Mission will continue to support the demilitarization of the penitentiary system by strengthening prison infrastructure and building an effective

and inclusive civilian penitentiary service with strong operational capacity. Both are essential for ensuring that the Central African Republic prison service can effectively detain high-profile detainees without compromising a human rights-based and competent management system that meets international standards. In addition, the Mission will continue to implement social reintegration projects and support health-care initiatives in prisons. The Mission will also continue to assist in the coordination and mobilization of increased bilateral and multilateral support for justice and corrections institutions, including the Special Criminal Court, to enable the criminal justice system to function effectively and to be increasingly independent and accountable. In addition, the Mission will continue to assist the Ministry of Justice in implementing the justice sector reform policy, which is a five-year strategic and operational framework through which all justice sector reforms will be planned and implemented. The implementation of this reform was delayed because the Government prioritized efforts to combat the spread of the coronavirus disease (COVID-19) pandemic and the restoration of security in the country in 2020 and 2021, but it regained traction in 2022 in part as a result of MINUSCA support. The Mission will also support the sustained and increased deployment of magistrates, registrars and civilian prison personnel outside of Bangui, including for temporary and oversight missions. In line with the justice sector reform policy, MINUSCA will provide training for heads of courts on internal control measures and judicial ethics rules. Given the importance of the role of the High Court of Justice in prosecuting members of the Government for offences committed during their mandates and considering that some of its judges were replaced as a result of the 2022 rotation of magistrates, the Mission will support the awareness-raising and capacity-building of members of the Court, including judges, registrars and clerks, as part of the strategy to fight impunity at all levels. MINUSCA will also continue to enhance access to justice outside of Bangui through support for legal aid clinics.

88. The Mission will continue to support the Government in the fight against impunity and its efforts to bring to justice perpetrators of grave violations of international humanitarian and human rights law, including crimes against peacekeepers. MINUSCA will also ensure that victims and witnesses of prolonged violence may exercise their rights to justice, truth, reparations and guarantees that offences are not repeated and that their grievances are addressed. The Mission's comprehensive approach will include support for strengthening the independence of the judiciary and the impartial functioning of the national justice system, including the Special Criminal Court, to address serious crimes committed during the crisis, as well as violations of the Political Agreement. In cooperation with international partners, MINUSCA will focus on providing support for the Special Criminal Court, with an emphasis on supporting the Special Prosecutor and the investigating judges in accelerating the implementation of the Court's investigation and prosecution strategy, including through support for investigative missions. Furthermore, the Mission will continue to support the operationalization of the Court through the reinforcement of the capacity of the Court's personnel and the special unit of lawyers to ensure that trials are held in accordance with international standards, including regarding the protection of victims and witnesses. The Mission will also continue to support outreach and communication with the wider public and especially affected communities. In addition, MINUSCA will continue to provide security for court personnel and protection for victims and witnesses, overall court management and support for the establishment and functioning of the legal aid system.

89. Given the complexity of the cases under investigation and the length of the completed and upcoming trials, sustained technical and financial assistance is still needed to support the functioning of the Court, including through the strengthening of the Registry's organizational structure and data management. In parallel, close cooperation with other national courts will be enhanced to strengthen the justice

system across the country and ensure complementarity in the investigation and prosecution of cases.

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

91. The Mission will continue to support the activities of the State and international bodies to fight impunity through information-sharing with judicial bodies, profiling of perpetrators, enforcing the implementation of the human rights due diligence policy and by providing technical support for the Truth, Justice, Reparation and Reconciliation Commission as a transitional justice mechanism. Human rights activities and engagement with government officials and national human rights institutions will focus on strengthening the restoration of State authority, by establishing local networks, reaching out to the population and providing support for missions of accountability mechanisms in raising awareness of the importance of addressing grievances to national mechanisms, including transitional justice bodies.

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*Expected accomplishment*

*Indicators of achievement*

3.1 Progress towards the extension of State authority and the rule of law in the Central African Republic

3.1.1 Number of newly trained local authorities, traditional chiefs and civil servants (2021/22: 8,687; 2022/23: 1,000; 2023/24: 1,200)

3.1.2 Number of new targeted operations executed by the national police and gendarmerie with MINUSCA support (2021/22: 28; 2022/23: 20; 2023/24: 22)

3.1.3 Number of internal security forces personnel deployed (2021/22: 994; 2022/23: 1,700; 2023/24: 1,700)

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*Outputs*

- 50 profiles of high-risk individuals prepared and submitted to various task forces at the time requests for vetting are received in the context of the implementation of the human rights due diligence policy and for accountability purposes
- 5 requests for information on judicial cases from the Special Criminal Court assessed and submitted in line with the mandate of MINUSCA to support the Court
- 3 meetings with the consultative framework of the joint rapid response unit to prevent sexual violence against women and children to promote and strengthen the latter's response to conflict-related sexual violence and sexual and gender-based violence, through community outreach, rapid intervention, investigation of incidents, the preparation of case files for prosecution and support for judicial follow-up on case files

- 20 initiatives on the restoration of State authority for 500 beneficiaries to assess and improve the functionality and quality of key administrative and governance services at the local level, taking into account the new administrative delimitation and supporting the implementation of local security, stabilization and development plans in collaboration with the United Nations country team and other partners
- 20 workshops and training sessions to strengthen the capacities of 600 local authorities, including members of special delegations (e.g. mayors, after the completion of local elections) to address local governance, social, economic and basic development needs, in coordination with communities and local authorities, NGOs and the United Nations country team
- 12 meetings with national authorities to support the implementation of the national strategy to address illegal taxation and the illicit exploitation of natural resources
- 10 training workshops for 300 judicial police officers, including 60 women, 8 training workshops in forensics (including signage, fingerprint comparison, first responders at a crime scene, crime scene management, basic photography and complex findings) for 280 internal security forces personnel and day-to-day monitoring, mentoring and advising in criminal investigations and crime scene management, including awareness-raising activities for crime scene first responders
- 10 training sessions on human rights and detention for prison officials and internal security forces in collaboration with penitentiary officials
- 20 joint targeted operations by internal security forces, with MINUSCA support, aimed at arresting alleged perpetrators of serious crimes, including heads or senior leaders of armed groups, and regular profiling of emblematic cases and gross human rights violations in support of investigative efforts for domestic and international proceedings
- 120 field visits to police and gendarmerie detention facilities to monitor and verify human rights violations, including ascertaining the presence of detained children and advocacy for their release and advice for their integration into society
- Rehabilitation/equipping of 24 internal security forces units, including police stations, gendarmerie brigades, specialized units and crowd control units
- Three training workshops on community-oriented policing approaches and techniques involving 90 internal security forces participants from the territorial police stations and brigades
- 1 national communication campaign to promote the decentralization policy and support local authorities in engaging with citizens on the new policy

*Expected accomplishment**Indicators of achievement*

3.2 Progress towards the implementation of the national justice sector policy and prison demilitarization

3.2.1 Number of judicial actors (magistrates and registrars) deployed outside of Bangui (2021/22: 65; 2022/23: 75; 2023/24: 80)

3.2.2 Total number of courts functioning in jurisdictions outside of Bangui (2021/22: 18; 2022/23: 20; 2023/24: 22)

3.2.3 Percentage of implementation of the justice sector policy (2021/22: 30 per cent; 2022/23: 50 per cent; 2023/24: 50 per cent)

3.2.4 Total number of new laws or decrees adopted and implemented in the framework of the implementation of the justice sector strategy (2021/22: 2; 2022/23: 5; 2023/24: 5)

3.2.5 Total number of legal reforms towards greater independence of the judiciary successfully passed (2021/22: 0; 2022/23: 2; 2023/24: 2)

3.2.6 Average number of serious prison incidents (mutinies, mass escapes, riots, attacks on prisons) directly threatening prison operations and public safety, per 100 detainees held, throughout the year (2021/22: 0.72; 2022/23: 3; 2023/24: 2)

3.2.7 Total number of prisons rehabilitated/constructed and/or equipped, reopened and functional outside of Bangui (2021/22: not applicable; 2022/23: not applicable; 2023/24: 16)

3.2.8 Number of civilian penitentiary personnel that are present and active throughout the country (2021/22: 261; 2022/23: 409; 2023/24: 406)

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*Outputs*

- 50 meetings with the Ministry of Justice, the General Inspectorate of Judicial Services, the committee coordinating the training of judicial actors and/or other relevant national authorities to plan and coordinate the physical deployment of justice and rule of law actors in the regions outside of Bangui
- 2 courts rehabilitated, 1 court constructed, 2 justice and corrections courts equipped and 2 evidence storage rooms constructed, in support of the national decentralization strategy and to strengthen national capacity to investigate and prosecute crimes, including crimes against peacekeepers
- 1 legal clinic in Bangassou equipped to enhance access to justice in the region and assistance to ensure the continuity of legal aid clinic activities in Bouar and Bria, supported through the joint UNDP-MINUSCA rule of law project
- 2 courts and judicial authorities supported with law libraries and law books to strengthen the effective delivery of judicial services and improve access to justice
- 2 guides drafted on law and procedure and provided to 500 judicial and legal actors, including NGOs working to advance access to justice
- 8 one-day workshops in internally displaced persons sites to increase rights awareness and access to justice for 1,500 internally displaced persons
- 6 two-day mobile court sessions (2 sessions within the district of each of the 3 courts of appeal) to support the delivery of judicial services, for the benefit of 600 persons
- 2 three-day training sessions for 10 heads of courts on internal control measures relating to ethics rules in alignment with the action plan of the thematic group of the justice sector on the independence of the justice system
- 15 meetings with the justice sector policy reform coordination cell and its 6 thematic groups to plan and implement the steps of the justice sector policy, including the effective implementation of the code of ethics of magistrates
- 5 three-day workshops for 20 participants to revise and update the law on the statute concerning the role of bailiffs, including its implementing decree, internal regulations and regulatory texts, and build capacity to increase access to justice
- Provision of technical and financial support for 4 field missions for judicial oversight mechanisms
- 4 training modules for judicial actors on anti-corruption developed and 2 two-day workshops to develop management tools of the General Inspectorate of Judicial Services



- 2 prisons (Bambari and Bria) upgraded and improved through rehabilitation and equipment projects
- 3 social reintegration programmes implemented, including 2 prison production activities and a gender-focused activity to enhance conditions for women detainees
- 1 health assessment for prisoners and provision of equipment and other health-care support for 3 prison health facilities, including one prison in Bangui (Ngaragba Central Prison) and two outside of Bangui (Bimbo and Bouar), to allow for routine prisoner health check-ups and enhance the right to health in prisons
- Daily mentoring and advising for 406 prison personnel in 16 prisons, as well as at prison headquarters, and robust mentoring and advising for 145 civilian prison personnel 24 hours a day, 7 days a week, at Ngaragba Central Prison and Camp de Roux through the co-location of MINUSCA corrections personnel
- 1 ten-day refresher training-of-trainers on prison intervention techniques for 12 national civilian prison personnel, 2 fifteen-day specialized rapid intervention training sessions for 72 civilian prison personnel and 2 simulation exercises on riot and incident control in Bangui prisons
- 30 child protection visits to police/gendarmerie and judicial detention facilities to monitor the presence of children detained in relation to their association with armed groups and advocate their release
- 5 capacity-building workshops for 50 judicial actors on the child protection code
- 1 national communication campaign through community outreach, print and broadcast outlets to increase the understanding of Central Africans of their rights, legal processes and the functioning of judicial and penitentiary institutions
- 2 one-day workshops to develop and validate the terms of reference of the Central African Republic prison administration's Conduct and Discipline Unit, 2 training modules developed on the prison anti-corruption mitigation plan and 15 three-day training sessions on the new prison code of ethics for 432 national prison personnel

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.3 Strengthened transitional justice mechanisms, including the Special Criminal Court, and improved capacity to fight impunity	<p>3.3.1 Total number of preliminary investigations completed by the Special Prosecutor of the Special Criminal Court and handed over to the investigating judges since the beginning of the Court (2021/22: 8; 2022/23: 18; 2023/24: 22)</p> <p>3.3.2 Number of national and international magistrates and registrars recruited and employed by the Special Criminal Court (2021/22: 27; 2022/23: 31; 2023/24: 32)</p> <p>3.3.3 Annual number of criminal sessions held by the three courts of appeal (2021/22: not applicable; 2022/23: 6; 2023/24: 6)</p> <p>3.3.4 Number of prosecutions completed involving serious crimes (2021/22: 29; 2022/23: 120; 2023/24: 120)</p> <p>3.3.5 Number of judicial investigations completed in cases of crimes against peacekeepers (2021/22: not applicable; 2022/23: not applicable; 2023/24: 3)</p> <p>3.3.6 Total number of cases closed by the Special Criminal Court's Investigating Chambers since the beginning of the Court (2021/22: not applicable; 2022/23: not applicable; 2023/24: 10)</p>

3.3.7 Total number of trial judgments delivered by the Special Criminal Court's Trial Chamber(s) since the beginning of the Court (2021/2: not applicable; 2022/23: not applicable; 2023/2024: 6)

3.3.8 Number of transitional justice mechanisms, in addition to the Special Criminal Court, that are operational and comply with international standards for human rights (2021/22: 1; 2022/23: 2; 2023/24: 2)

#### *Outputs*

- 12 advisory and mentoring meetings with the investigating advisers and/or the Office of the Special Prosecutor for the implementation of the investigation and prosecution strategy of the Special Criminal Court
- 7 investigative missions by the Special Criminal Court outside of Bangui in coordination with the Office of the Special Prosecutor and/or the Investigating Chamber
- 4 international lawyers assigned to cases to support the defence of persons accused of international crimes before the Special Criminal Court
- 12 advisory and mentoring meetings per year with the Special Criminal Court's Trial Chamber to strengthen capacity to conduct fair trials of international crimes
- 10 advisory and mentoring meetings with the Special Criminal Court's Presidency and Registry on the management and coordination of the Court and the Registry's key services and units, as well as on specific topics such as victims and witness protection, legal aid, reparations, outreach and communication, information management and security
- 1 external audit service established in collaboration with the Special Criminal Court and the Ministry of Justice and 1 audit report finalized
- 40 meetings with the Ministry of Justice and relevant judicial authorities to provide logistical and technical support for the courts of appeal to organize criminal sessions (2 in Bangui, 2 in Bouar and 2 in Bambari), including support for the effective investigation and prosecution of cases involving crimes against peacekeepers
- 12 training sessions conducted on specialized topics related to the judiciary and prosecutions, including juvenile justice, investigation techniques and evidence management, case investigation and pretrial detention management, effective investigation and prosecution of cases of sexual violence, including conflict-related sexual violence, protection of victims and witnesses, the use of urgent temporary measures and military justice
- 6 judicial field missions conducted to support investigations of crimes against peacekeepers and sexual and gender-based violence crimes
- 1 two-day awareness session on the new criminal policy for ordinary courts, 1 two-day workshop on military justice, 2 two-day workshops on the Central African Republic High Court of Justice and 2 two-day workshops on prevention of violent extremism and radicalization
- 20 investigation missions by staff of the Truth, Justice, Reparation and Reconciliation Commission to map serious human rights violations and identify victims
- 5 public events to support direct engagement of the Truth, Justice, Reparation and Reconciliation Commission with various stakeholders, including judicial authorities, national NGOs working on transitional justice, representatives of victims, local authorities and religious platforms, to communicate on the implementation of the Commission's mandate
- 20 field missions by the staff of the Truth, Justice, Reparation and Reconciliation Commission to engage with community members, including local populations and traditional and religious leaders, on the potential measures to consider in designing the reparations programme
- 5 expert workshops with staff of the Truth, Justice, Reparation and Reconciliation Commission on the integration of the human rights- and victim-centred approach in their operations and proceedings

- 12 activities of civil society organizations to monitor and report on proceedings of the Truth, Justice, Reparation and Reconciliation Commission to ensure their compliance with truth-seeking principles, protection of victims and the standards of a fair trial and equitable justice, as enshrined in international and national human rights standards
- 8 briefing sessions on the human rights due diligence policy for Mission components and other United Nations entities; 15 briefing sessions for national human rights institutions, the hierarchy of the Armed Forces of the Central African Republic and internal security forces, the justice sector, members of parliament, ministries, civil society organizations, human rights defenders and the diplomatic community
- 100 individual risk assessments of requests for support from the United Nations, as well as from United Nations specialized agencies, funds and programmes, with recommendations submitted to the human rights due diligence task force
- 20 grants to civil society organizations, including legal aid clinics, that support victims participating in the proceedings of the Truth, Justice, Reparation and Reconciliation Commission
- 3 public events to support initiatives of the Ministry of Humanitarian Action and National Reconciliation and the Truth, Justice, Reparation and Reconciliation Commission, and coordination with victims to commemorate National Victims' Day
- 1 communication campaign through community outreach, print and broadcast outlets to raise awareness of transitional justice mechanisms, increase knowledge of the importance of the Truth, Justice, Reparation and Reconciliation Commission and promote local ownership over the justice process

#### External factors

Armed group violence may have an impact on the ability of judicial actors to conduct investigations and proceedings; the ability of judicial personnel and civil servants to remain in their posts owing to the security situation and host nation fiscal constraints, as well as limited economic infrastructure throughout the country, may impede progress; and the timely deployment of the necessary staff and the willingness of the Ministry of Justice to implement disciplinary measures against unjustifiably absent personnel may also affect the sustainable extension of State authority

Table 8

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

Category													Total
I. Government-provided personnel													
Approved 2022/23													108
Proposed 2023/24													108
Net change													–

**Civil Affairs Section**

Approved posts 2022/23	–	1	7	8	2	18	12	80	92	8	–	8	118
Proposed posts 2023/24	–	1	7	8	2	18	12	80	92	8	–	8	118
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Subtotal, civilian staff</b>													
Approved posts 2022/23	–	2	22	22	3	49	24	86	110	13	–	13	172
Proposed posts 2023/24	–	2	22	22	3	49	24	86	110	13	–	13	172
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total (I–II)</b>													
Approved 2022/23	–	2	22	22	3	49	24	86	110	13	–	13	280
Proposed 2023/24	–	2	22	22	3	49	24	86	110	13	–	13	280
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–

**Component 4: support**

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

*Expected accomplishment**Indicators of achievement*

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

4.1.1 Percentage of approved flight hours utilized (excluding search and rescue and medical and casualty evacuation) (2021/22: 84.6 per cent; 2022/23:  $\geq 90$  per cent; 2023/24:  $\geq 90$  per cent)

4.1.2 Average annual percentage of authorized international posts vacant (2021/22: 15 per cent  $\pm$  1 per cent; 2022/23: 13 per cent  $\pm$  1 per cent; 2023/24: 15.1 per cent  $\pm$  1 per cent)

4.1.3 Average annual percentage of female international civilian staff (2021/22: 29 per cent; 2022/23:  $\geq 40$  per cent; 2023/24:  $\geq 40$  per cent)

4.1.4 Average number of days for roster recruitments from posting of job opening to candidate selection for international candidates (2021/22: 84; 2022/2023:  $\leq 108$ ; 2023/2024:  $\leq 90$  calendar days for P-3 to D-1 and FS-3 to FS-7 levels)

4.1.5 Average number of days for post-specific recruitments from posting of job opening to candidate selection for international candidates (2021/22: 393; 2022/23:  $\leq 120$ ; 2023/24:  $\leq 120$  calendar days for P-3 to D-1 and FS-3 to FS-7 levels)

4.1.6 Overall score on the Administration's environmental management scorecard (2021/22: 74; 2022/23: 100; 2023/24: 100)

4.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2021/22: 99 per cent; 2022/23:  $\geq 98$  per cent; 2023/24:  $\geq 98.5$  per cent)

4.1.8 Compliance with field occupational safety risk management policy (2021/22: not available; 2022/23: 100 per cent; 2023/24: 100 per cent)

4.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2021/22: 1,860; 2022/23:  $\geq 1,800$ ; 2023/24:  $\geq 1,950$ )

4.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2021/22: 28.9 per cent; 2022/23:  $\leq 20$  per cent; 2023/24:  $\leq 20$  per cent)

4.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2021/22: 100 per cent; 2022/23: 100 per cent; 2023/24: 100 per cent)

4.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2021/22: 98.8 per cent; 2022/23:  $\geq 97$  per cent; 2023/24:  $\geq 97$  per cent)

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#### *Outputs*

#### **Service improvements**

- Implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy
- Implementation of actions to achieve the key performance indicators of the five key pillars of the environment strategy of the Department of Operational Support
- Implementation of measures for monitoring and addressing risks relating to wastewater and waste management across all sites
- Provision of support for the implementation of the Administration's supply chain management strategy and blueprint
- Enhancement and deployment of very small aperture terminals, 4.9 metre and 3.8 metre, high-capacity point-to-point microwave systems, 4G long-term evolution core and radio nodes, network devices, firewalls and telecommunication towers to strengthen the Mission's information and communications technology infrastructure to provide reliable and robust communication networks
- Optimization of information and communications technology services, including expansion of Terrestrial Trunked Radio system equipment and transmitters for the Mission's Radio Guira to improve secure communication across the Mission, and migration of the Mission's server infrastructure to the Microsoft Azure cloud platform to provide Mission personnel with remote access and use of United Nations applications from any location

**Audit, risk and compliance services**

- Implementation of pending audit recommendations, as accepted by management
- Monitoring and reporting of key performance indicators of the delegation of authority in a quarterly report to the Head of Mission
- Provision of support for the Board of Inquiry Unit through monitoring of the implementation of critical recommendations and follow-up on updates through a tracking system

**Aviation services**

- Operation and maintenance of 20 aircraft (7 fixed-wing and 13 rotary-wing)
- Provision of 12,929 planned flight hours (6,223 from commercial and 6,706 from military providers) for all services, including passenger, cargo, patrol and observation, search-and-rescue and casualty and medical evacuation
- Oversight of aviation safety standards for 20 aircraft and 79 airfields and landing sites
- Operation and maintenance of 5 state-of-the-art vertical take-off and landing units within an unmanned aircraft system under a commercial contract arrangement for intelligence, surveillance and reconnaissance/early warning operations to protect mission personnel

**Budget, finance and reporting services**

- Provision of budget, finance and accounting services for a budget of \$1.2 billion, in line with delegated authority
- Provision of support for the finalization of annual financial statements for the Mission in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

**Civilian personnel services**

- Provision of human resources services for a maximum strength of 1,709 authorized civilian personnel (741 international staff, 624 national staff, 41 temporary positions and 303 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses for 5,382 civilian personnel participants and support for out-of-mission training for 64 civilian personnel participants
- Support for the processing of 5,134 in-mission and 189 out-of-mission travel requests for non-training purposes and 64 out-of-mission travel requests for training purposes for civilian personnel

**Facility, infrastructure and engineering services**

- Maintenance and repair services for 156 mission sites at 49 locations
- Implementation of 6 construction projects and renovation and alteration work at 53 sites in Bangui and 103 sites in the regions, and repair and maintenance of 150 km of roads and 11 airfields
- Maintenance of the remediated Kolongo landfill of Bangui municipality
- Operation and maintenance of 322 United Nations-owned generators and 13 solar power systems
- Operation and maintenance of United Nations-owned water supply and treatment facilities (92 wells/boreholes, 72 water treatment and purification plants and 85 wastewater treatment plants) at 85 sites
- Provision of waste management services, including liquid and solid waste collection and disposal, at 152 sites

- Provision of cleaning, ground maintenance and pest control services at 41 sites, provision of laundry services at 4 sites and provision of catering services at 9 sites

### **Fuel management services**

- Management of supply and storage of 34.3 million litres of fuel (17.1 million litres for generators and other facilities, 7.7 million litres for ground transportation and 9.5 million litres for air operations) and of oil and lubricants across distribution points and storage facilities at 17 locations

### **Field technology services**

- Support for and maintenance of 5,843 ultra-high frequency (UHF)/very-high frequency (VHF) and VHF air band handheld portable radios, 1,558 UHF/VHF and high frequency (HF) mobile radios for vehicles and 436 UHF/VHF/HF and VHF air band base station radios
- Operation and maintenance of 15 FM radio broadcast stations and 8 radio production facilities
- Operation and maintenance of a network for voice, video and data communication, including 36 very small aperture terminals, 21 voice over Internet protocol exchanges, 50 point-to-point microwave links and 220 point-to-multipoint microwave units, as well as support for and maintenance of 1 broadband global area network, 261 satellite phones and 52 mobile satellite broadband terminals
- Provision of and support for 2,950 computing devices and 357 printers for an average strength of 3,048 civilian and uniformed end users, in addition to 2,083 computing devices and 211 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 202 local area networks (LAN) and 80 wide area networks (WAN) at 75 sites
- Production of 4,000 maps and updating of 300 topographic and thematic maps at different scales
- Support for and maintenance of 47 quadcopters for high-resolution aerial surveys of 15 camps and 20 km<sup>2</sup> of city-level surveys to support operational planning and for intelligence, surveillance and reconnaissance/early warning operations to protect mission personnel, and 3 camps to conduct 3D mapping support for logistical planning
- Support for and maintenance of 22 smart city cameras/sensors for surveillance and reconnaissance/early warning for the protection of civilians

### **Medical services**

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

### **Supply chain management services**

- Provision of planning and sourcing support for an estimated \$187.7 million in the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 3,159 tons of cargo within the mission area
- Management, accounting and reporting for property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$496.8 million, in line with delegated authority

**Uniformed personnel services**

- Emplacement, rotation and repatriation of a maximum strength of 17,420 authorized military and police personnel, including 155 military observers, 425 military staff officers, 13,820 contingent personnel, 600 United Nations police personnel and 2,420 formed police unit personnel; and 108 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 54 military and formed police units at 79 sites
- Supply and storage of rations, combat rations and water for an average strength of 15,525 military contingent personnel and formed police unit personnel
- Provision of support for the processing of claims and entitlements for an average strength of 16,676 military and police personnel and 108 government-provided personnel
- Provision of support for the processing of 348 in-mission and 10 out-of-mission travel requests for non-training purposes and 18 travel requests for training purposes

**Vehicle management and ground transport services**

- Operation and maintenance of 1,396 United Nations-owned vehicles (734 light passenger vehicles, 245 special purpose vehicles, 11 ambulances and 97 armoured vehicles, 24 engineering equipment, 47 material handling equipment as well as 238 other specialized vehicles comprised of trailer attachments and other vehicles); and 3,196 contingent-owned vehicles and 12 repair facilities, as well as provision of transport and shuttle services

**Security**

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

**Conduct and discipline**

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

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*External factors*

Several factors may have an impact on the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian contexts or unforeseen weather conditions that impede and delay the delivery of planned logistical mission support projects; and other instances of force majeure and changes in the mandate during the financial period may also impede the planned outputs

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Table 9  
Human resources: component 4, support

Category	Total												
<i>I. Military contingents</i>													
Approved 2022/23	44												
Proposed 2023/24	44												
<b>Net change</b>	–												
	<i>International staff</i>						<i>National staff</i>			<i>United Nations Volunteers</i>			
<i>II. Civilian staff</i>	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National Professional Officers</i>	<i>General Service</i>	<i>Subtotal</i>	<i>Inter- national</i>	<i>National</i>	<i>Subtotal</i>	<i>Total</i>
<b>Security Section</b>													
Approved posts 2022/23	–	–	1	11	100	112	–	110	110	3	–	3	225
Proposed posts 2023/24	–	–	1	11	100	112	–	110	110	3	–	3	225
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Mission Support Division</b>													
<b>Office of the Director of Mission Support</b>													
Approved posts 2022/23	–	1	2	1	2	6	–	1	1	–	–	–	7
Proposed posts 2023/24	–	1	2	1	2	6	–	1	1	–	–	–	7
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Operations and Resource Management Service</b>													
Approved posts 2022/23	–	1	17	18	96	132	12	83	95	22	3	25	252
Proposed posts 2023/24	–	1	17	19	96	133	13	85	98	22	3	25	256
<b>Net change</b> (see tables 10 and 11)	–	–	–	1	–	1	1	2	3	–	–	–	4
<b>Services Delivery Service</b>													
Approved posts 2022/23	–	1	11	12	81	105	11	96	107	55	37	92	304
Proposed posts 2023/24	–	1	12	15	86	114	11	100	111	61	37	98	323
<b>Net change</b>	–	–	1	3	5	9	–	4	4	6	–	6	19
Approved temporary positions <sup>a</sup> 2022/23	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed temporary positions <sup>a</sup> 2023/24	–	–	–	–	–	–	–	10	10	–	–	–	10
<b>Net change</b>	–	–	–	–	–	–	–	10	10	–	–	–	10
<b>Subtotal</b>													
Approved 2022/23	–	1	11	12	81	105	11	96	107	55	37	92	304
Proposed 2023/24	–	1	12	15	86	114	11	110	121	61	37	98	333
<b>Net change</b> (see tables 12, 13, 14 and 15)	–	–	1	3	5	9	–	14	14	6	–	6	29

**Supply Chain Management Service**

Approved posts 2022/23	–	1	9	10	65	85	8	51	59	14	10	24	168
Proposed posts 2023/24	–	1	9	10	65	85	8	53	61	14	10	24	170
<b>Net change</b> (see table 16)	–	–	–	–	–	–	–	<b>2</b>	<b>2</b>	–	–	–	<b>2</b>

**Support Services****United Nations Organization Stabilization Mission in the Democratic Republic of the Congo logistics hub, Entebbe**

Approved posts 2022/23	–	–	–	–	2	2	–	1	1	–	–	–	3
Proposed posts 2023/24	–	–	–	–	2	2	–	1	1	–	–	–	3
<b>Net change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–

**Civilian staff**

Approved posts 2022/23	–	4	40	52	346	442	31	342	373	94	50	144	959
Proposed posts 2023/24	–	4	41	56	351	452	32	350	382	100	50	150	984
<b>Net change</b>	–	–	<b>1</b>	<b>4</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>8</b>	<b>9</b>	<b>6</b>	–	<b>6</b>	<b>25</b>
Approved temporary positions <sup>a</sup> 2022/23	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed temporary positions <sup>a</sup> 2023/24	–	–	–	–	–	–	–	10	10	–	–	–	10
<b>Net change</b>	–	–	–	–	–	–	–	<b>10</b>	<b>10</b>	–	–	–	<b>10</b>

**Total, civilian staff, including temporary positions**

Approved 2022/23	–	4	40	52	346	442	31	342	373	94	50	144	959
Proposed 2023/24	–	4	41	56	351	452	32	360	392	100	50	150	994
<b>Net change</b>	–	–	<b>1</b>	<b>4</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>18</b>	<b>19</b>	<b>6</b>	–	<b>6</b>	<b>35</b>
<b>Total (I–II)</b>													
Approved 2022/23	–	4	40	52	346	442	31	342	373	94	50	144	1 003
Proposed 2023/24	–	4	41	56	351	452	32	360	392	100	50	150	1 038
<b>Net change</b>	–	–	<b>1</b>	<b>4</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>18</b>	<b>19</b>	<b>6</b>	–	<b>6</b>	<b>35</b>

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

*International staff: increase of 10 posts*

*National staff: increase of 9 posts and 10 positions*

*United Nations Volunteers: increase of 6 positions*

**Operations and Resource Management Service**

Table 10

**Human resources: Finance and Budget Section**

	Change	Level	Functional title	Action	Description
Posts	+1	P-3	Finance and Budget Officer	Establishment	
	+1	NGS	Senior Finance and Budget Assistant	Establishment	
<b>Total</b>	<b>+2</b>				

93. The approved staffing establishment of the Finance and Budget Section comprises 22 posts (1 P-5, 2 P-4, 1 P-2, 11 Field Service, 2 National Professional Officer and 5 General Service staff). The Section is responsible for advising and supporting the Director of Mission Support in the overall financial management of the Mission, including the preparation of comprehensive budget proposals, performance reports and cost-benefit analysis of major proposals, and coordination with other sections across the mission support and substantive components with respect to the establishment of major resourcing priorities. The Section is also responsible for establishing effective and efficient financial and accounting procedures for the management of the Mission's accounts.

94. Under the direct supervision of the Chief of the Finance and Budget Section, the Cashier Unit is responsible for: (a) undertaking treasury-related functions that are location dependent, including but not limited to receipt and review of banking information for civilian and uniformed personnel which is subsequently submitted to the Regional Service Centre in Entebbe cashier service line for processing in Umoja; (b) cheque processing and cash payments at the mission level; (c) acting as liaison with and monitoring banking services provided by the appointed local bank; (d) monitoring cash liquidity and engaging with the Regional Service Centre in Entebbe and the Treasury at United Nations Headquarters for timely replenishments; (e) engaging with the local bank for the provision of foreign currency; and (f) monitoring all petty cash and imprest accounts held in various locations in the Mission.

95. Over the years, there has been an increase in the scope of existing financial and budgetary processes, as well as the introduction of new processes to manage registration and verification of banking details for uniformed, civilian and contractual personnel in Umoja. In addition, the increased number of uniformed personnel authorized by the Security Council in resolution [2566 \(2021\)](#) has resulted in a significant increase in the volume of transactions, including processing of payments for recreational leave allowance and daily allowance to contingents and formed police units as well as mission subsistence allowance for military staff officers, military observers and individual police officers. It has also resulted in additional demand for support during the check-in and check-out process. Furthermore, the volume of payment transactions has steadily increased with the increase in the Mission's scope, number of personnel and approved budget. Overall, the volume of transactions processed at the mission level has more than doubled since 2019, from approximately 6,400 in 2019 to approximately 17,800 in 2021, which directly affects the Cashier Unit's workload as the volume of cash and cheque payments has increased commensurately.

96. Owing to the underdeveloped banking infrastructure and services in the country, these services are mainly concentrated in the capital city. The current Mission's appointed bank has only one branch outside of Bangui, which is accommodated within the Bouar regional office/sector headquarters. Because of the lack of banking services in the rest of the country, the Mission relies on cash payments to conduct activities in the regions and has consequently been maintaining two imprest accounts in Bangui and 21 petty cash accounts in various other locations, as well as issuing cheque payments to MINUSCA personnel for cash withdrawal. The increase in programmatic activities and the addition of construction projects for temporary operating bases has also resulted in an increase in the demand for financial services in the regions and the petty cash accounts maintained in the regions are not practicable to support the increased activities. The Mission therefore plans to enhance its financial services, including imprest accounts, in the regions. The existing capacity within the Cashier Unit is not sufficient to appropriately undertake management and

oversight of the operations of the imprest accounts or appropriately support the review of transactions and replenishment of cash.

97. Restrictions on foreign currency transactions by the Government of the Central African Republic have necessitated the introduction of additional processes necessary to ensure that the appointed local bank is able to request hard currency importation to service MINUSCA needs. Working with the bank, the Mission undertakes the lengthy process to provide justification and request for the importation of foreign currency. Once the approvals are received and the bank can import foreign currency, the Cashier Unit is required to monitor the issuance of foreign currency within the regulations and rules of the United Nations.

98. In addition, the Mission plans to address the issues raised in the management letter on the audit of MINUSCA for the financial period 2021/22 by terminating its existing agreement with UNOPS for the management of local individual contractors and taking over these functions internally. This will create additional workload for the processing of payments for the individual contractors. Currently, UNOPS is managing a total of 1,065 individual contractors out of whom at least 310 receive their payments in cash.

99. In the context of the above, it is proposed that one P-3 Finance and Budget Officer post, as shown in table 10, be established in the Finance and Budget Section. The Finance and Budget Officer will act as the head of the cashier team and be responsible for monitoring the cashier functions in MINUSCA, including engagement with the local bank and supervision of the petty cash and imprest accounts; acting as the focal point to engage with the Regional Service Centre in Entebbe on all cashier-related queries; supporting the incremental workload in the cashier function; and ensuring compliance with cashier and treasury policies and the related controls.

100. Under the direct supervision of the Chief of the Finance and Budget Section, the Budget Unit is responsible for the overall management of budget-related activities in the Mission, including preparation of the Mission's annual budget in line with the established regulations, rules and procedures; submission of the Mission's annual budget proposal and engagement with responsible officials on further clarifications and modifications to the proposal; preparation of documentation and information to support budgets submitted to the intergovernmental bodies and in response to questions raised by those bodies; distribution of allotments to the different Mission organizational units; daily management of budget-related transactions; monitoring of budget utilization and engagement with Mission organizational units on a regular basis to ensure prudent utilization of resources; preparation of annual budget-related reports, including the budget performance report and the related results-based budgeting information; and engagement with the regulatory bodies and Board of Auditors to provide information on budget utilization as and when required.

101. Over the years, the Mission's budget has grown from an annual budget of approximately \$628.7 million in the 2014/15 period to \$1.2 billion proposed for the 2023/24 period, which represents an 84.1 per cent increase in the volume of funds managed by the Mission. The increased budget has therefore caused a direct increase in the volume of the workload managed by the Budget Unit, including the volume of commitment documents to be raised and the additional task of monitoring all commitments raised at the mission level, at the Regional Service Centre in Entebbe and at United Nations Headquarters. Furthermore, the increase in the number of uniformed personnel has necessitated an increase of within-mission travel in support of these troops, which in turn requires increased monitoring of the travel budget, a function that is centralized within the Budget Unit. Currently, the staffing of the Unit is insufficient to manage the increased transaction volumes leading to delays in the tasks of the Unit.

102. In the context of the above, it is proposed that one post of Senior Finance and Budget Assistant (national General Service), as shown in table 10, be established in the Finance and Budget Section. The Senior Finance and Budget Assistant will be responsible for collaboration with mission organizational units to gather information and data for the preparation of budget proposals and budget performance reports, preparation of budget analysis as and when required, including regular projections, and assistance with monitoring and management of the travel, individual contractors and consultants budgets, among other tasks.

Table 11

**Human resources: Human Resources Management Section**

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+1	NPO	Human Resources Officer	Establishment	
	+1	NGS	Human Resources Assistant	Establishment	
<b>Total</b>	<b>+2</b>				

103. The approved staffing establishment of the Client Support Unit within the Human Resources Management Section comprises 40 posts and positions (1 P-5, 3 P-4, 4 P-3, 13 Field Service, 2 National Professional Officer and 9 General Service staff and 8 United Nations Volunteer positions).

104. Under the direct supervision of the Human Resources Officer, the Client Support Unit provides a full range of human resources services to MINUSCA, such as administration of civilian staff benefits and entitlements and time and attendance, and acts as the Mission's human resources focal point with the Regional Service Centre in Entebbe international and national benefits service lines. Furthermore, the Unit supports the recruitment of individual contractors and consultants locally and internationally, including building job openings in Inspira in the case of international recruitment and on the local platforms in the case of local individual contractors. On 11 June 2019, a financial agreement between MINUSCA and UNOPS was signed through which UNOPS provided technical support services to MINUSCA. The duration of the agreement was 13 months. Since then, the initial agreement has been amended three times. On 30 July 2022, a new financial agreement was signed for the period from August 2022 to June 2023. In the management letter on the external audit of MINUSCA for the financial period 2021/22, the Board of Auditors noted that the option of engaging UNOPS to manage individual contractors, instead of self-management by MINUSCA, increased the cost and the financial burden on the Mission and was therefore not regarded as the best option financially. Accordingly, the present budget proposal includes a reduction of \$1.1 million under the individual contractor budget line as a result of the transfer of associated functions to MINUSCA. In returning a majority of the functions, such as recruitment, payments and administrative management, back to MINUSCA, the Client Support Unit will require additional capacity.

105. In the context of the above, it is proposed that one National Professional Officer post and one national General Service post, as shown in table 11, be established in the Client Support Unit of the Human Resources Management Section. The Human Resources Officer (National Professional Officer) will be responsible for: (a) leading the consultant and individual contractors team and acting as a deputy for the Client Support Unit; (b) liaising with hiring managers concerning recruitment of consultants and individual contractors; (c) consulting with the Finance and Budget Section on funding; (d) processing Umoja shopping carts for the services of consultants and/or

individual contractors; (e) monitoring that contract duration does not exceed 9 months in a 12-month period and informing hiring managers of upcoming separations and replacements; (f) processing, verifying and approving contracts and renewals in accordance with the established rules and procedures; (g) receiving, reviewing, assessing and evaluating grievances and complaints relating to consultants and individual contractors; (h) participating in the development and automation workflow for consultants and individual contractors; and (i) coordinating the recruitment of gratis personnel for MINUSCA.

106. The Human Resources Assistant (national General Service) will support the Human Resources Officer in coordinating and reviewing terms of reference for contracts; preparing and disseminating job openings; reviewing applications and preparing a long list of candidates for further review by hiring managers; requesting global index numbers in Umoja for selected candidates; working with the finance team and updating individual contractors' banking details; grading selected candidates; processing attendance sheets and service entry sheets for approval by certifying officers; and submitting requests to the Finance and Budget Section to process payments.

### Services Delivery Service

Table 12

#### Human resources: Aviation Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+1	P-5	Chief of Section, Air Operations	Establishment	
	+1	P-3	Air Operations Officer	Establishment	
	+3	FS	Air Operations Officer	Establishment	
	+2	FS	Air Operations Assistant	Establishment	
	+4	NGS	Air Operations Assistant	Establishment	
<b>Subtotal</b>	<b>+11</b>				
Positions	+10	NGS	Air Operations Assistant	Establishment	
	+3	International UNV	Air Operations Assistant	Establishment	
<b>Subtotal</b>	<b>+13</b>				
<b>Total</b>	<b>+24</b>				

107. The approved staffing establishment of the Aviation Section comprises 27 posts and positions (1 P-4, 3 P-3, 1 P-2, 10 Field Service, 2 National Professional Officer and 3 General Service staff and 7 United Nations Volunteer positions). The Aviation Section is responsible for providing a safe, cost effective and reliable air transport service for cargo and for meeting all staff air travel requirements within and out of the mission area. The Section also provides political liaison flights for the Mission's senior management, medical and casualty evacuations, troop deployments, cargo resupply flights, troop rotations and insertions, deployment of quick reaction forces for the protection of civilians, search and rescue missions, day and night reconnaissance and regular passenger flights.

108. The MINUSCA aviation function is currently critically understaffed, which poses a significant risk to the staff and air assets, as was observed in an audit of air operations in MINUSCA conducted by OIOS in 2022 (report 2022/041), in which the associated risk level was categorized as high. OIOS recommended that for a mission

of the size of MINUSCA and in accordance with United Nations aviation standards the number of aviation staff in the Mission should be significantly increased. Currently, the total strength of the MINUSCA Aviation Section is 27 staff members, managing 18 air assets and operating from four locations (Bangui, Bouar, Bria and Kaga Bandoro) to more than 50 locations, with three air assets based at each of the three Sector headquarters locations (i.e., Bouar, Bria and Kaga Bandoro). The OIOS audit also revealed serious shortcomings that increased risks to United Nations personnel and property, such as MINUSCA employing a single national professional meteorologist and not employing an air marshal, which increased the risk of exposure to accidents, injuries to personnel and damage to aircraft. The audit also found that there were no ground handling staff in 16 out of 19 of the frequently used airfields and no staff to conduct fire marshal functions. In addition, the audit found that 4 out of 10 firefighting vehicles were not deployed in field offices owing to a lack of qualified and trained operators. OIOS therefore recommended strengthening the staffing capacity of the Aviation Section for its key activities to ensure that a responsive and reliable aviation operation was delivered in support of the Mission's mandate. OIOS further recommended that all air terminals should be equipped with firefighting capabilities, including serviceable fire extinguishers, personal protective equipment and trained fire marshals to respond to fire emergencies. Currently, the Aviation Section has 10 firefighting vehicles already deployed across the Mission without specialized operators. Furthermore, in compliance with the International Civil Aviation Organization *Airport Services Manual*, each firefighting vehicle must be operated by a minimum of three personnel. The lack of specialized firefighting teams to operate these specialized vehicles during aircraft refuelling and aircraft engine start-ups, take-offs and landings exposes the Mission's air assets and personnel to a very high risk.

109. Overall, there is a critically low number of aviation staff at all locations where the Mission regularly operates. There is a requirement that the sectors have the minimum aviation basic cells led by international aviation specialists. As set out in the United Nations aviation standards, the primary objective is to ensure that United Nations aviation assets are used safely, efficiently and effectively, to include coordination of risk management, supervision of all flight operations, execution of technical assessments, oversight of fire and rescue support, and ramp management, and provide an ability to coordinate with Movement Control personnel and airport security.

110. The Mission aircraft operate day and night, including weekends, which requires an optimal level of staffing to support the long flight schedules. MINUSCA also has unique challenges in aircraft operation, such as persistent problems with signal jamming and low navigation capacity in the country. In this context, it should also be noted that the Mission's ratio of aviation staff per air asset is 1.5, compared with an average of 4.0 in the other three large peacekeeping missions in Africa.<sup>1</sup>

111. Based on a preliminary review of the aviation staffing in MINUSCA by the Department of Operational Support, the Controller has approved on an exceptional basis the establishment of 10 general temporary assistance positions at the national level for the 2022/23 period as an interim measure before a comprehensive staffing review is finalized. The associated costs were accommodated within the approved resources of MINUSCA for the 2022/23 period.

112. In the context of the above, it is proposed that one Chief of Section, Air Operations (P-5), one Air Operations Officer (P-3), three Air Operations Officer (Field Service), two Air Operations Assistant (Field Service) and four Air Operations

<sup>1</sup> United Nations Mission in South Sudan: 5.7; MONUSCO: 3.8; and United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA): 2.5.

Assistant (national General Service) posts and 10 Air Operations Assistant (national General Service) and three Air Operations Assistant (United Nations Volunteer) positions, as shown in table 12, be established in the Aviation Section.

113. The Chief of Section, Air Operations (P-5) will be responsible for overseeing all aviation aspects in the field and for providing timely advice to the Director of Mission Support under the oversight and guidance of the Chief of the Air Transport Service at United Nations Headquarters. The Air Operations Officer (P-3) will be responsible for overseeing the coordination of military and civilian support operations in the Mission Air Operations Centre, planning and effective utilization of the Mission's air assets and ensuring that the tasking of air assets is in accordance with the Mission's priorities under the guidance of the Chief of Unit, Air Operations (P-4).

114. The three Air Operations Officers (Field Service) will be responsible for managing and coordinating the sector air operations, ensuring effective utilization of air assets and timely execution of casualty and medical evacuation missions. Out of the three Air Operations Assistants (Field Service), one will support one of the Air Operations Officers in implementing the mission-wide quality assurance programme for aviation. The other two Assistants will assist the Air Operations Officer in the Mission Air Operations Centre with effective coordination and utilization of air assets and ensure operational continuity during rest and recuperation and annual leave.

115. Out of the four Air Operations Assistants (national General Service), one will assist the only Meteorological Officer in the Mission to provide continuous and effective weather forecasts and updates for safe air operations throughout the year; the second will support reporting on aircraft usage, crew documentation and aircraft contract database management to ensure timely inputs for budget formulation and implementation; the third will support flight operations by augmenting the team during night flights to ensure uninterrupted service; and the fourth will work at the Mission Air Operations Centre under the direct supervision of the Planning Supervisor (FS-5) and assist with the planning and coordination of flight operations.

116. The 10 Air Operations Assistants (general temporary assistance) will provide firefighting services. The three Air Operations Assistants (international United Nations Volunteer) will coordinate reporting and database updates for the Technical Compliance Unit in the sectors.

Table 13

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

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Position	+1	International UNV	Electrician	Establishment	
<b>Total</b>	<b>+1</b>				

117. The approved staffing establishment of the Facilities and Engineering Management Section comprises 122 posts and positions (1 P-5, 3 P-4, 2 P-3, 34 Field Service, 5 National Professional Officer and 44 General Service staff and 33 United Nations Volunteer positions). The Section is mandated to provide overall engineering support and services to all MINUSCA personnel deployed at various locations in the mission area.

118. MINUSCA is still entirely dependent on generators for electricity. Taking into account the recent fuel crisis in MINUSCA and mindful of the Organization's policy to reduce dependency on fossil fuels, reduce carbon emissions and increase reliance on renewable energy, the Mission has invested in solar energy systems and anticipates



further investments in renewal energy with an implementation target of June 2025. In this context, additional capacity in the area of power generation with skills in solar technology will be required. Presently, the Mission depends on two staff, the supervisor of the Generator Unit and one Electrician, for the implementation of its renewable energy projects.

119. In the context of the above, it is proposed that one Electrician (United Nations Volunteer) position, as shown in table 13, be established in the Facilities and Engineering Management Section. The Electrician will be responsible for the planning and implementation of solar energy projects in Bangui, traveling to sectors where the solar systems are planned to be installed, providing guidance and training to staff in the sectors and supervising works until completion of the projects. The Electrician will also be responsible for assisting in building local staff capacity and providing local staff with the necessary coaching through hands-on tasks as a way of transferring knowledge and skills for building national capacity to implement similar technology in the country.

Table 14

**Human resources: Life Support Section (Fuel Unit)**

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-3	Fuel Officer	Establishment	
Position	+1	International UNV	Fuel Assistant	Establishment	
<b>Total</b>	<b>+2</b>				

120. The approved staffing establishment of the Fuel Unit comprises 14 posts (1 P-4, 5 Field Service, 2 National Professional Officer and 6 General Service staff). The Fuel Unit manages a turn-key fuel operation supporting the uniformed forces and the civilian component throughout the entire country. In addition, the Unit is mandated to manage the supply and distribution of petroleum, oil and lubricant products to all components of the Mission and any other entity as authorized by senior management in support of the Mission mandate implementation.

121. Currently, the Fuel Unit manages the supply and distribution of petrol, oil and lubricants at 18 fuel distribution points that dispense an average of 34.3 million litres of fuel products per year to a combined contingent-owned and United Nations-owned equipment fleet of 18 aircraft, 4,592 vehicles and 1,748 generators. At least 70 per cent of the fuel is consumed in the sectors, mainly by the military and police components. The Unit is facing major challenges owing to the increased workload and insufficient staffing to effectively manage the large quantity of fuel consumed in the Mission area and the related services.

122. The Fuel Unit was established in 2014 with two fuel distribution points in Bangui. Currently, there are 17 fuel distribution points with five major depots at the Sector Headquarters in Bangui, Kaga Bandoro, Bria and Bouar, in addition to the field office in Bambari. At each of those fuel depots, the Mission stores strategic and local fuel reserves, which require the Fuel Unit's supervision, including quality control checks. In addition, the number of uniformed personnel has increased by 48.3 per cent since 2014, in addition to the progressive increase in civilian staffing. This significant increase in personnel was not matched with an increase in the required number of Fuel Unit staff to ensure the effective provision of fuel support and related services. The Fuel Unit provides aviation and ground fuel quality assurance inspections, processes fuel and lubricant requests, maintains records for audits, reviews bulk fuel consumption reports, generates daily and weekly fuel reports,

monitors fuel stock, updates fuel equipment in the applicable information system, reconciles fuel consumption with the fuel contractor, detects and reports suspected fuel fraud, reviews fuel contract performance, generates monthly fuel risk dashboards and invoices, drafts and monitors the fuel budget, and ensures fuel dispensing equipment accuracy. Understaffing and a lack of presence in the sectors hinder effective performance, however.

123. The Fuel Unit's understaffing was the subject of audit observations once by OIOS in 2018 (report 2018/147) and twice by the Board of Auditors, which recommended that MINUSCA allocate adequate resources to the Fuel Unit and found that as a result of insufficient staffing, some essential tasks could not be performed, such as analysis of fuel consumption per item of fuel-consuming equipment, investigation into unusual variances and fuel site inspections, affecting the effectiveness of the Fuel Unit and its ability to provide oversight on the efficient and appropriate usage of fuel in the Mission. Furthermore, in remote locations where bulk fuel was issued to Mission units, the Fuel Unit had limited visibility on the actual usage of the bulk fuel at the site and relied heavily on the self-discipline of fuel recipients.

124. In the context of the above, it is proposed that one Fuel Officer (P-3) post and one Fuel Assistant (United Nations Volunteer) position, as shown in table 14, be established in the Fuel Unit. The proposed Fuel Officer will be based in Bangui and will be responsible for the management and supervision of the Support, Administration and Accounting/Information Management Cell of the Fuel Unit. The proposed Fuel Officer will assist the Chief of the Fuel Unit and be responsible for preparing statements of work and related solicitation documentation and information and documentation for audits; monitoring contract deliverables; monitoring oil markets and reviewing market prices against invoices; and preparing fuel accounting reports and the fuel budget, among other things. The proposed United Nations Volunteer position will be based in Bria and will be responsible for fuel operational activities, quality assurance inspections, fuel fraud prevention inspections of the military contingents, review of monthly bulk fuel returns, provision of accurate fuel-consuming equipment details and status and close monitoring of fuel reserve status for Bria, Birao, Ippy, Zemio, Rafai, Ouadda and Ouanda-Djalle.

Table 15

**Human resources: Life Support Section (Rations Unit)**

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-3	Rations Officer	Establishment	
Position	+1	International UNV	Rations Assistant	Establishment	
<b>Total</b>	<b>+2</b>				

125. The approved staffing establishment of the Rations Unit comprises 14 posts and positions (6 Field Service and 5 General Service staff and 3 United Nations Volunteer positions). The Rations Unit manages a turn-key rations operation supporting uniformed forces and the civilian component throughout the entire country. The Unit ensures that the rations and bottled water supplied by the contractor meet United Nations rations standard, are safe for human consumption and are delivered in the right quantities and at the right time and location.

126. On average, the Rations Unit is responsible for resources approved for rations that total approximately \$3.9 million per month, which has experienced significant growth over time owing to the increasing number of troops. Overseeing the accurate

verification and processing of invoices and supporting documents is the responsibility of the Chief Rations Officer. The Rations Unit also currently manages the distribution of approximately 900 tons of food rations per month to 91 kitchen locations in support of MINUSCA troops and maintains 1,600 tons of fresh rations in reserve. With the increase in troops, the quantity of food required per month has increased to approximately 1,200 tons delivered to about 110 kitchen locations. In addition, the Unit manages 360 tons of combat ration packs and 2,575 tons of bottled water for the Mission. The Unit also monitors the safe handling, transportation and storage of food to prevent possible food-borne illness or mass food poisoning.

127. The Unit is also responsible for processing food orders, food distribution monitoring, inspection of the quality of food, inspecting unit kitchens and food storage facilities, invoice processing and verification of supporting documents. The increase in the number of troops has increased these activities significantly, resulting in increased workload for the staff of the Unit.

128. OIOS observed in a report in 2021 (report 2021/072) that the Rations Unit was not able to inspect every contingent kitchen once every three months and, among other things, recommended that MINUSCA provide the necessary resources to conduct quarterly food safety and hygiene inspections at all formed unit locations.

129. In the context of the above, it is proposed that one Rations Officer (P-3) post and one Rations Assistant (United Nations Volunteer) position, as shown in table 15, be established in the Rations Unit. The post and position will provide the required additional dedicated capacity to support the uniformed component and will be responsible for food quality assurance. The Rations Officer will be responsible for ensuring effective supply of rations and other food-related services to the Mission under the applicable rations contract, which include dry, canned, fresh and frozen rations, bottled water, combat ration packs, catering services and warehouse services, as applicable. The Rations Officer will also be responsible for supporting all daily activities and operations with the rations contractor, implementing the rations guidelines, deriving Mission-specific standard operating procedures and ensuring compliance with contractual provisions. The Rations Assistant will be responsible for food quality assurance, establishing, monitoring and verifying the quality assurance programme of the Mission, verifying compliance with specifications and monitoring of acceptable performance standards by the food rations contractors and contingents. The Rations Assistant will also be responsible for training the designated contingent personnel so as to harmonize their skills and knowledge on quality assurance and food safety, ensuring technical compliance in these areas by the contractors and contingents at the sector level in the handling of food rations.

### Supply Chain Management

Table 16

#### Human resources: Movement Control Unit

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+2	NGS	Movement Control Assistant	Establishment	
<b>Total</b>	<b>+2</b>				

130. The approved staffing establishment of the Movement Control Unit comprises 64 posts and positions (1 P-4, 1 P-3, 17 Field Service, 4 National Professional Officer and 22 General Service staff and 19 United Nations Volunteer positions). The Movement Control Unit is responsible for carrying out deployments, rotations and repatriations of contingents and contingent-owned and United Nations-owned

equipment, customs clearing, freight forwarding, shipment of personal effects, the management of, booking and check-in of passengers travelling by United Nations aircraft and surface transport, management of the movement of civilian and contingent personnel, including VIPs, and cargo handling, shipment, in-theatre convoy operations and transit warehousing operations at the airport, the logistics base and in the various sectors. In addition, the Unit oversees the Military Heavy Transport Unit (contingent-owned equipment, a Mission enabler), the Heavy Transport Unit (United Nations-owned equipment) and contracted transporters who are responsible for distributing United Nations-owned equipment throughout the mission area. The Unit also directs the Mission's Aviation Section and Transport Unit for air and surface transportation needs within the mission area.

131. Bangassou in Sector East has recently experienced an increase of contingent deployments with the establishment of a headquarters location following the deployment of an additional battalion, formed police unit and engineering company in Bangassou and along the eastern corridor to Obo. The Movement Control Unit in Bangassou is currently staffed with only one international United Nations Volunteer position and with the leave cycle the office is often left with no capacity.

132. Bambari represents a busy hub with several regular flights a week and regular road convoys crossing the station heading to the Bria and Alindao-Bangassou-Obo corridor. In addition, Bambari has the presence of two military contingents and one formed police unit. The Movement Control Unit in Bambari also supports rotations for other military personnel located within Sector Central in Alindao, Mobaye and Pombolo. The rotations of all these contingents require the support of the Movement Control Unit to ensure that the related activities are conducted in a safe manner and in accordance with the established rules and procedures. The Movement Control Unit in Bambari is currently staffed with only one Field Service post and with the leave cycle the office is often left with no capacity.

133. Furthermore, the Movement Control Unit presence in Bangassou and Bambari is required to provide support for movement operations, including: (a) booking passenger travel on MINUSCA aircraft; (b) checking-in passengers and loading and unloading aircraft; (c) receiving and processing cargo movement requests; (d) receiving and consolidating consignments for shipment; (e) establishing road convoy operations; (f) receiving and distributing incoming shipments; (g) processing the handling of dangerous goods and ensuring their safe transport by air; and (h) conducting regular troop and police rotations. Owing to the increased number of contingents and regular rotations in Bangassou and frequent flights to and through Bambari, along with the regular convoy movements, there is a need to reinforce the Movement Control Unit in both locations to ensure safe and efficient operations.

134. In the context of the above, it is proposed that two Movement Control Assistant (national General Service) posts, as shown in table 16, be established in the Movement Control Unit in these locations. These posts will be responsible for: (a) receiving customer requests for passenger and cargo transportation, including dangerous goods requiring special handling, via movement of personnel and cargo movement request forms; (b) assisting in planning and scheduling of passenger and cargo transportation from military and police units; (c) coordinating transportation activities; (d) preparing luggage and cargo for transportation in accordance with required destinations; (e) compiling and communicating passenger and cargo manifests to air and surface transport personnel; (f) monitoring aircraft and vehicle loading to match manifests; (g) briefing passengers on schedules, routes, timing and safety requirements; (h) conducting check-in for outgoing passengers and cargo; (i) assisting in analysing passenger and cargo flows to estimate required resources; and (j) recording of statistical data on the movement of passengers and cargo within the Mission.

## II. Financial resources

### A. Overall

(Thousands of United States dollars; budget year is 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)
<b>Military and police personnel</b>					
Military observers	8 401.3	8 181.3	8 540.2	358.9	4.4
Military contingents	435 761.0	485 251.3	519 639.3	34 388.0	7.1
United Nations police	25 833.4	31 808.3	32 212.0	403.7	1.3
Formed police units	66 094.4	76 773.5	82 496.4	5 722.9	7.5
<b>Subtotal</b>	<b>536 090.1</b>	<b>602 014.4</b>	<b>642 887.9</b>	<b>40 873.5</b>	<b>6.8</b>
<b>Civilian personnel</b>					
International staff	155 600.5	170 946.0	165 327.8	(5 618.2)	(3.3)
National Professional Officers	8 553.3	8 859.9	10 587.3	1 727.4	19.5
National General Service staff	16 200.5	15 675.5	17 016.0	1 340.5	8.6
United Nations Volunteers	17 715.6	18 790.4	19 309.2	518.8	2.8
General temporary assistance	13 681.9	8 335.2	5 962.9	(2 372.3)	(28.5)
Government-provided personnel	5 541.4	5 990.0	5 893.3	(96.7)	(1.6)
<b>Subtotal</b>	<b>217 293.2</b>	<b>228 597.0</b>	<b>224 096.5</b>	<b>(4 500.5)</b>	<b>(2.0)</b>
<b>Operational costs</b>					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	511.6	971.4	690.1	(281.3)	(29.0)
Official travel	3 396.6	2 948.2	3 440.9	492.7	16.7
Facilities and infrastructure	88 194.8	61 557.2	75 568.2	14 011.0	22.8
Ground transportation	31 245.8	18 684.7	21 673.5	2 988.8	16.0
Air operations	57 368.0	68 206.1	94 238.3	26 032.2	38.2
Marine operations	1 033.0	500.0	501.0	1.0	0.2
Communications and information technology	41 210.6	40 235.9	39 672.7	(563.2)	(1.4)
Medical	2 044.2	3 067.3	2 785.9	(281.4)	(9.2)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	54 914.9	44 605.5	49 121.0	4 515.5	10.1
Quick-impact projects	2 976.2	3 000.0	3 000.0	—	—
<b>Subtotal</b>	<b>282 895.7</b>	<b>243 776.3</b>	<b>290 691.6</b>	<b>46 915.3</b>	<b>19.2</b>
<b>Gross requirements</b>	<b>1 036 279.0</b>	<b>1 074 387.7</b>	<b>1 157 676.0</b>	<b>83 288.3</b>	<b>7.8</b>
Staff assessment income	15 935.5	16 062.9	17 042.5	979.6	6.1
<b>Net requirements</b>	<b>1 020 343.5</b>	<b>1 058 324.8</b>	<b>1 140 633.5</b>	<b>82 308.7</b>	<b>7.8</b>
Voluntary contributions in kind (budgeted)	—	—	—	—	—
<b>Total requirements</b>	<b>1 036 279.0</b>	<b>1 074 387.7</b>	<b>1 157 676.0</b>	<b>83 288.3</b>	<b>7.8</b>

## B. Non-budgeted contributions

135. 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-mission agreement <sup>a</sup>	60 310.4
Voluntary contributions in kind (non-budgeted)	125.9
<b>Total</b>	<b>60 436.3</b>

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

## C. Efficiency gains

136. 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	606.7	The installation of the additional diesel hybrid and stand-alone solar power systems at MINUSCA premises to reduce the Mission's carbon footprint and increase the use of renewable energy will result in lower consumption of fuel and operational maintenance costs of the generator fleet. It is estimated that this will result in a reduction in fuel consumption of 300,720 litres, equivalent to \$601,440 (based on an approximate cost of \$2 per litre of diesel) and a further reduction of \$85,241 in operation maintenance (comprising \$52,125 savings in spare parts, \$40,096 in oil and lubricants and \$8,020 in workforce cost, with a possible additional amount, however, of \$15,000 in maintenance costs of the new solar power systems). Moreover, the Mission expects to achieve a further reduction of approximately 752 tons in its carbon emissions within the 2023/24 period
<b>Total</b>	<b>606.7</b>	

## D. Vacancy factors

137. 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<sup>a</sup></i>	<i>Budgeted 2022/23</i>	<i>Projected 2023/24</i>
<b>Military and police personnel</b>			
Military observers	14.2	5.0	1.0
Military contingents	18.0	5.5	5.0
United Nations police	18.2	5.0	1.0
Formed police units	21.8	4.0	1.0

<i>Category</i>	<i>Actual 2021/22<sup>a</sup></i>	<i>Budgeted 2022/23</i>	<i>Projected 2023/24</i>
<b>Civilian personnel</b>			
International staff	14.7	13.0	15.3
National staff			
National Professional Officers	9.3	11.0	8.8
National General Service	4.6	5.0	4.0
United Nations Volunteers			
International	5.9	7.0	2.9
National	2.2	2.0	8.3
Temporary positions <sup>b</sup>			
International staff	19.7	15.0	30.4
National General Service	—	—	—
Government-provided personnel	3.7	2.0	—

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

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

138. 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 and the onboarding of civilian staff. 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 establishment of new posts and positions.

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

139. Requirements for the period from 1 July 2023 to 30 June 2024 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of \$194,780,100, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Military contingents</i>	<i>Estimated amount</i>	
		<i>Formed police units</i>	<i>Total</i>
Major equipment	109 239.4	16 117.2	125 356.6
Self-sustainment	59 686.4	9 737.1	69 423.5
<b>Total</b>	<b>168 925.8</b>	<b>25 854.3</b>	<b>194 780.1</b>
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
<b>A. Applicable to mission area</b>			
Extreme environmental conditions factor	2.4	1 October 2021	2 August 2021
Logistics and road conditions factor	2.7	1 October 2021	2 August 2021
Hostile action or forced abandonment factor	5.9	1 October 2021	2 August 2021
<b>B. Applicable to home country</b>			
Incremental transportation factor	0–5.0		

## F. Training

140. 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>
<b>Consultants</b>	
Training consultants	30.0
<b>Official travel</b>	
Official travel, training	358.2
<b>Other supplies, services and equipment</b>	
Training fees, supplies and services	814.2
<b>Total</b>	<b>1 202.4</b>

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

	<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	658	3 709	3 085	582	3 081	2 297	12 172	27 791	37 149
External <sup>a</sup>	4	60	45	2	10	19	—	12	18
<b>Total</b>	<b>662</b>	<b>3 769</b>	<b>3 130</b>	<b>584</b>	<b>3 091</b>	<b>2 316</b>	<b>12 172</b>	<b>27 803</b>	<b>37 167</b>

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

142. During the 2023/24 period, the overall number of participants in training courses will increase to: (a) enable the Mission to provide mandatory induction training to civilian and uniformed personnel, including the additional uniformed personnel, on the prevention of sexual exploitation and abuse; (b) provide staff members involved in interaction and liaison with communities with the requisite skills in priority areas critical to the implementation of the Mission's mandate, including in the field of the protection of civilians, the extension and restoration of State authority, support for the decentralization process and the conduct of the electoral process; and (c) accommodate the continued participation in mandatory professional certification programmes in the areas of procurement, supply chain management, security and financial management.

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



## G. Official travel, non-training

144. The resource requirements for official travel that is not related to training for the period from 1 July 2023 to 30 June 2024 are estimated at \$3,082,700, as follows:

<i>Category</i>	<i>Number of person trips planned</i>	<i>Amount in 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	5 482	1 942.6	0.2	0.2
Travel outside the mission area	199	1 140.1	0.1	0.1
<b>Total</b>	<b>5 681</b>	<b>3 082.7</b>		

145. During the 2023/24 period, MINUSCA personnel will undertake official travel to support the implementation of the Mission's mandate, primarily under the categories of within and outside mission travel, which includes: (a) participation by the senior management in political meetings, including with the African Union and consultations at United Nations Headquarters in New York, seeking ways and means for resolution on every aspect of establishing peace and security in the Central African Republic, through engagement of international stakeholders; (b) participation for planning purposes and bilateral briefings of key partners on progress with regard to implementation of the women and peace and security mandate and leverage of resources in support of projects and activities; (c) travel to select troop-contributing countries to reinforce pre-deployment preparation and strengthen prevention of sexual exploitation and abuse; (d) travel across the country to hold localized press conferences and highlight the Mission's activities while featuring challenges facing the Central African population and MINUSCA regional offices; (e) field visits to assess and support the implementation of the Political Agreement and field offices; (f) field visits to assess the disposal method of the vendor for removal of hazardous waste and to verify how MINUSCA waste is disposed of/recycled in Cameroon as part of the implementation of the recommendation in the Rapid Environment and Climate Technical Assistance project (REACT) technical assistance summary and action plan; (g) support movement control operations in the receipt, management and onward distribution of tons of cargo within the Mission area; and (h) support for new installations and maintenance in sectors and temporary operating bases by communications and information technology and facilities and engineering personnel and for transportation of materials and equipment to field offices.

## H. Disarmament, demobilization, reintegration and repatriation

146. The estimated resource requirements for disarmament, demobilization, reintegration and repatriation and community violence reduction 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>
Other supplies, services and equipment	9 000.0
<b>Total</b>	<b>9 000.0</b>

147. During the 2023/24 period, the Mission will continue to support the progressive implementation of disarmament and demobilization operations for an additional 1,000 ex-combatants, mainly members of armed groups formerly affiliated with the *Coalition des patriotes pour le changement*, who have rejoined the Political Agreement through the International Conference on the Great Lakes Region joint road map. The Mission will provide technical and reinsertion assistance during the disarmament and demobilization of ex-combatants, as well as logistical and technical support for the mobile teams in the implementation of communication and awareness-raising activities for the armed groups (\$500,000). Furthermore, MINUSCA will continue to support the operationalization of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons and promote the voluntary surrender of weapons by civilians within the Bangui area, including through awareness-raising and public outreach activities within targeted communities (\$100,000).

148. The Mission will continue its activities regarding community violence reduction programmes, which will include a combination of social, economic, infrastructure and security components. MINUSCA will continue to capitalize on the importance of community violence reduction programmes as a stabilization tool by focusing on vulnerable community members, including members of armed groups not eligible to enter the national disarmament, demobilization and reintegration programme, youth at risk of recruitment into armed groups and women in already existing locations in Bangui and in seven field locations (Bouar, Bria, Bangassou, Bossangoa, Kaga Bandoro, Birao and Ndélé). To remain nimble and responsive to stabilization needs in hotspots as they arise, MINUSCA will need to expand community violence reduction interventions to remote areas of recent violence and to designated hotspots where armed groups are proliferating and where militia activity and intercommunal violence exist. In this regard, the Mission will deploy mobile teams to five new field locations, targeting a total of 5,500 new direct beneficiaries. The community violence reduction programme offers beneficiaries viable alternatives to taking up arms and conducting nefarious activities, including cash-for-work programmes within the framework of community projects and the rehabilitation of infrastructure, vocational training, start-up support for collective income-generating activities and subsequent monitoring and counselling, civic education, capacity-building on conflict resolution, awareness-raising on national reconciliation and peaceful coexistence, and voluntary disarmament and weapons collection (\$8,400,000).

149. The estimated breakdown of costs for the programmes described above is as follows: (a) national disarmament, demobilization and reintegration programme: disarmament and demobilization operations, reinsertion activities, communication and awareness-raising activities and allowances for ex-combatants (\$250,000) and services, including logistical support and travel for the disarmament and demobilization mobile teams (\$250,000); (b) support for the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons, including awareness-raising and public outreach activities within targeted communities (\$100,000); and (c) community violence reduction programmes: supplies and equipment for start-up kits for income-generating activities (\$1,800,000), services for training, coaching and skilled labour and operational costs (\$5,000,000) and stipends for transport and food to beneficiaries of community violence reduction programmes during the three-month vocational training period (\$1,600,000).

## I. Mine detection and mine-clearing services

150. The estimated resource requirements for mine detection and mine-clearing services, including the management of weapons and ammunition, 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>
Other supplies, services and equipment	8 240.0
<b>Total</b>	<b>8 240.0</b>

151. During the 2023/24 period, MINUSCA will implement measures that are intended to mitigate the threat of explosive ordnance to peacekeepers, the humanitarian community and civilians and continue to assist the Government in building effective and accountable national capacity to manage weapons and ammunition. The activities will be conducted by the Mine Action Service, as an integral part of the Mission, through the engagement of UNOPS.

152. The Mission's force retains the responsibility for explosive ordnance disposal, which was increased in the 2022/23 period to include five explosive ordnance disposal teams, each equipped with dogs trained for explosive detection and remotely operated vehicles. The intensive initial training on search and detection provided to the force in the 2022/23 period as an urgent operational requirement has allowed the Mine Action Service to scale back support in the 2023/24 period, resulting in a reduction in resource requirements for the 2023/24 period as compared with the previous year.

153. The Mine Action Service will continue to ensure that all relevant MINUSCA civilian and uniformed personnel, as well as the broader public, receive risk-awareness training to mitigate the risks of explosive ordnance. Accordingly, the following activities will be implemented: (a) pre-deployment assessments of troop contingents to identify possible capability gaps and needs in relation to the specificities of the Central African context and facilitate the design and conduct of in-country training; (b) provision of refresher training and mentoring activities on search-and-detect techniques for teams from three infantry units to strengthen search-and-detect capability to enable the force to operate safely in a high-threat environment; (c) provide post-blast investigation training to the force and relevant first responders; (d) support the evaluation and accreditation of members of the MINUSCA force explosive ordnance disposal teams for humanitarian demining; (e) deliver explosive ordnance risk-awareness training sessions for Mission personnel and the humanitarian community; (f) deliver risk education sessions to affected civilian populations in the west and central parts of the country, with a focus on hard-to-reach areas; (g) develop explosive ordnance disposal training and mentoring for national defence and internal security forces; and (h) assist the Government in setting up a national coordination structure to respond to the threat of explosive ordnance.

154. In addition, in support of the restoration and progressive extension of accountable and effective State authority, the Mine Action Service will also continue to promote the application of best practices by the national defence and internal security forces on weapons and ammunition management, through provision to national security actors of specialized training, joint quality assurance, close monitoring of weapons and ammunition management activities and the enhancement of weapons and ammunition storage facilities.

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

## J. Other programmatic activities

156. 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>Description</i>	<i>Proposed amount</i>
Justice and corrections (Special Criminal Court)	4 966.0
Justice and corrections (penitentiary system/support for the judiciary)	1 197.5
Police training/co-location	1 208.7
Human rights	942.2
Rule of law/security institutions/security sector reform	700.0
Civil affairs (community stabilization programmes)	510.0
Political affairs (peace consolidation)	713.6
Support for victims of sexual exploitation and abuse	384.1
Gender affairs (women's participation in the peace and political processes)	200.0
<b>Total</b>	<b>10 822.1</b>

157. Other programmatic activities will be undertaken primarily through the engagement of MINUSCA, through in-house projects, the United Nations country team and local partners based on their comparative advantage in the following areas:

(a) **Justice and corrections (Special Criminal Court).** The Mission will continue to support the full operationalization of the Court to ensure the continuation of ongoing investigations to advance them to the trial phase, including strengthening the Registry's organizational structure to support the entire Court. Specifically, the expertise embedded in the Court will ensure, inter alia, the proper functioning of key services of the Registry, including the victims and witness protection unit, the legal aid service, the information management service, administration and the security service. The Mission will also provide advice and mentoring to the Office of the Special Prosecutor and technical and logistical support for the implementation of the investigation and prosecution strategy of the Court. Furthermore, the Mission will continue to consult with financial and technical partners to ensure continued international support for the Court, including working closely with UNDP within the framework of the Special Criminal Court joint project. In compliance with a recommendation from the Advisory Committee on Administrative and Budgetary Questions in its report contained in document [A/76/760/Add.10](#), as endorsed by the General Assembly in its resolution [76/282](#), resources mobilized from donors and expenditure patterns since the inception of the Court are detailed in the tables below:

## Financial resources provided to the Special Criminal Court joint project from inception to January 2023

(Thousands of United States dollars)

Donor	Period <sup>a</sup>							Total
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
MINUSCA	2 125.2	1 973.5	3 312.8	4 613.8	4 690.9	3 963.8	3 630.9	24 310.9
	2016	2017	2018	2019	2020	2021	2022	
UNDP core funds	–	461.7	1 350.5	1 378.3	818.5	1 124.1	635.3	5 768.4
European Union	–	–	2 066.1	–	2 922.5	–	–	4 988.6
United States of America	–	1 021.3	599.2	151.8	–	1 481.5	1 975.3	5 229.1
France	–	283.6	–	–	–	–	–	283.6
Netherlands	163.5	1 153.5	1 006.9	1 000.0	–	–	–	3 323.9
United Nations Volunteer Programme	–	400.0	–	–	–	–	–	400.0
Central African Republic	–	38.2	137.7	118.5	118.5	110.9	102.2	626.0
<b>Subtotal<sup>b</sup></b>	<b>163.5</b>	<b>3 358.3</b>	<b>5 160.4</b>	<b>2 648.6</b>	<b>3 859.5</b>	<b>2 716.5</b>	<b>2 712.8</b>	<b>20 619.6</b>
<b>Total</b>	<b>2 288.7</b>	<b>5 331.8</b>	<b>8 473.2</b>	<b>7 262.4</b>	<b>8 550.4</b>	<b>6 680.3</b>	<b>6 343.7</b>	<b>44 930.5</b>

<sup>a</sup> UNDP financial reports follow the calendar year while internal MINUSCA reports follow the fiscal year from July to June.

<sup>b</sup> Some of the amounts consist of multi-year grants, meaning they were distributed over the course of more than one year. For simplicity, they are shown as having been disbursed in the same year as the signature of the respective memorandum of understanding.

## Expenditures of MINUSCA programmatic funds in support of the Special Criminal Court joint project from inception to January 2023

(Thousands of United States dollars)

	Period <sup>a</sup>							Total
	2016	2017/2018 <sup>b</sup>	2019	2020	2021	2022	2023 (projection) <sup>c</sup>	
<b>MINUSCA total</b>	<b>886.4</b>	<b>2 355.9</b>	<b>2 311.7</b>	<b>3 892.4</b>	<b>3 828.3</b>	<b>3 171.8</b>	<b>2 147.0</b>	<b>18 593.5</b>

<sup>a</sup> UNDP financial reports follow the calendar year, while internal MINUSCA reports follow the fiscal year from July to June.

<sup>b</sup> Disaggregated information by year is not available.

<sup>c</sup> Projected expenditure for the first semester of 2023.

(b) **Justice and corrections (penitentiary system/support for the judiciary).** The Mission will support penitentiary activities, which are expected to facilitate progress towards the extension of State authority and the rule of law and assist in the fight against impunity in the Central African Republic. These will contribute to a rights- and regulations-based prison management system through the transfer of security and management responsibilities from the military to civilians. In this regard, the Mission will: (i) focus on the continued implementation of the strategy for the demilitarization of prisons through capacity-building of civilian personnel of penitentiaries, including the provision of specialized training to prison authorities; (ii) improvement in medical services in penitentiaries, including through improvement in the health infrastructure; (iii) assessment of corruption and safety risks in the prison setting, including prison security upgrades, and social reintegration activities; (iv) continued improvements in conditions in the detention environment; (v) in accordance with the action plan for the implementation of the justice sectoral policy,

continue to work with national judicial authorities and partners to provide logistical support for investigations and prosecutions, to build local capacity and enhance the ability of justice actors to effectively investigate serious crimes, including crimes against peacekeepers, as well as sexual and gender-based crimes, in accordance with international standards; (vi) equip legal clinics and train justice actors as well as provide equipment to law libraries at both the Central African Bar Association and eight courts across the country to build the capacity of justice actors and increase access to justice, including to marginalized populations, notably internally displaced persons and persons isolated in areas controlled by armed groups; and (vii) work closely with NGOs within the framework of the programme;

(c) **Police training/co-location.** The Mission will: (i) provide continuous support for operational capacity-building and assistance in the redeployment of the internal security forces, in particular through training activities and workshops to improve basic police skills and specialized expertise, including forensics, crime scene management, maintenance of public order, prevention of sexual and gender-based violence, child protection, and efforts to combat drugs and money laundering; (ii) support the internal security forces by rehabilitating and equipping police and gendarmerie stations throughout the country; (iii) improve working conditions and capacitate internal security forces to respond to basic security and protection needs of the population, including against electoral violence; (iv) contribute to the restoration of State authority through enhanced deployment of internal security forces outside of Bangui and the recovery of basic services of public administration; and (v) work closely with partners, including local NGOs and representatives of the internal security forces, within the framework of the co-location plan;

(d) **Human rights.** The Mission will: (i) ensure that human rights are integrated into the peace and political processes, protection of civilians, transitional justice and security sector reform to advance the human rights agenda in the Central African Republic; (ii) pay specific attention to the need to establish a more coordinated and comprehensive national capacity to prevent and address human rights and the protection of civilians for which MINUSCA will provide technical and logistical assistance to increase national capacities, with a focus on national human rights institutions, civil society organizations, human rights forums, early warning networks and line ministries, as well as support for transitional justice mechanisms and their full operationalization; (iii) provide logistical and transportation support for the commissioners and staff members of the Truth, Justice, Reparation and Reconciliation Commission to facilitate field visits to collect information on serious human rights violations, inform the population of its work, build the capacity of civil society to contribute to the transitional justice process, as well as work with victims of human rights violations and their reparation; and (iv) continue to support the ongoing development of a national plan to prevent grave violations of the rights of children, a project that will be implemented by the Mission and the United Nations Children's Fund (UNICEF), in collaboration with the country task force on monitoring and reporting, and will bring the Government, armed groups and civil society together to work towards the development of prevention plans;

(e) **Rule of law/security institutions/security sector reform.** The Mission will continue to support: (i) the operationalization of the military justice system through support for the implementation of the military code of justice and training for magistrates, judicial police and clerks of the courts; (ii) strategic and technical assistance in the implementation of sectoral plans, as outlined in the national security policy; (iii) civilian democratic oversight of security sector institutions to ensure accountability and the protection of human rights; (iv) strengthening of the General Inspectorate of the National Army and inspectorates of other security sector institutions; (v) strategic and technical advisory assistance in the installation of

national defence forces in defence zones throughout the country, as approved in the national defence plan, and the implementation of the infrastructure master plan, in order to facilitate the transition to a garrison army, all contributing to the restoration of State authority; (vi) the implementation of water and forest management and the development of border management mechanisms; (vii) the operationalization of the technical committee on the integration of ex-combatants into the national defence and internal security forces and on rank harmonization in the context of integration, through workshops and training activities; and (viii) the implementation of the Political Agreement and the International Conference on the Great Lakes Region joint road map, including by ensuring that recruitment processes for national defence and internal security forces are conducted on an equitable, inclusive and transparent basis to strengthen the professionalization of members of the forces and ensure equitable regional representation and support for the implementation of the temporary security arrangements of the Agreement. MINUSCA will work closely with the other bilateral and multilateral partners within the framework of the national security sector reform;

(f) **Civil affairs (community stabilization programmes).** The Mission will continue to conduct confidence-building activities, enhance national capacities and community engagement initiatives for the implementation of local reconciliation processes and the Political Agreement, and conduct workshops and training sessions, as well as awareness-raising and dialogue sessions to enhance the capacities of territorial authorities and civil servants at the local level and coordination mechanisms on the restoration and extension of State authority at the national level, and to improve protection of civilians, community dialogue, reconciliation, conflict resolution and restoration of State authority. MINUSCA will work closely with the United Nations country team, the national authorities and NGOs within the framework of the programme;

(g) **Political affairs (peace consolidation).** The Mission will continue to: (i) carry out a programme of political education, negotiation and capacity-building and conflict mitigation sessions in key areas of intercommunal tension, to contribute to peace and stability, sustaining reconciliation and social cohesion and supporting inclusive peace and political processes at the prefectural and sub-prefectural levels; (ii) strengthen the capacity of key political stakeholders, including political parties, religious leaders, local authorities, civil society leaders, armed groups and women and youth organizations in conflict resolution and to ensure full implementation of the Political Agreement and participative governance; (iii) seek to reinforce the capacity of national institutions to foster national ownership, coordination and leadership capacities for strengthened national peace and political processes; and (iv) provide financial and technical support at the local level to the committees and ad hoc initiatives, namely, the prefectural implementation committees and the technical security committees, as implementation mechanisms of the Political Agreement. The local-level mechanisms of the Political Agreement and related initiatives have played a crucial role in facilitating peace and reconciliation. The financial and technical support is expected to strengthen the crucial governance role played by local-level mechanisms and national institutions;

(h) **Support for victims of sexual exploitation and abuse.** Considering that local service providers are either non-existent or offer limited services to victims of sexual exploitation and abuse, the Mission will work with the Office of the United Nations High Commissioner for Refugees, UNICEF and national partners through projects focused on rehabilitating victims in acute situations of vulnerability through medical, housing, psychosocial and livelihood support and to enable victims to become economically self-reliant. The planned activities will include: (i) conducting case management for victims of sexual exploitation and abuse, including the assessment of their needs; (ii) providing tailored psychosocial and/or psychological

assistance for victims, at their request; (iii) conducting medical referrals and paying medical costs, including medicines, for victims and their children; (iv) handling legal referrals and coverage of legal and ancillary fees; (v) conducting capacity-building activities to assist victims in developing income-generating skills and providing support to develop and implement income-generating activities; and (vi) providing educational support for child victims and children born of sexual exploitation and abuse, including payment of school fees, associated costs and school lunches;

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

## K. Quick-impact projects

158. 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)	2 976.2	102
1 July 2022 to 30 June 2023 (approved)	3 000.0	85
1 July 2023 to 30 June 2024 (proposed)	3 000.0	90

159. Playing a strategic role in the implementation of the Mission's political process, quick-impact projects will continue to be implemented by MINUSCA in collaboration with NGOs, the United Nations country team and other partners with the objective of providing immediate tangible benefits to the lives of people in the Central African Republic. MINUSCA will continue the use of quick-impact projects to facilitate the creation of an enabling and conducive environment that promotes an effective implementation of its mandate by building trust, improving the Mission's credibility and increasing confidence in the Mission, its mandate and the peace process. Through decentralizing the implementation process, 90 small-scale quick-impact projects across the Mission's 12 field offices and in Bangui will be implemented, covering three priorities of the Mission's strategic vision, which are as follows:

(a) **Support to revitalize the political process.** Projects will be implemented in close coordination with the relevant ministries and the United Nations country team



to support the implementation of the Political Agreement, contribute to the restoration of State authority in remote areas, improve security sector reform and support national authorities and defence and security forces through the improvement of border security. MINUSCA plans to implement 25 projects costing \$36,000 each (approximately two projects per field office);

(b) **Support the protection of local communities and strengthen the posture of national defence and security forces.** Projects will include the construction or rehabilitation of bridges and ferries to ease access for military patrols and operations in remote areas, prevent security threats, facilitate humanitarian access and the restoration of freedom of movement, as well as for promoting conflict management and reducing violence towards women related to transhumance. The implementation of the projects will facilitate adequate and timely response by the MINUSCA force, national and local authorities as well as national defence and internal security forces by developing and strengthening early warning mechanisms and improving communication and coordination systems to complement protection of civilians activities implemented by the Mission. The projects will also strengthen the capacity of members of communities in organizing themselves and being better linked to the MINUSCA protection system, as well as allow free movement of goods and the local population. Therefore, 40 projects costing \$30,000 each (three or four projects per field office) will be implemented;

(c) **Support reintegration and socioeconomic empowerment.** Projects that will promote income-generating activities, the implementation of activities to separate young people from armed groups by offering them training and employment prospects (with the supply of professional equipment kits) and support access to social services, including health centres, boreholes, markets, schools and other facilities, at the municipal level in newly accessible areas will be implemented in coordination with the community violence reduction programme developed by the disarmament, demobilization and reintegration section of MINUSCA and United Nations agencies, funds and programmes. Projects aimed at preparing return areas for refugees and internally displaced persons (socio-community infrastructures) may be identified, designed and implemented in close collaboration with and within the framework of the lasting solutions programme and the humanitarian organizations, as well as the improvement of communities' perception of security, all of which will facilitate the reintegration and socioeconomic empowerment of the local population. In this regard, 25 projects costing about \$36,000 each (almost two projects per field office) will be implemented.

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

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

	<i>Variance</i>	
<b>Military observers</b>	\$358.9	4.4%

#### • Management: change in the vacancy rate

161. The increased requirements are attributable primarily to higher costs for mission subsistence allowance owing to the application of the lower vacancy rate of 1.0 per

<sup>2</sup> Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or \$100,000.

cent compared with the rate of 5.0 per cent included in the approved budget for the 2022/23 period.

	<i>Variance</i>	
<b>Military contingents</b>	\$34 388.0	7.1%

• **Management: increased inputs and outputs**

162. The increased requirements are attributable primarily to: (a) higher reimbursement costs for contingent-owned equipment owing to the expected overall improvement in projected performance of major equipment compared with prior periods; (b) mobilization costs for the planned establishment of a warehouse under a new rations contract effective November 2023 to accommodate higher quantities of food resulting from the increase in uniformed personnel, as compared with the estimates included in the approved budget for the 2022/23 period; (c) higher average rate per hour reflected in the new long-term contract for chartered flights for travel on emplacement, repatriation and rotation owing to the global rise in fuel costs, compared with the rates included in the approved budget for the 2022/23 period; (d) higher standard troop reimbursement costs owing to the higher rate of reimbursement of \$1,448, approved by the General Assembly in its resolution [76/276](#), compared with the rate of \$1,428 applied in the approved budget for the 2022/23 period; and (e) higher costs for freight and deployment of contingent-owned equipment owing to the anticipated higher rotation of contingent-owned equipment that has reached its estimated useful life and that is no longer economical to repair or maintain in the mission area.

	<i>Variance</i>	
<b>United Nations police</b>	\$403.7	1.3%

• **External: change in prices**

163. The increased requirements are attributable primarily to: (a) higher estimated average costs for travel on emplacement, rotation and repatriation owing to higher market rates compared with the costs included in the approved budget for 2022/23; and (b) higher costs for mission subsistence allowance owing to the application of the lower vacancy rate of 1.0 per cent, compared with the rate of 5.0 per cent included in the approved budget for the 2022/23 period.

	<i>Variance</i>	
<b>Formed police units</b>	\$5 722.9	7.5%

• **Management: increased inputs and outputs**

164. The increased requirements are attributable primarily to: (a) higher costs for rations owing to mobilization costs for the planned establishment of a warehouse under a new rations contract effective November 2023 to accommodate higher quantities of food resulting from the increase in uniformed personnel, as compared with the estimates included in the approved budget for the 2022/23 period; and (b) higher formed police unit reimbursement costs owing to: (i) the application of the lower vacancy rate of 1.0 per cent, compared with the rate of 4.0 per cent applied in the approved budget for the 2022/23 period; and (ii) the revised rate for reimbursement of \$1,448 effective 1 July 2022 approved by the General Assembly in its resolution [76/276](#), compared with the rate of \$1,428 applied in the approved budget for the 2022/23 period.

	<i>Variance</i>	
<b>International staff</b>	(\$5 618.2)	(3.3%)

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

165. The reduced requirements are attributable primarily to: (a) the application of the lower common staff costs rate for international staff based on the actual expenditure for the period from 1 December 2021 to 30 November 2022, compared with the rates applied in the approved budget for the 2022/23 period; and (b) the application of the higher vacancy rate of 15.3 per cent, compared with the rate of 13.0 per cent applied in the approved budget for the 2022/23 period. The reduced requirements are offset in part by the proposed establishment of 11 new international posts.

	<i>Variance</i>	
<b>National Professional Officers</b>	\$1 727.4	19.5%

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

166. The increased requirements are attributable primarily to: (a) the higher rates for national staff salaries based on the revised salary scale applied retroactively from April 2021, compared with the rates applied in the approved budget for the 2022/23 period; and (b) the application of the lower vacancy rate of 8.8 per cent, compared with the rate of 11.0 per cent applied in the approved budget for the 2022/23 period.

	<i>Variance</i>	
<b>National General Service staff</b>	\$1 340.5	8.6%

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

167. The increased requirements are attributable primarily to: (a) the higher rates for national staff salaries based on the revised salary scale applied retroactively from April 2021, compared with the rates applied in the approved budget for the 2022/23 period; (b) the application of the lower vacancy rate of 4.0 per cent, compared with the rate of 5.0 per cent applied in the approved budget for the 2022/23; and (c) the proposed establishment of eight national General Service posts.

	<i>Variance</i>	
<b>United Nations Volunteers</b>	\$518.8	2.8%

• **Cost parameter: change in the vacancy rate**

168. The increased requirements are attributable primarily to: (a) the application of the lower vacancy rate of 2.9 per cent for international United Nations Volunteer positions, compared with the rate of 7.0 per cent applied in the approved budget for the 2022/23 period; (b) increased accommodation supplement rates and a higher number of international United Nations Volunteers eligible for settling-in grants, assignment travel entitlements and reimbursement for expenses related to residential security measures, compared with the allowances included in the approved budget for the 2022/23 period; and (c) the proposed establishment of eight international and one national United Nations Volunteer positions.

	<i>Variance</i>	
<b>General temporary assistance</b>	(\$2 372.3)	(28.5%)

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

169. The reduced requirements are attributable primarily to: (a) the application of the higher vacancy rate of 30.4 per cent, compared with the rate of 15.0 per cent applied in the approved budget for the 2022/23 period; and (b) the discontinuation in the 2023/24 period of the Mission's share of allocated costs for general temporary assistance related to activities for the Umoja supply chain implementation support project that were charged to missions' budgets during a transitional period.

	<i>Variance</i>	
<b>Consultants and consulting services</b>	(\$281.3)	(29.0%)

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

170. The reduced requirements are attributable primarily to the anticipated engagement of fewer consultants owing to the increased in-house expertise and to the Mission's efforts to comply with the requests of the General Assembly in its resolutions [75/298](#) and [76/274](#), compared with the estimates included in the approved budget for the 2022/23 period.

	<i>Variance</i>	
<b>Official travel</b>	\$492.7	16.7%

• **Management: increased inputs and outputs**

171. The increased requirements are attributable primarily to: (a) travel in connection with ongoing construction projects related to new camps for the additional uniformed personnel authorized by the Security Council in resolution [2566 \(2021\)](#); (b) increased field assessment visits and sensitizations in additional locations to enhance the Mission's capacity to prevent and manage sexual exploitation and abuse; and (c) higher average rates for airfares and some daily subsistence allowance rates compared with the rates applied in the approved budget for 2022/23 period.

	<i>Variance</i>	
<b>Facilities and infrastructure</b>	\$14 011.0	22.8%

• **Management: increased inputs and outputs**

172. The increased requirements are attributable primarily to:

(a) Higher costs for petrol, oil and lubricants owing to: (i) the higher anticipated consumption of 17.1 million litres of fuel for generators at a higher average cost of \$1.900 per litre based on actual consumption levels for the current period and trends, compared with 15.7 million litres at an average cost of \$1.649 per litre included in the approved budget for the 2022/23 period; and (ii) higher mobilization fees owing to the planned expansion of fuel storage capacities to meet the 90-day requirement for strategic and local stock reserves for uninterrupted operations;

(b) Higher costs for construction, alteration, renovation and major maintenance owing to the planned construction of: (i) a camp for 150 persons and accommodation and offices for 30 persons at Sam Ouadja in Sector East to relocate one formed police unit from Bangui and align the force's strategy to meet existing threats in that area; and (ii) roads and bridges, including repairs in various locations to facilitate the movement of personnel and cargo.

	<i>Variance</i>	
<b>Ground transportation</b>	\$2 988.8	16.0%

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

173. The increased requirements are attributable primarily to higher costs for petrol, oil and lubricants owing to: (a) the higher anticipated consumption of 7.7 million litres of fuel for vehicles at a higher average cost of \$1.900 per litre based on actual consumption levels for the current period and trends, compared with 7.4 million litres at an average cost of \$1.649 per litre included in the approved budget for the 2022/23 period; and (b) higher mobilization fees owing to the planned expansion of fuel storage capacities to meet the 90-day requirement for strategic and local stock reserves for uninterrupted operations.

	<i>Variance</i>	
<b>Air operations</b>	\$26 032.2	38.2%

• **Management: increased inputs and outputs**

174. The increased requirements are attributable primarily to:

(a) The higher anticipated price of \$21.8 million for an unmanned aircraft system for the first year under a new commercial contract currently in the final stages of negotiation for the provision of five unmanned aerial vehicles (state-of-the-art, vertical take-off and landing) with enhanced features for surveillance, reconnaissance/early warning to forces in support of the protection of civilians and to improve the safety and security of United Nations personnel and property. This is compared with the price of \$12.6 million for the current four Orbiter mini unmanned aerial vehicles under a letter of assist included in the approved budget for the 2022/23 period;

(b) Higher costs for rental and operation of rotary-wing aircraft owing to the anticipated higher number of 7,176 flight hours compared with 5,966 flight hours included in the approved budget for the 2022/23 period. This requirement is to accommodate the rotation of the additional uniformed personnel authorized by the Security Council in resolution [2566 \(2021\)](#) and the sustenance of temporary operating bases which are only accessible by air during the rainy season;

(c) Higher costs for petrol, oil and lubricants owing to: (i) the higher anticipated consumption of 9.5 million litres of fuel for the air fleet at a higher average cost of \$1.724 per litre based on actual consumption levels for the current period and trends, compared with 8.6 million litres at an average cost of \$1.297 per litre included in the approved budget for the 2022/23 period; and (ii) higher mobilization fees owing to the planned expansion of fuel storage capacities to meet the 90-day requirement for strategic and local stock reserves;

(d) Higher costs for rental and operation of fixed-wing aircraft owing to: (i) higher guaranteed flight costs due to the planned addition of one DHC-8 fixed-wing aircraft and one C-130 aircraft on a cost-sharing arrangement to increase the existing fleet capacity of the Mission to ensure continued availability of aircraft to support all air transportation requirements; and (ii) the anticipated higher number of 5,753 flight hours compared with 5,148 flight hours included in the approved budget for the 2022/23 period. This requirement is to accommodate the rotation of the additional uniformed personnel authorized by the Council in resolution [2566 \(2021\)](#).

	<i>Variance</i>	
<b>Communications and information technology</b>	(\$563.2)	(1.4%)

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

175. The reduced requirements are attributable primarily to the anticipated decrease in telecommunication service costs due to the lower average unit cost of Internet bandwidth and the corporate transponder, compared with the average cost approved for the 2022/23 period. The reduced requirements are offset in part by the planned acquisition of new network and information technology equipment to replace and upgrade existing equipment; transportable centres to host critical information and communications technology equipment in field offices; and FM transmitters and radio broadcasting to expand Guira FM radio coverage and in an effort to counteract the disinformation campaign against MINUSCA.

	<i>Variance</i>	
<b>Medical</b>	(\$281.4)	(9.2%)

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

176. The reduced requirements are attributable primarily to lower costs for supplies owing to: (a) lower costs for spare parts for the polymerase chain reaction test laboratory machine owing to the establishment of a systems contract which offers compatible spare parts at lower costs, compared with the prices applied in the approved budget for the 2022/23 period; (b) acquisition of fewer quantities of medical supplies owing to the availability of sufficient stock in inventory acquired in prior periods; and (c) lower costs for COVID-19 rapid tests owing to lower unit prices, as compared with the prices applied in the approved budget for the 2022/23 period.

177. The reduced requirements are offset in part by: (a) fees to reimburse troop-contributing countries for medical services provided to civilian personnel, for which a provision was not included in the approved budget for the 2022/23 period; and (b) anticipated higher costs for hospital services at level III and IV hospitals in Uganda and Kenya owing to the deployment of the additional uniformed personnel authorized by the Security Council in resolution [2566 \(2021\)](#).

	<i>Variance</i>	
<b>Other supplies, services and equipment</b>	\$4 515.5	10.1%

• **Management: increased inputs and outputs**

178. The increased requirements are attributable primarily to: (a) higher costs for programmatic activities owing to: (i) expanding community violence reduction efforts in five new hotspot areas to support disarmament, demobilization and reintegration and promote community dialogue to halt violence, improve security, aid community recovery and protect civilians; (ii) increasing judicial activities of the Special Criminal Court as several cases become ready for trial; (iii) supporting the rehabilitation of governmental skill training centres for children and youth in each prefecture to educate up to 150 children per centre and aid the reintegration of children who have left armed groups and protect them from human rights violations, exploitation and abuse; and (iv) supporting the revitalization of the peace process through the operationalization of the Government's timetable and the decentralization process for increased national ownership and regional engagement; and (b) higher freight costs to support the deployment of the additional uniformed personnel authorized by the Security Council in resolution [2566 \(2021\)](#) and rising global fuel prices.

179. The increased requirements are offset in part by lower costs for: (a) mine detection and mine clearing services owing to the anticipated lower training costs for weapons management and detecting explosive ordnance resulting from the lower contractual price and fewer training modules, as some of the troop-contributing countries have their own capacities, reducing the need for refresher training; and (b) individual contractual services due to the absence of provisions for administrative and management fees in the agreement with UNOPS for technical support for individual contractors. The associated administrative management functions will be managed in-house with the proposed establishment of four posts as mentioned in paragraphs 99, 102 and 105 above.

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

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

- (a) Appropriation of the amount of \$1,157,676,000 for the maintenance of the Mission for the 12-month period from 1 July 2023 to 30 June 2024;
- (b) Assessment of the amount of \$434,128,500 for the maintenance of the Mission for the period from 1 July to 15 November 2023;
- (c) Assessment of the amount of \$723,547,500 for the period from 16 November 2023 to 30 June 2024 at a monthly rate of \$96,473,000 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 76/282, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly**

##### **A. General Assembly**

(Resolution 76/274)

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##### *Decision/request*

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).

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

MINUSCA regularly conducts monitoring exercises to ensure implementation of recommendations issued by relevant oversight bodies, with specific emphasis on open recommendations of the Board of Auditors and OIOS. At the end of January 2023, a total of 212 open recommendations, including 124 issued by the Board and 88 issued by OIOS were in the process of implementation. A request to close 37 of the Board's recommendations was included in the annex to the comments of MINUSCA on the management letter issued by the Board and requests to close 13 OIOS recommendations will be made on the dedicated online tracking system. MINUSCA reviews its open recommendations on a quarterly basis.

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).

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.

MINUSCA has also included in the present report information about justification for all post changes and increased operational costs, including the impacts of the changes and increases in the implementation of the Mission's mandate.

The Mission sensitizes travellers through broadcast of the requirements for completing travel requests 21 days prior to the start date of the trip. The Mission also granted additional certifying officer roles to reduce delays in early processing of travel requests.

Updated compliance rates are provided in the budget information pilot.

The Mission has implemented the following measures for more efficient fuel management in MINUSCA:

- (a) Signature of a service-level agreement with the Office of Information and Communications Technology in Bangkok with the objective of receiving enhanced training of Fuel Unit staff in the electronic fuel management system, including analysing the database records for strengthened monitoring of fuel consumption to detect suspicious fuel usage and identify fraud;
- (b) Addressing the Fuel Unit understaffing by proposing additional posts in the present budget proposal to address the shortages in the necessary staffing, especially in the sectors;
- (c) Implementation of the use of fuel dye, which distinguishes MINUSCA fuel from the commercial fuel on the market. This reduces the direct selling of MINUSCA fuel on the open market because it can be easily identified;
- (d) Conduct of periodic training for the military and police components on the use of fuel resources and their accountability;
- (e) Conduct of routine review and analysis of the electronic fuel management system and reporting to investigate transactions that appear fraudulent;
- (f) Development of standard operating procedures on prevention of fuel fraud, approved by the Special Representative of the Secretary-General on 1 October 2022, with input from all fuel stakeholders to address and align the fuel management process, especially



## Decision/request

## Action taken to implement decision/request

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).

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).

with the military and police components who are key consumers of fuel;

(g) Mobilization of additional distribution points in the field to limit the use of bulk delivery to the military and police components, as the risks associated with bulk delivery are minimized when fuel is dispensed directly by the fuel contractor to the vehicles;

(h) Planning for a technical visit from the Office of Information and Communications Technology (New York and Bangkok) in January 2023 to provide additional training to Fuel Unit staff, stakeholders and fuel contractor staff in the new applications in the use of the Android scanners for the electronic fuel management system and the configuration of the use of multi-generators for proper monitoring of fuel consumption.

The MINUSCA support ratio of 49.9 in the 2022/23 period demonstrates the lowest level since the Mission's establishment. MINUSCA and the Department of Operational Support are currently conducting a civilian staffing review, the first phase of which entailed an internal assessment of the key areas of staffing deficiencies under the mission support component with a view to appropriately addressing staffing needs and ensuring alignment with the size of its uniformed personnel component. The outcome, which identified additional posts and positions in critical areas, has been reflected in the present report. The Mission has requested the assistance of the Human Resources Services Division of the Department of Operational Support in conducting the second phase of the staffing review, which will focus on the remaining areas under mission support and all areas of the substantive components.

MINUSCA continually reviews its civilian and security staffing in preparation for the annual budgeting process to ensure efficient and agile staffing structures in support of the mandate of the Mission. In doing so, MINUSCA was able to clearly identify the required additional staffing resources to support the increase in uniformed personnel, which are now finalizing their deployment into the mission area. In addition to the reviews already conducted, MINUSCA will conduct a comprehensive staffing review with the participation of the Department of Operational Support during the 2022/23 period to support a wider review of the Mission's deployment across its area of responsibility. This review is part of the continued reflection by the Mission of improvements made to

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).

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).

date, in particular the progress made by the Central African Republic in deploying internal security forces, which in turn allows MINUSCA to make better use of a more mobile force and better focus its resources to be more proactive and focus on priority areas.

The required information is provided in the budget information pilot.

A list of long-vacant posts is provided in the supplementary information.

The Mission will continue to enhance its capacity-building efforts for national staff. Nationals that are recruited as independent contractors and United Nations Volunteers are given priority when a position becomes vacant. In addition, 51.3 per cent of the proposed new posts and positions for the 2023/24 period are in the national categories.

The use of external consultants during the 2023/24 period will be limited to a strict minimum. The Mission intends to use its in-house capacity to perform core activities and to fulfil functions that are recurrent over the long term. The proposed resource requirements for consultants and consultancy services for the 2023/24 period will enable the Mission to engage consultants for specific tasks that are limited in time and require specific expertise that is not available within the Mission. The use of external consultants will also enable the Mission to have a fair and unbiased assessment of a number of its areas of work in order to improve its capacity to deliver and implement its mandate.

MINUSCA will continue the process of rehabilitating temporary operating bases that have been in existence for more than 30 days to bring them up to acceptable and workable standards, ensuring that the welfare, safety and security of the personnel are given high priority to ensure effective and efficient performance in their operations.

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

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).

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).

Reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals, to ensure that the procurement of unmanned aerial systems from commercial providers complies with the United Nations

The unmanned aerial systems were pivotal for the MINUSCA force to monitor and collect intelligence from the deep field where on-road patrolling was not possible owing to lack of access roads and thick forest canopy.

MINUSCA has involved the expertise of the Aviation Unit and the force Unmanned Aerial Systems Cell in creating an in-house capacity able to provide technical oversight on the use of unmanned aerial systems.

The unmanned aerial systems can loiter undetected for hours, a capability that is unique and cannot be satisfied by either helicopters conducting intelligence, surveillance and reconnaissance operations or by quadcopters operated by military observers. The requirement for unmanned aerial systems will only increase in coming years. This pivotal asset provides protection to MINUSCA forces and aides in fulfilling the mandate for the protection of civilians.

Lessons learned from the letter of assist have been used in outlining the terms and conditions of service for the solicitation efforts initiated to source new reliable, adaptive and cost-effective unmanned aerial systems from the commercial market.

The new contract will include an unmanned aerial system that would cover wider flying ranges and longer hours, have the capability to fly during heavy rains and high wind conditions and have a vertical take-off feature that will eliminate the need for runways and landing sites. The new contract will be based on a pay-as-they-fly concept.

MINUSCA has involved the expertise of its Aviation Unit and the force's Unmanned Aerial Systems Cell in creating an in-house capacity able to provide technical oversight on the use of unmanned aerial systems.

To acquire capacity to provide technical oversight of the use of unmanned aerial and aircraft system technologies, the Mission provided a total of 18 hands-on training sessions to 160 military personnel during the period July 2021 to June 2022 and 6 hands-on training sessions to a total of 77 military personnel during the period July 2022 to December 2022 for United Nations-owned micro unmanned aerial vehicles.

United Nations Headquarters has taken the lead role in soliciting a new commercial unmanned aerial systems service for MINUSCA from commercial providers. The initiative capitalizes on experience and lessons learned from the current letter of assist for unmanned aerial systems and it is therefore aimed at identifying

*Decision/request*

Procurement Manual and that reimbursement of such systems provided by troop-contributing countries is consistent with the framework set out in the Contingent-Owned Equipment Manual, and requests the Secretary-General to report on measures taken in this regard in his next overview report (para. 56).

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).

Further requests the Secretary-General to ensure that partnerships and agreements with implementing partners are cost-effective and efficient in delivering the

*Action taken to implement decision/request*

cost efficiency by addressing the usage and employment of unmanned aerial systems vis-à-vis the operational requirements of the Mission. The unmanned aerial systems deployed by the troop-contributing country in the Mission are monitored for compliance by the contingent-owned equipment organizational unit.

Details are reported in the proposed budgets for the Regional Service Centre in Entebbe and the United Nations Logistics Base at Brindisi.

MINUSCA will continue to strengthen its regional cooperation to achieve economies of scale with other missions in the region, including UNOCA, to enhance collaboration, information-sharing, analysis and facilitation, as appropriate. MINUSCA will seek to leverage existing assets of other missions following their downsizing and withdrawal to meet its operational requirements, if any. The Mission will improve its utilization of the services of the Global Procurement Support Section in Entebbe for the provision of commodities and services in support of the implementation of its mandate and include the Section in its acquisitions in the context of demand planning as necessary. The Mission will further continue to use the logistics hub of MONUSCO, located in Entebbe, with the embedded one General Service and two Field Service civilian personnel to perform support functions related to administration, logistics and supply chain management. The Regional Service Centre in Entebbe will continue to provide its client missions, including MINUSCA, with regional support in the areas of onboarding and separation, benefits and payroll, vendor payments, entitlements and official travel, claims processing (such as for rental subsidies, security services, education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control and information technology services in compliance with the service-level agreement.

In this context, MINUSCA will continue to tap into the supply chain services through the strategic stocks at the United Nations Logistics Base at Brindisi to achieve efficiencies and economies of scale in procurement. In addition, the Regional Service Centre in Entebbe will continue to complement the external training requirements of MINUSCA.

The Mission continues to strengthen reporting, monitoring, evaluation and accountability for programmatic funds. This includes the continued

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

mandate according to the best practices and that the related arrangements are transparent. (para. 70).

strengthening of monitoring and evaluation systems for programmes, financial reporting and efficient coordination of funds. The resource stewardship executive group also supports the oversight of programmatic activities and their impact. The Mission continues to use implementing partner selection processes that, inter alia, assess comparative advantages and capacities of implementing partners in relation to the outcome, length and aim of the projects. There is a Project Review Committee that is responsible for reviewing projects and making recommendations to the Special Representative of the Secretary-General for their approval and for their implementation after the memorandum of understanding is signed.

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).

Details are reported in the supplementary information.

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).

The Mission recognizes the importance of timely, responsible and accountable implementation of quick-impact projects. The Mission conducts regular internal assessments through quarterly, biannual and annual reviews. The last internal biannual review was conducted in December 2022.

The Mission moreover continues to implement recommendations from the last audit of the Board of Auditors, which was conducted in August and September 2022. For the 2020/21 period, the Board recommended that MINUSCA: (a) take all means to ensure that all quick-impact projects are implemented within the time frame with a view to fully reaping the impact of these projects while addressing underlying challenges; (b) continue to follow up with implementing partners on programme spending and

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).

implementation in order to mitigate corruption; and (c) take measures to improve the awareness of presumptive fraud in implementing partners' quick-impact project management and ensuring transparency and competitiveness in the selection of implementing partners. Another recent review of quick-impact projects by OIOS (report 2021/004), has also been considered by the Mission. All assessments and recommendations have been closed and shared with the auditors. The implementation of the recommendations have contributed to the improvement of quick-impact project programmes, particularly in reducing the delays during the identification, approval and implementation of projects.

The 2020/21 recommendations of the Board of Auditors are either already implemented or are under implementation as of January 2023. Timelines have been defined and are applied at all stages of the quick-impact project cycle and risk assessment forms are used by all concerned partners, in particular the implementing partners. The Mission moreover provides project management training to internal and external partners working on the management of quick-impact projects.

The Mission's environmental management scorecard is provided in the supplementary information.

MINUSCA has implemented measures to reduce the overdependence on fossil fuels through the installation of 300 kilowatt peak power (kWp) solar hybrid systems at the UCATEX compound and 82 kWp systems at Camp Fidèle in Bangui locations. The Mission has an ongoing project for the installation of an additional 82 kWp solar photovoltaic system at the logistics base in Bangui.

During the 2023/24 period, the Mission plans to complete the installation of a solar photovoltaic system at the M'poko greenfield location in Bangui and at the Birao, Bambari and Bossangoa field locations.

MINUSCA has acquired 21 medium-sized solid waste incinerators, 10 industrial waste shredders and 31 portable barrel incinerators. In addition, the construction of waste management yards is ongoing with the acquisition of the waste management equipment. The Mission has installed and commissioned seven out of the eight newly acquired biomedical waste incinerators and facilitated the training of biomedical waste incinerator operators.

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

As the rehabilitation of the Kolongo landfill project is almost completed, capacity-building for landfill operations for municipality personnel has been completed and mentoring will commence as soon as the rehabilitation works are completed.

The Mission has upheld the commemoration of World Environment Day as part of wider impact activities intended to leave a positive legacy. The activities in June 2022 involved the engagement of the community in tree planting across mission locations, among other environmental awareness activities in Bangui.

To further intensify site-specific monitoring of environmental risks, training of the environmental focal points was completed in August 2022 in both English and French sessions.

## **B. Advisory Committee on Administrative and Budgetary Questions**

### **Cross-cutting issues**

([A/76/760](#) and General Assembly resolution [76/282](#))

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

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).

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).

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.

Details on the methodology are provided in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations.

Financial implications are reported in the supplementary information.

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

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).

Disaggregated numbers and related financial implications are reported in the supplementary information.

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 travelers. The Committee further trusts that the provisions of [ST/SGB/2009/9](#) will be consistently applied for 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).

Details are provided in section II.G of the present report, on official travel, as well as in the supplementary information.

The Advisory Committee trusts that the Secretary-General will optimize the composition of mission vehicle fleets in accordance with paragraph 40 of General Assembly resolution [70/286](#) and provide comprehensive information in the context of the next overview report (para. 57).

The report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations includes general policy and consolidated data for all missions. The information is also presented in the supplementary information.

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).

The Mission has provided details of support provided on cost-recovery, spendable and non-spendable revenue and amounts to be returned to Member States for the 2021/22 period as well as the cost-recovery plan for the 2023/24 period in the present budget proposal through the supplementary information.

### **Cross-cutting request contained in the resolution on the financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali**

([A/76/760/Add.9](#) and General Assembly resolution [76/288](#))

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

The Advisory Committee recommends that the General Assembly request the Secretary-General to include information on the strategic stocks held in all the missions in future budget submissions and in the overview reports.

Details are provided in the budget information pilot.



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

(A/76/760/Add.10)

### *Request/recommendation*

The Advisory Committee recalls that the General Assembly reiterated its concern about the high number of vacancies in civilian staffing and its request to the Secretary-General to ensure that vacant posts are filled expeditiously (resolution 75/298, para. 27). In the same resolution, the Assembly also requested the Secretary-General to review the posts that had 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. 29).

The Advisory Committee reiterates its recommendation that, in the interest of clarity, 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. The Committee also trusts that future mission budgets will include more proposed national United Nations Volunteer positions, as appropriate (para. 31).

The Advisory Committee notes that MINUSCA started to contribute to the Special Criminal Court from its inception and currently contributes 58 per cent of the resources available for the budget of the Court for 2022. The Committee trusts that the Mission will provide information on amounts mobilized from donors and expenditure patterns since the inception of the Court, as well as the strategy for a sustainable funding of the Court, in the next budget submission (para. 42).

The Advisory Committee trusts that MINUSCA will continue to ensure that its quick-impact projects 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 budget proposal (para. 46).

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

The Mission provides justification in the 2023/24 budget proposal for the retention of the long-vacant posts in the supplementary information and has increased efforts to expeditiously fill those vacancies. Internal recruitment and selection requests are being digitalized to reduce the approval process. Recruitment focal points have been identified in the sections to assist hiring managers to expedite recruitment processes.

The Mission is working towards the nationalization policy, and in this regard efforts are being made through national capacity-building. In the present budget proposal, one additional national United Nations Volunteers position is proposed and the numbers and financial implications of international and national United Nations Volunteer positions are disaggregated.

The Mission continues to consult with financial and technical partners to ensure continued international support for the Court.

MINUSCA works closely with UNDP within the framework of the Special Criminal Court joint project, including to find sustainable funding of the Court. The donors have included MINUSCA, UNDP, the African Union, the European Union, the United States of America and the Netherlands. The Mission, in collaboration with both UNDP and the Court, is currently developing a sustainable funding strategy that will take into account the increased judicial activities of the Court and its extended mandate until October 2028. Further details on the amounts mobilized and expenditure patterns since the inception of the court can be found in section J above (para. 157 (a) and related tables).

MINUSCA will continue to ensure that its quick-impact projects benefit the local population as planned and that they are directly linked to mandated tasks and are not a duplication of the facilities and services provided through other mission initiatives or by the host country. The Mission continues to utilize a committee to review all requests for quick-impact funding to ensure that requests meet the defined requirements for such projects and that there is no

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*Request/recommendation*

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*Action taken to implement request/recommendation*

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duplication with other mission initiatives. The Mission provides full and up-to-date information on all projects, including locations, planning, implementation and assessment, in the present budget proposal through the supplementary information.

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## Annex I

### Definitions

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

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

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

#### B. Terminology related to variance analysis

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

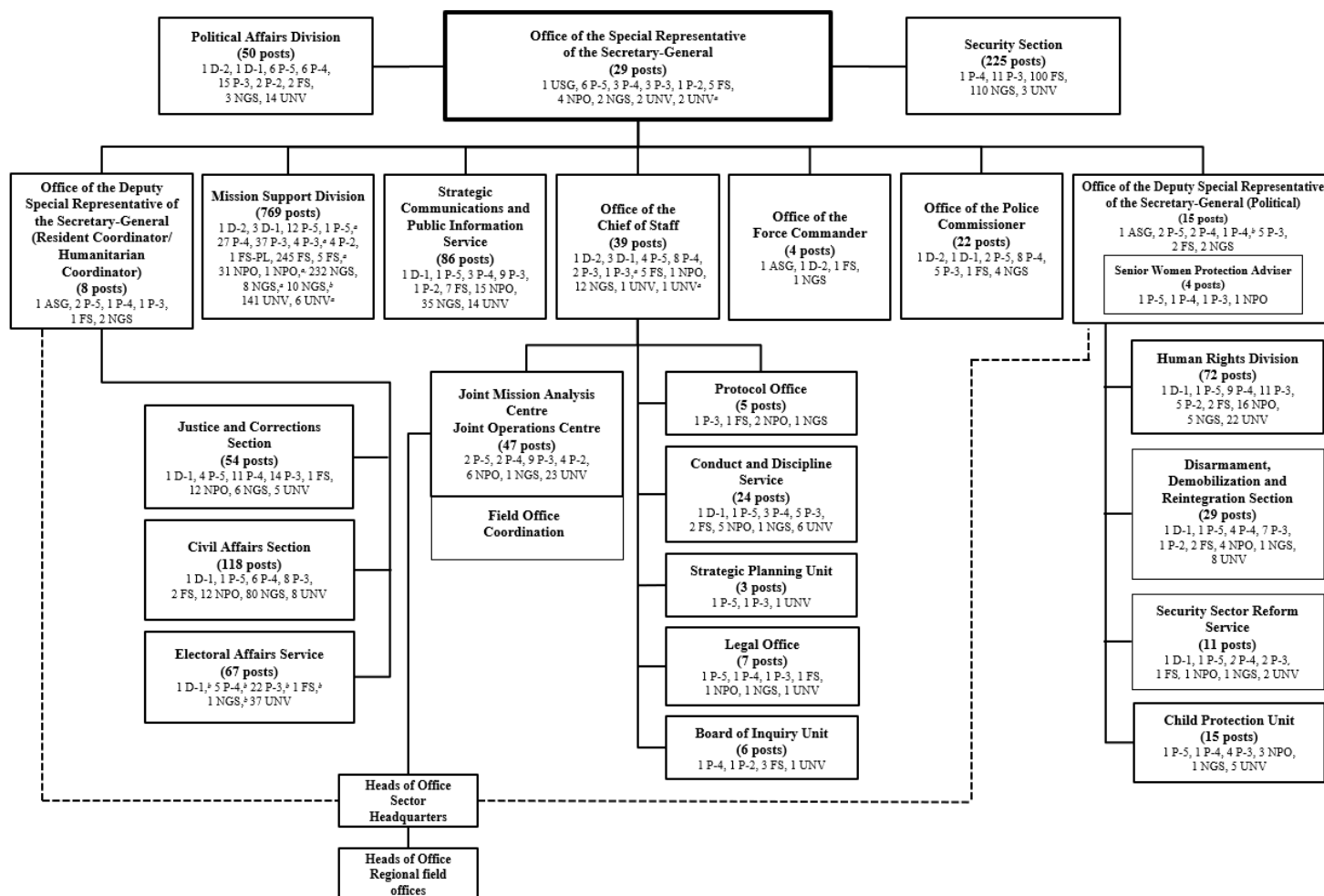
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

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

## Annex II

## Organization charts

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

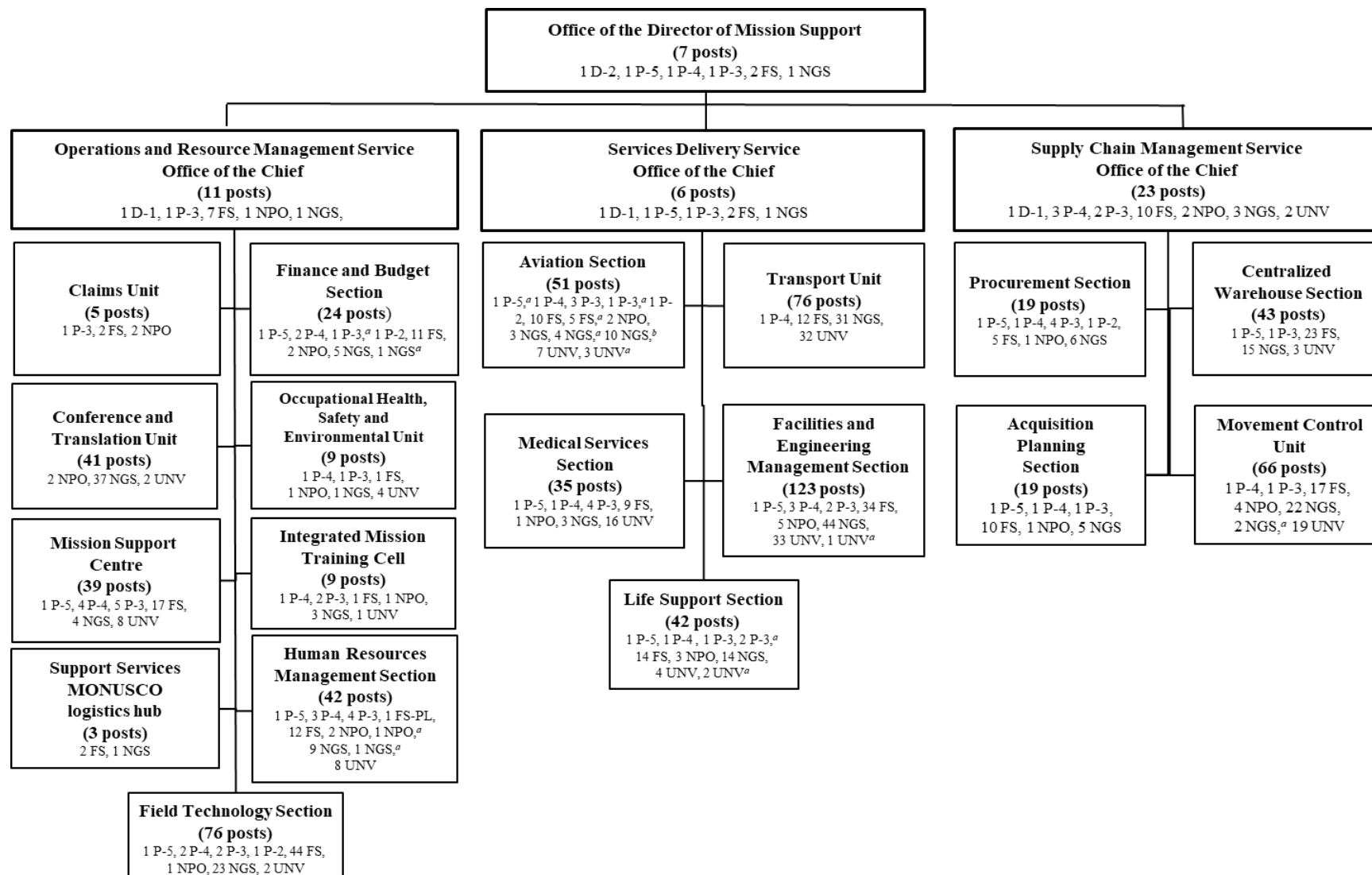


*Abbreviations:* ASG, Assistant Secretary-General; FS, Field Service; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; NGS, national General Service; NPO, National Professional Officer; PL, Principal level; UNV, United Nations Volunteer; USG, Under-Secretary-General.

\* New post.

\* General temporary assistance.

## B. Mission Support Division



## Map

