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United Nations Assistance Mission for Iraq

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for the United Nations Assistance Mission for Iraq for the period from 1 January to 31 December 2014, totalling \$138,809,100 (net of staff assessment).



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I. Background and overview of the Mission and its future role

1. In its resolution 1483 (2003), the Security Council requested the Secretary-General to appoint a Special Representative for Iraq to assist Iraq in its political transition and in meeting its humanitarian, reconstruction and development needs. Subsequently, in its resolution 1500 (2003), the Council established the United Nations Assistance Mission for Iraq (UNAMI) to support the Special Representative in the implementation of his mandate. In its resolution 1546 (2004), the Council affirmed that the United Nations should play a leading role in assisting the people and Government of Iraq in the formation of democratic norms and institutions for a representative government. Under that resolution, UNAMI played a key role in supporting both national elections and a referendum on the Iraqi constitution.

2. Following these developments, the mandate of UNAMI was updated and expanded in resolution 1770 (2007) and renewed in resolutions 1830 (2008), 1883 (2009), 1936 (2010), 2001 (2011), 2061 (2012) and 2110 (2013). Under this mandate, UNAMI continues to provide, as requested by the Government of Iraq, assistance, support and advice on advancing national reconciliation and State-building and peacebuilding processes, as well as promoting coordination and enhancing delivery in the humanitarian and development spheres in partnership with the United Nations country team.

3. The outlook for Iraq in 2014 is likely to be highly unpredictable, with significant political and security challenges that may undermine the progress made in recent years. While the country has not reverted to the peak levels of violence witnessed in 2006 and 2007, its stability appears increasingly fragile, marred by persistent political stalemate and a volatile security environment.

4. The political and sectarian tensions that affected the country through much of 2013 are likely to increase in 2014, a key electoral year. In addition, the resurgence of extremist and terrorist groups, along with the continuing conflict in the Syrian Arab Republic, will continue to negatively affect ethno-sectarian relations and security in Iraq.

5. Such growing tensions and violence may adversely affect the protection of human rights, as witnessed in 2013 with the rapidly rising civilian casualties, encroachments on freedom of expression and uneven application of due process and fair trial standards. In addition, the protracted protests that began in December 2012 in predominantly Sunni areas underline the continuing need to address critical gaps in public services as well as legal and judicial reform, especially in relation to counter-terrorism policies and the criminal justice system.

6. Iraq continues to grapple with development challenges. A large part of its population lives on less than \$2.50 per day despite the country's middle-income status and its potential to become the world's second largest oil producer. Governance and public administration continue to require further strengthening.

7. At the regional level, Iraq is expected to make further progress towards the full normalization of bilateral relations with Kuwait. The issue of missing Kuwaiti persons and property pursuant to Security Council resolution 1284 (1999) has been transferred to UNAMI pursuant to Security Council resolution 2107 (2013).

Cooperation with other entities

8. The United Nations integrated strategic framework for Iraq was finalized in August 2013 with agreement between UNAMI and the United Nations country team to work together on integrated priorities. Based on an assessment that peace consolidation in Iraq is facing a precarious period of transition, the framework reflects priority objectives in the areas of human rights, political and development spheres as well as issues of youth, women, environment and civil society engagement.

9. UNAMI, together with the United Nations Development Programme (UNDP), is executing a joint programme of technical and logistic support to strengthen the capacity of the High Commission for Human Rights of Iraq, including its commissioners, who were formally nominated by the Council of Representatives in April 2012. Building on a needs assessment and subsequent specialized workshops in 2012, UNAMI started implementing a comprehensive capacity-building programme in 2013.

10. The United Nations continues to provide electoral assistance as a fully integrated programme between UNAMI and the United Nations country team, with a team of international and national staff from UNAMI and UNDP. Under the leadership of UNAMI, the electoral team provided technical expertise to the Board of Commissioners of the Independent High Electoral Commission on the management of electoral events, combined with capacity-building for operations. The United Nations Office for Project Services (UNOPS) will continue to provide the security liaison functions between the electoral team, the Independent High Electoral Commission and the UNAMI Security Section, facilitating access to the premises of the Independent High Electoral Commission and providing advice on the precautions and parameters required to operate within the premises.

11. UNAMI continues to work closely with the United Nations country team on the regional response to the Syrian refugee crisis. The Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator chairs the United Nations humanitarian country team meetings with support from the Integrated Coordination Office for Development and Humanitarian Affairs, and coordinates the preparation of the regional response plan. The Integrated Coordination Office assisted the humanitarian country team in preparing an application for funding from the Central Emergency Response Fund which mobilized \$2.6 million for five humanitarian agencies. The Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator also chairs the review board for projects to be carried out in Iraq as part of the emergency response organized by the Office for the Coordination of Humanitarian Affairs to the crisis in the Syrian Arab Republic. In the first five months of 2013 alone, the board approved the disbursement of \$2 million to non-governmental organizations for the response to the influx of Syrian refugees to Iraq. The Integrated Coordination Office also coordinated the revision of the inter-agency contingency plan in close collaboration with the Office for the Coordination of Humanitarian Affairs.

12. In addition, UNAMI worked with UNDP in exploring enhanced cooperation between the Iranian mine action centre and the Iraqi authorities, including the development of maps of areas contaminated by landmines and unexploded ordnance.

13. In December 2012, the United Nations moved from the former United States of America provincial reconstruction team compound at Basra International Airport to locations in the city of Basra. The Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (UNICEF) relocated to their own compounds, while UNAMI and the International Organization for Migration (an intergovernmental organization that works in cooperation with the United Nations) moved into temporary premises at a hotel in the city. The transition process is continuing through 2013 with the intent to transfer additional security responsibilities to the United Nations country team. Discussions are in progress with the Government of Iraq for the allocation of a United Nations house in Basra, where the United Nations will establish premises under the management of the country team.

14. The Amman office drawdown, which commenced in 2012, was largely completed during the 2013 budget cycle. With the exception of the security awareness induction trainers, who for technical and logistical reasons remain in Amman, all substantive personnel were transferred to Iraq or, for support functions, to Kuwait by August 2013.

15. In the meantime, owing to the upsurge in sectarian violence, UNAMI has been compelled to revisit its political posture in Amman so as to respond to the crisis. For political and safety reasons, significant parts of the Sunni religious and political leadership are unable to engage in negotiations and consultation in Baghdad and have sought refuge in Amman. This constraint is expected to continue throughout 2014. To provide mediation and conflict resolution support required to achieve national dialogue and reconciliation, UNAMI will redeploy a small political component with minimum staff presence to support high-level advocacy and negotiations conducted by the Special Representative of the Secretary-General, the Deputy Special Representative of the Secretary-General and the political team in the broader context of its mandate and in consultation with the Government.

Complementarities and synergies in substantive areas

16. A United Nations gender elections task force, co-chaired by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and UNAMI, coordinates all gender-focused United Nations electoral assistance activities. The task force was instrumental in supporting the establishment and training of the gender team of the Independent High Electoral Commission. The gender team and the United Nations task force joined in promoting policies relating to (a) women's participation in the 2013 electoral events and the collection of gender-disaggregated data on voters, (b) the staffing of the Independent High Electoral Commission, (c) provisions to ensure that women are elected to at least 25 per cent of the seats in the governorate councils, (d) incentives for more women to run for political office, including lowering the fees for registration, and (e) gender-sensitive public outreach materials.

17. Through the 2010-2013 joint strategy on gender and mediation of the Department of Political Affairs of the Secretariat and UN-Women, UNAMI and UN-Women continue to support civil society organizations and female members of the Council of Representatives in taking a more active role in conflict resolution and national reconciliation processes.

18. Initiatives by UNAMI on combating sand and dust storms led to the appointment of a specialist in the Bahrain regional office of the United Nations Environment Programme (UNEP) and subsequently to a region-wide programme that will engage Iraq's neighbouring countries. Through its Tehran liaison office, UNAMI promoted bilateral cooperation between the Islamic Republic of Iran and Iraq and supported meetings in Tehran and Baghdad that resulted in a joint cooperation programme on several transboundary issues, including water resources and dust storms. This led to the issuance of a joint statement on the regional programme to combat sand and dust storms and subsequently to a regional ministerial-level meeting on the programme at the margins of the UNEP Governing Council meeting held in Nairobi in February 2013.

19. In the framework of international support for the Iraqi national police and in collaboration with a UNDP capacity-building project, UNAMI is providing training and technical advice to Iraqi police through a series of training modules and seminars conducted in Erbil, Baghdad and Basra. Topics include forensics, investigation, interviews, gender-based violence and training of family protection units.

20. In collaboration with the United Nations country team, UNAMI has revitalized the Strategic Communications Group, which aims to enhance visibility and promote the image of the United Nations working together through harmonized external communications (press releases and advocacy campaigns) and improved internal communication. UNAMI serves as the de facto media focal point for the United Nations family, providing support in publicizing and promoting the activities and messages of the United Nations agencies, funds and programmes, as well as coordinating joint events and activities, particularly on United Nations Day.

Cost-sharing initiatives and collaboration in support areas

21. The Kuwait Joint Support Office, comprising staff funded by the budgets of UNAMI and the United Nations Assistance Mission in Afghanistan (UNAMA), was launched in December 2012 to provide finance and human resource services to the two missions. The Support Office is overseen by a steering committee composed of the chiefs of mission support of UNAMI and UNAMA. The steering committee is working with the Support Office to consolidate and improve the existing business practices to ensure maximum efficiency and quality of service to the missions. The steering committee will continue to identify additional service areas to be transferred to the Support Office for greater efficiency.

22. A security cost-sharing arrangement between UNAMI and the United Nations country team was introduced in the 2013 budget year. In 2014, the country team will continue to reimburse UNAMI for all support services provided.

Priorities for 2014

23. UNAMI will continue to assist the Government and people of Iraq in achieving political stability, security and prosperity. In 2014, UNAMI will focus on promoting national reconciliation and preventing the escalation of violence. To this end, as requested by the Government of Iraq, UNAMI will continue to proactively provide good offices, technical advice and mediation support, especially in helping to address demands for political and legal reform by political blocs and their constituencies. In addition, UNAMI will strengthen its outreach to all relevant

constituencies, including religious leaders, political parties and civil society organizations, facilitating dialogue and peacefully negotiated solutions. This may also include, in consultation with the Government of Iraq, political liaison and outreach to Iraqi Sunni and other influential figures inside and outside Iraq.

24. UNAMI will support Iraqi-led initiatives for national reconciliation, including facilitating agreement on equitable sharing of power and resources within the framework of the Constitution. UNAMI will continue to engage with official bodies that have been created to help address the root causes of the political stalemate, including the growing sense of marginalization among certain segments of Iraqi society. UNAMI will continue to engage in mediation to facilitate agreement on disputed internal boundaries, improve Arab-Kurdish relations and help stakeholders stave off acute disagreements anticipated in the pre-electoral period. As appropriate, UNAMI will also stand ready to assist in the resolution of any questions that may arise over government formation in the post-electoral period. Through technical legal support, comparative analyses and legal advice, UNAMI will continue to support progress in the ongoing constitutional and other legislative reform agenda, including formation of the Federation Council and adoption of hydrocarbons management, revenue-sharing and minority law.

25. On the regional front, UNAMI will continue to promote and assist the normalization of relations between Iraq and Kuwait, especially regarding the outstanding issue of missing Kuwaiti and third-country nationals and missing Kuwaiti property, including the national archives, while simultaneously monitoring wider regional developments that may affect Iraq.

26. UNAMI, UNOPS and UNDP will maintain an integrated approach in helping the Independent High Electoral Commission to consolidate its institutional and operational capabilities. The integrated United Nations team will provide expert technical advice to the Commission in organizing the 2014 Council of Representatives elections and possible governorate council elections in Kirkuk in line with recommendations set out in the 2012 electoral needs assessment mission report.

27. Capacity-building of the independent High Commission for Human Rights and other relevant government institutions and civil society organizations will continue. Activities will also focus on the implementation of the National Action Plan on Human Rights adopted by the Government of Iraq in December 2011 and on building the capacity of government institutions and civil society for their participation in the universal periodic review of Iraq to be conducted by the Human Rights Council in 2014.

28. The Mission's transitional justice and community reconciliation initiatives, carried out in coordination with members of the United Nations country team, will include more robust outreach to civil society partners and centre on nationwide grass roots-level soundings of ordinary Iraqis' views on ways to address injustices of the past that continue to fuel political discord and violence.

29. UNAMI will continue to conduct core human rights monitoring and protection activities, including information gathering, analysis and reporting, particularly in relation to the impact of armed violence and terrorism on civilians, the rule of law (including prisons and places of detention), the rights of women and children, the rights of persons with disabilities, freedom of expression and economic, cultural and

social rights. UNAMI will also continue to conduct advocacy with a range of government, institutional and civil society interlocutors aimed at enhancing respect for and protection of human rights. In line with its human rights mandate, the Mission will continue to support the efforts of UNHCR, UNOPS and the Office of the High Commissioner for Human Rights (OHCHR) to find a peaceful and durable solution for the resettlement of former residents of Camp New Iraq (formerly known as Camp Ashraf) and related issues of property and protection.

30. Through the Joint Analysis Unit, UNAMI will provide the integrated analytical products, scenario development and early warning that are critical to conflict prevention, peacebuilding and economic development, in line with the priority objectives outlined in the integrated strategic framework.

31. Working with United Nations country team partners, UNAMI will engage with key stakeholders to support and provide opportunities for women political leaders and civil society leaders to actively participate in conflict prevention and resolution as well as national reconciliation. UNAMI will also enhance gender mainstreaming with a well-defined communications strategy supported by gender-disaggregated data collection, analysis and reporting. The Mission will continue consultations with women civil society organizations and leaders under the Global Open Day forums on Security Council resolution [1325 \(2000\)](#).

32. The Integrated Coordination Office for Development and Humanitarian Affairs within UNAMI will continue to support United Nations efforts to ensure a more harmonized and coordinated approach to serving the most vulnerable and poor in Iraq. In line with the Mission's mandate to support the coordination and implementation of humanitarian assistance and development programming in Iraq, the Integrated Coordination Office will continue to coordinate both development and humanitarian working groups in Iraq to advance discussion around strategic issues, and coordinate programming and resourcing with the international community through the Iraq Partners Forum. Collaborating with the United Nations country team, the Integrated Coordination Office will continue to support the Government's efforts to identify options and viable mechanisms to address cross-border and regional issues that have a strong impact on the citizens of Iraq, such as water resource management, drought mitigation and related problems of desertification and sand storms.

33. As the Syrian crisis continues to unfold, and under the guidance of the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator, the United Nations humanitarian country team will continue to provide humanitarian assistance to increasing numbers of Syrian refugees while assisting with the safe, orderly and voluntary return of Iraqi returnees. In line with its mandate, the Integrated Coordination Office for Development and Humanitarian Affairs will work closely with the humanitarian country team to build the capacity of governorate emergency cells and ensure adequate preparedness and response capacity at the provincial government level.

34. In line with the United Nations initiative, UNAMI will continue to promote environmentally friendly practices that reduce its operations' adverse impact on the environment.

Performance information for 2013

35. UNAMI intensified its political engagement to defuse tensions and promote national dialogue at the outset of widespread protests in the western governorates that began in December 2012. The Special Representative of the Secretary-General and the Office of Political Affairs conducted field visits to initiate dialogue with the protest organizers in Anbar, Salahaddin, Ninewa and Kirkuk, and paid frequent visits to stakeholders in Amman. In Baghdad, UNAMI held regular meetings with political leaders and senior government officials, including the Ja'ffari and Shahrastani committees established to address the protestors' demands. UNAMI stepped up political mediation and technical facilitation efforts throughout the year, including initiatives to establish reconciliation meetings and confidence-building measures to help address the protestors' demands.

36. UNAMI assisted the Independent High Electoral Commission in overseeing the successful and peaceful conduct of governorate council elections in 12 governorates on 20 April 2013 and in the Anbar and Ninewa governorates on 20 June 2013, as well as the parliamentary elections in the Kurdistan Region on 21 September, helping keep Iraq on track towards democratic transition and consolidation. Complementary United Nations efforts including targeted political advice, technical electoral advice and operations assistance were implemented by the United Nations integrated electoral assistance team in close coordination with the Independent High Electoral Commission. On election security, the UNAMI Chief Electoral Adviser and military advisers represented UNAMI in a critical advisory role at the High Election Security Committee of the Independent High Electoral Commission. UNAMI will continue to assist the Independent High Electoral Commission in the preparation and holding of the governorate council elections in the Kurdistan Region on 21 November 2013. A United Nations-supported voter registry internal survey will be completed by the end of 2013 to test the accuracy and completeness of the Independent High Electoral Commission voter registry. Its outcome will inform the planning for the nationwide voter registration update process in preparation for the 2014 Council of Representatives elections.

37. UNAMI continued its facilitation of initiatives for sustainable peace, including six interfaith dialogues among religious leaders, youth, women and civil society representatives. UNAMI also actively promoted interfaith harmony through meetings, seminars, workshops, discussion panels and visits to religious sites with the minority communities and youth during the Interfaith Harmony Week. These activities elicited pledges from religious and community leaders to support dialogue and peaceful coexistence.

38. UNAMI continued its facilitation and technical assistance for the establishment of the constitutionally mandated institutions, in particular the Federation Council (the upper parliamentary chamber). In this regard, UNAMI advocated for the swift enactment of the constitutionally mandated enabling law of the Federal Supreme Court.

39. In collaboration with the Council of Representatives minority rights group and the Institute for International Law and Human Rights, UNAMI conducted research into comparative minority rights legislation and protection practices to inform the drafting of the constitutionally mandated minority rights law. UNAMI and the Council of Representatives committee on article 125 of the Constitution held

consultative meetings on the drafting of the law with civil society organizations and minority communities in March and April 2013.

40. UNAMI continued to engage key Iraqi and Kuwaiti interlocutors to advance the normalization of relations between the two countries. With the Mission's facilitation, on 27 February 2013, Iraqi Airways operated its first flight to Kuwait in more than 22 years. With support from UNAMI, the United Nations completed the fieldwork of the Iraq-Kuwait Boundary Maintenance Project pursuant to Security Council resolution [833 \(1993\)](#). On 28 May 2013, Iraq and Kuwait established a bilateral technical arrangement to maintain their common boundary, thus discharging the Secretary-General's responsibility in this regard. On 26 May 2013, the Special Representative of the Secretary-General and the Minister for Foreign Affairs of Iraq signed an agreement to transfer the funds set aside with the United Nations for the compensation of Iraqi private citizens relocated as a result of the border demarcation 20 years ago, pursuant to Security Council resolution [899 \(1994\)](#). As a result, the funds were transferred to the Government of Iraq on 20 June 2013 and the Secretary-General's responsibility in this regard was discharged. With regard to the implementation of Security Council resolution [1284 \(1999\)](#) on the repatriation or return of Kuwaitis and third-country nationals or their remains and missing Kuwaiti property, including the national archives, UNAMI facilitated two visits to Kuwait and a visit to Iraq by the United Nations representative assigned temporarily to follow the dossier. On 27 June 2013, the Security Council adopted resolution [2107 \(2013\)](#), which entrusts the former responsibilities of the High-level Coordinator on Kuwaiti Missing Persons and Property to UNAMI.

41. Iraq had fulfilled most of its obligations under Chapter VII of the Charter by mid-2013. UNAMI advocated, in coordination with UNEP, for committing parts of Iraq's war compensation to Kuwait to establish an environmental fund from which a joint Kuwait-Iraq holding company could be created to promote agro-industry and combat sand and dust storms, with UNEP technical guidance.

42. A United Nations-facilitated round-table discussion with 18 members of the Women for Lasting Peace Initiative, an initiative for peace advocacy by former and current women members of the Council of Representatives, was held on International Women's Day with key senior political leaders in attendance. Promoting implementation of the provisions of Security Council resolution [1325 \(2000\)](#), UNAMI continued to advocate for at least 30 per cent representation of women in the three committees that have been established to address the protestors' demands (see para. 35 above) and for the granting of observer status to women in future negotiations. UNAMI also strengthened its cooperation with religious and tribal leaders at national and governorate levels as key partners in supporting women's inclusion in negotiations.

43. UNAMI continued to serve as a member of the oversight committee of the National Action Plan on Human Rights, which aims to implement the recommendations accepted by the Government of Iraq from the universal periodic review conducted by the Human Rights Council in February 2010. The National Action Plan in Human Rights includes a firm commitment to institutional, legal and policy reform in key thematic areas, including rule of law and the criminal justice system, rights of women, children, minorities and disabled persons, freedom of expression and internally displaced persons.

44. The UNAMI Human Rights Office continued to publish biannual public reports on the situation of human rights in Iraq. It also reported on the criminal justice system and the impact of violence on civilians. Monitoring and reporting included places of detention and treatment of detainees. The Office conducted more than 17 key training and capacity-building programmes in conjunction with international and national partners for government officials, police and military personnel, lawyers, judges and civil society, aimed at legal and institutional reform, strengthening respect for the rule of law and enhancing observance of due process and fair trial procedures. The Office conducted a number of advocacy initiatives promoting law reform in the areas of women's rights, child protection, minorities, freedom of expression, the rights of persons with disabilities, economic, social and cultural rights and criminal law and procedures. A notable success was the passing of a law on the right of persons with disabilities and the family protection law, aimed at protecting the rights of women and children against domestic and other forms of violence.

45. UNAMI continued to oversee the monitoring of the Camp Hurriya temporary transit location with respect to the humanitarian conditions of the residents, as well as the human rights obligations of the Government of Iraq under the memorandum of understanding between UNAMI and the Government of Iraq, which called for the transfer of the residents of Camp New Iraq to Camp Hurriya for resettlement solutions outside Iraq. In September 2013, UNAMI facilitated the transfer of the remaining 42 residents from Camp New Iraq to Camp Hurriya. UNAMI also provided political support to the quest for durable solutions for those residents with international protection needs. UNAMI continues to encourage the residents to cooperate with UNHCR and is urging third countries to provide relocation options.

46. The Integrated Coordination Office for Development and Humanitarian Affairs supported the joint efforts of eight United Nations agencies in support of modernization programmes in health, education, water and sanitation, the judicial system and public administration. Additional programmes were implemented in private sector development, the environment sector and the development of human capital.

47. Through the Office of the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator, UNAMI continued to coordinate the support provided by international and local development actors to the Government of Iraq in revision of the National Development Plan for 2013-2017 and in development programming. The Integrated Coordination Office for Development and Humanitarian Affairs continued to work closely with the Government of Iraq in coordination and information sharing regarding critical humanitarian issues such as the response to flooding in the central governorates and the provision of funding to flood-affected families. It worked with local leaders on waste disposal management and other measures designed to make the United Nations in Iraq more environmentally friendly. The Office has also helped bridge critical social gaps by facilitating regional and local dialogue among disaffected youth and women leaders.

48. In support of the efforts of the Special Representative of the Secretary-General to gain political support for regional environmental cooperation on dust storms, the Joint Analysis Unit facilitated exchanges across the United Nations and the public and private sectors which resulted in the consideration by the Prime Minister's

Advisory Council of a large-scale greenbelt project financed by Kuwait. This project aims at re-greening areas which have been identified as the main sources of dust storms and is expected to generate large-scale employment opportunities and contribute to Iraq's socioeconomic recovery.

Planning assumptions for 2014

49. UNAMI will continue to play a political role in 2014 in the context of the Iraqi political environment, also taking into consideration the protracted crisis in the Syrian Arab Republic. The Mission's engagement as a facilitator of political reconciliation in 2013, at the request of the Government of Iraq, is expected to continue in 2014.

50. Iraq is facing a major electoral year in 2014. If the period preceding the governorate council elections in 2013 is any indication, the country is likely to see increased polarization, discontent and violence ahead of the planned national elections. In this context, it is assumed that reaching political compromise or agreement on contentious issues prior to the elections will be particularly challenging. UNAMI will remain engaged with political blocs to facilitate dialogue and peaceful means of conflict resolution. In the post-electoral period, depending on the electoral outcomes, difficult questions of Government formation may arise for which UNAMI may be favourably positioned to provide assistance.

51. UNAMI and the United Nations country team will continue to deliver mandated activities in existing locations in Baghdad, Kirkuk, Basra and Erbil. In addition to Tehran, UNAMI anticipates undertaking liaison functions in Amman, in view of the evolving political situation, in order to strengthen outreach to relevant stakeholders critical to Iraq's national reconciliation process. This will be undertaken with minimal staff requirements while allowing for the redeployment of all remaining posts in Amman to Kuwait or Iraq, with the exception of staff required to support security awareness induction training administration.

52. UNAMI will continue facilitating the resolution of the remaining issues between Iraq and Kuwait. As such, pursuant to Security Council resolution [2017 \(2013\)](#), UNAMI has taken over the mandate regarding the issue of missing Kuwaiti persons and property.

53. There is a potential for the security situation to worsen in 2014. Iraq is still emerging from years of war and violence and continues to grapple with internal and external challenges to its long-term stability. The regional context, particularly with the possible spillover of the Syrian crisis, will continue to affect Iraq. In this context, UNAMI will maintain a robust security posture.

54. UNAMI will continue to collaborate with the United Nations country team in increasing the in-country presence of United Nations operations as requested by the Government of Iraq. The Mission and the country team will collaborate in substantive areas to take advantage of complementarities and synergies, with a view towards a longer-term engagement by country team partners as appropriate. UNAMI will continue to assist in generating political commitment to dealing with critically important aspects of peacebuilding and development, such as the issue of sand and dust storms. The integrated United Nations team will continue to provide expert technical advice to the Independent High Electoral Commission for the organization of the 2014 Council of Representative elections and possible governorate council

elections in Kirkuk in line with the recommendations of the 2012 electoral needs assessment mission. UNAMI will also consider the development of an exit strategy for United Nations electoral assistance subsequent to the 2014 elections.

55. In the human rights domain, ongoing capacity-building support for the High Commission for Human Rights, relevant government institutions and civil society groups lies at the core of the Mission's exit strategy.

56. In view of the unpredictable outlook for Iraq and the possibility of wider regional instability that will influence developments in the country, it may be necessary to undertake a strategic review in 2014, including a review of the stated objectives and other elements of the exit strategy.

Extrabudgetary resources

57. UNAMI will prioritize the construction of an integrated compound to be funded by contributions of \$50.8 million from the Government of Iraq and other donors to a trust fund administered by the Mission. Further details on this project are provided in section V of the present report.

58. In 2014, UNAMI will use extrabudgetary resources to fund activities that complement the programmes of the Mission and to consolidate or expand programme activities through collaboration with the United Nations country team. Subject to the availability of funding from donors, UNAMI will seek to carry out the following activities:

(a) A follow-on project to support critical capacity-building activities in preparation for the 2014 Council of Representatives elections;

(b) Supporting environmental advocacy to address dust and sand storms and working with government stakeholders and technical experts in affected countries to address this problem in a regional context;

(c) With regard to the continued efforts of UNAMI and UNHCR to facilitate the resolution of outstanding issues regarding Camp Hurriya, monitoring of human rights and humanitarian conditions at the camp will continue to be outsourced and supported by extrabudgetary funding, with UNOPS acting as the implementing partner;

(d) UNAMI intends to work with the extrabudgetary committee of the Department of Political Affairs to pursue a reconciliation initiative between the Government and protestors through mediation efforts to defuse political and sectarian tensions. The project would include technical assistance for legal and judicial reform and enhancement of the rule of law;

(e) Through the same committee, UNAMI will seek funding to undertake a survey of perceptions and priorities to assist the Mission in strengthening its public information profile, advocacy and outreach and enhancing its impact on national reconciliation and conflict resolution efforts. The Strategic Communications Group will use the survey results to shape the integrated communications strategy and assist the United Nations country team in assessing the impact and improving the delivery of development and humanitarian assistance.

II. Mission mandate and planned results

59. The objectives, expected accomplishments and indicators of achievement for 2014 are set out below.

Objective: To achieve political stability, security and prosperity in Iraq

Expected accomplishments	Indicators of achievement
(a) Progress towards national reconciliation in Iraq	<p>(a) (i) Number of high-level meetings of Iraqi stakeholders held to discuss national dialogue and reconciliation supported and sponsored by UNAMI</p> <p><i>Performance measures</i></p> <p>High-level meetings between Iraqi Government officials</p> <p>Actual 2012: 40</p> <p>Estimate 2013: 200</p> <p>Target 2014: 100</p> <p>The high number for 2013 is attributable to the unique situation resulting from sectarian protests and the intensity of political interventions. Anticipating a normalization of the situation following the Anbar and Ninewa elections, a return to lower frequency is expected on this issue</p> <p>(ii) Number of initiatives related to confidence-building measures at the local and national level agreed to by the parties concerned in relation to disputed internal boundaries</p> <p><i>Performance measures</i></p> <p>Confidence-building measures</p> <p>Actual 2012: 25</p> <p>Estimate 2013: 30</p> <p>Target 2014: 30</p> <p>(iii) Number of initiatives aimed at reducing intra-Iraqi conflict, improving recognition of minority rights and the implementation of the recommendations adopted by the relevant parties (such as the Committee on Ethnic Religious Communities in Ninewa) in which Government of Iraq officials and key influential political, community, ethnic, civil society and religious leaders participate</p>

Performance measures

Actual 2012: 10

Estimate 2013: 10

Target 2014: 10

Outputs

- Facilitation of political dialogue through the good offices of the Special Representative through bimonthly bilateral and multilateral meetings with stakeholders and parties concerned on matters of national reconciliation
- Weekly meetings with political and religious leaders to address the increase in violence and the protesters' demands through offering of facilitation and mediation
- Monthly meetings with high-level Government officials, political parties, community leaders and women leaders to promote national dialogue and Arab-Kurd reconciliation, with a view to resolving the status of disputed internal boundaries and related issues, such as the holding of a census and elections in Kirkuk, in the context of a reinvigorated and expanded Standing Consultative Mechanism
- Enhanced and sustained engagement with subnational interlocutors in key governorates through involvement of local representatives in round tables, consultations and meetings on a regular basis, including six field visits to Kirkuk, the disputed internal boundary areas and select governorates to seek recognition of the rights of Iraqi minority ethnic and religious communities
- Two technical reports and two options papers on property restitution, power-sharing and security issues and provision of three technical support consultations to assist Government of Iraq officials in securing agreements on these issues with the concerned parties
- Four meetings of women political leaders and representatives of civil society on women's participation in national reconciliation under the Global Open Day initiative on Security Council resolution [1325 \(2000\)](#)
- Two public outreach events for 500 government counterparts, civil society representatives, media professionals and members of the public on the occasion of the World Day for Cultural Diversity for Dialogue and Development and the International Day of Peace. Five online newsletter articles, 15 social media posts, three press releases and five media outreach activities to promote dialogue, tolerance and respect for diversity

Expected accomplishments**Indicators of achievement**

(b) Enhanced regional dialogue and the normalization of relations with neighbouring countries

(b) Increased number of confidence-building measures sponsored and supported by UNAMI and agreed to by the Government of Iraq to encourage the further development of Iraq's relations with neighbouring countries

Performance measures

Confidence-building measures, joint projects and other initiatives

Actual 2012: 12

Estimate 2013: 15

Target 2014: 15

Outputs

- 30 meetings with high-level Iraqi Government officials, political parties and the diplomatic community in Baghdad to facilitate Iraqi compliance with remaining obligations under all relevant Security Council resolutions
- Four high-level visits by the Special Representative and the Deputy Special Representative to neighbouring countries to support Security Council-mandated bilateral and regional initiatives
- Design and implementation of three confidence-building measures, in cooperation and coordination with other relevant United Nations actors, with a view to improving relations between the Government of Iraq and neighbouring countries
- Fortnightly follow-up on the issue of missing Kuwaiti and third-country individuals and missing Kuwaiti property, including the national archives
- Fortnightly meetings with members of the Council of Representatives, Government of Iraq officials and representatives of the diplomatic community to solicit views, exchange ideas and understand concerns related to Iraq's relations with neighbouring countries, as well as regional geopolitical developments
- Consolidation and advancement, through the UNAMI liaison office in Tehran, of four initiatives addressing the illicit trade in drugs, desertification, dust storms and water-related transboundary issues through workshops and seminars, political analysis and enhanced cooperation with United Nations agencies, funds and programmes and the Governments of Iraq and the Islamic Republic of Iran

Expected accomplishments	Indicators of achievement
(c) Progress in implementation and promotion of the Constitution	<p>(c) (i) Number of laws adopted by the Council of Representatives to implement key provisions of the Constitution</p> <p><i>Performance measures</i></p> <p>Actual 2012: 4</p> <p>Estimate 2013: 2</p> <p>Target 2014: 2</p> <p>(ii) Number of governmental and independent institutions established in accordance with the Constitution</p> <p><i>Performance measures</i></p> <p>Actual 2012: 2</p> <p>Estimate 2013: 1</p> <p>Target 2014: 1</p>

Outputs

- Monthly meetings with Government of Iraq officials and members of the Council of Representatives in relation to technical support for the review and enactment of constitutionally mandated and other key legislation, as well as the establishment of key governmental institutions such as the Federation Council, the Higher Judicial Council and the Law Reform Commission
- One round table on the envisaged structure and powers of the Federation Council and the drafting of enabling legislation
- 12 meetings and analytical write-ups in support of activities organized by the Council of Representatives, and four outreach programmes/quarterly workshops for civil society and political and special interest groups to promote ownership of the Constitution, enable its amendments and adopt key legislation
- Four policy advisory notes and non-papers advising governorate council officials on the establishment of new structures and institutions at the governorate level envisaged in the Constitution

Expected accomplishments	Indicators of achievement
(d) Progress towards sustainable capacity of the Independent High Electoral Commission to conduct timely, professional and transparent electoral events	<p>(d) (i) Adoption of the electoral laws necessary to conduct elections</p> <p><i>Performance measures</i></p> <p>Actual 2012: 2</p> <p>Estimate 2013: 2</p> <p>Target 2014: 2</p> <p>(ii) Improved ability of the Independent High Electoral Commission to lead planning and delivery of credible electoral events</p> <p><i>Performance measures</i></p> <p>Actual 2012: The Independent High Electoral Commission developed an operational plan for one scheduled electoral event, which was ultimately postponed for reasons beyond the control of the Commission</p> <p>Estimate 2013: The Independent High Electoral Commission operational plans successfully implemented for three electoral events</p> <p>Target 2014: The Independent High Electoral Commission operational plan was successfully implemented for one major electoral event, the 2014 Council of Representatives elections</p> <p>(iii) Number of Independent High Electoral Commission staff in all governorates trained in the conduct of electoral activities in accordance with recognized international standards</p>

Performance measures

Actual 2012: 7,000 voter registration staff trained; 562 Independent High Electoral Commission national and governorate staff (459 male and 103 female) trained in managing electoral events

Estimate 2013: 350,000 staff trained, including 300,000 polling and counting staff for the governorate council elections (24 per cent women) and 50,000 polling and counting staff for Kurdistan regional elections

Target 2014: 350,000 Independent High Electoral Commission polling/counting staff trained at all levels of cascade training process, with 25 per cent or more being women

(iv) Improved accuracy of voter registration lists to ensure that all eligible Iraqis can exercise their right to vote

Performance measures

Actual 2012: Voter registration update took place in December 2012, with improvements in the voter registry database

Estimate 2013: Nationwide update in voter registration structure that significantly reduces number of related complaints (as demonstrated by the 83 per cent reduction in complaints in the April 2013 governorate council elections)

Target 2014: Further improvements in the Independent High Electoral Commission voter registry system that enables easier access by voters to check information and make timely requests for voter registration services (as measured by a 10 per cent increase in the number of registration forms submitted during the voter registration update period)

(v) Board of Commissioners in place, demonstrating professional capacity to manage and organize elections

Performance measures

Actual 2012: New Board of Commissioners appointed; initial induction training completed, internal decision-making processes agreed upon and electoral regulatory framework and operational plan for the 2013 Governorate Council Elections adopted

Estimate 2013: Board of Commissioners fully functional and capable of overseeing the organization of electoral events

Target 2014: Board of Commissioners adopt and implement strategic and operational plans, including required regulations, procedures, anti-fraud strategies and electoral dispute resolution mechanisms for the 2014 Council of Representatives elections

Outputs

- Support to weekly meetings of the Board of Commissioners of the Independent High Electoral Commission and provision of advice and 10 written recommendations to the Commission on issues pertaining to the administration and implementation of elections
- Provision of technical advisory support to the Independent High Electoral Commission for the finalization of regulatory procedures and operational requirements for implementing and monitoring successful electoral events
- Provision of one options paper and conduct of two briefing sessions on the electoral legal framework for the legal committee of the Council of Representatives and the Board of Commissioners of the Independent High Electoral Commission
- Monthly meetings of the United Nations gender elections task force and the Independent High Electoral Commission gender team to establish policies and mechanisms to incorporate gender into Commission activities
- Two training sessions, preparation of two study trips for the electoral commissioners and senior operations officials and one post-activity lessons learned workshop for national and field-office staff of the Independent High Electoral Commission on information technology and elections for the purpose of improving voter registry systems and accelerating the collection and tabulation of election results
- Monthly consultations with the diplomatic community and international electoral partners to ensure coordination of international donor and technical support to the Commission
- Preparation and management of one electoral needs assessment mission to review benchmarks and process for United Nations electoral assistance exit strategy beyond 2014 with the Board of Commissioners

Expected accomplishments

Indicators of achievement

(e) Progress towards strengthening the rule of law and improving respect for human rights

(e) (i) National mechanisms to ensure the protection of and respect for human rights are established in compliance with Iraq's international obligations

Performance measures

The independent High Commission for Human Rights of Iraq is fully established by the Council of Representatives and operates in conformity with the Constitution of Iraq and the Paris Principles (General Assembly resolution 48/134). A regional institution is established in the Kurdistan Regional Government

Actual 2012: 14 Commissioners (11 permanent and 3 back-up) appointed by Council of Representatives; High Commission for Human Rights formally established and training and capacity-building initiated; legislation establishing Kurdistan Region Board of Human Rights passed by Kurdistan Regional Parliament

Estimate 2013: Commissioners are trained; High Commission for Human Rights functions according to Iraqi law and international standards; Kurdistan Regional Government establishes Kurdistan Region Board of Human Rights and capacity-building of Board undertaken

Target 2014: High Commission for Human Rights expands its competence and functions in accordance with Iraqi law and international standards; Kurdistan Region Board of Human Rights functions according to international standards

(ii) Gaps in the provision of human rights norms, as identified in the universal periodic review of the Human Rights Council, are addressed by the Government

Performance measures

The Government, in consultation with civil society, develops and adopts a National Action Plan on Human Rights aimed at implementing the recommendations accepted by Iraq in the universal periodic review, with follow-up monitoring and reporting on implementation

Actual 2012: Government of Iraq continues implementation of National Action Plan, with regular monitoring, reporting and advocacy on status of implementation

Estimate 2013: Funding for National Action Plan recommendations are reflected in national budget and interministerial oversight committee for monitoring and reporting on the status of implementation is established

Target 2014: National Action Plan is fully implemented and Government of Iraq, human rights institutions and civil society participate in universal periodic review process for Iraq scheduled for June 2014

(iii) The Government of Iraq and civil society have technical capacity for monitoring and reporting on a range of human rights issues

Performance measures

Number of UNAMI Human Rights Office joint programmes with international stakeholders, Government of Iraq representatives, High Commission for Human Rights and civil society aimed at capacity-building, monitoring, reporting and advocacy on a range of human rights issues

Actual 2012: 18 training sessions/seminars/workshops on various human rights issues organized, in which approximately 324 persons participated

Estimate 2013: 37 training sessions/workshops/seminars are organized with approximately 500 participants

Target 2014: 37 training activities are conducted for building capacity of civil society with over 500 participants

(iv) Rule of law is strengthened

Performance measures

Monitoring of the places of detention and trials is undertaken and a high-level ministerial committee is established to monitor treatment of detainees; training of police, law enforcement officials and judiciary is undertaken

Actual 2012: 15 prison monitoring visits and 10 training sessions of police/law enforcement officials and judges; Government of Iraq established interministerial committee to monitor treatment of detainees

Estimate 2013: 37 prison visits and ongoing advocacy to strengthen mechanisms for improving the treatment of detainees and prisoners; 17 training sessions of police/law enforcement officials and judges

Target 2014: 37 prison visits with ongoing technical advice to the Government of Iraq on improving observance of due process, fair trial standards and humane treatment of detainees; 20 training sessions of police/law enforcement officials and judges undertaken

Outputs

- 15 capacity-building training sessions for the 14 members of the independent High Commission for Human Rights in five priority areas
- Monthly meetings with provision of technical advice to oversight committee established by Government of Iraq to implement recommendations in the National Action Plan on Human Rights
- Two biannual reports published on general human rights situation in Iraq, including implementation of the National Action Plan on Human Rights; two thematic reports published on rights of minorities and death penalty in Iraq
- 20 training sessions for representatives of 40 civil society organizations, non-governmental organizations and Government partners on monitoring, analysis, reporting and conduct of advocacy on human rights issues
- Weekly monitoring visits to prisons and places of detention to assess compliance with human rights standards
- 12 high-level meetings held with the Ministry of Justice, Ministry of Human Rights, Ministry of Defence, Ministry of the Interior and Ministry of Labour and Social Affairs and 20 training sessions conducted for law enforcement officials on rule of law, treatment of detainees and due process rights
- Organization of 12 workshops for Government officials, human rights non-governmental organizations and civil society organizations to prepare for the universal periodic review of Iraq to be conducted in July 2014
- Organization of three countrywide public outreach events for an audience of 600 from the Government, civil society, media and the public on the occasion of Human Rights Day, World Press Freedom Day and International Women's Day. 10 online newsletter articles, 20 social media posts, 10 press releases and five media outreach activities that promote respect for human rights and the advancement of women's social, economic and political rights

Expected accomplishments	Indicators of achievement
(f) Progress towards strengthened socioeconomic development and humanitarian assistance	(f) (i) Facilitation of joint programming with the United Nations country team and the Government of Iraq for harmonized and integrated delivery of essential services and reform of related State institutions, with particular focus on environment, private and public sectors
	<i>Performance measures</i>
	Number of joint programmes developed
	Actual 2012: 7
	Estimate 2013: 9
	Target 2014: 8
	(ii) Improved information-sharing mechanisms between internal and external stakeholders to promote evidence-based planning and advocacy at strategic and operational levels on development and humanitarian issues

Performance measures

Number of knowledge-sharing forums supported by the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

Actual 2012: 7

Estimate 2013: 8

Target 2014: 8

Performance measures

Number of information products disseminated, excluding mapping and other ad hoc information requests

Actual 2012: Not available

Estimate 2013: 26

Target 2014: 24

(iii) Continued community empowerment in identifying and implementing small-scale projects addressing humanitarian and social needs

Performance measures

Number of quick-impact projects benefiting communities

Actual 2012: 40

Estimate 2013: 40

Target 2014: 40

(iv) Engagement and partnering with the Government of Iraq and civil society to support and strengthen vulnerable populations, in particular internally displaced persons, refugees, returnees, women, girls, youth and minorities, to secure their safety, inclusion and empowerment for participation in economic and political activities

Performance measures

Number of information sharing/advocacy initiatives

Actual 2012: 9

Estimate 2013: 12

Target 2014: 12

Outputs

- Eight forums to facilitate information sharing and coordination on United Nations evidence-based development and humanitarian programming at national and local levels to ensure a cohesive and proactive United Nations response as outlined in the United Nations Development Assistance Framework 2010-2014 and according to the Government's development goals as articulated in the National Development Plan
 - 20 meetings and workshops to support the Government's preparedness and contingency planning processes in response to crises
 - Organization of quarterly Iraq Partners Forum meetings to promote strategic engagement and coordination with the international community and the Government of Iraq regarding humanitarian, development and peacebuilding initiatives and relevant funding
 - 40 community-based quick-impact projects implemented by civil society organizations throughout the country
 - Nine information sharing sessions/advocacy campaigns on integrated mission priorities for the Government of Iraq and civil society, with the support of the United Nations country team and through the Strategic Communications Group
 - Two public outreach events for 400 government counterparts, civil society organizations and youth on the occasion of World Environment Day and International Youth Day; 15 online newsletters, 50 social media posts, three press releases and six media outreach activities to promote sustainable environmental practices, including integrated water management, and promote Iraqi youth development as well as youth participation in public life and their role in peacebuilding
-

External factors

60. The Mission is expected to achieve its objectives provided that (a) the security situation remains sufficiently permissive; (b) the main political interlocutors remain committed to the national reconciliation process and Iraqi interlocutors maintain their commitment to strengthening democracy, the rule of law and protection of human rights; (c) political consensus is achieved and amendments to the electoral laws are adopted in the Council of Representatives, allowing for the scheduled conduct of electoral events and the professional and independent functioning of the Independent High Electoral Commission Board of Commissioners; (d) events unfolding in the wider region do not adversely affect Iraq's internal political stability; (e) the situation in the region does not provoke significant population movements and tightening of security at the borders that would affect vulnerable populations seeking safety; (f) no natural disasters occur that would require a realignment of human and financial resources; and (g) there is sufficient and appropriate capacity within national and subnational structures and institutions to allow for proper engagement between the United Nations, the Government of Iraq, the Kurdistan Regional Government and civil society.

III. Resource requirements

61. The proposed resource requirements for UNAMI for the period from 1 January to 31 December 2014 are estimated at \$138,809,100 (net of staff assessment), as shown in tables 1 and 6. Tables 2 to 5 provide details concerning the staffing requirements. The report allows for a comparison between the total requirements for

2014 and the total requirements for 2013 as approved by the General Assembly in its resolution [67/246](#).

Table 1

Total resource requirements (net)

(Thousands of United States dollars)

Category	2012-2013			Requirements for 2014		Total requirements for 2013	Variance 2013-2014
	Appropriations	Estimated expenditure	Variance	Total	Non-recurrent		
	(1)	(2)	(3)=(1)-(2)	(4)	(5)	(6)	(7)=(4)-(6)
Military and police personnel	29 806.9	25 629.8	4 177.1	11 709.5	–	13 042.2	(1 332.7)
Civilian personnel	150 257.2	175 616.5	(25 359.3)	70 155.8	–	67 799.3	2 356.5
Operational	134 014.7	112 832.5	21 182.2	56 943.8	1 667.3	60 853.2	(3 909.4)
Total	314 078.8	314 078.8	–	138 809.1	1 667.3	141 694.7	(2 885.6)

Table 2

Total staffing requirements

	Professional and higher categories									General Service and related categories			National staff		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/Security Service	General Service	Total international	National Professional Officer	Local level	Total
Approved 2013	1	2	1	7	24	64	65	10	174	224	–	398	90	465	953
Proposed 2014	1	2	1	7	23	65	66	10	175	224	–	399	91	466	956
Change	–	–	–	–	(1)	1	1	–	1	–	–	1	1	1	3

62. The total staffing complement proposed for UNAMI for the period from 1 January to 31 December 2014 amounts to 956 positions, comprising 399 international staff (175 Professional and 224 Field Service) and 557 national staff (91 National Professional Officers and 466 Local level staff), an authorized strength of 13 seconded military advisers, 6 seconded police advisers and 272 contingent personnel of the Guard Unit.

63. A breakdown of the staffing establishment by location is provided in table 3.

Table 3
Staffing requirements by location

	Professional and higher categories									General Service and related categories		Total inter-national	Local level		Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service		National Professional Officer	Local level		
Approved 2013																
Baghdad ^a	1	2	1	6	20	49	41	8	128	134	–	262	65	213	540	
Baghdad International Airport	–	–	–	–	–	–	2	–	2	13	–	15	–	12	27	
Basra	–	–	–	–	1	2	2	–	5	7	–	12	2	12	26	
Erbil	–	–	–	–	1	3	8	1	13	8	–	21	16	72	109	
Kirkuk	–	–	–	–	1	3	6	–	10	14	–	24	4	23	51	
Kuwait	–	–	–	–	1	6	6	1	14	48	–	62	–	124	186	
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	4	
Amman	–	–	–	–	–	–	–	–	–	–	–	–	1	8	9	
Ramadi	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1	
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Total	1	2	1	7	24	64	65	10	174	224	–	398	90	465	953	
Proposed 2014																
Baghdad ^a	1	2	1	6	19	46	44	8	127	141	–	268	61	218	547	
Baghdad International Airport	–	–	–	–	–	–	1	–	1	15	–	16	–	12	28	
Basra	–	–	–	–	–	2	3	–	5	7	–	12	5	13	30	
Erbil	–	–	–	–	2	6	3	1	12	5	–	17	16	70	103	
Kirkuk	–	–	–	–	1	3	7	–	11	16	–	27	6	21	54	
Kuwait	–	–	–	–	–	7	7	1	15	40	–	55	–	127	182	
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	4	
Amman	–	–	–	–	1	–	1	–	2	–	–	2	1	4	7	
Ramadi	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1	
Total	1	2	1	7	23	65	66	10	175	224	–	399	91	466	956	
Change from 2013 to 2014	–	–	–	–	(1)	1	1	–	1	–	–	1	1	1	3	

^a Inclusive of positions in New York (3 P-4, 2 P-3).

64. Changes in the staffing establishment for individual substantive and administrative offices compared with 2013 are set out below.

65. In 2014, it is proposed to establish 9 new positions (1 P-5, 2 P-4, 3 P-3, 1 Field Service, 1 National Professional Officer, 1 Local level) in various offices. It is also proposed to abolish 6 positions (2 P-5, 1 P-4, 2 P-3, 1 Field Service) in various offices, with a view to remaining, to the extent possible, within the number and level of positions approved for the Mission. These proposals result in the net addition of three positions, as detailed in the following tables.

Table 4
Proposed establishment of new positions

Organizational unit	Professional and higher categories									General Service and related categories		Total inter-national	National staff		Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field Service	General Service		National Professional Officer	Local level	
Office of the Chief of Staff	–	–	–	–	–	–	–	–	–	–	–	–	1	1	2
Office of Political Affairs	–	–	–	–	–	1	1	–	2	–	–	2	–	–	2
Office of the Chief of Mission Support	–	–	–	–	1	1	–	–	2	–	–	2	–	–	2
Contracts Management Unit, Office of the Chief of Mission Support	–	–	–	–	–	–	1	–	1	–	–	1	–	–	1
Office of the Chief of Administrative Services	–	–	–	–	–	–	1	–	1	–	–	1	–	–	1
Medical Section	–	–	–	–	–	–	–	–	–	1	–	1	–	–	1
Total	–	–	–	–	1	2	3	–	6	1	–	7	1	1	9

Table 5
Proposed abolishment of approved positions

Organizational unit	Professional and higher categories									General Service and related categories		Total inter-national	National staff		Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field Service	General Service		National Professional Officer	Local level	
Office of the Special Representative of the Secretary-General	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	–	(1)
Office of the Chief of Staff	–	–	–	–	(1)	–	–	–	(1)	–	–	(1)	–	–	(1)
Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance	–	–	–	–	(1)	–	–	–	(1)	–	–	(1)	–	–	(1)
Logistics Unit, Office of the Chief of Technical Services	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	–	(1)
Engineering and Building Management Section	–	–	–	–	–	(1)	–	–	(1)	–	–	(1)	–	–	(1)
Medical Section	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)
Total	–	–	–	–	(2)	(1)	(2)	–	(5)	(1)	–	(6)	–	–	(6)
Net change resulting from creation and abolishment of positions	–	–	–	–	(1)	1	1	–	1	–	–	1	1	1	3

A. Substantive offices

Office of the Special Representative of the Secretary-General

International positions: Abolishment of 1 P-3 position

Outward redeployment of 4 positions (1 P-5, 1 P-4 and 2 P-3) to the Joint Analysis Unit

National positions: Outward redeployment of 4 positions (3 National Professional Officer and 3 Local level) to the Joint Analysis Unit

	Professional and higher categories								General Service and related categories			National staff			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field/	General Service	Total inter-national	National	Local level		United Nations
										Security Service			Professional Officer			Volunteers
Approved 2013	1	–	–	–	2	4	5	–	12	3	–	15	4	3	–	22
Proposed 2014	1	–	–	–	1	3	2	–	7	3	–	10	1	2	–	13
Change	–	–	–	–	(1)	(1)	(3)	–	(5)	–	–	(5)	(3)	(1)	–	(9)

66. The Special Representative of the Secretary-General, at the Under-Secretary-General level, is the head of the Mission and undertakes the mandate vested in the Mission by the Security Council. The Special Representative is the United Nations designated official for security.

67. The immediate Office of the Special Representative, located in Baghdad, will comprise one Special Adviser (P-5), two Special Assistants to the Special Representative (1 P-4 and 1 P-3), one Administrative Officer (Field Service) and two Administrative Assistants (1 Field Service and 1 Local level).

68. Under the auspices of the Office of Special Representative is the Resident Auditor's Office, which comprises one Resident Auditor (P-4), one Auditor (P-3), one Administrative Assistant (Field Service) and one Accounting Assistant (Local level). Owing to the limited availability of accommodation brought about by the security situation in Baghdad, the Resident Auditor's Office was established in Kuwait and will remain there for the 2014 budget period.

69. The Gender Unit of the Office in Baghdad will be headed by one Gender Adviser (P-4) and supported by one Gender Affairs Officer (National Professional Officer).

Organizational changes

70. It is proposed to rename the Joint Analysis and Policy Unit, which was established in 2013 within the Office of the Special Representative, as the Joint Analysis Unit in 2014, and to establish it as a stand-alone unit reporting to the Office of the Special Representative. Consequently, the following positions are proposed to be redeployed from the Office of the Special Representative to form this unit: one Chief of Unit (P-5), one Deputy Chief Analyst (P-4), one Information

Analyst (P-3), one Information Manager (P-3) to function as Political Affairs Officer (P-3), one Analysis Officer (National Professional Officer), one Remote Sensing/Geographic Information System Expert (National Professional Officer), one Research Analyst (National Professional Officer) and one Administrative/Language Assistant (Local level).

71. One Humanitarian Affairs Officer position (P-3) in the Joint Analysis and Policy Unit is proposed to be abolished. As the Unit's tasks have now been fully defined and the staffing table is complete, the humanitarian affairs functions will henceforth be realized through the proposed redeployment of a Humanitarian Affairs Officer position (P-4) from the Integrated Coordination Office for Development and Humanitarian Affairs to the Joint Analysis Unit (see also para. 133 below). Consequently, the existing Humanitarian Affairs Officer position (P-3) is proposed to be abolished.

Office of the Chief of Staff

International positions: Abolishment of 1 P-5 position

National positions: Establishment of 1 National Professional Officer and 1 Local level position

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/Security Service	General Service		National Professional Officer	Local level		
Approved 2013	–	–	1	–	4	3	4	1	13	2	–	15	8	4	–	27
Proposed 2014	–	–	1	–	3	3	4	1	12	2	–	14	9	5	–	28
Change	–	–	–	–	(1)	–	–	–	(1)	–	–	(1)	1	1	–	1

72. The Office of the Chief of Staff functions as the executive office of the Special Representative. The Chief of Staff advises the Special Representative and the two Deputy Special Representatives and is one of the three designated officials for security. The Office of the Chief of Staff is the principal focal point for strategic programme, planning and coordination within the Mission and with the United Nations country team, the Government of Iraq, embassies and other international and national partners. In that capacity, the Chief of Staff coordinates all components, programmes and resources of the Mission to ensure the effective implementation of its mandate.

73. The Office of the Chief of Staff manages all legal matters and research of the Mission, including legal relations with the host country and troop-contributing countries, civilian legal case management, legal document repository and other legal responsibilities of the Mission. The Office also handles all matters pertaining to conduct and discipline issues and the Board of Inquiry.

74. Based in Baghdad, the Chief of Staff (D-2) will be supported by one Special Assistant (P-3), one Personal Assistant (Field Service) and one Administrative

Assistant (Local level). Reporting directly to the Chief of Staff will be one Senior Programme Officer (P-5), one Senior Planning and Coordination Officer (P-5) and one Senior Legal Adviser (P-5).

75. The Senior Programme Officer (P-5) based in Baghdad will manage the portfolio of results-based management, substantive engagement and advice on Camp Ashraf/Hurriya project management and other projects, and preparation of policy papers and strategic documents. The Senior Programme Officer will be supported by two Programme and Planning Officers (1 P-4 and 1 P-3), one Liaison Officer (National Professional Officer) and one Administrative Assistant (Local level).

76. The Senior Planning and Coordination Officer (P-5) based in Baghdad will manage relations with the United Nations country team and the Government, issues of coordination regarding the status of mission agreement, visas, permits and other arrangements with the authorities. The Senior Planning and Coordination Officer will be supported by two Planning and Coordination officers (1 P-4 and 1 P-2), one Liaison and Coordination Officer (National Professional Officer) and one Administrative Assistant (Local level).

77. The Senior Legal Adviser/Head of Legal Affairs (P-5) based in Baghdad will be supported by one Legal Affairs Officer (National Professional Officer) and one Legal Assistant (Local level). Under the supervision of the Senior Legal Adviser, one Administrative Assistant (Field Service) will provide legal administrative support for the Mission's Board of Inquiry functions.

78. The Translation and Interpretation Unit will be headed by one Translator (P-4) supported by seven Translators (2 P-3 and 5 National Professional Officers) in Baghdad.

79. The conduct and discipline functions for UNAMI will be merged with UNAMA capacity, with UNAMI funding one Programme Officer (National Professional Officer) based in Baghdad and one Administrative Assistant (Local level) based in Kuwait (see para. 81 below).

Organizational changes

80. In 2014, it is proposed to consolidate the translation and interpretation capacity in Baghdad through the redeployment of one Translation Officer position (P-3) from Erbil to Baghdad.

81. To strengthen conduct and discipline efforts, UNAMI and UNAMA will share resources, ensuring that existing ones are better apportioned. A Conduct and Discipline Unit based in Kuwait will be supported by one Programme Officer (National Professional Officer, based in Baghdad) and one Administrative Assistant (Local level, based in Kuwait) to be funded through and established in UNAMI while drawing upon resources funded through UNAMA (1 P-5 and 1 National Professional Officer). In this regard it is proposed to abolish one Conduct and Discipline Officer position (P-5) and establish one Programme Officer position (National Professional Officer) and one Administrative Assistant position (Local level).

Joint Analysis Unit

International positions: Inward redeployment of 8 positions: 4 (1 P-5, 1 P-4 and 2 P-3) from the Office of the Special Representative of the Secretary-General and 4 (1 P-4, 2 P-3 and 1 Field Service) from the Office of the Deputy Special Representative of the Secretary-General for the Integrated Coordination of Development and Humanitarian Affairs

National positions: Inward redeployment of 6 positions: 2 (1 National Professional Officer and 1 Local level) from the office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs and 4 (3 National Professional Officer and 1 Local level) from the Office of the Special Representative of the Secretary-General

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level		
Approved 2013	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2014	–	–	–	–	1	2	4	–	7	1	–	8	4	2	–	14
Change	–	–	–	–	1	2	4	–	7	1	–	8	4	2	–	14

82. Integrated United Nations missions require an integrated strategy and capacity to coordinate and collect information from multiple sources to advise senior leaders. The Joint Analysis and Policy Unit was established in 2013 within the Office of the Special Representative to provide such focused, integrated, forward-looking analysis.

83. Responding to the need expressed by UNAMI and the United Nations country team for a comprehensive information and analysis capacity, the Joint Analysis and Policy Unit in collaboration with the Information Analysis Unit, the latter reporting to the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs, delivered a range of analytical products in 2013, including the establishment of an information and data repository (www.japuiraq.org). The Unit was able to provide the Mission with comprehensive information and analysis services covering political, security, development and humanitarian dimensions. Based on this successful model, UNAMI has concluded that efficiency would be achieved by restructuring the Joint Analysis and Policy Unit as a stand-alone unit, incorporating the functions of the Joint Analysis and Policy Unit and the Information Analysis Unit, and renaming it the Joint Analysis Unit. The Joint Analysis Unit will report to the Office of the Special Representative of the Secretary-General.

84. As an integrated unit drawing on the analytical and technical capacities of UNAMI and the United Nations country team, the Joint Analysis Unit will ensure

timely and cost-effective development of analytical reports and information products such as early warning notes, information databases, scenario analyses and analytical maps. These products allow for integrated analysis to support decision-making processes at senior level.

85. During 2014, the Joint Analysis Unit will continue to provide support to the integrated strategic framework and the United Nations Development Assistance Framework through information analysis and value-added documents on evolving security, humanitarian, political and socioeconomic dynamics that may affect the Mission's progress in fulfilling its mandated responsibilities. The Unit will concentrate on delivering information and knowledge products to inform scenario building and decision-making and strengthen contingency planning. Its output will include analyses of issues such as youth, dust storms, regional issues, oil, gas and other natural resources and environmental cooperation. The Unit will provide the Mission with a range of data management services, such as web-based information tracking and mapping tools, and support the political section with regional impact analysis of the Syrian crisis and relations with Iran, Kuwait and Turkey. In this context, the Unit will enhance contacts with regional think tanks and knowledge stakeholders.

86. Based in Baghdad, the Joint Analysis Unit will be headed by a Chief of Unit (P-5) reporting to the Special Representative of the Secretary-General who will manage and supervise the Unit. Reporting to the Chief of Unit will be an analysis team and a technical team. One Deputy Chief Analyst (P-4) will supervise the analysis team, consisting of one Information Analyst (P-3), one Political Affairs Officer (P-3), one Economic and Social Analyst (P-3), one Remote Sensing/Geographic Information System Expert (National Professional Officer), one Research Analyst Officer (National Professional Officer) and one Analysis Officer (National Professional Officer). One Humanitarian Affairs Officer (P-4) will supervise the technical team, consisting of one Website Developer and Data Exchange Officer (P-3), one Information Management Assistant (Field Service), one Geographic Information System Officer (National Professional Officer) and one Geographic Information System Assistant (Local level). One Administrative Assistant (Local level) will support the Unit on administrative issues.

Organizational changes

87. With the establishment of the Joint Analysis Unit as a stand-alone unit, the following positions are proposed to be redeployed from the Office of the Special Representative: one Chief of Unit (P-5), one Deputy Chief Analyst (P-4), one Information Analyst (P-3), one Information Manager (P-3) to function as Political Affairs Officer (P-3), one Remote Sensing/Geographic Information System Expert (National Professional Officer), one Research Analyst Officer (National Professional Officer), one Analysis Officer (National Professional Officer) and one Administrative Assistant (Local level).

88. With the proposed merger of the Information Analysis Unit into the Joint Analysis Unit, the following positions are proposed to be redeployed from the Integrated Coordination Office for Development and Humanitarian Affairs to the Joint Analysis Unit: one Humanitarian Affairs Officer (P-4), one Economic and Social Analyst (P-3), one Website Developer and Data Exchange Manager (P-3), one Information Management Assistant (Field Service), one Geographic Information

System Officer (National Professional Officer) and one Geographic Information System Assistant (Local level).

Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

International positions: *Abolishment of 1 P-5 position*

National positions: *Outward redeployment of 1 position (Local level) to the Office of Political Affairs*

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	1	–	1	4	3	1	–	10	1	–	11	2	6	–	19
Proposed 2014	–	1	–	1	3	3	1	–	9	1	–	10	2	5	–	17
Change	–	–	–	–	(1)	–	–	–	(1)	–	–	(1)	–	(1)	–	(2)

89. The Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance leads the political pillar of UNAMI and oversees the work of the offices of political affairs and electoral assistance, the military and police advisers and the heads of regional offices.

90. With the Mission's changed posture in Basra, the governorate liaison officers working under the Office of Political Affairs with overall strategic guidance of the Deputy Special Representative will become the main mechanisms through which UNAMI will monitor and analyse the developments in Iraq's southern provinces.

91. For 2014, the immediate Office of the Deputy Special Representative (Assistant Secretary-General), located in Baghdad, will comprise one Senior Police Adviser (P-5) and up to six police advisers sourced from Member States, one Special Assistant (P-4), one Child Protection Adviser (P-4), one Political Affairs Officer (P-3), one Personal Assistant (Field Service), one Child Protection Officer (National Professional Officer), two Administrative Assistants (Local level) and one Senior Military Adviser and up to 12 military advisers sourced from Member State contributions.

92. The Deputy Special Representative will be supported in Tehran by one Liaison Officer (D-1), one Political Affairs Officer (P-4), one Translator (National Professional Officer) and one Administrative Assistant (Local level).

93. The Erbil and Kirkuk regional offices will each be headed by one Head of Office (P-5) who will report to the Deputy Special Representative and who each will be supported by one Administrative Assistant (Local level).

Organizational changes

94. The restructured Basra regional office will increasingly be managed by the United Nations country team in 2014 as the office transitions to more development-oriented programming with less political intensity. Reflecting this transition, as a result of the Mission's reduced political presence in Basra, it is proposed to abolish the position of Head of Office, Basra (P-5) in the Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance.

95. One Administrative Assistant (Local level) in Basra will be redeployed to the Office of Political Affairs and will remain in Basra to facilitate governorate liaison on residual political outreach issues.

Office of Political Affairs

International positions: Establishment of 2 positions (1 P-4 and 1 P-3)

National positions: Inward redeployment of 1 Local level position from the Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	1	4	11	8	1	25	1	–	26	24	11	–	–	61
Proposed 2014	–	–	–	1	4	12	9	1	27	1	–	28	24	12	–	–	64
Change	–	–	–	–	–	1	1	–	2	–	–	2	–	1	–	–	3

96. The Office of Political Affairs is the pivotal component for the Mission's political engagement. The Office provides operational and long-term policy planning and strategic analysis to the Special Representative, the Deputy Special Representative for Political Affairs and Electoral Assistance and United Nations Headquarters. It maintains liaison with political parties, official state institutions, the diplomatic community, civil society and other concerned entities. The Office has a lead role in advising and making recommendations to the Special Representative and the Deputy Special Representative, as well as developing, organizing, launching and following up on various initiatives.

97. In 2014, the Office's activities will continue in a dynamic and complex political environment with operational parameters defined by the challenges of achieving national reconciliation and by regional volatility. In view of the forthcoming parliamentary elections in 2014, it will be important for the Office of Political Affairs to continue its mediation and facilitation efforts through engagement with the Government of Iraq, lawmakers, political parties and civil society representatives to promote dialogue and reconciliation.

98. On the regional front, UNAMI will continue to promote and support the full normalization of relations between Iraq and Kuwait, while simultaneously monitoring wider regional developments that may affect Iraq. In accordance with Security Council resolution [2107 \(2013\)](#), UNAMI will promote, support and facilitate efforts regarding the repatriation of all Kuwaiti and third-country nationals or their remains, and the return of Kuwaiti property, including the national archives, seized by Iraq.

99. The Office of Political Affairs will be headed by a Chief of Political Affairs (D-1) reporting directly to the Deputy Special Representative. In Baghdad, the Chief will be supported by three Senior Political Affairs Officers (P-5), three Administrative Assistants (one Field Service and two Local level) and two Language Assistants (Local level).

100. Reporting to the Chief of Political Affairs will be 13 Governorate Liaison Officers (National Professional Officers) located in Babil, Karbala, Najaf, Salah al-Din, Muthanna, Diyala, Ninewa, Qadisiya, Wassit, Anbar, Basra, Maysan and Dhi Qar and one Administrative Assistant (Local level) based in Basra.

101. One Senior Political Affairs Officer (P-5) will serve as deputy to the Chief of Political Affairs and have overarching responsibility for the substantive and managerial functions of the Office. The Senior Political Affairs Officer will also serve as leader of the Office's political engagement and analysis team and will be supported by five Political Affairs Officers (3 P-4 and 2 P-3) and one Associate Political Affairs Officer (P-2) focusing on political engagement and research including process design and planning. In addition, three Political Affairs Officers (National Professional Officers) assisted by one Administrative Assistant (Local level) will provide substantive assistance, including research and analysis, to the team.

102. One Senior Political Affairs Officer (P-5) will serve as leader of the regional team. The Senior Political Affairs Officer will be supported by two Political Affairs Officers (P-4) responsible for monitoring of regional developments and two Political Affairs Officers (1 P-3 and 1 National Professional Officer) providing research and other support to the team.

103. One Senior Political Affairs Officer (P-5) will serve as leader of the legal and constitutional team. The Senior Political Affairs Officer will be supported by two Political Affairs Officers (1 P-4 and 1 P-3) responsible for legal, constitutional and legislative assistance and support initiatives, and three Constitutional Affairs Officers (National Professional Officers) who will provide substantive assistance, including research and analysis, to the team, assisted by one Language Assistant (Local level).

104. With regard to Security Council resolution [2107 \(2013\)](#), it is proposed to establish two new Political Affairs Officer positions (1 P-4 and 1 P-3), based in Baghdad and Kuwait, to perform facilitation and liaison functions with Iraq and Kuwait authorities.

105. The political presence in Erbil is essential for the Mission to address key mandated issues and political tensions in the region. The political officers will support the Mission's efforts to resolve the issues of the disputed internal boundaries and other outstanding matters between Erbil and Baghdad. In addition, the political officers will assess political dynamics inside the Kurdistan Region and

monitor regional developments that could affect the political and security situation in Iraq, particularly developments related to the crises in the Syrian Arab Republic. The Office of Political Affairs in Erbil will be headed by one Political Affairs Officer (P-4) supported by one Political Affairs Officer (P-4) and one Constitutional Affairs Officer (P-4), two Political Affairs Officers (National Professional Officer), one Governorate Liaison Officer (National Professional Officer) and one Administrative Assistant (Local level).

106. The political, security and humanitarian situation in Kirkuk has been of concern over the course of 2013. Although parts of the Kirkuk-related portfolio, such as negotiations in the Council of Representatives' joint committee on the Kirkuk elections law, in which UNAMI participates as an adviser, will be managed through the office in Baghdad, the office in Kirkuk remains central to the Mission's activities with regard to elections and the disputed internal boundaries. To provide robust substantive support, this office will consist of three Political Affairs Officers (1 P-4 and 2 P-3), one Political Affairs Officer (National Professional Officer), one Administrative Assistant (Local level) and one Language Assistant (Local level).

107. The absence of political stability in Iraq and the impact of regional developments warrant that UNAMI reach out to stakeholders operating out of Amman. Intensified outreach by UNAMI to these players is important for the Mission to assist in developing and achieving national reconciliation. Iraqi and regional leaders conduct key initiatives in Amman to discuss complex issues which UNAMI is called upon to facilitate. Further, given the speed of political developments, the presence in Amman for monitoring, liaison and political engagement is important to ensure dialogue towards national reconciliation. Many Sunni religious and political leaders, for political and security reasons, are unable to visit Baghdad, and the situation is expected to continue in 2014. The UNAMI leadership and political affairs team will meet with opposition leaders in Amman, where they have conducted a number of meetings since the beginning of 2013. To ensure support for political outreach and negotiation in line with the mandate of UNAMI for national reconciliation, the Office of Political Affairs proposes to redeploy one Senior Political Affairs Officer position (P-5) to Amman, along with one Language Assistant position (Local level) and one Administrative Assistant position (Local level). The incumbents of these positions will maintain regular contact with Iraqi leaders exiled to or visiting Amman and facilitate and participate in the negotiations conducted by the Mission's leadership and its political team in the broader context of its mandate to foster inclusive political dialogue, as well as follow-up on decisions and arrangements with the Iraqi interlocutors based in Amman.

108. In New York, three Political Affairs Officers (1 P-4 and 2 P-3) will continue to provide political, operational and planning support to UNAMI in the Department of Political Affairs Iraq team.

Organizational changes

109. To strengthen the political presence and profile of the Erbil office, it is proposed to redeploy two P-4 Political Affairs Officer positions from Baghdad to Erbil, while one Political Affairs Officer (P-3) will be reassigned from Erbil to Baghdad.

110. To strengthen the profile of the Kirkuk office, it is proposed to redeploy one P-3 Political Affairs Officer position from Baghdad to Kirkuk.

111. With the Security Council's decision in resolution [2107 \(2013\)](#) to entrust to UNAMI the functions of the former High-level Coordinator on Kuwaiti Missing Persons and Property, it is proposed that two new Political Affairs Officer positions (1 P-4 and 1 P-3) be established in Baghdad and Kuwait, respectively.

112. It is proposed to redeploy one Senior Political Affairs Officer position (P-5) from Baghdad to Amman, along with one Language Assistant position (Local level) and one Administrative Assistant position (Local level).

113. Two Language Assistant positions (Local level) will be redeployed from Erbil to Baghdad, one of which will function as Administrative Assistant (Local level).

114. The position of Administrative Assistant (Local level) will be redeployed from the Office of the Deputy Special Representative for Political Affairs to the Office of Political Affairs and will remain in Basra, where the incumbent will facilitate governorate liaison on any residual political outreach issues.

115. It is proposed that the two Constitutional Affairs Officers (1 P-4 and 1 P-3) based in Baghdad function as Political Affairs Officers (1 P-4 and 1 P-3).

Electoral Assistance Office

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	1	2	5	2	–	10	1	–	11	–	6	–	17
Proposed 2014	–	–	–	1	2	5	2	–	10	1	–	11	–	6	–	17
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

116. The UNAMI Electoral Assistance Office will continue to take the lead in providing and coordinating targeted electoral assistance in areas identified by the electoral needs assessment mission in December 2012. The emphasis is on the provision of expertise and technical advice on electoral management and operations, information technology and elections technology, voter registry, legal framework, election security, gender mainstreaming, communications and external relations. UNAMI, together with UNOPS, UNDP and others, will maintain an integrated approach to working with the Independent High Electoral Commission to build and strengthen institutional and operational capabilities in these areas. The aim is to leave in place by the end of 2014 a professional and sustainable electoral administration with sufficient internal capacity to conduct electoral events. An exit strategy for electoral assistance in Iraq will be defined by a new electoral needs assessment mission to be conducted by the end of 2014.

117. For 2014, the Electoral Assistance Office will keep a lean staffing complement relative to the magnitude and operational environment of the electoral assistance activities being carried out in Iraq. The proposed staffing retains the streamlined but robust structure needed to support the Independent High Electoral Commission in its operational and institutional preparations for electoral events scheduled in 2014,

such as the elections for Council of Representatives, the governorate council elections in Kirkuk, district and subdistrict elections and possible referendums on constitutional proposals or the formation of regions. In parallel, opportunities available through integration or complementarity of staff and activities with the United Nations country team will be maximized.

118. In 2014, the UNAMI Electoral Assistance Office will maintain its existing staff resources and will be headed by the Chief Electoral Adviser (D-1), supported by two Senior Electoral Officers (P-5), four Electoral Officers (P-4) and two Electoral Officers (P-3), one Logistics/Administrative Assistant (Field Service), two Administrative Assistants (Local level) and four Language Assistants (Local level). One Electoral Officer (P-4) in New York will continue to support the team in the mission area.

Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

International positions: Outward redeployment of 4 positions (1 P-4, 2 P-3, 1 Field Service) to the Joint Analysis Unit

National positions: Outward redeployment of 2 positions (1 National Professional Officer and 1 Local level) to the Joint Analysis Unit

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	1	–	1	2	6	8	1	19	2	–	21	19	5	–	–	45
Proposed 2014	–	1	–	1	2	5	6	1	16	1	–	17	18	4	–	–	39
Change	–	–	–	–	–	(1)	(2)	–	(3)	(1)	–	(4)	(1)	(1)	–	–	(6)

119. The Deputy Special Representative for Development and Humanitarian Affairs (Assistant Secretary-General) assumes the responsibilities of the United Nations Resident Coordinator and United Nations Humanitarian Coordinator and leads the United Nations country team and the humanitarian country team. The country team is composed of 20 agencies (16 resident and 4 non-resident), most of which have international representation in Iraq.

120. The Office of the Deputy Special Representative is responsible for coordinating development and humanitarian activities, managing stakeholder relationships, communications and advocacy, the collection and dissemination of data and monitoring and evaluating development programming under the United Nations Development Assistance Framework, the integrated strategic framework and the quick-impact project modality. National staff provide most of the field capacity while international technical staff are positioned in hub locations to provide technical expertise.

121. Led by the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs, the Integrated Coordination Office for Development and Humanitarian Affairs has offices in Baghdad, Erbil, Basra and Kirkuk that oversee a network of 15 field staff who provide coverage to all 18 governorates. National humanitarian affairs officers monitor United Nations-funded quick-impact community-level initiatives and provide information on the overall humanitarian and development situation in each governorate.

122. The Office continues to provide integrated development and humanitarian support in terms of field coordination, outreach and information-collection that is critical to evidence-based planning. The Office also aids in coordinating United Nations programmatic initiatives at national and local levels. This encompasses aligning the priority areas of the Development Assistance Framework with the integrated priorities of the United Nations system in Iraq and, in the event of a crisis, coordinating the work of the United Nations humanitarian country team under the inter-agency contingency plan. The Office also manages the overall implementation of community-level quick-impact initiatives funded by the United Nations throughout the country.

123. The Office of the Deputy Special Representative comprises four units, namely the immediate office, the Policy and Planning Unit, the Integrated Coordination and Outreach Unit and the Field Coordination Unit.

124. The immediate office of the Deputy Special Representative, based in Baghdad, will maintain the same staffing structure as in 2013. The Deputy Special Representative of the Secretary-General (Assistant Secretary-General) will be supported by one Chief, Development and Humanitarian Affairs (D-1), who oversees the substantive activities of the Field Coordination Unit and the Integrated Coordination and Outreach Unit. The immediate office of the Deputy Special Representative further includes one Special Assistant (P-4) with a focus on development issues, one Special Assistant (P-3) with a focus on humanitarian issues, one Personal Assistant (Field Service) and two Administrative Assistants (Local level).

125. The Policy and Planning Unit, based in Baghdad, is responsible for all policy and planning frameworks. The Unit will maintain the same staffing structure as in 2013, comprising one Strategic Planning Adviser (P-5), one Programme Officer (P-4) and one Humanitarian Affairs Officer (National Professional Officer).

126. The Integrated Coordination and Outreach Unit provides support on operational and policy matters relating to the integrated activities as outlined in the integrated strategic framework, development activities as described by the Development Assistance Framework and humanitarian activities as described by the inter-agency contingency plan. The Office is also responsible for managing the quick-impact projects and participates through the Strategic Communications Group in mission outreach and advocacy initiatives. The Office is managed by one Senior Programme Officer (P-5) responsible for development activities and one Humanitarian Officer (P-4) responsible for humanitarian activities, also serving as the deputy. They oversee the work of one Programme Officer (P-3) responsible for tracking and coordinating the work planning process vis-à-vis the integrated strategic framework, the Development Assistance Framework and the inter-agency contingency plan and one Humanitarian Affairs Officer (National Professional Officer) providing support for coordination with national counterparts at all levels.

127. The Senior Programme Officer also oversees the work of one Humanitarian Affairs Officer (P-3) who focuses on advocacy and communications outreach and manages external relationships with national counterparts, donors and civil society, and one Humanitarian Affairs Officer (National Professional Officer) focusing on facilitation with the humanitarian community, governorate emergency cells, civil society organizations, minorities, special groups such as women and youth and local community activities under the quick-impact projects. One Humanitarian Affairs Officer (P-3) will provide critical mission planning support, one Associate Humanitarian Affairs Officer (P-2) will manage the quick-impact projects and one Administrative Assistant (Local level) will provide support to the Office.

128. The Field Coordination Unit is structured around four geographic locations, namely in Kirkuk, Erbil, Baghdad and Basra. The Humanitarian Affairs Officers heading the field units are responsible for liaising with other elements of the Mission at the local level in order to support the United Nations country team by coordinating with non-governmental organizations and local government officials and institutions, and are supported by Humanitarian Affairs Officers (National Professional Officers) who serve as the main interlocutors with civil society and local and provincial authorities on development and humanitarian issues. The national Humanitarian Affairs Officers are also responsible for data-collection on development and humanitarian indicators and for monitoring the implementation of United Nations-supported community-based activities, including quick-impact projects and other initiatives.

129. The Erbil Field Coordination Unit will be managed by one Humanitarian Affairs Officer (P-4) supported by three Humanitarian Affairs Officers (National Professional Officers) covering Erbil, Dohuk and Suleymaniyah Governorates. Given the large United Nations country team presence in Erbil and the need for logistical support, one Administrative Assistant (Local level) is based in Erbil.

130. The Kirkuk Field Coordination Unit will continue to be managed by one Humanitarian Affairs Officer (P-3) supported by two Humanitarian Affairs Officers (National Professional Officers) covering Kirkuk and Ninewa Governorates.

131. The Baghdad Field Coordination Unit is managed by one Humanitarian Affairs Officer (P-4) supported by seven Humanitarian Affairs Officers (National Professional Officers) covering Baghdad/Babil, Qadisiya, Wassit, Kerbala/Najaf, Anbar, Salah al-Din and Diyala.

132. The Basra Field Coordination Unit will be managed by one Humanitarian Affairs Officer (P-3) supported by three Humanitarian Affairs Officers (National Professional Officers) covering Basra, Missan/Thi Qar and Muthanna.

Organizational changes

133. As a result of the absorption of the Information Analysis Unit into the Joint Analysis Unit, it is proposed to redeploy the following positions from the former to the latter: one Humanitarian Affairs Officer (P-4), one Economic and Social Analyst (P-3), one Website Developer and Data Exchange Manager (P-3), one Information Management Assistant (Field Service), one Geographic Information System Officer (National Professional Officer) and one Geographic Information System Assistant (Local level).

134. It is proposed to redeploy one Humanitarian Affairs Officer (P-4) from the Integrated Coordination and Outreach Unit in Baghdad to the Erbil Field Coordination Unit.

135. In order to have consistency of titles across functions within the office staffing structure it is proposed to redesignate one Programme Officer position (National Professional Officer) based in Erbil as Humanitarian Affairs Officer (National Professional Officer).

136. Finally, it is proposed to redeploy one Programme Officer position (P-3) and one Humanitarian Affairs Officer position (National Professional Officer) from the Baghdad Integrated Coordination and Outreach Unit to the Basra Field Coordination Unit; and two Humanitarian Affairs Officer positions (National Professional Officers) from the Baghdad Field Coordination Unit to the Basra Field Coordination Unit.

Human Rights Office

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	1	2	6	7	–	16	1	–	17	15	10	–	42
Proposed 2014	–	–	–	1	2	6	7	–	16	1	–	17	15	10	–	42
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

137. In 2014, the Human Rights Office will continue to provide capacity-building and technical support and advice to the Government of Iraq, relevant ministries (including Human Rights, Interior, Justice, Defence, Labour and Social Affairs), the independent High Commission for Human Rights, the judiciary, security services and civil society organizations. The Office will provide technical and logistic support to the High Commission for Human Rights and the Government of Iraq for implementation of the National Action Plan on Human Rights and support the participation of Government, the High Commission for Human Rights and civil society in the universal periodic review of Iraq to be conducted in 2014. The Human Rights Office will continue to provide technical advice and training to the Human Rights Committee of the Council of Representatives, and maintain close working relationships with the Committee and other relevant bodies. The Office will continue to strengthen its core monitoring and protection activities, including information-gathering, analysis and reporting, particularly in relation to the impact of armed conflict and terrorism on civilians, rule of law (including prisons and places of detention) and other human rights issues.

138. The Human Rights Office will also continue to provide advice to the Special Rapporteur on the situation of human rights in Iraq, in close cooperation with the Office of the United Nations High Commissioner for Human Rights (OHCHR), special procedures and other United Nations mechanisms in the field of human rights, as well as providing advice on effective legal, institutional and policy reform

aimed at promoting the respect for and protection of human rights. It will also continue to work with the United Nations country team on mainstreaming human rights in United Nations programmes and implementing human rights-related activities.

139. The Human Rights Office will continue to operate from the UNAMI regional offices located in Basra, Kirkuk, Erbil and Baghdad while maintaining one Human Rights Officer (National Professional Officer) in Mosul, thus giving the Office nationwide reach. However, changes in the operational environment and readjustment of priorities to focus on strengthening Iraqi-led and -owned human rights mechanisms have required some redeployment and streamlining of staffing within the Office. A reorganization of the work priorities is proposed within the Office to enhance efficiency.

140. The Baghdad office will ensure regular coordination, liaison and training with Government ministries, the Council of Representatives and other state and judicial institutions in Baghdad, as well as with civil society groups including non-governmental organizations. It will provide technical, logistic and other support to the independent High Commission on Human Rights and to the government committee responsible for overseeing implementation of the National Action Plan.

141. For 2014, the Human Rights Office will be headed by a Chief Human Rights Officer (D-1) located in Baghdad. The Chief Human Rights Officer will represent UNAMI and OHCHR in Iraq and will undertake high-level advocacy with the Government of Iraq, civil society and international stakeholders. The Chief Human Rights Officer will ensure the delivery of the UNAMI mandate relating to human rights in the conduct of activities of the Human Rights Office and oversee and be responsible for the management of the Human Rights Office staff. One Senior Human Rights Officer (P-5), under the supervision of the Chief Human Rights Officer, will have responsibility for daily management of the Office staff and for ensuring delivery of human rights programmes and activities undertaken by the Office. One Personal Assistant (Field Service) will assist the Chief Human Rights Officer with administrative matters concerning management of the Office.

142. During 2013 the work of the Office was reorganized and streamlined into three thematic clusters: capacity-building and technical assistance to Government and State institutions; promotion of respect for and protection of civil rights; and rule of law, protection of civilians in armed violence and transitional justice. Specifically, the first cluster covers the thematic areas of capacity-building and technical support to Government and State institutions, including overseeing the implementation of the National Action Plan on Human Rights and capacity-building of the High Commission for Human Rights and the Human Rights Committee of the Council or Representatives. The second cluster covers, in conjunction with civil society and Government and State institutions, the promotion of the rights of citizens, including the rights of women, children, persons with disabilities, minorities, freedom of expression and assembly, and economic, social and cultural rights. The third cluster covers the protection of civilians in armed conflict, rule of law and the administration of justice.

143. Accordingly, three Human Rights Officers (P-4) will head each of the thematic areas, working under the direct supervision of the Senior Human Rights Officer and the overall supervision of the Chief Human Rights Officer. Three Human Rights Officers (P-3) will support the Human Rights Officers in the delivery of activities

and programmes on the thematic areas. Six Human Rights Officers (National Professional Officers) will be responsible for implementation of all human rights activities within the three thematic areas, as well as other priorities identified by the Chief Human Rights Officer. Two Language Assistants (Local level) will assist international staff in translation of documents, correspondence, reports and in interpretation during meetings with Iraqi interlocutors. Two Administrative Assistants (Local level) will assist with the coordination of all administrative matters relating to the Human Rights Office staff in Baghdad and elsewhere in the Mission. One Database Assistant (Local level) will provide technical support to the Human Rights Office by managing the Office's database systems and overseeing operation of the Office's website and other technical matters related to file keeping and data storage and retrieval.

144. The regional offices in Erbil, Basra and Kirkuk will be headed by one Human Rights Officer each, who will have responsibility for daily management of the offices and for identifying human rights priorities in their regions and for developing responses to those issues in consultation with the Chief Human Rights Officer. The head of each regional human rights office will be supported by a number of human rights officers who will ensure delivery of human rights activities including regular coordination, liaison and training with local Government, judicial and security institutions, as well as civil society groups operating in their region. Each regional human rights office will have one or more language assistants to assist with the translation of documents, reports and correspondence and who shall undertake interpretation during meetings with Iraqi Government and other interlocutors.

145. The human rights office within the UNAMI regional office in Erbil will ensure delivery of the UNAMI mandate in relation to human rights issues in the Kurdistan Region. The Erbil office will undertake regular coordination, liaison and training with Government ministries, the Kurdistan Region Parliament and other State and judicial institutions, as well as civil society groups including non-governmental organizations in the Kurdistan Region. A particular focus of the office in Erbil will be the rights of ethnic and religious minorities. In 2014, the human rights office in Erbil will be headed by one Senior Human Rights Officer (P-5), who will be supported by seven Human Rights Officers (1 P-4, 2 P-3 and 4 National Professional Officers). In addition, one Human Rights Officer (National Professional Officer) will be based in Mosul but will report to the Erbil office on human rights issues affecting the Ninewa Governorate and Mosul. The human rights office in Erbil will also have two Language Assistants (Local level) and one Administrative Assistant (Local level) to assist the staff of the office with administrative matters.

146. The human rights office in the UNAMI regional office in Basra will maintain the same staffing structure as in 2013, comprising one Human Rights Officer (P-4) as head of the office, supported by three Human Rights Officers (1 P-3 and 2 National Professional Officers) and one Language Assistant (Local level).

147. The human rights office in the UNAMI regional office in Kirkuk will maintain the same staffing structure as in 2013, comprising one Human Rights Officer (P-4), as head of the office, supported by three Human Rights Officers (1 P-3 and 2 National Professional Officers), and one Language Assistant (Local level). A particular focus of the office will be the rights of ethnic minorities.

Organizational changes

148. Given the particular autonomous status of the Kurdistan Region and the improved mobility for conducting missions throughout the region, as well as the increasing complexity of the activities being undertaken throughout the region by the Human Rights Office, it is proposed to redeploy one Senior Human Rights Officer position (P-5) from Baghdad to the Erbil office to oversee the work of the human rights office in the Kurdistan Region and to provide a higher profile to the work of the office within the region.

149. In the light of the reorganization of the Human Rights Office in Baghdad and to ensure that appropriate staffing resources are dedicated to implementing activities within the three thematic clusters at national level, it is proposed to transfer one Human Rights Officer position (P-3) from Erbil to Baghdad.

Public Information Office

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	1	1	1	2	1	6	–	–	6	8	5	–	19
Proposed 2014	–	–	–	1	1	1	2	1	6	–	–	6	8	5	–	19
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

150. The integrated strategic framework and the Special Representative's management plan identified communications as a priority area of action to promote the image of the United Nations as an impartial partner of the Iraqi people and to foster dialogue on important topics for Iraqi society. The main task of the UNAMI Public Information Office is to provide advice and plan and implement communications activities aimed at Iraqi society and at external and internal stakeholders with a view to strengthening understanding of the role of UNAMI and the United Nations in the country and of Iraq within the United Nations.

151. The Public Information Office will take the lead in the implementation of public information and outreach activities in Iraq, including the commemoration of United Nations Days, and will support the substantive sections and United Nations country team members in their outreach activities. To reach its target audiences (the Iraqi population and media, the Iraqi authorities, the international media, donor countries and United Nations staff serving in Iraq), the Office will use a variety of resources and channels, including the spokesperson, media relations, media monitoring, video and photography, social media, outreach, publications and the United Nations Iraq website.

152. The Public Information Office will be headed by the Chief of Public Information and Spokesperson (D-1), supported by one Deputy Chief of Public Information and Spokesperson (P-5), both based in Baghdad.

153. In Baghdad, the office will be staffed by six Public Information Officers (1 P-4, 2 P-3 and 3 National Professional Officers) and one Associate Public Information Officer (P-2), one Public Information Assistant (Local level) and one Administrative Assistant (Local level).

154. In Erbil, the office will be staffed by two Public Information Officers (National Professional Officer), two Webmasters (National Professional Officer), one Public Information Assistant (Local level) and one Language Assistant (Local level).

155. Supervised from the Baghdad office, the Kirkuk office will consist of one Public Information Officer (National Professional Officer) and one Public Information Assistant (Local level).

Organizational changes

156. In 2013, two National Professional Officer positions were transferred from Amman to Baghdad. However, growing unrest, the increasing number and scope of attacks and the continuing poor state of infrastructure in Baghdad are affecting the ability of national staff to continuously maintain a high level of responsiveness and create challenges for the operations of the Public Information Office precisely at those times when maximum support is required. During crises, accurate and timely reporting on events and developments is particularly important, as is the ability of the Office to maintain its online communication channels, including the Mission's website. The security situation and information infrastructure are more stable in the Kurdistan Region, allowing staff to perform critical functions for the Office. For 2014, it is therefore proposed that one Public Information Officer position (National Professional Officer) and one Webmaster position (National Professional Officer) be redeployed from Baghdad to Erbil.

Security Section

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2013	–	–	–	–	–	7	10	5	22	117	–	139	9	140	–	288
Proposed 2014	–	–	–	–	–	7	10	5	22	117	–	139	9	140	–	288
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

157. The safety and security of the staff of UNAMI and the United Nations agencies, funds and programmes serving in Iraq is managed, on behalf of the designated official, by the Chief Security Adviser, who is also the head of the Security Section in Iraq. The position of Chief Security Adviser is at the P-5 level and made available by the Department of Safety and Security of the Secretariat. This coordinated and integrated approach enables the United Nations to operate in the high-risk, insecure and fluid environment of Iraq at substantially reduced risk to United Nations staff, assets and programmes. Planning, development, coordination

and implementation of the security measures required to mitigate potential risks enable UNAMI to perform its functions in Iraq. The Security Section continues to support the activities of UNAMI, agencies, funds and programmes. The security environment remains volatile, with indications that sectarian violence is growing, and the corresponding threats faced by UNAMI are expected to increase in 2014. The planning assumptions listed below were taken into consideration to define the security operations posture for the year 2014 and beyond:

(a) There are outstanding provincial and parliamentary elections to be held in 2014, in which the United Nations in Iraq is likely to play a significant role as it did in the provincial elections of 2013. This engagement will affect the threat situation and the capacity of the Security Section to support movement and programme activities before, during and immediately after the elections;

(b) The United Nations country team would relocate from Jordan (Amman) to Iraq by the end of 2013. This move will be dependent on the provision of appropriate and secure accommodation for the increased number of international staff in Iraq. The construction work to be carried out to provide the required accommodation and the increased international staff presence place additional demands on the Security Section;

(c) Political, sectarian and election-related violence will continue in 2014. There are strong indications of increased propensity for civil unrest and sectarian violence and the security situation may further deteriorate. The Security Section will likely face considerable challenges in facilitating programme delivery in an environment of increased volatility;

(d) The conflict in the Syrian Arab Republic is likely to affect the situation in Iraq. The future for 2014 and beyond remains unclear and the Security Section in Iraq will be operating in an uncertain environment;

(e) The situation in the Kurdistan Region will remain the same while the southern region will continue to experience relatively low levels of insecurity. As a result, these two geographical areas will be the focus of United Nations development programmes while continuing to warrant vigilance, especially the southern region, in the light of the volatile security environment encountered throughout 2013;

(f) The Government of Iraq will maintain, if not improve, its capability of addressing security challenges in 2014;

(g) The United Nations in Iraq will further increase its reliance on the Iraqi security forces.

158. The programmes and activities of UNAMI, agencies, funds and programmes have increased significantly during 2013 and are anticipated to increase further in 2014. While this will place additional demands on the Security Section, taking into consideration the anticipated increase in the volatility and insecurity in the central, western and northern parts of the country, the Security Section will largely retain its current posture. It will maintain its capacity to provide security support, with some internal realignment of positions across some units and subunits at Headquarters while largely retaining the existing structure in the hubs.

159. The Security Section is the product of an integrated security system and consists of the following major components:

(a) The Office of the Chief Security Adviser, which includes the Administrative Office of the Chief Security Adviser;

(b) The Security Information and Operation Centre, which comprises the Security Plans Unit, the Security Operation Centre, the Close Protection Unit, protection teams 1 to 5, Area Security Coordination Units in Baghdad, at Baghdad International Airport, in Erbil, in Basra, and in Kirkuk, Security Units in Kuwait and in Amman, and the Security Information Coordination Unit (which has analysis, collation and acquisition cells);

(c) The Office of the Deputy Security Adviser (Security Support Section), which comprises the Security Strategic Plan and Administrative Support Unit, the Logistics and Premises Coordination Unit (including the Fire Safety Unit), the Investigation Unit and the Government of Iraq Liaison Unit (including the Pass/ID Unit);

(d) The Security Training Unit, which provides reality-based, mission-specific, integrated security training, including use-of-force and weapons training programmes for all close protection officers of the Section.

160. The current organizational structure of the Section is based on operational needs and the security environment, which demands a balanced regional presence. The core functions are mainly in Iraq and the majority of those are in Baghdad. The Security Units in Amman and Kuwait are structured to support the specific needs of the Mission at those two locations.

161. The headquarters element of the Security Section in Iraq is headed by the Chief Security Adviser (P-5), whose position is funded by the Department of Safety and Security of the Secretariat. The Chief Security Adviser is responsible for the coordination, command, control and management of all staff security and assets of the Mission and United Nations agencies, funds and programmes. The Chief Security Adviser reports directly to the Special Representative of the Secretary-General, who is the designated official for security in Iraq. The Chief Security Adviser manages all personnel and operational activities of the Mission's security component, and is the primary security adviser to the designated official and the senior management team. In Baghdad, the Chief Security Adviser is supported by the Deputy Chief Security Adviser (P-4, funded by the Department of Safety and Security), the Chief of the Security Information and Operation Centre (P-4, funded by the Department of Safety and Security) and the Chief of Security Training Unit (P-4, funded by the Department of Safety and Security). The Administrative Office of the Chief Security Adviser incorporates one Associate Security Officer (P-2) and one Administrative Assistant (Local level).

162. The Security Information and Operation Centre (previously the Security Information and Operation Coordination Section) has overall responsibility for security information management, operational planning and support for the activities of UNAMI, agencies, funds and programmes. The Centre is headed by a Security Officer (P-4) funded by the Department of Safety and Security, who is supported by a Senior Security Information Analyst (P-4). The distribution of positions across the units and subunits and their functions are as follows:

(a) The Security Plans Unit provides planning and coordination of all operational activities of the Security Section in Iraq in close cooperation with the senior staff of UNAMI entities and other agencies. The Unit is headed by one

Security Officer (P-3), supported by two Security Officers (Field Service), one security officer (National Professional Officer) and one Security Assistant (Local level);

(b) The Security Operations Centre provides management and control of the operations of the Security Section 24 hours a day, 7 days a week. It serves as the nerve centre of the Section for response to operational contingencies and casualty and medical evacuation. The unit is the coordination centre for major incident management, providing overall security supervision of the UNAMI facilities in coordination with the Iraqi security forces and the United Nations Guard Unit. The Centre comprises five Security Officers (Field Service) and four Security Assistants (Local level). It has one subunit, the Staff Tracking Subunit, which tracks all UNAMI and United Nations agency personnel movements within Iraq, Kuwait and Jordan. The subunit maintains and constantly updates records in relevant systems to enable quick retrieval of information required. It analyses statistical information and prepares reports for forward planning based on those statistics, coordinates security clearance requests within the mission area, ensuring that all requests are compliant with minimum operating security standards, and ensures that the staff ceiling in Iraq is maintained at all times. Additionally, the subunit liaises with the offices of the Special Representative of the Secretary-General, the Deputy Special Representatives and the Chief of Staff, movement control and various United Nations agencies as well as the Department of Safety and Security in New York regarding staff tracking, security clearances and the staff ceiling management chart for all locations in Iraq. The subunit comprises two Security Officers (Field Service) and one Security Assistant (Local level);

(c) The Close Protection Unit (Baghdad) provides effective, efficient and professional personal protective security services to all personnel of the United Nations, specialized agencies, funds and programmes, in order to ensure their personal security and safety and to secure their working environment in all regions of Iraq, Jordan and Kuwait. The Unit is headed by one Security Officer (P-3) who is supported by one Associate Security Officer (P-2). Under the Close Protection Unit, there are five protection teams in Baghdad. Each team has a team leader, a deputy team leader and team members. The relevant information on the teams' functions is summarized below:

(i) Close Protection Team 1 is primarily assigned to provide close protection to all movements of the Special Representative of the Secretary-General both in and out of the country in accordance with the current security risk assessment. When the Special Representative is out of the mission area, Team 1 is tasked to provide protective support to the movements of all United Nations country team, UNAMI and visiting United Nations dignitaries in both the Red Zone and the orange zone. It also provides additional support to other close protection teams when needed. The team consists of 14 Close Protection Officers (Field Service) and one Security Assistant (Local level) who serves as a driver;

(ii) Close Protection Team 2 is primarily assigned to provide close protection to all movements and activities in-country of the two Deputy Special Representatives of the Secretary-General. When the Deputy Special Representatives are out of the country, Team 2 is also tasked to provide support to other United Nations country team and UNAMI substantive staff

missions in the Red Zone and the orange zone. It also provides additional support to other Close Protection Teams when needed. The team consists of 14 Close Protection Officers (Field Service) and one Security Assistant (Local level) as driver;

(iii) Close Protection Team 3 is primarily assigned to provide support to all UNAMI substantive staff, such as UNAMI electoral staff working in the Independent High Electoral Commission, human rights monitors and Red Zone missions and activities of the United Nations country team. Team 3 also provides close protection to high-profile United Nations visitors and dignitaries and conducts prior site survey and reconnaissance of places for missions in and outside Baghdad. The team consists of 14 Close Protection Officers (Field Service) and one Security Assistant (Local level) as driver;

(iv) Close Protection Team 4 is primarily tasked to provide protection to the routine Hippo and Air Operations. It provides support to logistics runs and shuttles to the Baghdad commercial terminal for all incoming and outgoing UNAMI and United Nations country team staff with the mobile security detail. It also provides support to Red Zone missions with other close protection teams when required. The team consists of 14 Close Protection Officers (Field Service) and one Security Assistant (Local level) as driver;

(v) Close Protection Team 5 provides support to the regular movements of the United Nations country team. It functions as the quick reaction team in response to security incidents or emergencies involving United Nations staff members or property. The team consists of 14 Close Protection Officers (Field Service) and two Security Assistants (Local level) as drivers;

(d) The Area Security Coordination Unit in Baghdad is responsible for operations at the Baghdad operational hub and is headed by one Security Officer (P-4) supported by three Security Officers (1 P-3, 1 Field Service and 1 National Professional Officer) and one Security Assistant (Local level) funded by the Department of Safety and Security in Diyala. The Unit has two subunits:

(i) The Premises Security Unit is in charge of premises security for five UNAMI compounds (i.e. Diwan, Tamimi, the Special Representative of the Secretary-General's villa, the logistics base and the D-2 compound). It has three Security Officers (Field Service) and 33 Security Assistants (Local level);

(ii) The Radio Room, which is primarily responsible for maintaining radio communications at all times, has eight Radio Operators (Local level);

(e) The Area Security Coordination Unit at Baghdad International Airport, which is responsible for the operations at the airport's operational hub, is headed by one Security Officer (Field Service) supported by one Security Officer (Field Service). It has two subunits:

(i) Operations, which provides operational support, comprises one Security Assistant (Local level);

(ii) Fire Safety, which provides fire safety and conducts general fire safety training for staff members, comprises one Fire Safety Assistant (Local level);

(f) The Area Security Coordination Unit in Erbil is responsible for operations at the Erbil operational hub and is headed by one Security Officer (P-3)

funded by the Department of Safety and Security, who is supported by one Security Officer (P-2) and one Administrative Assistant (Local level). It has five subunits:

- (i) Operations, which provides operational support, comprises one Security Officer (National Professional Officer) and two Security Assistants (Local level);
- (ii) Premises Security, which is responsible for providing security for United Nations facilities within the area of responsibility, comprises 17 Security Assistants (Local level);
- (iii) Fire Safety, which is responsible for providing fire safety of the premises and conducting general fire safety training for staff members, comprises one Fire Safety Assistant (Local level);
- (iv) Security Information, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Security Officer (National Professional Officer);
- (v) The Radio Room, which is primarily responsible for maintaining radio communications at all times, comprises six Radio Operators (Local level);

(g) The Area Security Coordination Unit in Kirkuk, which is responsible for operations at the Kirkuk operational hub, is headed by one Security Officer (P-4) supported by one Security Officer (P-3) and two Security Assistants (Local level) funded by the Department of Safety and Security, one each in Kirkuk and Mosul. It has five subunits:

- (i) Operations, which provides operational support, comprises two Security Assistants (Local level);
- (ii) The close protection team, which is primarily assigned to provide protective support to all United Nations missions, activities and programmes, in northern Iraq, provides support to logistics runs and personnel shuttles from Kirkuk to Erbil and provides protective support to all United Nations dignitaries visiting Kirkuk for official business. The subunit comprises 10 Close Protection Officers (Field Service) and one Security Assistant (Local level) as driver;
- (iii) Fire Safety, which is responsible for providing fire safety of the premises and conducting general fire safety training for regional staff members, consists of one Fire Safety Assistant (Local level);
- (iv) Security Information, which is responsible for security information gathering, collation, assessment and analysis, comprises one Security Officer (Field Service);
- (v) The Radio Room, which is primarily responsible for maintaining radio communication at all times, comprises six Radio Operators (Local level);

(h) The Area Security Coordination Unit in Basra is responsible for the respective operational hub and is headed by a Security Officer (P-4) who is supported by one Security Officer (P-3) funded by the Department of Safety and Security and one Security Officer (P-3). It has four subunits:

- (i) Operations, which provides operational support, comprises one Security Officer (Field Service) and one Security Assistant (Local level);

(ii) The Security Liaison Team is primarily assigned to provide protective support to all United Nations missions in the Red Zone in southern Iraq; it provides protective support to all United Nations dignitaries visiting the Basra region for official business. The subunit consists of six Security Officers (Field Service) and one Security Assistant (Local level) as driver;

(iii) Fire Safety, which is responsible for providing fire safety of the premises and conducting general fire safety training for regional staff members, consists of one Fire Safety Assistant (Local level);

(iv) Security Information is responsible for the gathering, collation, assessment and analysis of security information and comprises one Security Assistant (Local level) and one Security Assistant (Local level) funded by the Department of Safety and Security;

(v) The Radio Room, which is primarily responsible for maintaining radio communication at all times, consists of six Radio Operators (Local level);

(i) The Security Unit in Amman serves as the support base for the Security Section in Iraq for liaison duties with the host country and provides support to its functions in Amman. It comprises one Security Officer (National Professional Officer) and one Administrative Assistant (Local level) and one Security Assistant (Local level) funded by the Department of Safety and Security;

(j) The Security Unit in Kuwait serves as the support base of the Security Section in Iraq for liaison duties with the host country, the designated official for Kuwait and the senior management team. The unit is supervised by one Security Officer (P-3) supported by two Administrative Assistants (Local level) and two Security Assistants (Local level). It has four subunits:

(i) Operations, which provides operational support, comprises one Security Assistant (Local level);

(ii) Premises Security, which is responsible for providing security to United Nations facilities, comprises one Security Officer (Field Service) and 10 Security Assistants (Local level);

(iii) Security Information, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Security Assistant (Local level);

(iv) The Radio Room, which is primarily responsible for maintaining radio communication at all times, consists of six Radio Operators (Local level);

(k) The Security Information Coordination Unit is responsible for the acquisition, collation and analysis of information that is related to the security of UNAMI staff and assets. The Unit has information links with all relevant organizations associated with the United Nations. It participates in inter-organizational security discussions, workshops and briefings. The Unit collects information, assesses the security situation, determines security issues, develops and disseminates security warnings and articulates security information for the senior management team and other United Nations staff. Additionally, the Unit develops and maintains a security incident database and compiles daily/weekly and periodic security situation reports, as well as producing a UNAMI threat/risk map and participating in security risk assessment missions. The Unit collects information

through trained staff members, who are located in the regional Security Section offices. The unit is supervised by one Security Officer (P-3) and has three subunits:

- (i) The Acquisition Cell provides timely, accurate and actionable security threat information to United Nations personnel and programme managers in Iraq and maintains professional liaison with internal and external interlocutors. It comprises one Associate Security Officer (P-2), one Security Officer (Field Service), one Security Officer (National Professional Officer) and one Security Assistant (Local level);
- (ii) The Collation Cell is responsible for collation of security information; liaison with sources and stakeholders; maintaining key incident databases (Geographical Information System, information technology and security level system). It continually reviews and improves security information products to suit the changing mission environment and clients' information needs. It is responsible for disseminating security information to customers and a variety of end users through written, verbal and visual methods and formats, delivering daily, weekly and fortnightly briefs to the Chief Security Adviser, United Nations international staff, the security management team and security officers' working groups and maintains professional liaison with internal and external interlocutors. It comprises one Security Officer (P-3), one Security Officer (Field Service) and one Security Assistant (Local level);
- (iii) The Analysis Cell provides analytical support to the Chief Security Adviser for planning missions to Iraq by assisting United Nations agencies, funds and programmes with forward operational planning, coordination and continued security assistance to mission teams on the ground in Baghdad. It is also responsible for processing and analysing security information for situational awareness and potential threats, preparing high-quality information products and monitoring and conducting analysis on key security information trends and indicators. This unit comprises one Security Officer (P-3), two Security Officers (Field Service) one Security Officer (National Professional Officer) and two Security Assistants (Local level).

163. The Office of the Deputy Chief Security Adviser is headed by the Deputy Chief Security Adviser (P-4), who reports directly to the Chief Security Adviser. The position is funded by the Department of Safety and Security and is based in Baghdad. Information about the staffing of the units and subunits is provided below:

- (a) The Security Strategic Plan and Administrative Support Unit provides planning and monitoring for strategic security management for the mission; develops and updates the mission security transition plan monitoring matrix; participates in development and updating of the forward-looking planning in the Mission; prepares/coordinates the submission of reports and returns to United Nations Headquarters; carries out all functions related to administration, including staffing matters of the Security Section in Iraq at the international and national levels; and maintains close liaison and coordination with relevant mission-support sections, including human resources and personnel sections, in relation to administrative functions of the Security Section in Iraq. The unit is headed by a Security Officer (P-4) who is supported by one Associate Security Officer (P-2), one Security Officer (National Professional Officer) and one Administrative Assistant (Local level);

(b) The Logistic and Premises Security Coordination Unit advises Senior Management on all security enhancement matters affecting United Nations personnel, facilities and well-being; collects and analyses comprehensive security-related information, analyses it and prepares security risk assessments and recommends security mitigation measures to be implemented; updates integrated standard operating procedures and develops standards with unit supervisors and agency security focal points; compiles all minimum operating security standard surveys submitted by field security coordination offices and reviews for any changes needed to provide adequate security measures and procedures; reviews security enhancement issues and logistics items; and maintains necessary liaison and coordination with the relevant units of mission support in the Security Section in Iraq functional area. The Unit is headed by one Security Officer (P-4) supported by one Security Officer (National Professional Officer). There is one subunit, the Safety Unit, which is responsible for maintaining fire safety at United Nations facilities and works in close collaboration with the fire safety units at other locations and conducts fire safety training for all staff. The unit comprises two Security Officers (Field Service) and one Fire Safety Assistant (Local level);

(c) The Investigations Unit is responsible for initiating and conducting investigations concerning the loss/theft/illegal use of United Nations-owned equipment, traffic accidents and improper conduct of United Nations staff. The unit comprises two Security Officers (Field Service) and one Security Assistant (Local level);

(d) The Government of Iraq Liaison Unit is responsible for carrying out necessary liaison functions with the relevant offices and entities of the Government of Iraq and facilitates the operations of the Security Section. The unit comprises one Security Officer (Field Service) supported by three Security Assistants (Local level) and one Security Assistant (Local level) funded by the Department of Safety and Security. There is one subunit, the ID and Pass Unit, which is responsible for organizing the identification cards for United Nations staff members, contractors and badges for visitors and liaises with security authorities of the host Government concerning issues of special identification badges for United Nations personnel. The subunit consists of one Security Clerk (Local level) and one Security Assistant (Local level).

164. The Security Training Unit is responsible for determining training requirements for the Security Section in Iraq as well as conducting and facilitating relevant in-house training programmes. A major aspect of training activities is the delivery of firearms qualification and requalification of the close protection teams and security officers. The Unit which is based in Baghdad and is headed by a Security Officer (P-4) funded by the Department of Safety and Security who is supported by four Security Officers (Field Service) and one Administrative Assistant (Local level). It has a subunit, Security Awareness Induction Training Administration, which is responsible for providing administrative support for the Unit, liaising with the host Government authorities, and coordinating the arrival of newly recruited staff members with the scheduling of their security awareness training. The subunit is stationed in Amman and consists of one Security Officer (P-3) supported by one Security Assistant (Local level).

165. UNAMI has a unique relationship with the Department of Safety and Security of the Secretariat. The Mission is supported by one Field Security Coordination

Officer (P-4) at the Department in New York who is embedded in the “country desk” arrangement. This arrangement promotes immediate access to the Under-Secretary-General, policy and doctrine specialists, the Threat and Risk Unit, training specialists and other regional desks.

166. Twelve positions (six international security personnel and six local security assistants) are seconded to UNAMI by the Department of Safety and Security to advise the designated official and security management team in their security functions and to administer the safety and security programme. These personnel are responsible to the Chief Security Adviser. These twelve positions are funded through the regular budget of the Department of Safety and Security.

Organizational changes

167. In facilitation of the United Nations mandate in Iraq and to meet the Mission’s future operational requirements, the existing Security Section in Iraq organizational structure has been modified to be able to provide better services as described above. The redeployment and retitling of the following positions and units/subunits is therefore proposed:

<i>Current</i>	<i>Proposed</i>
One Associate Security Officer (P-2), Information Technology and Project subunit, Baghdad	To Office of the Chief Security Adviser, Baghdad
One Security Officer (P-4), Security Information Coordination Unit, Baghdad	To Security Information and Operations Centre, Baghdad, and retitle as Senior Security Information Analyst (P-4)
Two Security Officers (Field Service), Deputy Chief Security Adviser, Staff Tracking, Pass and Identification Unit, Baghdad	To Security Information and Operations Centre Staff Tracking Unit, Baghdad
One Security Assistant (Local level), Deputy Chief Security Adviser, Staff Tracking, Pass and Identification Unit, Baghdad	To Security Information and Operations Centre Staff Tracking Unit, Baghdad
One Security Assistant (Local level) and Security Clerk (Local level) Deputy Chief Security Adviser, Staff Tracking, Pass and Identification Unit, Baghdad	To Deputy Chief Security Adviser, Government of Iraq Liaison, Pass/Identification Unit, Baghdad
One Administrative Assistant (Local level), Deputy Chief Security Adviser Strategic Plan and Administrative Support Unit, Baghdad	To Area Security Coordination Unit, Premises Security subunit, Baghdad, and retitled as Security Assistant (Local level)
One Administrative Assistant (Local level), Deputy Chief Security Adviser, Logistics and Premises Security Coordination Unit, Baghdad	To Area Security Coordination Unit, Premises Security subunit, Baghdad, and retitled as Security Assistant (Local level)
One Security Assistant (Local level), Training Unit, Baghdad	To Area Security Coordination Unit, Premises security subunit, Baghdad

<i>Current</i>	<i>Proposed</i>
One Security Officer (P-3), Security Information and Operations Centre, Baghdad	To Security Information Coordination Unit, Baghdad
One Security Assistant (Local level), Security Unit, Amman	To Area Security Coordination, Operations subunit, Erbil
One Security Officer (Field Service), Security Information Coordination Unit, Acquisition Cell, Baghdad	To Security Information Operations Centre, Baghdad
Two Security Assistants (Local level), Security Information Coordination Unit Collation Cell, Baghdad	To Deputy Chief Security Adviser, Government of Iraq Liaison Unit, Baghdad
One Security Assistant (Local level), Security Information Coordination Unit, Acquisition Cell, Baghdad	To Deputy Chief Security Adviser, Government of Iraq Liaison Unit, Baghdad
One Security Assistant (Local level), Security Training Unit, Baghdad	Retitle Administrative Assistant (Local level), Security Training Unit, Baghdad
Security Unit — Amman	The Unit is moved to Deputy Chief Security Adviser, Security Support, Amman
One Security Officer (Field Service), Area Security Coordination Unit, Security Information subunit, Basra	To Area Security Coordination Unit, Operations subunit, Basra
Protection Coordination Unit, Security and Information Operations Centre, Baghdad	Renamed Close Protection Unit, Security and Information Operations Centre, Baghdad
Protection Team (1-5), under Protection Coordination Unit, Security and Information Operations Centre, Baghdad	Renamed Close Protection Team (1-5) under Close Protection Unit, Security and Information Operations Centre, Baghdad
Personal Security Detail Team, under Area Security Coordination Unit, Basra	Renamed Security Liaison Team, under Area Security Coordination Unit, Basra

B. Mission support

Office of the Chief of Mission Support

International positions: *Establishment of 3 positions (1 P-5, 1 P-4 and 1 P-3)*

National positions: *Outward redeployment of 1 (National Professional Officer) position to the Engineering Section*

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	1	–	3	2	–	6	3	–	9	1	5	–	15
Proposed 2014	–	–	–	1	1	4	3	–	9	3	–	12	–	5	–	17
Change	–	–	–	–	1	1	1	–	3	–	–	3	(1)	–	–	2

168. The Mission Support component of UNAMI provides administrative and logistical support to the Mission. The Chief of Mission Support (D-1) is tasked with managing the Mission's human and financial resources approved by the General Assembly to ensure that the Mission achieves its mandate as outlined by the Security Council. As the administration lead person, the Chief of Mission Support advises the Special Representative on various administrative issues and implements administrative policies and procedures and internal controls.

169. The Chief of Administrative Services, the Chief of Technical Services, the Chief Medical Officer, the Chief Budget Officer, the Chief Contracts Management Officer and the Regional Mission Support Officers in Baghdad, Erbil, Kirkuk and at Baghdad International Airport report directly to the Chief of Mission Support.

170. In Baghdad, the Office of the Chief of Mission Support provides overall leadership to ensure that the Mission runs its operations in a cohesive, efficient and effective manner. It ensures that the substantive component receives effective support to enable the Mission to achieve its objective. The Office also maintains liaison with various stakeholders such as the host country Governments and the United Nations agencies, funds and programmes.

171. The immediate Office of the Chief of Mission Support will be supported by one Senior Project Officer (P-5) who will oversee the Trust Fund activities, two Administrative Officers (1 P-4 and 1 P-3) and one Administrative Assistant (Field Service).

172. The Chief of Mission Support is represented in each regional hub by a Regional Mission Support Officer. The Regional Mission Support offices are structured as follows:

(a) Erbil: one Regional Mission Support Officer (P-4) supported by two Administrative Assistants (Local level);

(b) Kirkuk: one Regional Mission Support Officer (P-3);

(c) Baghdad International Airport: one Regional Mission Support Officer (Field Service) supported by one Administrative Assistant (Local level).

173. The Erbil office manages issues in northern Iraq and has increased in both staffing and the size of the compound. Currently, the Erbil office houses both UNAMI and the United Nations country team staff.

174. The Kirkuk Regional office will have a capacity for 60 international staff and 59 United Nations guard units.

175. The Baghdad International Airport office acts as a transit point for staff members and troops arriving and leaving Iraq. It houses primarily the movement control and air operations elements of the Mission, as well as the aircraft crews. Approximately 60 United Nations guard unit soldiers will be present at the Baghdad International Airport to provide support to Camp Hurriya and protection to the compound.

176. The Budget Unit is responsible for implementing budgetary policies and procedures, monitoring implementation of the approved budget, preparing various reports and the Mission's budget. It is headed by the Chief Budget Officer (P-4), supported by one Budget Officer (Field Service), and one Budget and Administrative Assistant (Local level).

177. The Contracts Management Unit based in Baghdad will oversee and manage the Mission's contracts. The Unit will be headed by one Contracts Management Officer (P-4), supported by one Contracts Officer (P-3) and one Administrative Assistant (Local level).

Organizational changes

178. In order to effectively manage and execute the UNAMI headquarters construction project in the present D-2 compound in Baghdad, it is proposed that one post of Senior Project Officer (P-5) be established. The Senior Project Officer, under the direct supervision of the Chief of Mission Support, will oversee the construction project financed by the Government of Iraq through a trust fund contribution. The officer will be responsible for the overall management of the project, including the technical engineering aspects of each of its phases, namely, design, construction and implementation. The incumbent will be required to articulate strategies for ensuring quality and risk management, as well as project control and communication management strategies. He or she will be responsible for coordinating and overseeing trade contractors to ensure that specifications are being followed and that work is proceeding on schedule and within budget. This will include reviews of architectural and engineering drawings, and project-related contracts. Duties will also include verification that the necessary permits and licenses are in place and overall compliance with local regulations. The officer will also be responsible for producing regular progress reports for submission to the Steering Committee and all other stakeholders, including periodic reports to the donor.

179. Due to the anticipated outsourcing in 2013 of the construction project of the Integrated United Nations headquarters in Iraq, the position of Senior Project Officer was redeployed in 2013 to the Office of the Special Representative and retitled Chief, Joint Analysis and Policy Unit. Reassessment of the project management modality has required the re-establishment of this position within the Office of the Chief of Mission Support to oversee the construction project.

180. In order to provide administrative support to the Chief of Mission Support, it is proposed that one Administrative Officer position (P-4) be established.

181. It is proposed that one Contracts Management Officer position (P-3) be established in the Contracts Management Unit to provide support in the management of the Mission's contracts.

182. It is proposed that one Administrative Assistant position (Local level) in the Regional Mission Support Office in Amman be redeployed to the Budget Unit in Kuwait to assist with budgetary and administrative functions, and that the position be retitled as Budget and Administrative Assistant (Local level).

183. It is also proposed that one Administrative Assistant position (Local level) in the Office of the Chief of Mission Support in Baghdad be redeployed to the Contracts Management Unit in Baghdad.

184. One Engineer position (National Professional Officer) in the Office of the Chief of Mission Support in Baghdad is proposed for redeployment to the Engineering Section in Baghdad.

185. In order to align positions with the actual locations where functions are being performed, it is proposed that one Regional Mission Support Officer position (P-3) be redeployed from the Baghdad International Airport to the immediate office of the Chief of Mission Support and function as Administrative Officer (P-3). In exchange, it is proposed that one Administrative Officer position (Field Service) be redeployed from the immediate office of the Chief of Mission Support to the Baghdad International Airport and function as Regional Mission Support Officer (Field Service).

Office of the Chief Administration Services

International positions: Establishment of 1 P-3 position

Inward redeployment of 3 positions (1 P-4, 1 P-3 and 1 Field Service) from the Medical Section

National positions: Inward redeployment of 1 (Local level) position from the General Services Section

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	–	1	–	–	–	1	1	–	2	–	2	–	–	4
Proposed 2014	–	–	–	–	1	1	2	–	4	2	–	6	–	3	–	–	9
Change	–	–	–	–	–	1	2	–	3	1	–	4	–	1	–	–	5

186. The Office of the Chief of Administrative Services coordinates with the Office of Chief of Technical Services and all section chiefs for the implementation of mission support plans. The Chief of Administrative Services (P-5), based in Baghdad, is also responsible for following up on the implementation of the work programmes of the administrative services sections and coordinates the implementation of audit recommendations. Reporting to the Chief of Mission Support, the Chief of Administrative Services oversees the functions of the Human Resources, Finance, Procurement, Staff Counselling and General Services Sections.

187. In Kuwait, the Chief of Administrative Services will be supported by one Administrative Assistant (Field Service), one Protocol Assistant (Local level) and one Liaison Assistant (Local level).

188. In Baghdad, one Liaison Assistant (Local level) will handle the increased number of Iraq visa renewal requests for staff.

189. The main aim of the Staff Counselling Unit is to promote the welfare and psychological and social well-being of the staff. The Unit is headed by a Staff Counsellor (P-4) and supported by one Staff Counsellor (P-3) and one Assistant Staff Counsellor (Field Service).

190. One Administrative Officer (P-3), based in Baghdad, will handle the legal aspects related to staff administration.

Organizational changes

191. In order to realize the organizational structure reflected above, the following changes are proposed:

(a) Redeployment of one position of Chief of Administrative Services (P-5) from Kuwait to Baghdad;

(b) Redeployment of the Staff Counselling Unit; two Staff Counsellor positions (1 P-4 and 1 P-3) and one Assistant Staff Counsellor position (Field Service) from the Medical Section to the Office of the Chief of Administration Services in Baghdad.

192. One Travel and Visa Assistant (Local level) from the General Services Section will be redeployed to the Office of the Chief of Administration Services and function as Liaison Assistant to handle the increased number of visa renewal requests for staff in Iraq.

193. In order to strengthen administrative functions within the Office of the Chief of Administration Services, the establishment of one Administrative Officer position (P-3) is proposed. The Administrative Officer position will augment the administration capacity of the service, particularly in the areas of follow-up on audit recommendations, management evaluation cases, and professional support required on local review boards, such as the Claims Board, the Local Committee on Contracts and the Local Property Survey Board. The Administrative Officer will also provide administrative support in the implementation of new systems, such as Inspira and Umoja, and the implementation of the International Public Sector Accounting Standards (IPSAS), which fall under the purview of the Office of the Chief of Administration Services.

Human Resources Section

	Professional and higher categories									General Service and related categories		National staff			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field / Security	General Service	Total international	National Professional Officer	Local level		United Nations Volunteers
Approved	-	-	-	-	-	1	1	-	2	2	-	9	-	16	-	25
2013 Proposed	-	-	-	-	-	1	1	-	2	7	-	9	-	16	-	25
2014 Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

194. The Human Resources Section is responsible for strategic workforce planning and the integrated human resources management services of the Mission, which includes the recruitment and placement, in line with full delegation of human resources management authorities for recruitment of national staff, international staff, consultants and individual contractors. It is also responsible for the administration of staff entitlements, in line with the delegation of human resources authorities and responsibilities that pertain to benefits and entitlements.

195. The Chief Human Resources Officer (P-4) is the functional adviser on human resources policies and practices and provides direction to all human resources activities and systems in the mission; maintains active dialogue with the Kuwait Joint Support Office to ensure that mission personnel receive timely and effective service. The Chief Human Resources Officer plays an active role in the mission planning process throughout the Mission's life cycle, including developing recruitment and deployment plans for all positions. The Chief Human Resources Officer is supported in Baghdad by one Human Resources Officer (Field Service), one Human Resources Assistant (Field Service) and two Human Resources Assistants (Local level).

196. The transactional human resources functions will be performed under the Kuwait Joint Support Office with the Human Resources units structured to incorporate functions and activities in line with the Global Field Support Strategy.

197. The Human Resources Officer (P-3) based in the Kuwait Joint Support Office is responsible for overseeing the operations of the UNAMI human resources teams in that Office. The Human Resources Officer is supported by one Human Resources Assistant (Local level). The manner in which the UNAMI human resources teams are structured is set out below.

198. The International Human Resources Unit under the Kuwait Joint Support Office comprises three teams responsible for the following areas:

(a) Team one: responsible for substantive sections, including military and police advisers. The team is headed by one Human Resources Assistant (Field Service), who is supported by two Human Resources Assistants (Local level);

(b) Team two: responsible for the mission support component, the team is headed by one Human Resources Assistant (Field Service) who is supported by two Human Resources Assistants (Local level);

(c) Team three: responsible for the Security Section. The team is headed by one Human Resources Assistant (Field Service) who is supported by two Human Resources Assistants (Local level).

199. The National Staff Unit identifies forthcoming national staff vacancies in coordination with the Chief Human Resources Officer, the Human Resources Officer (Kuwait Joint Support Office) and respective section heads and processes recruitment and selection in conformity with the policy on the staff selection system and guidelines for recruitment of National Professional Officers and local staff; and administers national staff salaries benefits, allowances and entitlements. The Unit is also the focal point for injured national staff of the former United Nations Office of the Humanitarian Coordinator for Iraq and maintenance of their records. The Unit will be headed by one Human Resources Officer (Field Service), supported by three Human Resources Assistants (Local level).

200. The Joint Staffing Table and Post Management Unit is responsible for maintenance of the staffing table in accordance with the approved budget, in consultation with the Chief Human Resources Officer and in liaison with the Human Resources Officer at the Kuwait Joint Support Office, counterparts at the Field Personnel Division, the UNAMI Budget Office and Section Heads, to ensure that all records are accurate. The staffing composition of the Unit will remain the same as in 2013, headed by one Human Resources Assistant (Field Service), supported by three Human Resources Assistants (Local level).

201. The UNAMI Office in Erbil will continue to be supported by one Human Resources Assistant (Local level).

Organizational changes

202. In line with the Mission's operational requirement and restructuring within the section to better and effectively utilize resources, the following changes are proposed within the Office:

- (a) One Human Resources Officer position (Field Service) is to be redeployed from Human Resources operations in Kuwait to Baghdad;
- (b) One Human Resources Assistant position (Field Service) is to be redeployed from the International Unit — Team 1 (Kuwait) to Baghdad;
- (c) One Human Resources Assistant position (Local level) is to be redeployed from the International Unit — Team 2 (Kuwait) to Kuwait operations;
- (d) One Human Resources Assistant position (Local level) is to be redeployed from the National Staff Unit Kuwait to Baghdad.

Training Section

	Professional and higher categories									General Service and related categories			National staff			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field	General	Total international	National	Local	United Nations	
										Security	Service		Professional Officer	level	Volunteers	
Approved	-	-	-	-	-	1	-	-	1	0	-	2	-	2	-	4
2013 Proposed	-	-	-	-	-	1	-	-	1	1	-	2	-	2	-	4
2014 Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

203. The Training Section is responsible for implementing the United Nations learning and development policy by designing and delivering training programmes and relevant learning opportunities to address skill gaps, and enable the professional development and career growth of UNAMI staff members. The learning opportunities provided are aligned to the Mission's overall requirements for the technical and substantive skills, knowledge and competencies deemed necessary to support the Mission in fulfilling its mandate. The Training Section coordinates delivery of in-mission and external training courses and guides programme managers in the implementation of the overall mission learning plan. The Section also administers induction training during rotation of the United Nations Guard Unit, monitors staff compliance in completing United Nations mandatory courses and any other learning requirements and initiatives prescribed by the Organization, and makes systematic plans to deliver training courses geared towards the development of national staff.

204. The Chief Training Officer (P-4) located in Kuwait provides strategic advice and support to all section chiefs on matters related to the learning requirement and staff development initiatives in their sections. He or she is supported by one Staff Development Assistant (Local level).

205. The training office in Baghdad is supported by one Staff Development Officer (Field Service) and one Staff Development Assistant (Local level). The Staff Development Officer is primarily involved in planning, implementing, delivering and evaluating scheduled training and development activities in the various duty stations in Iraq.

206. The two Staff Development Assistants are responsible for coordinating all administrative and logistical tasks required for the successful implementation of training. They also deliver Arabic lessons in their respective locations.

Organizational changes

207. Following the reclassification advice from the Field Personnel Division, Department of Field Support, the Training Section proposes to retitle and reclassify, within the Field Service category, one Training Assistant position (Field Service) to Staff Development Officer (Field Service) and to retitle one Training Assistant position (Local level) as Staff Development Assistant (Local level).

208. The Training Section proposes to redeploy one Staff Development Officer position (Field Service) from Kuwait to Baghdad. The Staff Development Officer will be able to organize a variety of learning opportunities, including mini-workshops, regular mandatory courses and the numerous requests for language and career development courses. It is envisaged that the requirement for repeat courses in connection with the transition to the Inspira and Umoja roll-out will necessitate his or her presence in Baghdad to coordinate or conduct regular information sessions. The Staff Development Officer will also coordinate the delivery of regular mandatory induction training for all mission personnel.

Finance Section

	Professional and higher categories									General Service and related categories			National staff			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field	Gener	Total international	National	Local	United Nations	
										Security	al Service		Professional Officer	level	Volunteers	
Approved	-	-	-	-	-	1	-	-	1	2	-	8	-	12	-	20
2013 Proposed	-	-	-	-	-	1	-	-	1	7	-	8	-	12	-	20
2014																
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

209. The Finance Section is located in the Kuwait Joint Support Office. It reviews and monitors imprest activities to ensure that imprest/petty cash funds are utilized for the purposes for which they are created. The Finance Section ensures accurate and complete accounting, reporting and internal financial controls; reconciles bank accounts against ledger accounts; exercises delegated authority from the Assistant Secretary-General, Controller, to approve and disburse the Mission's payments in a timely settlement of vendors' invoices; settles staff members' travel claims; and processes payroll.

210. It is proposed that the staffing complement of the Finance Section remain the same as in 2013, as follows: the Chief Finance Officer (P-4) located in the Kuwait Joint Support Office is the head of the Section; the Payroll Unit is headed by one Finance Officer (Field Service) who is supported by five Finance Assistants (2 Field Service and 3 Local level); the Accounts Unit is headed by one Finance Officer (Field Service) who is supported by three Finance Assistants (1 Field Service and 2 Local level); the Cashier Unit is headed by one Finance Assistant (Field Service) who is supported by one Finance Assistant (Local level); the Vendors Unit is headed by one Finance Officer (Field Service) who is supported by four Finance Assistants (Local level); the Finance sub-unit in Erbil is supported by one Finance Assistant (Local level), who is under the supervision of the Vendors Unit in Kuwait; the Finance sub-unit in Baghdad is supported by one Finance Assistant (Local level), who is supervised by the Vendors Unit in Kuwait.

General Services Section

National positions: *Outward redeployment of 1 (Local level) position to the Office of the Chief of Administrative Services*

	Professional and higher categories								General Service and related categories			National staff			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field / Security	General Service	Total international	National Professional Officer	Local level		United Nations Volunteers
Approved	-	-	-	-	-	1	-	-	1	15	-	16	-	41	-	57
2013 Proposed	-	-	-	-	-	1	-	-	1	15	-	16	-	40	-	56
2014																
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	-	(1)

211. The General Services Section is responsible for providing a wide range of services in the Mission, including property management functions comprising property control and inventory, claims and property survey board, assets disposal, receipt and inspection of goods, camp facilities management, mail and pouch and archiving operations.

212. The Chief of General Services (P-4), located in Kuwait, is responsible for the day-to-day supervision of the Section and for the provision of specialist advice, and reports to the Chief of Administrative Services. He or she will be supported by one Administrative Assistant (Local level), one General Services Officer (Field Service) in Baghdad, one General Services Assistant (Field Service) in Kirkuk, and two General Services Assistants (1 Field Service and 1 Local level) in Erbil.

213. In preparation for the IPSAS/enterprise resource planning and Umoja implementation of United Nations-owned equipment in field missions, a Property Management Unit will be established under the supervision of the General Services Officer (Field Service) based in Baghdad, who will oversee the Property Control and Inventory Unit, the Receiving and Inspection Unit, the Property Disposal Unit, and the Claims and Property Survey Unit. The objective of the new Unit will be to optimize human resources by adding additional expertise and to establish a robust mechanism in property management. The functions will include the Property Control and Inventory Unit, the Claims and Property Survey Board and Property Disposal Unit and the Receipt and Inspection Unit, whose staffing establishment will remain the same as in 2013, as follows:

(a) The Property Control and Inventory Unit will be headed by one Property Control and Inventory Supervisor (Field Service) who is supported by three Property Control and Inventory Assistants (Local level) in Kuwait; one Property Control and Inventory Assistant (Local level) in Erbil; and three Property Control and Inventory Assistants (one Field Service, two Local level) in Baghdad;

(b) The Claims and Property Survey Board Unit will be operated under the guidance of the General Service Officer (Field Service) based in Baghdad, who is supported by two Claims Assistants (Local level) in Kuwait;

(c) The Property Disposal Unit will be supported by one Property Disposal Unit Assistant (Local level) in Baghdad;

(d) The Receiving and Inspection Unit will be headed by one Receiving and Inspection Supervisor (Field Service) in Kuwait, who is supported by four Receiving and Inspection Assistants (1 Field Service and 3 Local level) in Kuwait; one Receiving and Inspection Assistant (Local level) in Erbil; two Receiving and Inspection Assistants (1 Field Service and 1 Local level) in Baghdad.

214. The Travel Unit, under the Kuwait Joint Support Office will be headed by one Chief Travel Officer (Field Service), who is supported by three Travel Assistants (2 Field Service and 1 Local level) and one Liaison Assistant (Local level) in Kuwait.

215. The Mail and Pouch and Archives Unit will be under the direct supervision of the Chief of General Services, supported by one Mail Assistant (Local level) in Baghdad; two Mail Assistants (Local level) in Kuwait; and one Mail Assistant (Local level) in Erbil.

216. The Facilities Management Unit will be supervised by one Unit Supervisor (Field Service) supported by seven Facilities Management Assistants (2 Field Service, 5 Local level) and eleven Maintenance Workers (Local level) in Baghdad. At the Baghdad International Airport, there will be one Facilities Management Officer (Field Service), and in Kuwait the Unit will be supported by two Facilities Management Unit Assistants (Local level), while in Erbil and Kirkuk, the Unit will be supported by the regional General Services Assistants.

Organizational changes

217. In line with the mission's operational requirements and restructuring within the section to better and more effectively utilize resources, the following changes are proposed:

(a) Redeployment of one Facilities and Management Unit Assistant position (Field Service) from Erbil to Baghdad;

(b) Redeployment of one Facilities and Management Unit Assistant position (Local level) from Kirkuk to Baghdad;

(c) Redeployment of three Facilities Management Assistant positions, as follows: one Facilities Management Assistant position (Field Service) from Kuwait to Baghdad International Airport, one Facilities Management Assistant position (Local level) from Amman to Kuwait and one Facilities Management Assistant position (Local level) from Baghdad International Airport to Baghdad;

(d) Redeployment of one Property Control and Inventory Assistant position (Local level) from Amman to Baghdad;

(e) Redeployment of one Mail and Pouch Officer position (Field Service) from the Mail and Pouch Unit to the Facilities and Management Unit in Baghdad to function as Facilities Management Officer (Field Service);

(f) Redeployment of one Facilities Management Assistant position (Local level) from the Facilities and Management Unit to the Mail and Pouch Unit in Baghdad, to function as Mail and Pouch Assistant (Local level).

218. It is proposed that one Travel and Visa Assistant position (Local level) in the Travel and Visa Unit of the General Services Section, in Kuwait, be redeployed to the Chief of Administrative Services, as a Liaison Assistant (Local level), to support the increased number of visa renewal requests for staff in Iraq.

Procurement Section

	Professional and higher categories									General Service and related categories			National staff			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field	Gener	Total international	National	Local	United Nations	
										Security	al Service		Professional Officer	level	Volunteers	
Approved	-	-	-	-	-	1	1	-	2	0	-	6	-	16	-	22
2013 Proposed	-	-	-	-	-	1	1	-	2	4	-	6	-	16	-	22
2014 Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

219. The Procurement Section ensures the coordinated, efficient and economical purchase and delivery of goods and services to the Mission in Iraq, and Kuwait in accordance with the Financial Regulations and Rules of the United Nations, the Procurement Manual and the ethical standard of the Organization. It is proposed that a sufficient number of qualified staff at each location be delegated the authority to carry out local procurement actions, commensurate with their grade, and that most major contracts and procurement actions over a certain limit be handled by the main office of the Procurement Section, located in Kuwait.

220. The Chief Procurement Officer (P-4) will be based in Kuwait and will ensure that the Procurement Section follows proper implementation of procurement procedures, coordinates the mission acquisition plan and provides assistance, guidance, training and support to all procurement units and requisitioning and end-user offices on procurement matters. She or he reviews and approves/signs all contracts and purchase order documents in accordance with the Mission's delegated authority. He or she is directly supported by one Procurement Assistant (Local level).

221. The main Procurement Section is based in Kuwait and is divided into four units as follows:

(a) Unit 1 is responsible for the purchase of goods and services for Transport, Logistics and General Services commodities, for the sale of written-off United Nations property and for the establishment and administration of the related contracts. The Unit comprises three Procurement Assistants (Local level);

(b) Unit 2 is responsible for purchase of goods and services for Communication and Information Technology, Engineering, Training and Human Resources-related commodities, and for the establishment and administration of the related contracts. The Unit comprises one Procurement Officer (Field Service) and two Procurement Assistants (Local level);

(c) Unit 3 is responsible for the purchase of goods and services for the Mission's requirements for movement control, aviation and security-related commodities and for the establishment and administration of the related contracts.

The Unit comprises one Procurement Officer (Field Service) supported by three Procurement Assistants (Local level);

(d) The Support Unit is responsible for the maintenance of the Mission's vendor database and vendor filing system; it presents and forms the main body of the Local Vendor Review Committee delegated with the responsibility to make recommendations on suspension and/or removal of vendors from the vendors database; expedites all purchase orders; confirms receipt of goods; coordinates Local Committee on Contracts submissions and liquidation of outstanding purchase order obligations; completes the procurement process in the Mercury System; maintains the central contracts and purchase order filing system; prepares procurement statistical reports; monitors and distributes all operational and administrative correspondence and documents and provides central administrative support to the Section at all locations. The Unit comprises one Procurement Assistant (Field Service) and three Procurement Assistants (Local level).

222. The Iraq Operations Unit in Baghdad is responsible for the purchase of goods and services for the UNAMI requirements for all country and location-specific commodities, the establishment and administration of related contracts and for coordinating and providing in-country support to all the Section's activities in Iraq. The Unit resolves contractual disputes, tracks vendor deliveries of goods and services to the UNAMI headquarters in the Green Zone and at the Baghdad International Airport; coordinates levy exemption and security clearances for all contractors and suppliers doing business with the United Nations and UNAMI; provides operational support to the Section's Procurement Unit in Erbil through organizing and conducting vendor site surveys, pre-bidding conferences, annual business seminars in coordination with the Local Chamber of Commerce and negotiations for resolving contractual disputes. The Unit comprises one Deputy Chief Procurement Officer (P-3) and one Procurement Officer (Field Service), supported by two Procurement Assistants (Local level).

223. The Procurement Unit in Erbil processes all requirements for the purchase of goods, contracting of services and sale of written-off United Nations property in support of the UNAMI presence in Erbil and Kirkuk. It administers all contracts and contract amendments, resolves contractual disputes; tracks the delivery of goods and services to the UNAMI offices in Erbil and Kirkuk; coordinates levy exemption and security clearances for all contractors and suppliers doing business with the United Nations and UNAMI; organizes and delivers annual business seminars in coordination with the Local Chamber of Commerce. The Unit is supported by two Procurement Assistants (Local level).

Organizational changes

224. In line with the Mission's operational requirements and restructuring within the section to better manage/utilize resources, the following changes are proposed:

(a) Redeployment of one Procurement Officer (P-3) position from the Procurement Section in Unit 1 in Kuwait to the Iraq Operations Unit in Baghdad, with the functions of Deputy Chief Procurement Officer (P-3);

(b) Redeployment of one Procurement Assistant (Local level) position from Unit 2 to Unit 3 in Kuwait.

Medical Services

International positions: Outward redeployment of 3 positions (1 P-4, 1 P-3, 1 Field Service) to the Office of the Chief of Administration Services

	Professional and higher categories								General Service and related categories		National staff				Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field / Security Service	General / Administrative Service	Total international	National Professional Officer	Local level		United Nations Volunteers
Approved 2013	-	-	-	-	1	2	4	-	7	5	-	12	-	3	-	15
Proposed 2014	-	-	-	-	1	1	3	-	5	4	-	9	-	3	-	12
Change	-	-	-	-	-	(1)	(1)	-	(2)	(1)	-	(3)	-	-	-	(3)

225. The Medical Services Section is responsible for the health, medical care and well-being of civilian personnel and will coordinate and deliver medical services and organize health maintenance and preventive medical care for all UNAMI personnel. The Section will also coordinate medical and casualty evacuations, both inside and outside the mission area, and plans for medical contingencies.

226. In Baghdad, the Section will be headed by one Chief Medical Officer (P-5), who will be supported by two Medical Officers (1 P-4 and 1 P-3), one Pharmacist (P-3), one Laboratory Technician (Field Service), one Nurse/Paramedic (Field Service), one Administrative Assistant (Field Service), one Nurse (Local level) and one Pharmacy Assistant (Local level).

227. In Kirkuk, the Level 1 clinic will be supported by one Medical Officer (P-3) and one Nurse/Paramedic (Field Service).

228. In Erbil, the Level 1 clinic will be supported by one Nurse (Local level).

Organizational changes

229. In line with the Mission's operational requirements and restructuring within the Section to better utilize resources, the focus in 2014 will be on extending the already existing Level 1 clinic in Baghdad in order to provide medical care and emergency medical care to all United Nations staff and to establish appropriate medical evacuation/casualty evacuation procedures for emergency cases, owing to the limited availability of local medical facilities and the prevailing security situation. In view of the above, the following changes are proposed:

- (a) Redeployment of one Medical Officer position (P-3) from Erbil to Baghdad with the functions of Pharmacist (P-3);
- (b) Redeployment of one Nurse/Paramedic position (Field Service) from Erbil to Baghdad with the functions of Laboratory Technician (Field Service);
- (c) Abolishment of one Nurse/Paramedic position (Field Service) in Baghdad, and establishment of one Administrative Assistant position (Field Service).

230. Following a review of the staffing in the Section, it is recommended that the staff counsellors report to the Chief of Administrative Services. Therefore, it is proposed the three Staff Counsellor positions (1 P-4, 1 P-3 and 1 Field Service) be redeployed to the Office of the Chief of Administrative Services.

Office of the Chief of Technical Services

International positions: Abolishment of 1 P-3 position

	Professional and higher categories								General Service and related categories			National staff				Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field	Gener	Total	National	Local	United		
										Secur	al	inter-	Professi	level	Nations		
										ity	Servi	ce	Officer		Volunte	ers	
Approved	-	-	-	-	1	2	2	-	5	-	-	-	5	-	3	-	8
2013 Proposed	-	-	-	-	1	2	1	-	4	-	-	-	4	-	3	-	7
2014																	
Change	-	-	-	-	-	-	(1)	-	(1)	-	-	-	(1)	-	-	-	(1)

231. The UNAMI technical support sections deliver functional and secure accommodation, communication, information, mobility, and life support services to the Mission in order to allow the implementation of its mandate. The Chief of Technical Services (P-5) is responsible for the delivery of efficient logistical support and oversees the management of the Transport Section, the Communication and Information Technology Section, the Engineering Section, the Logistics Unit, the Supply Section, and the Aviation Service. The Chief of Technical Services will be supported by one Deputy Chief of Technical Services (P-4) and one Administrative Assistant (Local level) in Baghdad.

232. The Logistics Unit is responsible for the planning and coordination of all technical services activities, including the development of and support to regional offices and forward bases. It is also responsible for the routine planning, coordination and conduct of sustainment operations for all UNAMI offices. In addition, the Unit manages all support to the United Nations Guard Unit, including contingent-owned equipment, deployments, and rotations. The Unit provides Mission Support with a planning, coordinating and reporting function that provides timely situational awareness and allows for seamless coordination of support to the UNAMI dependencies. The Unit is headed by a Chief Logistics Officer (P-4) in Baghdad and supported by one Logistics Officer (P-3) and two Administrative Assistants (Local level).

Organizational changes

233. In line with the Mission's operational requirements and restructuring within the sections, it is proposed that one Logistics Officer position (P-3) in the Logistics Unit be abolished.

Communication and Information Technology Section

	Professional and higher categories									General Service and related categories			National staff			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field	Gener	Total international	National	Local	United Nations	
										Security	al Service		Professional Officer	level	Volunteers	
Approved 2013	-	-	-	-	-	1	2	-	3	19	-	22	-	38	-	60
Proposed 2014	-	-	-	-	-	1	2	-	3	19	-	22	-	38	-	60
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

234. The Communication and Information Technology Section is responsible for the planning, installation and maintenance of all information and communications technology infrastructure and systems in the mission area. In addition, it is responsible for managing the Mission's various applications and e-mail system, user training and support, videoconferencing and communications equipment. The Section will be headed by a Chief of the Communication and Information Technology Section (P-4) in Baghdad and will be supported by one Information Technology Officer (P-3), two Information and Technology Assistants (Field Service), four Telecommunications Assistants (Field Service), one Telecommunications Technician (Field Service), one Materials and Assets Assistant (Field Service), eight Information Technology Assistants (Local level), five Telecommunications Technicians (Local level), two Warehouse Assistants (Local level) and one Information Technology Technician (Local level).

235. The Section in Kuwait will be supported by one Information Technology Officer (P-3), two Information Technology Officers (Field Service), one Warehouse Assistant (Field Service), one Budget Assistant (Field Service), three Information Technology Assistants (Field Service), one Telecommunications Assistant (Field Service), five Information Technology Assistants (Local level), four Telecommunications Technicians (Local level), one Billing Assistant (Local level), and one Warehouse Assistant (Local level).

236. The Section in Erbil will be supported by one Information Technology Assistant (Field Service), two Telecommunications Technicians (Local level), three Information Technology Assistants (Local level), two Information Technology Technicians (Local level) and one Warehouse Assistant (Local level).

237. The Office in Kirkuk will be supported by one Telecommunications Technician (Field Service) and two Information Technology Assistants (Local level).

238. The Office in Baghdad International Airport will be supported by one Telecommunications Assistant (Field Service) and one Telecommunications Technician (Local level).

Organizational changes

239. The Communication and Information Technology Section needs to rebalance the staffing level in various locations, due to operational requirements in compliance

with Mission Support management's directive to reduce the travelling and associated expenses. The following changes are proposed:

(a) Redeployment of one Operations Manager position (P-3) from Erbil to Baghdad to enhance the Communication and Information Technology Section management, in view of the increased workload and expanded mission staffing and activities on site;

(b) Redeployment of one Information Technology Assistant position (Field Service) from Kuwait to Baghdad with the functions of Telecommunications Assistant to further streamline and strengthen customer technical support in Baghdad;

(c) Redeployment of one Telecommunications Assistant position (Field Service) from Kuwait to Kirkuk to provide assistance on several telecommunication projects;

(d) Redeployment of one Information Technology Assistant position (Local level) from Amman to Baghdad for use there as a Service Desk Tier 2 technician to allow for provision of additional technical support in the Service Desk in Baghdad.

Engineering and Building Management Section

International positions: Abolishment of 1 P-4 position

National positions: Inward redeployment of 1 (National Professional Officer) position from the Office of Chief of Mission Support

	Professional and higher categories									General Service and related categories		National staff				Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field / Security	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	
Approved	-	-	-	-	-	2	3	-	5	4	-	9	-	48	-	57
2013 Proposed	-	-	-	-	-	1	3	-	4	4	-	8	1	48	-	57
2014 Change	-	-	-	-	-	(1)	-	-	(1)	-	-	(1)	1	-	-	-

240. The Engineering and Building Management Section is responsible for the effective and efficient planning, management, refurbishment, maintenance and operation of premises. The Section will be headed by a Chief Engineer (P-4) who is located in Baghdad and who will plan and implement construction and buildings and facilities refurbishment projects; supervise the implementation of contractual engineering work; arrange for the maintenance of the office premises and accommodation facilities of the Mission; control and establish procedures and administer engineering stores and supplies; provide for the construction and installation of infrastructure, including for the operation of equipment for water purification, identifying sources of water and bottling; and supervise the

rehabilitation, as necessary, of airfields, the renovation of Government-provided office premises and the development of sites for office and housing accommodation.

241. Located in Baghdad, the Chief Engineer will be supported by one Administrative Assistant (Local level). He or she will also be supported by two Engineers (P-3), one Engineer (Field Service) who will have overall responsibility for building management and contract administration for all UNAMI locations, one Engineer/Asset Manager (Field Service), one Engineer (National Professional Officer), four Assistant Engineers (Local level), five Electricians (Local level), one Building Management Assistant (Local level), four Plumbers (Local level), two Generator Operators (Local level), one Generator Mechanic (Local level), two Masons (Local level), two Carpenters (Local level), four Heating, Ventilation and Air-Conditioning Technicians (Local level), one Asset Assistant (Local level), two Asset Store Keepers (Local level) and two Ground Keepers (Local level).

242. At Baghdad International Airport, the office will be supported by one Engineer (Field Service), one Building Management Assistant (Local level), one Plumber (Local level), one Heating, Ventilation and Air-Conditioning Technician (Local level).

243. The Kuwait office will be supported by one Assistant Engineer (Local level), one Material Management Assistant (Local level), one Heating, Ventilation and Air-Conditioning Technician (Local level), one Electrician (Local level), and one Plumber (Local level) to carry out daily maintenance and minor engineering repairs.

244. The Erbil office will be supported by one Engineer (P-3) who shall also be responsible for water, sanitation and environmental issues throughout the mission area, one Building Management Assistant (Local level), one Assistant Engineer (Local level), one Generator Mechanic (Local level), one Carpenter (Local level), one Plumber (Local level), one Electrician (Local level), and one Heating, Ventilation and Air-Conditioning Technician (Local level).

245. The Kirkuk office will be supported by one Material Management Assistant (Field Service), one Building Management Assistant (Local level) and one Heating, Ventilation and Air-Conditioning Technician (Local level).

Organizational changes

246. After a review of staffing needs across the Mission, the following changes are proposed:

- (a) Abolishment of one Project Engineer position (P-4);
- (b) Redeployment of one Civil Engineer position (Field Service) to be redeployed from Erbil to Baghdad;
- (c) Redeployment of one Building Management Officer position (Field Service) from the Baghdad International Airport to Baghdad with the functions of Engineer/Asset Manager;
- (d) Redeployment of one Engineer position (National Professional Officer) from the Office of the Chief of Mission Support in Baghdad to the Engineering and Building Management Section in Baghdad;
- (e) Redeployment of one Engineering Assistant position (Local level) from Amman to Baghdad.

Transport Section

	Professional and higher categories									General Service and related categories			National staff				Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field	Gener	Total international	National	Local level	United Nations		
										Security	al Service		Professional Officer		Volunteers		
Approved	-	-	-	-	-	1	1	-	2	2	-	9	-	53	-	62	
2013 Proposed	-	-	-	-	-	1	1	-	2	7	-	9	-	53	-	62	
2014 Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

247. The aim of the UNAMI Transport Section is to provide cost-effective operational mobility in support of the Mission's mandate. The Transport Unit in Baghdad provides ground transportation facilities and services to all staff members, military contingents, Red Zone operational missions of UNAMI and agencies of the United Nations country team under a common services agreement. It is part of the Integrated Support Services. In Baghdad, operations will be headed by one Chief Transport Officer (P-4), supported by two Transport Officers (Field Service), two Vehicle Technicians (Field Service), eight Heavy Duty Vehicle Operators (Local level), eight Drivers (Local level), two Transport Assistants (Local level), two Dispatchers (Local level), and eleven Vehicle Technicians (Local level).

248. The Transport Unit at Baghdad International Airport is supported by one Transport Officer (Field Service), one Dispatcher (Local level) and one Vehicle Technician (Local level).

249. Kuwait is the logistics base of UNAMI. All vehicles and other equipment are received at this location and then dispatched to Baghdad, Baghdad International Airport, Kirkuk and Erbil. The Transport Unit at Kuwait is also responsible for providing transportation support for the staff and operations of the UNAMI office at Kuwait. The operations in Kuwait will be supported by one Transport Officer (P-3), two Drivers (Local level), one Administrative Assistant (Local level), two Heavy Vehicle Operators (Local level), two Dispatchers (Local level), five Vehicle Technicians (Local level) and two Transport Assistants (Local level).

250. The Transport Unit at Erbil provides ground transportation facilities and services to all staff members, military contingents, Red Zone operational missions of UNAMI and the agencies of the United Nations country team under a common services agreement. Transport Support and operations will be headed by one Transport Officer (Field Service), two Drivers (Local level), one Vehicle Technician (Local level) and one Transport Assistant (Local level).

251. The Transport Unit in Kirkuk will be supported by one Transport Officer (Field Service) and one Vehicle Technician (Local level).

252. The Transport Unit in Basra will be supported by one Driver (Local level).

Organizational changes

253. Following a review of staffing needs across the Mission and assessment of the Transport Section, the following staffing changes are proposed:

- (a) Redeployment of one Vehicle Technician position (Field Service) from Kuwait to Baghdad;
- (b) Redeployment of one Transport Officer position (Field Service) from Kuwait to Baghdad International Airport;
- (c) Redeployment of one Driver position (Local level) from Kuwait to Baghdad International Airport;
- (d) Redeployment of one Transport Officer position (Field Service) from Erbil to Kirkuk;
- (e) Redeployment of one Driver position (Local level) from Baghdad to Basra.

Supply and Services Section

	Professional and higher categories									General Service and related categories		National staff				Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Sub-total	Field / Security	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	
Approved	-	-	-	-	-	1	-	-	1	2	-	8	-	17	-	25
2013 Proposed	-	-	-	-	-	1	-	-	1	7	-	8	-	17	-	25
2014 Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

254. The Supply and Services Section is primarily responsible for provision of all kinds of general supplies, management of contracts for security services, medical services, and public information services, management of life support (accommodation, catering, bottled water) and fuel support for the Mission. The Section is responsible for forecasting all supply and support requirements, budgeting, requisitioning, provisioning, contracting, receiving, storing, and inventory management for issuing and distribution of all supply items and equipment required by the Mission. In addition, the Section is in charge of administrating all short-term and long-term contracts for life support, security services and public information services for the Mission.

255. The Section will be headed by one Chief Supply Officer (P-4), in Baghdad, supported by one Catering Supervisor (Field Service), one Supply Assistant (Field Service), one Warehouse Assistant (Field Service), one Fuel Assistant (Local level) and four Supply Assistants (Local level).

256. In Kuwait, the Supply and Services Section will be supported by two Units, namely, the General Supply Unit and the Contracts Administration Unit. The General Supply Unit comprises one Supply Officer (Field Service), one Inventory Management Supervisor (Field Service) and three Supply Assistants (Local level).

The Contracts Administration Unit comprises two Contract Administrative Assistants (Local level), one Fuel Assistant (Local level) and one Administrative Assistant (Local level).

257. In Erbil, the Supply and Services Section will be supported by one Supply Assistant (Field Service) and three Supply Assistants (Local level).

258. The Baghdad International Airport Supply Section will be supported by one Supply Assistant (Field Service) and one Fuel Assistant (Local level).

259. In Kirkuk, the Supply Section will be supported by one Supply Assistant (Local level).

Organizational changes

260. Following a review of staffing needs across the Mission and assessment of the Supply Section, the following staffing changes are proposed:

(a) Redeployment of one Supply Officer position (Field Service) from Baghdad to Kuwait;

(b) Redeployment of one Fuel Assistant position (Local level) from Erbil to Baghdad International Airport.

Aviation Section

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	–	–	1	2	1	4	16	–	20	–	19	–	39
Proposed 2014	–	–	–	–	–	1	2	1	4	16	–	20	–	19	–	39
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

261. The Department of Field Support Air Transport Manual provides specific guidance regarding the functions, roles and tasks to be carried out by the Aviation Section and guidance as to the staffing levels and numbers necessary to accomplish those functions, roles and tasks. The staffing plan described below is designed to comply with policy and guidelines, while being refined to the Mission's specific needs, including the need for its movement control functions to remain integrated with Air Operations in the Aviation Section, while being managed by a Senior Movement Control Officer.

262. Plans to move some air support operations at Baghdad International Airport out of the United States Government Baghdad Diplomatic Support Centre in 2013 were superseded by changes to the Mission's concept of operations whereby the movement of personnel on rest and recuperation travel to and from the designated location moved from being supported by UNAMI aircraft, to the use of commercial airline services. Those changes caused a substantial reduction in the number of international passengers being handled, to the extent that the establishment of an

independent international passenger entry/exit point at the UNAMI Forward Support Base, including the deployment of a team of host Government Customs and Immigration personnel, could no longer be justified. Therefore, the Aviation Section needs to retain the necessary staffing to support air movements at both the Baghdad Diplomatic Support Centre and the Forward Support Base.

263. The Section's staffing will be reconfigured to optimize both section personnel and the contracted ramp and baggage handling staff now available to support air movement at both the Baghdad Diplomatic Support Centre and the Forward Support Base locations. Noting that access restrictions continue to preclude UNAMI employing either its own national staff, or contractor-supplied Iraqi nationals on the Baghdad Diplomatic Support Centre, international Aviation Section staff must carry out all air movement support functions to UNAMI aircraft operating to and from the Baghdad Diplomatic Support Centre.

264. Further consolidation of some air operations management functions, including the centralization of all flight-following activity, at the Movement Coordination Centre at Kuwait will occur. This will leave air operations staff at the Forward Support Base to focus on the planning, briefing and supervision of helicopter tasks and contractors, along with associated ramp management activity at the Forward Support Base.

265. The Baghdad International Airport Airfield Management Unit is headed by an Air Operations Officer (P-3), supported by two Air Operations Assistants (1 Field Service and 1 Local level), and three Movement Control Assistants (Field Service). The Unit will supervise and/or carry out all Baghdad Diplomatic Support Centre and Forward Support Base passenger terminal check-in, aircraft arrival and dispatch functions, air cargo handling, along with direct management of all ramp safety and operations management functions, including supervision of fuelling operations, supervision of aircraft loading and unloading, vehicle access and control, aircraft parking, Foreign object damage risk management and other safety oversight functions. Air operations staff from this Unit will also carry out airfield and helicopter landing site surveys and inspections where needed in the mission area, and continue to assist the Iraqi Civil Aviation Authority in general airport and air traffic management and development matters affecting UNAMI.

266. The Baghdad International Airport Air Operations Unit will be headed by an Air Operations Officer (Field Service), supported by two Air Operations Assistants (1 Field Service and 1 Local level). The Unit will plan, coordinate, brief and supervise all helicopter tasks, and supervise the general delivery of service by contracted helicopter operators.

267. In recognition of the increased complexity of movement control operations in the Baghdad area, a Movement Control Officer (Field Service) will be based at the Baghdad International Airport as part of the Airfield Management Unit to function as the Mission's Chief of Movement Control. The Chief of Movement Control will manage all movement control aspects of UNAMI air and movement operations, mission-wide. Situating the Chief of Movement Control at Baghdad International Airport reflects the introduction of new surface and commercial air movement modes, with associated changes to the type and scope of work for all movement control personnel employed in the Baghdad area.

268. In Baghdad, an Air Movement Detachment is located at the Mission's headquarters. It will be supported by six Movement Control Assistants (3 Field Service and 3 Local level). The Unit will support and coordinate all air and group road movements, transferring staff to and from the Forward Support Base, the Baghdad Diplomatic Support Centre and the Commercial Airport. The Unit will also be responsible for liaison with the UNAMI Office tasked with managing relationships with the host Government in relation to seeking Government approval to import, export or move United Nations-owned equipment within Iraq.

269. The Section's headquarters will remain in Kuwait, where the Chief Aviation Officer (P-4) and an Air Operations Officer (P-3) will supervise all administrative, contract management, quality assurance, and operational movement carried out by the Section.

270. The Technical Compliance and Quality Assurance Unit will remain the same as in 2013, and will be supported by one Air Operations Officer (P-2), one Air Operations Assistant (Field Service) and one Movement Control Assistant (Local level).

271. The Budget and Administration Unit will remain the same as in 2013, and will be supervised by one Air Operations Assistant (Field Service) and supported by two Movement Control Assistants (Local level).

272. Mission-wide movement control, daily movement planning and air operations task scheduling will be carried out by the Movement Coordination Centre, where flight-following and local aircraft dispatch functions will also be carried out. Located in Kuwait, the Movement Coordination Centre needs to be able to operate for up to twelve hours per day, with occasional extensions to the daily span of up to five hours. The Centre will operate six days per week and be supported by staff operating in two shifts. Movement Coordination Centre staffing comprises one Air Operations Assistant (Field Service), one Movement Control Assistant (Field Service), two Air Operations Assistants (Local level) and four Movement Control Assistants (Local level) working in two shifts.

273. A Cargo Unit plans and supports all cargo movement operations into, out of and throughout the mission area. Reporting to the Chief of Movement Control, Cargo Unit operations will remain the same as in 2013. The functions will be carried out by one Movement Control Assistant (Field Service) and three Movement Control Assistants (Local level).

274. In Erbil, an Air Movement Detachment comprising one Movement Control Assistant (Field Service) and two Movement Control Assistants (Local level) will support all UNAMI air and surface passenger and cargo movements to/from Erbil.

Organizational changes

275. The Air Transportation Section and Movement Control Section at the Department of Field Support recommended that elements of the Aviation Section be restructured. In line with those recommendations, it is proposed that:

(a) The Baghdad International Air Movement Operations Centre be retitled as the Baghdad International Air Operations Unit;

(b) One Chief Movement Control Officer position (P-3) in Kuwait has the functions of Air Operations Manager (P-3);

- (c) One Movement Control Officer position (Field Service) based in the Airfield Management Unit has the functions of the Chief of Movement Control;
- (d) One Movement Control Assistant position (Field Service) be redeployed from the Air Operations Unit to the Airfield Management Unit;
- (e) One Movement Control Assistant position (Field Service) be redeployed from the Movement Coordination Centre in Kuwait to the Air Movement Detachment in Erbil;
- (f) One Movement Control Assistant position (Local level) has the functions of Air Operations Assistant (Local level) in the Movement Coordination Centre in Kuwait;
- (g) One Movement Control Assistant position (Local level) be redeployed from the Air Movement Detachment in Kirkuk to the Movement Coordination Centre in Kuwait;
- (h) One Movement Control Clerk position (Local level) be redeployed from Amman to the Movement Coordination Centre in Kuwait with the functions of Movement Control Assistant (Local level);
- (i) One Air Operations Assistant position (Local level) be redeployed from the Air Field Management Unit at the Baghdad International Airport to the Air Movement Detachment Unit in Baghdad with the functions of Movement Control Assistant (Local level).

IV. Analysis of resource requirements

Table 6

Detailed cost estimates

(Thousands of United States dollars)

Category of expenditure	2012-2013			2014		Total 2013	Variance 2012-2013
	Appropriation	Estimated expenditures	Variance	Total	Non-recurrent		
	(1)	(2)	(3)=(1)-(2)	(4)	(5)	(6)	(7)=(4)-(6)
I. Military and police personnel							
1. Military observers	1 422.7	1 378.6	44.1	376.6	—	509.1	(132.5)
2. Military contingents	27 501.6	23 490.1	4 011.5	11 051.7	—	12 014.1	(962.4)
3. Civilian police	882.6	761.1	121.5	281.2	—	519.0	(237.8)
Total, category I	29 806.9	25 629.8	4 177.1	11 709.5	—	13 042.2	(1 332.7)
II. Civilian personnel							
1. International staff	114 591.8	133 429.0	(18 837.2)	51 070.7	—	50 183.4	887.3
2. National staff	35 665.4	42 187.5	(6 522.1)	19 085.1	—	17 615.9	1 469.2
Total, category II	150 257.2	175 616.5	(25 359.3)	70 155.8	—	67 799.3	2 356.5
III. Operational costs							
1. Consultants	969.9	627.7	342.2	332.9	—	501.8	(168.9)
2. Official travel	4 942.8	4 924.7	18.1	1 986.2	—	2 508.3	(522.1)
3. Facilities and infrastructure	30 877.3	23 926.5	6 950.8	11 995.4	1 003.0	13 680.5	(1 685.1)
4. Ground transportation	3 122.7	2 574.7	548.0	1 615.8	111.4	1 370.8	245.0
5. Air transportation	43 992.6	42 481.7	1 510.9	17 777.4	25.0	18 448.7	(671.3)
6. Communications	9 996.3	9 380.8	615.5	4 322.4	288.1	4 418.8	(96.4)
7. Information technology	3 999.9	3 999.5	0.4	1 941.3	—	1 875.6	65.7
8. Medical	1 990.9	806.3	1 184.6	757.5	51.8	803.2	(45.7)
9. Special equipment	5.9	—	5.9	—	—	5.9	(5.9)
10. Other supplies, services and equipment	32 316.2	22 408.7	9 907.5	15 714.9	188.0	16 239.6	(524.7)
11. Quick-impact projects	1 800.2	1 701.9	98.3	500.0	—	1 000.0	(500.0)
Total, category III	134 014.7	112 832.5	21 182.2	56 943.8	1 667.3	60 853.2	(3 909.4)
Total (net requirements)	314 078.8	314 078.8	—	138 809.1	1 667.3	141 694.7	(2 885.6)

A. Military and police personnel

(\$11,709,500)

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Military observers	1 422.7	1 378.6	44.1	376.6	509.1	(132.5)

276. The provision of \$376,600 would provide for the deployment of seven military advisers and cover:

(a) Mission subsistence allowance, based on the standard rates of \$40 for the first 30 days in Baghdad, \$37 for subsequent days, and \$34 both for the first 30 days and for subsequent days for Kirkuk (\$88,000);

(b) Emplacement and repatriation travel, estimated at \$5,000 per round trip, for an estimated seven trips (\$35,000);

(c) Clothing allowance, based on a standard rate of \$200 per person per year, for seven military advisers (\$1,400);

(d) Death and disability compensation based on a standard rate applicable to military strength under 100 (\$40,000);

(e) Logistics/life support services based on the daily rate for Baghdad (\$151 for accommodation, meals, and water) and Kirkuk (\$35 for meals and water) (\$212,200).

277. Decreased requirements for 2014 are due mainly to a decrease in the mission subsistence allowance rate, owing to the provision of logistics/life support services. The mission subsistence allowance rate was reduced from \$115 to \$40 for the first 30 days, and from \$106 to \$37 for subsequent days in Baghdad, and from \$97 to \$37 both for the first 30 days and for subsequent days for the rest of Iraq. The reduced requirements are offset partly by increased requirements, owing to the increase in average deployment of military advisers from five in 2013 to seven in 2014, owing to operational requirements related to elections in 2014.

278. Lower-than-budgeted expenditures for 2012-2013 resulted mainly from unspent balances projected under death and disability, as no such payment was required or is anticipated during the period.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Military contingents	27 501.6	23 490.1	4 011.5	11 051.7	12 014.1	(962.4)

279. The provision of \$11,051,700 would provide for the deployment of an average authorized strength of 272 United Nations guard units and cover:

(a) Standard troop cost reimbursement, at the established standard rate of \$1,028 per person-month for all troops (\$3,593,700);

(b) Emplacement and repatriation travel, estimated at \$8,000 per round trip for 195 Fijian guards and \$4,800 per round trip for 77 Nepalese guards (\$1,929,600);

(c) Recreational leave allowance, based on a standard rate of \$10.50 per day for 15 days payable twice a year for 272 guard units (\$85,700);

(d) Daily allowance, based on a standard rate of \$1.28 per day for 99,280 person-days (\$120,700);

(e) Death and disability compensation based on a standard rate applicable to military strength between 101 and 1,000 (\$108,800);

(f) Logistics/life support services estimated using the daily rate for Baghdad (\$163 for accommodation, meals, midnight meals and water), Baghdad International Airport (\$39 for meals, midnight meals and water), Kirkuk (\$41.50 for meals, midnight meals and water), and Erbil (\$42 for meals and water) (\$5,204,500);

(g) Contingent-owned equipment for reimbursement for major equipment brought by the respective contingent on a wet-lease basis in line with the respective memorandum of understanding (\$8,700).

280. Decreased requirements for 2014 are due mainly to the reductions in the daily rates for logistics/life support services in Baghdad from \$180 to \$163 (for accommodation, meals, midnight meals and water), from \$49 to \$39 at the Baghdad International Airport (for meals, midnight meals and water), and from \$49 to \$41.50 in Kirkuk (for meals, midnight meals and water). Decreased requirements are also due to a reconfiguration of the deployment locations of contingents, with 15 United Nations guard units now operating from the UNAMI compound in Erbil, while these were previously budgeted at Baghdad rates.

281. The anticipated unspent balances for 2012-2013 are due mainly to actual average deployment for 2012 of 351 guards against the authorized strength of 428, owing to delayed deployment to Basra and Kirkuk, and actual average deployment for 2013 of 266 guards against the budgeted strength of 272, due to delayed deployment to Kirkuk, resulting in lower-than-budgeted expenditures for standard troop-cost reimbursement and travel on emplacement, rotation and repatriation. Lower-than-budgeted expenditures are also due to unspent balances projected under death and disability, as no such payments were required or are anticipated during the period.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
United Nations police	882.6	761.1	121.5	281.2	519.0	(237.8)

282. The provision of \$281,200 would provide for the average deployment of five United Nations police advisers (authorized strength of 6 with 17 per cent vacancy factor) and covers:

(a) Mission subsistence allowance, based on standard rates of \$40 for the first 30 days in Baghdad and \$37 for subsequent days (\$67,900);

(b) Emplacement and repatriation travel, estimated at \$3,000 per round trip for five United Nations police advisers (\$15,000);

- (c) Clothing allowance based on a standard rate of \$200 per year (\$1,000);
- (d) Death and disability compensation based on a standard rate applicable to military strength below 100 (\$40,000);
- (e) Logistics/life support services estimated using the daily rate for Baghdad (\$126 for accommodation, lunch and water) (\$157,300).

283. Decreased requirements for 2014 are due mainly to a decrease in the mission subsistence allowance rate, owing to the provision of logistic/life support services. The mission subsistence allowance rate was reduced from \$115 to \$40 for the first 30 days, and from \$106 to \$37 for subsequent days in Baghdad. Reduced requirements are also due to reductions in the daily rates for logistics/life support services in Baghdad from \$148 to \$126 (for accommodation, meals and water).

284. Estimated unencumbered balances for 2012-2013 are due mainly to lower-than-budgeted expenditures for mission subsistence allowance, as a result of the average deployment of four police advisers, compared to the budgeted deployment of five of them in 2013. Unspent balances are also projected under death and disability, as no such payments were required or are anticipated during the period.

B. Civilian personnel

(\$70,155,800)

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
International staff	114 591.8	133 429.0	(18 837.2)	51 070.7	50 183.4	887.3

285. The amount of \$51,070,700 would provide for salaries (\$33,413,600) and common staff costs (\$12,604,100) for a staffing complement of 399 international staff (175 Professional Officers and 224 Field Service), and danger pay allowance at the established monthly rate of \$1,600 for an eligible staff strength of 319 (\$5,053,000). A vacancy rate of 10 per cent has been applied in calculating the cost estimates for 2014.

286. Increased requirements for 2014 are due mainly to increased provision for common staff costs, based on expenditure trends, and to the inclusion of ticket cost for rest and recuperation travel, as a result of the cancellation of flights to Amman. Provision for common staff costs is calculated at the rate of 55.3 per cent of salary costs for 2014, taking into account expenditure trends, while it was estimated at 52.5 per cent of salaries in 2013.

287. The higher-than-budgeted projected expenditures for 2012-2013 are mainly attributable to lower-than-budgeted vacancy rates (actual vacancy rate of 15 per cent, compared to the budgeted rate of 20 per cent for 2012, and a projected vacancy rate of 9 per cent, compared to the budgeted rate of 10 per cent for 2013); higher expenditures for common staff costs associated with the installation of additional staff members in Iraq during 2012-2013; increase in the rate for danger pay allowance in all eligible locations in Iraq from the budgeted rate of \$1,365 to \$1,600 in 2012; and, higher-than-budgeted post adjustment rate of 46.6 per cent in 2012 and 2013, compared to a budgeted rate of 45 per cent in 2012.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
National staff	35 665.4	42 187.5	(6 522.1)	19 085.1	17 615.9	1 469.2

288. The amount of \$19,085,100 would provide for salaries (\$13,792,200) and common staff costs (\$3,256,800) for a staffing complement of 557 national staff (91 National Professional Officers and 466 Local level); danger pay allowance for 72 National Professional Officers and 264 Local level staff at a rate of \$585 per month (\$1,961,100); and estimated overtime charges (\$75,000). In calculating the cost estimates for 2014, vacancy rates of 20 per cent and 16 per cent have been applied for National Professional Officers and Local level staff, respectively.

289. Increased requirements for 2014 are due mainly to the utilization of the latest salary scales, application of a lower vacancy rate of 16 per cent for Local level staff, based on actual average vacancy rates for the first seven months of 2013, compared to the budgeted rate of 20 per cent in 2013, and the increase in the danger pay rate for eligible staff from \$440 for National Professional Officers and \$406 for Local level staff in 2013 to \$585 in 2014, in accordance with the rate established by the International Civil Service Commission effective 1 January 2013.

290. The higher-than-budgeted expenditures for 2012-2013 are attributable mainly to lower actual vacancy rates than budgeted (actual vacancy rate of 15 per cent, compared to a budgeted rate of 35 per cent in 2012 for National Professional Officers, a projected vacancy rate of 13 per cent, compared to a budgeted rate of 20 per cent in 2013 for Local level staff). Higher-than-budgeted expenditures are also due to the increase in the rate of danger pay to \$585 as at January 2013, compared to the budgeted rate of \$440 for National Professional Officers and \$406 for Local level staff in 2013.

C. Operational costs

(\$56,943,800)

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Consultants	969.9	627.7	342.2	332.9	501.8	(168.9)

291. The amount of \$332,900 would provide for fees and travel expenses for consultancy services for: (a) targeted, issue-specific support to UNAMI information and analysis needs (2 consultants for one month) (\$26,400); (b) national coexistence — mediation engagement support (1 consultant for one month) (\$12,200); (c) national coexistence — conflict analysis (1 consultant for one month) (\$12,200); (d) national coexistence — support for legislative and judicial reform (1 consultant for one month) (\$12,200); (e) national coexistence/disputed internal boundaries — facilitation of holding of elections in Kirkuk (1 consultant for one month) (\$12,200); (f) national coexistence/disputed internal boundaries — conflict analysis concerning confidence-building measures, including power-sharing arrangements (1 consultant for one month) (\$12,200); (g) national coexistence —

support to facilitate legislative process for the minority law (1 consultant for one month) (\$12,200); (h) constitutional/legal engagement to support the hydrocarbon legislation process (2 consultants for one month) (\$15,000); and (i) constitutional/legal engagement to support legislation process for the formation of the Federation Council (1 consultant for one month) (\$12,200). In addition, provision is made for consultants for training activities in both substantive, administrative and security areas (\$206,100).

292. Decreased requirements are due mainly to lower provisions for non-training consultants, which are offset in part by increased provisions for training consultants, due to the training of more staff within the mission area.

293. The anticipated unspent balances for 2012-2013 are due mainly to difficulties in finding suitable consultants which led to non-utilization of some budgeted consultancies, as well as lower training fees due to utilization of trainers from within the United Nations.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Official travel	4 942.8	4 924.7	18.1	1 986.2	2 508.3	(522.1)

294. The amount of \$1,986,200 would provide for the travel needs (airfare, daily subsistence allowance and terminal expenses) of: the Special Representative of the Secretary-General to participate in meetings and consultations in New York, Europe and capitals in the Middle East (\$235,700); the Office of Chief of Staff (\$135,400); the Deputy Special Representative of the Secretary-General (Political) (\$143,100); Electoral Assistance (\$45,600); staff from the Office of Political Affairs (\$72,400); the Deputy Special Representative of the Secretary-General (Humanitarian) (\$34,300); the Human Rights Division (\$14,700); the Public Information Section (\$45,100); the Office of the Chief of Mission Support (\$70,500); the Office of the Chief of Administrative Services (\$41,000); the Office of the Chief of Technical Services (\$74,600); the Medical Service (\$44,700); and within-mission travel for staff travelling to Iraq, Kuwait, Amman, the Islamic Republic of Iran and Basra (\$384,100).

295. There is also a provision (\$645,000) for travel to the United Nations Logistics Base at Brindisi, Italy, Entebbe, the United Nations Interim Force in Lebanon, or other training locations for training courses in all administrative areas, security and certain substantive areas (e.g., mediation, local governance, conflict resolution and negotiation).

296. The decrease in resources in 2014, compared to 2013, is due mainly to a reduction in provisions for within-mission travel as a result of the increased installation staff in Iraq.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Facilities and infrastructure	30 877.3	23 926.5	6 950.8	11 995.4	13 680.5	(1 685.1)

297. The amount of \$11,995,400 would provide for facilities and infrastructure, including:

- (a) Acquisition of miscellaneous facilities and infrastructure, primarily solar photo voltaic lights (\$150,200);
- (b) Replacement of electrical equipment (\$34,500);
- (c) Acquisition and replacement of refrigeration equipment (\$14,500);
- (d) Replacement of water and septic tanks (\$13,800);
- (e) Replacement of accommodation equipment, such as air conditioners, bed frames, mattresses and cabinets, due to normal wear and tear (\$386,100);
- (f) Acquisition of fuel tools and replacement of fuel tank and pumps (\$103,500);
- (g) Replacement of office furniture, such as desks, chairs and filing cabinets, due to normal wear and tear (\$130,900);
- (h) Acquisition and replacement of office equipment, such as photocopiers, projectors and identification card machines (\$75,000);
- (i) Acquisition and replacement of security and safety equipment, such as vehicle inspection mirrors, ammunitions, access control systems, public address system and closed-circuit television system (\$659,400);
- (j) Acquisition of firefighting equipment, such as firefighting pumps, fire suppression systems, rescue tools and fire hose and hose appliances for installation in Baghdad, at the Baghdad International Airport and Kirkuk offices (\$157,600);
- (k) Rental of premises in Amman, Tehran, Basra and mission-wide conference facilities (\$431,200);
- (l) Utilities, such as water and electricity for all UNAMI locations (\$564,800);
- (m) Various maintenance services for closed-circuit television systems, public address systems, photocopier maintenance, access control systems, satellite services, maintenance service contracts for facilities, generators, plumbing, electrical, air conditioning and heating systems, water purification and waste treatment systems, and water testing services (\$4,764,400);
- (n) Security services and personnel, including for 37 guards at a projected annual rate of \$288,600 for Kuwait, and 13 guards at a projected annual rate of \$252,700 for Erbil (\$541,300);
- (o) Alteration and renovation of UNAMI facilities, mainly for security enhancements in various UNAMI locations in Baghdad, Erbil and Kirkuk (\$580,000);
- (p) Construction services to meet security requirements for UNAMI locations in Bagdad and Kirkuk (\$50,000);
- (q) Stationery and office supplies based on a monthly rate of \$29 per person for an average of 705 staff, taking into account vacancy rates (\$245,300);
- (r) Spare parts and supplies for air conditioners, generators, wastewater and water supply treatment systems (\$424,400);

(s) Maintenance supplies, such as electrical, building, carpentry and plumbing materials and paint, varnishes, chemicals and other preservation materials (\$210,000);

(t) Field defence supplies, including camouflage netting to cover security post/checkpoints and observation towers; sand and sand bags to provide shields at security establishments, metal profiles for miscellaneous security enhancement; parts for vehicle crash barriers required for its smooth operation (\$155,300);

(u) Generator fuel for an estimated consumption of 2,594,500 litres at an average of \$0.80 per litre in Iraq and \$0.33 per litre in Kuwait, plus 7 per cent for lubricants (\$2,219,100);

(v) Sanitation and cleaning materials (\$84,100).

298. Lower requirements for 2014 are due mainly to reduced consumption of generator fuel in Baghdad, as a result of the improved power supply from the municipality and the installation of more efficient generators in Kirkuk; reduced requirements for alteration and renovation services and construction services due to the completion of most construction activities in Kirkuk, Erbil and at the Baghdad International Airport, and due to the shifting of most alteration, renovation and construction work to the Trust Fund project; and reduced requirements for acquisition and replacement of equipment. These reduced requirements are offset in part by increased requirements under maintenance services for facilities associated with the expansion of UNAMI facilities.

299. The projected unencumbered balance for 2012-2013 is due mainly to reduced expenditures for security services, owing to the discontinuation of services of dogs for the detection of explosives, lower expenditures for generator fuel, due to the improvement of power supply in 2013 in Baghdad and Erbil, and lower-than-budgeted expenditures for field defence supplies, due to non-acquisition of netting for the Kirkuk compound, as the facility now has hard-wall structures.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Ground transportation	3 122.7	2 574.7	548.0	1 615.8	1 370.8	245.0

300. The amount of \$1,615,800 would provide for:

(a) Acquisition of two additional utility vehicles required for the movement of cargo, and replacement of two medium-sized buses and one medium-sized cargo truck, which have reached the end of their useful life (\$362,300);

(b) Acquisition and replacement of vehicle workshop equipment (\$53,900);

(c) The cost for rental of recovery trucks, heavy forklifts and trucks (\$60,400);

(d) Repair and maintenance services for vehicles (\$257,200);

(e) Liability insurance requirements totalling \$141,200 for 348 vehicles at the rate of \$13.80 per month and 12 pieces of mobile equipment at \$4.20 per month

(worldwide insurance) (\$58,400) and 360 vehicles at a monthly rate of \$19.20 (local insurance) (\$82,800);

(f) Spare parts and supplies for vehicles in Baghdad, Erbil and Kuwait (\$277,600);

(g) Petrol and diesel for an estimated 542,500 litres at an average cost of \$0.776 per litre, including an additional 10 per cent for oil and lubricants (\$463,200).

301. The overall increase in requirements for 2014 is mainly attributable to the proposed acquisition and replacement of five vehicles, while no acquisition of vehicles were proposed in 2013. This increase is offset in part by reduced resources for rental of vehicles, due to reduced requirements in 2014, as well as reduced requirements for liability insurance, due to the reduction in the fleet in Amman, which have a higher annual premium cost.

302. The anticipated underexpenditures for 2012-2013 are due to the acquisition of fewer vehicles than budgeted for in 2012, as some of the vehicles were no longer required, owing to the downsizing of the Amman office in 2012 and the change in the concept of operations in Basra. In addition, projected requirements for vehicle insurance and fuel are lower than budgeted, due to the downsizing of the Amman office, since the cost of insurance and fuel is lower in Iraq than in Amman.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Air transportation	43 992.6	42 481.7	1 510.9	17 777.4	18 448.7	(671.3)

303. The amount of \$17,777,400 would provide for:

- (a) The acquisition of five airport containers (\$25,000);
- (b) Navigation charges (\$12,000);
- (c) Landing fees and ground handling charges (\$301,500);
- (d) Air crew subsistence allowance (\$8,500);
- (e) Fuel requirements for fixed-wing and rotary-wing aircraft for an estimated consumption of 1,562,500 litres at \$1.34 per litre (\$2,093,800);
- (f) Liability insurance for one fixed-wing aircraft and two helicopters (\$26,100).

304. The amount would also cover the annual rental and operating costs of one fixed-wing aircraft (\$4,500,000) for guaranteed fleet costs of \$3,180,000 and usage estimated at \$1,200 per flight hours for a total of 1,100 flight hours, as well as for rental and operating costs of two commercially contracted helicopters for guaranteed fleet costs of \$3,610,500 and usage at \$6,000 per flight hour for a total of 1,200 hours (\$10,810,500).

305. Decreased requirements for 2014 are due mainly to a reduction in costs and requirements for fixed-wing aircraft, a reduction in requirements for equipment and supplies, due to the removal of the requirement for the use of flares on the helicopters following a review in the security requirements, and a reduction in landing fees and ground handling charges, owing to the discontinuation of flights to

Amman. Reduced requirements for fixed-wing aircraft are due to the discontinuation of flights to Amman. The reductions are a combined result of (a) change in the category of fixed-wing aircraft from medium to light, resulting in lower annual guaranteed fleet costs from \$4.8 million in 2013 to \$3.2 million in 2014; and (b) reduced flight hours from 1,600 in 2013 to 1,100 in 2014. These reductions are offset partly by increased requirements and costs for rotary-wing aircraft. The increase in requirements for rotary-wing aircraft is due to higher actual rental costs for the larger capacity helicopters that were obtained in 2013. The larger rotary wing aircraft enables the Mission to lower the usage of fixed-wing aircraft to regional locations.

306. The anticipated unencumbered balances for the biennium 2012-2013 are due mainly to lower projected expenditures for fixed-wing aircraft and fuel, owing to the discontinuation of flights to Amman since June 2013, projected lower-than-budgeted flight hours for rotary-wing aircraft, owing to increased movement by road for airport transfers, and projected lower requirements, owing to a revision in the security requirements, resulting in lower usage of flares for aircraft.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Communications	9 996.3	9 380.8	615.5	4 322.4	4 418.8	(96.4)

307. The amount of \$4,322,400 would provide for:

(a) The acquisition of mobile and handheld VHF/UHF radios, IP telephones, notch filter units, antennas, vehicle tracking system equipment, and the replacement of VHF/UHF microwave links, HF transceivers, modem satellites, and video equipment (\$653,900);

(b) Commercial communications, including satellite transponder lease charges, Internet connectivity service charges, lines to the United Nations Logistics Base in Brindisi, Italy, connectivity to Valencia, Spain, satellite, mobile and landline phone charges, and vehicle tracking system service charges (\$2,660,000);

(c) Communications support services including video teleconferencing charges, Cisco advance services, local technician services, fibre cabling/networking services, Motorola advance services and wired and wireless charges at \$25 per year per internal (1,200 wired and wireless) telephone extensions (\$680,300);

(d) Communications spare parts and consumables, budgeted at 1.2 per cent of communications inventory value (\$198,200);

(e) Public information services (public outreach events and advocacy activities, production of public information and promotional materials, and television production and broadcasting services) (\$130,000).

308. The reduced requirements in 2014, compared to 2013, are due mainly to lower requirements for commercial communications, spare parts and consumables, and support services, offset in part by increased requirements for acquisition and replacement of equipment. The reduced requirements for commercial communications are due mostly to reduced costs for satellite phone services, broadband global area network services, Internet and telephone line services,

Internet connectivity for mission locations throughout Iraq, fibre-optic connectivity between Kuwait and Valencia, and Internet connectivity for the vehicle tracking system. Reduced resources for communications support services are due mostly to reduced costs for fibre-optic cabling and repeater sites services, based on current rates. These reductions are offset partly by increased requirements for the acquisition and replacement of analogue radio units, which are due for write-off and to facilitate the completion of the Mission's digital radio system.

309. The anticipated unencumbered balances for the biennium 2012-2013 are due mainly to lower projected expenditures for communications support services for video teleconferencing charges and antenna mast services, and lower projected expenditures for spare parts.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Information technology	3 999.9	3 999.5	0.4	1 941.3	1 875.6	65.7

310. The amount of \$1,941,300 would provide for:

- (a) The replacement of desktop and laptop computers, monitors, servers, network switch and routers, network firewalls, and miscellaneous equipment (\$410,600);
- (b) The renewal of licences for existing software (\$418,800);
- (c) Centralized information technology support services and data storage (\$648,800);
- (d) Software licences and fees for centrally managed licences (\$230,600);
- (e) The cost of information technology spare parts and consumables, budgeted at 1.8 per cent of information technology inventory value (\$232,500).

311. Increased requirements in 2014 are due mainly to the increase in information technology services as a result of provisions for first-, second- and third-level support and the upgrading/updating of software systems and applications at a rate of \$320 per computing device, inclusive of the Field Support Suite (Umoja enabler consisting of 18 modules), and centrally provided Office of Information and Communications Technology support services at a rate of \$75 per computing device. This increase is offset partly by reduced requirements for acquisition and replacement of information technology equipment and software licences, fees and services and spare parts.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Medical	1 990.9	806.3	1 184.6	757.5	803.2	(45.7)

312. The amount of \$757,500 would provide for the acquisition of one digital X-ray machine for the UNAMI Level 1 clinic in Baghdad (\$51,800); the provision for medical services, including provisions for air ambulance services and for

hospitalization of military and police personnel in non-mission hospitals (\$252,200); and the acquisition of drugs and medical consumables (\$453,500).

313. Reduced requirements in 2014 are due mainly to reduced resources for medical services, as a result of provision for aero medical evacuations decreasing from an estimated five to three evacuations per year, based on historical trends.

314. The anticipated unencumbered balances for 2012-2013 are due mainly to lower requirements and cost for medical drugs and consumables, lower requirements for aero medical evacuation services, and lower-than-budgeted requirements for the Level 1 starter set in Kirkuk.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Special equipment	5.9	–	5.9	–	5.9	(5.9)

315. The projected unencumbered balance for 2012-2013 is due to non-requirement for the budgeted replacement of binoculars.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Other supplies, services and equipment	32 316.2	22 408.7	9 907.5	15 714.9	16 239.6	(524.7)

316. The amount of \$15,714,900 would provide for:

(a) Acquisition of fitness equipment for the mission locations in Iraq (\$206,400);

(b) Welfare costs for United Nations guard units, military advisers and civilian staff (\$79,100);

(c) Subscription to local newspapers in Kuwait, Baghdad, Kirkuk and Erbil, subscription to various news agencies, as well as provision for advertising services for vacancy announcements (\$84,000);

(d) Uniforms for security personnel at \$1,100 per person-year, and accoutrements for military advisers, United Nations guard units and United Nations police at \$40 per person-year, including related freight (\$86,800);

(e) Personal protective gear, including body armour (\$124,400);

(f) Training fees, supplies and services for security awareness induction training, as well as various substantive, technical and administrative training courses (\$871,800).

317. The amount would also cover hospitality (\$50,000); general insurance (\$50,000); bank charges (\$60,000); miscellaneous claims (\$8,900); freight-related costs (\$609,000); and other services, such as cleaning and janitorial services (\$2,017,100), the maintenance of fitness equipment (\$28,000), laundry services

(\$207,800), sewage services (\$213,700), garbage collection and pest control (\$334,600) and courier services (\$72,000).

318. In addition, provision is made for accommodation, meals and water services for civilian personnel at the daily rate of \$126 (accommodation, three meals and water) for international staff and \$12 (lunch and water) for national staff in Baghdad; \$31 (three meals and water) for international staff and crew and \$15 (lunch and water) for national staff at Baghdad International Airport; \$40 (three meals and water) for international staff and \$18 (lunch and water) for national staff in Erbil; \$33 (3 meals and water) for international staff and \$16 (lunch and water) for national staff in Kirkuk; and \$170 (accommodation, three meals and water) for international staff and \$33 (lunch and water) for national staff in Basra, as well as provisions for emergency rations (\$10,611,300).

319. Decreased requirements for 2014 are due mainly to lower estimates for rations for civilian staff based on current costs, lower requirements for training fees, supplies and services, due to a lower number of new staff requiring security induction awareness training as a result of expected decrease in staff turnover, and a lower requirement for freight services, due to the use of mission air assets for the transportation of goods from Kuwait to Iraq. These reductions are offset in part by increased requirements for other services, such as cleaning and janitorial services, sewage and garbage collection services, due to additional requirements for such services at all locations because of the increased number of deployed personnel, and the increased cost for the services.

320. The estimated unencumbered balances for 2012-2013 are due mainly to projected lower expenditures under rations, with actual rates that are lower than budgeted for, projected lower expenditures for freight-related costs, as more vendors are willing to deliver goods into Iraq, and projected lower expenditures for training fees as a result of fewer new staff requiring security induction awareness training. Projected unencumbered balances are offset in part by higher-than-budgeted costs for maintenance, cleaning, septic tank and garbage collection services for UNAMI locations within Iraq, combined with the acquisition of non-budgeted fuel storage tanks for Erbil and Baghdad.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Quick-impact projects	1 800.2	1 701.9	98.3	500.0	1 000.0	(500.0)

321. The amount of \$500,000 would provide for 20 quick-impact projects, as follows:

- (a) Four on conflict mitigation and protection initiatives (\$100,000);
- (b) Five on environmental awareness-raising initiatives (\$125,000);
- (c) Five on social integration initiatives (\$125,000);
- (d) Six on essential services initiatives (\$150,000).

322. Each project is estimated at \$25,000 and expected to be implemented at the community level and to the degree possible through local non-governmental organizations, national institutions or contractors.

323. In 2012, UNAMI allocated 93 per cent of its quick-impact projects budget. As at 31 August 2013, the Mission has allocated 62 per cent of its available quick-impact projects budget for 2013. For 2014, resources sought for quick-impact projects have been reduced by 50 per cent compared to 2013 levels, for the following reasons: the deteriorating security situation in Iraq has rendered project oversight by UNAMI field staff increasingly difficult and has frequently prevented the timely transmission of programmatic and financial documentation to Baghdad. In cases where access and monitoring is possible, UNAMI staff continue to encounter notable discrepancies between the project design and its implementation. Furthermore, a disproportionate number of applications for funding in 2013 focused on Baghdad and its environs which remains one of the most dangerous regions for implementation in the country. In order to achieve significant improvement in project implementation, it is proposed that the overall number of quick-impact projects be reduced to allow for increased and targeted training, oversight and monitoring of selected projects by UNAMI and the United Nations agencies, funds and programmes. A smaller number of projects benefiting from additional oversight and funding is expected to augment the qualitative impact on beneficiaries.

V. Status of the planned renovation project for an integrated headquarters compound in Baghdad

324. UNAMI has commenced the implementation of the work related to the establishment of the United Nations Integrated Compound in Baghdad utilizing the \$50.8 million contributed under the Trust Fund, as reported in the proposed 2013 budget (A/67/346/Add.5, para. 365), where it was indicated that detailed project documents would be developed and construction would commence in early 2013.

325. The Mission is implementing the project in a phased manner, categorizing the projects into those that can be undertaken immediately (phase I) and those that require more detailed planning (phase II).

326. The Mission has constituted a Steering Committee, comprising representatives of UNAMI as well as the United Nations country team. To date, the Steering Committee has approved the detailed planning and implementation of phase I projects. This phase includes projects such as upgrading/rehabilitation of existing wastewater treatment plant; installation of additional wastewater treatment plants; structural repair and waterproofing of existing buildings; upgrading of electrical power system and security lighting; and refurbishment of the auditorium. These projects are currently ongoing and are at various stages of the procurement process. The estimated cost of phase I projects is \$2.7 million.

327. Phase II projects consist of the larger construction projects, which include the erection of the accommodation and office buildings. The Steering Committee has recently approved the construction of the two accommodation buildings. Other projects under phase II will include construction of the office buildings and a transport workshop, refurbishment of dining and kitchen facilities, construction of a water reservoir, refurbishment of offices, and site development and landscaping.

With respect to the approved parts of phase II of the project, UNAMI expects to utilize \$34.8 million in 2014 based on the current plans. It should be noted, however, that UNAMI operates in an environment where security conditions continue to deteriorate. Should this trend continue, the timelines of these construction projects would be negatively impacted.

328. The United Nations Integrated Compound is expected to provide a secure, safe and comfortable working and living environment for United Nations staff members in Iraq.

Annex I

Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions

Report of the Advisory Committee on Administrative and Budgetary Questions on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/67/604)

Brief description of the recommendation

Information on the future outlook for UNAMI, its priorities and planning assumptions for 2013 is provided in paragraphs 2 to 7, 16 to 27 and 41 to 47 of the report of the Secretary-General on the resource requirements for the Mission for 2013 (A/67/346/Add.5). The Advisory Committee notes that the Mission will focus, inter alia, on: (a) consolidating resources, restructurizing and reorganizing, with a view to becoming leaner and more efficient; (b) constructing the additional accommodation in the Diwan/D-2 compound in Baghdad; (c) closing and handing over the former United States provincial reconstruction team compound to the local authorities in Basra; (d) co-locating and cost-sharing with the United Nations country team in downtown Basra; and (e) operating with a more flexible and leaner security framework and reconfiguring its air assets to allow for optimal, cost-effective support of its operations in line with the overall security posture (see para. 235 below). **The Advisory Committee looks forward to receiving an update on progress made towards achieving greater efficiencies as a result of these initiatives. (para. 234)**

Action taken to implement the recommendation

An increase in the United Nations accommodation ceiling for Iraq in recent years has enabled greater deployment of staff within the country, thereby reducing the Mission's within-mission travel requirements for 2014.

The construction project for the United Nations headquarters funded through the Trust Fund has commenced. Updated information on the status of the planned renovation project for an integrated headquarters compound in Baghdad is contained in section V of the present report.

Basra will be transformed into a United Nations country team-led hub and plans are under way for the United Nations country team to host the Mission on a cost-reimbursable basis.

The drawdown of the Amman Office (except for Security Personnel) has allowed for the realignment of the Mission's schedule of air services to support its major operational locations in direct support of its core political and humanitarian activities in Iraq. It is proposed that the aviation assets of the Mission be realigned in 2014, whereby the category of the fixed-wing aircraft will be changed from medium to light, and there will be a reduction in the fixed-wing flight hours. Concurrently, the larger capacity helicopters that were obtained in 2013 will be utilized, thereby enabling the Mission to lessen the usage of fixed-wing aircraft by limiting it to regional locations. The use of larger capacity helicopters also contributes to a lower requirement for freight services, due to the use of mission air assets for transportation of goods from Kuwait to Iraq.

*Brief description of the recommendation**Action taken to implement the recommendation*

The Committee emphasizes the importance of closely monitoring the security situation and making the necessary adjustments to align security requirements to circumstances as required, so as to ensure the safety and security of UNAMI personnel and premises. (para. 235)

The Advisory Committee takes note of the reported improvements in the security posture of the Mission. It welcomes the Secretary-General's initiative to undertake a Mission-wide review and the steps taken thus far to streamline activities, align resources to operational requirements, eliminate redundancies and achieve efficiency gains. The Committee recommends that the Secretary-General be requested to ensure that such efficiency measures are implemented in a manner that would not put at risk fulfilment of the mandated activities of the Mission or compromise the safety and security of Mission personnel and premises (see also para. 20 above). (para. 238)

The Advisory Committee notes that some of the performance targets under expected accomplishments for 2013 are lower than those planned for 2012. For example, the number of information products to be disseminated under the performance measures of the indicator of achievement (f) (ii) "Improved information-sharing mechanisms between internal and external stakeholders to promote evidence-based planning and advocacy at strategic and operational levels on development and humanitarian issues" has been reduced from a target of 175 in 2012 to only 24 in 2013. The Committee was informed that the variance was attributable to a change in focus of the Integrated Analysis Unit, which was turning towards collaboration with other entities on longer-term projects (with the United Nations

See the consolidated response on security-related issues, below.

The Mission takes note of the Advisory Committee's request to the Secretary-General to ensure that such efficiency measures are implemented in a manner that would not put at risk the fulfilment of mandated activities of the Mission, or compromise the safety and security of mission personnel and premises. In this regard, it is to be stressed that the United Nations security posture for Iraq has not prescribed a relaxation in security procedures in 2012/13, and no overall reduction is proposed in the number of positions of the UNAMI Security Section in 2014.

To ensure alignment with the security situation, the United Nations Department of Safety and Security and the UNAMI Security Section have initiated a review and assessment of the security profile and the corresponding human and financial resources, taking into account the prevailing fragile security environment in Iraq in 2013, the declining capacity of the Government of Iraq to maintain the current level of security in the country, likelihood of further deterioration of the security situation in 2014, combined with the conflict affecting the Syrian Arab Republic that is having a direct adverse impact on Iraq. In this evolving context, the current and future United Nations security posture must remain robust.

UNAMI is mindful of the need to maintain consistency and clarity in the formulation of logical frameworks.

The performance measure for the related indicator of achievement has been reformulated in the 2014 budget as follows: "(f) (ii) Number of information products disseminated (excluding mapping and other ad hoc information requests), Actual 2012: not available, Estimate 2013: 26, Target 2014: 24". UNAMI will maintain this new approach of monitoring and reporting this performance measure in the future.

Entity for Gender Equality and the Empowerment of Women (UN-Women) on a data collection and monitoring system on violence against women and with the United Nations Human Settlements Programme (UN-Habitat) on land governance analysis). Under this new approach, the nature of the information and the number of documents that could be produced had to be reduced accordingly. **The Advisory Committee notes that in this case the performance measures cannot be compared over time and should either be reformulated to reflect more accurately what is being measured or an explanation should be provided. The Committee recommends that due attention be paid to ensuring consistency and clarity in the formulation of the logical frameworks. (para. 239)**

In his report, the Secretary-General provides an update on the status of the planned renovation project for an integrated headquarters compound in Baghdad (ibid., paras. 360-366). He indicates that the scope of the project has changed from the original plan for the construction of a new integrated compound on vacant land to the renovation of existing facilities. The Government of Iraq had officially confirmed the allocation of the Diwan/D-2 compound to be used as the integrated United Nations headquarters in Iraq. The Government had also agreed to redirect the \$50 million previously allocated to the trust fund established in support of the construction of the United Nations integrated compound in Baghdad for required renovations and additional construction of the Diwan/D-2 compound. The Secretary-General further indicates that this represents a cost-efficient option for the establishment of the required accommodation and offices for the expanded presence of the United Nations in the country and brings to a close the unsuccessful plans to construct a new compound. The acquisition of the D-2 compound will also enable UNAMI to give up high-cost rental obligations. In September 2012, the final project portfolio was submitted by a technical committee of the Ministry for Foreign Affairs with its report and recommendations for approval by the Government of Iraq. The Secretary-General anticipates that the portfolio will be endorsed and amended during 2012, allowing construction/renovation to commence in the first half of 2013. **The Advisory Committee welcomes these developments. Noting that one of the positions proposed for redeployment is that of Senior Project Officer, the Committee recommends that the Secretary-General be requested to ensure that the project is closely monitored and brought to a successful conclusion (see also para. 254 below). (para. 240)**

Noting the concerns of the Committee regarding the need for effective supervision of the headquarters construction project, the Mission proposes in 2014 to re-establish the position of the Senior Project Officer (P-5) in the Office of the Chief of Mission Support. Please refer to paragraph 178 of the present report, for details regarding the proposed functions of the Senior Project Officer position, who will be under the direct supervision of the Chief of Mission Support, and who will oversee the construction project financed by the Government of Iraq through a Trust Fund contribution.

Updated information on the status of the planned renovation project for an integrated headquarters compound in Baghdad is contained in section V of the present report.

Brief description of the recommendation

The Advisory Committee was informed that, in addition to an improved security situation in Iraq, the availability of candidates on the Field Central Review Board rosters had allowed acceleration of the recruitment process, thereby contributing to improvements in vacancy rates. The Committee notes that the lower vacancy rates reflect not only improvements in the recruitment process, but also changes in the staffing levels. For example, the decrease in the actual vacancy rate for international staff from 18 per cent in 2011 to 14 per cent in 2012 is in part due to the reduction in the staffing level from a total of 508 positions in 2011 to 457 in 2012. The Committee notes that the above table includes, in addition to the vacancy rates, some data on the number of approved positions, which facilitates interpretation of the vacancy rates. **In this connection, the Committee is of the view that the table could be further enhanced by including, for example, information on the incumbency levels. It therefore recommends that the General Assembly request the Secretary-General to provide in his next report a more complete analysis of all the factors impacting the evolution of vacancy rates. (para. 249)**

While recognizing that the Mission needs to regularly adapt its structures to the evolving requirements of its mandate, the Advisory Committee is of the view that a much more stable staffing table would facilitate continuity in mandate implementation. The Committee recommends that the General Assembly request the Secretary-General to provide, in his next report, information on lessons learned and the impact of the reclassification exercise. Unless otherwise indicated in the paragraphs below, given the large number of changes proposed in the staffing establishment for individual substantive and administrative offices, the Committee will not comment on individual proposals for each office. The Committee has no objection to the Secretary-General's staffing proposals for UNAMI for 2013. (para. 251)

In this connection, the Advisory Committee notes that it is proposed to redeploy one position of Senior Project Officer (P-5) in the Headquarters Construction Unit in Baghdad to the Joint Analysis and Policy Unit under the Office of the Special Representative as Chief of Joint Analysis and Policy Unit (P-5) (ibid., para. 187). In the light of previous problems encountered with coordinating construction

Action taken to implement the recommendation

Consolidated information on budgeted vacancy rates for 2013 and 2014, and the actual vacancy rate as at 31 August 2013, are provided in the Secretary-General's report on the estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/68/327).

The vacancy rates for UNAMI continue to decrease, due to the following factors: increase in the recruitment and deployment of national staff in Iraq, the abolishment of 86 positions in the 2013 budget, the installation of all the substantive staff in Iraq, the increased accommodation available in Baghdad as a result of the acquisition of the D-2 compound, and the availability of candidates from the Field Central Review Board rosters. All these measures, together with the implementation of the General Assembly resolution on harmonization of conditions of service for all United Nations staff in effect as at July 2011, has made it possible to recruit and place more staff in the Mission, thereby reducing vacancy rates.

As a result of the comprehensive organizational changes implemented in 2012 and 2013, UNAMI is proposing a limited number of organizational changes in 2014, with a view to enhancing operational efficiencies in the implementation of its mandate.

Noting the concerns of the Committee regarding the need for effective supervision of the headquarters construction project, the Mission proposes in 2014 to re-establish the position of the Senior Project Officer (P-5) in the Office of the Chief of Mission Support. Please refer to paragraph 178 of the present report for details

Brief description of the recommendation

activities, the Committee requested clarification concerning how the Mission would continue to manage and supervise the construction project without a Senior Project Officer. It was informed that the Mission intended to utilize its existing engineering capacity to supervise the construction works, which were expected to be contracted out in 2013. **Notwithstanding the changed scope of the project (see para. 240 above), the Committee emphasizes the need for close supervision and oversight of the implementation of the project, and recommends that the Secretary-General be requested to ensure that the necessary controls are in place to bring the construction project to a successful conclusion, on time and within the approved budget. (para. 254)**

The Advisory Committee welcomes the proactive measures taken to address the challenges faced in implementing quick-impact projects, and recommends that the General Assembly request the Secretary-General to report further on this matter in his next report. (para. 260)

The Committee considers the transfer of all substantive staff back to Iraq to be a welcome development. It recommends that the General Assembly request the Secretary-General to provide a further update in his next report on the remaining positions envisaged to be transferred in 2013. (para. 261)

While not objecting to the Secretary-General's proposals, the Advisory Committee recommends that the Secretary-General be requested to provide further information on the organizational structure, functions, reporting lines, staffing and activities of the Kuwait Joint Support Office in his next report. It further recommends that the Secretary-General be requested to conduct a cost-benefit analysis of the Kuwait Joint Support Office since its establishment and to report his findings in his next report, including information on the

Action taken to implement the recommendation

regarding the proposed functions of the Senior Project Officer position, the incumbent of which will be under the direct supervision of the Chief of Mission Support, and who will oversee the construction project financed by the Government of Iraq through a Trust Fund contribution.

Updated information with respect to implementation of quick-impact projects is contained in paragraph 325 of the present report.

The drawdown of the Amman office was completed during 2013. With the exception of the Security Awareness Induction Training course, which, due to availability of facilities and logistical reasons, continues to remain in Amman, all other substantive personnel were transferred into Iraq, or for support functions, into Kuwait, by August 2013. To ensure support for political outreach and negotiation in line with the UNAMI mandate, in 2014, the Office of Political Affairs proposes to redeploy to Amman, one Political Affairs Officer position (P-5), one Language Assistant position (Local level), and one Administrative Assistant position (Local level). For details, please refer to paragraph 107 of the present report.

Information on the organizational structure, reporting lines and staffing of the UNAMI positions located in Kuwait, including the Kuwait Joint Support Office, are reflected in organization chart B.2 of the present report.

With respect to the information related to a cost-benefit analysis and efficiency gains and benefits realized through the operation of the Kuwait Joint Support Office, as this analysis concerns both UNAMA and UNAMI, the information requested

*Brief description of the recommendation**Action taken to implement the recommendation*

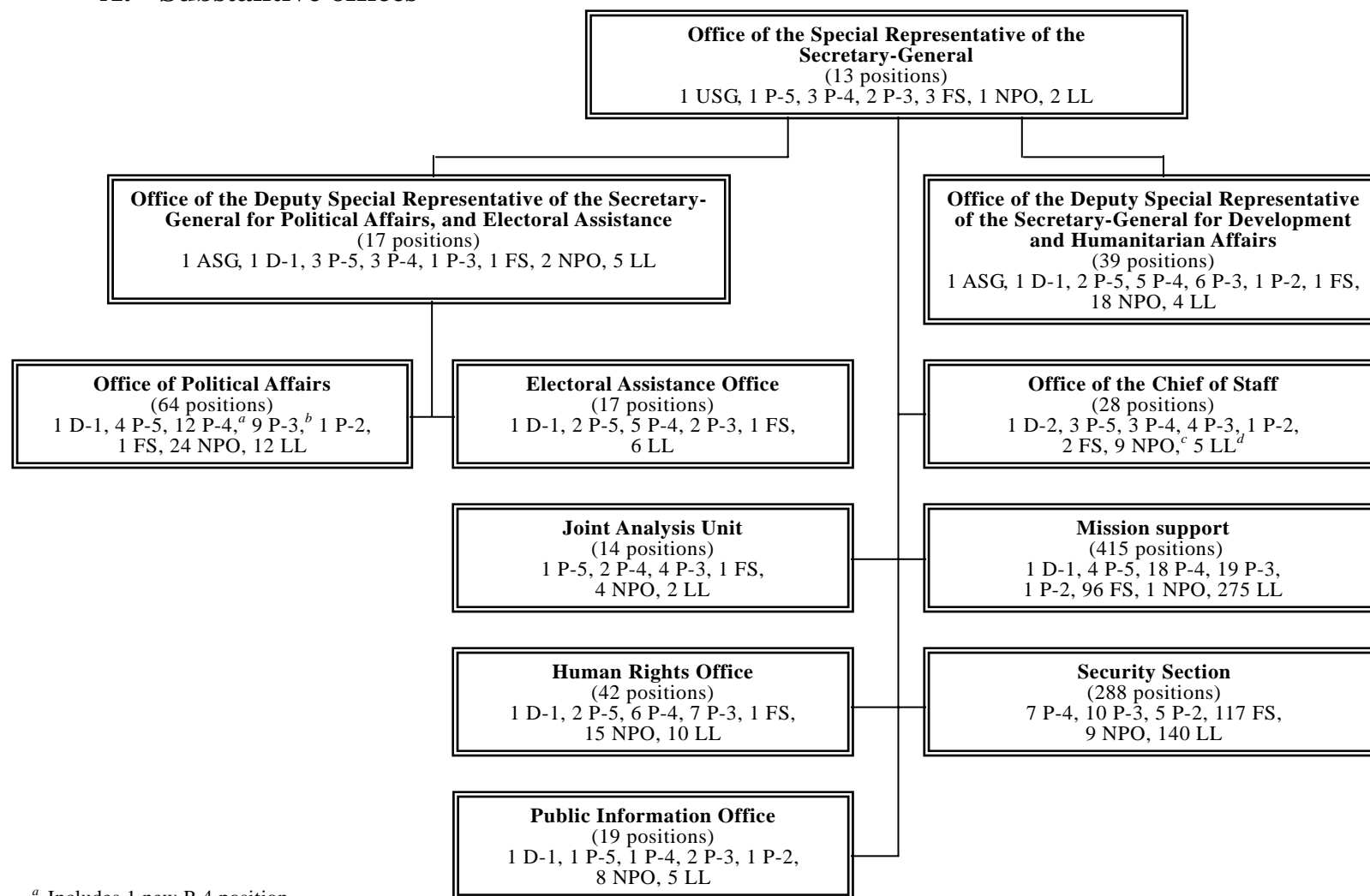
efficiency gains and benefits realized through the operation of the Office (see para. 34 above). (para. 264)

is provided in the Secretary-General's report on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council ([A/68/327](#)).

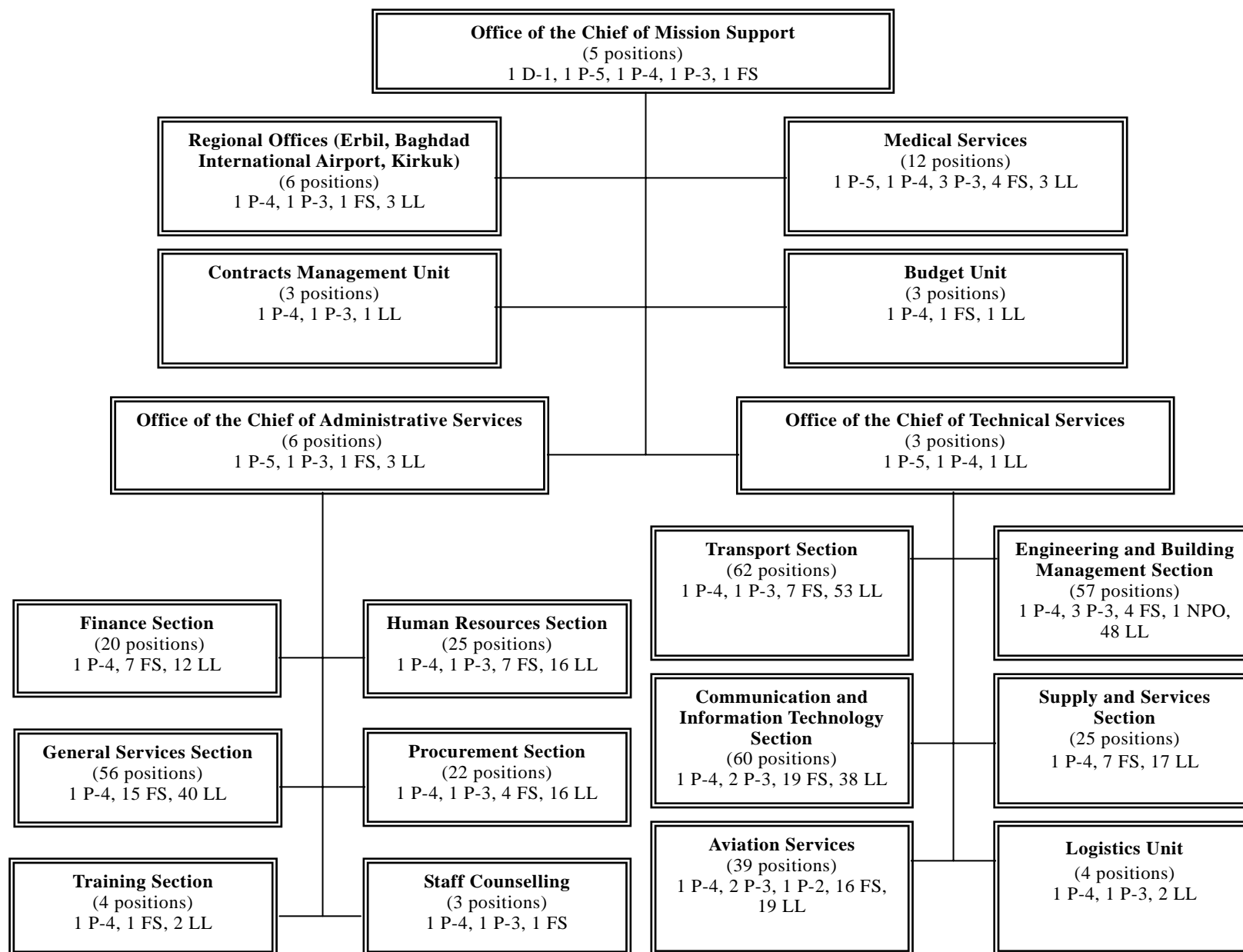
Annex II

Organization charts for 2014

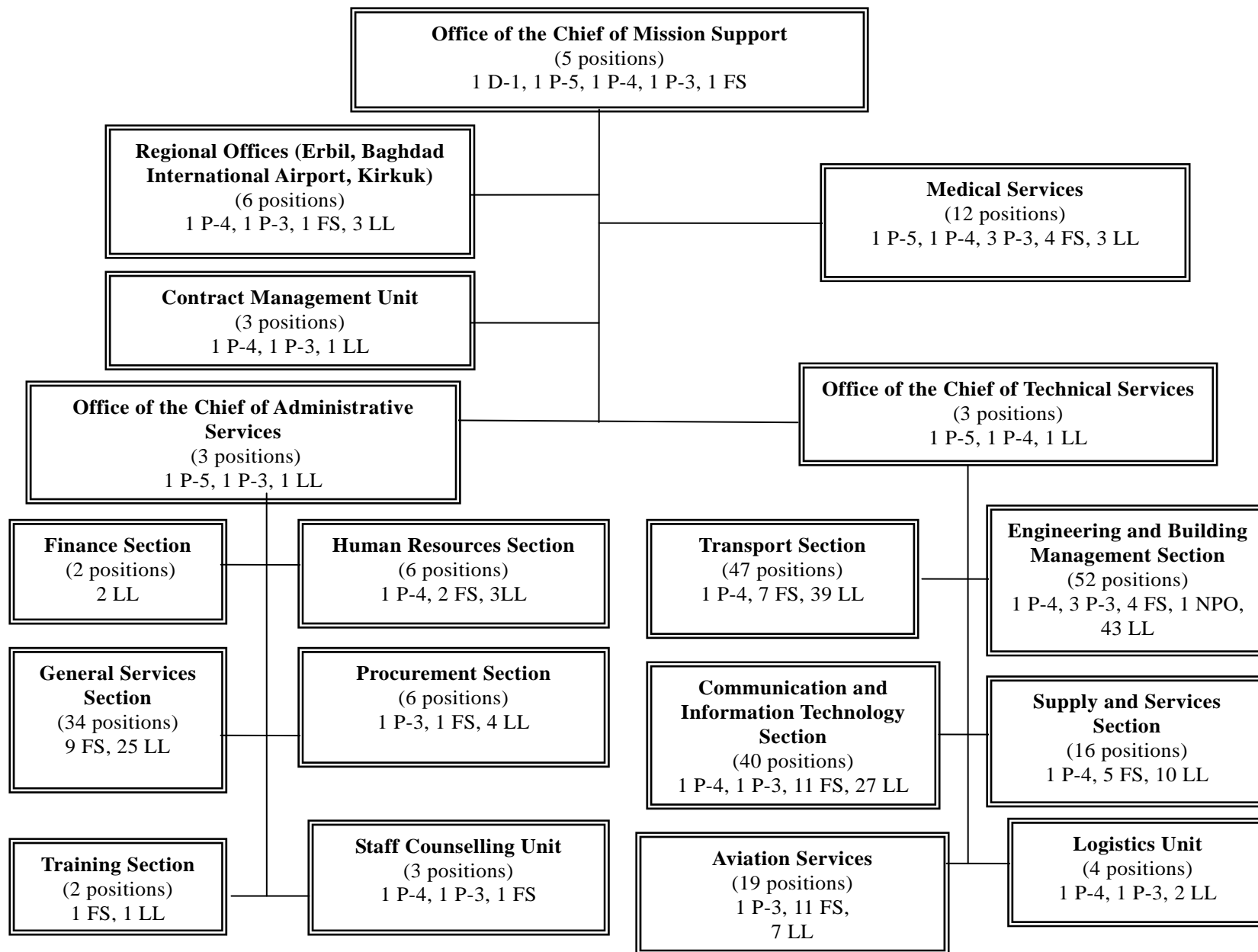
A. Substantive offices

^a Includes 1 new P-4 position.^b Includes 1 new P-3 position.^c Includes 1 new NPO position.^d Includes 1 new LL position.

B. Administrative Offices



B.1. Administrative offices (Iraq)



B.2. Administrative offices (Kuwait)

