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Programme budget for 2024

Revised estimates relating to the Independent Institution on Missing Persons in the Syrian Arab Republic

Report of the Secretary-General

Summary

The present report is submitted to request the approval by the General Assembly of the estimated additional resource requirements for 2024 relating to Assembly resolution [77/301](#) on the Independent Institution on Missing Persons in the Syrian Arab Republic, for which no provisions were made in the programme budget for 2024.

In its resolution [77/301](#), the General Assembly decided to establish, under the auspices of the United Nations, the Independent Institution on Missing Persons in the Syrian Arab Republic, to clarify the fate and whereabouts of all missing persons in the Syrian Arab Republic and to provide adequate support to victims, survivors and the families of those missing, in close cooperation and complementarity with all relevant actors. The budgetary implications, net of staff assessment, for 2024 relating to resolution [77/301](#) amount to \$2,991,700, including \$24,500 under section 2, General Assembly and Economic and Social Council affairs and conference management, and \$2,967,200 under section 24, Human rights.

In section IV of the present report, it is requested that the additional resource requirements for 2024 in the amount of \$2,991,700 be appropriated. Furthermore, in section IV, an additional appropriation in the amount of \$278,600 is requested under section 36, Staff assessment, of the programme budget for 2024, which would be offset by an equivalent increase of \$278,600 under income section 1, Income from staff assessment.

In the present report, approval is also requested for the establishment of 28 posts (1 Assistant Secretary-General, 1 D-1, 3 P-5, 7 P-4, 9 P-3, 4 P-2, 1 General Service (Principal level) and 2 General Service (Other level)) for the Independent Institution on Missing Persons in the Syrian Arab Republic under section 24, Human rights, of the programme budget for 2024.



I. Introduction

1. The present report is submitted to request the approval by the General Assembly of the estimated additional resource requirements for the period from 1 April to 31 December 2024 arising from resolution [77/301](#) on the Independent Institution on Missing Persons in the Syrian Arab Republic, adopted by the Assembly on 29 June 2023, for which no provisions were made in the programme budget for 2024.

2. Under the terms of paragraphs 2, 3, 4, 6 and 10 of resolution [77/301](#), the General Assembly:

(a) Decided to establish, under the auspices of the United Nations, the Independent Institution on Missing Persons in the Syrian Arab Republic, to clarify the fate and whereabouts of all missing persons in the Syrian Arab Republic and to provide adequate support to victims, survivors and the families of those missing, in close cooperation and complementarity with all relevant actors;

(b) Decided that the Independent Institution shall have a structural element that ensures the full and meaningful participation and representation of victims, survivors and the families of missing persons in the Syrian Arab Republic in its operationalization and work and that it shall engage with women's organizations and other civil society organizations in a regular and sustained manner;

(c) Decided that the Independent Institution shall apply a victim- and survivor-centred approach, shall be inclusive of families and shall be guided by the principles and fundamental features of gender inclusivity, non-discrimination, "do no harm", independence, impartiality, transparency, and confidentiality of sources and information, and the operational standards of complementarity and non-duplication, presumption of life, sustainability, accessibility, and multidiscipline, as outlined in the report of the Secretary-General on missing people in the Syrian Arab Republic ([A/76/890](#));

(d) Requested the Secretary-General to take, without delay, the steps, measures and arrangements necessary for the speedy establishment and full functioning of the Independent Institution, building on existing capacities and survivor-informed best practices, including recruiting or allocating impartial and experienced staff with relevant skills and expertise;

(e) Requested the Secretary-General to report on the implementation of the resolution within 100 working days of its adoption, and further to report on the activities of the Independent Institution on an annual basis.

3. Prior to the adoption by the General Assembly of the resolution on the Independent Institution on Missing Persons in the Syrian Arab Republic, an oral statement was presented pursuant to rule 153 of the rules of procedure of the General Assembly, whereby it was estimated that adoption of the draft resolution would give rise to budgetary implications of up to \$3.0 million in 2024 and in the range of \$10.0 million to \$12.0 million annually starting in 2025, once the Independent Institution is fully operational, including post resources, to cover the activities of the newly established Independent Institution, as well as for the processing of related documentation in all official languages by the Department for General Assembly and Conference Management of the Secretariat.

4. Pursuant to resolution [77/301](#), on 1 December 2023, the Secretary-General submitted a report on the implementation of the resolution ([A/78/627](#)), which outlined the steps already taken and those further envisaged towards the start-up, establishment and full functioning of the Independent Institution and described the process of the development of the terms of reference of the Independent Institution.

The terms of reference of the Independent Institution are annexed to that report and cover the full scope of the work of the Independent Institution starting from 1 April 2024.

5. As described in the above-mentioned report, the Office of the United Nations High Commissioner for Human Rights (OHCHR) established a start-up team to carry out preliminary tasks towards the establishment of the Independent Institution, using existing capacities. Following the development and publication of the terms of reference, OHCHR is supporting the steps, measures and arrangements necessary for the speedy establishment and full functioning of the Independent Institution. For this purpose, OHCHR is building on its consultations with relevant actors, including victims, survivors and families, and their associations, civil society organizations, in particular women's organizations, international partners with relevant specialist expertise, United Nations entities and bodies, and Member States. The work of the start-up team is expected to finish on 31 March 2024 and the Independent Institution is expected to begin its work starting from 1 April 2024.

6. Furthermore, in the above-mentioned report the Secretary-General set out the principles by which the choice of the seat of the Independent Institution was to be based. Guided by those principles, subsequent to the issuance of the report, Geneva has been chosen as the seat of the Independent Institution.

7. In the present report, the Secretary-General details the resource requirements for the period from 1 April to 31 December 2024 and requests the approval and appropriation by the General Assembly of the amount of \$2,991,700 (net of staff assessment), under section 2, General Assembly and Economic and Social Council affairs and conference management (\$24,500), and under section 24, Human rights (\$2,967,200). The Secretary-General also requests approval for the establishment of 28 posts for the Independent Institution under section 24, Human rights (1 Assistant Secretary-General, 1 D-1, 3 P-5, 7 P-4, 9 P-3, 4 P-2, 1 General Service (Principal level) and 2 General Service (Other level)). Resource requirements for 2025 and beyond would be included in the respective proposed programme budget.

II. Budgetary implications

8. Pursuant to paragraphs 2, 3, 4 and 6 of resolution [77/301](#), the mandate of the Independent Institution comprises two interrelated and mutually reinforcing components, in clarifying the fate and whereabouts of all missing persons in the Syrian Arab Republic and in providing adequate support to victims, survivors and the families of those missing.

9. In line with the mandate set out in resolution [77/301](#) and further elaborated in the terms of reference of the Independent Institution, commencing 1 April 2024, the tasks of the Independent Institution in 2024 would include:

- (a) To ensure that a comprehensive security risk assessment is conducted and appropriate security risk management measures are established;
- (b) To consider and conclude cooperation agreements with relevant actors;
- (c) To map the needs of families, as well as existing actors holding relevant information on missing persons in the Syrian Arab Republic or carrying out activities relevant to the mandate of the Independent Institution;
- (d) To design a system ensuring the meaningful and full participation of victims, survivors and families in the work of the Independent Institution, as well as regular engagement with women's organizations and other civil society organizations;

(e) To design an appropriate information management system in line with its mandate and terms of reference, in particular to consolidate existing information and data;

(f) To design an initial search plan in coordination with relevant actors, in particular families;

(g) To develop and implement an initial outreach policy, set up working procedures for registering claims, and duly organize case files, information and data;

(h) To continue to liaise with relevant actors, including United Nations and other entities or bodies, with Member States and with families and civil society organizations.

10. To carry out the above-mentioned activities in 2024, additional posts as well as non-post resources will be required in 2024 as a separate component from OHCHR under section 24, Human rights, as detailed in table 1 and paragraphs 13–15 below.

11. The mandate contained in paragraph 10 of resolution [77/301](#) constitutes an addition to the documentation workload of the Department for General Assembly and Conference Management starting in 2024 and annually thereafter of one pre-session document with an estimated word count of 8,500 words to be issued in all six official languages.

12. The estimated resource requirements to support the Independent Institution on Missing Persons in the Syrian Arab Republic for the period from 1 April to 31 December 2024 amount to \$2,991,700 (net of staff assessment), as shown in table 1, for which no provisions were made in the programme budget for 2024.

Table 1

Additional resource requirements for 2024 pursuant to General Assembly resolution [77/301](#), net of staff assessment

(United States dollars)

<i>Object of expenditure</i>	<i>Additional requirements for 2024</i>
Section 2, General Assembly and Economic and Social Council affairs and conference management	
Other staff costs	
Documentation services	24 500
Subtotal, section 2	24 500
Section 24, Human rights	
Posts	2 200 200
Consultants	70 500
Travel of staff	72 800
Contractual services	217 000
General operating expenses	278 000
Supplies and materials	1 800
Furniture and equipment	22 400
Grants and contributions	104 500
Subtotal, section 24	2 967 200
Total	2 991 700

13. The estimated resource requirements for 2024 in the amount of \$2,967,200 under section 24, Human rights, include \$2,200,200 for 28 posts for the Independent Institution (1 Assistant Secretary-General, 1 D-1, 3 P-5, 7 P-4, 9 P-3, 4 P-2, 1 General Service (Principal level) and 2 General Service (Other level)) from April to December 2024. The resource estimate for posts is based on a 50 per cent vacancy rate. The organizational structure and post distribution for 2024 are provided in annex I, while descriptions of the functions of the 28 posts are provided in annex II. Additional posts, necessary for delivering the mandate of the Independent Institution, will be proposed for establishment in 2025, and the updated organizational structure and post distribution for 2025 will be included in the proposed programme budget for 2025, under section 24, Human rights.

14. To implement its mandate, the Independent Institution would consist of the following organizational units:

(a) **Executive Office:** the Executive Office, under the direction of the Head of the Independent Institution, who would report directly to the Secretary-General (i.e. not through OHCHR), would provide overall strategic, leadership and management guidance to the Independent Institution. It would approve, implement and evaluate the Independent Institution's policies, procedures, methods of work and activities. These roles would be undertaken in full compliance with the Independent Institution's mandate to clarify the fate and whereabouts of all missing persons in the Syrian Arab Republic and to provide adequate support to victims, survivors and the families of those missing, in close cooperation and complementarity with all relevant actors. Specifically, the Executive Office would oversee the management of and provide strategic guidance to the Search and Data Analysis, Victim Participation and Support, and Administrative Services Sections. It would provide overall direction and supervision to the sections responsible for the implementation of the mandate and ensure the full and meaningful participation and representation of victims, survivors and families, as well as engagement with women's organizations and other civil society organizations. The Office would also engage with the Advisory Board, composed of Syrian and international independent experts, including representatives of victims, survivors and families, on its programmes and operations. The Office would maintain relations with Governments and all relevant actors, including specialist international agencies, other United Nations entities, international organizations, regional and national institutions, victims', survivors' and family associations, non-governmental organizations and the private sector. It would also oversee the conclusion of agreements with Member States, United Nations entities, international organizations and other entities to ensure their cooperation with the Independent Institution;

(b) **Search and Data Analysis Section:** the Search and Data Analysis Section would play a role in formulating and implementing a strategy that would align with the Independent Institution's strategic goals. It would be responsible for developing and executing an extensive search plan, collaborating closely with various stakeholders, especially families, and leveraging advanced technologies. It would actively map entities possessing information on missing persons in the Syrian Arab Republic and those with unique capabilities in technology and information retrieval within the context of victims, survivors and missing persons. The Section would engage in structural and contextual analysis of data and information, consulting with key partners, including victims, survivors and families, to inform the Independent Institution's search plan. It would be committed to employing all possible measures and procedures to ascertain the fate and whereabouts of missing individuals, advocating for the release of those arbitrarily detained, and coordinating the return of human remains to families. As the institutional custodian, it would be tasked with the collection, preservation, security, archiving and accessibility of all pertinent

information within the scope of the Independent Institution's mandate. It would also support the Victim Participation and Support Section by undertaking individual search activities, information collection and coordination with external service providers;

(c) **Victim Participation and Support Section:** the Victim Participation and Support Section would be responsible for delivering the support aspect of the Independent Institution's mandate and would be responsible for ensuring the meaningful participation of victims, survivors and families and engaging with women's organizations and other civil society organizations in day-to-day operations. While such participation would be a cross-cutting principle across the whole Independent Institution, including the Executive Office and the Search and Data Analysis Section, staff in the Victim Participation and Support Section would be the main group interacting with families of the missing and receiving and registering cases. The Victim Participation and Support Section would support the Search and Data Analysis Section by directing families to the latter and assisting with their interactions to ensure respect and cultural sensitivity. It would collaborate with the Victims' Advocate in the Executive Office to receive and implement advice to ensure that all programmes are responsive to families' rights and needs. It would manage and maintain a referral network to which it would direct families, updating the network's records regularly and maintaining strong communications with its members. The Section would provide legal support to families interacting with the Independent Institution, including awareness-raising and support with regard to the issuance of necessary documentation. Staff in the Section would be involved in the Independent Institution's engagement with family associations, as well as other civil society organizations, including through the Independent Institution's Advisory Board, the non-governmental organizations platform, ad hoc means of participation, and outreach and communications activities. The Section would also be responsible for translating and interpreting from Arabic to English and vice versa, including official documents, reports, briefings, meetings and interviews. The Syrian Arab Republic is an Arabic-speaking country and, given the mandate to apply a victim- and survivor-centred approach, it would be essential that documents, reports and briefings be available in both English and Arabic;

(d) **Administrative Services Section:** the Administrative Services Section would provide administrative support services to the Independent Institution in the areas of financial management, including the preparation of budgets and the monitoring of expenditures; human resources management, including the recruitment and administration of staff; and general services, including travel, procurement and property management. The support services would be undertaken in full compliance with United Nations rules and regulations as well as the Independent Institution's terms of reference;

(e) **Advisory Board (pro bono):** the Independent Institution would include a pro bono Advisory Board composed of nine Syrian and international independent experts, sitting in their personal capacities, including representatives of victims, survivors and families, who would meet regularly to provide confidential views and advice to the Head of the Independent Institution on its programmes and operations.

15. The requirements also include an amount of \$767,000 under non-post objects of expenditure under section 24, Human rights, as reflected below:

(a) **Consultants:** the estimated amount of \$70,500 would provide for five months in total of two consultants at level C to enhance staff expertise with specialized knowledge and advice in information technology services and in audiovisual material development. The Independent Institution will operate amid evolving United Nations data protection standards and the complexities of artificial

intelligence, necessitating expert guidance on sophisticated information technology infrastructure, including on setting up secure, confidential systems and ethically managing sensitive information. The consultants would also create tailored audiovisual content, such as infographics and videos, to effectively communicate with and engage families of missing persons and stakeholders, ensuring transparency and trust. The need for consultants stems from their unique skills in visual communication, outreach strategy and advanced information technology solutions;

(b) **Travel of staff:** the estimated amount of \$72,800 would provide for:

(i) Three trips of five working days each by three staff members to countries in the Middle East to undertake interviews and meet with Syrian families;

(ii) Three trips of five working days each by three staff members to countries in Europe to undertake interviews and meet with Syrian families;

(iii) Two trips of five working days each to New York by the Head of the Independent Institution to brief the General Assembly, hold regular consultations with Member States and United Nations entities and meet with civil society partners. The Head would be accompanied by one staff member on each trip;

(c) **Contractual services:** the estimated amount of \$217,000 would provide for contracting licences for e-discovery and data analysis software, information management systems and interpretation services during field missions;

(d) **General operating expenses:** the estimated amount of \$278,000 would provide for the rental of premises at the United Nations Office at Geneva, the rental of meeting rooms during meetings at the Office and in field missions, and the cost-recovery services (human resources, information and communications technology, financial, procurement, etc.) charged by the Office as the main service provider of the Independent Institution;

(e) **Supplies and materials:** the estimated amount of \$1,800 would provide for office supplies and materials;

(f) **Furniture and equipment:** the estimated amount of \$22,400 would provide for the acquisition of mobile phones, which are necessary due to the sensitivity of the data;

(g) **Grants and contributions:** the estimated amount of \$104,500 would provide for:

(i) One trip of three working days for the nine Advisory Board members to Geneva;

(ii) One trip of three working days for 25 participants to attend a meeting of the civil society platform in Geneva.

16. The proposal also includes an amount of \$24,500 other staff costs under section 2, General Assembly and Economic and Social Council affairs and conference management, for the costs of documentation services for the new annual report.

17. An additional amount of \$278,600 would be required in 2024 under section 36, Staff assessment, of the programme budget for 2024, which would be offset by an equivalent increase of \$278,600 under income section 1, Income from staff assessment.

18. Requirements for resources for 2025 and beyond would be included in the respective proposed programme budget under section 2 and as a separate component under section 24.

III. Summary of resource requirements

19. The budgetary implications for 2024 resulting from the adoption of General Assembly resolution 77/301, for which no provisions were made in the programme budget for 2024, amount to \$2,991,700, net of staff assessment, and are summarized in table 2.

Table 2

Total additional resource requirements for 2024 pursuant to General Assembly resolution 77/301, by budget section

(United States dollars)

<i>Budget section</i>	<i>Additional requirements for 2024</i>
Section 2	24 500
Section 24	2 967 200
Total, excluding staff assessment	2 991 700
Section 36	278 600
Total, including staff assessment	3 270 300

IV. Conclusion and action requested of the General Assembly

20. The General Assembly is requested:

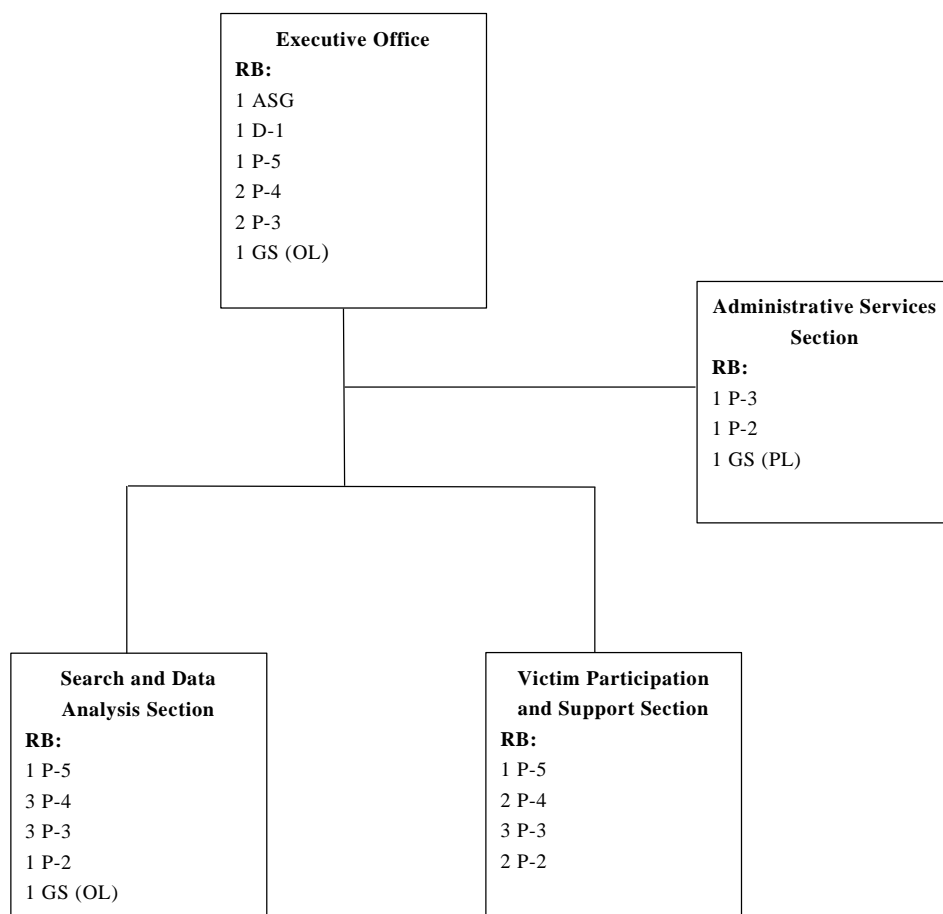
(a) To approve additional appropriations for 2024 in the amount of \$2,991,700, arising from General Assembly resolution 77/301, comprising \$24,500 under section 2, General Assembly and Economic and Social Council affairs and conference management, and \$2,967,200 under section 24, Human rights;

(b) To approve the establishment of 28 posts (1 Assistant Secretary-General, 1 D-1, 3 P-5, 7 P-4, 9 P-3, 4 P-2, 1 General Service (Principal level) and 2 General Service (Other level)) for the Independent Institution on Missing Persons in the Syrian Arab Republic under section 24, Human rights, of the programme budget for 2024;

(c) To approve an additional appropriation in the amount of \$278,600 under section 36, Staff assessment, of the programme budget for 2024, arising from General Assembly resolution 77/301. The amount of \$278,600 would be offset by an equivalent increase of \$278,600 under income section 1, Income from staff assessment.

Annex I

Organizational structure and post distribution for 2024



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget.

Annex II

Summary of proposed posts for 2024

<i>Section/Office</i>	<i>Number</i>	<i>Grade</i>	<i>Functional title</i>	<i>Justification, including summary of functions</i>
Section 24, Human rights				
Independent Institution on Missing Persons in the Syrian Arab Republic				
Executive Office	1	ASG	Head	Reporting directly to the Secretary-General, the Head of the Independent Institution would be responsible for providing overall strategic and management guidance to the Institution, ensuring full compliance with its terms of reference. The Head would provide overall direction for the activities of the Independent Institution, particularly in formulating, implementing and evaluating policies, procedures, methods of work and tasks required for fulfilling the Independent Institution's mandate. With support from the Deputy Head, the Head would manage and provide substantive leadership to the team, supervising activities, task distribution and the timely delivery of outputs. The Head would ensure the meaningful and full participation of victims, survivors and families in the work of the Independent Institution. The Head would maintain relations with Member States, other United Nations entities, international organizations, regional and national institutions, family and survivors' associations, civil society organizations, non-governmental organizations (NGOs), the private sector and academia. The Head would oversee the conclusion of agreements with relevant actors and Member States to ensure cooperation with the Independent Institution. Additionally, the Head would oversee the administration and management of the Independent Institution, particularly the budget process. The Head would ensure respect for and compliance with security risk management measures, security protocols and the highest protection standards. The Head would support the drafting of the annual report of the Secretary-General on the activities of the Independent Institution to the General Assembly. The Head would also be committed to taking action to guarantee the independence of the Independent Institution's work at all times.
	1	D-1	Deputy Head	Under the overall guidance of the Head of the Independent Institution, the Deputy Head would play a crucial role in coordinating and directing the work and activities of the Independent Institution to ensure that the strategic decisions for fulfilling its mandate are implemented. This responsibility would encompass developing and maintaining a framework for managing and planning the Independent Institution's activities and facilitating the development of the overall work programme. The Deputy Head would advise the Head on adopting and revising the Independent Institution's internal procedures and methods of work and assist in the administration and management of the Independent Institution, including the preparation of the budget and the contribution to the annual report of the Secretary-General to the General Assembly. The Deputy Head would assist the Head in maintaining relations with Member States, other United Nations entities, international organizations, regional and national institutions, family and survivors' associations, civil society organizations, NGOs, the private sector and academia. The Deputy Head would also be responsible for

<i>Section/Office</i>	<i>Number</i>	<i>Grade</i>	<i>Functional title</i>	<i>Justification, including summary of functions</i>
				directing the provision of legal and methodological advice and developing general positions, standards and guidelines related to the conduct of the Independent Institution's work. The Deputy Head would supervise the Search and Data Analysis Section and the Victim Participation and Support Section, including their respective chiefs. Furthermore, the Deputy Head would direct the drafting of and advise the Head on concluding agreements with relevant actors and Member States to ensure cooperation with the Independent Institution. The Deputy Head would establish and maintain regular and constructive relationships with other United Nations entities and the Secretariat, ensuring a cohesive and collaborative approach to the Independent Institution's mission and objectives.
	1	P-5	Senior Human Rights Officer	Under the direct supervision of the Deputy Head, the Senior Human Rights Officer would be responsible for formulating human rights strategies and developing plans that ensure that the Independent Institution's policies, methods of work and activities are implemented and that they are aligned with international standards relevant to missing persons in the Syrian Arab Republic and their families (including the rights to know and to the truth under international human rights law and international humanitarian law, where applicable). The Senior Human Rights Officer would coordinate policy development and direct programme evaluation, providing strategic advice to the Head and Deputy Head and to the Executive Office on significant issues and policies. The Senior Human Rights Officer would also supervise the preparation of the Head's inputs for the annual report of the Secretary-General to the General Assembly, ensuring that the Independent Institution's perspectives and activities are accurately and effectively communicated. The Senior Human Rights Officer would coordinate activities related to the budget and funding and ensure the preparation of related documents and reports.
	1	P-4	Human Rights Officer	Under the supervision of the Senior Human Rights Officer, the Human Rights Officer would fulfil the role of Victims' Advocate and would advise the Head, the Deputy Head and the Independent Institution's staff on matters related to the rights of victims engaging with the Independent Institution and support the implementation of policies and procedures on victim assistance and support. The Human Rights Officer would maintain direct contact with victims, aligning with the Independent Institution's strategic vision of victim and survivor centrality, and ensure that adequate mechanisms are in place to inform victims about the available engagement and support from the Victims' Advocate. The Human Rights Officer would oversee the mapping of relevant services provided by the Independent Institution and its institutional partners, offering advice on lessons learned, best practices, gaps and opportunities to enhance assistance and support to victims.
	1	P-4	Legal Officer	Under the supervision of the Senior Human Rights Officer, the Legal Officer would advise the Head, the Deputy Head and the Independent Institution's staff on matters related to the legal framework and standards applicable to missing persons, including those forcibly disappeared in the Syrian Arab Republic. The Legal Officer would conduct analysis and research on various legal matters pertinent to clarifying the

<i>Section/Office</i>	<i>Number</i>	<i>Grade</i>	<i>Functional title</i>	<i>Justification, including summary of functions</i>
				<p>fate and whereabouts of missing persons and would contribute to the elaboration and development of the search plan. The Legal Officer would provide advice on different legal issues and assist in drafting legal opinions, memorandums (including memorandums of understanding) and other briefing documents for the Head, Deputy Head and staff. Throughout the Independent Institution's operational period, the Legal Officer would ensure the legal accuracy of all documents, including reports, submissions and press releases. The Legal Officer would suggest legal qualifications of gathered information, advise on the standard of proof and identify trends and patterns related to missing persons and the forcibly disappeared in the Syrian Arab Republic. The Legal Officer would also be responsible for drafting the Independent Institution's reports and ensuring consistency of findings, conclusions and recommendations with the mandate, applicable laws and information gathered. Additionally, the Legal Officer's tasks would involve providing guidance and advice on transitional justice, reconciliation and healing matters.</p>
	1	P-3	Public Information Officer	<p>Under the supervision of the Senior Human Rights Officer, the Public Information Officer would provide guidance and authoritative advice on communications and public information to the Head of the Independent Institution and senior management. The Public Information Officer would implement the Independent Institution's outreach strategy and produce materials for print, electronic, voice and visual media. The Public Information Officer would establish and maintain relations with Syrian, Arab and international media, civil society organizations, States and other relevant stakeholders, keeping them informed about the mandate and functions of the Independent Institution and enlisting their support for the effectiveness of its work. In collaboration with colleagues in the Victim Participation and Support Section, the Public Information Officer would identify challenges the Independent Institution may face in its outreach efforts with Syrian and other counterparts and would assist in developing strategies and solutions to address those challenges. The Public Information Officer would draft and review a diverse range of communications for the Head, including speeches and reports, and would provide regular reviews and analyses of relevant media on the Independent Institution's work.</p>
	1	P-3	Programme Management Officer	<p>Under the supervision of the Senior Human Rights Officer, the Programme Management Officer would collaborate with leadership to manage the Independent Institution's programmes effectively. This would include developing, implementing, monitoring and evaluating various programmes and projects. The Programme Management Officer would be tasked with producing a range of written outputs, such as draft background papers, analyses, report sections and contributions to publications. The Programme Management Officer would work closely with administrative colleagues to prepare programme and project documents, including progress reports and financial statements. The Programme Management Officer would also respond to audit queries as the focal point. The Programme Management Officer would play a key role in missions, providing guidance to external consultants, government officials and other partners. Additionally, the</p>

<i>Section/Office</i>	<i>Number</i>	<i>Grade</i>	<i>Functional title</i>	<i>Justification, including summary of functions</i>
Search and Data Analysis Section	1	GS (OL)	Staff Assistant	<p>Programme Management Officer would be responsible for drafting mission summaries and other related documentation.</p> <p>Under the supervision of the Head of the Independent Institution, the Staff Assistant would support the team, assisting with the overall administration of the Independent Institution. The Staff Assistant would manage priorities and workflows for the Head, coordinate and monitor a variety of activities and work processes to ensure that management directives and decisions are properly implemented, and ensure the timely delivery of products. The Staff Assistant would compile and analyse basic data from various sources, including Umoja, and present conclusions for review by the Head. The Staff Assistant would be responsible for time management and scheduling for the Head, consulting as necessary, prioritize and resolve conflicts and competing demands, and handle a wide range of administrative duties and processes. Those duties would include managing leave and attendance records, time sheets, travel arrangements, visa applications, expense statements, telecommunications charges, equipment purchasing, service and supply requisitions, and conference room bookings.</p>
	1	P-5	Senior Information Management Officer	<p>Under the direct supervision of the Deputy Head, the Senior Information Management Officer, as Chief of Section, would offer senior-level strategic advice to the Head and other senior managers on information governance, information security, search operations and data collection strategies. This role would demand knowledge in data management, portfolio, programme and project management, technology strategy within United Nations system entities, data protection and information architecture. The Senior Information Management Officer would set goals for the Section aligned with the Independent Institution's strategic objectives, fostering an innovative and dynamic work environment. The Senior Information Management Officer would establish reporting metrics to monitor quality compliance across the Section's responsibilities. Engaging with external parties, the Senior Information Management Officer would identify strategic partnerships to promote collaboration among the relevant entities, aiding in the mission to clarify the fate and whereabouts of missing persons in the Syrian Arab Republic. The Senior Information Management Officer would communicate the Independent Institution's priorities and work in the realms of search, technology and data to both internal and external stakeholders, and provide budget inputs for the Independent Institution, particularly in search and technology areas.</p>
	1	P-4	Information Systems Officer	<p>Under the direct supervision of the Chief of Section, the Information Systems Officer would be responsible for information security requirements for the Independent Institution. The Information Systems Officer would be tasked with developing an information security risk model and defending the information assets of the Independent Institution against likely and serious cyberthreats that may exist both internally and externally. The Information Systems Officer would be responsible for preparing and implementing the Independent Institution's information security strategy and maintaining compliance of the Independent Institution's systems with the requirements of the United Nations, international standards and requirements of third parties, where appropriate. The Information Systems Officer would</p>

<i>Section/Office</i>	<i>Number</i>	<i>Grade</i>	<i>Functional title</i>	<i>Justification, including summary of functions</i>
				lead incident detection and response. The Information Systems Officer would be responsible for tier 1 support for the Independent Institution and would collaborate with all of the Independent Institution's staff.
	1	P-4	Information Management Officer	Under the direct supervision of the Chief of Section, the Information Management Officer, as team leader, would oversee data collection activities, prioritizing opportunities in coordination with the Human Rights Officer within the Section. The Information Management Officer would manage the data operations team, collaborate with other team leaders to support the Independent Institution's mandate, and develop investigation plans for individual search and contextual analysis objectives. The Information Management Officer would collaborate with colleagues in both the Search and Data Analysis Section and the Victim Participation and Support Section. The Information Management Officer would coordinate the development of methodologies, policies and protocols, ensuring a gender perspective in both processes and outcomes. The Information Management Officer would be responsible for designing specialized databases and services for search and information management tasks, and would act as the primary contact for review and analysis protocols. The Information Management Officer would oversee the overall data schema to ensure the efficient integration of business processes, with high referential integrity of information and data.
	1	P-4	Human Rights Officer	Under the direct supervision of the Chief of Section, the Human Rights Officer, as team leader, would oversee, guide and conduct information collection activities, particularly focusing on interviews and open-source data. The Human Rights Officer would prioritize opportunities for collection in coordination with the Information Management Officer and under the supervision of the Chief of Section. The Human Rights Officer would manage the day-to-day operations of the analysis and investigations team, working with other team leaders to provide relevant information and data to support the Independent Institution's mandate of clarifying the fate and whereabouts of missing persons in the Syrian Arab Republic. In the context of a Section workplan, the Human Rights Officer would develop investigation plans to support contextual analysis objectives and deliver results of individual searches. The Human Rights Officer would oversee the development of methodologies, policies and protocols for the team's programmes, integrating a gender perspective in both processes and outcomes. The Human Rights Officer would coordinate the drafting of internal analytical products to support the Independent Institution's programming and public reporting. The Human Rights Officer would guide and conduct interviews, ensuring the proper recording of "informed consent", and ensure that all the team's inputs uphold the highest quality standards of investigation, analysis, verification and preservation. Working with the support and referral team and security focal points, the Human Rights Officer would develop and oversee plans to protect victims and witnesses, ensuring that effective referral pathways are identified and communicated to survivors and others as appropriate. The Human Rights Officer would also coordinate mission planning to facilitate the operational aspects of the Section's collection and analytical objectives.

<i>Section/Office</i>	<i>Number</i>	<i>Grade</i>	<i>Functional title</i>	<i>Justification, including summary of functions</i>
	1	P-3	Information Management Officer	Under the direct supervision of the Information Management Officer (P-4), the Information Management Officer (P-3) would receive tasks from the Victim Participation and Support Section and other stakeholders. The Information Management Officer would have knowledge of advanced information retrieval, database and system design, computer science, data protection, gender considerations in design, project management, and partner, vendor and contract management. The Information Management Officer would be tasked with operationalizing investigative and analytical processes across various data types and designing search activities. The Information Management Officer's day-to-day team would consist of analysts, investigators and focal points in the Victim Participation and Support Section. The Information Management Officer would be responsible for designing and documenting sophisticated technical programmes for information ingestion, training others on review protocols and deploying to support data collection activities. The Information Management Officer would be proficient in handling unstructured text, structured data, media, imagery and geospatial data and would need to actively identify and undertake collection activities.
	1	P-3	Human Rights Officer	Under the direct supervision of the Human Rights Officer (P-4), the Human Rights Officer (P-3) would have knowledge of Internet search and data analysis, collection, preservation and processing techniques. The Human Rights Officer would collaborate with information security resources to establish "do no harm" practices in using Internet resources and develop systems to mitigate risks and enhance team collaboration. The Human Rights Officer would be responsible for drafting policies and protocols governing Internet use within the Independent Institution, conducting gap analyses in the context of open-source information, and maintaining open-source resources, including sock puppets and data subscription services. The Human Rights Officer would identify and execute collection activities primarily on the Internet. The Human Rights Officer would contribute to search reports, assess recommendations to victims based on probabilistic models and receive tasks from the Victim Participation and Support Section focal points.
	1	P-3	Investigator	Under the direct supervision of the Human Rights Officer (P-4), the Investigator would work with analysts, information management officers and victim support focal points. The Investigator would be skilled in law, international law, human rights, investigation and related fields, and the conduct of research and analysis of missing persons cases as required by the Independent Institution's mandate. Under the team leader's guidance, the Investigator would propose search methods and tools and conduct investigations, including interviews, to corroborate findings. The Investigator would monitor trends in violations and use mapping tools and multiple sources, including open-source material and satellite imagery, for geolocation and authenticity assessment. Collaborating with the support and referral team, the Investigator would ensure the protection of cooperating victims and witnesses, adhering to "do no harm" principles. The Investigator would safeguard all search and investigation-related information and documentation, conducting preliminary analyses and drafting analytical documents, including gender analysis. The

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Victim Participation and Support Section				Investigator would prepare detailed investigation reports and undertake post-investigation tasks. The Investigator would contribute to populating analytical systems, identifying high-value analytical projects, and making recommendations based on probabilistic models. The Investigator would also receive tasks from the Victim Participation and Support Section focal points.
	1	P-2	Associate Human Rights Officer	Under the direct supervision of the Human Rights Officer (P-4), the Associate Human Rights Officer would specialize in Internet search, data analysis, collection, preservation, processing and anonymization, and open-source operational security. The day-to-day team would comprise analysts, investigators, information management officers and focal points in the Victim Participation and Support Section. The Associate Human Rights Officer would identify and execute collection activities, primarily on the Internet and the dark web, working under the guidance and monitoring of their reporting line. The Associate Human Rights Officer would assist in maintaining open-source resources, including sock puppets and data subscription services. The Associate Human Rights Officer would contribute to search reports, assess recommendations to victims based on probabilistic models, and receive tasks from focal points in the Victim Participation and Support Section as appropriate.
	1	GS (OL)	Information Management Assistant	Under the supervision of the Information Systems Officer, the Information Management Assistant would provide rapid, on-site responses to tier 1 support requests from all Independent Institution staff and support access requests and inventory for the Independent Institution's information and technology assets. Additionally, the Information Management Assistant would assist the Information Systems Officer in fulfilling their duties.
	1	P-5	Senior Human Rights Officer	Under the direct supervision of the Deputy Head, the Senior Human Rights Officer, as Chief of Section, would lead the Victim Participation and Support Section, providing senior-level strategic advice to the Head and other senior managers to ensure comprehensive support to victims, survivors and families of missing persons. The Senior Human Rights Officer would regularly engage with the Advisory Board, the Victims' Advocate, the Executive Office and the Search and Data Analysis Section to achieve those goals. The Senior Human Rights Officer would possess knowledge in the context of missing persons, the region, protection, referrals and service delivery. The Senior Human Rights Officer would set goals for the Section's teams that are aligned with the Independent Institution's strategic objectives and create a dynamic, innovative work environment. The Senior Human Rights Officer would establish reporting metrics to monitor quality compliance within their area of responsibility. Engaging with external parties, the Senior Human Rights Officer would identify strategic partnerships and advocate for the Independent Institution's goals. The Senior Human Rights Officer would communicate the Independent Institution's priorities and contribute to budget planning, particularly in the areas of victim support and participation.
	1	P-4	Human Rights Officer	Under the direct supervision of the Chief of Section, the Human Rights Officer, as team leader, would manage the operations of the receive and register team at the Independent Institution, collaborating with other team leaders to support

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				<p>the mandate of providing comprehensive aid to victims, survivors and families of missing persons. As team leader, the Human Rights Officer would be responsible for developing and implementing information gathering and registration plans, integrating a gender perspective in processes and outcomes, and adapting tools for data collection and processing. The Human Rights Officer would oversee and conduct interviews with families of missing persons and other victims in the Syrian Arab Republic, ensuring the recording of informed consent and maintaining high standards in analysis, verification and preservation. The Human Rights Officer would also ensure respectful interactions with victims, providing regular updates on their cases. In collaboration with the support and referral team, the Human Rights Officer would develop plans for victim protection and identify effective referral pathways. The Human Rights Officer would coordinate the drafting of internal analyses to support the Independent Institution's programming and public reporting, and oversee the proper handling, storage and preservation of information and data in line with the Independent Institution's methodologies, procedures and tools. The duties would include organizing missions to violation sites and engaging directly with affected families and other victims in the Syrian Arab Republic.</p>
	1	P-4	Human Rights Officer	<p>Under the direct supervision of the Chief of Section, the Human Rights Officer, as team leader, would manage the day-to-day operations of the support and referral team at the Independent Institution. The Human Rights Officer would work with other team leaders to ensure comprehensive support to victims, survivors and families of missing persons, including referrals to relevant Syrian or international actors in key programming areas and direct service provision. As team leader, the Human Rights Officer would develop a referral network and protocols, integrating a gender perspective and a victim- and survivor-centred approach. The Human Rights Officer would collaborate closely with the receive and register team to develop and oversee protective measures for victims and witnesses, ensuring the effective communication of referral pathways to families, survivors and others. In coordination with legal officers and external partners, the Human Rights Officer would devise legal strategies and mental health and psychosocial support strategies, including issuing certificates of absence and raising awareness on resisting extortion in the search for loved ones. The Human Rights Officer would be responsible for drafting internal analyses to support the Independent Institution's programming and public reporting, and would oversee the handling, storage and preservation of information and data in accordance with the Independent Institution's methodologies, procedures and tools.</p> <p>The tasks would include participating in and organizing missions to areas with large victim populations, engaging directly with affected families and other victims in the Syrian Arab Republic, and advocating with service providers to prioritize and adapt their services to the needs of families of missing persons.</p>
	1	P-3	Human Rights Officer	<p>Under the direct supervision of the Human Rights Officer (P-4) within the support and referral team, the Human Rights Officer (P-3) would play a pivotal role in engaging with</p>

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				<p>Syrian civil society organizations, including family associations and women's organizations. The primary task would be to build trusting relationships, inform these groups about developments in the Independent Institution's programming, and gather feedback. The Human Rights Officer would work closely with the Public Information Officer to ensure that communications and outreach to families, other victims, civil society and the broader public are strong, effective and culturally appropriate. As the focal point, the Human Rights Officer would organize the NGO platform for two-way exchange between civil society and the Independent Institution and contribute to other participatory activities, such as topic-specific working groups, as relevant. The Human Rights Officer would collaborate with Advisory Board members, the Victims' Advocate and all Independent Institution programmes to foster victim- and survivor-centred programming. The Human Rights Officer would participate in and organize missions to areas with large victim populations and regularly engage directly with families and other victims whose relatives have gone missing in the Syrian Arab Republic. The Human Rights Officer would contribute to internal analysis to support the Independent Institution's programming and public reporting and would be responsible for ensuring the proper handling, storage and preservation of information and data in accordance with the Independent Institution's methodology, procedures and tools.</p>
	1	P-3	Human Rights Officer	<p>Under the supervision of the Human Rights Officer (P-4) within the support and referral team, the Human Rights Officer (P-3) would be responsible for establishing, developing and maintaining a robust referral network of service providers catering to the needs of victims, survivors and family members in various fields, such as legal support, mental health and psychosocial support, livelihoods, education and health. This network would focus on countries with high numbers of victims, and the Human Rights Officer would ensure effective referral processes. The Human Rights Officer would conduct regular due diligence to assess service providers' quality and capacity and maintain up-to-date information in the referral database. The Human Rights Officer would collaborate closely with legal officers and external partners to develop and implement legal and mental health and psychosocial support strategies. This would include providing certificates of absence and raising awareness on resisting extortion during the search for loved ones. The Human Rights Officer would advocate with service providers and donors to prioritize families of missing persons in service delivery. Working closely with the receive and register team, the Human Rights Officer would contribute to plans protecting victims and witnesses, ensuring effective communication of referral pathways. The Human Rights Officer would participate in and organize missions to areas with large victim populations and engage directly with families and other victims in the Syrian Arab Republic to provide support. The Human Rights Officer would also contribute to internal analyses to support the Independent Institution's programming and public reporting, ensuring the proper handling, storage and preservation of information and data in line with the Independent Institution's methodologies, procedures and tools.</p>

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	1	P-3	Translator/Interpreter	Under the direct supervision of the Chief of Section, the Translator/Interpreter would be responsible for managing the language support services and translating and interpreting from Arabic to English and vice versa. This would include official documents, reports, briefings, meetings and interviews, which should be available in both English and Arabic in line with the Independent Institution's mandate to apply a victim- and survivor-centred approach. Through the functions of the post, the Translator/Interpreter would contribute to the meaningful participation and representation of victims, survivors and the families of missing persons in the Syrian Arab Republic in the operationalization and work of the Independent Institution.
	1	P-2	Associate Human Rights Officer	Under the supervision of the Human Rights Officer (P-4) within the support and referral team, the Associate Human Rights Officer (P-2) would be instrumental in building and maintaining a strong network of service providers for victims, survivors and family members in areas such as legal support, mental health and psychosocial support and education, especially in regions with many victims. The Associate Human Rights Officer would manage the referral process, continuously assess service providers' quality, and update the referral database. The role would include advocating for the prioritization of families of missing persons and assisting in legal and mental health and psychosocial support strategies, including raising awareness about resisting extortion in search efforts. Collaborating closely with the receive and register team, the Associate Human Rights Officer would help to implement protective measures for victims and witnesses and communicate effective referral pathways. The Associate Human Rights Officer would also engage directly with families and victims in areas with significant victim populations, offering essential support. The Associate Human Rights Officer would contribute to the Independent Institution's internal analysis and reporting, ensuring proper information handling and data preservation in line with the Independent Institution's methodologies and standards.
	1	P-2	Associate Human Rights Officer	Under the supervision of the Human Rights Officer (P-4) within the support and referral team, the Associate Human Rights Officer (P-2) would be essential in building and maintaining relationships with Syrian civil society organizations, including family associations and women's groups. The Associate Human Rights Officer would be responsible for outreach, providing updates on the Independent Institution's progress and gathering feedback. In collaboration with the Public Information Officer, the Associate Human Rights Officer would help to execute communication and outreach strategies that are culturally sensitive and effective in reaching families, victims and the wider public. The role would also involve supporting the NGO platform for reciprocal communication between civil society and the Independent Institution and contributing to various participation activities. The Associate Human Rights Officer would actively engage with the Advisory Board, the Victims' Advocate and all Independent Institution programmes to promote victim- and survivor-centred programming. The Associate Human Rights Officer would participate in missions to regions with a high concentration of victims and engage directly with affected families and individuals, providing

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Administrative Services Section				crucial support and ensuring that their voices are heard in the Independent Institution's programming and reporting. The duties would include ensuring the accurate handling, storage and preservation of information and data in accordance with the Independent Institution's methodologies and standards.
	1	P-3	Administrative Officer	Under the supervision of the Deputy Head, the Administrative Officer would manage the administrative aspects of the Independent Institution, encompassing human resources and financial aspects. The Administrative Officer would provide support to managers regarding the elaboration of resource requirements for budget submissions, review the finalization of proposed programme budgets and performance reports, and monitor budget implementation, determining and recommending fund reallocations when necessary. The Administrative Officer would oversee all budget and finance tasks of the Section, coordinate recruitment activities (including placements, job classification reviews and promotions), maintain vacancy announcement files, track the status of vacancy announcements and support other administrative matters as needed.
	1	P-2	Associate Administrative Officer	Under the supervision of the Administrative Officer, the Associate Administrative Officer would serve as the focal point for procurement and logistics tasks of the Section. The Associate Administrative Officer would also assist the Administrative Officer with various administrative tasks for the Section as required.
	1	GS (PL)	Senior Human Resources Assistant	Under the supervision of the Administrative Officer, the Senior Human Resources Assistant would provide assistance in all aspects of human resources. The Senior Human Resources Assistant would assist with recruitment activities, including placements and job classification reviews; coordinate inputs from administrative assistants in other sections regarding recruitment; review draft panel reports and other documents; liaise with central administration/executive services; maintain vacancy announcement files and monitor their status; coordinate the onboarding and offboarding of staff and interns; advise on benefits, training, performance appraisals and related issues; and provide information to staff on conditions of service, including salaries and allowances, classification of posts, and privileges and immunities.
Total, section 24	28			

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level).