

**Sixty-ninth session**

Agenda item 132

Programme budget for the biennium 2014-2015**Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council****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 2015, totalling \$136,994,000 (net of staff assessment). After taking into account the estimated overrun of \$4,412,200 at the end of 2014, the additional amount being sought for the Mission amounts to \$141,406,200.

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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 the country in its political transition and in meeting its humanitarian, reconstruction and development needs. Subsequently, by its resolution 1500 (2003), the Council established the United Nations Assistance Mission for Iraq (UNAMI) to support the Special Representative in the fulfilment 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 the Government of Iraq in the formation of democratically elected government. Under that resolution, UNAMI played a key role in supporting both national elections and a referendum on the Iraqi constitution. Following those achievements, the mandate of UNAMI was updated and expanded by the Council by its resolution 1770 (2007) and renewed by its subsequent resolutions 1830 (2008), 1883 (2009), 1936 (2010), 2001 (2011), 2061 (2012), 2110 (2013) and 2169 (2014).

2. The current mandate of UNAMI encompasses, at the request of the Government of Iraq, a number of key areas, including providing advice, support, and assistance to the Government and the people of Iraq in advancing inclusive political dialogue and national reconciliation; providing assistance in the electoral process; facilitating regional dialogue between Iraq and its neighbours; promoting the protection of human rights and judicial and legal reform; and promoting coordination and enhancing delivery in the humanitarian and development areas.

3. The outlook for Iraq for 2015 is likely to remain unpredictable and marred by an ongoing security and humanitarian crisis. The already precarious security situation took a dramatic turn for the worse in 2014, when terrorist and armed groups took control of large parts of Iraq's western and north-western provinces. Despite the successful conduct of the Council of Representatives elections in April 2014, which was a cause for tempered optimism, the political and security ramifications of the armed conflict are likely to continue to be felt in 2015. The post-electoral government formation process, together with the significantly increased threat of terrorism and ongoing armed violence, and spillover from the continuing conflict in the Syrian Arab Republic, will likely continue to have an impact on ethno-sectarian relations and security in Iraq and a detrimental effect on the protection of civilians and the respect for their human rights.

4. In parallel with the new government formation process, deep political differences over key outstanding issues remain. The 2014 security crisis has been the source of further deterioration in the relationship between Baghdad and Erbil, with the Kurdistan regional government, through its security forces, taking de facto control of oil-rich disputed internal boundary areas, including Kirkuk. This state of affairs further impaired relations and changed the balance of power with regard to other outstanding issues between Baghdad and Erbil, including the dispute over the management and sharing of oil and gas revenues, which continued to hamper the adoption of the federal budget law for 2014. If legislators in the Council of Representatives remain unable to reach consensus and adopt outstanding legislation in 2015, and little judicial reform is achieved, the result would be the further postponement of key reforms and delays in resolving Iraq's unfinished constitutional agenda.

5. The deteriorating security and political environment is expected to significantly affect the protection and respect of human rights. The trends experienced in 2013 and 2014 would thus continue, with rising civilian casualties, decreasing respect for the rule of law, corruption and negative impacts on economic and social development, in particular on the most vulnerable and marginalized sectors of society.

6. Despite Iraq's potential as the world's second largest oil producer, economic development is expected to continue to be impeded by existing weak governance, terrorism- and sectarian-related insecurity, disputes over revenue-sharing and a narrow economic base. The new national development plan, covering the period 2013-2017, was formulated on the premise of a stable political and security environment that is now unlikely to be in place. While Iraq is in the process of determining how to meet its obligations to transfer increased oil revenues to oil-producing provinces, delay in budget adoption and poor budget execution at the national and governorate levels will further affect the delivery of essential services. Governance and public administration will therefore continue to require further strengthening to respond to the continuing disparities in living standards between governorates and between urban and rural areas, as well as the public's expectations of improved living standards, security, employment and livelihood opportunities.

7. At the regional level, Iraq is expected to make further progress towards the full normalization of bilateral relations with Kuwait, in particular in cultural and economic areas. Tensions surrounding the drive for further autonomy on the part of the Kurds, which would include oil and gas exports through Turkey and sales to international markets, if unresolved, will continue to have implications on the central Government's relations with Erbil and may affect Iraq's relations with its neighbours. Continued mutual outreach to build closer relations may also be expected between Iraq and Saudi Arabia, as well as with other neighbouring countries.

8. The ongoing conflict in the Syrian Arab Republic will continue to adversely impact security and stability in Iraq, including through the continued influx of refugees. In addition, the crisis in Iraq's western and north-western governorates, emanating from the incursion of the Islamic State of Iraq and the Levant (ISIL), and the resurgence of associated armed groups, is likely to be protracted, causing further displacement of civilians and violations of their human rights. Security and political instability, together with large flows of displaced persons, and the ensuing need for humanitarian support, will significantly impair the national development process and further strain the economy of the Kurdistan region, which is the largest recipient of displaced persons.

Cooperation with other entities

9. Support provided by the integrated electoral assistance team has continued to be a true example of integration within the Mission. UNAMI, the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS) provided joint technical and policy advice to the Board of Commissioners of the Independent High Electoral Commission and its various departments in the areas of procurement, complex operational and logistical planning and implementation, logistics concerning the total recount of all polling station results, electoral systems and their implementation, electoral legal reform,

support for political entities, result management, initial planning support for biometric voter registration, development of electoral procedures, electoral information technology utilities and electoral complaints adjudication. All of these actions contributed to successful Council of Representatives elections on 30 April 2014, where the Independent High Electoral Commission demonstrated the ability to manage and conduct the electoral process in a professional manner. The electoral programme was jointly developed by the integrated electoral assistance team and the Independent High Electoral Commission to support the development of the Commission as a sustainable institution within the government structure of Iraq, carrying out its constitutional mandate independently, efficiently, transparently and accountably, and in line with professional standards. The objectives of the programme are based on the results of a comprehensive capacity assessment of the Commission carried out in October and November 2009, recommendations from the Commission, input provided by international advisers working closely with it and lessons learned from recent electoral events. The objectives aim to address remaining gaps in the following areas: institutional and legal framework; voter registration; gender mainstreaming and organizational capacity of the Commission as Iraq's permanent electoral institution; human resources capacity of the Commission at both the central and governorate office levels; and technological capacity of the Commission to manage electoral processes in a sustainable manner.

10. UNAMI and UNOPS are jointly executing a capacity-building programme for the Commissioners and staff of the Independent High Commission for Human Rights, focusing on enhancing the capacity of the Commission to receive and process claims of human rights violations by Iraqi citizens, to conduct public inquiries, to carry out research and publish reports, and to provide detailed recommendations to the Parliament and the Government of Iraq on human rights issues. In addition, UNAMI, UNOPS and UNDP are undertaking institution- and capacity-building of a number of committees of the Council of Representatives, including the Parliamentary Human Rights Committee and the Legal Affairs Committee, to strengthen knowledge and understanding about human rights aspects of the legislative process.

11. The Integrated Coordination Office for Development and Humanitarian Affairs, together with UNDP, will convene a round table among high-level Iraqi interlocutors to build momentum for civic peace and social cohesion. The round table has three primary objectives: to discuss the concept of social cohesion as it pertains to Iraq and the potential for individual and joint efforts to address it; to further the Organization's understanding of the social cohesion context in Iraq with a view to developing relevant responses; and to provide the basis for a policy note on social cohesion for the new Government. The round table is also intended to contribute to the implementation of the United Nations Development Assistance Framework and the UNAMI/United Nations country team integrated strategic framework, and is part of future UNAMI efforts to promote national reconciliation through engagement in social cohesion. UNAMI also participated in the planning of the United Nations Peace Day, together with agencies, funds and programmes (UNDP, the United Nations Population Fund (UNFPA) and the United Nations Educational, Scientific and Cultural Organization (UNESCO)), and collaborated with UNESCO to prepare the celebration of the World Day for Cultural Diversity for Dialogue and Development. At these events, which drew large interest from Iraqi political and civil society representatives, the messages of peace and social

cohesion, as well as the role and mandate of the United Nations in Iraq, were reiterated.

12. Following the signing of the United Nations Development Action Framework 2015-2019 in April 2014, the Integrated Coordination Office for Development and Humanitarian Affairs is working with the country team to formulate annual action plans, put in place priority working groups and implement the monitoring and evaluation plan. The Framework also envisages a number of key joint programmes involving the establishment of a social protection floor, the strengthening of disaster risk management capabilities, governorate-level development planning and durable solutions for long-term displaced persons. The Office will facilitate the analysis of key issues and provide assistance in the design of the joint programmes and support for coherent implementation. Moreover, it will continue to facilitate existing joint programmes, including the public sector modernization programme, comprising eight United Nations agencies, and the local area development programme, consisting of five United Nations agencies.

13. On the humanitarian front, in 2014 the Integrated Coordination Office for Development and Humanitarian Affairs and the country team intensified humanitarian response efforts for displaced Iraqis and Syrian refugees. In 2015 the Office, in collaboration with the country team, will continue to provide support for the coordination and facilitation of humanitarian strategic response planning and the mobilization of resources, and will facilitate contingency planning. It will also provide support for the development of programmes critical to maintain United Nations operations in the areas of the country where at-risk civilians are located; advocate for their protection, in particular members of minority groups; and improve access to urgent, lifesaving humanitarian assistance by civilians in need.

14. In collaboration with the country team and the World Bank, the Integrated Coordination Office for Development and Humanitarian Affairs has also commenced planning for the preparation of a number of policy briefs for the new Government on social protection, public financial management, budget and revenue sharing, public sector modernization, economic diversification, decentralization, hydrocarbons law and social cohesion.

15. As to the strengthening of State institutions, the Joint Analysis Unit has an ongoing collaboration with a number of United Nations agencies to provide analytical and technical support to Iraqi institutions through capacity-building and development programmes. These programmes include the modernization of the Iraqi public sector, provision of analytical and technical support on environmental, humanitarian, social and justice issues, and the establishment of a special centre on disaster risk reduction for the Ministry of Environment. The Unit is also collaborating with the country team in providing information management support to Iraqi institutions and is partnering with UNDP to provide support in building and updating several databases for the Council of Representatives, and with the World Health Organization (WHO) to provide support in building and updating a database for the Ministry of Health. Moreover, the Unit is developing a capacity-building and cooperation project with the National Security Council, aimed at strengthening analytical capacities and developing synergies between State security institutions and the United Nations on information-sharing and the inclusion of rule of law and human rights principles in their analysis and planning.

16. UNAMI, with reinforcement provided by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and UNDP, continues to advocate to Iraqi senior political leadership to provide support for a more active role for women in national dialogue and conflict resolution, and in the process to form the new Government. In January 2014 UNAMI provided technical support for organizing the women's conference held under the auspices of the social peace initiative. UNAMI continues to call for more efforts to promote women's participation in conflict resolution within the context of Security Council resolution 1325 (2000) and the national action plan on resolution 1325 (2000), endorsed by the Council of Ministers in February 2014. Under the co-leadership of UNAMI and UN-Women, the United Nations gender elections task force provided technical advice to members of the Independent High Electoral Commission Gender Team from January to April 2014 through meetings and consultations. The meetings focused on providing technical support on enhancing the participation of women in the Council of Representatives elections, including through the development of public outreach messages targeting women voters.

17. The Gender Unit of the Office of the Special Representative of the Secretary-General in Baghdad continued to assist United Nations agencies that provide humanitarian support to internally displaced persons following the ongoing Anbar crisis. In March 2014 the Unit conducted training in the use of the gender marker in the strategic response plan for the Anbar crisis during the cluster coordination meeting. Cluster heads were urged to ensure that projects reflect the specific concerns affecting women, men, girls and boys in each cluster project. The gender marker has promoted more reflection on the analysis of humanitarian assistance to ensure that the support provided is appropriate and meets the distinct needs of targeted beneficiaries.

Complementarities and synergies in substantive areas

18. With regard to electoral assistance, responsibilities for specific programme activities are assigned to the participating United Nations offices based on their respective mandates, relevant experience and capacity to implement. The integrated electoral assistance team is responsible for the implementation of all programme activities according to the workplan, standards and procedures agreed upon with the Independent High Electoral Commission. Based on its mandate, extended by the Security Council by its resolution 1936 (2010), the specific role of UNAMI is to maintain technical oversight. The Mission's activities complement capacity-building initiatives undertaken by the Commission and other partners, such as the International Foundation for Electoral Systems. Performance of the collaboration between the United Nations and the Commission is monitored through two joint Commission-United Nations management forums, namely, the Steering Committee for Electoral Support Projects, responsible for the coordination between and overall oversight of all United Nations projects, and the Programme Board, responsible for the management of electoral programme activities. Both platforms are comprised of representatives of the Commission, UNAMI, UNDP and UNOPS. This management structure fully integrates all programme partners, which are jointly responsible for monitoring progress and achievements of outputs, reviewing the workplan and endorsing any significant adjustments, as necessary.

Cost-sharing initiatives and collaboration in support areas

19. Electoral assistance activities have been cost-shared by the Independent High Electoral Commission and the agencies represented in the integrated electoral assistance team. Such activities include: electoral financing; voter registration update and exhibition of and challenges to the candidates' and voters' lists; certification of political entities and coalitions; observers; political entities; complaints and challenges; media; campaigning; accreditation of observers; out-of-country voting; certification of candidates; and biometric voter registration and outreach.

20. The Integrated Coordination Office for Development and Humanitarian Affairs has three positions (including its Head) funded by the United Nations Development Group. Such cofunding has enabled closer integration and collaboration between UNAMI and the country team on the humanitarian and development aspects of the Mission's mandate.

21. Cost-sharing initiatives between UNAMI and the United Nations Assistance Mission in Afghanistan (UNAMA) continue under the Kuwait Joint Support Office for transactional aspects in the areas of finance and human resources. Since 2013, UNAMI and UNAMA have also been sharing conduct and discipline resources under one Chief, who is based in Kuwait and provides support to the two Missions.

22. UNAMI and the country team continue cost-sharing security arrangements in Iraq. The model prescribed by the Inter-Agency Security Management Network contains eight elements that are cost-shared, including the staff identification programme, operational support, communications structure, security training, the crisis management centre, psychological support, guard force and static security maintenance. Based on staffing levels, UNAMI meets 51 per cent of these costs, while the country team meets the rest. The total of these cost-sharing elements, however, represents 10 per cent of the total UNAMI security budget. An agreement with the United Nations agencies, funds and programmes, updated annually, stipulates the cost-sharing and recovery arrangements for services provided by UNAMI. This arrangement has not fully covered the costs incurred by UNAMI in the provision of the services mentioned above. However, based on paragraphs 48, 49 and 53 of General Assembly resolution 67/226, UNAMI is proposing that the full cost-sharing of the security services in 2015 be shared according to staffing levels. The proportion of cost-sharing security services will be agreed upon between UNAMI and the agencies, funds and programmes.

Priorities for 2015

23. UNAMI will focus its strategic priorities and support to the Government of Iraq by continuing to engage in political dialogue and national reconciliation efforts through its good offices, and by providing technical advice and mediation support, coordinating and facilitating the engagement of the country team, enhancing regional dialogue and facilitating the further normalization of relations with neighbouring countries. UNAMI will, if necessary, provide support for the ongoing dialogue and assistance in the resolution of any questions arising over government formation following the Council of Representatives elections on 30 April 2014.

24. The Mission will continue to provide technical support, expert advice and policy notes to the new Government on key legislation, including the resolution of

budget and oil revenue disputes, the adoption of the federal budget and other outstanding bills, constitutional review and decentralization, and the promotion of equitable development.

25. In order to provide support for Iraq's political reconciliation and social cohesion efforts and to reduce intra-Iraqi conflict and improve the recognition of minority rights by means of interfaith dialogue among religious leaders, youth, women and civil society representatives, UNAMI will also continue to interact with national and governmental stakeholders, and play a facilitating role, where required.

26. UNAMI will continue to engage in regional efforts to enhance dialogue and cooperation between Iraq and its neighbours and other regional partners. The advances made by ISIL in 2014 and the subsequent exacerbation of sectarian tensions in Iraq and the region have made the Mission's regional engagement all the more important. The Mission's Office of Political Affairs has therefore focused attention on regional issues affecting Iraq, including the regional impact of the unfolding security, political and humanitarian crisis in that country, and the spillover effects from the conflict in the Syrian Arab Republic, while it continues to share information and provide analysis, and political facilitation and mediation. Such efforts will include providing support to the Special Representative of the Secretary-General as he enhances his engagement in the region and coordinating closely with the Mission's liaison officers in Amman and Tehran.

27. UNAMI is also enhancing its counter-terrorism monitoring capability through collaboration between the Office of Political Affairs, the Joint Analysis Unit, the Human Rights Office, the United Nations country team and the security sector in Iraq. In addition, as requested by the Security Council in its resolution 2170 (2014), UNAMI will, within its mandate, capabilities and areas of operation, provide assistance to the Committee established pursuant to resolution 1267 (1999) and the Analytical Support and Sanctions Monitoring Team established by the Council by its resolution 1526 (2004), including by disseminating information relevant to the implementation of the measures in paragraph 1 of its resolution 2161 (2014). Moreover, UNAMI will provide analysis, advocacy and its good offices so as to promote border security and confidence-building efforts between Iraq and other States in the region, cooperation on trade, energy and other economic matters, and cross-border mechanisms to reduce sand and dust storms, and improve water resource management. As mandated by the Council in resolution 2107 (2013), UNAMI will also continue to promote, support and facilitate Iraqi efforts regarding missing Kuwaiti persons and property, including its national archives.

28. The promotion of human rights, rule of law and accountability remains a key priority for the Mission. UNAMI will continue to monitor and report on civilians and the effect of armed violence and terrorism on them, to promote their protection and to advocate for policies aimed at addressing the factors conducive to the spread of terrorism, while respecting the rule of law and human rights. The Mission will maintain its focus on activities that promote and enhance respect for the rule of law, including undertaking prison monitoring visits, legal policy and institutional reform, capacity-building and training of prosecutors, judges and prison officials, as well as promoting accountability for past human rights violations through collaborative joint programmes between the Human Rights Office and civil society actors. Moreover, UNAMI, in collaboration with the country team partners, will continue to concentrate on building the capacity of Iraqi institutions (including the Iraqi High

Commission for Human Rights and the National Security Council, and committees of the Council of Representatives) to promote, protect and respect human rights. It will also work closely with the country team to ensure that a human rights-based approach is fundamental to all programmes, activities and policies of the United Nations operating in Iraq.

29. UNAMI will also pursue its work with the Government and civil society to enhance respect for economic, cultural and social rights, in particular on behalf of vulnerable groups, such as women, children, persons with disabilities, displaced persons and minorities. The Mission will continue working on identifying gaps in the protection and respect for their rights, developing strategies to enhance their full and equal participation in the economic, social and political life of the country, and providing support to the Government of Iraq so as to strengthen gender equality and women's empowerment. Moreover, UNAMI will continue to advocate for the ratification of key human rights treaties and protocols, and appropriate legal, institutional and policy reform to ensure compliance with international and constitutional standards.

30. With a new Parliament and the formation of a new Government, the Mission, in collaboration with the country team, will continue to promote State-building and institution-building by providing technical assistance to public institutions (including government ministries, the Council of Representatives and the Independent High Electoral Commission), encouraging ongoing constitutional reform, enhancing coordinated delivery in the humanitarian and development fields, and furthering security sector reform. The Mission's priority activities will also focus on providing support to the Government and the people of Iraq to promote a consensual vision of a federal Iraq, including a framework for equitable sharing of resources in the context of wider political and national reconciliation initiatives. In addition, priority will be given to strengthening the provision of basic services to Iraqi citizens.

31. The future of United Nations electoral assistance will depend on a request made by the Iraqi authorities and subsequent needs assessment carried out by the Department of Political Affairs of the Secretariat, with full involvement of the Mission's leadership, UNDP, UNOPS and the electoral team on the ground. UNAMI, UNOPS and UNDP will maintain an integrated approach to address the remaining technical gaps of the Independent High Electoral Commission, with a particular focus on a permanent voter register and overall legal framework. As mandated by the Security Council, UNAMI will also continue to backstop the Commission politically, providing strategic and political advice on elections, including possible district and subdistrict elections and elections in Kirkuk.

32. Following developments throughout 2014, UNAMI may be called upon to provide assistance to the Government of Iraq and the Kurdistan region in reaching an agreement to make possible the holding of a referendum on the status of Kirkuk. UNAMI may be also be called upon to play a mediation and advisory role, and to provide technical expertise on other issues that may arise from the latest developments, including constitutional issues.

33. Given the likelihood that the effects of the humanitarian crisis resulting from the ongoing armed conflict in the west and north-west of Iraq and in the Syrian Arab Republic will continue into 2015, UNAMI and the country team will continue to work in partnership with the Government of Iraq, donors, non-governmental organizations

(NGOs) and other international organizations in their humanitarian efforts to manage the impact of the armed conflict on vulnerable civilians and to mobilize infrastructure and resources for the protection of Syrian refugees. UNAMI will provide support for country team-led efforts to coordinate humanitarian assistance to civilians displaced or affected by the violence, to ensure or restore basic services to affected host communities and to advocate for the protection of at-risk groups, including women, children and various minority communities. Should the situation in the Syrian Arab Republic remain protracted, as anticipated, the United Nations humanitarian country team, together with the Integrated Coordination Office for Development and Humanitarian Affairs and the Office of the United Nations High Commissioner for Refugees (UNHCR), will continue to assist the Government of Iraq and the Kurdistan regional government in providing support to the existing refugee caseload, while providing additional support to new refugees in Iraq, including through the Syria Regional Response Plan, in coordination with the Government of Iraq.

34. UNAMI will lead United Nations efforts to ensure a more harmonized and coordinated approach to serving the most vulnerable and poor in Iraq, with particular consideration for women, youth, children and displaced persons, as prioritized in the United Nations Development Assistance Framework 2015-2019. UNAMI will also advocate, through its good offices, for enhanced partnerships between the Government of Iraq, NGOs and the private sector.

35. The Mission intends to re-establish an international political presence in Basra in order to cover political developments in the south of the country. The country team is advancing its work on reopening a supply line in Basra. UNAMI intends to take advantage of this seaport for its shipments as well.

Performance information for 2014

36. A major milestone achieved in 2014 was the successful conduct of the Council of Representatives elections through the combined efforts of all UNAMI offices to provide support for the electoral process and assistance in facilitating a smooth democratic transition through close interaction with all political stakeholders. The fact that fewer incidents than expected were reported on election day and that all parties participated in the elections, with a turnout rate of 62 per cent, has shown that democracy is taking root in the country. Moreover, the generally smooth conduct of the elections proved that Iraq's own institutions, in particular the Independent High Electoral Commission, were able to implement the electoral process independently and effectively. The United Nations provided electoral assistance to the Commission through its integrated electoral assistance team throughout the process. Under the overall leadership of UNAMI, the team provided technical and policy advice to the Commission through an integrated effort by UNAMI, UNDP and UNOPS in the areas of procurement, complex operational and logistical planning and implementation, electoral systems and legal reforms, and result management. In addition to the provision of technical assistance, the Special Representative of the Secretary-General, the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance, and the Office of Political Affairs liaised continuously with political representatives to resolve concerns, provide advice and encourage participation. A review of best practices and lessons learned from the process by the Commission, together with the integrated electoral assistance team, will identify areas for further improvement for the Commission, which will be the focus of subsequent support from the team.

37. UNAMI continued its efforts to stimulate political dialogue and influence national reconciliation in Iraq during 2014 through daily senior-level meetings attended by the Special Representative of the Secretary-General, the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance, and the Office of Political Affairs, together with various Iraqi political stakeholders, representing all Iraqi political entities and political blocs, the political leadership and communities trying to resolve tensions and promote solutions. Regional dialogue was promoted through a number of visits and meetings of the Special Representative with senior leaders from Bahrain, the Islamic Republic of Iran, Kuwait, Qatar, Saudi Arabia, Turkey and the United Arab Emirates, during which he encouraged more regional cooperation on issues of common concern and enhancement of Iraq's relations with the Gulf Cooperation Council countries. Iraq-Kuwait relations continue to improve towards full normalization and are poised to expand to other areas of cooperation. UNAMI continued to carry out its responsibilities under Security Council resolution 2107 (2013) through continued engagement in advancing issues regarding missing Kuwaiti persons and property, including the national archives, and attended two Iraqi interministerial committees and the Iraq-Kuwait joint committee on property in its capacity as observer.

38. Progress was also achieved on strengthening the rule of law and improving the respect for human rights. The Human Rights Office, UNDP and UNOPS continued to promote the strengthening of the Independent High Commission for Human Rights through the provision of technical and logistical support despite the challenges posed by political interference and security and logistical difficulties confronting the Commission. In 2014 UNAMI and UNOPS commenced implementation of a second tranche of support funded by the European Union. The programme focused on the structure and staffing of the Commission, building capacity of staff, mechanisms for receipt and investigation of human rights violations, holding of public inquiries, report drafting, public information and monitoring of the general human rights situation in Iraq. It aims at completion by the end of 2015 with the consolidation of the presence of the Commission and its extension to other provinces in Iraq.

39. UNAMI continued to offer technical advice and support to the Government of Iraq on the implementation of the national action plan on human rights, adopted by Iraq to implement the recommendations of the universal periodic review conducted in February 2010 and to prepare for the review scheduled for October 2014. It carried out key capacity-building programmes with the Government of Iraq, civil society and international stakeholders aimed at strengthening respect for vulnerable groups, including women, children, persons with disabilities and minorities. The Mission also carried out activities, including monitoring, training and advocacy, aimed at strengthening the rule of law and respect for human rights, monitoring the impact of armed violence on civilians and monitoring the criminal justice system, including prisons and places of detention.

40. UNAMI has provided support to Iraqi stakeholders to advocate for women's participation in the national dialogue and reconciliation throughout 2014. Both Iraq's national action plan on Security Council resolution 1325 (2000), the first of its kind in the Middle East region, and the national strategy on the advancement of women, endorsed by the Council of Ministers, provided the strategic framework and advocacy tools to promote women's full and active participation. In addition, meetings were held with women political leaders and representatives of civil society

under the global open day on Security Council resolution 2122 (2013) on women's participation in national reconciliation. Participants reiterated their commitment to implementing the national action plan on resolution 1325 (2000) and enhancing women's political participation.

41. UNAMI appointed a child protection adviser in 2014 to ensure that child protection concerns are mainstreamed in the regular activities of the Mission, to enhance collaboration between the Mission and the country team on this issue and to provide advice to senior management. The child protection adviser involved relevant sections in various projects to increase their awareness about child protection in Iraq and their reporting and advocacy on these issues. In addition, UNAMI collaborated with the United Nations Children's Fund (UNICEF) and other United Nations agencies on the monitoring and reporting mechanism regarding grave violations against children in armed conflict. The task force on children and armed conflict, co-chaired by UNAMI and UNICEF and comprising all relevant country team members, UNAMI sections and civil society, serves as the main forum to discuss such violations, identify new threats to children and coordinate the United Nations response to enhance the protection of children in armed conflict. UNAMI also collaborated with UNICEF in providing support to the Government of Iraq to build a comprehensive child protection system, including through legislative reform, institutional reform and development, capacity-building and service delivery.

42. From January to the beginning of September 2014, an estimated 1.8 million persons have been displaced. Since the fall of Mosul in early June, the numbers have grown exponentially and are expected to rise further with continuing conflict throughout much of Iraq. The initial estimates of the caseload and resources required to respond, as outlined in the strategic response plan, have been rapidly overtaken by events. The strategic response plan is now being revised again (for the third time) to account for an expanded planning figure and additional required resources. Over \$566 million have been mobilized from donors to date but current needs far exceed even this generous funding provided by Member States.

43. Throughout the humanitarian crisis, the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator have consistently advocated for the adherence of international humanitarian and human rights law, humanitarian access and effective allocation of government resources to meet urgent humanitarian needs. The Special Representative and the Deputy Special Representative, through advocacy, good offices, field visits and media encounters, have managed to secure safe passage for humanitarian relief efforts, maintained international attention focused on the crises and mobilized donor participation. Such efforts will be continued given the expanding scale and complexity of the humanitarian crisis.

44. To date and through the Integrated Coordination Office for Development and Humanitarian Affairs and the coordination carried out by the Office for the Coordination of Humanitarian Affairs of the Secretariat, the United Nations country team and the humanitarian country team have been providing relief to those accessible internally displaced persons, which includes but is not limited to the provision of food parcels, family hygiene kits, core relief items, tents, emergency health kits, reproductive health kits and non-food items from the World Food Programme, UNICEF, UNHCR, WHO, UNFPA and the International Organization for Migration. The Integrated Coordination Office, together with the Office for the

Coordination of Humanitarian Affairs and UNDP, are working to develop the capacity of the Government at the central and regional levels to effectively manage the crisis. They have also advocated strongly that the risks to social cohesion arising from large-scale population displacements should be managed proactively. The crisis is expected to be protracted and the need for UNAMI to facilitate effective coordination of humanitarian and early recovery efforts will remain critical for some time.

45. As of 10 September 2014, 215,303 Syrian refugees in Iraq had been registered by UNHCR, while an additional 13,120 were awaiting registration. The Integrated Coordination Office for Development and Humanitarian Affairs provided strategic advice to the Kurdistan regional government in terms of emergency coordination and response, and assisted with establishing strategic crisis management and response mechanisms to improve the Government's effectiveness in coordinating international aid. Technical advice provided by the Integrated Coordination Office also helped to enhance efficiencies and strengthen collaboration among the key United Nations agencies involved in the refugee response.

46. The United Nations Development Assistance Framework for Iraq 2015-2019 was signed on 2 April 2014. This Framework represents the collective efforts of the 20 United Nations agencies, funds and programmes active in Iraq, the Government of Iraq and active NGOs to strengthen development in Iraq. Its two main priorities, in line with the Iraqi national development plan and the Millennium Development Goals, are to strengthen State institutions to effectively respond to the needs of Iraqis and to promote social inclusion and equity, in particular for vulnerable groups, including women, children and youth, and persons displaced by conflict and natural disasters.

47. A trust fund mechanism involving the Kurdistan regional government was developed by the Integrated Coordination Office for Development and Humanitarian Affairs to finance the provision of United Nations expertise to support the achievement of the regional government's Vision 2020 priorities under the leadership of the Ministry of Planning. This development is a financing mechanism that will enable the progressive shift from the financing of small-scale-project-based support by the United Nations to the provision of technical expertise, policy advice, capacity-building and knowledge products so as to promote joint long-term government-financed programmes and reform initiatives. The mechanism will be a component that builds the capacity of the Kurdistan regional government to efficiently coordinate and provide oversight concerning all development assistance. A total of 22 project documents were submitted to the regional government for approval. On 20 February 2014, 13 project proposals were approved by the Steering Committee, and have been financed, and have started to be implemented. Similar mechanisms are being explored with the national Government and governorates. The development of financing mechanisms capitalized by government funds is particularly critical given the rapidly diminishing presence of donors in Iraq and the minimal funds still remaining in the United Nations Development Assistance Framework Trust Fund.

Planning assumptions for 2015

48. The assumption for 2015 is that a Government will be formed, following delay and months of political negotiations. The new Government of Iraq, faced with a

broad array of security, political and socioeconomic challenges, is likely to approach UNAMI for assistance in formulating policies that address the urgent needs of the country. There seems to be a cross-political consensus in the Council of Representatives that the Mission and the country team have a role to play, in particular in the peaceful resolution of disputes, access to justice, promotion of an inclusive democratic system of governance, rule of law, human rights and social and economic development. It is assumed that the new Government of Iraq, given the previous history of the Mission's engagement in political reconciliation issues in 2013 and 2014, will request the Mission to support and facilitate such activities in 2015. This engagement would affirm the important role of UNAMI as an impartial actor in enabling solutions to ongoing tensions.

49. Political and constitutional differences between the central Government and the Kurdistan regional government will continue, which may result in ongoing constitutional discussions towards agreements, affecting several social, economic and political domains. Continued support from UNAMI will be required in terms of offering good offices, facilitating dialogue between Baghdad and Erbil, and providing technical advice on particular areas, such as hydrocarbons, where required.

50. With both internal and external challenges to Iraq's long-term stability, there are real risks that the security situation will further deteriorate and threaten Iraq's transition from years of dictatorship, war and violence, and undermine respect for human rights and the rule of law. As the Mission's political engagement is expected to continue to be of a high profile and delicate nature, including in the area of counter-terrorism, United Nations senior leadership and staff will continue to be exposed to security risks.

51. As Iraq is an upper-middle-income country, unless under circumstances of exigency, the international donor community is likely to continue to expect Iraq to contribute to development and humanitarian efforts in a way that can limit available funding to the United Nations agencies.

52. Significant shifts in the political and security environment in Iraq and the wider region are expected in 2015. It is anticipated that such changes will alter the strategic outlook for future United Nations engagement in Iraq and require, by the end of 2015, a review of overall Mission objectives and strategies, and corresponding tasks and responsibilities.

53. Following a needs assessment mission, scheduled to be conducted in the last quarter of 2014, UNAMI will develop a drawdown and exit strategy for the United Nations electoral assistance. The main objective of the integrated electoral assistance team in 2014 was to provide support to the Independent High Electoral Commission in organizing the Council of Representatives elections as well as the Governorate Council elections in the Kurdistan region of Iraq. Support was divided over five planned indicators, of which four were fully achieved: (a) improved ability of the Independent High Electoral Commission to lead the planning and delivery of credible electoral events; (b) number of Independent High Electoral Commission staff in all governorates trained in the conduct of electoral activities in accordance with recognized international standards; (c) improved accuracy of voter registration lists to ensure that all eligible Iraqis can exercise their right to vote; and (d) Board of Commissioners in place, demonstrating professional capacity to manage and organize elections. The indicator that remains to be achieved is adoption of the

required electoral laws necessary to conduct several subnational-level elections. This indicator refers to the drafting and adoption of a law for the district and subdistrict elections, potentially scheduled for 2015. The activity in question was slated for the second half of 2014, as the main focus in the first two quarters of 2014 was on the Council of Representatives and the Governorate Council elections. The outlook for the rest of 2014 involves the provision of support to the Independent High Electoral Commission in drawing the best practices and lessons learned; the provision of technical and policy advice on biometric voter registration, legal reform, planning and administration, and public outreach; and preparation for the needs assessment mission that will guide further electoral support beyond 2014, which may include new electoral events, such as the referendum in Kirkuk, and local elections.

54. The successful conduct of the Council of Representatives elections in April 2014 demonstrated the country's readiness to assume responsibility for its democratic processes and the functioning of its electoral management body. However, depending on the time frame and outcomes of the formation of the new Government, UNAMI will need to provide support to the democratic institutions and legislative bodies in reaching consensus on key legislation, such as the federal budget law, the hydrocarbons law and the Federation Council law, through advice and technical assistance, as well as the use of good offices of the Special Representative of the Secretary-General in case of continued deadlock and political standoff. There are also a number of outstanding constitutional issues, such as disputed territories, revenue-sharing disputes and oil- and gas-related legal complications, which are foreseen to require the Mission's support and advisory contributions. UNAMI, in partnership with national institutions, civil society and the United Nations country team, will continue providing assistance to the Government in building credible institutions and advocating for good governance and the curbing of corruption. These actions could be increasingly tackled in collaboration with other United Nations partners through projects aimed at advocacy, social cohesion-building and capacity-building within civil society.

55. There remains a need for UNAMI to provide support to governmental institutions in the area of rule of law and human rights, in collaboration with the country team. UNAMI foresees reduced police and military capacities owing to the limited role that it can play in areas of security sector governance and policing, which is largely an advisory function, since the withdrawal of the international military forces from Iraq and the sharp reduction in funding for military- and police-related capacity-building by the international community. Roles previously included in the mandates of the military and police advisers, such as security liaison with Iraq military and police, are now carried out by the Security Section in Iraq. Other work, such as the monitoring of refugee camps, is now largely carried out by UNHCR monitors. Currently, no embassy within Iraq has dedicated police advisers, with the majority of the work in rule of law capacity-building being managed by political sections within embassies and by the United Nations Assistance Mission for Iraq Human Rights Office and a number of United Nations agencies. As a general rule, when specialist knowledge is required, a consultant (often an ex-military or police officer) is employed to carry out a specific project. The positions of military and police advisers will be reviewed again in 2015 to establish if they are required at all.

56. UNAMI undertook a comprehensive civilian staffing review in June 2014 to assess the Mission structure and staffing tables, taking into account the mandate and

continued functions and roles of UNAMI. Recommendations were made regarding capacity, nationalization, outsourcing and cooperation with the country team. The review panel found that although the Mission was fairly lean in structure, efficiencies could be gained in a number of substantive areas, including the Electoral Assistance Office, the Public Information Office, the Office of Political Affairs and the Security Section. The Mission Support component had to be aligned more with the Global Field Support Strategy. The supply chain could be consolidated more through the consolidation of warehouses and the creation of a position of Deputy of Mission Support was proposed in order to reinforce the management structure.

57. In 2015 Mission Support will continue to explore ways to ensure the optimal utilization of UNAMI air assets while trying to achieve resource efficiencies. The current security environment in Iraq and the related logistical challenges have brought to light the importance of placing the UNAMI air assets within Iraq for improved Mission responsiveness and cost-effectiveness. UNAMI is now able to use its limited air assets in a more efficient and cost-effective manner. Air support services can be approved and organized at short notice to provide support for mandate delivery. This arrangement translates into decreases resulting from reduced flight hours, ground handling charges, consumption of fuel and non-payment of daily subsistence allowance, as the aircrew is always at its operational base overnight.

58. In the light of the foregoing, the Special Representative of the Secretary-General has authorized the use of Erbil as the permanent operational base for the fixed-wing aircraft, while maintaining the two helicopters in Baghdad. A revised country security risk assessment has been approved to address the recent upsurge in insurgency in the country. As part of the risk mitigation measures to be put in place for securing the fixed-wing aircraft and helicopters, it is proposed to fit the aircraft with a missile protection system so as to mitigate the risk of potential attacks from ground-launched heat-seeking missiles and small arms fire. Mitigation of the risk of being targeted by heat-seeking surface-to-air missiles will be achieved through the installation of integrated electronic detection and counter-measure systems, such as flare dispensers or surface-to-air missile thermal decoys. Enhancement of survivability in helicopters against small arms fire will be achieved by fitting fuselage armour capable of withstanding a close range strike from 7.62 mm armour-piercing rounds. This will enhance the security of staff while using the aircraft.

59. In keeping with the guidelines from the Department of Field Support of the Secretariat whereby missions are encouraged to support local economies by conducting local procurement, UNAMI intends to review its supply chain to the extent possible so as to tap into the local market, whenever possible. This measure will improve the delivery time to the Mission for certain basic commodities and will reduce the stockpiling of items in warehouses. Under the current supply chain system, responsibility for providing goods is fragmented according to the nature of the support, such as medical, engineering, aviation and information and communications technology. The different Mission Support sections, with their individual asset managers, are responsible for acquisition, custody, issuance and inventory planning. At the operational level, this fragmented approach often results in overstocking and the holding of obsolete equipment. As part of the 2015 reconfiguration of the supply chain, it is envisaged to consolidate the different specialized warehouses into a central warehouse with smaller regional depots at the

Mission's hubs. This new concept of central warehousing entails not only physical accountability for assets, but also accountability for the level of service delivery (measured by the readiness to provide quality goods) and the quality of data reporting to enable management oversight. To this end, in line with the newly adopted International Public Sector Accounting Standards and the Global Field Support Strategy, the asset management function will be transferred from the different Mission Support sections into a newly proposed Property Management Section.

60. To ensure the optimal level of inventory and spare parts holdings, one integrated centre for asset planning and acquisition (Acquisition Management Section) will be established for all assets in the Mission. Through the proposed establishment of the Acquisition Management Section, Central Warehouse Section and Property Management Section, the new streamlined supply chain process will drive efficiency and value for money through unified inventory management, acquisition planning, quality management and reporting to achieve economies of scale and better service delivery.

61. The Mission intends to re-establish a small political presence in Basra to cover political developments in the south of the country, in addition to the human rights presence. As the United Nations country team does not have premises that adequately meet the joint space requirements were UNAMI to move in, the Mission will seek premises and move out of the temporary hotel accommodation.

Efficiency initiatives

62. The Mission intends to outsource the cleaning services in the Diwan compound. Currently, 10 national-level staff are employed as cleaners, with approximately \$430,000 in salary costs for the Mission. Outsourcing the service would cost the Mission approximately \$200,000, resulting in savings of \$230,000, which have been taken into account in the current budget proposal.

63. The Mission's security awareness induction training was previously conducted in Amman. With the relative calm in Erbil, the training is now provided from within the Mission area. There is no requirement for minimum numbers of participants for courses to be held. As a result, the Mission expects to pay the contractor \$128,000 per year, amounting to savings of \$472,000 when compared to the amount of \$600,000 paid in 2014. Together with a lower daily subsistence allowance rate of \$65 per participant in Erbil, as compared to \$273 in Amman, the Mission will achieve savings of \$89,856 from the course for total savings amounting to \$561,856 in 2015. Four posts (1 P-3, 1 National Professional Officer, 2 local level) previously used for security and the management of the course are also to be abolished. This reduction will save the Mission approximately \$277,600 in salary costs. These savings have been taken into account in the current budget proposal.

64. In Kirkuk the Mission initiated the construction of a borehole for the supply of water. The project is now complete and the water was tested and found to be fit for human consumption.

65. UNAMI has shifted its supply line directly into Iraq through Erbil, eliminating charges associated with a second freight forwarding company that was required to move the goods from Kuwait to Iraq. This move will significantly reduce the lead time and allow the Mission access to its goods in a shorter time frame. The total

shipping time via Kuwait was more than one year owing to customs clearance, whereas shipping via Erbil will reduce shipping time to less than one year. It will also address the problem of stockpiling in Kuwait.

Extrabudgetary resources

66. During the period from 2014 to 2016, the UNAMI Office of Political Affairs and UNOPS plan to implement a project on legislative reform that will facilitate peace and reconciliation, and will involve parallel engagement with Iraqi public authorities and civil society. UNAMI will provide expert technical assistance to members of Parliament and government officials to inform the drafting of enabling laws consistent with international law and best practices, and will use its good offices to promote inclusive dialogue, and encourage the various political blocs to reach agreements and seek mutually beneficial outcomes that will lead to improved social cohesion between Iraqi political stakeholders, community leaders and components. UNAMI and UNOPS will seek donor support from relevant embassies in Baghdad to co-finance this project.

67. With regard to the continued efforts of UNAMI and UNHCR to facilitate the resolution of outstanding issues regarding Camp Hurriya, the 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.

68. Subject to the availability of funding from donors and capitalizing on the integrated nature of the Joint Analysis Unit, which builds on resources from UNAMI and the United Nations country team, UNAMI intends to implement the following projects:

(a) Work with the Extrabudgetary Committee of the Department of Political Affairs of the Secretariat to pursue capacity-building cooperation with the Iraqi National Security Council, focusing on strengthening the data-gathering and analytical capability of the Council, for evidence-based and human rights-sensitive advising and planning;

(b) Continue to provide support for environmental advocacy to address dust and sand storms, and work with government stakeholders in affected countries (Iraq and its surrounding region) and with technical experts to address this problem in a regional context;

(c) Collaborate with United Nations agencies in Iraq to strengthen Iraqi institutions, including the Ministry of Planning, the Ministry of Displacement and Migration, the Ministry of Health and the Council of Representatives, through specific tailored capacity-building projects aimed at better service delivery and technical modernization.

II. Mission mandate and planned results

69. The objectives, expected accomplishments and indicators of achievement for 2015 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

(a) (i) Number of high-level meetings of Iraqi stakeholders held to discuss national dialogue and reconciliation supported and sponsored by UNAMI

Performance measures

High-level meetings between Iraqi government officials

Actual 2013: 200

Estimate 2014: 400

Target 2015: 300

(ii) Number of confidence-building measures at the local and national levels agreed to by the parties concerned in relation to disputed internal boundaries, the federal budget law and oil revenue-sharing

Performance measures

Actual 2013: 15

Estimate 2014: 35

Target 2015: 50

(iii) Number of initiatives aimed at reducing intra-Iraqi conflict, improving recognition of minority rights and implementing the recommendations adopted by the relevant parties, in which Government of Iraq officials and key influential political, community, ethnic, civil society and religious leaders participated

Performance measures

Actual 2013: 10

Estimate 2014: 8

Target 2015: 15

Outputs

- Facilitation of political dialogue through the good offices of the Special Representative and the Deputy Special Representative and through bilateral and multilateral meetings with stakeholders and the parties concerned on matters of national dialogue

- Monthly meetings with high-level government officials, political parties, community leaders and women leaders to promote national dialogue and reconciliation, with a view to resolving the status of disputed internal boundaries and related issues, such as the holding of a national census and Governorate Council elections in Kirkuk
- 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 regular 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
- 6 technical reports and options papers on property restitution, power-sharing and security issues, and Governorate Council elections in Kirkuk; and provision of technical support and consultations to assist Government of Iraq officials in reaching agreements on these issues with the parties concerned
- 4 meetings of women political leaders and representatives of civil society on women's participation in national dialogue
- 40 meetings held by the Special Representative and the Deputy Special Representative for Political and Electoral Affairs with high-level federal and Kurdistan regional government officials on budget law negotiations; and provision of technical support on legal issues pertaining to Kirkuk, oil and gas management and revenue-sharing, and on the re-enacting of the hydrocarbon and revenue-sharing laws
- 2 country-wide public outreach events for 300 government counterparts, civil society representatives, the media and members of the public on the occasion of World Day for Cultural Diversity for Dialogue and Development and the International Day of Peace; 5 online newsletter articles, 15 social media posts, 3 press releases and 5 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) (i) Number of confidence-building measures sponsored by UNAMI and agreed to by the Government of Iraq to encourage the further development of Iraq's relations with neighbouring countries on border security, energy and refugees

Performance measures

Actual 2013: 15

Estimate 2014: 35

Target 2015: 20

(ii) Number of initiatives and bilateral and multilateral meetings with the Governments of Iraq and Kuwait to provide support for the normalization of relations with Kuwait, the efforts in the search for missing Kuwaiti and third-country nationals or their remains, and the return of Kuwaiti property, including the national archives

Performance measures

Actual 2013: 15

Estimate 2014: 10

Target 2015: 10

Outputs

- 4 high-level visits made by the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance to neighbouring countries to provide support for bilateral and multilateral initiatives as mandated by the Security Council
- Design and implementation of 5 confidence-building measures, in cooperation and coordination with other relevant United Nations entities, with a view to improving relations between the Government of Iraq and neighbouring countries
- Design, implementation and fortnightly follow-up of new initiatives to turn into tangible results the Iraqi efforts on the issue of missing Kuwaiti and third-country individuals, and missing Kuwaiti property, including its national archives
- Weekly 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 4 initiatives, such as workshops and seminars, that address the illicit trade in drugs, desertification, dust storms and corruption, and natural resources-related transboundary discussions through political analysis and cooperation with United Nations agencies, funds and programmes, and the Governments of Iraq and the Islamic Republic of Iran
- 12 visits facilitated by the Special Representative and UNAMI senior leadership, through the political liaison office in Amman, to hold discussions with key Iraqi interlocutors, including the Iraqi diaspora, based in Amman or using Amman as a venue for discussions on regional or Iraq-related issues
- 5 meetings of the Special Representative and the Deputy Special Representative with government officials from Iraq and neighbouring countries on regional cooperation for combating desertification and sand and dust storms, in order to gather support and financial resources to kick-start the regional framework for cooperation on sand and dust storms led by the United Nations Environment Programme

Expected accomplishments**Indicators of achievement**

(c) Progress in implementation and promotion of the Constitution

(c) (i) Number of laws adopted by the Council of Representatives to implement key provisions of the Constitution

Performance measures

Actual 2013: 2

Estimate 2014: 2

Target 2015: 5

(ii) Number of governmental and independent institutions established in accordance with the Constitution

Performance measures

Actual 2013: 1

Estimate 2014: none

Target 2015: 1

Outputs

- Monthly meetings with Government of Iraq officials and members of the Council of Representatives in relation to the provision of technical support for the review and enactment of constitutionally mandated and other key legislation, and the establishment of key governmental institutions, such as the Federation Council, the Higher Judicial Council and the Law Reform Commission
- 1 round table on the 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 4 outreach programmes and workshops for civil society and political and special interest groups to promote ownership of the Constitution, enable adoption of its amendments and adopt key legislation
- 4 policy advisory notes and non-papers providing advice to Governorate Council officials on the establishment of new structures and institutions at the governorate level envisaged in the Constitution

Expected accomplishments

(d) Progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective electoral events

Indicators of achievement

(d) (i) Adoption of the electoral laws necessary to conduct elections

Performance measures

Actual 2013: 2

Estimate 2014: 1

Target 2015: 1

(ii) Improved ability of the Independent High Electoral Commission to lead planning and delivery of credible electoral events

Performance measures

Actual 2013: Independent High Electoral Commission operational plans successfully implemented for 3 electoral events

Estimate 2014: Independent High Electoral Commission operational plan successfully implemented for 1 major electoral event, the 2014 Council of Representatives elections

Target 2015: Independent High Electoral Commission operational plans successfully implemented for the next electoral cycle, including a possible referendum and district and subdistrict elections

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

Performance measures

Actual 2013: The nationwide update in the voter registration structure reduced by 83 per cent the number of complaints submitted in the Governorate Council elections of April 2013

Estimate 2014: Further improvements in the voter registry systems enable voters to verify information and access voter registration services, and lead to a 10 per cent increase in the number of registration forms submitted during the voter registry update period

Target 2015: Start of the implementation of the biometric voter registration process

(iv) Effective representation of boundary delimitation of all electoral governorates finalized for representation purposes, taking into account spatial demographic shifts and the social and political context

Performance measures

Actual 2013: No boundary delimitation

Estimate 2014: No boundary delimitation

Target 2015: Standing meetings established between the Independent High Electoral Commission and political entities to discuss the delimitation of boundaries for Iraqi electoral governorates

Outputs

- Support provided for meetings of the Board of Commissioners of the Independent High Electoral Commission and provision of daily advice on issues pertaining to the planning and administration of elections
- Provision of daily technical advisory support to the Independent High Electoral Commission for the implementation of the biometric voter registration process, the development of a public outreach strategy and media training

- Provision of technical advisory support on the electoral legal framework to the Legal Committee of the Council of Representatives and the Independent High Electoral Commission Board of Commissioners through biweekly meetings
- 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
- Monthly consultations with the diplomatic community and international electoral partners to ensure coordination of international donor and technical support to the Independent High-Level Electoral Commission
- Implementation of the recommendations of the needs assessment mission, setting up benchmarks and processes for the United Nations electoral assistance and the phased exit strategy beyond 2014

Expected accomplishments	Indicators of achievement
(e) Progress towards strengthening the rule of law and improving respect for human rights	<p>(e) (i) National mechanisms to ensure the protection of and respect for human rights are established in compliance with Iraq's international obligations</p> <p><i>Performance measures</i></p> <p>The Independent High Commission for Human Rights of Iraq is operating in conformity with the Constitution of Iraq and the Paris Principles (General Assembly resolution 48/134). The Kurdistan Regional Board of Human Rights is operating in accordance with the law and international standards</p> <p>Actual 2013: The training of Commissioners started and the Independent High Commission for Human Rights started functioning in accordance with Iraqi law and international standards; start of training and capacity-building of the Kurdistan Regional Board of Human Rights</p> <p>Estimate 2014: Commissioners and staff are trained; the Independent High Commission for Human Rights is functioning in accordance with Iraqi law and international standards, including investigation of complaints by citizens, monitoring of the human rights situation in Iraq, public inquiries, publication of regular reports and dissemination of public information; the Kurdistan Regional Board of Human Rights is established; continuation of the capacity-building of the Board and staff</p>

Target 2015: The capacity of the Independent High Commission for Human Rights to deliver its mandate under the Constitution of Iraq and the Paris Principles is consolidated and expanded, with the Commission extending its presence through the establishment of regional offices. The Kurdistan Regional Board of Human Rights is operating in full conformity with its mandate under law and in compliance with 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 2013: Funding for the national action plan recommendations was reflected in the national budget and an interministerial oversight committee for monitoring and reporting on the status of implementation was established

Estimate 2014: The national action plan is fully implemented and the Government of Iraq, human rights institutions and civil society participate in the universal periodic review process for Iraq, scheduled for October 2014

Target 2015: Iraq's second national action plan on human rights for the implementation of the recommendations accepted by Iraq in the universal periodic review from October 2014 is developed in consultation with civil society and implementation starts

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

Actual 2013: 37 training sessions/seminars/workshops were organized, with approximately 500 participants

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

Target 2015: 40 training activities are conducted for building capacity of civil society, with over 600 participants

(iv) Rule of law is strengthened

Performance measures

Monitoring of the places of detention and trials; training of police, law enforcement officials and judiciary

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

Estimate 2014: 30 prison and detention centre monitoring visits; 20 training sessions for police, law enforcement officials and judges

Target 2015: 30 prison and detention centre monitoring visits; 20 training sessions for police, law enforcement officials and judges

Outputs

- 15 capacity-building and technical training sessions for the 14 Commissioners of the Independent High Commission for Human Rights on 5 priority areas: prisons and detention; education; health; women's rights; and persons with disabilities

- Monthly meetings, with provision of technical advice, to the oversight committee established by the Government of Iraq to implement recommendations in the national action plan for human rights
- 2 biannual reports published on the general human rights situation in Iraq, including implementation of the national action plan for human rights; 2 thematic published reports on minorities in Iraq and on the administration of justice in Iraq
- 40 training sessions for civil society, NGOs and government partners on monitoring, analysis, reporting and conduct of advocacy on human rights issues
- 30 monitoring visits to prisons and places of detention in order to assess compliance with human rights standards
- 20 training sessions on human rights standards and the rule of law for law enforcement officials, including police, prosecutors, judges and prison officials
- 12 high-level meetings with the Ministry of Justice, the Ministry of Human Rights, the Ministry of Defence and the Ministry of Labour and Social Affairs

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 the environment and the public and private sectors <i>Performance measures</i> Number of joint programmes developed Actual 2013: 9 Estimate 2014: 15 Target 2015: 20 (ii) Improved information-sharing mechanisms between internal and external stakeholders to promote evidence-based planning and advocacy at the strategic and operational levels on development and humanitarian issues <i>Performance measures</i> Number of knowledge-sharing forums supported by the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian affairs Actual 2013: 8 Estimate 2014: 10 Target 2015: 8

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

Actual 2013: 24

Estimate 2014: 75

Target 2015: 75

(iii) 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 2013: 12

Estimate 2014: 34

Target 2015: 16

(iv) Number of high-level meetings of Iraqi stakeholders held to discuss development and humanitarian coordination

Performance measures

Actual 2013: Not applicable

Estimate 2014: 40

Target 2015: 50

Outputs

- Monthly meetings with Government officials, key Iraqi stakeholders, donors and NGOs on critical humanitarian and development issues
- 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 regular field visits to facilitate improved development planning and programme implementation
- 3 high-level policy dialogue meetings with Government of Iraq officials on the United Nations Development Assistance Framework for Iraq 2015-2019, its contributions to the national development plan and the establishment of a funding mechanism

- 3 high-level policy dialogue meetings with the Kurdistan regional government on the United Nations Development Assistance Framework for Iraq 2015-2019 and its contributions to the regional development plan
 - Quarterly Iraq Partners Forum meetings and quarterly Kurdistan Regional Government Donor Partners Forum meetings to promote strategic engagement and coordination with the international community regarding humanitarian, development and peacebuilding initiatives and relevant funding
 - 2 regional forums on cross-border issues, namely, water management and dust storms
 - 9 capacity-building and development projects with Iraqi government counterparts and United Nations agencies on public sector modernization, environment, internally displaced persons, social and justice issues, governance and disaster risk reduction
 - 9 information management projects in collaboration with United Nations agencies for government partners, including 4 information databases on Iraqi children and health facilities mapping, and for the Engineering and Legal Departments of the Council of Representatives
 - 100 periodic and thematic analyses on humanitarian, socioeconomic, political and security issues
-

External factors

70. The Mission is expected to achieve its objectives provided that (a) the security situation remains sufficiently permissive; (b) a new Government is formed in a timely manner; (c) the main political interlocutors remain committed to inclusive national dialogue, social cohesion and unity in Iraq, and Iraqi interlocutors maintain their commitment to strengthening democracy, the rule of law and the protection of human rights in Iraq; (d) political compromise enables the passage of new legislation and amendments to existing legislation in governmental institutions; (e) events unfolding in the wider region do not adversely affect Iraq's internal political stability; (f) there are no additional large cross-border population movements as a result of regional conflict; (g) no natural disasters occur that would require the realignment of human and financial resources; (h) 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 to resolve outstanding governance, security and economic issues; and (i) the Independent High Electoral Commission does not become politicized in its decision-making process and the adoption of amendments to the electoral laws by the Council of Representatives does not suffer delays.

III. Resource requirements

71. The proposed resource requirements for UNAMI for the period from 1 January to 31 December 2015 are estimated at \$136,994,000 (net of staff assessment), as shown in tables 1 and 4. Tables 2 to 5 provide details concerning the staffing requirements. The report allows for a comparison between the total requirements for 2015 and the total requirements for 2014, as approved by the General Assembly in its resolution 68/247 A.

Table 1
Total resource requirements (net)

(Thousands of United States dollars)

Category	1 January-31 December 2014			Requirements for 1 January-31 December 2015			
	Appropriation	Estimated expenditure	Variance under- (over-) expenditure	Total	Net ^a	Non-recurrent	Variance
	(1)	(2)	(3)=(1)-(2)	(4)	(5)=(4)-(3)	(6)	(7)=(4)-(1)
Military and policy personnel	11 709.5	9 844.1	1 865.4	8 613.4	6 748.0	–	(3 096.1)
Civilian personnel costs	68 345.6	84 274.9	(15 929.3)	80 976.5	96 905.8	–	12 630.9
Operational costs	56 251.3	46 599.6	9 651.7	47 404.1	37 752.4	3 373.4	(8 847.2)
Total	136 306.4	140 718.6	(4 412.2)	136 994.0	141 406.2	3 373.4	687.6

^a Net requirements after taking into account the estimated underexpenditure or overexpenditure for 2014.

Table 2
Total staffing requirements

	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	Subtotal	Field/ Security Service	General Service	Total inter-national	National Professional Officer	Local level	United Nations Volunteers	
Approved 2014	1	2	1	7	23	63	63	10	170	224	–	394	91	466	–	951
Proposed 2015	1	2	1	7	20	59	61	9	160	223	–	383	97	420	–	900
Change	–	–	–	–	(3)	(4)	(2)	(1)	(10)	(1)	–	(11)	6	(46)	–	(51)

72. The total staffing complement proposed for UNAMI for 2015 amounts to 900 civilian personnel, comprising 383 international staff (160 Professional and 223 Field Service) and 517 national staff (97 National Professional Officers, 420 Local-level), an authorized strength of 13 seconded military advisers, 6 seconded police advisers and 272 contingent personnel of the Guard Unit.

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

Table 3
Staffing requirements by location

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</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 Service</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>	<i>Total</i>
Approved 2014															
Baghdad ^a	1	2	1	6	19	44	42	8	123	141	–	264	61	218	543
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	6	1	14	40	–	54	–	127	181
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	4
Amman	–	–	–	–	1	–	1	–	2	–	–	2	1	4	7
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Total	1	2	1	7	23	63	63	10	170	224	–	394	91	466	951
Proposed 2015															
Baghdad ^a	1	2	1	6	14	45	42	7	118	155	–	273	66	210	549
Baghdad International Airport	–	–	–	–	–	1	2	–	3	15	–	18	–	12	30
Basra	–	–	–	–	–	3	2	–	5	8	–	13	6	16	35
Erbil	–	–	–	–	4	3	8	2	17	12	–	29	16	90	135
Kirkuk	–	–	–	–	1	3	5	–	9	16	–	25	7	21	53
Kuwait	–	–	–	–	–	3	2	–	5	17	–	22	–	69	91
Tehran	–	–	–	–	1	–	1	–	2	–	–	2	1	1	4
Amman	–	–	–	–	–	1	–	–	1	–	–	1	–	1	2
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Total	1	2	1	7	20	59	61	9	160	223	–	383	97	420	900
Change from 2014 to 2015	–	–	–	–	(3)	(4)	(2)	(1)	(10)	(1)	–	(11)	6	(46)	(51)

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

74. Changes in the staffing establishment for individual substantive and administrative offices compared with 2014 are set out below.

Table 4
Proposed establishment of new positions

Organizational unit	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 Service	General Service	Total inter-national	National Professional Officer	Local level	Total
	Office of the Chief of Staff	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Office of Political Affairs	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1
Electoral Assistance Office	-	-	-	-	-	-	-	-	-	-	-	-	2	-	2
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1
Office of the Chief of Mission Support	-	-	-	-	-	1	2	-	3	4	-	7	-	2	9
Office of the Deputy Chief of Mission Support	-	-	-	-	-	-	-	-	-	1	-	1	-	-	1
Training Section	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1
Human Resources Section	-	-	-	-	-	-	-	-	-	2	-	2	-	-	2
Facilities Management and Services Section	-	-	-	-	-	-	-	-	-	2	-	2	-	2	4
Acquisition Management Section	-	-	-	-	-	-	-	-	-	3	-	3	-	-	3
Central Warehouse Section	-	-	-	-	-	1	-	-	1	2	-	3	-	9	12
Property Management Section	-	-	-	-	-	-	-	-	-	3	-	3	-	-	3
Human Resources Section — Kuwait Joint Support Office	-	-	-	-	-	1	-	-	1	-	-	1	-	-	1
Total	-	-	-	-	-	3	2	-	5	17	-	22	6	13	41

Table 5
Proposed abolishment of approved positions

Organizational unit	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 Service	General Service	Total inter-national	National Professional Officer	Local level	Total
	Office of the Chief of Staff	-	-	-	-	(1)	-	-	-	(1)	-	-	(1)	-	(1)
Joint Analysis Unit	-	-	-	-	-	(1)	-	-	(1)	-	-	(1)	-	-	(1)
Office of Political Affairs	-	-	-	-	(1)	-	-	-	(1)	-	-	(1)	-	-	(1)
Electoral Assistance Office	-	-	-	-	-	(1)	(2)	-	(3)	(1)	-	(4)	-	(1)	(5)
Security and Safety Section	-	-	-	-	-	-	(2)	-	(2)	-	-	(2)	(1)	(20)	(23)
Office of the Chief of Mission Support	-	-	-	-	-	-	-	-	-	(1)	-	(1)	-	(1)	(2)
Information and Communications Technology Services	-	-	-	-	-	-	-	-	-	(2)	-	(2)	-	(3)	(5)

Organizational 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	Subtotal	Field Service	General Service	Total inter-national	National Professional Officer	Local level	
Engineering Section	-	-	-	-	-	-	(1)	-	(1)	-	-	(1)	(1)	(11)	(13)
Transport Section	-	-	-	-	-	-	(1)	-	(1)	(1)	-	(2)	-	(6)	(8)
Office of the Chief of Supply Chain Management	-	-	-	-	-	(1)	(1)	-	(2)	-	-	(2)	-	-	(2)
Acquisition Management Section	-	-	-	-	-	(1)	-	-	(1)	(4)	-	(5)	-	-	(5)
Procurement Section	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	(1)
Property Management Section	-	-	-	-	-	-	-	-	-	(4)	-	(4)	-	(13)	(17)
Human Resources Section — Kuwait Joint Support Office	-	-	-	-	-	-	-	-	-	(2)	-	(2)	-	-	(2)
Travel Section — Kuwait Joint Support Office	-	-	-	-	-	-	-	-	-	(2)	-	(2)	-	-	(2)
Finance Section — Kuwait Joint Support Office	-	-	-	-	-	-	-	-	-	(1)	-	(1)	-	(2)	(3)
Total	-	-	-	-	(2)	(4)	(7)	-	(13)	(18)	-	(31)	(2)	(59)	(92)
Net change resulting from creation and abolishment of positions	-	-	-	-	(2)	(1)	(5)	-	(8)	(1)	-	(9)	4	(46)	(51)

A. Substantive offices

Office of the Special Representative of the Secretary-General

International staff: Inward redeployment of 1 position (P-4) from the Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

National staff: Inward redeployment of 1 position (National Professional Officer) 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		National staff			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total inter-national	National Professional Officer	Local level		United Nations Volunteers
Approved 2014	1	-	-	-	1	3	2	-	7	3	-	10	1	2	-	13
Proposed 2015	1	-	-	-	1	4	2	-	8	3	-	11	2	2	-	15
Change	-	-	-	-	-	1	-	-	1	-	-	1	1	-	-	2

75. 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.

76. 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, 1 P-3), one Administrative Officer (Field Service) and two Administrative Assistants (1 Field Service, 1 Local level).

77. Under the auspices of the Office of Special Representative is the Office of the Resident Auditor, based in Kuwait, which will comprise one Resident Auditor (P-4), one Auditor (P-3), one Administrative Assistant (Field Service) and one Accounting Assistant (Local level).

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

79. The Child Protection Unit based in Baghdad, will be headed by one Child Protection Adviser (P-4), supported by one Child Protection Officer (National Professional Officer).

Organizational changes

80. Given the importance of the issue of protection of children in armed conflict, in particular as required by the Security Council in its resolution 1612 (2005), and in line with the recommendations of the comprehensive staffing review, it is proposed to have the Child Protection Unit report to the Special Representative of the Secretary-General instead of to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance.

Office of the Chief of Staff

<i>International staff:</i>	<i>Abolition of 1 position (P-5)</i>
	<i>Inward redeployment of 2 positions (P-5) from the Office of the Deputy Special Representative for Political Affairs and Electoral Assistance</i>
<i>National staff:</i>	<i>Creation of 1 position (National Professional Officer)</i>
	<i>Abolition of 1 position (Local level)</i>
	<i>Inward redeployment of 2 positions (Local level) from the Office of the Deputy Special Representative for Political Affairs and Electoral Assistance</i>

	<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 international</i>	<i>National Officer</i>			<i>Local level</i>
Approved 2014	-	-	1	-	3	3	4	1	12	2	-	14	9	5	-	28
Proposed 2015	-	-	1	-	4	3	4	1	13	2	-	15	10	6	-	31
Change	-	-	-	-	1	-	-	-	1	-	-	1	1	1	-	3

81. The Office of the Chief of Staff functions as the Executive Office of the Special Representative of the Secretary-General. It is the principal interface on 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.

82. 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 Planning and Coordination Officer (P-5), one Senior Legal Adviser (P-5) and the heads of offices in Erbil and Kirkuk (2 P-5).

83. The Senior Planning and Coordination Officer (P-5), based in Baghdad, will manage the portfolio of results-based management and the preparation of policy papers and strategic documents, and will be supported by three Programme and Planning Officers (2 P-4, 1 P-3), one Associate Programme Officer (P-2), two Liaison Officers (National Professional Officer) and two Administrative Assistants (Local level).

84. 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.

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

86. The conduct and discipline functions for UNAMI have been merged into an integrated Conduct and Discipline Unit covering UNAMI, UNAMA, the United Nations Military Observer Group in India and Pakistan and the United Nations Regional Centre for Preventive Diplomacy for Central Asia, with UNAMI funding one position of Conduct and Discipline Officer (National Professional Officer) based in Baghdad and one Administrative Assistant (Local level) based in Kuwait.

87. The Erbil and Kirkuk regional offices will each be headed by one Head of Office (P-5), who will be supported by one Administrative Officer (National Professional Officer) in Erbil and one Administrative Assistant (Local Level) in Kirkuk.

Organizational changes

88. In 2015 it is proposed that the function of planning and programming be consolidated under the management of one Senior Planning and Coordination Officer (P-5) and that the position of Senior Programme Officer (P-5) be abolished.

89. In line with the comprehensive staffing review, it is proposed to change the reporting lines of the regional offices in Erbil and Kirkuk to the Office of the Chief of Staff instead of to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance.

90. Owing to the intensification of the Mission's activities in the Kurdistan region, it is proposed that the position of Administrative Assistant (Local level) in Erbil be abolished and replaced by a position of Administrative Officer (National Professional Officer) to provide support for the increased complexity of the work in the regional office in Erbil.

Joint Analysis Unit

International positions: Abolition of 1 position (P-4)

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>National staff</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/</i>	<i>General</i>	<i>Total inter-national</i>	<i>National</i>	<i>Local</i>		<i>United Nations</i>
										<i>Security Service</i>	<i>Service</i>		<i>Professional Officer</i>	<i>level</i>		<i>Volunteers</i>
Approved 2014	-	-	-	-	1	2	4	-	7	1	-	8	4	2	-	14
Proposed 2015	-	-	-	-	1	1	4	-	6	1	-	7	4	2	-	13
Change	-	-	-	-	-	(1)	-	-	(1)	-	-	(1)	-	-	-	(1)

91. Integrated United Nations missions require an integrated strategy and capacity to coordinate and collect information from multiple sources in order to provide advice to 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. In 2014 the entity was restructured as a stand-alone unit, incorporating the functions of the Joint Analysis and Policy Unit and the Information Analysis Unit, and renamed the Joint Analysis Unit. The Unit reports to the Office of the Special Representative of the Secretary-General.

92. Based in Baghdad, the Joint Analysis Unit will be headed by the Chief of Unit (P-5), who will manage and supervise the Unit's analytical and information management teams. The Unit will comprise one Senior Analyst (P-4), who will coordinate all research and analytical output and 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) and three Research Analyst Officers (National Professional Officer), as well as one Information Management Officer (P-3), who will supervise the information management team, consisting of one Information Management Assistant (Field Service), one Geographic Information System Officer (National Professional Officer), one Geographic Information System Assistant

(Local level) and one Administrative Assistant (Local level), who will provide support to the Unit on administrative issues.

Organizational changes

93. It is proposed to abolish the position of Humanitarian Affairs Officer (P-4). The relevant functions would be absorbed by the United Nations country team, namely, by the United Nations Office for the Coordination of Humanitarian Affairs, which has been activated with a large presence in Iraq in order to coordinate the delivery of humanitarian assistance in view of the current humanitarian crisis and ongoing massive displacement in the country.

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

International staff: Outward redeployment of 3 positions to the Office of the Chief of Staff (2 P-5) and to the Office of the Special Representative of the Secretary-General (1 P-4)

National staff: Outward redeployment of 3 positions to the Office of the Special Representative of the Secretary-General (1 National Professional Officer) and to the Office of the Chief of Staff (2 Local level)

	<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 2014	–	1	–	1	3	3	1	–	9	1	–	10	2	5	–	17
Proposed 2015	–	1	–	1	1	2	1	–	6	1	–	7	1	3	–	11
Change	–	–	–	–	(2)	(1)	–	–	(3)	–	–	(3)	(1)	(2)	–	(6)

94. The Deputy Special Representative for Political Affairs and Electoral Assistance leads the political pillar of UNAMI and oversees the work of the Office of Political Affairs and the Electoral Assistance Office, and the work of military and police advisers.

95. The Office of the Deputy Special Representative (Assistant Secretary-General), located in Baghdad, will comprise one Special Assistant (P-4), one Political Affairs Officer (P-3), one Personal Assistant (Field Service), two Administrative Assistants (Local level) and one Senior Police Adviser (P-5), supported by one Police Adviser, sourced from Member States, and one Senior Military Adviser, supported by one military adviser, both sourced from Member State contributions.

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

Organizational changes

97. In line with the comprehensive staffing review, it is proposed to have the Child Protection Unit report to the Special Representative of the Secretary-General instead of to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance. It is also proposed to have the regional offices in Erbil and Kirkuk report to the Office of the Chief of Staff instead of to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance.

Office of Political Affairs

International staff: Abolition of 1 position (P-5)

National staff: Creation of 1 position (National Professional Officer)

	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	Subtotal	Field/ Security Service	General Service	Total inter- national	National Professional Officer	Local level	United Nations Volunteers	
Approved 2014	-	-	-	1	4	11	8	1	25	1	-	26	24	12	-	62
Proposed 2015	-	-	-	1	3	11	8	1	24	1	-	25	25	12	-	62
Change	-	-	-	(1)	-	-	-	-	(1)	-	-	(1)	1	-	-	-

98. The Office of Political Affairs is central to 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 entities concerned. The Office has a lead role in providing advice and making recommendations to the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance, and in developing, organizing, engaging in and following up on various initiatives.

99. The Office will be headed by a Chief of Political Affairs (D-1), who reports directly to the Deputy Special Representative for Political Affairs and Electoral Assistance. In Baghdad the Chief of Political Affairs will be supported by one Senior Political Affairs Officer (P-5), one Political Affairs Officer (P-4), three Administrative Assistants (1 Field Service, 2 Local level) and two Language Assistants (Local level). The Senior Political Affairs Officer will serve as deputy to the Chief of Political Affairs and will be supported by nine Political Affairs Officers (4 P-4, 2 P-3, 3 National Professional Officer), one Associate Political Affairs Officer (P-2), one Administrative Assistant (Local level) and one Language Assistant (Local level).

100. Reporting to the Chief of Political Affairs will be 14 Governorate Liaison Officers (National Professional Officer) located in Babil, Karbala, Najaf, Salah

al-Din, Muthanna, Diyala, Ninewa, Qadisiya, Wassit, Anbar, Basra, Maysan, Dhi Qar and Dohuk, and one Liaison Assistant (Local level) based in Basra.

101. One Senior Political Affairs Officer (P-5) will serve as liaison officer in Amman and will be assisted by an Administrative Assistant (Local level).

102. One Political Affairs Officer (P-4) will lead the Legal, Constitutional and Kuwait Team, and will be supported by one Political Affairs Officer (P-3) and two other Political Affairs Officers (National Professional Officer), who will provide substantive assistance to the team, assisted by one Language Assistant (Local level).

103. The re-establishment of an international political presence in Basra is deemed to be critical for the Mission's ability to cover political developments in the south of the country. The Office of Political Affairs in Basra will be headed by a Political Affairs Officer (P-4).

104. The Office of Political Affairs in Erbil will be headed by a Senior Political Affairs Officer (P-5) and will be supported by four Political Affairs Officers (1 P-4, 1 P-3, 2 National Professional Officer), one Governorate Liaison Officer (National Professional Officer) and one Administrative Assistant (Local level).

105. The Senior Political Affairs Officer will also serve as the leader of the regional team and will be supported, in Baghdad, by four Political Affairs Officers (1 P-4, 1 P-3, 2 National Professional Officer).

106. The Office of Political Affairs in Kirkuk will be headed by one Political Affairs Officer (P-4) and will be supported by two Political Affairs Officers (1 P-3, 1 National Professional Officer), one Administrative Assistant (Local level) and one Language Assistant (Local level).

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

Organizational changes

108. It is proposed to abolish the position of Senior Political Affairs Officer (P-5), responsible for heading the Legal, Constitutional and Kuwait Team, since the functions are being carried out by the Political Affairs Officer (P-4) who leads the team.

109. For coverage of the situation and developments in north-western Iraq, it is proposed to create one position of Governorate Liaison Officer (National Professional Officer) in Dohuk.

110. To provide support for the re-establishment of the Office of Political Affairs in Basra, it is proposed to redeploy a position of Political Affairs Officer (P-4) from Erbil to Basra.

111. Given the importance of an enhanced political affairs presence in the Kurdistan region owing to recent political developments, it is proposed to redeploy a position of Senior Political Affairs Officer (P-5) from Baghdad to Erbil. The Senior Political Affairs Officer, in addition to heading the Office of Political Affairs in Erbil, will continue to serve as the leader of the regional team.

112. Following a review of the political situation in the area of responsibility of the Kirkuk office and an evaluation of the political opportunities in the area of responsibility of the Kirkuk and the Erbil offices, it is proposed to redeploy a position of Political Affairs Officer (P-3) from Kirkuk to Erbil.

113. To strengthen the immediate Office of the Chief of Political Affairs and to liaise and coordinate between the 14 Governorate Liaison Offices and the Office of the Chief of Political Affairs, it is proposed to redeploy a position of Political Affairs Officer (P-4) from Erbil to Baghdad.

Electoral Assistance Office

International staff: Abolition of 4 positions (1 P-4, 2 P-3, 1 Field Service)

National staff: Creation of 2 positions (National Professional Officer)

Abolition of 1 position (Local level)

	<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 2014	-	-	-	1	2	5	2	-	10	1	-	11	-	6	-	17
Proposed 2015	-	-	-	1	2	4	-	-	7	-	-	7	2	5	-	14
Change	-	-	-	-	-	(1)	(2)	-	(3)	(1)	-	(4)	2	(1)	-	(3)

114. The Electoral Assistance Office will be headed by the Chief Electoral Adviser (D-1) and will be supported in Baghdad by one Senior Electoral Officer (P-5), four Electoral Officers (2 P-4, 2 National Professional Officer) and four Language Assistants (Local level), and in the Kurdistan region by one Senior Electoral Officer (P-5), one Electoral Officer (P-4) and one Administrative Assistant (Local level). One Electoral Officer (P-4) in New York will continue to provide support to the team in the Mission area.

Organizational changes

115. In line with the comprehensive staffing review, it is proposed to abolish three positions of Electoral Officer (1 P-4, 2 P-3), one position of Logistics/Administrative Assistant (Field Service) and one position of Administrative Assistant (Local level). The functions of these positions will be covered by consultancies on an ad hoc basis as a more efficient operating procedure than having a standing capacity.

116. In view of the proposed restructuring and downsizing in 2015, it is proposed to establish two positions of Electoral Officer (National Professional Officer) to provide advisory services to the Independent High Electoral Commission and to create a balanced team of national staff capable of responding to substantive and operational issues alike. One Electoral Officer would perform the training and

Mission, two Humanitarian Affairs Officers (1 P-4, 1 P-3) and one Administrative Assistant (Local level).

121. The humanitarian team will comprise one Humanitarian Affairs Officer (P-4), who will act as deputy on humanitarian issues and will be responsible for the central hub, based in Baghdad, another Humanitarian Affairs Officer (P-3), who will coordinate humanitarian activities with the other Mission components and provide support for the Integrated Strategic Framework on humanitarian aspects, two other Humanitarian Affairs Officers (P-3) based, respectively, in the hub offices in Kirkuk and Basra, who will coordinate humanitarian activities with United Nations agencies, Governments, the donor community and civil society organizations, one Associate Humanitarian Affairs Officer (P-2), in charge of reporting for the Office, two Humanitarian Affairs Officers (National Professional Officer), who will provide support for the hubs' activities and unit reporting, and one Administrative Assistant (Local level).

122. The Field Coordination Unit is structured around four geographic locations, namely, Baghdad, Basra, Erbil and Kirkuk. The Humanitarian Affairs Officers who head the field coordination hubs are responsible for liaising with other components of the Mission at the local level in order to provide support to the United Nations country team by coordinating with NGOs and local government officials and institutions, and are supported by Humanitarian Affairs Officers (National Professional Officer), 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.

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

124. The Basra Field Coordination Unit will comprise four Humanitarian Affairs Officers (National Professional Officer), covering Basra, Thi Qar/Maysan and Muthanna.

125. The Erbil Field Coordination Unit will be managed by one Senior Programme Officer (P-5) supported by one Humanitarian Affairs Officer (P-4), supported by three other Humanitarian Affairs Officers (National Professional Officer), covering Erbil, Dohuk and Suleymaniyah Governorates, and one Humanitarian Affairs Officer (National Professional Officer) in charge of coordinating activities with the United Nations country team and other stakeholders. Given the large United Nations country team presence in Erbil and the need for logistical support, one Administrative Assistant (Local level) will be based in Erbil.

126. The Kirkuk Field Coordination Unit will comprise three Humanitarian Affairs Officers (National Professional Officer), covering Kirkuk and Ninewa Governorates.

Organizational changes

127. It is proposed to reclassify one position of Humanitarian Affairs Officer from the P-3 level to National Professional Officer. This position, based in Basra, would

cover the Thi Qar Governorate, which was previously covered by the Humanitarian Affairs Officer also covering Maysan. The addition of a position in Basra is critical owing to the prevailing humanitarian situation and the need to strengthen humanitarian and development cooperation at the regional level.

128. It is proposed to create a position of Humanitarian Affairs Officer (National Professional Officer) in Kirkuk. There is a need for a second Officer to cover the Kirkuk Governorate, taking into account Kirkuk's unique mixture of religions and ethnicities, in particular in view of the language requirements.

129. In view of the humanitarian situation in northern Iraq and the Syrian border, it is proposed to redeploy one position of Senior Programme Officer (P-5) and one position of Humanitarian Affairs Officer (National Professional Officer) from Baghdad to Erbil to strengthen the Erbil office.

Human Rights Office

	<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/</i>	<i>General</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>		
										<i>Security Service</i>	<i>Service</i>		<i>Professional Officer</i>	<i>level</i>		
Approved 2014	-	-	-	1	2	6	7	-	16	1	-	17	15	10	-	42
Proposed 2015	-	-	-	1	2	6	7	-	16	1	-	17	15	10	-	42
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

130. The Human Rights Office will continue to operate from the UNAMI regional offices located in Basra, Kirkuk, Erbil, Mosul and Baghdad, thus giving the Office nationwide reach.

131. The Human Rights Office will be headed by a Chief Human Rights Officer (D-1), located in Baghdad. 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 provide assistance to the Chief Human Rights Officer with administrative matters.

132. Three Human Rights Officers (P-4) will head each of the three thematic clusters, namely, capacity-building and technical support to government and State institutions; the promotion of the rights of citizens; and the protection of civilians in armed conflict, rule of law and the administration of justice. Three Human Rights Officers (P-3) will provide support to the Human Rights Officers in the delivery of activities and programmes on the thematic clusters. Six Human Rights Officers (National Professional Officer) will be responsible for the implementation of all human rights activities within the three thematic clusters, as well as other priorities identified by the Chief Human Rights Officer. Two Language Assistants (Local level) will provide assistance to international staff in translating documents, correspondence and reports, and in interpretation during meetings with Iraqi

interlocutors. Two Administrative Assistants (Local level) will provide assistance 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 the operation of the Office's website and other technical matters related to file-keeping and data storage and retrieval.

133. The Human Rights Office in Erbil will ensure delivery of the UNAMI mandate in relation to human rights issues in the Kurdistan autonomous region. It will undertake regular coordination, liaison and training with government ministries, the Kurdistan Regional Parliament and other State and judicial institutions, as well as civil society groups, including NGOs in the Kurdistan autonomous region. A particular focus of the Office will be the rights of women, rule of law and ethnic and religious minorities. The Office will be headed by one Senior Human Rights Officer (P-5), who will be responsible for the daily management of the Office and its staff, for identifying human rights priorities in the Kurdistan autonomous region and for developing responses to those issues in consultation with the Chief Human Rights Officer. He will be supported by seven Human Rights Officers (1 P-4, 2 P-3, 4 National Professional Officer). 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 the Mosul area. The Human Rights Office in Erbil will also have two Language Assistants (Local level) and one Administrative Assistant (Local level) to provide assistance to the staff of the Office with administrative matters.

134. The Human Rights Office in the UNAMI regional office in Basra will maintain the same staffing structure as in 2014, comprising one Human Rights Officer (P-4), as head of the Office, supported by three other Human Rights Officers (1 P-3, 2 National Professional Officer) and one Language Assistant (Local level).

135. The Human Rights Office in the UNAMI regional office in Kirkuk will maintain the same staffing structure as in 2014, comprising one Human Rights Officer (P-4), as head of the Office, supported by three other Human Rights Officers (1 P-3, 2 National Professional Officer) and one Language Assistant (Local level). A particular focus of the Office will be the rights of ethnic minorities.

Public Information Office

	<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 2014	-	-	-	1	1	1	2	1	6	-	-	6	8	5	-	19
Proposed 2015	-	-	-	1	1	1	2	1	6	-	-	6	8	5	-	19
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

141. The Security Section consists of the following major components:

(a) The Office of the Chief Security Adviser, which includes the Strategic Plans and Administration Support Unit;

(b) The Deputy Chief Security Adviser, who reports to the Chief Security Adviser and oversees all the other Section components;

(c) The Security Information and Operations Centre, which comprises the Security Plans Unit, the Security Operations Centre, the Security Information Coordination Unit (with analysis, collation and acquisition cells), the Close Protection Unit, with protection teams 1 to 5, the Area Security Coordination Units in Baghdad, Erbil, Basra and Kirkuk, and the Security Unit in Kuwait;

(d) The Operational Support Coordination Unit;

(e) The Investigations Unit;

(f) The Government of Iraq Liaison Unit, which includes a pass/ID subunit;

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

142. The headquarters component of the Security Section in Iraq is headed by the Chief Security Adviser (P-5, funded by the Department of Safety and Security). The incumbent reports directly to the Special Representative of the Secretary-General, who is the designated official for security in Iraq. He or she manages all personnel and operational activities of the Mission's security component and is the primary security adviser to the designated official and the security 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 Operations Centre (P-4, funded by the Department of Safety and Security) and the Chief of the Security Training Unit (P-4, funded by the Department of Safety and Security).

143. The Security Strategic Plans and Administrative Support Unit took over the duties and responsibilities of the Administration Unit and the secretariat of the security management team. It provides planning and monitoring for Mission strategic security management; develops and updates the Mission security procedures and guidelines; participates in the development and updating of Mission planning; prepares and 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; 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; and serves as secretariat for the Field Security Cell-Iraq. The Unit is headed by one Security Officer (P-4), who is deputized by two Associate Security Coordination Officers (P-2), two other Security Officers (1 Field Service, 1 National Professional Officer) and two Administrative Assistants (Local level).

144. The Security Coordination Unit, based in New York, provides support to the Security Section in Iraq by ensuring timely and continuous coordination with the

United Nations Department of Safety and Security. The Unit consists of one Security Coordination Officer (P-4).

145. The Operational Support Coordination Unit provides advice to the security management team on all security enhancement matters affecting United Nations personnel and facilities; collects and analyses comprehensive security-related information, prepares security risk assessments and recommends security mitigation risk management measures to be implemented; updates integrated security operating standard 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 them 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 various sections in the Mission. The Unit is headed by one Security Officer (P-4), supported by one other Security Officer (National Professional Officer).

146. The Security Information and Operations Centre has overall responsibilities for security information management, operational planning and support for the activities of UNAMI, agencies, funds and programmes. It is headed by a Security Officer (P-4, funded by the Department of Safety and Security), who is supported by a Senior Information Analyst (P-4) responsible for the acquisition, collation and analysis of information that is related to the security of UNAMI staff and assets. The distribution of positions throughout 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 Coordination Officer (P-3) supported by three Security Officers (2 Field Service, 1 National Professional Officer) and one Security Assistant (Local level);

(b) The Security Information and Operations Centre provides the management and control of the operations of the Security Section 24 hours a day, 7 days a week, serving as the Section's nerve centre for the response to operational contingencies and casualty and medical evacuation. The Centre is the coordination nucleus 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 all required information. It analyses statistical information, prepares reports for forward planning based on those statistics, coordinates security clearance requests within the Mission area, ensuring that all requests meet minimum operating security standards, and ensures that the staff ceiling in Iraq is maintained at all times. In addition, the Subunit liaises effectively with the Offices of the Special Representative of the Secretary-General, the Deputy Special Representatives and the Chief of Staff, the Movement Control Section and various United Nations agencies as well as the Department of Safety and Security in New York regarding staff tracking, security clearance 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 Security Information Coordination Unit is responsible for the acquisition, collation and analysis of information 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, collects information, assesses the security situation, determines security issues, develops and disseminates security warnings, and communicates security information to the security management team and other United Nations staff. In addition, the Unit develops and maintains a security incident database and compiles daily/weekly and periodical security situation reports, produces UNAMI threat/risk maps and participates in security risk assessment missions. The Unit collects information through trained staff members, who are located in the regional Security Section offices. The Unit has three cells:

(i) The Acquisition Cell provides timely, accurate and actionable security threat information to United Nations personnel and programme managers in Iraq and maintains a professional liaison with internal and external interlocutors. It comprises one Associate Security Officer (P-2), two Security Officers (1 Field Service, 1 National Professional Officer) and one Security Assistant (Local level);

(ii) The Collation Cell is responsible for collation of security liaison with sources and stakeholders, and for maintaining key incidents databases (geographic information system, information technology and security-level system). It continually reviews and improves security information to suit the changing mission environment and clients' information needs. The Cell 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 personnel, the security management team and security officers' working groups, maintaining a professional liaison with internal and external interlocutors. The Cell comprises two Security Officers (1 P-3, 1 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 backing to 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. The Cell comprises four Security Officers (1 P-3, 2 Field Service, 1 National Professional Officer) and two Security Assistants (Local level);

(d) 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 Coordination Officer (P-3), supported by one Security Officer (Field Service). There are five protection teams in Baghdad under the Unit. Each team has a team leader, deputy team leaders and team members;

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

(ii) Close protection team 2 is primarily assigned to provide close protection for all the 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 tasked to provide support to United Nations country team and UNAMI substantive staff missions in the Red Zone. It also provides additional support to other close protection teams, as needed. The team consists of 14 Close Protection Officers (Field Service) and 1 Security Assistant (Local level), who serves as a driver;

(iii) Close protection team 3 is primarily assigned to provide support to all UNAMI substantive staff. It also provides close protection to high profile United Nations visitors and dignitaries, and conducts prior site surveys and reconnaissance of sites for missions in and outside Baghdad. The team consists of 14 Close Protection Officers (Field Service) and 1 Security Assistant (Local level), who serves as a driver;

(iv) Close protection team 4 is primarily tasked to provide protection to the routine armoured buses (Hippo) and air operations, and support for logistics, runs and shuttles to the Baghdad airport commercial terminal for all incoming and outgoing UNAMI and United Nations country team staff with the mobile security detail. It also provides support to all Red Zone missions with other close protection teams, as required. The team consists of 14 Close Protection Officers (Field Service) and 1 Security Assistant (Local level), who serves as a driver;

(v) Close protection team 5 primarily provides support for the regular movements of the United Nations country team and 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 levels), who serve as drivers;

(e) 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 one deputy Security Officer (P-3), one other Security Officer (National Professional Officer) and one Security Assistant (Local level, funded by the Department of Safety and Security) in Diyala. It has three subunits:

(i) The Premises Security Subunit, which is in charge of UNAMI compounds (i.e., Diwan, Tamimi, the villa of the Special Representative of the Secretary-General, the logistics base and the D-2 compound). The Subunit comprises four 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, comprises eight Radio Operators (Local level);
- (iii) The Fire Safety Subunit, which is responsible for maintaining fire safety at United Nations facilities, working in close collaboration with the Fire Safety Subunits at other locations and conducting fire safety training for all staff. The Subunit comprises one Security Officer (Field Service) and one Fire Safety Assistant (Local level);
- (f) The Area Security Coordination Unit at Baghdad International Airport is responsible for the operations at the airport's operational hub and is headed by one Security Officer (Field Service), supported by one Security Officer (Field Service). It has two Subunits:
- (i) The Operations Subunit, which provides operational support and premises security, comprises one Security Assistant (Local level);
- (ii) The Fire Safety Subunit, which ensures fire safety and conducts general fire safety training for staff members, comprises one Fire Safety Assistant (Local level);
- (g) The Area Security Coordination Unit in Erbil is responsible for operations at the Erbil operational hub and will be headed by one Security Officer (P-4), supported by one Security Officer (P-3, funded by the Department of Safety and Security), one other Security Officer (P-3), who acts as a Deputy and Security Awareness Induction Training Coordinator, and one Administrative Assistant (Local level). It has six subunits:
- (i) The Operations Subunit, which provides operational support, comprises one Security Officer (National Professional Officer) and two Security Assistants (Local level);
- (ii) The Premises Security Subunit, which is responsible for providing security for United Nations facilities within the area of responsibility, comprises 18 Security Assistants (Local level);
- (iii) The Fire Safety Subunit, which is responsible for ensuring fire safety of the premises and conducting general fire safety training for staff members, comprises one Fire Safety Assistant (Local level);
- (iv) The Security Information Subunit, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Associate Security Officer (P-2), supported by one Security Officer (National Professional Officer);
- (v) The Radio Room, which is responsible for maintaining radio communications at all times, comprises six Radio Operators (Local level);
- (vi) The Security Awareness Induction Training Administration Subunit, which is responsible for providing administrative support by liaising with the host government authorities and coordinating the arrival and training schedule of newly recruited staff members, comprises one Security Assistant (Local level);
- (h) The Area Security Coordination Unit in Kirkuk is responsible for operations at the Kirkuk operational hub and is headed by one Security Officer (P-4),

supported by one other Security Officer (P-3) and two Security Assistants (Local level, funded by the Department of Safety and Security) located in Kirkuk and Mosul, respectively. It has five subunits:

- (i) The Operations Subunit, which provides operational support, comprises two Security Assistants (Local level);
 - (ii) The Close Protection Team Subunit, which is primarily assigned to provide protective support to all United Nations missions, activities and programmes in northern Iraq, to logistics runs and personnel shuttles from Kirkuk to Erbil, and to all United Nations dignitaries visiting Kirkuk on official business. The Subunit comprises 10 Close Protection Officers (Field Service) and one Security Assistant (Local level), who serves as a driver;
 - (iii) The Fire Safety Subunit, which is responsible for ensuring fire safety of the premises and conducting general fire safety training for regional staff members, comprises one Fire Safety Assistant (Local level);
 - (iv) The Security Information Subunit, 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 communications at all times, comprises six Radio Operators (Local level);
- (i) The Area Security Coordination Unit in Basra is responsible for operations at the Basra operational hub and is headed one Security Officer (P-3, funded by the Department of Safety and Security), supported by one other Security Officer (P-3). It has five subunits:
- (i) The Operations Subunit, which provides operational support, comprises one Security Officer (Field Service) and two Security Assistants (Local level, one of whom is funded by the Department of Safety and Security);
 - (ii) The Security Liaison Team, which is primarily assigned to provide protective support to all United Nations missions in the Red Zone in southern Iraq and to all United Nations dignitaries visiting the Basra region for official business. It comprises six Security Officers (Field Service) and one Security Assistant (Local level) as driver;
 - (iii) The Fire Safety Subunit, which is responsible for ensuring fire safety of the premises and conducting general fire safety training for regional staff members, comprises one Fire Safety Assistant (Local level);
 - (iv) The Security Information Subunit, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Security Assistant (Local level);
 - (v) The Radio Room, which is primarily responsible for maintaining radio communications at all times, comprises six Radio Operators (Local level);
- (j) The Security Unit in Kuwait serves as the support base of the Security Section in Iraq for liaison duties with the host country and the designated official for Kuwait. The Unit is supervised by one Security Officer (Field Service), supported by four Security Assistants (Local level);

(k) 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 three Security Assistants (2 Field Service, 1 Local level);

(l) 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 four Security Assistants (Local level, one of whom is funded by the Department of Safety and Security);

(m) The Security Training Unit is responsible for determining training requirements for the Security Section in Iraq and 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, is headed by a Security Officer (P-4, funded by the Department of Safety and Security), who is supported by a Deputy Security Officer (Field Service), three Security Assistants (Field Service) and one Administrative Assistant (Local level).

Organizational changes

147. In line with the recommendations, of the comprehensive staffing review, it is proposed to abolish 19 positions (1 P-3, 18 Local level) in Kuwait, whose functions will be outsourced.

148. With the implementation of a new contract for the security awareness induction training, which is now conducted in Erbil and where the contractor bears greater responsibilities for the execution of the course, it is proposed to abolish the two positions (1 P-3, 1 Local level) of the Security Awareness Induction Training Administration Unit in Amman and the two positions (1 National Professional Officer, 1 Local level) of the Security Unit in Amman.

149. It is proposed to reclassify one position of Associate Security Officer (P-2) to Security Officer (Field Service) in order to streamline the hierarchy. At the same time, the post levels of the close protection team leaders are to be upgraded to reflect the actual command and control responsibilities.

150. With the expected expansion of activities of UNAMI and the United Nations country team in the region, and with the relocation of the security awareness induction training course from Amman to Erbil, the United Nations security presence in Erbil will need to be expanded considerably. It is therefore proposed to redeploy a position of Security Officer (P-4) from Basra to Erbil.

151. In line with the operational requirements, it is proposed to redeploy one position of Security Officer (Field Service) from the Area Security Coordination Unit in Baghdad to the Security Strategic Plans and Administrative Support Unit.

B. Mission support

152. In 2015 the Mission support component will be restructured in an effort to streamline business and operational processes with the objective of achieving improved service delivery, as espoused by the Global Field Support Strategy, by implementing Umoja, the International Public Sector Accounting Standards and the

authorities with respect to administrative and logistical matters. Moreover, the Chief of Mission Support is responsible for the establishment of a set of robust policies, procedures, practices and standards that are consistent with United Nations regulations and rules. He or she is responsible for responding to audits and to the Management Evaluation Unit, and for coordinating the training of all staff in the Mission. The immediate Office will comprise the Chief of Mission Support (D-1), one Senior Project Officer (P-5), who will oversee the Trust Fund activities, two Administrative Officers (1 P-4, 1 P-3) and one Administrative Assistant (Field Service).

154. The Chief of Mission Support is represented in each regional hub by an Administrative Management Officer, as follows:

(a) In Erbil, one Administrative Management Officer (P-3), supported by two Administrative Assistants (Local level);

(b) In Kirkuk, one Administrative Management Officer (P-3).

155. The Budget and Finance Unit is responsible for implementing budgetary policies and procedures, monitoring and implementing the approved budget, and preparing various reports and the Mission's budget. It is headed by the Chief of Budget and Finance (P-4), supported by a Budget and Finance Officer (P-3), a Budget Officer (Field Service), three Finance Assistants (1 Field Service, 2 Local level) and one Administrative Assistant (Local level).

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

157. A new Information Management Unit will be responsible for tracking all incoming and outgoing correspondence, including code cables, faxes, time-sensitive requests from the Management Evaluation Unit and other internal correspondence addressed to the Chief of Mission Support. Given the confidentiality of the correspondence, it is proposed to staff the Unit with two Information Management Assistants (Field Service).

158. To improve and consolidate the planning, monitoring and compliance functions within Mission Support, it is proposed to create a new Planning, Monitoring and Compliance Unit that reports to the Chief of Mission Support. The Unit will undertake comprehensive planning in all areas of Mission Support, while consolidating the monitoring, coordination and compliance functions to ensure that the Mission adheres to all administrative circulars, directions and reports from the Board of Auditors and the Office of Internal Oversight Services (OIOS), among others. It will review, as applicable, all audit observations submitted and reports of the Board of Inquiry, and draft appropriate responses in consultation with the Chief of Mission Support. It will also monitor implementation of recommendations made by the Board of Inquiry. The Unit will be headed by one Planning Officer (P-3), assisted by one Administrative and Compliance Officer (Field Service).

Organizational changes

159. It has been determined that there is no need to maintain a regional Mission support office at the Baghdad International Airport, as the office has no substantive component. It is therefore proposed to abolish one position of Regional Mission Support Officer (Field Service) and one position of Administrative Assistant (Local level).

160. In line with the recommendations of the comprehensive staffing review, it is proposed to create one position of Administrative Officer (P-4) to assist the Chief of Mission Support in addressing the tasks delegated to the Office. The Administrative Officer will provide assistance and support to the Chief of Mission Support in planning, organizing, implementing, managing and overseeing Mission Support activities; ensure the development, preparation, coordination and monitoring of workplans, strategies and programmes for the administrative activities of the Mission; be the central coordinating point on support issues that affect the United Nations country team; draft guidelines, reports and correspondence on a wide range of issues for the Chief of Mission Support, as requested, ensuring that all relevant United Nations rules and regulations are adhered to; coordinate meetings of the Chief of Mission Support and provide assistance in the supervision of staff in the immediate Office of the Chief of Mission Support.

161. In line with the recommendations of the comprehensive staffing review, the Budget Unit is to be reprofiled into a Budget and Finance Unit. The functions currently performed by the Budget Unit are to be merged with the residual finance functions currently performed in Iraq. Additional functions related to cost recovery from the United Nations country team, ad hoc management reports and the handling of vendor payments in Iraq are to be performed by the strengthened Unit to enhance service delivery. The Finance Section in the Kuwait Joint Support Office will continue to address all the back office processing in Kuwait and will liaise with the Chief of Budget and Finance on all matters relating to the finance function in the Mission.

162. As a result of the expanded functions, it is proposed to create an additional position of Finance and Budget Officer (P-3) and three positions of Finance Assistant (1 Field Service, 2 Local level). The Finance and Budget Officer (P-3) will provide the necessary professional support in the Unit; assist in the reviews and analyses of data with respect to the finalization of cost estimates and budget proposals; provide support to managers with respect to the elaboration of resource requirements for budget submissions, monitor budget implementation and determine/recommend reallocation of funds, when necessary; and monitor expenditure to ensure that it remains within authorized levels. The addition of the position will enhance the financial management of the Mission and increase its ability to cope with the changes envisaged with the implementation of the International Public Sector Accounting Standards and Umoja. The Finance Assistants (1 Field Service and 1 Local level in Baghdad, 1 Local level in Erbil) are proposed to be created in order to provide assistance in the additional functions related to cost recovery from the United Nations country team, ad hoc management reports and the handling of vendor payments in Iraq. In order to enhance service delivery, they will also provide assistance in scrutinizing source documents for completeness, accuracy and validity of charges, and with the monitoring of expenditure to ensure that it remains within authorized levels, prepare vouchers to replenish petty cash and provide support in extracting information and generating reports from Umoja and other computerized information system databases; and provide assistance in preliminary analyses of the extracted information and the generation of reports.

163. It is proposed to create two positions of Information Management Assistant (Field Service) in the new Information Management Unit to track all incoming and outgoing correspondence.

164. In order to staff the new Planning, Monitoring and Compliance Unit, it is proposed to create one position of Planning Officer (P-3) and one position of Administrative and Compliance Officer (Field Service). The Unit will undertake comprehensive planning in all areas of Mission Support, while consolidating the monitoring, coordination and compliance functions to ensure that the Mission adheres to all administrative circulars, directions and reports from the Board of Auditors and OIOS, among others. It will review, as applicable, all audit observations submitted and reports of the Board of Inquiry, and draft appropriate responses in consultation with the Chief of Mission Support. It will also monitor implementation of recommendations made by the Board of Inquiry.

165. In line with the Mission's operational requirements and restructuring, and to reflect the level of responsibilities at the location, it is proposed to downgrade the position of Regional Mission Support Officer in Erbil from the P-4 to the P-3 level.

166. In view of the size of the Mission, the contractual exposure and other resources already dedicated for this function, and based on comparative analysis throughout special political missions and peacekeeping operations, it is proposed to downgrade the position of Contracts Management Officer from the P-4 to the P-3 level.

Medical Services Section

International staff: Reclassification of 1 position (from P-5 to P-3)

	<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 2014	-	-	-	-	1	1	3	-	5	4	-	9	-	3	-	12
Proposed 2015	-	-	-	-	-	1	4	-	5	4	-	9	-	3	-	12
Change	-	-	-	-	(1)	-	1	-	-	-	-	-	-	-	-	-

167. 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 plan for medical contingencies.

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

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

170. In Erbil the Level 1 clinic will be supported by one Pharmacist Assistant (Local level).

Organizational changes

171. The comprehensive staffing review found the Medical Services Section in the Mission to be quite lean considering that UNAMI has to provide clinical care to the staff of the Mission and the United Nations country team. The review did, however, find the position of Chief Medical Officer (P-5) to be classified at too high a level compared to missions of similar size. It is therefore proposed, in line with the recommendations of the review, to reclassify the current position of Chief Medical Officer (P-5) to Medical Officer at the P-3 level and that the current Medical Officer (P-4) should become Chief Medical Officer.

172. It is proposed to transfer one Pharmacist Assistant (Local level) from Baghdad to Erbil and to transfer one Nurse (Local level) from Erbil to Baghdad in view of the fact that there already is a pharmacist in Baghdad.

Office of the Deputy Chief of Mission Support

International staff: Creation of 1 position (Field Service)

	<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 2014	–	–	–	–	1	–	–	–	1	1	–	2	–	3	–	5
Proposed 2015	–	–	–	–	1	–	–	–	1	2	–	3	–	3	–	6
Change	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	1

173. In line with the Global Field Support Strategy, it is proposed that the position of Chief Administrative Officer should be replaced by the position of Deputy Chief of Mission Support, to head the service delivery pillar of Mission Support and to act as deputy to the Chief of Mission Support. The Deputy Chief of Mission Support will oversee the following entities: the Staff Counselling and Welfare Unit; the Human Resources Section; the Training Section; the Information and Communications Technology Services; the Engineering Section; the Transport Section; the Facilities Management and Services Section; and the Aviation Section.

174. The immediate Office of the Deputy Chief of Mission Support in Baghdad will comprise the Deputy Chief of Mission Support (P-5), supported by one Administrative Assistant (Field Service). The Office will have two units: a Visa Liaison Unit in Kuwait, comprising two Liaison Assistants (Local level), and a Travel and Visa Unit in Baghdad, comprising one Travel Assistant (Field Service) and a Liaison Assistant (Local level).

Organizational changes

175. It is proposed to create one position of Travel Assistant (Field Service) to coordinate all travel-related matters within the Mission, liaise with the various consulates and the host government Ministries of Interior and Foreign Affairs regarding the provision of visas and resident visas, and review travel claims and

supporting documentation for completeness, accuracy, validity and conformity with United Nations rules prior to forwarding them to the Finance Section.

176. It is proposed to redeploy the position of Administrative Assistant (Field Service) from Kuwait to Baghdad.

Staff Counselling and Welfare Unit

International staff: Reclassification of 1 position from Field Service to National Professional Officer

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</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>	<i>United Nations Volunteers</i>	<i>Total</i>
Approved 2014	-	-	-	-	-	1	1	-	2	1	-	3	-	-	-	3
Proposed 2015	-	-	-	-	-	1	1	-	2	-	-	2	1	-	-	3
Change	-	-	-	-	-	-	-	-	-	(1)	-	(1)	1	-	-	-

177. The main aim of the Staff Counselling and Welfare Unit is to promote the welfare and psychological and social well-being of the staff. The Unit will continue to be headed by a Staff Counsellor (P-4), supported by one other Staff Counsellor (P-3) and one Welfare Officer (National Professional Officer).

Organizational changes

178. In order to provide more effective services for the national staff in Iraq, it is proposed to reclassify the position of Welfare Assistant (Field Service) to the position of Welfare Officer (National Professional Officer).

Human Resources Section

International staff: Creation of 2 positions (Field Service)
Inward redeployment of 1 position (Field Service) from the Human Resources Section in the Kuwait Joint Support Office

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</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>	<i>United Nations Volunteers</i>	<i>Total</i>
Approved 2014	-	-	-	-	-	1	-	-	1	2	-	3	-	3	-	6
Proposed 2015	-	-	-	-	-	1	-	-	1	5	-	6	-	3	-	9
Change	-	-	-	-	-	-	-	-	-	3	-	3	-	-	-	3

179. The Chief Human Resources Officer (P-4), based in Baghdad, is the functional adviser on human resources policies and practices in the Mission and maintains an active dialogue with the Kuwait Joint Support Office to ensure that Mission personnel receive timely and effective service. The transactional human resources functions will continue to 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.

180. The Chief of Human Resources (P-4) will report to the Deputy Chief of Mission Support in Baghdad and will be supported by two Human Resources Assistants (1 Field Service, 1 Local level). In line with recommendations of the comprehensive staffing review, the Section will be organized into three units and a cell:

(a) The Specialist Support Unit, which will deal with key strategic areas in planning, quality assurance, staff management relations, administration of justice, civilian staffing reviews, career management and counselling and staff development, and will be supported by one Human Resources Assistant (Field Service);

(b) The Recruitment Unit, which will be responsible for the full range of recruitment and staffing for civilian staff up to the selection decision, and will be supported by one Recruitment Officer (Field Service) and one Recruitment Assistant (Local level);

(c) The Client Support Desk Unit, which will liaise with the Kuwait Joint Support Office and with regional offices, and will provide advice to staff on their benefits and entitlements. The Unit will be supported by one Human Resources Assistant (Field Service) and one Human Resources Assistant (Local level);

(d) The Organizational Management Cell, which will be responsible for staffing tables, vacancy reports and human resources information management and reporting. It will be staffed with one Human Resources Assistant (Field Service).

Organizational changes

181. In line with the recommendation of the comprehensive staffing review, it is proposed to create two positions of Human Resources Assistant (Field Service).

182. It is also proposed to redeploy one position of Human Resources Assistant (Field Service) from the Human Resources Section in the Kuwait Joint Support Office to provide support for the organizational and post management responsibilities of the Mission.

Training Section

National staff: *Creation of 1 position (National Professional Officer)*

	<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 2014	-	-	-	-	-	1	-	-	1	1	-	2	-	2	-	4
Proposed 2015	-	-	-	-	-	1	-	-	1	1	-	2	1	2	-	5
Change	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1

183. 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 with the Mission's overall requirements for technical and substantive skills, knowledge and competencies deemed to be necessary to provide support to 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 carries out induction training during rotation of the United Nations guard units, 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.

184. The Chief Training Officer (P-4), located in Baghdad, provides strategic advice and support to all section chiefs on matters related to the learning requirements and staff development initiatives in their sections. The incumbent is supported by two Staff Development Officers (1 Field Service, 1 National Professional Officer) and one Staff Development Assistant (Local level).

185. In Kuwait the Section comprises one Staff Development Assistant (Local level).

Organizational changes

186. In view of the fact that the comprehensive staffing review found the Training Section to be very lean, with a total of four staff and only two training officers to deliver all the in-house training, including troop induction for the guard units in all UNAMI locations, it is proposed to create a position of Staff Development Officer (National Professional Officer) to address the training needs of local staff, which include carrying out induction training for new staff and providing career support, such as English writing skills, PHP writing and training in interviewing skills.

187. It is proposed to move the position of Chief Training Officer (P-4) from Kuwait to Baghdad in order to more effectively address the training needs within the Mission.

Information and Communications Technology Services

International staff: *Abolition of 2 positions (Field Service)*

Outward redeployment of 2 positions (Field Service) to the Central Warehouse Section

National staff: *Abolition of 3 positions (Local level)*

Outward redeployment of 4 positions (Local level) to the Central Warehouse Section

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</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>		<i>United Nations Volunteers</i>
Approved 2014	-	-	-	-	-	1	2	-	3	19	-	22	-	38	-	60
Proposed 2015	-	-	-	-	-	1	2	-	3	15	-	18	-	31	-	49
Change	-	-	-	-	-	-	-	-	-	(4)	-	(4)	-	(7)	-	(11)

188. The Information and Communications Technology Services are responsible for the planning, installation and maintenance of all communications and information technology infrastructure and systems in the Mission area. In addition, they are responsible for managing the Mission's various applications and its e-mail system, user training and support, videoconferencing and communications equipment. The Services will be headed by one Chief of Information and Communications Technology Services (P-4) in Baghdad. In line with the proposed restructuring of the Mission Support component, the Chief of Information and Communications Technology Services will report to the Deputy Chief of Mission Support. The Services will be supported by 1 Information Technology Officer (P-3), 10 Information and Technology Assistants (3 Field Service, 7 Local level), 2 Telecommunications Assistants (Field Service), 5 Telecommunications Technicians (1 Field Service, 4 Local level), 1 Budget Assistant (Field Service) and 1 Information Technology Technician (Local level).

189. The Services at the Baghdad International Airport will be supported by one Information Technology Assistant (Field Service), one Telecommunications Assistant (Field Service) and one Telecommunications Technician (Local level).

190. The Services in Kuwait will be supported by two Information Technology Officers (Field Service), one Telecommunications Assistant (Field Service), six Information Technology Assistants (1 Field Service, 5 Local level), two Telecommunications Technicians (Local level) and one Billing Assistant (Local level).

191. The Services in Erbil will be supported by one Information Technology Officer (P-3), two Telecommunications Technicians (Local level), three Information Technology Assistants (Local level) and two Information Technology Technicians (Local level).

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

193. The Services in Basra will be supported by two Information Technology Assistants (1 Field Service, 1 Local level).

Organizational changes

194. In line with the restructuring of Mission Support, it is proposed to abolish a position of Information Technology Technician (Field Service), a position of Telecommunications Assistant (Field Service), a position of Telecommunications Technician (Local level) and two positions of Telecommunications Technician (Local level).

195. In view of the creation of a new Central Warehouse Section, it is proposed to redeploy a position of Material and Assets Assistant (Field Service), a position of Warehouse Assistant (Field Service) and four positions of Warehouse Assistant (Local level) to the Central Warehouse Section.

196. It is proposed to redeploy one position of Information Technology Officer (P-3) from Kuwait to Erbil in order to coordinate and manage the resources of the Services in Erbil.

197. It is proposed to redeploy a position of Budget Assistant (Field Service) from Kuwait to Baghdad, as most activities of the Information and Communications Technology Services have moved to Iraq.

198. It is proposed to redeploy one position of Information Technology Assistant (Local level) from Baghdad to Basra and one position of Information Technology Assistant (Field Service) from Erbil to Basra to provide information technology-related functions in view of the re-establishment of a presence in Basra.

199. In line with the restructuring of the Mission Support component, the following changes are proposed in line with the needs of the Services:

(a) Redeployment of a position of Communications Technician (Field Service) in Baghdad to a position of Information Technology Assistant (Field Service) in Baghdad;

(b) Redeployment of a position of Information Technology Assistant (Field Service) from Kuwait to the Baghdad International Airport.

Engineering Section

International staff:

Abolition of 1 position (P-3)

Outward redeployment of 1 position (Field Service) to the Central Warehouse Section

National staff:

Abolition of 12 positions (1 National Professional Officer, 11 Local level)

Outward redeployment of 4 positions (Local level) to the Central Warehouse 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 2014	-	-	-	-	-	1	3	-	4	4	-	8	1	48	-	57
Proposed 2015	-	-	-	-	-	1	2	-	3	3	-	6	-	33	-	39
Change	-	-	-	-	-	(1)	-	(1)	(1)	(1)	-	(2)	(1)	(15)	-	(18)

200. The Engineering 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 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.

201. The Chief Engineer will be supported by one Administrative Assistant (Local level), one Engineer (P-3), one Civil Engineer (Field Service), five Electricians (Local level), three Plumbers (Local level), one Water Sanitation Engineer (Local level), two Generator Operators (Local level), one Generator Mechanic (Local level), two Masons (Local level), four Heating, Ventilation and Air-Conditioning Technicians (Local level) and two Carpenters (Local level).

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

203. The Section in Kuwait will be supported by one Assistant Engineer (Local level).

204. The Section in Erbil will be supported by one Engineer (P-3), one Generator Mechanic (Local level), one Carpenter (Local level), one Assistant Engineer (Local level), one Plumber (Local level), one Electrician (Local level) and one Heating, Ventilation and Air-Conditioning Technician (Local level).

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

Organizational changes

206. In line with the comprehensive staffing review, it is proposed to abolish in Baghdad two positions of Engineer (1 P-3, 1 National Professional Officer), one position of Building Management Assistant (Local level), four positions of Assistant Engineer (Local level) and two positions of Groundkeeper (Local level), whose

functions will be outsourced. In Kuwait it is proposed to abolish one position of Heating, Ventilation and Air-Conditioning Technician (Local level), one position of Plumber (Local level) and one position of Electrician (Local level). In Erbil it is proposed to abolish one position of Building Management Assistant (Local level).

207. In line with the establishment of a Central Warehouse, Section it is proposed to redeploy one position of Asset Manager (Field Service), one position of Asset Assistant (Local level), two positions of Asset Store Keeper (Local level) and one position of Material Management Assistant (Local level) to the Central Warehouse Section.

Transport Section

International staff: Abolition of 2 positions (1 P-3, 1 Field Service)

National staff: Abolition of 6 positions (Local level)

	<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 2014	-	-	-	-	-	1	1	-	2	7	-	9	-	53	-	62
Proposed 2015	-	-	-	-	-	1	-	-	1	6	-	7	-	47	-	54
Change	-	-	-	-	-	(1)	-	(1)	(1)	(1)	-	(2)	-	(6)	-	(8)

208. The aim of the UNAMI Transport Section is to provide cost-effective operational mobility in support of the Mission's mandate. The Section provides ground transportation facilities and services to all staff members and military contingents in all UNAMI locations. It also provides select transport services to the United Nations country team on a cost reimbursement basis. The Chief Transport Officer (P-4) will be based in Baghdad and supported by 11 Vehicle Technicians (2 Field Service, 9 Local level), 1 Transportation Officer (Field Service), 2 Transport Assistants (Local level), 2 Dispatchers (Local level), 8 Heavy Duty Vehicle Operators (Local level), 8 Drivers (Local level) and 1 Administrative Assistant (Local level).

209. The Transport Unit at the Baghdad International Airport will be supported by one Transport Officer (Field Service), one Dispatcher (Local level) and one Vehicle Technician (Local level).

210. In Kuwait the Transport Unit will be supported by one Transport Assistant (Local level), two Drivers (Local level) and one Vehicle Technician (Local level).

211. The Transport Unit in Erbil will be supported by one Transport Officer (Field Service), one Transport Assistant (Local level), one Heavy Duty Vehicle Operator (Local level), two Drivers (Local level), two Vehicle Technicians (Local level) and one Dispatcher (Local level).

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

213. The Transport Unit in Basra will be supported by one Vehicle Technician (Local level) and two Drivers (Local level).

Organizational changes

214. In line with the recommendations of the comprehensive staffing review, only a minimal operational fleet of vehicles is required in Kuwait. Consequently, it is proposed to abolish in Kuwait one position of Transport Officer (P-3), two positions of Vehicle Technician (Local level), one position of Heavy Duty Vehicle Operator (Local level) and one position of Dispatcher (Local level).

215. It is also proposed to redeploy one position of Vehicle Technician (Local level) from Kuwait to Basra and one position of Heavy Duty Vehicle Operator (Local level) and one position of Dispatcher (Local level) from Kuwait to Erbil.

216. It is proposed to abolish a position of Transport Officer (Field Service) and two positions of Vehicle Technician (Local level).

217. The following changes are proposed in line with the needs of the Section:

(a) The redeployment of a position of Administrative Assistant (Local level) from Kuwait to Baghdad;

(b) The redeployment and retitling of a position of Transportation Assistant (Local level) in Kuwait to a position of Driver (Local level) in Basra;

(c) The transfer of a position of Vehicle Technician (Local level) from Kuwait to Kirkuk.

Facilities Management and Services Section

International staff: Creation of 2 positions (Field Service)

Inward redeployment of 4 positions (Field Service) from the Property Management Section

National staff: Creation of 2 positions (Local level)

Inward redeployment of 11 positions (Local level) from the Property Management 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 2014	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2015	-	-	-	-	-	-	-	-	-	6	-	6	-	13	-	-	19
Change	-	-	-	-	-	-	-	-	-	6	-	6	-	13	-	-	19

218. Following the restructuring of Mission Support in line with the Global Field Support Strategy, the former General Services Section will be split into a Property Management Section and a Facilities Management and Services Section. The

Facilities Management and Services Section will ensure proper supervision of the contractual cleaning, garbage collection, sewage removal and mail and pouch, courier and accommodation services necessary in the provision of efficient services in support of staff at all the locations.

219. The Section will be headed by a Chief of Facilities Management and Services (Field Service), who will be based in Baghdad and supported by nine Facilities Management and Services Assistants (2 Field Service, 7 Local level) and one Mail and Pouch Assistant (Local level). At the Baghdad International Airport, the Section will be supported by one Facilities Management and Services Assistant (Field Service). In Kuwait the Section will be supported by one Facilities Management and Services Assistant (Local level) and two Mail and Pouch Assistants (Local level). In Erbil the Section will be supported by two Facilities Management and Services Assistants (1 Field Service, 1 Local level) and one Mail and Pouch Assistant (Local level). In Kirkuk the Section will be supported by one Facilities Management and Services Assistant (Field Service).

Organizational changes

220. In line with the restructuring of Mission Support, it is proposed to create two positions of Facilities Management Assistant (Local level) in Baghdad, one position of Facilities Management Assistant (Field Service) in Erbil and one position of Facilities Management Assistant (Field Service) in Kirkuk.

221. Also in line with the restructuring of Mission Support, it is proposed to redeploy inward one position of Chief of Facilities Management (Field Service), one position of Facilities Management Officer (Field Service), nine positions of Facilities Management Assistant (2 Field Service, 7 Local level) and four positions of Mail Assistant (Local level) from the Property Management Section.

222. Further in line with the restructuring of Mission Support, it is proposed to redeploy one position of Facilities Management Assistant (Local level) from Kuwait to Erbil.

Aviation Section

International staff: Outward redeployment of 6 positions (Field Service) to the Movement Control Section

National staff: Outward redeployment of 13 positions to the Movement Control Section (12 Local level) and to the Central Warehouse Section (1 Local level)

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</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>		<i>United Nations Volunteers</i>
Approved 2014	-	-	-	-	-	1	2	1	4	16	-	20	-	19	-	39
Proposed 2015	-	-	-	-	-	1	2	1	4	10	-	14	-	6	-	20
Change	-	-	-	-	-	-	-	-	-	(6)	-	(6)	-	(13)	-	(19)

223. 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 these functions, roles and tasks. The Aviation Section is responsible for the supervision of the operations and services provided by the contracted vendors for one fixed-wing and two rotary aircraft.

224. The Aviation Section will be headed by the Chief Aviation Officer (P-4), supported by one Air Operations Manager (P-3), both located in Erbil. The Section comprises three units in Baghdad and at the Baghdad International Airport, as follows:

(a) The Air Field Management Unit, which will be staffed by one Air Operations Officer (P-3) and six Air Operations Assistants (5 Field Service, 1 Local level);

(b) The Air Operations Unit, which will be staffed by one Air Operations Officer (Field Service) and two Air Operations Assistants (1 Field Service, 1 Local level);

(c) The Budget and Administrative Unit, which will be staffed by two Budget and Administrative Assistants (1 Field Service, 1 Local level).

225. In Kuwait the Section will be supported by three Air Operations Assistants (1 Field Service, 2 Local level). In Erbil the Technical Compliance and Quality Assurance Unit will be staffed by one Air Operations Officer (P-2) and two Air Operations Assistants (1 Field Service, 1 Local level).

Organizational changes

226. In line with the recommendations of the comprehensive staffing review, the Aviation Section will be split into the Aviation Section and the Movement Control Section. It is therefore proposed to redeploy 18 positions (6 Field Service, 12 Local level) to the Movement Control Section and 1 Administrative Assistant (Local level) from the Budget and Administrative Unit in the Aviation Section to the Central Warehouse Section.

Office of the Chief of Supply Chain Management

International staff: Abolition of 2 positions (1 P-4, 1 P-3)

Reclassification of 1 position (from P-4 to P-3)

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>National staff</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>	<i>United Nations Volunteers</i>	<i>Total</i>
Approved 2014	–	–	–	–	1	2	1	–	4	–	–	4	–	3	–	7
Proposed 2015	–	–	–	–	1	–	1	–	2	–	–	2	–	3	–	5
Change	–	–	–	–	–	(2)	–	–	(2)	–	–	(2)	–	–	–	(2)

227. Under the restructuring of Mission Support, it is envisaged that the supply line for the acquisition of the Mission's goods and services will be streamlined to avoid the fragmented approach that sections have hitherto had in the acquisition of items for their use. The supply chain management will therefore aim at improving efficiency through better acquisition, management and usage of commodities within the Mission. The Chief of Supply Chain Management will have all-around visibility and management responsibility for the acquisition, storage, issuance and management process that should address this concern.

228. The supply chain management pillar will include the Acquisition Management Section, the Procurement Section, the Movement Control Section, the Central Warehouse Section and the Property Management Section. The creation of the pillar will enhance efficiency in the planning and acquisition of equipment and consumable supplies. The pillar will be headed by a Chief of Supply Chain Management (P-5), supported by one Administrative Assistant (Local level). The Contingent-owned Equipment Unit will manage the provision of all support to the United Nations Guard Unit. It will coordinate all the rotations of the guard units and liaise with sections of the Mission to ensure that the necessary support is provided to the contingents in line with the memorandum of understanding of troop-contributing countries. The Unit will be headed by a Logistics Officer (P-3), supported by two Administrative Assistants (Local level).

Organizational changes

229. In line with the restructuring, it is proposed to abolish the position of Deputy Chief of Technical Services (P-4) and one position of Logistics Officer (P-3).

230. In the light of the proposed reduction of the United Nations Guard Unit arising from the consolidation of premises from three to one compound, it is proposed to reclassify the position of Logistics Officer from the P-4 to the P-3 level as a result of reduced responsibilities.

Acquisition Management Section

<i>International staff:</i>	<i>Abolition of 1 position (P-4)</i>
	<i>Abolition of 4 positions (Field Service)</i>
	<i>Creation of 3 positions (Field Service)</i>
	<i>Outward redeployment of 2 positions (Field Service) to the Central Warehouse Section</i>
<i>National staff:</i>	<i>Outward redeployment of 3 positions (Local level) to the Central Warehouse Section</i>

	<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 2014	-	-	-	-	-	1	-	-	1	7	-	8	-	17	-	25
Proposed 2015	-	-	-	-	-	-	-	-	-	4	-	4	-	14	-	18
Change	-	-	-	-	-	(1)	-	-	(1)	(3)	-	(4)	-	(3)	-	(7)

231. To ensure the optimal level of inventory and spare parts holdings, one integrated centre for asset planning and acquisition (the Acquisition Management Section) will be established for all assets in the Mission. The main functions of the Section will be to develop the Mission's annual acquisition plan from the approved budget and initiate procurement in line with the sections' needs in the performance of their immediate functions. It will also administer the supply contracts to ensure that vendors deliver the right commodities and, in turn, that the Mission maximizes the discounts received through timely payment. It will liaise with the Central Warehouse Section to avoid overstocking and write-off owing to obsolescence.

232. The Acquisition Management Section, based in Erbil, will be headed by a Chief of Acquisition Management (Field Service), supported by 1 Contract Administrative Officer (Field Service), 4 Contract Administrative Assistants (1 Field Service, 3 Local level) and 12 Supply Assistants (1 Field Service, 11 Local level).

Organizational changes

233. In line with the restructuring of Mission Support, it is proposed to abolish the following positions from the former Supply and Services Section: the Chief Supply Officer (P-4); one Catering Supervisor (Field Service); one Supply Officer (Field Service); and two Supply Assistants (Field Service).

234. It is proposed to create three positions in the new Acquisition Management Section: the Chief of Acquisition Management (Field Service); a Contract Administrative Officer (Field Service); and a Contract Administrative Assistant (Field Service). The Chief will provide effective supervision of staff in the Section and the necessary guidance to staff in the performance of their duties in order to ensure that an efficient system is put in place for the Mission's acquisition process.

235. In line with the restructuring of Mission Support, it is proposed to redeploy the positions of Warehouse Assistant (Field Service) and Inventory Management Supervisor (Field Service), and three positions of Fuel Assistant (Local level) to the Central Warehouse Section.

Procurement Section

National staff: Abolition of 1 position (Local level)

	<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 2014	-	-	-	-	-	1	1	-	2	4	-	6	-	16	-	22
Proposed 2015	-	-	-	-	-	1	1	-	2	4	-	6	-	15	-	21
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	-	(1)

236. 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 standards of the Organization.

237. The Chief Procurement Officer (P-4) will be based in Baghdad and will ensure that the Procurement Section implements procurement procedures properly.

238. The main Procurement Section will be based in Baghdad and will consist of four units, as follows:

(a) Unit 1, based in Kuwait, will be responsible for purchases of goods and services for the Central Warehouse Section and for the Information and Communications Technology Section, and the sale of written-off United Nations property in Kuwait. The Unit will comprise one Procurement Officer (Field Service) and four Procurement Assistants (Local level);

(b) Unit 2, based in Baghdad, will be responsible for the purchase of goods and services for the Engineering Section, the Property Management Section and the Facilities Management and Services Section. The Unit will comprise one Procurement Officer (Field Service) and three Procurement Assistants (Local level);

(c) Unit 3, based in Baghdad, will be responsible for the purchase of goods and services for the Movement Control Section and the Aviation Section. The Unit will comprise one Procurement Officer (Field Service), supported by three Procurement Assistants (Local level);

(d) Unit 4, based in Erbil, will process all the 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. The Unit will comprise one Procurement Officer (P-3) and three Procurement Assistants (1 Field Service, 2 Local level).

239. In Kuwait the Section will include three Procurement Assistants (Local level) to provide local procurement support to the Mission.

Organizational changes

240. The Procurement Section will be reorganized and redeployed to Baghdad in 2015 in line with the guidelines from the Department of Field Support of the Secretariat, whereby missions are encouraged to support local economies by conducting local procurement. This effort will lead to the redeployment of the position of Chief Procurement Officer (P-4), one position of Procurement Officer (Field Service) and four positions of Procurement Assistant (Local level) from Kuwait to Baghdad, the redeployment of one position of Procurement Officer (P-3) from Baghdad to Erbil and the redeployment of one position of Procurement Assistant (Field Service) from Kuwait to Erbil.

241. In line with the recommendations of the comprehensive staffing review, it is proposed to abolish one position of Procurement Assistant (Local level).

Movement Control Section

International staff: Inward redeployment of 6 positions (Field Service) from the Aviation Section

National staff: Inward redeployment of 12 positions (Local level) from the Aviation Section

	Professional and higher categories								General Service and related categories			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	Total inter-national	National Professional Officer	Local level		
Approved 2014	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2015	-	-	-	-	-	-	-	-	-	6	-	6	-	12	-	18
Change	-	-	-	-	-	-	-	-	-	6	-	6	-	12	-	18

242. The Movement Control Section is responsible for the movement of staff and goods within the Mission area. It will be headed by a Chief Movement Control Officer (Field Service), supported by nine Movement Control Assistants (3 Field Service, 6 Local level) in Baghdad, six Movement Control Assistants (2 Field Service, 4 Local level) in Erbil and two Movement Control Assistants (Local level) in Kuwait.

Organizational changes

243. In line with the recommendations of the comprehensive staffing review, the Aviation Section will be split into the Aviation Section and the Movement Control Section. It is therefore proposed to redeploy 1 position of Chief Movement Control Officer (Field Service) and 17 positions of Movement Control Assistant (5 Field Service, 12 Local level) from the Aviation Section.

Central Warehouse Section

International staff: *Creation of 3 positions (1 P-4, 2 Field Service)*

Inward redeployment of 5 positions from Information and Communications Technology Services (2 Field Service), from the Acquisition Management Section (2 Field Service) and from the Engineering Section (1 Field Service)

National staff: *Creation of 9 positions (Local level)*

Inward redeployment of 12 positions from Information and Communications Technology Services (4 Local level), from the Acquisition Management Section (3 Local level), from the Engineering Section (4 Local level) and from the Aviation Section (1 Local level)

	<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 2014	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2015	-	-	-	-	-	1	-	-	1	7	-	8	-	21	-	29
Change	-	-	-	-	-	1	-	-	1	7	-	8	-	21	-	29

244. As part of the restructuring of Mission Support and the reconfiguration of the supply chain, it is envisaged to consolidate the different specialized warehouses into a central warehouse, with smaller regional depots close to the Mission's areas of operation. The concept of central warehousing entails not only physical accountability for assets, but also accountability for the level of service delivery, measured by the readiness to provide quality goods and the quality of data reporting to enable management oversight. The Central Warehouse Section will be charged with centrally managing the Mission's goods and commodities for issuance to the end-users. It will enhance efficiencies through optimal stockholding, while avoiding overstocking and wastage. All items acquired for the Mission will be centrally stored, issued and recorded for tracking by the Property Management Section.

245. The Central Warehouse Section will be headed by a Chief Warehouse Manager (P-4), supported in Baghdad by one Warehouse Manager (Field Service), one Inventory Management Supervisor (Field Service), six Inventory Assistants (2 Field Service, 4 Local level), two Fuel Assistants (1 Field Service, 1 Local level), six Warehouse Assistants (Local level) and one Administrative Assistant (Local level). At the Baghdad International Airport, the Section will be supported by one Warehouse Assistant (Field Service) and one Fuel Assistant (Local level). In Kuwait the Section will be supported by two Warehouse Assistants (Local level). In Erbil the Section will be supported by four Warehouse Assistants (1 Field Service, 3 Local level), one Fuel Assistant (Local level) and one Inventory Assistant (Local level), and in Kirkuk the Section will be supported by one Warehouse Assistant (Local level).

Organizational changes

246. In line with the restructuring of Mission Support and the reconfiguration of the supply chain, it is proposed to create one position of Chief Warehouse Manager (P-4), one position of Fuel Assistant (Field Service), one position of Inventory Assistant (Field Service), eight positions of Warehouse Assistant (Local level) and one position of Inventory Assistant (Local level).

247. It is also proposed to redeploy the positions of Warehouse Assistant (Field Service) and Inventory Management Supervisor (Field Service), and three positions of Fuel Assistant (Local level) from the Acquisition Management Section, one Administrative Assistant (Local level) from the Budget and Administrative Unit in the Aviation Section, one position of Asset Manager (Field Service), one position of Asset Assistant (Local level), two positions of Asset Store Keeper (Local level) and one position of Material Management Assistant (Local level) from the Engineering Section, and a position of Material and Assets Assistant (Field Service), a position of Warehouse Assistant (Field Service) and four positions of Warehouse Assistant (Local level) from the Information and Communications Technology Services.

Property Management Section

International staff: Abolition of 4 positions (Field Service)

Creation of 3 positions (Field Service)

Outward redeployment of 4 positions (Field Service) to the Facilities Management Section

National staff: Abolition of 13 positions (Local level)

Outward redeployment of 11 positions (Local level) to the Facilities Management Unit

	<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 2014	-	-	-	-	-	1	-	-	1	12	-	13	-	38	-	51	
Proposed 2015	-	-	-	-	-	1	-	-	1	7	-	8	-	14	-	22	
Change	-	-	-	-	-	-	-	-	-	(5)	-	(5)	-	(24)	-	(29)	

248. In line with the Global Field Support Strategy and the newly adopted International Public Sector Accounting Standards, the asset management function will be transferred from the different Mission Support sections into a newly proposed Property Management Section. The General Services Section is to be dismantled and reprofiled into the Property Management Section and the Facilities Management and Services Section. The Property Management Section will be responsible for the provision of support services on property management in the Mission. This task will include property control and inventory, receipt and

inspection of goods, local claims processing, property survey board, assets disposal and fixed assets management. The Chief of the Property Management Section (P-4), located in Baghdad, will be responsible for the day-to-day supervision of the Section and provision of specialist advice, and will be supported by one Property Management Officer (Field Service) and one Fixed-Asset Management Officer (Field Service).

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

250. The Receiving and Inspection Unit will be headed by one Receipt and Inspection Supervisor (Field Service), supported by two Receipt and Inspection Assistants (Local level) in Erbil, one Receipt and Inspection Assistant (Local level) in Kuwait and three Receipt and Inspection Assistants (1 Field Service, 2 Local level) in Baghdad.

251. The Claims and Property Survey Board Unit will be supported by two Claims Assistants (Local level) in Kuwait and one Claims Assistant (Field Service) in Baghdad.

252. The Property Disposal Unit will be headed by one Property Disposal Supervisor (Field Service), supported by one Property Disposal Assistant (Local level) in Baghdad.

Organizational changes

253. In line with the comprehensive staffing review and the restructuring of Mission Support, it is proposed to abolish one position of General Services Officer (Field Service), three positions of General Services Assistant (2 Field Service, 1 Local level), one position of Receiving and Inspection Assistant (Field Service), one position of Administrative Assistant (Local level) and 11 positions of Maintenance Worker (Local level).

254. In line with the recommendations of the comprehensive staffing review, it is proposed to create one position of Fixed Assets Management Officer (Field Service). In line with the restructuring of Mission Support, it is proposed to create one position of Claims Assistant (Field Service) and one position of Property Disposal Supervisor (Field Service). The Claims Assistant will address all write-off requests of United Nations assets based on property survey files, schedule periodic meetings of the local property survey board, process incoming claims review board cases, maintain property claims records in electronic and hard copy, and coordinate with the Property Disposal Unit for the necessary actions related to the method of disposal of approved cases of United Nations assets.

255. In line with the restructuring of Mission Support, it is proposed to redeploy one position of Chief of Facilities Management (Field Service), one position of Facilities Management Officer (Field Service), nine positions of Facilities Management Assistant (2 Field Service, 7 Local level) and four positions of Mail Assistant (Local level) to the Facilities Management Section.

Travel Unit

International staff: Abolition of 2 positions (Field Service)

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</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>	<i>United Nations Volunteers</i>	<i>Total</i>
Approved 2014	-	-	-	-	-	-	-	-	-	3	-	3	-	2	-	5
Proposed 2015	-	-	-	-	-	-	-	-	-	1	-	1	-	2	-	3
Change	-	-	-	-	-	-	-	-	-	(2)	-	(2)	-	2	-	(2)

260. The Travel Unit, under the Kuwait Joint Support Office, will be headed by one Chief Travel Officer (Field Service), supported by two Travel Assistants (Local level).

Organizational changes

261. It is proposed to abolish two positions of Travel Assistant (Field Service) based on streamlined and standardized processes and efficiencies in the operations of the Kuwait Joint Support Office.

Finance Section

International staff: Abolition of 1 position (Field Service)

National staff: Abolition of 2 positions (Local level)

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</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>	<i>United Nations Volunteers</i>	<i>Total</i>
Approved 2014	-	-	-	-	-	1	-	-	1	7	-	8	-	12	-	20
Proposed 2015	-	-	-	-	-	1	-	-	1	6	-	7	-	10	-	17
Change	-	-	-	-	-	-	-	-	-	(1)	-	(1)	-	(2)	-	(3)

262. The Finance Section in the Kuwait Joint Support Office will ensure accurate and complete accounting, reporting and internal financial controls; reconcile bank accounts against ledger accounts; exercise delegated authority from the Assistant Secretary-General, Controller, to approve and disburse the Mission's payments in a timely settlement of vendors' invoices; settle staff members' travel claims; and process national and international staff payroll. It will be headed by a Chief Finance Officer (P-4), supported by 3 Finance Officers (Field Service) and 13 Finance Assistants (3 Field Service, 10 Local level).

Organizational changes

263. In line with streamlined processes and efficiency gains in the Finance Section of the Kuwait Joint Support Office, it is proposed to abolish three positions of Finance Assistant (1 Field Service, 2 Local level).

IV. Analysis of resource requirements

Table 6

Detailed cost estimates

(Thousands of United States dollars)

Category of expenditure	1 January to 31 December 2014			2015			Variance 2014-2015
	Appropriation	Estimated expenditure	Variance	Total	Net ^a Non-recurrent		
	(1)	(2)	(3)=(1)-(2)	(4)	(5)=(4)-(3)	(6)	(7)=(4)-(1)
I. Military and police personnel							
Military observers	376.6	309.2	67.4	144.3	76.9	–	(232.3)
Military contingents	11 051.7	9 340.3	1 711.4	8 377.7	6 666.3	–	(2 674.0)
United Nations police	281.2	194.6	86.6	91.4	4.8	–	(189.8)
Total, category I	11 709.5	9 844.1	1 865.4	8 613.4	6 748.0	–	(3 096.1)
II. Civilian personnel							
International staff	49 254.6	61 257.3	(12 002.7)	61 613.6	73 616.3	–	12 359.0
National staff	19 091.0	23 017.6	(3 926.6)	19 362.9	23 289.5	–	271.9
Total, category II	68 345.6	84 274.9	(15 929.3)	80 976.5	96 905.8	–	12 630.9
III. Operational costs							
Consultants	332.9	257.9	75.0	508.4	433.4	–	175.5
Official travel	1 986.2	1 582.3	403.9	1 979.4	1 575.5	–	(6.8)
Facilities and infrastructure	12 321.1	9 921.3	2 399.8	11 615.6	9 215.8	1 197.5	(705.5)
Ground transportation	1 615.7	1 377.2	238.5	1 163.3	924.8	23.0	(452.4)
Air transportation	17 777.4	15 468.4	2 309.0	19 032.6	16 723.6	38.5	1 255.2
Communications	4 406.4	3 862.3	544.1	5 770.1	5 226.0	1 689.7	1 363.7
Information technology	1 936.2	1 826.0	110.2	2 049.3	1 939.1	424.7	113.1
Medical	757.5	445.5	312.0	694.1	382.1	–	(63.4)
Other supplies, services and equipment	15 117.9	11 858.7	3 259.2	4 591.3	1 332.1	–	(10 526.6)
Total, category III	56 251.3	46 599.6	9 651.7	47 404.1	37 752.4	3 373.4	(8 847.2)
Total	136 306.4	140 718.6	(4 412.2)	136 994.0	141 406.2	3 373.4	687.6

^a Net requirements after taking into account the estimated underexpenditure or overexpenditure for 2014.

A. Military and police personnel

(\$8,613,400)

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Military observers	376.6	309.2	67.4	144.3	76.9	(232.3)

264. The amount of \$144,300 would provide for the deployment of two military advisers and cover:

(a) Mission subsistence allowance, based on a standard rate of \$130 per day (\$92,500);

(b) Emplacement and repatriation travel, estimated at \$5,000 per round trip for an estimated two trips (\$10,000);

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

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

(e) Rations to cover the estimated cost of water for two military advisers (\$1,400).

265. The variance between the 2015 requirements and the 2014 appropriation mainly reflects a decrease in the average number of military advisers deployed from seven in 2014 to two in 2015. The authorized strength remains at 13 to allow for flexibility in meeting evolving operational needs.

266. The anticipated unencumbered balance for 2014 is due mainly to the actual average deployment of two military advisers against the budgeted strength of seven. In addition, unspent balances are projected under death and disability, as no such payment is expected in 2014.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Military contingents	11 051.7	9 340.3	1 711.4	8 377.7	6 666.3	(2 674.0)

267. The amount of \$8,377,700 would provide for the deployment of an average authorized strength of 245 United Nations guard units and cover:

(a) Standard troop cost reimbursement at the established standard rate for basic pay and clothing/equipment and personal weapons allowances of \$1,332 per person-month for all troops (\$3,916,100);

(b) Emplacement and repatriation travel, estimated at \$4,000 per round trip for 168 Fijian guards and \$2,400 per round trip for 77 Nepalese guards (\$856,800);

(c) Recreational leave allowance, based on a standard rate of \$10.50 per day for 15 days, payable twice a year for 245 guard units (\$77,200);

(d) Daily allowance, based on a standard rate of \$1.28 per day for 89,425 person-days (\$114,500);

(e) Death and disability compensation, based on a standard rate applicable to military strength between 101 and 1,000 (\$98,000);

(f) Life support services estimated using the daily rate for Baghdad (\$36 for meals, midnight meals and water), the Baghdad International Airport (\$39 for meals, midnight meals and water) and Kirkuk (\$40 for meals, midnight meals and water) (\$2,855,900);

(g) Contingent-owned equipment, reimbursement for major equipment brought by the respective contingent on a wet-lease basis, in line with the respective memorandum of understanding (\$8,300);

(h) Freight and deployment of contingent-owned equipment to cover the cost of air cargo and unaccompanied luggage, based on the existing contract (\$450,900).

268. The variance between the 2015 requirements and the 2014 appropriation is due mainly to the reduction in the number of guards from 272 to 245, the discontinuation of a provision for accommodation at the Tamimi compound and reduced provision for travel owing to the change in the rotation schedule from twice to once per year. The decrease is offset in part by the increase in the standard troop cost reimbursement rate for basic pay from \$1,028 in 2014 to \$1,332 in 2015 and by a new requirement for freight of unaccompanied luggage associated with the deployment and repatriation of United Nations guard units.

269. The anticipated unencumbered balance for 2014 is mainly under rations, reflecting the relocation of United Nations guard units from the Tamimi compound to the Erbil compound with effect from June 2014 owing to the deteriorating security situation in Iraq. The decrease is offset in part by additional requirements for reimbursement of standard troop costs owing to the increase in the rate.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
United Nations police	281.2	194.6	86.6	91.4	4.8	(189.8)

270. The amount of \$91,400 would provide for the deployment of one United Nations police adviser and cover:

(a) Mission subsistence allowance, based on a standard rate of \$130 per day (\$47,500);

(b) Emplacement and repatriation travel for one person (\$3,000);

(c) Clothing allowance, based on a standard rate of \$200 per year, paid in two instalments (\$200);

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

(e) Rations, to cover the estimated cost of water for one person (\$700).

271. The variance between the 2015 requirements and the 2014 appropriation is due mainly to the deployment of only one police adviser in 2015 as compared to five

advisers budgeted for in 2014. The authorized strength remains at six to allow for flexibility in meeting evolving operational needs.

272. The anticipated unencumbered balance for 2014 is due mainly to the fact that no requirement for death and disability payment is expected, together with lower actual average strength of one person compared to the budgeted five persons.

B. Civilian personnel

(\$80,976,500)

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
International staff	49 254.6	61 257.3	(12 002.7)	61 613.6	73 616.3	12 359.0

273. The amount of \$61,613,600 would provide for salaries (\$34,211,900), common staff costs (\$22,306,100) for a staffing complement of 383 international staff (160 Professional Officers, 223 Field Service) and danger pay allowance at the established monthly rate of \$1,600 for an eligible staff strength of 329 (\$5,095,600). A vacancy rate of 12 per cent has been applied in calculating the cost estimates for 2015.

274. The variance between the 2015 requirements and the 2014 appropriation is due mainly to increased requirements for common staff costs, based on expenditure trends. Provision for common staff costs is calculated at the rate of 65.2 per cent of salary costs for 2015, while it was estimated at 37.7 per cent of salary costs for 2014. For 2015, the percentage was based on the actual expenditure of common staff costs and salary costs for the period from 1 January 2013 to 31 August 2014.

275. The anticipated overrun in 2014 is attributable mainly to higher expenditure for common staff costs and to a vacancy rate of 10 per cent, which is lower than the budgeted rate of 12 per cent.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
National staff	19 091.0	23 017.6	(3 926.6)	19 362.9	23 289.5	271.9

276. The amount of \$19,362,900 would provide for salaries (\$14,053,700), common staff costs (\$3,318,000) for a staffing complement of 517 national staff (97 National Professional Officer, 420 Local level), danger pay allowance for 79 National Professional Officers and 266 Local-level staff at a rate of \$585 per month (\$1,916,200) and estimated overtime charges (\$75,000). A vacancy rate of 16 and 13 per cent has been applied to National Professional Officers and Local-level staff, respectively, in calculating the cost estimates for 2015.

277. The variance between the 2015 requirements and the 2014 appropriation is due mainly to the application of a lower vacancy rate of 16 per cent for National Professional Officers in 2015 compared to a budgeted vacancy rate of 20 per cent in 2014 and a rate of 13 per cent for Local-level staff in 2015 compared to a budgeted

vacancy rate of 16 per cent in 2014, based on actual average vacancy rates for the first seven months of 2014. This increase is offset in part by the overall reduction in national staffing numbers from 557 approved for 2014 to 517 proposed in 2015.

278. The anticipated overrun in 2014 is due mainly to the approval, with effect from 1 December 2013, of a revised salary scale for Iraq for Local-level staff (5.4 per cent salary increase) and National Professional Officers (3.3 per cent salary increase); and to a projected vacancy rate for National Professional Officers of 16 per cent compared to the authorized rate of 20 per cent and a projected vacancy rate for Local-level staff of 13 per cent compared to the authorized rate of 16 per cent.

C. Operational costs

(\$47,404,100)

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Consultants	332.9	257.9	75.0	508.4	433.4	175.5

279. The amount of \$508,400 would provide for consultancy services for (a) information and analysis support in capacity-building projects with the National Security Council (1 international consultant for 20 days) (\$16,400); (b) national coexistence — mediation engagement support in political crisis (1 international consultant for 6 months) (\$27,200); (c) national coexistence — inclusive political dialogue/mediation support in consensus-building (1 international consultant for 4 months) (\$23,200); (d) national coexistence — election engagement support in disputed internal boundaries for the Kirkuk election (1 international consultant for 4 months) (\$23,200); (e) national coexistence — disputed internal boundaries conflict analysis concerning confidence-building measures, including power-sharing arrangements (1 international consultant for 4 months) (\$23,200); (f) national coexistence — minorities (1 international consultant for 3 months) (\$23,200); (g) constitutional/legal engagement to advance the unfinished legislative agenda (1 international consultant for 3 months) (\$33,200); (h) missing Kuwaitis and property (1 international consultant for 4 months) (\$65,600); (i) biometric voter registration expert (1 international consultant for 100 days) (\$55,200); (j) electoral boundary delimitation expert (1 international consultant for 2 months) (\$48,000); (k) electoral results management expert (1 international consultant for 100 days) (\$48,800); (l) constitutional process for the Kurdistan region draft constitution (1 international consultant for 1 month) (\$17,400). In addition, provision is made for consultants for training activities in both substantive, administrative and security areas (\$103,800).

280. The variance between the 2015 requirements and the 2014 appropriation is due mainly to an increase in the consultancy services required, as listed above, to carry out the Mission's planned activities, which are offset in part by decreased requirements for training consultants owing to the training of more staff within the Mission area.

281. The anticipated unencumbered balance for 2014 is due mainly to difficulties in finding suitable consultants for information analysis support, constitutional process,

national coexistence — disputed internal boundaries and regional cooperation, which led to non-utilization of some budgeted consultancies, as well as lower training fees owing to utilization of trainers from within the United Nations.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Official travel	1 986.2	1 582.3	403.9	1 979.4	1 575.5	(6.8)

282. The amount of \$1,979,400 would provide for the travel (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 (\$240,700); the Office of the Chief of Staff (\$37,100); the Joint Analysis Unit (\$6,700); the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance (\$81,200); the Electoral Assistance Office (\$24,500); the Office of Political Affairs (\$96,100); the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs (\$31,400); the Human Rights Office (\$12,500); the Public Information Office (\$14,700); the Office of the Chief of Mission Support (\$21,500); the Office of the Deputy Chief of Mission Support (\$53,900); the Office of the Chief of Supply Chain Management (\$71,500); the Medical Services Section (\$16,800); and within-Mission travel for staff travelling to Iraq, Kuwait, Amman and the Islamic Republic of Iran (\$475,800).

283. There is also a provision for travel to the United Nations Logistics Bases at Brindisi, Italy, and Entebbe, Uganda, the United Nations Interim Force in Lebanon, or other training locations for training courses in Umoja, the International Public Sector Accounting Standards and other administrative areas, security and certain substantive areas, such as mediation, legal reform in elections, conflict resolution and negotiation (\$795,000).

284. The variance between the 2015 requirements and the 2014 appropriation mainly reflects the Mission's effort to undertake only essential trips for the performance of its functions and to utilize communications technology whenever possible. The amount is offset in part by the increase in travel requirements for mandatory training and courses in the areas of security, aviation safety and the Board of Inquiry, and in relation to the adoption of the International Public Sector Accounting Standards.

285. The anticipated unencumbered balance for 2014 is due mainly to lower than estimated expenditure for training travel, as in-house and online training were provided, where possible.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Facilities and infrastructure	12 321.1	9 921.3	2 399.8	11 615.6	9 215.8	(705.5)

286. The amount of \$11,615,600 would provide for facilities and infrastructure, including:

(a) Acquisition of prefabricated facilities, accommodation and refrigeration equipment, covering replacement of air conditioners, various accommodation equipment and refrigerators owing to normal wear and tear (\$91,100);

(b) Acquisition of miscellaneous facilities and infrastructure and maintenance supplies, covering the cost of two sea containers for storage purposes and maintenance supplies (\$244,200);

(c) Acquisition of two 500 kilovolt-amperes backup generators to be used at Baghdad International Airport to support peak power demand and two electrical panel boards as spares for immediate replacement during a major electrical system breakdown (\$305,900);

(d) Replacement of one fuel tank and one fuel pump owing to normal wear and tear (\$63,300);

(e) Replacement of office chairs owing to normal wear and tear (\$7,500);

(f) Replacement of office and other equipment, such as photocopiers, cameras, safes and fitness equipment owing to wear and tear (\$107,500);

(g) Acquisition of field defence, security and safety, firefighting, observation and personal protection gear, such as personal security detail equipment, front and rear iron sights, spare parts for weapons, lockable containers for weapons, firefighting equipment, protection helmets, protective clothing and metal detectors, vehicle mirrors, weapons, defibrillators, helmets and low-profile body armour for personal security detail (\$605,000);

(h) Rental of premises in Amman, Tehran and Basra, and Mission-wide conference facilities (\$975,900);

(i) Utilities, which include water, electricity and waste disposal services (\$735,000);

(j) Various maintenance services for closed-circuit television systems, public address systems, photocopiers, 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 (\$3,673,000);

(k) Security services and personnel, including 37 guards (34 guards, 3 supervisors) at a projected annual rate of \$275,300 for Kuwait, 16 guards (13 guards, 3 supervisors) at a projected annual rate of \$272,600 for Erbil and two explosive detection dogs for Baghdad at a projected annual rate of \$240,000 (\$787,900);

(l) Alteration, renovation and construction services, such as (i) alteration of existing security installations Mission-wide; (ii) alteration of offices based on changing demand for space at the Baghdad International Airport, Erbil and Kirkuk; (iii) improvement of water supply/water reservoir distribution systems in Diwan, Erbil and Kirkuk; (iv) improvement of the parking lot in Baghdad; (v) refurbishment of existing space for storage and expansion of the gymnasium at the Baghdad International Airport; and (vi) relocation of the T-walls from the current front perimeter boundary to the rear boundary, painting of exterior walls and water sealing of windows and other exterior openings of the buildings, and installation of solar photovoltaic street lights in the Erbil compound. Also included are various

construction services to meet security requirements for UNAMI locations Mission-wide, including the proposed United Nations compound in Basra, to build an antenna tower base in Baghdad and at the Baghdad International Airport, to build a shed as an entry checkpoint in Kirkuk and to build a temperature-controlled room for the uninterrupted power supply units in Kirkuk (\$1,416,000);

(m) Stationery and office supplies, based on a monthly rate of \$29 per person for 647 personnel (\$225,200);

(n) Spare parts and supplies for air conditioners, generators, incinerators and wastewater and water supply treatment systems (\$238,700);

(o) Field defence supplies, including camouflage netting to cover security post/checkpoints and observation towers; sand and sandbags to provide a shield at security establishments; metal profiles for miscellaneous security enhancement; and parts for vehicle crash barriers required for their smooth operation (\$143,800);

(p) Generator fuel for an estimated consumption of 2,133,000 litres at an average price of \$0.82 per litre in Iraq and \$0.40 in Kuwait, including 10 per cent for lubricants (\$1,917,700);

(q) Sanitation and cleaning materials (\$77,900).

287. The variance between the 2015 requirements and the 2014 appropriation is attributable mainly to the reduction in contractual rates for maintenance services, in particular those related to facilities in Baghdad, Kirkuk and at the Baghdad International Airport, and to lower requirements for spare parts and supplies, as the Mission still has adequate spare parts in stock. The decrease is offset in part by the additional requirement for alteration, renovation and construction services related to security enhancement at various United Nations compounds owing to the volatile security situation in Iraq; improvement of the water supply in Diwan to connect the water distribution line between D2 storage tanks to Diwan storage tanks; construction of antenna tower bases; and a new requirement for explosive detection dogs in Baghdad as a result of the security risk assessment review conducted in August 2014.

288. The anticipated unencumbered balance for 2014 is due mainly to favourable actual contractual rates for maintenance service contracts for UNAMI facilities in Baghdad, Kirkuk and at the Baghdad International Airport, and lower generator fuel consumption as a result of the improved power supply in Iraq.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Ground transportation	1 615.7	1 377.2	238.5	1 163.3	924.8	(452.4)

289. The amount of \$1,163,300 would provide for:

(a) Two workshop tools (\$23,000);

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

(c) Repair and maintenance services for vehicles (\$242,100);

(d) Liability insurance requirements in the amount of \$45,400 for worldwide insurance of 340 vehicles, including non-self-propelled equipment and 12 pieces of mobile equipment at the monthly rate, respectively, of \$10.70 and \$3.70 (\$44,100), and local insurance of 17 vehicles and 2 pieces of mobile equipment at a monthly rate, respectively, of \$5.70 and \$5.90 (\$1,300);

(e) Spare parts and supplies for vehicles in Baghdad, Erbil and Kuwait (\$342,200);

(f) Petrol and diesel for an estimated 538,900 litres at an average cost of \$0.759 per litre, including an additional 10 per cent for oil and lubricants (\$450,200).

290. The variance between the 2015 requirements and the 2014 appropriation is attributable mainly to the discontinuation of non-recurrent requirements included in the 2014 budget for the acquisition of vehicles and workshop equipment, and a reduction in vehicle fleet from 360 in 2014 to 352 in 2015, resulting in lower estimates for liability insurance. In addition, 333 vehicles in Iraq are not subject to local insurance. The decrease is offset in part by higher estimates under spare parts owing to aging vehicles.

291. The anticipated unencumbered balance for 2014 is due mainly to fewer vehicle incidents and lower projected expenditure for fuel owing to the restrictions in movement in Iraq resulting from the deteriorating security situation.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Air transportation	17 777.4	15 468.4	2 309.0	19 032.6	16 723.6	1 255.2

292. The amount of \$19,032,600 would provide for:

- (a) The acquisition of eight airfield lighting systems (\$38,500);
- (b) Satellite tracking charges (\$5,000);
- (c) Landing fees and ground handling charges (\$302,300);
- (d) Aircrew subsistence allowance (\$11,000);

(e) Fuel requirements for fixed-wing and rotary-wing aircraft for an estimated consumption of 1,293,500 litres at \$1.27 per litre (\$1,642,700);

(f) Liability insurance for one fixed-wing aircraft and two helicopters (\$28,100).

293. The amount would also cover the annual rental and operating costs of one fixed-wing aircraft/Lear jet (\$5,780,000) for guaranteed fleet costs and usage estimated at \$800 per flight-hour for a total of 1,000 flight hours, as well as for rental and operating costs of two commercially contracted helicopters for guaranteed fleet costs and usage at \$500 per flight-hour for a total of 900 hours (\$11,225,000).

294. The variance between the 2015 requirements and the 2014 appropriation is due mostly to a new requirement to fit the missile protection system on the fixed-wing aircraft resulting from a revised security assessment owing to the deteriorating

security situation in Iraq and to higher contractual rates for guaranteed fleet costs for the rotary-wing helicopters. The amount is offset in part by the decreased requirement for aviation fuel owing to a reduction in the flying hours from 1,100 to 1,000 for fixed-wing aircraft in order to reflect the actual contract as budgeted, and from 1,200 to 900 flying hours for helicopters.

295. The anticipated unencumbered balance for 2014 is due mainly to fewer flights than scheduled as a result of flight restrictions during the election period in April and the deteriorating security situation, resulting in the lower utilization of the rotary-wing aircraft.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditure</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Communications	4 406.4	3 862.3	544.1	5 770.1	5 226.0	1 363.7

296. The amount of \$5,770,100 would provide for:

(a) The acquisition and upgrading of 38 electronic countermeasure units from analogue to 3G technology, which increases the capability of neutralizing threats; 2 Rohn self-supporting antenna towers to replace the one at the Baghdad International Airport owing to wear and tear and another to upgrade the short roof antenna mast in Kirkuk so as to avoid interference with other telecommunications towers being installed by commercial companies; acquisition and replacement of telephone equipment and various satellite equipment owing to wear and tear, including 300 Internet protocol (IP) telephones, 8 IP conference telephone sets (Spiderphone), 20 satellite phones, 4 BGAN terminals and modems and transceivers (\$1,689,700);

(b) Commercial communications charges, including satellite telephone charges, Internet connectivity charges, a satellite transponder lease, fibre-optic backbone and leased lines in Iraq, European redundant VSAT Internet, lines to the United Nations Logistics Base at Brindisi, connectivity to Valencia, Spain, and a vehicle tracking system (\$2,769,000);

(c) Maintenance of equipment and communications support services, including video teleconferencing charges, Cisco advance services, communications manager upgrade and licensing, Cisco support (softnet), local technician services, fibre cabling/networking services, wired and wireless charges at \$25 per year per internal telephone extension, Mototrbo repeater sites maintenance and maintenance of electronic countermeasure units (\$865,700);

(d) Communications spare parts and consumables, budgeted at 1.3 per cent of communications inventory value (\$198,100);

(e) Public information services, such as public outreach events and advocacy activities, production of public information and promotional materials, and television production and broadcasting services (\$174,900);

(f) Supplies and maintenance to cover costs of flash disks and website renewal fees (\$800);

(g) Subscriptions to international and local newspapers, television and radio newscasts, BBC online access and monitoring, as well as advertising services (\$71,900).

297. The variance between the 2015 requirements and the 2014 appropriation is due mainly to (a) the replacement of 38 electronic countermeasure units, analogue models, with 3G technology, since the Iraq telecommunications industry will be moving towards 3G technology, which will render older electronic countermeasure models ineffective in terms of neutralizing deadly threats from improvised explosive devices; (b) the proposed requirement for European-provider redundant VSAT Internet connection for all locations in Iraq to mitigate the volatile and fluctuating Internet service offered by local providers; and (c) maintenance services for electronic countermeasure units and digital repeater sites located in the Red Zones in the Canal Hotel (Baghdad) and Kirkuk.

298. The anticipated unencumbered balance for 2014 is due mainly to (a) less acquisition of notch filters and replacement of fewer high frequency transceivers than budgeted for, as the current ones are still in usable condition; (b) lower costs for the satellite transponder lease as a result of the discontinuation of VSAT services and connection to the fibre optic lines for Internet services within Iraq; and (c) lower costs for video teleconferencing charges and fibre cabling networking services.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Information technology	1 936.2	1 826.0	110.2	2 049.3	1 939.1	113.1

299. The amount of \$2,049,300 would provide for:

(a) Replacement of laptop computers, palmtop computers, servers, uninterrupted power supply systems and network firewalls, and acquisition of a NAS server and data domain (\$424,700);

(b) Acquisition of software packages, licences, fees and rental of software, such as renewal of licences for the existing software, acquisition of engineering software and centrally managed information technology licences based on a yearly fee of \$310 per workstation for 780 laptop and desktop computers (\$597,100);

(c) Centralized information technology support and data storage (\$794,900);

(d) Information technology spare parts and consumables budgeted at 2 per cent of information technology inventory value (\$232,600).

300. The variance between the 2015 requirements and the 2014 appropriation is due mainly to the need for acquisition of equipment and replacement of equipment reaching the end of its useful life.

301. The anticipated unencumbered balance for 2014 reflects fewer acquisitions of network switches and routers, as current ones are still in fairly good condition, together with lower requirements than budgeted for centralized information technology services under information technology services, owing to lower renewal rates for licences for standard information technology software provided by United Nations Headquarters.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Medical	757.5	445.5	312.0	694.1	382.1	(63.4)

302. The amount of \$694,100 would provide for the provision of medical services, including air ambulance service (\$252,200), and the acquisition of medical drugs and medical consumables (\$441,900).

303. The variance between the 2015 requirements and the 2014 appropriation is due mainly to the discontinuation of non-recurrent requirements, together with reduced requirements for medical services and supplies in line with the proposed reduction of personnel.

304. The anticipated unencumbered balance for 2014 is due mainly to lower requirements and costs for medical drugs and consumables, together with lower requirements for aeromedical evacuation services.

	<i>Appropriation 2014</i>	<i>Estimated expenditure 2014</i>	<i>Variance under- (over-) expenditures</i>	<i>Total requirements 2015</i>	<i>Net requirements 2015</i>	<i>Variance 2014-2015</i>
Other supplies, services and equipment	15 117.9	11 858.7	3 259.2	4 591.3	1 332.1	(10 526.6)

305. The amount of \$4,591,300 would provide for:

(a) Welfare costs for United Nations guard units, military advisers and civilian staff (\$66,300);

(b) Uniforms for 102 security personnel and accoutrements for two military observers, one United Nations police officer and 245 United Nations guard units, and related freight (\$151,800);

(c) Training supplies and fees for various in-house training sessions, security induction training, security-related training, technical and administrative training courses in aviation, information technology, procurement, engineering, transport and human resources, and training in substantive areas, such as international humanitarian law and policies, biometric voter registration, gender mainstreaming, conflict analysis for peacebuilding and prevention, the facilitation of dialogue process, election observation, legal reform in elections and multidimensional poverty analysis (\$734,300);

(d) Other services, such as cleaning and janitorial services, laundry services, garbage collection, maintenance of fitness equipment, courier services and pest control (\$2,526,100);

(e) Hospitality (\$50,000); general insurance (\$50,000); bank charges (\$60,000); miscellaneous claims (\$8,900); freight-related costs (\$602,000); and bottled water (\$341,900).

306. The variance between the 2015 requirements and the 2014 appropriation is due mainly to the discontinuation of the provision for free meals and accommodation to both uniformed and civilian personnel, resulting in lower requirements for rations and cleaning services.

307. The estimated unencumbered balance for 2014 is due mainly to the lower cost of rations owing to relocation of staff away from Baghdad as a result of the deteriorating security situation, and lower training fees and supplies owing to the provision of in-house training instead of external training, whenever possible.

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

308. The \$50.8 million Trust Fund was established for the construction of the United Nations Integrated Compound in Baghdad, with the aim of providing a secure, safe and comfortable working and living environment for United Nations staff members and personnel in Iraq. The planning and design of the Compound have been completed and approved by the Steering Committee, but the Mission is considering possible alternative sites owing to security concerns. In the meantime, the renovation projects are under way. They include the upgrading and installation of fire alarm and detection systems, the construction of a water reservoir, the upgrading of the existing wastewater disposal system and the installation of additional units.

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

Brief description of the recommendation

Action taken to implement the recommendation

(A/68/7/Add.10)

The Advisory Committee notes the increase in common staff costs for national staff in the proposed budget for 2014 for UNAMA, which reflects the calculation of common staff costs at 35 per cent of the net salaries for 2014 as compared to 25 per cent until 2013. Upon enquiry, the Committee was informed that 25 per cent had consistently proven insufficient as compared to the actual common staff costs incurred. The Committee requested, but did not receive, information on common staff costs for all missions. The Committee requests that the information on common staff costs, including variances, be provided in the budget proposals for special political missions for 2015 (para. 21).

The Advisory Committee is of the view that the Secretary-General has not provided sufficient information on the costs and benefits of the Kuwait Joint Support Office. For example, some areas of improvement identified by the Secretary-General as a result of the establishment of the Office, such as reviewing and streamlining business processes and managing operations against performance indicators, are identical to all missions and offices. The Committee therefore recommends that the General Assembly request the Secretary-General to provide full costs and benefits of the Office in the budget for 2015 for the special political missions (para. 38).

For 2014, the common staff costs were budgeted at \$12.6 million for international staff, calculated at a rate of 37.7 per cent of the net salary, and at \$3.3 million for national staff, calculated at a rate of 23.6 per cent of the net salary. For 2015, the common staff costs are budgeted at \$22.3 million for international staff, calculated at a rate of 65.2 per cent of the net salary and at \$3.3 million for national staff, computed at a rate of 23.6 per cent of the net salary. For 2015, the percentage of common staff costs to net salary was based on the actual expenditure of common staff costs and net salaries for the period from 1 January 2013 to 31 August 2014.

Since the official launch of the Kuwait Joint Support Office in December 2012, the progressive integration of the United Nations Assistance Mission in Afghanistan (UNAMA) and the United Nations Assistance Mission for Iraq (UNAMI) administrative support personnel and processes into a consolidated Support Office serving both Missions has continued. This effort has been led by the Kuwait Joint Support Office Steering Committee (comprised of the Chiefs of Mission Support of UNAMA and UNAMI and representatives of the Department of Field Support of the Secretariat) and by the management team of the Support Office. The Support Office has also assumed responsibility for the delivery of financial and human resources support services, currently provided within existing Office resources, to the United Nations Regional Centre for Preventive Diplomacy for Central Asia and the Office of the Special Adviser to the Secretary-General on Yemen.

The Committee recommends that the General Assembly request the Secretary-General to include in the next budget submission clear information on the positions that are cost-shared among the funds and programmes and relevant Secretariat departments, including on the specific share of the Department of Political Affairs in respect of any such cost-sharing arrangements (para. 91).

The Committee recalls that, in its report on the use of private security, it had recommended that the relevant Committees of the General Assembly consider the United Nations policy on the use of armed private security companies (A/67/624, para. 25), and also recalls section V of Assembly resolution 67/254 A, in which the Assembly stressed the importance of ensuring that all measures necessary are taken to avoid legal and reputational risks for the Organization in using armed security services of private security companies. In the same resolution, the Assembly further requested the Secretary-General to provide clarification on the operational criteria for when the use of armed security services from private security companies could be appropriate for United Nations operations at Headquarters and field locations and to report thereon in the relevant reports to the Assembly. The Committee recommends that the Assembly request the Secretary-General to provide information on the use of private security companies in all future budgets for special political missions. Furthermore, in light of the fact that the name "United Nations guards" is used to refer to personnel provided by police- and troop-contributing countries, the Committee believes that it is not appropriate to use the term "international armed guards" to refer to private security personnel. In this connection,

In 2015 the Kuwait Joint Support Office is anticipated to realize ongoing savings from personnel-related costs as a result of lower costs incurred by international staff being located in Kuwait rather than in Afghanistan and Iraq, owing primarily to lower duty station hardship allowance, loss of rest and recuperation entitlement, lower education grant entitlements and lower home leave and family visit travel entitlements. These reductions result in estimated savings of \$1.4 million for the Organization annually compared to the costs of maintaining the same numbers of personnel in Iraq or Afghanistan. The recurring benefits for the Organization of remote service provision were first realized in 2013.

The 2015 security cost-share budget includes costs related to posts that would be cost-shared with the United Nations country team. It is still under discussion with the agencies, funds and programmes.

UNAMI does not use armed private security companies to provide security at its facilities. Only the United Nations guard units from Fiji and Nepal are armed. The other two private security companies used in Erbil and Kuwait do not provide armed guards.

Brief description of the recommendation

the Committee expects the Secretary-General to clearly distinguish in all budgetary proposals between requirements for the armed guards provided by police- and troop-contributing countries and those obtained from private security companies, as appropriate (see also the comments of the Committee on the use of United Nations guards in special political missions in section III above) (para. 180).

The Advisory Committee also recalls its previous comments on the Kuwait Joint Support Office (see [A/66/7/Add.12](#), paras. 204-207) and it recommends that the Secretary-General be requested to examine the optimal location for the resident auditors to best serve the missions in the region and to report thereon in the context of the 2015 budget for special political missions (para. 198); and

While recognizing that planning for the deployment of Mission personnel in Iraq is made on the basis of a number of factors, including the need for specialized capacity at the Mission's headquarters and the need to ensure safety and security, the Advisory Committee considers that the redeployment of some resident auditor capacity from Kuwait to UNAMI headquarters could improve the effectiveness of the resident auditor function in the Mission, could generate savings under travel and related costs and could facilitate the coverage of the regional offices of the Mission in Iraq. Noting that the UNAMI Resident Auditor's Office has been located in Kuwait since its establishment, and taking into account the increased need for oversight regarding the construction of the integrated Mission headquarters in Baghdad, the Committee expects that UNAMI will endeavour to assign resident auditor capacity in Iraq as soon as feasible. The Committee further recommends that the General Assembly request the Secretary-General to review the optimal deployment of resident auditors in UNAMI and to report thereon in the context of the 2015 budget submission (para. 225).

Action taken to implement the recommendation

It is the Mission's view that the functions of the resident auditors can be carried out from Kuwait, as most of their work is administrative/analytical in nature and does not require a physical presence in Baghdad. Whenever the need arises to interact directly with staff, for example, to interview staff or collect documents when undertaking audits, such activity can always be done in-Mission. Interviews can also be conducted by video teleconferencing and documents can be sent electronically. The auditors have been in Kuwait and have carried out their functions without impairment. There is also a shortage of accommodation/office space in Baghdad. Such space should be reserved for officers whose functions must be carried out in Baghdad full time.

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

Regarding the proposals for the establishment of new positions and the redeployment of existing positions in UNAMI, the Advisory Committee recalls its view that the Secretary-General should, on an ongoing basis, be requested to review staffing requirements to determine whether existing functions remain necessary, that, in general, positions that are no longer required should be abolished and that any new positions should be fully justified (A/67/604, para. 28). In that regard, the Committee is of the view that a number of the staffing proposals of the Secretary-General for UNAMI are not sufficiently justified, and it recommends that the General Assembly request the Secretary-General to undertake a comprehensive review of the staffing requirements of the Mission, including the organizational structure and the number and level of senior positions, in the light of the evolution of the mandate of UNAMI, for inclusion in the 2015 budget submission (para. 222); and

While the Advisory Committee has no objection to the staffing changes proposed by the Secretary-General related to the creation of the Joint Analysis Unit, it is of the view that the combination of the existing staffing resources in the new Unit may permit a reduction in its overall staffing complement. The Committee expects that the staffing for the Unit will be reviewed in the context of the comprehensive review of the staffing requirements of the Mission (see para. 222 above) (para. 228).

The Advisory Committee is not convinced of the need for the redeployment of a language assistant position from Baghdad to Amman and recommends against the approval of the redeployment of such a local-level position. The Committee has no objection to the proposal of the Secretary-General to redeploy one Senior Political Affairs Officer position (P-5) and one Administrative Assistant position (Local level) from the Office of Political Affairs in Baghdad to the Amman Office. The Committee expects that the continued requirement for these two positions in Amman will be fully justified, if necessary, in the 2015 budget submission (para. 238).

The civilian staffing review took place from 25 to 29 May 2014 and its recommendations have been included in the budget proposal for 2015, including a new structure for Mission support.

Noted. Justification for the requirement has been included in the 2015 budget proposal.

Brief description of the recommendation

The Advisory Committee notes that two existing Constitutional Affairs Officers (1 P-4, 1 P-3) based in Baghdad are proposed to continue as Political Affairs Officers in the Office of Political Affairs, without specific justification for their continued retention. Upon enquiry, the Committee was informed that the incumbents of the two positions would work on the unfinished legislative agenda, which includes the creation of the Federation Council and the enactment of a law on minorities. The primary role of the two positions was to coordinate with counterparts in the Council of Representatives, identify their needs for assistance and design the Mission's political and technical engagement in cooperation with external and/or in-house resources, including experts registered in the Mediation and Support Unit roster in the Department of Political Affairs at United Nations Headquarters. The Advisory Committee notes that the two positions of Constitutional Affairs Officer are no longer required for the purpose for which they were established and have been assigned new functions. The Committee is not convinced that the proposed functions for the two positions cannot be performed by the existing staffing complement of the Office of Political Affairs. The Committee therefore expects that the continued requirement for the retention of the positions, if necessary, will be fully justified in the 2015 budget submission (para. 239).

The Advisory Committee considers that the Mission Support positions proposed for redeployment from the Amman Office should have been presented as abolishments of positions and that any additional requirement for new positions in the Mission Support component should have been fully justified. The Committee expects that the continued retention of all Mission Support positions will be fully justified, if necessary, in the context of the 2015 budget submission (para. 246).

Action taken to implement the recommendation

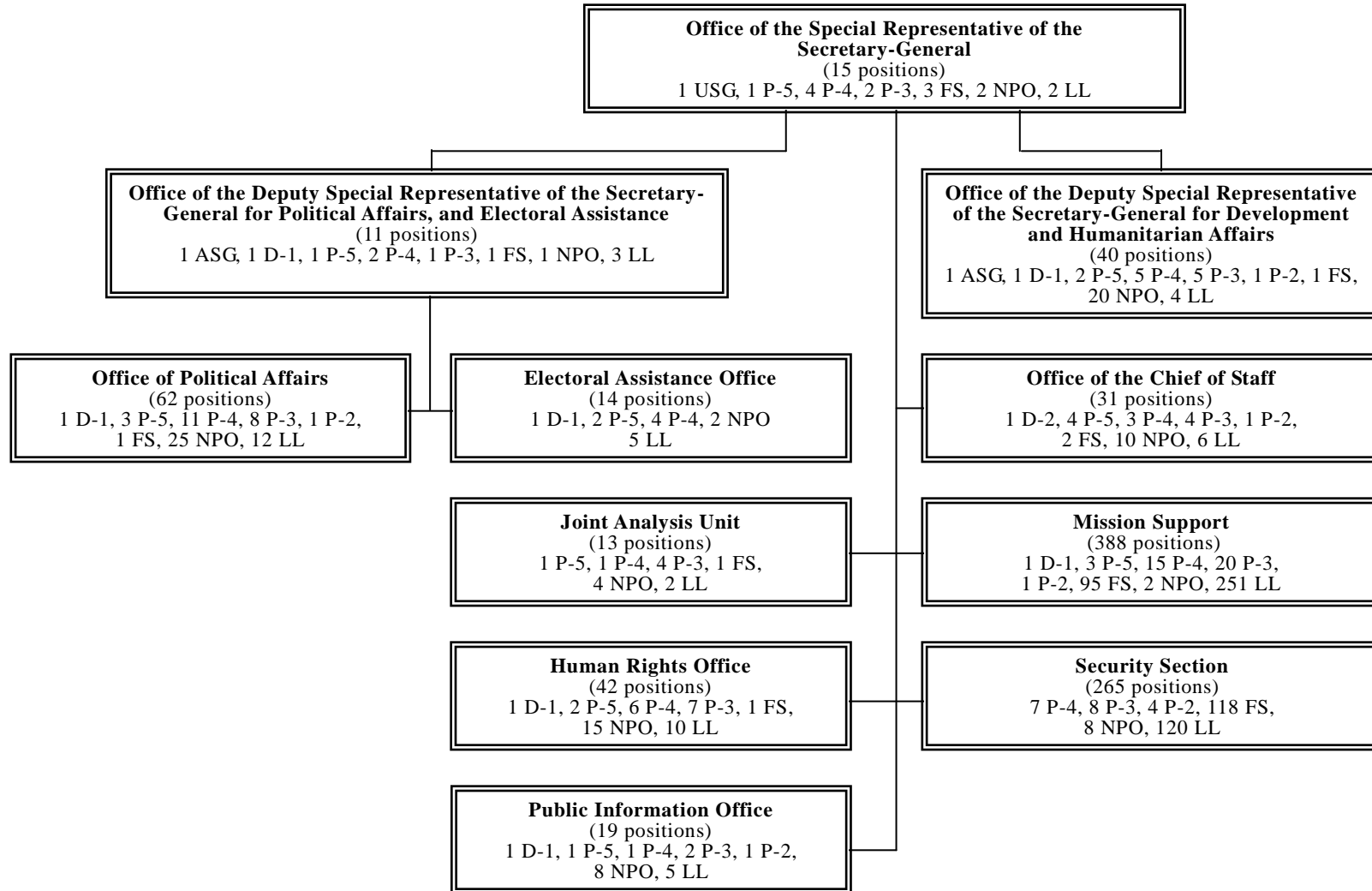
The retitling and retention of the two Political Affairs Officers concerned is necessitated by the new political dynamics in Iraq and the support and assistance role UNAMI will play vis-à-vis the new Government, in line with its Security Council mandate. In response to the existential crisis posed by the offensive of terrorist and associated armed groups, together with the formation of a new, inclusive and broad-based Government committed to addressing the demands and grievances of all of Iraq's components, UNAMI has modified its strategic objectives and areas of focus for the coming year. It is envisaged that the formation of the new Government, the need for it to develop a comprehensive strategy to address the terrorist threat to its territorial sovereignty, its focus on finding solutions to outstanding issues related to Iraq's transition and its willingness to address the demands and grievances of the components of Iraqi society that felt marginalized by the previous Government, will create opportunities and priority areas of focus for UNAMI support, where the Office of Political Affairs will be in the lead in providing strategic advice and recommendations for the consideration of and action by the Mission's senior leadership. Therefore, the scope of the activities of the Office in these areas will increase, while its previous focus on the specific aspects of constitutional review and reform, and legislative support will decrease, requiring a broader role for its Political Affairs Officers to include outreach, drafting, analysis, mediation and negotiations far beyond the legal and technical expertise of Constitutional Affairs Officers. Owing to the increased workload created by the new scope for additional activities in support of the new Government, the Mission needs to retain the existing staffing complement while reformulating staff functions in order to meet the demands of the Mission's new strategic priorities in response to the new political dynamics in Iraq and the region.

Noted. No Mission Support positions are included in Amman in the 2015 budget proposal.

Annex II

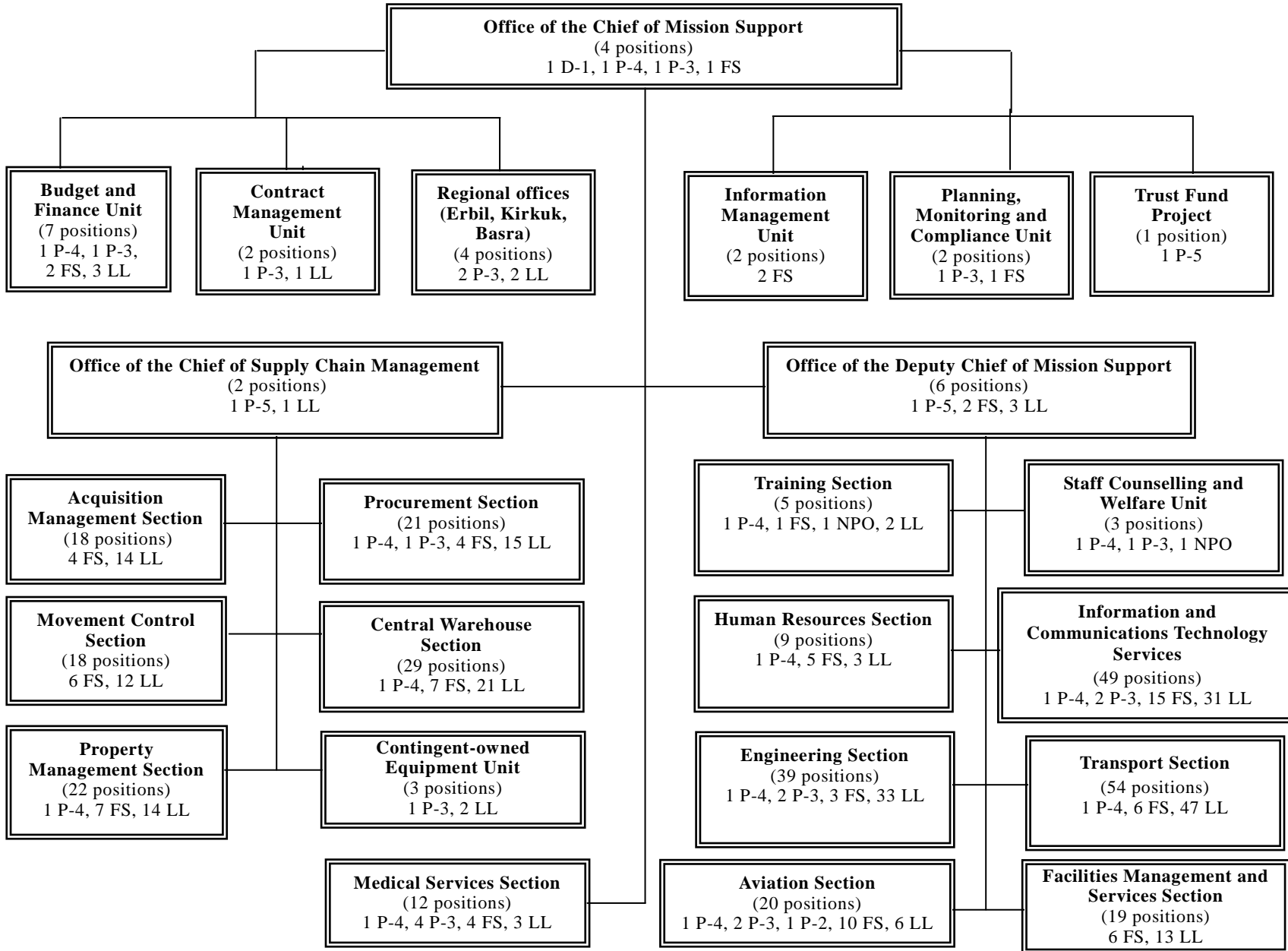
Organization charts for 2015*

A. Substantive offices

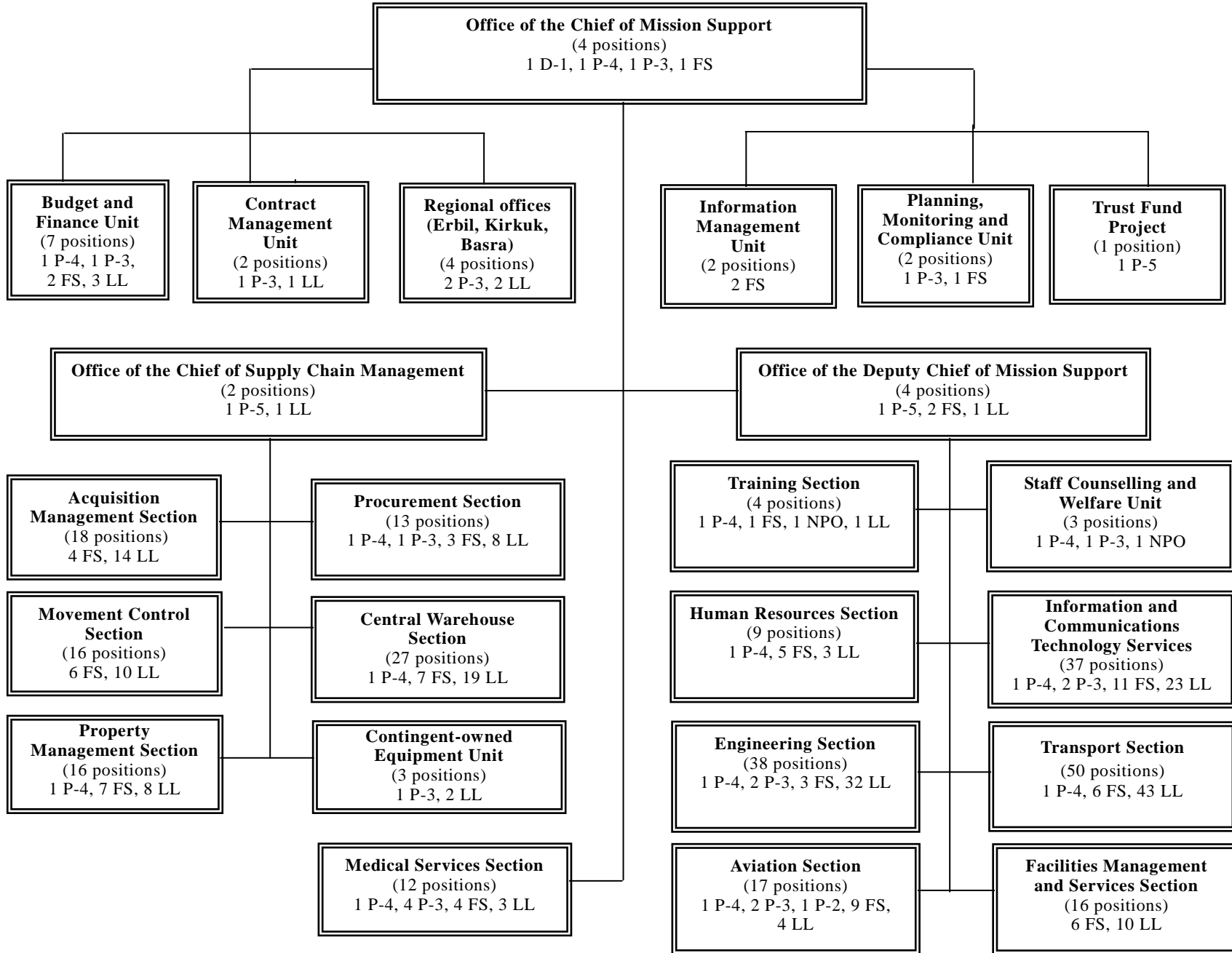


* Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

B. Administrative offices



C. Administrative offices (Iraq)



D. Administrative offices (Kuwait)

