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**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 in Afghanistan

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for the United Nations Assistance Mission in Afghanistan for the period from 1 January to 31 December 2014, totalling \$191,364,500 (net) (\$203,061,700 gross).



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I. Overview of the Mission and its future role

1. The United Nations Assistance Mission in Afghanistan (UNAMA) was established pursuant to Security Council resolution 1401 (2002) for an initial period of 12 months. The mandate of the Mission was subsequently extended by the Security Council in its resolutions 1471 (2003), 1536 (2004), 1589 (2005), 1662 (2006), 1746 (2007), 1806 (2008), 1868 (2009), 1917 (2010), 1974 (2011) and 2041 (2012). Pursuant to its resolution 2096 (2013), the Council decided to extend the mandate of UNAMA until 19 March 2014.

2. In 2013 an increased level of effort has been focused on promoting and consolidating progress on the political, socioeconomic and security transitions, which will culminate in 2014. The emphasis has been on preparations for the full assumption by Afghanistan of leadership and ownership in its national affairs with the support of its international partners. On 10 April 2013, Hamid Karzai, President of Afghanistan, endorsed 24 tangible actions to be undertaken by the Government and the international community, drawn from the core elements of the Tokyo Mutual Accountability Framework. Those actions cover commitments that will help to define future cooperation and partnerships in the “transformation decade” across a broad range of matters in the areas of finance and the economy, human rights and the rule of law, governance and electoral architecture. The meeting of senior officials held on 3 July in Kabul included a review of the progress achieved on the framework to date in preparation for the 2014 ministerial conference to be held after the formation of the new Government. The Government and the international community have recognized that while progress has been made, a number of the agreed reforms require further attention. UNAMA has facilitated discussions between the Government of Afghanistan and international stakeholders on those issues and will remain actively engaged in building consensus around the commitments during the remainder of 2013 and into 2014.

3. Political developments have been centred on the 2014 presidential and provincial council elections. Two interwoven elements have dominated the discussions: (a) technical preparations and building a credible legal framework; and (b) positioning by Afghan stakeholders as they continue to explore potential alliances and platforms. Since the beginning of 2013, the legal framework for elections has been the subject of intensive deliberations within the National Assembly, in discussions across the political spectrum and within civil society. As at the end of August, key steps had been taken to strengthen the electoral framework. The two primary pieces of electoral legislation were passed by the National Assembly and signed by the President in July, and appointments to the Independent Electoral Commission were made swiftly. On 16 September, President Karzai appointed independent electoral complaints commissioners. A critical step was the nomination of candidates, which was concluded in early October. The technical preparations have moved ahead since the issuance of the draft operational plan and indicative budget by the Commission in April, which was followed by the launch of the voter registration top-up exercise in late May. UNAMA has been actively engaged in fostering consensus among all stakeholders on key decisions related to the electoral process, advocating for inclusive, consultative decision-making among Afghans on the legislative framework and encouraging a common understanding on funding modalities among the Commission, the Ministry of Finance, international donors and United Nations partners. Collectively, those steps are seen by all

stakeholders as being critical, both for ensuring a successful political transition and for sustaining a credible electoral system for the future.

4. The Government of Afghanistan has emphasized the importance of its ownership and leadership of the peace and reconciliation process and the body charged with leading those efforts, the High Peace Council, has continued its outreach to political actors, religious leaders and civil society. Although to date some of the hope for progress in formal dialogue has been slower than anticipated, notably after a controversy surrounding the opening, on 18 June, and the subsequent closing of an office of the Taliban in Qatar. UNAMA continues to support government efforts and to encourage provincial-level dialogue, including through the Afghan People's Dialogue on Peace initiative, and through mediation and conflict resolution capacity-building initiatives.

5. Regional initiatives to promote cooperation have continued in 2013 and have shown progress. This was highlighted at the third ministerial conference on the Istanbul Process on Regional Security and Cooperation for a Secure and Stable Afghanistan, held in Almaty on 26 April, in which implementation plans were adopted for six confidence-building measures, which UNAMA supports in line with its mandate. Meetings of all six regional technical groups of the Istanbul Process confidence-building measures have been held, as prescribed by the ministerial conference, with the participation of UNAMA and other United Nations entities. In addition to the significant political dimension of those meetings, which are being held in six of the "Heart of Asia" countries with the participation of experts and diplomats, the Istanbul Process is now also showing practical and tangible results, such as the organization of a workshop on countering improvised explosive devices, held in Abu Dhabi on 26 and 27 August under the counter-terrorism confidence-building measure. Other activities have been prioritized for implementation in 2013. Momentum has continued with a meeting of senior officials in New York on 23 September, where China confirmed its intention to host the next ministerial meeting, in mid-2014.

6. Progress on the socioeconomic development aspects of the transition aimed at promoting coherent long-term assistance between the Government of Afghanistan and the international community has been sustained. Of the 22 Afghan national priority programmes, 21 have been endorsed, following meetings on 12 February and 29 June of the Joint Coordination and Monitoring Board and the associated standing committees co-chaired by UNAMA. As a result, a number of outstanding areas of concern in the justice and governance sectors have been resolved. In addition, the aid management policy, a key commitment of the Tokyo Conference on Afghanistan, held in July 2012, was endorsed at the meeting of the Board in February. It provides a five-year framework to guide, within budgetary limits, coherent support for national priority programmes and to align development financing with the programme. The Tokyo Mutual Accountability Framework meeting of senior officials, held on 3 July, noted progress by the Government of Afghanistan and the international community on their commitments, but also the need for greater efforts on outstanding issues, including elections, good governance and human rights, in particular the status of the Afghan Independent Human Rights Commission and the implementation of the law on the elimination of violence against women.

7. Some progress has been made in 2013 concerning the promotion of human rights in the country, but continued efforts will be required by all stakeholders to ensure that the gains achieved are sustained and built upon in 2014 and beyond. The increased commitment of the Government to addressing human rights matters was highlighted by the swift and constructive steps taken in response to the report of UNAMA and the Office of the United Nations High Commissioner for Human Rights on the torture and ill-treatment of detainees, released in January. In its 2013 midyear report on the protection of civilians in armed conflict, released in July, UNAMA noted a 23 per cent rise in the number of civilian casualties during the first six months of 2013 compared with the previous year, a reversal of the decline recorded in 2012. The Taliban has reacted to public reports and statements on the protection of civilians issued by UNAMA, which has, in turn, encouraged their engagement in meaningful dialogue on human rights and humanitarian issues for the benefit of all people of Afghanistan. In its Eid al-Fitr message, the Taliban addressed the issue of humanitarian access, which may indicate a way to move forward on such dialogue. Throughout the year, the Government has continued to take practical steps to fulfil its commitments related to women's rights and the protection of children, with particular emphasis on the implementation of the law on the elimination of violence against women and the action plan on the prevention of underage recruitment. Some concerns remain, however, including with regard to the independence and effectiveness of the Afghan Independent Human Rights Commission and whether it will retain the highest accreditation status.

8. On 18 June, the announcement of the fifth tranche of the *integral* (security transition) concluded the formal process of the assumption by the Afghan security forces of security responsibility for the population. Following the ministerial meeting of the North Atlantic Treaty Organization (NATO) on 23 April, efforts to ensure that Afghan security forces are sustained through a follow-on NATO mission, a predictable and coherent funding framework and sufficient assets are ongoing. Recent reports of the Secretary-General on the situation in Afghanistan, however, have raised concerns about the level of violence, whose effects on the civilian population demonstrate a reversal of the improvements achieved in both areas in 2012, underscoring the fragile nature of consolidating such progress and the potential challenges that the Mission will face in 2014.

Partnerships, country team coordination and mission integration

9. As the official responsible for addressing the situation in Afghanistan in all its aspects, the Special Representative of the Secretary-General ensures that the Mission, the specialized agencies and the funds and programmes of the United Nations system support and coordinate their efforts with those of the representatives and envoys of the Secretary-General, including the High Commissioner for Human Rights, the Special Representative of the Secretary-General for Children and Armed Conflict and the Executive Director of the United Nations Office on Drugs and Crime.

10. The coordination of the humanitarian and development activities of the agencies, funds and programmes and UNAMA is led by the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator. The basis of coordination and alignment of United Nations programming with the Government of Afghanistan is focused on the United Nations Development Assistance Framework (UNDAF) for Afghanistan for the period 2010-

2014 and the current common humanitarian action plan. Those two frameworks, together with the United Nations coherence strategy, provide the basis of the commitment of the United Nations system. The Resident Coordinator's office and the Office for the Coordination of Humanitarian Affairs support the implementation of the frameworks through shared programmatic priorities, business and operational plans and a common communication strategy.

11. UNAMA cooperates with the United Nations Regional Centre for Preventive Diplomacy for Central Asia to support efforts to facilitate dialogue and cooperation between Afghanistan and other Central Asian countries. UNAMA also cooperates with a number of regional bodies and organizations, including the Shanghai Cooperation Organization, to support dialogue to assist Afghan-led reconciliation efforts, counter-narcotics activities and socioeconomic development with other Member States of the region.

12. The security management team, led by the Special Representative of the Secretary-General, as the designated official, and comprising the Department of Safety and Security, UNAMA, the specialized agencies and the funds and programmes of the United Nations system, addresses issues of common security management and services, including the coordination of security arrangements on a cost-sharing basis at all the multi-agency compounds at which common services agreements have been established.

13. The Integrated Mission Task Force ensures that coherent policy guidance and support are provided to UNAMA. This mechanism promotes coordination, collaboration and information-sharing among the Department of Peacekeeping Operations, the Department of Field Support, the Department of Safety and Security and the agencies, funds and programmes on issues related to the implementation of the Mission's mandate and broader United Nations policy guidance.

14. Information on specific substantive project activities planned to be carried out by UNAMA in conjunction with the specialized agencies, funds and programmes is provided in annex III.

Priorities for 2014 and planning assumptions

15. In accordance with the mandate set out by the Security Council in its resolution [2096 \(2013\)](#), UNAMA and the Special Representative of the Secretary-General for Afghanistan, guided by the principle of reinforcing Afghan sovereignty, ownership and leadership, will continue to lead and coordinate the international civilian efforts, in accordance with the communiqués of the London and Kabul Conferences and with a particular focus on the following priorities:

(a) Provide good offices and support to inclusive Afghan-led political processes; promote the role of Afghan institutions in implementing all aspects necessary for credible elections, including strengthening of technical preparations and encouraging coherent international donor support, at the request of the Government; provide support to intra-Afghan dialogue, including High Peace Council initiatives with civil society and the political opposition at the provincial, national and regional levels to support the advancement of a framework for national negotiations; provide support for regular and structured bilateral and multilateral political dialogue between Afghanistan and neighbouring countries, particularly that linked to the agreed Istanbul Process "Heart of Asia" confidence-building measures, to address regional cooperation issues;

(b) Continue to promote human rights; support accountability towards and the implementation of the fundamental human rights provisions of the Afghan Constitution as well as national and international law for all Afghan citizens, especially with regard to the rights of women and children linked to Security Council resolutions; advocate with all parties to the conflict for the protection of civilians in accordance with international humanitarian law and monitor the situation;

(c) Promote inclusive and coherent socioeconomic development policies to achieve a self-sustaining sovereign State and reduce poverty; as the co-chair of the Joint Coordination and Monitoring Board, advocate for predictable and balanced financial and related commitments, as set out in the Tokyo Mutual Accountability Framework, of the Government and international partners; facilitate and help coordinate partnerships, including in the United Nations system, to enable capacity development that establishes legitimate and accountable institutions at both the national and provincial levels.

16. At this juncture, while Afghan institutions have largely been established, the challenges they will face in a complex and multidimensional transition process, with its inherent uncertainties and significant reliance on external resources, are considerable. It is anticipated that the Mission's core priorities will extend through the transition period in 2014 and beyond, although the nature of the support will evolve to match the Government's expectations. A legitimate electoral process will remain critical to political stability, as will efforts to develop an inclusive, Afghan-led peace process. Equally, longer-term economic sustainability will require the Government's commitment to increase revenue mobilization, address long-standing governance reforms and address the harmful effects of the illicit economy in order to secure sustained international assistance. Across all three priority areas, the Mission will continue to encourage and support the engagement of civil society in the promotion of a peaceful, stable and prosperous Afghanistan.

17. The articulation of the next UNDAF, for 2015-2019, will form the basis of discussions in 2014 to advance coherent approaches by the United Nations system, including UNAMA, in line with both the Government's national priorities and established United Nations principles for development and humanitarian aid. Together with existing frameworks, including the United Nations coherence strategy, those efforts will provide the basis for the delineation of future programmatic responsibilities between UNAMA and specialized agencies, funds and programmes. Those efforts will be underpinned by practical initiatives to facilitate improvements in programmatic risk management within the United Nations presence to enhance programme monitoring and collective decision-making processes, including through efforts to reduce transaction costs, address Afghan concerns about a "second civil service" and work in ways not perceived as competing with the Government for service delivery and international funding.

Proposed organizational and resource changes

18. Subsequent to the extension of its mandate by the Security Council until 19 March 2014 (resolution [2096 \(2013\)](#)), the Mission has identified a number of opportunities to strategically realign its human and financial resources with the current political environment, development priorities, human rights issues and security conditions. The aim of the realignment is:

(a) To streamline functions to increase coherence within the Mission and achieve efficiencies in the delivery of its mandate, avoid duplication and, as applicable, build synergies with the specialized agencies, funds and programmes;

(b) To reduce the exposure of UNAMA staff to threats.

19. In that context, the following actions are proposed:

(a) Scale down the number of Mission staff and offices in substantive and support areas in Kabul and Kuwait. The Mission continues to review its staffing levels to ensure that an optimal number of staff are deployed to Mission locations. In this context, it is proposed that the Mission's human resources be reorganized as described in section III.B;

(b) Restructure the Mission's field presence in Afghanistan. In line with the transition process and taking into account the prevailing security situation in the country, the Mission closed nine provincial offices in 2012. While part of the ongoing efforts to configure the Mission appropriately for its post-2014 role, those closures have reduced the Mission's field footprint during the critical period leading up to the transition. Innovative solutions, including interdisciplinary visits coordinated with agencies, funds and programmes, have helped to mitigate the reduced presence of UNAMA. For example, from the time of the closure of the provincial offices, between April and October 2012, staff were able to undertake 170 visits to nine provinces to assist provincial governors in formulating development plans and facilitating joint coordination missions with agencies, funds and programmes of the United Nations system and to provide technical support and advice to provincial councils on their working procedures and oversight roles, partially replacing the regular UNAMA coordination meetings. In provinces where UNAMA is no longer present to convene provincial justice and other coordination meetings, it works closely with central Afghan authorities to encourage the facilitation of subnational coordination mechanisms. The Mission currently operates eight regional and six provincial offices throughout Afghanistan. However, with the aim of moving the Mission towards a leaner structure in the field without compromising its impact or national outreach, it is proposed that the physical presence of UNAMA in the field be restructured by maintaining seven regional and six provincial offices, as follows:

(i) It is proposed that the regional office in Bamyan be reclassified as a provincial office, as the area currently covered by the office is considered relatively stable and its mandate could be implemented within a revised structure, particularly the work related to political outreach and human rights. The reclassification would align the UNAMA field presence and coordination structures with those of the specialized agencies, funds and programmes for the central and central highlands areas of Afghanistan. In this context, it is proposed that the Mission's human resources be reorganized as described in section III.B;

(ii) It is proposed that the provincial office in Khost, under the Paktya (Gardez) regional office in the south-eastern region of the country, be closed, owing in particular to accessibility issues and difficulties in logistics that have proved to be a consistent impediment to programme delivery. In this context, it is proposed that the Mission's human resources be reorganized as described in section III.B;

(iii) It is proposed that the staff of the remaining seven regional and six provincial offices be scaled down as described in section III.B;

(c) Merge child protection and gender functions into the Human Rights Unit. It is proposed that the Mission's rights-based programming be centralized and consolidated within the Human Rights Unit in Kabul under the Office of the Special Representative of the Secretary-General for Afghanistan. Specifically, it is proposed that the functions carried out by the Child Protection Unit and the Gender Unit, currently under the Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator as part of pillar II, be redeployed to the Human Rights Unit, particularly given that:

(i) As the Mission continues to prioritize its activities in anticipation of a post-2014 mandate, human rights is expected to remain a core function of the future United Nations presence in Afghanistan. As such, UNAMA seeks to further strengthen its Human Rights Unit and contribute to more functional integration of activities within the Mission by centralizing and consolidating its rights-based programmes within the Unit. Furthermore, with the closure of field offices in 2012 and 2013 and the additional reductions proposed in the Mission's field footprint in 2014, functions in the child protection and gender areas will benefit from the engagement of human rights teams, which will continue to be deployed in all remaining field offices throughout the country, and from their extensive information networks;

(ii) The redeployment of child protection functions into the Human Rights Unit would:

a. Promote synergies among existing human rights priorities, particularly protection issues, to strengthen all mandatory monitoring and reporting obligations, including global horizontal notes, and provide high-profile, targeted international-, national- and local-level advocacy on children and armed conflict;

b. While maintaining a direct reporting line to the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, raise the profile of child protection work as well as of all human rights teams deployed throughout the country to include systematic monitoring and reporting as well as follow-up advocacy and capacity-building activities;

c. Facilitate the implementation of the action plan on the prevention of underage recruitment and support the Government of Afghanistan in the delisting process by developing a "road map towards compliance" and enhance the resources available for child protection in support of follow-up activities linked to the implementation of an action plan at the provincial level;

d. Revive and strengthen the country task force on monitoring and reporting, thereby ensuring a system-wide focus;

e. Rationalize the Mission's rights-based protection programmes in the context of a special political mission;

(iii) In the area of gender mainstreaming, the Human Rights Unit already undertakes a number of gender-related programme activities focused primarily on the implementation of the elimination of violence against women law, improving protection for and empowering female police officers and

promoting the inclusion of women's groups in local-level reconciliation processes through the Afghan People's Dialogue on Peace initiative. The integration of gender functions into the Human Rights Unit would enhance support for those programme activities and provide a more coherent basis on which to mainstream women's issues within the Mission's broader programme activities, including the implementation of Security Council resolution [1325 \(2000\)](#) on women and peace and security;

(iv) In the areas of both child protection and gender mainstreaming, UNAMA has productive partnerships with agencies, funds and programmes that have specific mandates in those areas and with which much of the daily programme activities are coordinated, notably the Special Representative of the Secretary-General for Children and Armed Conflict, the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The proposed merger has been coordinated with those partners in order to streamline the process and find synergies;

(v) In this context, it is proposed that the Mission's human resources be reorganized as described in section III.B;

(d) Merge field coordination functions into the Office of the Director of Civil Affairs and Development. As a result of the reduction in the number of field offices in 2013 and the subsequent changes proposed for 2014, the workload of the Field Coordination Unit in carrying out coordination activities with field offices is expected to be reduced. It is therefore proposed that the functions of the Field Coordination Unit be redeployed to the Office of the Director of Civil Affairs and Development, which has coordination responsibilities within the Mission, to ensure proper liaison with relevant offices at UNAMA, to support the Mission's field engagement and to oversee the monitoring and accountability of the contribution made by field offices and their alignment with the Mission's overall priorities. In this context, it is proposed that the Mission's human resources be reorganized as described in section III.B.

Vacancy rates

20. UNAMA will remain committed to closely monitoring staffing levels at all Mission locations in order to maintain a low level of vacancies. Considering the proposed reduction in all categories of staff throughout the Mission, the following vacancy rates are proposed as part of the estimates for salaries and related staff costs for 2014:

- (a) 5 per cent for military personnel;
- (b) 30 per cent for United Nations police;
- (c) 7 per cent for international staff;
- (d) 6 per cent for National Professional Officers and 4 per cent for Local level staff;
- (e) 11 per cent for United Nations Volunteers.

21. It is anticipated that the actual deployment of military personnel, United Nations police and all other Mission staff in 2013 would result in the following vacancy rates:

- (a) Less than 1 per cent for military personnel;
- (b) 40 per cent for United Nations police;
- (c) 14 per cent for international staff;
- (d) 4 per cent for national staff;
- (e) 16 per cent for United Nations Volunteers.

Security considerations for 2014

22. The security environment in 2014 is expected to remain volatile and attempts to influence, distort and disrupt the transition process, including the work of the United Nations as an impartial actor, will continue. As the final stages of the security transition process, involving the transfer to the Afghan security forces of the primary responsibility for security in the country, has proceeded across Afghanistan, the number of security incidents recorded by the United Nations in the first part of 2013 increased as compared with the levels recorded in 2012. Two factors contributing to the increase are the increased concentration of efforts by Afghan security forces to support the legitimacy of the Government and its institutions and efforts by anti-Government elements to exploit and disrupt the political and security transitions.

23. The threat posed to the United Nations by criminal activity is also of concern, as an increase in such incidents is typically associated with economic uncertainty or an economic downturn such as may result from the ongoing transition process, and there is a tendency on the part of criminal groups to exploit ongoing security challenges faced by Afghan forces. An increase in threats to the United Nations has been observed in 2013. The direct and indirect threats posed by the increased level of violence continue to have implications for the delivery of United Nations programmes, including restrictions on the movement of staff and operations. The unpredictable nature of those threats is demonstrated by the suicide attack that occurred on 24 May on the compound of the International Organization for Migration (IOM) in Kabul. The response of the Afghan security forces to the attack demonstrated their increased ability and resolve to support the United Nations. Furthermore, the value of security investments made to date and the need to ensure internally that a robust and pragmatic security apparatus is maintained to safeguard the Organization's personnel were underscored.

24. UNAMA will continue to take the steps necessary to ensure the security of its staff and assets throughout the country. In conjunction with the United Nations country team and Headquarters in New York, UNAMA will continue to implement a broad range of security measures with a view to developing appropriate risk-mitigation strategies. Those efforts will ensure both continued compliance with the minimum operating security standards/residential security standards applicable to the United Nations engagement in Afghanistan and support the process of planning for the Mission's future security strategies. The cost of security for the Mission in 2014 is set out in annex II.

Extrabudgetary resources

25. The Mission has three multi-year initiatives supported by extrabudgetary resources that commenced in 2013, as follows:

(a) A €3 million project to develop community policing and increase the role of women in the police force that will operate until early 2016;

(b) A \$1.65 million project for political activities linked to the peace and reconciliation process and in support of the High Peace Council, to operate to the end of 2014;

(c) A \$0.85 million project to strengthen coordination among national justice institutions, donors and implementing agencies to the end of 2014.

26. To date, extrabudgetary funding has provided the Mission with access to additional technical expertise and enabled it to support specific initiatives and events. In 2014 the Mission expects to receive further instalments for each of these projects linked to their progress and results, as agreed with the respective donors. UNAMA will continue to examine options to mobilize additional resources, if so required, to support current and future opportunities for programme activities.

II. Mission mandate and planned results

Performance for 2013

Expected accomplishments	Actual results with focus on major indicators of achievement for 2013
(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability	<p>The High Peace Council continued efforts to promote the peace and reconciliation process; in the first half of 2013, the Council organized several information-sharing meetings with political parties and civil society at which it briefed participants on steps it had taken in relation to the peace process and planned future steps; UNAMA, with support from the Department of Political Affairs, undertook three mediation workshops, engaging community leaders in Herat, Mazar-e-Sharif and Kabul, as well as members of the High Peace Council secretariat, on conflict resolution</p> <p>The Afghanistan Peace and Reintegration Programme continued its efforts to reintegrate lower-level former fighters, supported by UNAMA and the United Nations Development Programme (UNDP); according to the Afghanistan Peace and Reintegration Programme joint secretariat, about 6,840 insurgents had joined the Programme by mid-2013; to further enhance the credibility of the Programme, UNAMA continued to use its position on the technical committee to advocate for community participation; the UNAMA Salaam Support Group continues consultations regarding activities in the context of the second phase of its dialogue initiative, in follow-up to preparatory steps initiated at the end of 2012;</p>

Expected accomplishments	Actual results with focus on major indicators of achievement for 2013
	<p>during the first half of 2013, the Group provided logistical support to the joint secretariat of the High Peace Council and the Afghanistan Peace and Reintegration Programme for in-country and out-of-country missions</p> <p>UNAMA strengthened its political outreach to decrease tension and stimulate dialogue among Afghans, including outreach to key community and religious leaders and political party representatives, to promote understanding of national issues and encourage broadly inclusive consensus on issues including reconciliation, transition and elections</p> <p>At the request of Afghan authorities, UNAMA continues to support the organization of presidential and provincial council elections in 2014, as well as dialogue with the Government, the Independent Electoral Commission and civil society on progress on preparations for elections, in support of the Government's own efforts to strengthen the sustainability, integrity and inclusiveness of the electoral process; UNAMA has helped to facilitate dialogue with various stakeholders on issues ranging from electoral legislation, the process of consultative appointment of officials for election management bodies, voter registration and options on modalities for financial support; those efforts continue to be closely coordinated with the UNDP project entitled "Enhancing legal and electoral capacity for tomorrow" (ELECT II) to provide capacity-building and technical assistance to Afghan institutions</p> <p>Through its good offices and technical capacity, UNAMA remains actively engaged in supporting regional cooperation mechanisms and initiatives that contribute to the development of stronger stability and greater economic prosperity in Afghanistan and the broader region; those efforts have been carried out particularly through the Istanbul Process and the accompanying confidence-building measures agreed upon at the ministerial conference held in Kabul on 14 June 2012 and the six confidence-building measure implementation plans adopted at the ministerial conference held in Almaty on 26 April 2013; UNAMA has played a central role in enabling the United Nations system to engage in broader regional cooperation; those efforts have been reinforced through good offices and advocacy visits of the Special Representative and senior staff to Azerbaijan, the Islamic Republic of Iran, Kazakhstan, Pakistan, Turkey and the United Arab Emirates</p>

Expected accomplishments	Actual results with focus on major indicators of achievement for 2013
(b) Progress towards reform of the Afghanistan security sector and the rule of law	<p data-bbox="787 342 1466 590">In support of the Ministry of the Interior's 10-year vision for the national police, UNAMA launched a democratic policing project in January 2013; the three-year project aims to promote community engagement to enhance police accountability and provide support to the Ministry's broader democratic policing programme with initiatives that will further enable the work of women police officers and family response units</p> <p data-bbox="787 621 1466 898">Linked to the Ministry's 10-year vision and following on from the Mission's monitoring of the transfer of the central prison directorate from the Ministry of Justice in 2012, UNAMA in April accepted the request of the Ministry of the Interior to act as co-chair of a working group on prisons to help improve the conditions and operation of prisons and detention facilities, including the expansion of facilities across the country, to address such issues as overcrowding</p> <p data-bbox="787 930 1466 1142">On 5 June 2013, the Wolesi Jirga passed the draft criminal procedure code, identified as a legislative priority at the Kabul ministerial conference; the draft code will now be discussed by the Meshrano Jirga; UNAMA contributed to the drafting of the code, a process led by the Ministry of Justice, and is also part of the criminal law reform working group, which is revising the penal code</p> <p data-bbox="787 1173 1466 1577">UNAMA has continued working to improve the coordination of justice sector actors; with a view to achieving the endorsement of the national priority programme on law and justice for all, UNAMA has provided technical assistance and facilitated discussions between donors and the Government on the draft; on 29 June, the standing committee endorsed the national priority programmes, having been granted the authority to do so in the absence of a meeting of the Joint Coordination and Monitoring Board; at the regional level, UNAMA has continued to provide support to provincial justice coordination meetings, the primary justice coordination mechanism in the provinces</p>
(c) Increased respect for human rights in Afghanistan	<p data-bbox="787 1608 1466 1818">UNAMA advocacy and reporting on the protection of civilians has continued to result in increased awareness and improvements by Afghan security forces and the International Security Assistance Force (ISAF) to mitigate and accurately document civilian casualties; the Taliban has routinely responded to the Mission's reports and statements and begun issuing monthly reports on civilian</p>

Expected accomplishments	Actual results with focus on major indicators of achievement for 2013
	<p>casualties and actions carried out by them to protect civilians; those measures have not yet resulted in any discernible improvement in civilian protection, with civilian casualties increasing, in particular from indiscriminate attacks and the deliberate targeting of civilians perceived to be supporting the Government</p> <p>In January 2013, UNAMA released its second report on the treatment of conflict-related detainees in Afghan custody: one year on, in which it highlighted continued evidence of ill-treatment despite efforts by the Government and international partners; in response to the report, the President established a fact-finding delegation that in February 2013 confirmed many of the Mission's findings; consequently, a presidential decree was issued, on 16 February, on the implementation of 11 recommendations to take remedial action, in which Government institutions committed to prosecuting alleged perpetrators, releasing arbitrary detainees and improving access to defence lawyers and medical treatment; follow-up actions taken by the Government in respect of the decree have resulted in the release of 300 illegal detainees; the National Directorate for Security issued an order giving unfettered access to human rights organizations, including UNAMA and the Afghan Independent Human Rights Commission, to all its detention facilities, including unannounced visits</p> <p>UNAMA has continued to support the implementation of the elimination of violence against women law following the release of the second report examining its implementation, issued in December 2012; in connection with the follow-up recommendations of the report, UNAMA has continued to promote the effective use and awareness of the law and its related mechanisms by the authorities, as well as more general awareness and understanding of the law among communities; UNAMA has also contributed to discussions on the elimination of violence against women law and its implementation related to the Tokyo Mutual Accountability Framework</p> <p>UNAMA has provided continued support to Afghan civil society to promote an inclusive, rights-based peace process through the broad participation of ordinary Afghans and the inclusion of the widest possible spectrum of opinions; the second phase of the Afghan People's Dialogue on Peace initiative commenced across the country in February 2013; work under the initiative, led by civil society and supported by UNAMA, continues to help</p>

Expected accomplishments	Actual results with focus on major indicators of achievement for 2013
(d) Increased effectiveness of development and humanitarian assistance provided to Afghanistan and improvement of Afghan institutions with a focus on subnational governmental structures	<p data-bbox="787 336 1398 489">ensure that the legitimate grievances, concerns and aspirations of ordinary Afghans are heard and acknowledged by policymakers and taken into consideration in all processes and plans for achieving sustainable peace in Afghanistan</p> <p data-bbox="787 516 1463 924">UNAMA has continued to support the Government in the implementation of its action plan on the prevention of underage recruitment and the annexes thereto on killing and maiming and sexual violence; as co-chair of the country task force on monitoring and reporting, UNAMA has coordinated the response to the Government's progress report on the implementation of the action plan, which provided a series of recommendations to prevent underage recruitment and facilitate implementation of the action plan; the country task force on monitoring and reporting on children in armed conflict has continued to receive and verify incidents of casualties and recruitment affecting children</p> <p data-bbox="787 951 1463 1297">UNAMA has worked closely with the Ministry of Finance, the Ministry of Economy and provincial authorities to strengthen the understanding of national development frameworks at the subnational level and vice versa; the Ministry of Economy has established guidance on provincial development plans; the Ministry of Finance is clarifying the national and subnational budget process; UNAMA is engaged with donors to increase the effectiveness of development assistance to Afghanistan, with a focus on subnational and national policy and planning linkages</p> <p data-bbox="787 1325 1430 1507">To achieve the implementation of the benchmarks and recommendations identified by the Independent Joint Anti-Corruption Monitoring and Evaluation Committee, UNAMA has continued to facilitate dialogue with the United Nations country team and the international community</p> <p data-bbox="787 1535 1463 1814">A key element in the implementation of the national priority programme on efficient and effective governance is the establishment of a single framework of district coordination councils as an interim measure until they are replaced by elected district councils; UNAMA has worked with the Government, notably the Independent Directorate of Local Governance, to coordinate donor support for the process and is working to ensure its successful roll-out and implementation</p>

Expected accomplishments	Actual results with focus on major indicators of achievement for 2013
(e) Enhanced implementation of the Afghanistan national development strategy benchmarks, London and Kabul Conference benchmarks and national priority programmes	<p data-bbox="787 342 1458 621">The second annual meeting of heads of United Nations country teams and Afghan line ministries was held in February 2013; the meeting confirmed a reorientation of the relationship through the transition and the “transformation decade”; the current common country assessment and the subsequent UNDAF process will build on those discussions to emphasize building the capacity of Afghan institutions and enhancing coherence on the part of the United Nations</p> <p data-bbox="787 651 1463 1058">Overall, 21 of the 22 national priority programmes have been endorsed, with 4 having been endorsed in February by the Joint Coordination and Monitoring Board and 1 in June by the standing committee; the implementation of the national priority programmes entitled “efficient and effective governance” and “justice for all” is regarded as being particularly significant for improvements in terms of equitable and accessible systems within the institutions responsible for judicial and subnational service delivery; UNAMA has continued to advocate and support the efforts of the Ministry of Finance and relevant line ministries in connection with donor support for the implementation of the national priority programmes</p> <p data-bbox="787 1087 1463 1461">On 10 April, President Karzai endorsed 24 tangible actions (17 for the Government and 7 for the international community) drawn from core elements of the Tokyo Mutual Accountability Framework; these “hard deliverables” are aimed at tracking the implementation of commitments prior to the meeting of senior officials held in July 2013; the Ministry of Finance and the Ministry of Foreign Affairs co-chaired the meeting together with the Special Representative of the Secretary-General for Afghanistan; to support the preparations, UNAMA has acted as secretariat and facilitator of a task force consisting of international stakeholders and the Ministry of Finance</p> <p data-bbox="787 1491 1458 1732">Throughout the period, UNAMA has emphasized the engagement of civil society organizations within the Tokyo Mutual Accountability Framework technical committee; it is anticipated that during the second half of the year discussions will begin to focus on the “transformation decade” as part of the preparations for the ministerial meeting to be held in the United Kingdom of Great Britain and Northern Ireland in 2014</p>

Expected accomplishments	Actual results with focus on major indicators of achievement for 2013
	<p>The Joint Coordination and Monitoring Board has endorsed an aid management policy that provides for a five-year framework to address alignment with Government priorities and on-budget financing, which represents significant progress in meeting the “new deal” commitments made by the international community at the Fourth High-level Forum on Aid Effectiveness, held in Busan, Republic of Korea, in 2011, and a commitment of the Tokyo Mutual Accountability Framework; UNAMA has assisted the Ministry of Finance in both the development and implementation of the policy with international partners, the specialized agencies and the United Nations funds and programmes</p>

Performance assumptions for 2014

27. The UNAMA strategic framework is aligned with the goals set out by the Security Council in its resolution [2096 \(2013\)](#). The overall objective and expected accomplishments of the Mission in 2013 will remain unchanged in 2014. However, some indicators of achievement and related performance measures have been updated to reflect the outcomes of key events that took place in 2012 and the first half of 2013, including developments related to the Istanbul Process and the Tokyo Mutual Accountability Framework. The indicators of achievement and performance measures related to human rights, rule of law and governance targets have also been updated to ensure their alignment with the context and priorities of the Mission. Progress towards the proposed accomplishments and the accompanying challenges will continue to be documented in the quarterly report of the Secretary-General to the Security Council on the situation in Afghanistan.

28. In contrast to 2012, the assessment by the United Nations of the security situation has indicated a deterioration in terms of the number of violent incidents recorded, but the transition to Afghan responsibility for security by 2014 has remained on target. Although the Mission has expended considerable effort in the past year to adapt its approaches to meeting challenges, the volatility and uncertainty associated with the overall transition process will continue to affect the Mission's ability to engage with its counterparts, especially at the provincial level, and therefore the achievement of the proposed performance targets in 2014.

Objective, expected accomplishments and indicators of achievement for 2014

29. The objective, expected accomplishments and indicators of achievement of the Mission are set out below.

Objective: To promote peace and stability in Afghanistan

Expected accomplishments	Indicators of achievement
(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability	<p data-bbox="771 359 1468 453">(a) (i) Enhanced political outreach, including through the implementation of the recommendations of the Consultative Peace Jirga</p> <p data-bbox="771 478 1468 510"><i>Performance measures</i></p> <p data-bbox="771 531 1468 783">Actual 2012: the High Peace Council and the Afghanistan Peace and Reintegration Programme joint secretariat continued efforts to promote the peace process; a total of 33 provincial peace councils and provincial joint secretariat teams supported reintegration events and developed 116 community recovery projects; the Programme provided support to an additional 1,512 reintegrees</p> <p data-bbox="771 804 1468 1094">Estimate 2013: the High Peace Council and Afghanistan Peace and Reintegration Programme continue outreach efforts to promote the peace process; all 34 provincial peace councils and provincial joint secretariat teams are fully established to support reintegration events; provincial peace councils and provincial joint secretariat teams develop an estimated 141 community recovery projects; the Programme provides support to an additional 1,500 reintegrees</p> <p data-bbox="771 1115 1468 1367">Target 2014: the High Peace Council and provincial peace councils will continue to be actively engaged in outreach, confidence-building, negotiation and grievance resolution; the ability of provincial joint secretariat teams to develop community recovery projects is expected to be enhanced; the Afghanistan Peace and Reintegration Programme is expected to provide support to an additional 1,500 reintegrees</p> <p data-bbox="771 1388 1468 1482">(ii) Implementation of confidence-building measures to increase dialogue among communities to redress past grievances</p> <p data-bbox="771 1503 1468 1535"><i>Performance measures</i></p> <p data-bbox="771 1556 1468 1650">Number of high-level former combatants reconciled with the Government who are afforded security guarantees by the Afghan security forces and ISAF</p> <p data-bbox="771 1671 1468 1703">Actual 2012: 5</p> <p data-bbox="771 1724 1468 1755">Estimate 2013: 10</p> <p data-bbox="771 1776 1468 1810">Target 2014: 10</p>

(iii) Reduced number of internal, intra-Afghan and provincial conflicts, such as tribal conflicts, land disputes, ethnic conflicts, conflicts between political parties and disputes over Government appointments

Performance measures

Number of de-conflicting initiatives undertaken through UNAMA good offices and political outreach

Actual 2012: 73

Estimate 2013: 70

Target 2014: 60

(iv) Increased Government engagement in the implementation, planning and funding of elections in Afghanistan, including in its efforts to strengthen their sustainability, integrity and inclusiveness

Performance measures

Actual 2012: at the request of the Government of Afghanistan, UNAMA continued to support dialogue on strengthening the sustainability, integrity and inclusiveness of the electoral process; on 31 October 2012, the Independent Electoral Commission formally requested United Nations support for the 2014-2015 elections, which led to the first phase of a needs assessment mission; UNAMA continued to coordinate efforts with the UNDP ELECT II project to provide technical assistance on elections to the Independent Electoral Commission, including a feasibility study to help develop a sustainable mechanism for improving the voter register

Estimate 2013: support for capacity-building and assistance to election management bodies continues, with an enhanced focus on 2014 election planning and preparations, including the revision of the UNDP ELECT II project and the second phase of the United Nations needs assessment mission completed; dialogue with the Government, the Independent Electoral Commission and civil society continues on the establishment of an electoral framework; facilitation of dialogue with international partners on funding issues increases

Target 2014: presidential and provincial council elections will be conducted in accordance with the operational plan prepared by the Independent Electoral Commission; UNAMA and UNDP ELECT II will

continue to provide technical assistance, as requested by the Government and the Commission, to help consolidate electoral capacity and improve the integrity and sustainability of the elections for the lower house of the National Assembly in 2015

(v) Increased regional cooperation activities and confidence-building measures

Performance measures

Increase in regional exchanges on and advocacy towards strengthened stability and economic prosperity of Afghanistan and the region, including through the Istanbul Process

Actual 2012: the Kabul Ministerial Conference on the Istanbul Process saw agreement on six confidence-building measures for the region; UNAMA acted as the focal point to assist specialized agencies and United Nations funds and programmes in engaging in the Istanbul Process technical groups on confidence-building measures; UNAMA participated in and supported the Istanbul Process throughout the year, including practical involvement within all four meetings of senior officials; UNAMA undertook regular outreach with neighbouring countries, regional meetings and regional bodies to advocate for regional cooperation on Afghanistan

Estimate 2013: the adoption of implementation plans for the six confidence-building measures is endorsed by the Almaty Ministerial Conference; progress is made on implementation plans through 10 regional technical group meetings, through which UNAMA continues to support the engagement of the United Nations system; UNAMA continues regular outreach and advocacy with neighbouring countries and regional bodies to advocate for regional cooperation on Afghanistan

Target 2014: six regional technical group meetings will lead to the commencement of two activities per confidence-building measure in which UNAMA continues to support the engagement of the United Nations system; the China Ministerial Conference on the Istanbul Process will take place and review progress on confidence-building measure implementation plans; UNAMA will continue regular outreach to neighbouring countries and regional bodies, as well as through regional meetings, for regional cooperation on Afghanistan

Outputs

- Provision of good offices to the Government of Afghanistan, the Afghanistan Peace and Reintegration Programme joint secretariat and the High Peace Council, including line ministries, embassies, NATO/ISAF and independent institutions, including the Independent Electoral Commission and civil society
- Provision of political analysis and guidance on a regular and structured basis at the national and subnational levels to both internal stakeholders, including senior management of the Mission and key United Nations country team forums, and external partners and interlocutors, including to promote conflict resolution and regional initiatives
- Contribution of UNAMA to policy and programme development under the Afghanistan Peace and Reintegration Programme; analysis of the political dynamics and practical implementation of the Programme through engagement with all stakeholders; recommendations for increasing effectiveness
- Coordination of international political support for electoral efforts by UNAMA in conjunction with the UNDP ELECT II project
- Provision of advice and support to Afghan institutions on regional cooperation issues and contribution to the agenda; facilitation and chairing of a forum on regional cooperation, including through the Istanbul Process

External factors

30. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stakeholders maintain the necessary political and financial support, taking into account that the coordination of political and military strategies and the engagement of regional neighbours are essential elements for an environment conducive to peace and stability; (b) the Government demonstrates the political will to improve governance and reduce corruption; (c) tensions among the legislative, judicial and executive branches and between subnational and central Government agencies do not negatively affect the electoral reform process; and (d) stakeholders agree on an all-inclusive political process and reconciliation programme.

Expected accomplishments**Indicators of achievement**

(b) Progress towards reform of the Afghanistan security sector and the rule of law

(b) (i) Improved accountability and responsiveness of the national police to communities, particularly the provision of access to justice for women and children

Performance measures

Issuance of strategies and plans for community policing led by the Ministry of the Interior

Actual 2012: a policy paper on the development of the Afghan National Police beyond 2014 was developed by the senior police advisers group to provide recommendations to the Ministry of the Interior to focus on law enforcement functions, in which UNAMA advocated for strengthened community policing

Estimate 2013: the Minister of the Interior's 10-year vision for the national police and the Ministry of the Interior is developed by the Ministry of the Interior, incorporating technical advice from UNAMA on the role of community policing and capacity-building regarding policewomen

Target 2014: a two-year action plan on community policing will be developed jointly by the Ministry of the Interior and an international community working group; UNAMA will continue to advocate for the implementation of practical steps to increase police engagement with communities

Establishment of systems and mechanisms to institutionalize police-community partnerships with an emphasis on the role of women police

Actual 2012: the police-community consultations concept was piloted in one province; two policewomen councils were established

Estimate 2013: police-community consultations result in the establishment of action plans in 15 additional districts of 5 provinces with associated community outreach activities; police family response units and health-care providers cooperate on victim referral in one province; 5 policewomen councils are established; policewomen conduct awareness training with schools and community leaders in 5 provinces

Target 2014: police community consultations and outreach will be institutionalized at the provincial level in five provinces and in Ministry of the Interior academy and training centre curricula; police family response units and health-care providers will cooperate on victim referrals in four provinces; six policewomen councils will be established; policewomen will conduct awareness training with schools and community leaders in 10 provinces

(ii) Adoption of laws and other legal instruments

Performance measures

Actual 2012: the Council of Ministers approved the criminal procedure code, which underwent discussion with the Judicial Commission of the Wolesi Jirga (the lower house of the National Assembly); revision and consolidation of the penal code begun in April by the working group on criminal law reform; the law on the jurisdiction and structure of the judiciary was ratified by the National Assembly

Estimate 2013: the criminal procedure code is enacted following discussions in the National Assembly; implementation of the code begins; revision and consolidation of the penal code by the criminal law reform working group, of which UNAMA is a member, continues; a law on the jurisdiction and structure of the Attorney General's Office is enacted

Target 2014: the criminal law reform working group will continue to revise and consolidate the penal code; a revised prison law will be submitted to the Ministry of Justice

(iii) Improved coordination of the justice sector

Performance measures

Actual 2012: the national priority programme entitled "Justice for all" was revised; the Mission's support to provincial justice coordination meetings became operational in 27 provinces

Estimate 2013: the national priority programme entitled "Justice for all" is endorsed by the standing committee and the Joint Coordination and Monitoring Board; provincial justice coordination meetings become operational in 30 provinces

Target 2014: the national priority programme entitled "Justice for all" will begin; the Mission's support to provincial justice coordination meetings will become operational in 32 provinces

(iv) Improved conditions in Afghan detention facilities and correction centres

Performance measures

Implementation of case management process commences in all prisons and detention centres

Actual 2012: improved case management process was extended to all remaining provincial prisons

Estimate 2013: measures to improve administration and management are reviewed by the central prison directorate with a view to adopting the phased implementation of 173 operational directives in all prisons and detention centres

Target 2014: all 173 operational directives will be piloted and implemented on the basis of 17 prioritized phases to all prisons and detention centres

Outputs

- As co-chair of the justice sector board of donors, facilitate discussion and coordination with key international stakeholders to provide sustainable support for justice sector initiatives
- Provision of advice and assistance to the Government's justice institutions at the provincial and central levels to enhance coordination with and ensure the identification and mobilization of resources for the appropriate institutions and/or ministries
- Provision of support to the Ministry of the Interior and Ministry of Justice, including technical working groups consisting of national police and justice sector officials and international partners, including the United Nations system, at the central and provincial levels to enhance coordination and coherence
- Provision of support for and the coordination of prison reform and rehabilitation activities, including the management of prisons, among the Government of Afghanistan, the United Nations and international partners
- Design and implementation of systems to map donor activities in the justice sector in respect of the implementation of a national priority programme entitled "Justice for all"

External factors

31. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Government and donor contributions to the justice sector continue; (b) Parliament has the capacity to review legal documents in order to determine the ability of the Government to adhere to the legislative calendar and implement the necessary legislation; (c) the quantity and quality of tertiary legal education are enhanced to increase the capacity of the justice sector; and (d) a national programme continues to be supported as a central vehicle to drive reform within judicial institutions, supported by strong donor support for the re-establishment of the rule of law.

Expected accomplishments	Indicators of achievement
(c) Increased respect for human rights in Afghanistan	(c) (i) Strengthened efforts to combat violence against women
	<i>Performance measures</i>
	Actual 2012: the UNAMA report on the implementation of the elimination of violence against women law, issued in Afghanistan in December 2012, along with the conduct of several advocacy activities, resulted in a significant increase in the visibility of the law throughout the country and among a variety of stakeholders; the national police and prosecutors received at least 2,300 reported incidents of violence against women, of which more than 1,100 resulted in criminal investigations; despite this progress, however, the report noted significant underreporting and lack of investigations into most incidents; UNAMA continued training and carrying out

awareness-raising activities to increase understanding on the part of religious leaders and law enforcement officials

Estimate 2013: monitoring, reporting and advocacy activities, including through the issuance of a follow-up report on the progress of the implementation of the elimination of violence against women law by UNAMA and its partners, are carried out to increase awareness of the law across the country and to reduce harmful practices; support is provided for the strengthening of provincial commissions on the law on the elimination of violence against women; law enforcement officials are trained to carry out investigations and prosecutions for the implementation of the law and given support to do so; women are prevented from being detained and prosecuted under charges of “moral crimes”, or the number of such detentions and prosecutions is reduced

Target 2014: UNAMA reporting and advocacy, including the publication of a report on women’s rights, will be aimed at encouraging the full implementation of the law on the elimination of violence against women and raising awareness of mechanisms provided for in the law to reduce harmful practices; there will be strengthened implementation of the law through increased accountability with respect to cases involving violence against women

(ii) Improved respect for international human rights and humanitarian laws ensuring the protection of civilians in armed conflict

Performance measures

Actual 2012: UNAMA advocacy and reporting activities, including 54 consultations with community representatives and the issuance of 2 reports on the protection of civilians in armed conflict, resulted in the establishment of a civilian casualty tracking mechanism by the Afghan security forces in the Presidential Information Coordination Centre and the appointment of a Special Adviser to the President on the protection of civilians; UNAMA contributed to improvements regarding accountability, vetting and recruitment of Afghan local police and the establishment of high-level NATO-ISAF/ANSF/UNAMA forum to mitigate civilian casualties

Estimate 2013: UNAMA monitoring, reporting and advocacy efforts contribute to increased awareness of all parties to the conflict regarding their legal obligation to minimize and prevent civilian casualties, including through 50 consultations with community representatives and the issuance of 2 public reports on the protection of civilians in armed conflict; incidents of civilian casualties caused by all parties to the conflict are documented and investigated, and the implementation of the public commitment of the Taliban to the increased protection of civilians and the cessation of its use of indiscriminate tactics is followed up

Target 2014: UNAMA advocacy efforts, including 50 consultations with community representatives and the issuance of midyear and annual public reports on the protection of civilians and other bilateral advocacy efforts, will lead to sustained or increased resources dedicated to countering the use of improvised explosive devices, increased accountability by the Afghan security forces to mitigate and document civilian casualties and commitment from ISAF regarding the clearance of explosive remnants of war from military bases closed or transitioned in the past and in the future

(iii) Improved respect for the human rights of conflict-related detainees

Performance measures

Actual 2012: in response to the recommendations of the UNAMA report on conflict issued in 2011, the Human Rights Support Unit of the Ministry of Justice, ISAF and international donors, with the support provided by UNAMA, conducted a series of human rights-related training for staff of the National Directorate of Security and national police at detention facilities across the country to recertify facilities for the transfer of detainees; transfers were suspended again, however, in October and November 2012 as a result of further concerns raised by UNAMA in the course of its regular monitoring; the Afghan Independent Human Rights Commission increased its monitoring of Afghan detention facilities and issued its own report on the treatment of detainees in March 2012; the Commission, with support from UNAMA, worked closely with ISAF to develop a regular detention facility inspection regime

Estimate 2013: UNAMA monitoring, reporting and advocacy efforts, including the issuance of a public report, contribute to further actions, including the appointment by the President of a delegation to investigate detention issues; an order granting human rights organizations, including UNAMA and the Afghan Independent Human Rights Commission, unfettered access, including unannounced visits, to all detention facilities is issued by the National Directorate of Security; UNAMA continues to monitor and provide support for government efforts towards the implementation of the presidential decree on detentions and its quarterly reports; UNAMA continues support training initiatives led by the Government and international counterparts

Target 2014: monitoring, reporting and advocacy efforts, including through the issuance of a public report, will help Afghan institutions to secure international assistance needed to implement follow-up actions in key areas; UNAMA will continue to monitor and support Government efforts on the implementation of the presidential decree on detentions and its quarterly reports; UNAMA will continue to support training initiatives led by the Government and international counterparts

(iv) Strengthened efforts to address transitional justice and impunity

Performance measures

Actual 2012: UNAMA supported the civil society steering committee of the Afghan People's Dialogue on Peace initiative in carrying out targeted advocacy regarding the findings of the first phase of the Dialogue, which were summarized in a report entitled "Laying the foundations for an inclusive peace process"; the first phase of the Dialogue resulted in 78 focus group discussions carried out throughout the country and involving more than 1,500 ordinary Afghans, including men, women, youth and traditionally marginalized and minority groups; UNAMA provided technical advice and guidance to the steering committee in developing the second phase of the Dialogue, aimed at enabling ordinary Afghans to develop local road maps for peace in their provinces

Estimate 2013: UNAMA continues to provide support to the civil society steering committee of the Dialogue on Peace initiative in facilitating a countrywide

dialogue involving about 4,000 ordinary Afghans through 200 focus group discussions with the aim of covering all 34 provinces of the country; the Dialogue feeds into the development of local road maps for peace and in turn informs policy development at the provincial and national levels; a report highlighting key findings is produced and a national conference is organized to enable civil society to present the provincial road maps and discuss and share findings with policymakers

Target 2014: UNAMA will continue to advocate for the promotion of an inclusive, rights-based, just and accountable peace process by supporting the advocacy efforts of Afghan civil society; emphasis will be placed on drawing attention to the recommendations and findings in the context of all local road maps for peace, as well as strengthening monitoring and advocacy on such peacebuilding initiatives as the Afghan Peace and Reintegration Programme, including efforts aimed at preventing impunity and blanket amnesty for human rights violations and promoting the participation of marginalized groups in the peace processes

(v) Adoption of instruments and establishment of mechanisms to protect children affected by armed conflict, in line with Security Council resolutions [1612 \(2005\)](#) and [1882 \(2009\)](#)

Performance measures

Actual 2012: in view of the continued involvement of the national police in underage recruitment, as listed in the annual reports of the Secretary-General on children and armed conflict, the Government's interministerial steering committee and technical-level working group on children and armed conflict continued to implement the action plan on the prevention of underage recruitment and its annexes on killing and maiming and sexual violence; the Government reported progress in preventing child recruitment and other grave violations, including the issuance of decrees and improved age-verification procedures aimed at prohibiting underage recruitment into the national security forces; child protection units were also established in some army and police recruitment centres; UNAMA was provided with access to those centres to monitor the implementation of the action plan as well as the practical implementation of the decrees issued

Estimate 2013: UNAMA provides support and technical advice and guidance to the Government's interministerial steering committee in order to facilitate and expedite the implementation of the action plan; as co-chair of the country task force on monitoring and reporting, UNAMA supports and coordinates investigations, documentation and reporting on children and armed conflict

Target 2014: the Government's interministerial steering committee on children and armed conflict will continue to make progress in implementing the action plan and will receive technical support and guidance from UNAMA; focused countrywide monitoring and reporting by UNAMA and United Nations partners will lead to advocacy that protects children in armed conflict and improved respect for international humanitarian law and will raise awareness about and prevent underage recruitment

Outputs

- Monitoring, investigation and documentation of human rights violations and provision of recommendations on corrective actions, including the issuance of reports and associated advocacy actions on major human rights concerns, including the protection of civilians, women's rights and detention practices, with national and international stakeholders
 - Provision of technical advice to the Government of Afghanistan on the inclusion of human rights principles, accountability and inclusiveness in all peace and reconciliation processes, as well as continued technical support to State institutions and to the Afghan security forces with regard to human rights issues
 - Facilitation and provision of technical advice to civil society organizations to ensure the participation and representation of civil society and traditionally marginalized groups, including victims and women, in governance, peace and political processes in Afghanistan
 - Monitoring and provision of advice to the Government of Afghanistan on the implementation of the action plan on children and armed conflict, including the provision of training to strengthen the mechanism for monitoring and reporting on violations of children's rights
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External factors

32. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) an increase in the insurgency's activities does not result in an increased number of human rights abuses; (b) the withdrawal of the international military presence does not lead to increased violence and negatively affect the civilian population; (c) the Government demonstrates the willingness and the capacity to investigate human rights abuses, which is essential in bringing forward the human rights agenda; (d) there is political support for the depoliticization of and correct information regarding transitional justice issues, which is a condition sine qua non for progress on the transitional justice agenda; and (e) persistent and consistent political and financial support is provided to the human rights agenda.

Expected accomplishments	Indicators of achievement
(d) Increased effectiveness of development and humanitarian assistance to Afghanistan and improvement of Afghan institutions, with a focus on subnational government structures	<p data-bbox="808 306 1437 430">(d) (i) Increased effectiveness of UNDAF and strengthened integration and coherence throughout the United Nations system with a focus on alignment with government development priorities</p> <p data-bbox="854 457 1117 487"><i>Performance measures</i></p> <p data-bbox="854 510 1446 762">Actual 2012: the midterm progress review of UNDAF was completed; the Government and the United Nations reviewed the strategic alignment of processes to improve the coherence of programme delivery, including reaching agreement on the extension of the current UNDAF to synchronize the next iteration with the Government's national strategy for the "transformation decade"</p> <p data-bbox="854 785 1458 1037">Estimate 2013: the common country assessment is completed; the Government and the United Nations continue to review the strategic alignment of priorities and processes to agree on the outline for the next UNDAF; the United Nations coherence strategy is implemented, including the adoption of a joint communication framework and the initiation of a pilot phase of a business operations strategy</p> <p data-bbox="854 1060 1455 1278">Target 2014: UNDAF preparations will be finalized, including its strategic alignment with government priorities and the development of resource mobilization, business operations, monitoring and evaluation and communication plans; the United Nations coherence strategy is reviewed and merged into UNDAF; the current UNDAF is evaluated</p> <p data-bbox="854 1304 1455 1333">(ii) Extension of national programmes to provinces</p> <p data-bbox="854 1358 1117 1388"><i>Performance measures</i></p> <p data-bbox="854 1411 1458 1724">Actual 2012: public administrative reform addressing provincial/district governor offices and line ministries: 80 per cent completed (10 per cent in provincial municipalities where the reform was initiated); UNAMA conducted national priority programme workshops in six of the eight Afghan regions to promote improved linkages between the programmes and provincial development projects with local authorities and to improve coherence with provincial reconstruction teams</p> <p data-bbox="854 1747 1430 1839">Estimate 2013: public administrative reform addressing provincial and district governor offices and line ministries: 100 per cent completed in all</p>

34 provinces (70 per cent in 11 provincial municipalities where the reform was initiated); UNAMA continues national priority programme workshops and jointly with the Ministry of Economy issues a report on the findings; awareness workshops on the national budget development processes are conducted with local authorities and coherence with provincial reconstruction teams is improved

Target 2014: public administrative reform addressing provincial municipalities will be completed in 22 provincial municipalities; UNAMA will support eight regional workshops for high-level officials of ministries and provincial directors to help improve understanding regarding the extension of national priority programmes to the provinces and improve coherence with the provincial reconstruction teams

(iii) Improved ability of the Government of Afghanistan to identify and implement anti-corruption measures

Performance measures

Actual 2012: the national priority programme on transparency and accountability was revised in preparation for endorsement at the meeting of the Joint Evaluation and Monitoring Board; the Independent Joint Anti-Corruption Monitoring and Evaluation Committee indicated that 78 per cent of the recommendations and benchmarks it had made in its reports had been fully or partially implemented; assistance was provided to provincial councils to promote engagement with civil society and strengthen the implementation of subnational oversight mechanisms

Target 2013: the national priority programme on transparency and accountability is endorsed by the Joint Coordination and Monitoring Board; the Independent Joint Anti-Corruption Monitoring and Evaluation Committee continues to review compliance with the remaining recommendations and benchmarks and to develop additional targets with government institutions; UNAMA continues to provide technical assistance to provincial councils to promote engagement with civil society and strengthen the implementation of subnational oversight mechanisms

Estimate 2014: the national priority programme on transparency and accountability implementation will

commence; the Monitoring and Evaluation Committee will continue to review compliance with the remaining recommendations and benchmarks; UNAMA will continue to provide technical assistance to provincial councils to promote engagement with civil society and strengthen the implementation of subnational oversight mechanisms

(iv) Establishment and implementation of mechanisms to promote a more accountable and effective civil service, including at the subnational level

Performance measures

Number of civil servants with Afghan Civil Service Institute core competency training

Actual 2012: 4,602

Estimate 2013: 2,500

Target 2014: 2,500

Establishment of district coordination councils in accordance with the national policy for improving governance and development in districts and villages

Actual 2012: discussions were initiated to develop policy guidance on the establishment of district coordination councils

Estimated 2013: policy and operational guidance is approved and 80 district coordination councils are established

Target 2014: 195 district coordination councils are established

Number of deputy provincial governors and district governors recruited through the “merit-based appointment” process

Actual 2012: 32 deputy provincial governors and 189 district governors

Estimated 2013: 2 deputy provincial governors and 90 district governors

Target 2014: 85 district governors

(v) Increased capacity of the Government to mainstream gender perspectives into national policies and programmes

Performance measures

Actual 2012: gender perspectives were mainstreamed in the review process of the 11 remaining national priority programmes, incorporating gender concerns and targets; support to the Ministry of Women's Affairs resulted in the finalization of criteria for selecting ministries to pilot the implementation of the national action plan on women in Afghanistan

Estimated 2013: gender perspectives are mainstreamed into the ongoing review of the six remaining national priority programmes; advocacy with the Ministry of Women's Affairs national priority programmes continues so as to ensure the allocation of funding for full implementation; the Ministry of Women's Affairs continues to receive support in finalizing a monitoring and evaluation strategy for the implementation of a national action plan on women in Afghanistan

Targets 2014: the Ministry of Women's Affairs will be supported in implementing the monitoring and evaluation of gender mainstreaming in national policies and national priority programmes; support will be provided to accelerate the implementation of a national action plan on women in Afghanistan; gender mainstreaming structures will become functional in 10 out of 25 ministries

Outputs

- Provision of support to the Ministry of Finance in the issuance of financial review reports on a regular basis and in the implementation of its provincial budgeting pilot project
 - Provision of coordination services to provincial reconstruction teams on the alignment of their activities with the Afghanistan national development strategy, the national priority programme and provincial development plan priorities and processes
 - Provision of technical assistance to provincial development committees and provincial councils, governors and line ministries on the implementation and monitoring of provincial development plans
 - Coordination of capacity-building programmes for subnational authorities to plan, implement and monitor development activities at the provincial level
 - Provision of advice and technical assistance to the Government of Afghanistan on the implementation of the national action plan for the women of Afghanistan and on the monitoring of gender mainstreaming in the implementation of the Afghanistan national development strategy
-

External factors

33. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stakeholders maintain the necessary political and/or

financial commitments; (b) the security situation in each region of the country remains conducive to an increased emphasis on implementation at the subnational level; (c) natural disasters do not adversely affect reconstruction activities; (d) donors provide financial support for United Nations joint programming at the provincial level.

Expected accomplishments	Indicators of achievement
(e) Enhanced implementation of the Afghanistan national development strategy benchmarks, London and Kabul Conference benchmarks and national priority programmes	(e) (i) Strengthened collaboration between the Government of Afghanistan and the international community in determining and implementing priorities through the Joint Coordination and Monitoring Board, including support for the implementation of national priorities as part of the Kabul process <i>Performance measures</i> Actual 2012: five national priority programmes were endorsed; one Board meeting and three meetings of standing Board committees were held; an annual report on the Joint Coordination and Monitoring Board providing an overview of the Board's decisions and the progress of implementation was finalized; agreement was reached on a concept paper in follow-up to the Tokyo Conference entitled "Japan's assistance in Afghanistan: towards self-reliance" Estimate 2013: six national priority programmes are endorsed; one Board meeting and three meetings of standing Board committees are held; an annual report on the Joint Coordination and Monitoring Board providing an overview and the Board's decisions and progress of implementation is finalized; funding and monitoring modalities are agreed upon in support of national priority programmes that have been endorsed; senior officials meeting reviews progress of the Tokyo Mutual Accountability Framework Target 2014: facilitation of dialogue will be continued through the Joint Coordination and Monitoring Board to support the implementation of national priority programmes that have been endorsed and the development of coordination mechanisms for the "transformation decade" (ii) Strengthened government capacity to conduct effective donor coordination and increased ability to manage, evaluate and monitor aid effectiveness at the national and subnational levels

Performance measures

Actual 2012: the aid management policy was based on “new deal” commitments made by the international community at the Fourth High-level Forum on Aid Effectiveness held in Busan, developed by the Ministry of Finance

Estimate 2013: the aid management policy is endorsed by the Joint Coordination and Monitoring Board; support to the Ministry of Finance continues so as to facilitate donor engagement and coherence with respect to the aid management policy, including improved data collection for the donor assistance database and development cooperation dialogues

Target 2014: all development partners progressively align their aid portfolios with the aid management policy to support the national priority programmes through increased on-budget financing commitments

(iii) Establishment of a fully functional monitoring and evaluation framework for the implementation of government priorities

Performance measures

Actual 2012: one round of the 120-day national priority programmes progress report consultations was conducted; the process then ceased in view of a refocusing of efforts on the Tokyo Mutual Accountability Framework process in the second half of 2012

Estimate 2013: dialogue on the identification of follow-up steps on deliverables agreed in the Tokyo Mutual Accountability Framework process is facilitated; the Government is supported in formulating a single monitoring modality for the national development strategy and national priority programmes

Target 2014: dialogue on national priority programmes deliverables and Tokyo Mutual Accountability Framework indicators will be facilitated to promote a government-wide monitoring mechanism for the implementation of all government priorities

Outputs

- Facilitation by the co-chairs of the Joint Coordination and Monitoring Board of regular consultations between the Government of Afghanistan and the international community; provision of support and technical assistance to the Board secretariat

- Provision of strategic advice and good offices to national and regional authorities and key stakeholders to support the implementation of national priority programmes and commitments undertaken at the Tokyo Conference
- Monitoring of progress on the implementation of national priority programmes at the national and subnational levels; public information and outreach on the implementation of programmes; support for policy-building and provincial budget linkages at the national and subnational levels
- Support for government efforts to focus economic development and job creation through economic development programmes
- Provision of advice and technical assistance for the formulation of provincial development plans and alignment with national priority programmes
- Facilitation of better coordination and relationships between the Ministry of Finance, the Ministry of Economy and the Independent Directorate for Local Governance for national and subnational budgeting and monitoring of development programmes

External factors

34. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all stakeholders continue to provide the necessary political and financial commitment towards meeting the goals of the Afghanistan Compact, the Afghanistan national development strategy and the benchmarks of the Kabul, London and Tokyo Conferences; and (b) major political disruptions, including within the region, natural disasters or any other national emergency situation does not impair the implementation of the national development strategy, national priority programmes, the Tokyo Mutual Accountability Framework or the aid management policy.

Monitoring and evaluation

35. In addition to the presentation of information about the Mission's expected accomplishments and performance, such as that provided herein, a number of monitoring, evaluation and related reporting mechanisms are in place. The quarterly reports submitted by the Secretary-General to the Security Council remain the Mission's main tool for providing regular updates on the progress towards and accomplishment of its performance targets. Furthermore, the Mission contributes to a number of other United Nations system reporting mechanisms, including those of the integrated strategy framework and the Convention on the Elimination of All Forms of Discrimination against Women.

III. Resource requirements

A. Total resource requirements

36. The proposed resource requirements for UNAMA for the period from 1 January to 31 December 2014 are estimated at \$191,364,500 (net of staff assessment), reflecting a net decrease of \$4,866,900, or 2.4 per cent, compared with the resources approved for the Mission for 2013, as described in tables 1 and 12. Tables 2 and 3 provide details concerning staffing requirements. The report allows

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

Table 1

Total resource requirements (net)

(Thousands of United States dollars)

Category	2012-2013			Requirements for 2014		Total requirements 2013	Variance 2013-2014
	Appropriation	Estimated expenditure	Variance	Total	Non-recurrent		
	(1)	(2)	(3)=(1)-(2)	(4)	(5)	(6)	(7)=(4)-(6)
Military and police personnel costs	2 494.2	1 567.1	927.1	971.4	–	1 194.9	(223.5)
Civilian personnel costs	235 947.9	261 766.8	(25 818.9)	113 920.0	–	111 723.4	2 196.6
Operational costs	198 822.8	173 931.0	24 891.8	76 473.1	1 602.6	83 313.1	(6 840.0)
Total	437 264.9	437 264.9	–	191 364.5	1 602.6	196 231.4	(4 866.9)

37. The anticipated unencumbered balance in 2012-2013 relates mainly to:

- (a) Military and police personnel costs (\$927,100), owing mainly to:
 - (i) Lower-than-budgeted deployment of military advisers in 2012 to implement a temporary ceiling imposed due to the prevailing security situation in the country;
 - (ii) Lower-than-anticipated deployment of United Nations police in 2012 and 2013;
- (b) Operational costs (\$24,891,800), owing mainly to:
 - (i) Reduced utilization of the Mission's air fleet, which in turn resulted in lower rental and operation charges, services, ground-handling charges and a reduced consumption of fuel;
 - (ii) Reduced requirements for facilities and infrastructure, resulting mainly from decreased acquisition of security and safety equipment; revised specification of fire system and sewage treatment plant; fewer international armed guards actually deployed owing to the closure of six provincial offices; lower-than-budgeted cost of rental of premises in 2012, resulting from the closure of six provincial offices; and other reduced requirements, such as aviation fuel filtration units, stationery and office supplies and materials and sanitary and cleaning supplies, as cleaning services for the Mission in Kabul have been outsourced;
 - (iii) Reduced requirements for the acquisition and maintenance of a Global Positioning System (GPS) vehicle tracking service; reduced transponder charges and requirements for the acquisition of UHF digital trunking radios, due in part to the closure of several field offices in 2012 and 2013;
 - (iv) Reduced requirements for other supplies, services and equipment;

(v) Reduced number of trips undertaken by staff to attend non-training activities within the mission area in view of the early closure of various field offices in 2012 and 2013; and to attend training-related activities outside the mission area, resulting from increased training being conducted in-house or within the mission area;

(vi) Reduced requirements for medical supplies, as the current inventory is deemed sufficient to cover the Mission's needs; the underutilization of air ambulance medical evacuation services in 2012; and a higher-than-anticipated level of cost recoveries realized from staff of various United Nations agencies that visit the clinics and receive medical services on a cost-recovery basis;

(vii) Reduced engagement of consultants for the provision of technical and specialized expertise, particularly with respect to non-training activities as an increased number of in-house, local or regional expertise for consultancies was obtained.

38. The anticipated unencumbered balance referred to above would be fully offset by an anticipated overrun in 2012-2013 under civilian personnel costs (\$25,818,900), which relates mainly to:

(a) National staff, resulting from salary increases and a lower-than-budgeted actual average vacancy rate; and increases in common staff costs, in view of a change in the applicable parameter for the calculation of common staff costs, reflecting the application of 35 per cent over the net salary, compared with the budgeted rate of 25 per cent, based on actual expenditure trend;

(b) International staff, resulting from increases in common staff costs, resulting from a lower-than-budgeted vacancy rate; the inclusion of non-family duty station hardship allowance; increases in post adjustment; and increased rate for danger pay allowance;

(c) United Nations Volunteers, resulting from an increased rate for the provision for danger pay allowance.

39. The provision of \$191,364,500 (net of staff assessment) for 2014 would cover requirements for:

(a) Military and police personnel (\$971,400) for the deployment of 15 military advisers and 6 United Nations police, with respect to mission subsistence allowance, travel costs, clothing allowance and death and disability compensation;

(b) Civilian personnel (\$113,920,000) for the deployment of staff to all Mission locations (in Afghanistan, Pakistan, the Islamic Republic of Iran and Kuwait) of:

(i) 402 international staff, including 226 in the Professional category and 176 in the Field Service category, with respect to salaries, common staff costs and danger pay allowance;

(ii) 1,209 national staff, including 187 National Professional Officer and 1,022 Local level positions, with respect to salaries, common staff costs, overtime and danger pay allowance;

(iii) 80 United Nations Volunteers with respect to recurrent and non-recurrent costs, hazardous duty station allowance and programme support costs payable to the United Nations Volunteers headquarters in Bonn, Germany;

(c) Operational costs (\$76,473,100) to cover requirements for:

(i) Consultants (\$186,200), for the engagement of consultants for the provision of technical and specialized expertise with respect to training and non-training activities to assist in the implementation of the mandate of the Mission;

(ii) Official travel (\$1,879,900) to carry out training and non-training activities to implement the mandate of the Mission;

(iii) Facilities and infrastructure (\$33,778,300), to cover requirements, such as acquisition of office, safety and security and staff accommodation equipment; rental of premises; utilities; maintenance and cleaning; security services; construction, alteration and renovation projects; stationery and office supplies; spare parts; maintenance, cleaning, sanitation, field defence supplies and petrol, oil and lubricants for generators;

(iv) Ground transportation (\$1,488,700), to cover requirements for the Mission's ground fleet with respect to the acquisition of additional vehicle workshop equipment and tools; rental of specialized vehicles and heavy equipment; insurance for vehicles; spare parts, repairs and maintenance; and petrol, oil and lubricants;

(v) Air transportation (\$29,468,300), to cover requirements for the Mission's air fleet with respect to the rental and operation of aircraft; aviation petrol, oil and lubricants; landing fees and ground handling charges; air safety equipment and supplies; aircrew subsistence allowance; and air transport services;

(vi) Communications (\$4,810,100), to cover the cost of the Mission's commercial communications with respect to the acquisition of additional communications equipment; charges for commercial communications and support services; spare parts and supplies; the acquisition of additional public information broadcasting equipment; public information services; and supplies and maintenance related to public information;

(vii) Information technology (\$1,981,800), to cover the cost of the Mission's information technology structure with respect to the acquisition, support and maintenance of various software packages; information technology services; licences, fees and rental of software; and spare parts and supplies;

(viii) Medical (\$562,300), to cover requirements for the provision of medical services to staff deployed to all locations in Afghanistan with respect to the replacement of medical equipment; the cost of providing medical services; and medical supplies;

(ix) Other supplies, services and equipment (\$2,317,500), to cover the cost of supplies, services and equipment with respect to the acquisition of additional office and residential equipment; welfare items for staff;

subscriptions; printing and reproduction of materials; uniforms, flags and decals; training fees, supplies and services; official functions and hospitality; general insurance; bank charges; miscellaneous claims; freight costs; and rations for staff.

40. The variance between the 2014 requirements and the 2013 approved budget reflects mainly decreased resources under the following categories of expenditure:

- (a) Military and police personnel costs (\$223,500), owing mainly to a reduced strength of 15 military advisers, compared with the 20 budgeted for 2013;
- (b) Operational costs (\$6,840,000), owing mainly to:
 - (i) The discontinuation of weekly shuttle flights to Dubai, United Arab Emirates, and the proposed reduction of one fixed-wing aircraft from the fleet;
 - (ii) The completion of the Mission's upgrade project in 2012 and other decreased resource requirements for communications and information technology;
 - (iii) The proposed reduced engagement of consultants for the provision of technical and specialized expertise as the engagement of more in-house or regional expertise for consultancies is planned;
 - (iv) Decreased requirements for official travel of staff within the mission area for non-training activities, resulting from the increased and frequent use of information and communication technology tools available in-house; and for official travel of staff for training purposes, resulting from an increasing number of training sessions being held in-house and within the mission area.

41. The above decreases would be offset in part by proposed increased resources under civilian personnel costs (\$2,196,600), owing mainly to:

- (a) Increases in the salary scales for national staff, effective 1 March 2013;
- (b) The application of vacancy rates of 6 per cent for National Professional Officers and 4 per cent for Local level staff deployed to all Mission locations, compared with the rates of 13 and 8 per cent, respectively, budgeted for 2013;
- (c) Increases in common staff costs, in view of a change in the applicable parameter for the calculation of common staff costs, reflecting the application of 35 per cent over the net salary compared with the budgeted rate of 25 per cent;
- (d) Increase in danger pay allowance, that is, of \$90 per national staff member, from \$448 used in 2013 to \$538, effective January 2013.

B. Staffing requirements

Table 2

Overall staffing requirements

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2013	1	2	3	6	30	93	83	38	256	191	–	447	213	1 192		80	1 932
Proposed 2014	1	2	3	6	28	80	80	26	226	176	–	402	187	1 022		80	1 691
Change	–	–	–	–	(2)	(13)	(3)	(12)	(30)	(15)	–	(45)	(26)	(170)		–	(241)

Proposed overall staffing requirements

42. The total proposed staffing for UNAMA for the period from 1 January to 31 December 2014 is 1,691 positions, as shown in table 2 above, and would include:

- (a) 402 international positions (226 Professional and 176 Field Service);
- (b) 1,209 national positions (187 National Professional Officer and 1,022 Local level);
- (c) 80 United Nations Volunteers.

43. Table 3 provides details regarding approved and proposed positions by location.

44. In line with the Mission's proposed organizational and resource changes, as described in paragraphs 18 and 19 above, a number of staff movements are proposed for 2014, as described in the paragraphs below. It is anticipated that the proposed staff movements described below would have no negative impact on the programme delivery of the respective organizational units.

Proposed abolishment of approved positions

45. It is proposed that 242 positions be abolished, as set out in table 4 and comprising 45 international positions (3 P-5, 9 P-4, 5 P-3, 13 P-2 and 15 Field Service) and 197 national positions (28 National Professional Officer and 169 Local level).

Proposed redeployment of approved positions

46. It is proposed that 52 positions be redeployed among several Mission locations throughout Afghanistan and in the Kuwait Office, as indicated in table 5, comprising:

- (a) 9 international positions (7 Professional and 2 Field Service);
- (b) 39 national positions (6 National Professional Officer and 33 Local level);
- (c) 4 United Nations Volunteers.

47. The incumbents of the above-mentioned 52 positions will continue to carry out their respective functions in the organizational units proposed to be restructured in 2014, namely, the Office of the Director of Civil Affairs and Development, the

Human Rights Unit, the Bamyan provincial office and the Communications and Information Technology Section in Kuwait.

Proposed reclassification of approved positions

48. It is proposed that six positions (5 international and 1 national) be reclassified, as shown in table 6 and described below:

(a) One P-3 position of Coordination Officer to the P-2 level in the Civil Affairs Unit;

(b) Three P-4 positions (1 Civil Affairs Officer and 2 Disarmament, Demobilization and Reintegration Officers) to the P-3 level, one each in the regional offices in Kandahar, Herat and Jalalabad;

(c) One P-4 position of Chief Conduct and Discipline Officer to the P-5 level and one Local level position of Conduct and Discipline Officer to the National Professional Officer level in the Conduct and Discipline Unit (Kuwait Office).

Proposed establishment of national positions

49. It is proposed that one National Professional Officer position be established at Mission headquarters in Kabul to carry out the duties of Auditor in the Resident Auditor Unit, as set out in table 7.

Proposed staffing levels for offices in Kabul

50. The total proposed staffing for the UNAMA offices located in Kabul is 845 positions, as indicated in table 3 and would include:

(a) 234 international staff positions (123 Professional and 111 Field Service);

(b) 550 national staff positions (69 National Professional Officer and 481 Local level);

(c) 61 United Nations Volunteers.

Proposed staffing levels for field, support and liaison offices

51. The total proposed staffing for the Mission's seven regional offices, six provincial offices, one support office and two liaison offices is 846 positions, as shown in table 3, and would include:

(a) 546 positions deployed to seven regions (65 Professional, 32 Field Service, 98 National Professional Officer, 337 Local level and 14 United Nations Volunteer);

(b) 216 positions deployed to six provinces (17 Professional, 7 Field Service, 17 National Professional Officer, 170 Local level and 5 United Nations Volunteer);

(c) 76 positions deployed to the UNAMA Support Office in Kuwait (18 Professional, 26 Field Service, 1 National Professional Officer and 31 Local level);

(d) 8 positions deployed to liaison offices in Islamabad and Tehran (3 Professional, 2 National Professional Officer and 3 Local level).

Table 3
Staffing requirements by location

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/Security Service			National Professional Officer	Local level		
										General Service						
Approved 2013																
Headquarters																
Kabul	1	2	3	5	21	47	41	12	132	114	–	246	69	528	61	904
Islamabad	–	–	–	–	1	–	1	–	2	–	–	2	1	2	–	5
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	1	–	3
Regional and provincial offices																
Kabul	–	–	–	–	1	3	3	3	10	4	–	14	13	42	1	70
Kandahar	–	–	–	1	–	3	2	2	8	7	–	15	15	59	1	90
Herat	–	–	–	–	1	5	4	2	12	6	–	18	15	54	3	90
Farah	–	–	–	–	–	1	1	1	3	1	–	4	3	31	1	39
Balkh (Mazar-e-Sharif)	–	–	–	–	1	5	4	1	11	4	–	15	16	60	2	93
Faryab	–	–	–	–	–	1	1	1	3	1	–	4	4	34	1	43
Jawzjan (Shiberghan)	–	–	–	–	–	1	1	1	3	1	–	4	3	27	–	34
Nangarhar (Jalalabad)	–	–	–	–	1	5	4	2	12	6	–	18	17	63	2	100
Kunduz	–	–	–	–	1	4	3	2	10	4	–	14	16	53	3	86
Badakhshan (Fayz Abad)	–	–	–	–	–	1	2	–	3	1	–	4	4	32	–	40
Baghlan (Pul-e-Khumri)	–	–	–	–	–	1	1	1	3	1	–	4	4	33	–	41
Bamyan	–	–	–	–	1	5	4	2	12	5	–	17	14	54	3	88
Paktya (Gardez)	–	–	–	–	1	4	2	3	10	4	–	14	14	54	2	84
Khost	–	–	–	–	–	1	–	1	2	1	–	3	4	30	–	37
Kuwait Office	–	–	–	–	1	5	9	4	19	31	–	50	–	35	–	85
Total 2013	1	2	3	6	30	93	83	38	256	191	–	447	213	1 192	80	1 932
Proposed 2014																
Headquarters																
Kabul	1	2	3	5	19	43	38	12	123	111	–	234	69	481	61	845
Islamabad	–	–	–	–	1	–	1	–	2	–	–	2	1	2	–	5
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	1	–	3
Regional and provincial offices																
Kabul	–	–	–	–	1	3	3	1	8	4	–	12	13	38	1	64
Kandahar	–	–	–	1	–	2	3	1	7	6	–	13	14	51	1	79
Herat	–	–	–	–	1	4	5	–	10	6	–	16	14	46	3	79
Farah	–	–	–	–	–	1	1	1	3	1	–	4	3	28	1	36

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level		
Balkh (Mazar-e-Sharif)	–	–	–	–	1	5	4	–	10	4	–	14	14	54	2	84
Faryab	–	–	–	–	–	1	1	–	2	1	–	3	3	30	1	37
Jawzjan (Shiberghan)	–	–	–	–	–	1	1	1	3	1	–	4	2	23	–	29
Nangarhar (Jalalabad)	–	–	–	–	1	4	5	2	12	5	–	17	16	52	2	87
Kunduz	–	–	–	–	1	4	3	1	9	4	–	13	14	49	3	79
Badakhshan	–	–	–	–	–	1	2	–	3	1	–	4	2	28	–	34
Baghlan	–	–	–	–	–	1	1	1	3	1	–	4	3	30	–	37
Bamyan	–	–	–	–	–	1	1	1	3	2	–	5	4	31	3	43
Paktya (Gardez)	–	–	–	–	1	4	2	2	9	3	–	12	13	47	2	74
Kuwait Office	–	–	–	–	2	4	9	3	18	26	–	44	1	31	–	76
Total 2014	1	2	3	6	28	80	80	26	226	176	–	402	187	1 022	80	1 691
Change	–	–	–	–	(2)	(13)	(3)	(12)	(30)	(15)	–	(45)	(26)	(170)	–	(241)

Table 4
Proposed abolishment of approved positions

International staff: 45 positions

National staff: 197 positions

Organizational unit/position level	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/Security Service			National Professional Officer	Local level		
										General Service						
Kabul																
Strategic Communications and Spokesperson Unit	–	–	–	–	–	–	1	–	1	–	–	1	–	–	–	1
Direct Office, Chief of Staff	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	1
Mission Planning and Report Writing Unit	–	–	–	–	–	–	1	–	1	–	–	1	–	–	–	1
Child Protection Unit	–	–	–	–	–	1	1	–	2	–	–	2	–	–	–	2
Political Affairs Division	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
Military Advisory Unit	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Gender Unit	–	–	–	–	–	1	–	1	2	–	–	2	–	–	–	2
Field Coordination Unit	–	–	–	–	1	1	–	–	2	1	–	3	1	2	–	6
Engineering Section	–	–	–	–	–	–	–	–	–	–	–	–	–	20	–	20
Facility Management Unit	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1

Organizational unit/position level	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security and related categories			National Professional Officer	Local level		
										General Service	General Service					
Communications and Information Technology Section	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-	1
Surface Transport Section	-	-	-	-	-	-	-	-	-	-	-	-	-	21	-	21
Human Resources Section	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	2
Welfare Unit	-	-	-	-	-	1	-	-	1	-	-	1	-	-	-	1
Regional offices																
Bamyan	-	-	-	-	1	4	2	1	8	3	-	11	10	23	-	44
Kabul	-	-	-	-	-	-	-	2	2	-	-	2	-	4	-	6
Kandahar	-	-	-	-	-	-	-	1	1	1	-	2	1	8	-	11
Herat	-	-	-	-	-	-	-	2	2	-	-	2	1	8	-	11
Balkh (Mazar-e-Sharif)	-	-	-	-	-	-	-	1	1	-	-	1	2	6	-	9
Nangarhar (Jalalabad)	-	-	-	-	-	-	-	-	-	1	-	1	1	11	-	13
Kunduz	-	-	-	-	-	-	-	1	1	-	-	1	2	4	-	7
Paktya (Gardez)	-	-	-	-	-	-	-	1	1	1	-	2	1	7	-	10
Provincial offices																
Khost	-	-	-	-	-	1	-	1	2	1	-	3	4	30	-	37
Faryab	-	-	-	-	-	-	-	1	1	-	-	1	1	4	-	6
Farah	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	3
Jawzjan (Shiberghan)	-	-	-	-	-	-	-	-	-	-	-	-	1	4	-	5
Badakhshan	-	-	-	-	-	-	-	-	-	-	-	-	2	4	-	6
Baghlan (Pul-e-Khumri)	-	-	-	-	-	-	-	-	-	-	-	-	1	3	-	4
Kuwait Office																
Conduct and Discipline Unit	-	-	-	-	-	-	-	1	1	-	-	1	-	-	-	1
Resident Auditor Unit	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	2
Geographic Information Section	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1
Communications and Information Technology Section	-	-	-	-	-	-	-	-	-	2	-	2	-	-	-	2
Movement Control Section	-	-	-	-	-	-	-	-	-	2	-	2	-	-	-	2
Property Survey and Claims Unit	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-	1
Total	-	-	-	-	(3)	(9)	(5)	(13)	(30)	(15)	-	(45)	(28)	(169)	-	(242)

Table 5

Proposed redeployment of approved positions*International staff: 9 positions**National staff: 39 positions**United Nations Volunteers: 4 positions*

<i>Position</i>	<i>From</i>	<i>To</i>
1 P-4		
1 P-3		
1 P-2		
2 FS	Bamyan regional office	Bamyan provincial office
4 NPO		
31 LL		
3 UNV		
1 P-3	Bamyan regional office	
1 LL	Child Protection Unit	
1 NPO		Human Rights Unit
1 LL	Gender Unit	
2 UNV		
1 P-4		
1 P-3	Field Coordination Unit	Director of Civil Affairs and Development
1 NPO		
1 P-3	Human Resources Section (Kuwait)	Communications and Information Technology Section (Kuwait)
Total 52		

Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

Table 6

Proposed reclassification of approved positions*International staff: 5 positions**National staff: 1 position*

<i>Organizational unit/position level</i>	<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>	
Civil Affairs Unit	–	–	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–
Kandahar regional office	–	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–	–
Herat regional office	–	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–	–
Jalalabad regional office	–	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–	–

Organizational unit/position level	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level		
Conduct and Discipline Unit (Kuwait)	–	–	–	–	1	(1)	–	–	–	–	–	–	1	(1)	–	–
Total	–	–	–	–	1	(4)	2	1	–	–	–	–	1	(1)	–	–

Table 7

Proposed establishment of positions*National staff: 1 position*

Organizational unit/position level	Professional and higher categories									General Service and related categories		Total inter-national	National staff			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level	United Nations Volunteers	
Resident Auditor Unit (Kabul)	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1
Total	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1

1. Office of the Special Representative of the Secretary-General for Afghanistan**Immediate Office of the Special Representative of the Secretary-General for Afghanistan**

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

52. The Immediate Office of the Special Representative of the Secretary-General for Afghanistan will continue to carry out substantive and administrative functions, including providing the Special Representative of the Secretary-General with strategic advice; serving as the liaison with the office of the Chief of Staff, other units reporting directly to the Special Representative and the two pillars of the Mission; and supporting the Special Representative of the Secretary-General in the planning of programmes, arrangement of meetings with high-level international and national officials and scheduling travel and programmes related to the delivery of the UNAMA mandate within and outside the mission area.

Human Rights Unit

International staff: inward redeployment of 1 position

National staff: inward redeployment of 3 positions

United Nations Volunteers: inward redeployment of 1 position

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level		
Approved 2013	–	–	–	1	3	3	2	–	9	1	–	10	5	8	1	24
Proposed 2014	–	–	–	1	3	3	3	–	10	1	–	11	6	10	2	29
Change	–	–	–	–	–	–	1	–	1	–	–	1	1	2	1	5

53. The Human Rights Unit will continue to monitor and report on the human rights situation in Afghanistan and to promote, including advocating for, the protection from and prevention of human rights violations, as renewed in Security Council resolution [2096 \(2013\)](#). The Unit reports directly to the Special Representative of the Secretary-General and to the United Nations High Commissioner for Human Rights in Geneva. Four priorities derive from the Mission's mandate in the area of human rights, as follows:

- (a) Protection of civilians;
- (b) Strengthening of human rights in detention situations (treatment of detainees and arbitrary detention);
- (c) Strengthening of women's rights and elimination of violence against women and girls;
- (d) Human rights aspects of peace and reconciliation (promoting an inclusive and just peace process).

54. UNAMA also provides technical and political support to the Afghan Independent Human Rights Commission and Afghan civil society, and women's and human rights organizations.

Merger/integration of child protection and gender functions into the Human Rights Unit

55. The proposed merger of the gender and child protection functions with the Human Rights Unit in 2014 is described in paragraphs 18 and 19 above.

56. In order to promote synergies and make maximum use of managerial support and common technical expertise, the Human Rights Unit assumed oversight of the Child Protection Unit's mandated monitoring and advocacy work on children and armed conflict in 2012. Therefore, in line with this change, it is proposed that:

- (a) The functions of the Child Protection Unit be merged/integrated into the Human Rights Unit;

(b) One Local level position of Administrative Assistant be redeployed from the Child Protection Unit to the Human Rights Unit, along with its functions, in order to supplement the human rights capacity at headquarters in Kabul to implement the various resolutions related to child protection issues, including resolutions on children and armed conflict; and to strengthen support to the implementation by the Government of Afghanistan of its action plan on underage recruitment. As a result of the still-volatile security situation in Afghanistan, an increased number of children have died a violent death or have been injured as a direct result of the conflict. Similarly, more incidents of attacks on schools, clinics and their facilities and staff are witnessed and devastate the lives of hundreds and thousands of Afghan children. The Human Rights Unit will redirect its activities to ensure active implementation of Security Council resolutions on children and armed conflict.

57. The Gender Unit is primarily responsible for providing advice and technical assistance for the effective implementation of the Mission's mandate through the development of policies and programmes that promote gender equality and women's empowerment in all aspects of Afghanistan's recovery and reconstruction agenda.

58. The Human Rights Unit has also been actively engaged in the promotion and protection of women's rights in Afghanistan with particular focus on the elimination of violence against women, in line with its mandate, which has included monitoring, reporting, building capacity of State actors and advocating for women's rights with the Government, Afghan civil society and women's groups, other United Nations agencies, primarily United Nations Women, international donors, religious leaders and the Afghan Independent Human Rights Commission.

59. Through continuous monitoring of developments, which impact women's participation and rights protection, the Human Rights Unit provides analysis and advice on strategic interventions and timely and precise written and oral briefings to the UNAMA leadership. Through regular interactions organized with women's groups and the Mission's leadership, the Unit is engaged in enhancing women's participation in peacebuilding activities, promoting their right to raise concerns and to contribute to peace initiatives.

60. In order to expand on the above-mentioned efforts, it is proposed that:

(a) The functions of the Gender Unit be merged with those of the Human Rights Unit;

(b) Two Gender Affairs Officers (National Professional Officer and United Nations Volunteer) and one Administrative Assistant (Local level) be redeployed from the Gender Unit to the Human Rights Unit, along with their functions;

(c) One Human Rights Officer (P-3) be redeployed from the Bamyan regional office to the Human Rights Unit, along with the functions of the positions, in order to provide additional capacity to carry out gender-related tasks within the Unit.

Strategic Communications and Spokesperson Unit

International staff: abolishment of 1 position

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	1	1	2	4	–	8	1	–	9	6	13	–	–	28
Proposed 2014	–	–	–	1	1	2	3	–	7	1	–	8	6	13	–	–	27
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	–	–	–	(1)

61. The Strategic Communications and Spokesperson Unit will continue to support the Mission leadership and the entire United Nations operations in Afghanistan by providing overall strategic advice and guidance to the Mission leadership, substantive sections and United Nations agencies, funds and programmes on a daily basis, particularly in view of the intense and volatile security and political environment in which the United Nations operates in Afghanistan. It will also continue to provide high-quality engagement around the clock with both national and international media to ensure that the Mission is a credible interlocutor and that its messages are carried by the media to strategic effect. As a result of its continued production/broadcast partnership with Radio Television Afghanistan and other Afghan radio and television networks, the work of the Unit directly reaches out to the wider Afghan audience with programmes that promote peace.

62. In the above context and in line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that one P-3 Public Information Officer position be abolished.

Security Section (including the Integrated Department of Safety and Security/Department of Peacekeeping Operations Security Management System)

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	–	2	2	6	5	15	66	–	81	–	175	–	3	259
Proposed 2014	–	–	–	–	2	2	6	5	15	66	–	81	–	175	–	3	259
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

63. The Security Section will continue to ensure the safety and security of United Nations staff and assets within the mission area. The Section provides security evaluation and analysis and designs security training programmes. It reports to the Department of Safety and Security and to the Mission's Security Chief Adviser.

64. The status-of-mission agreement between UNAMA and the Government of Afghanistan stipulates that the primary responsibility for the protection of United Nations staff members, their spouses, eligible dependants and property, and of the

Mission's property, rests with the host Government. In turn, the Mission is tasked with assisting the host Government in developing its capability to maintain law and order in order to protect its nationals and property and to provide adequate protection to the staff and assets of the United Nations.

65. The Mission's civilian staff operates in areas and scenarios in which serious instability and insecurity are the usual pattern, and their work is actually focused on how to revert those situations through the implementation of capacity-building programmes and projects. Consequently, security planning to protect UNAMA staff members requires the ability to assess the situation on the ground and continual consultations with the host Government.

66. UNAMA and United Nations Security in Afghanistan consult regularly with ISAF and, as required, seek ISAF support to protect United Nations civilian staff and property under specific circumstances, such as the escort of logistic convoys or evacuation in extremis assistance. Owing to the constant change and rotation of troops as well as changes in the overall ISAF strategy in Afghanistan, the United Nations and the Mission's Security Section require constant and regular interaction with the highest levels of the ISAF command in order to ensure the security of UNAMA operations and activities, bearing in mind the complementary mandates given by the Security Council.

67. In order to ensure that an integrated information monitoring, reporting and situational awareness hub is in place, the Security Section oversees the Joint Operations Centre, located at the Mission's headquarters in Kabul.

2. Office of the Chief of Staff

Direct Office of the Chief of Staff

International staff: abolishment of 1 position

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

68. The Direct Office of the Chief of Staff will continue to serve as the overall link between substantive and support areas of the Mission, while ensuring that the UNAMA mandate and the overall vision of the Special Representative of the Secretary-General guide the activities of the substantive areas with the corresponding support.

69. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that one Field Service position of Administrative Assistant be abolished.

Mission Planning and Report Writing Unit

International staff: abolishment of 1 position

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

70. The Mission Planning and Report Writing Unit will continue to oversee and coordinate the Mission's budget preparation and the Integrated Strategic Framework with the United Nations country team; provide advice to the Mission's senior management in relation to planning processes; carry out Mission-wide briefings to senior United Nations staff and visiting VIPs; ensure the continuity of information-gathering and dissemination efforts within the Mission; carry out maintenance of relevant information databases and continuous and countrywide risk analysis, monitoring of daily situation reports, military and police contingent reports, local and international media and other updates; and maintain contact with all heads of Mission units on a regular basis to indicate planning needs that may arise.

71. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that one P-3 position of Political Affairs Officer/Report Writing Officer be abolished.

Legal Affairs Unit

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

72. The Legal Affairs Unit will continue to provide legal services to both substantive and administrative Mission units. In the administrative area, the Unit's engagement is required to review real estate transactions throughout the country, procurement and personnel actions, among others. On the substantive side, the Unit maintains appropriate contact with key activities of the Mission, parliamentary and electoral affairs, regional offices and other related issues.

Language Unit

	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 2013	–	–	–	–	–	–	–	–	–	–	–	–	9	1	–	10	
Proposed 2014	–	–	–	–	–	–	–	–	–	–	–	–	9	1	–	10	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	

73. The Language Unit will continue to carry out translation services from and into the two main national languages of Afghanistan, Dari and Pashto, and English, of all publicly available Mission information.

Resident Auditor Unit

National staff: establishment of 1 position; abolishment of 2 positions

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

74. The Resident Auditor Unit will continue to carry out internal oversight of the financial and operational activities of the Mission, covering the offices located in Kabul and in the field, the liaison offices in Dubai, Islamabad and Tehran and the support office in Kuwait. Established in 2004, the Unit is under the oversight of the Office of Internal Oversight Services and its field work includes frequent visits to Mission's regional and provincial offices.

75. In line with the reorganization and streamlining of the Mission's auditing function, it is proposed that:

(a) Three positions (1 P-4, 1 P-3 and 1 Field Service) continue to be deployed to the UNAMA Support Office in Kuwait, included in table 9;

(b) Two Administrative Assistant positions (Local level) be abolished in the Unit's office in Kuwait, in view of the reduced level of administrative tasks required for the Unit in Kuwait, as much of the administrative support to the auditing function for UNAMA is centralized at Headquarters in New York;

(c) One National Professional Officer position be established to carry out the duties of auditor and be deployed to the Mission's headquarters in Kabul, particularly in view of the fact that audit planning activities are required to be conducted at/from that location. These activities include the review of relevant supporting documents and the holding of discussions with management, which are

expected to contribute to making the audit planning process for the Mission more efficient, and the provision of adequate support to the audit team in Kuwait.

3. Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (pillar I)

Immediate Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (including the liaison offices in Islamabad and Tehran)

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>			<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2013	–	1	–	–	1	2	2	–	6	1	–	7	2	4	–	13	
Proposed 2014	–	1	–	–	1	2	2	–	6	1	–	7	2	4	–	13	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	

76. The Office of the Deputy Special Representative of the Secretary-General for Political Affairs (pillar I) will continue to carry out:

(a) Political analysis of the constantly evolving environment within Afghanistan;

(b) Frequent liaison with the international presence of embassies, non-governmental organizations (NGOs) and international observers in Afghanistan with regard to political and military issues, as well as advisory services to and coordination of police efforts and the rule of law, the latter through the Provincial Justice Coordination Mechanism;

(c) Coordination of key priorities within the Mission and with Headquarters in New York.

77. The Mission's political work includes:

(a) Collaboration with the presidency, key ministries and key international players on sensitive issues, such as political outreach, stabilization, national reconciliation and appointments;

(b) Coordination of key stakeholders on the Standing Committees of the Joint Coordination and Monitoring Board (security, governance, rule of law and human rights, and social and economic development) to mobilize support for and monitor the implementation of the priorities of the Afghanistan national development strategy as defined at the Paris Conference in 2008;

(c) Cooperation with Afghan and international partners and ISAF on the counter-insurgency strategy in the Policy Action Group and in forums established to plan for an integrated approach to stabilization and development across the country;

(d) The multidimensional and highly political issue of reforming key ministries;

(e) Peacebuilding and conflict resolution to maintain momentum towards the disbandment of illegal armed groups and the prevention of violence in all its forms;

(f) Efforts towards a more coherent internationally accepted strategy towards Afghanistan.

78. It is also proposed that the Office continue to maintain two liaison offices in Islamabad (1 P-5, 1 P-3, 1 National Professional Officer and 2 Local level) and in Tehran (1 P-4, 1 National Professional Officer and 1 Local level) to continue to grant priority to addressing regional cooperation to work towards a stable and prosperous Afghanistan.

Political Affairs Division

International staff: abolishment of 1 position

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	1	1	2	6	6	1	17	1	–	18	7	12	2	39
Proposed 2014	–	–	1	1	1	6	6	1	16	1	–	17	7	12	2	38
Change	–	–	–	–	(1)	–	–	–	(1)	–	–	(1)	–	–	–	(1)

79. The Political Affairs Division will continue to provide political outreach and good offices to support, if requested by the Government of Afghanistan, the implementation of Afghan-led reconciliation and reintegration programmes, including through proposing and supporting confidence-building measures within the framework of the Afghan Constitution and with full respect for the implementation measures introduced by the Council in its resolution [2096 \(2013\)](#) and other relevant resolutions.

80. The objective of the Division is to address priority areas and better serve the current political agenda, without losing momentum on other processes that UNAMA has long been involved in and has made progress on, such as civil-military relations.

81. The Mission's mandate will continue to require UNAMA to support long-term electoral reform in Afghanistan, which involves complex political issues such as the reform of electoral legislation, timetables, a civil/voter registry, vetting mechanisms and delimitation exercises. These processes are inevitably highly politicized and intersect with other political processes in the country. Under the guidance of the Division, the achievement of political expertise, combined with a general understanding of the electoral process, will continue to support the Mission's efforts in the area of electoral reform.

82. It is therefore proposed that one Electoral Officer position (P-4) continue to be based at the Electoral Assistance Division of the Department of Political Affairs in New York to allow for proper coordination and guidance of all electoral issues, including the review of electoral plans and strategies, the conduct of analyses and the provision of assistance with the recruitment of specialized electoral staff for the Mission and the UNDP electoral project (ELECT II) and, most important, to serve as an ongoing resource for technical advice and support for the electoral team in the Mission, particularly in the specialized area of substantive electoral reform required by the UNAMA mandate. The position will also continue to act as liaison between

the Chief Technical Adviser on the Elections and the Special Representative of the Secretary-General and Head of UNDP ELECT II, and Member States, donors and international stakeholders, including the European Union and the Organization for Security and Cooperation in Europe, and will continue to ensure a consistent and timely response to Member State enquiries and provide background briefings and papers to senior management in New York. Further, in view of the fact that presidential and parliamentary elections are scheduled to be held in April 2014 and that they represent critical milestones in Afghanistan's political transition, the P-4 position will support coordination and guidance of electoral issues, as well as the mandated role of UNAMA in support of the elections.

Joint Analysis and Policy Unit

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

83. The Joint Analysis and Policy Unit will continue to produce integrated analysis and forecasting of key political developments in Afghanistan as they relate to mandate implementation and contribute to the preparation of security risk assessments carried out by the Department of Safety and Security. The Unit is also responsible for the development of an early warning system, in order for impending crises to be anticipated and reacted to before they become unmanageable.

Police Advisory Unit

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		Total inter-national	<i>National staff</i>			<i>United Nations Volunteers</i>	Total
	<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>	Subtotal	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2013	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3	
Proposed 2014	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	

84. The Police Advisory Unit will continue to coordinate the functions of six civilian police advisers assigned to the regions. The Unit also plays a coordination role with the Afghan Government, the European Union Police Mission in Afghanistan and the Combined Security Transition Command — Afghanistan.

85. As the Mission adapts to an anticipated post-2014 mandate, United Nations agencies will take over programmatic activities that require a refocusing of priorities and activities that the Unit presently carries out. As capacity-building efforts transition to UNDP and other development partners inside and outside the

United Nations system, the Mission is required to retain the capacity to address the political/strategic dimensions of policing and corrections.

86. For policing, the transition requires a shift from a focus on counter-insurgency operations to civilian policing and law enforcement, as well as reform of the Ministry of the Interior. This will require consolidation of the ministerial reforms outlined in recent strategies of the Ministry of the Interior, including enhancement of community policing and professionalization of the police. As the advisory, training and support efforts are being reduced and future support arrangements are presently under negotiation, UNAMA will continue to help the Ministry of the Interior to develop its capacities in the areas mentioned above.

Military Advisory 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 2013	–	–	–	–	–	–	–	–	–	–	–	–	–	11	–	11
Proposed 2014	–	–	–	–	–	–	–	–	–	–	–	–	–	10	–	10
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	(1)

87. The Military Advisory Unit will continue to carry out a supporting role vis-à-vis all other operational organizational units of UNAMA and the Mission's senior leadership at Headquarters in New York and in the field. It will also continue to facilitate productive working relationships between UNAMA and all authorized security forces in Afghanistan, including ANSF, ISAF and the United States Forces — Afghanistan, as well as other national contingents, where necessary. Thus, the Unit aims to build confidence between the various civilian and military actors in order to promote mutual understanding, trust and, where required, synchronization, both in the context of their own offices and those of the district, province or regional bodies with which they interact.

88. Fifteen military advisers will continue to provide military expertise and advice on all military issues to their civilian counterparts in their area of responsibility, which seeks to enable the Special Representative of the Secretary-General and heads of offices at the Mission to design their own coherent and synchronized plans of action within an environment characterized by military activity.

89. The proposed staffing strength described in the table above includes Language Assistants who provide support as translators and interpreters to the military personnel deployed to the Mission. In view of the forthcoming withdrawal of the majority of the international military presence, it is proposed that the Military Advisers be consolidated into a more compact format of 15 Advisers, who will continue to provide strategic planning and advice to the senior staff of the Mission. Further, the military advisers will visit the provinces to collect information to support their planning, report writing and advisory role, as requested. They will also continue to carry out dialogue with national military personnel in relation to monitoring, capacity-building and, in some cases, in extremis support, for UNAMA staff.

90. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that one Local level position of Language Assistant be abolished.

4. Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator) (pillar II)

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

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

91. The Immediate Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) will continue to carry out a multifaceted role in UNAMA, namely, that of Deputy Special Representative of the Secretary-General for pillar II, Resident Coordinator, Humanitarian Coordinator and UNDP Resident Representative. In addition, the Deputy Special Representative is the second officer in command of the Mission and supports the Special Representative. During the Special Representative's absence, the Deputy is called upon to attend high-level meetings with the Government of Afghanistan, donors and various agencies on behalf of the Special Representative.

92. The Office of the Deputy Special Representative will continue to lead and coordinate the work of the various internal units of the Mission and maintain links with the United Nations country team as part of the Deputy Special Representative's dual role as Humanitarian and Resident Coordinator and UNDP Resident Representative.

Director of Civil Affairs and Development (formerly Director of Development and Special Adviser to the Special Representative of the Secretary-General)

International staff: inward redeployment of 2 positions

National staff: inward redeployment of 1 position

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

93. The United Nations commitment to fulfilling the expectations of the international community in relation to aid coherence has been reaffirmed and re-emphasized in Security Council resolution 2096 (2013), regarding the importance of further efforts in improving aid coordination and effectiveness, including by ensuring transparency, combating corruption and enhancing the capacity of the Government of Afghanistan to coordinate aid. Within this framework, the office of the Director of Civil Affairs and Development will continue to support this goal through its relevant areas of responsibility, namely, civil affairs and the rule of law.

94. The Office of the Director of Civil Affairs and Development will continue to oversee the following programme activities:

(a) Aid coherence, focusing on the promotion of coherence, national ownership and alignment with the Afghanistan national development strategy;

(b) Effective coordination, drawing on the skills and experience of the entire aid community, including the United Nations country team, international financial institutions, bilateral agencies and others.

95. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that:

(a) The Director of Development and Special Adviser to the Special Representative of the Secretary-General be renamed Director of Civil Affairs and Development;

(b) The functions of the Field Coordination Unit be merged/integrated into the Office of the Director of Civil Affairs and Development;

(c) Three positions (1 Special Assistant (P-4) and 2 Coordination Officers (1 P-3 and 1 National Professional Officer)) be redeployed from the Field Coordination Unit to the Office of the Director of Civil Affairs and Development.

Field Coordination Unit

International staff: abolishment of 3 positions; outward redeployment of 2 positions

National staff: abolishment of 3 positions; outward redeployment of 1 position

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

96. The Field Coordination Unit has been in operation since 2006 to maintain daily liaison with and provide continued support to UNAMA field offices. UNAMA field offices carry out a variety of functions, depending on the local, political and security conditions in their area of operations, including political monitoring and reporting and liaison with local authorities. Other functions of the Unit include liaison with relevant offices at UNAMA headquarters in Kabul in order to support

the Mission's field office engagement, information management and reporting, maintaining and managing information and other resources for the benefit of field offices.

97. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that:

(a) The Field Coordination Unit be discontinued and its functions transferred to the Office of the Director of Civil Affairs and Development, which is intended to provide a more integrated and coherent approach to addressing field presence coordination issues within the Mission, while also ensuring the continued and dedicated focus of that function and its observance of mandated reporting requirements;

(b) Three positions (1 Special Assistant (P-4) and 2 Coordination Officers (1 P-3 and 1 National Professional Officer)) be redeployed to the Office of the Director of Civil Affairs and Development;

(c) Six positions (1 Chief of Unit (P-5), 1 Civil Affairs Officer (P-4), 1 Administrative Assistant (Field Service), 1 Humanitarian Affairs Officer (National Professional Officer) and 2 Administrative Assistants (Local level)) be abolished.

Resident Coordinator/United Nations Country Team Unit

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

98. The Resident Coordinator's Office is responsible for ensuring coherence among the members of the United Nations country team, comprising UNAMA, resident and non-resident agencies, funds and programmes, for which the Office maintains continuous contact with all members of the country team, at the senior management and working levels, in addition to all relevant parts of UNAMA, relevant partners in the Government of Afghanistan and donors. The Office provides support to the United Nations country team and helps to coordinate key UNDAF clusters and joint United Nations programmes.

Child Protection Unit*International staff: abolishment of 2 positions**National staff: outward redeployment of 1 position*

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

99. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that:

(a) Child protection and human rights functions at the Mission be merged into a single unit to provide a more integrated and coherent approach to addressing protection issues within the Mission, while ensuring the continued and dedicated focus of that function, adherence to mandated reporting requirements and the continuation of extant advisory and information-sharing arrangements with the Special Representative of the Secretary-General for Children and Armed Conflict;

(b) The Child Protection Unit be discontinued and its functions and Local level position be redeployed to the Human Rights Unit;

(c) Two Child Protection Officer positions (1 P-4 and 1 P-3) be abolished.

Gender Unit*International staff: abolishment of 2 positions**National staff: outward redeployment of 2 positions**United Nations Volunteers: outward redeployment of 1 position*

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

100. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that:

(a) Gender and human rights functions be merged into a single unit to provide a more integrated and coherent approach to addressing gender issues within

the Mission, while also ensuring the continued and dedicated focus of that function, adherence to mandated reporting requirements and the continuation of extant advisory and information-sharing arrangements. It is anticipated that the merger would achieve synergy and cost-effectiveness without compromising the mandated activities;

(b) The Gender Unit be discontinued and its functions and two positions (National Professional Officer and Local level) be redeployed to the Human Rights Unit;

(c) Two Gender Affairs Officer positions (1 P-4 and 1 P-2) be abolished.

Civil Affairs Unit

International staff: downward reclassification of one position

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	–	2	7	2	1	12	2	–	14	5	4	–	23
Proposed 2014	–	–	–	–	2	7	1	2	12	2	–	14	5	4	–	23
Change	–	–	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–

101. The Civil Affairs Unit will continue to oversee the delivery of substantive programme activities, including aid coherence, promotion of coherence, national ownership and alignment with the Afghan national development strategy and effective coordination, drawing on the skills and experience of the entire aid community, including the United Nations country team, international financial institutions, bilateral agencies and others.

102. The governance programme will focus on the Security Council's request that UNAMA and the Special Representative of the Secretary-General support all Afghan institutions, including the executive and legislative branches, to improve good governance with full representation of all Afghan women and men and accountability at both national and subnational levels.

103. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that one P-3 position of Coordination Officer be reclassified to the P-2 level.

Rule of Law Unit

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	1	1	4	1	–	7	–	–	7	2	4	–	13
Proposed 2014	–	–	–	1	1	4	1	–	7	–	–	7	2	4	–	13
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

104. The Rule of Law Unit will continue to support the development of a strategic approach for the justice sector, acting as an intermediary between donors and international agencies and as an adviser to the justice institutions and the Special Representative of the Secretary-General, brokering donor support and enhancing coordination of donor efforts. The Mission's position as a neutral arbiter, as opposed to an implementing partner, has also assisted in facilitating donor, international non-governmental and national coordination and joint planning. The Unit will also continue to facilitate more coherent United Nations system approaches and communication on justice/corrections issues.

105. As the Mission adapts to an anticipated post-2014 mandate, United Nations agencies will assume responsibility for programmatic activities that require a refocusing of priorities and activities that the Unit presently carries out. As capacity-building efforts transition to UNDP and other development partners inside and outside the United Nations system, the Mission is required to retain the capacity to address the political/strategic dimensions of rule of law.

106. While the Unit will continue to carry out analytical and coordination roles, the future emphasis will include civil law issues as well as the provision of support to the legislative process. As the international community reduces its support to corrections, the advisory and coordination role that the Unit currently provides will become more important.

5. Mission Support

Table 8

Staffing requirements for Mission Support (Kabul)

International staff: abolishment of 2 positions

National staff: abolishment of 44 positions

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	1	3	10	10	1	25	34	–	59	25	280	54	418
Proposed 2014	–	–	–	1	3	9	10	1	24	33	–	57	25	236	54	372
Change	–	–	–	–	–	(1)	–	–	(1)	(1)	–	(2)	–	(44)	–	(46)

107. Mission Support will continue to provide efficient administrative and logistical support to UNAMA at large. To the extent possible, it will continue to remain committed to reducing operational costs by entering into common services agreements with other United Nations partners. Existing multi-agency compounds in Herat, Gardez, Kandahar, Kunduz, Islamabad, Tehran, the United Nations Operations Centre in Afghanistan (UNOCA), located in Kabul and the UNAMA Kuwait Office co-located with the United Nations Assistance Mission for Iraq (UNAMI), located in Kuwait City, are evidence of success in this regard. UNAMA will continue to explore such cost-cutting opportunities in 2014.

108. Another commitment to cost reduction is evidenced by the outsourcing of non-core services that can be delivered reliably from local, regional and international markets. In this connection, the Mission has established and refined contracted services for fuel supply, drinking water, air terminal services, printing services, waste disposal, pest control and grounds maintenance. Recent additions to outsourcing include cleaning services, construction of minor works and maintenance of uninterrupted power supply units. New outsourcing initiatives include facilities maintenance and generator operation and maintenance.

109. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, the main areas of focus of Mission Support for 2014 are presented below:

(a) *Staffing levels.* It is proposed that 46 positions (2 international and 44 national) in Mission Support be abolished, as indicated in table 4. The proposed staffing level for Mission Support in Kabul for 2014 would be 372 positions, comprising 57 international positions (1 D-1, 3 P-5, 9 P-4, 10 P-3, 1 P-2 and 33 Field Service), 261 national positions (25 National Professional Officer and 236 Local level) and 54 United Nations Volunteers;

(b) *Ground fleet.* The fleet would comprise 319 vehicles, including 46 light vehicles, 13 medium vehicles, 3 heavy vehicles, 227 armoured civilian vehicles, 11 items of material-handling equipment, 2 armoured delivery vans, 5 vehicle attachments, 1 item of airfield equipment, 10 armoured ambulances and 1 armoured VIP vehicle. For the foreseeable future, UNAMA expects to maintain an in-house capacity to service and repair the Mission's security-sensitive and critical vehicle fleet, as Afghanistan does not yet have a sufficiently robust capacity to allow for outsourcing of vehicle maintenance and repairs;

(c) *Air fleet.* The fleet would comprise three fixed-wing and three rotary-wing aircraft to transport personnel and cargo to and from regions and provinces in Afghanistan. The proposed composition of the fleet reflects the discontinuation of one fixed-wing aircraft, resulting from a review of authorized air assets carried out by the Mission, with a view to operating efficiently in the face of the challenges posed by the prevailing security environment in the country;

(d) *Office and residential accommodations.* Mission Support will remain committed to the "field first" policy introduced by the Mission in 2007 and to the "duty of care" approach introduced in 2010, which is focused on improving the living and working conditions of staff deployed throughout Afghanistan;

(e) *Energy and water supply.* Afghanistan remains underdeveloped in the area of reliable and stable sources of electrical power. For this reason, all UNAMA installations are required to be self-sufficient in power generation, electrical distribution and water supply and to maintain fuel reserves for the Mission's air and ground fleets and generators. In practice, this requires that all sites have a primary generator, a backup and a full complement of spares and fuel. All sites are also required to have their own independent source of clean water and means of distribution throughout the compound. Mission Support takes into account dependence on costly generator-supplied electricity and will continue to explore the feasibility of utilizing comparatively economical municipal sources of electricity when they become reliably available. In the meantime, Mission Support efforts are

concentrated on exploring efficiencies that could be implemented to achieve cost reductions in running the generators;

(f) *Training of staff.* It is proposed that a comprehensive selection of courses and seminars be conducted in-house in 2014, which would result in reductions in resources proposed for training-related travel. Training opportunities will continue to have a direct impact on the implementation of the Mission's mandate and on the morale, welfare, personal growth and career advancement of Mission staff. The focus of training will remain on cost-effective delivery opportunities such as in-Mission consultancy, regional delivery by UNAMA Training Centre staff, online delivery and delivery by means of partnerships with local educational institutions;

(g) *Medical.* Mission Support will continue to manage and support the presence and operations of the Mission's main clinic, located in Kabul, and satellite clinics in compounds Alpha and Bravo, in addition to six clinics located in regional offices;

(h) *Logistical support for the physical presence of the Mission.* Mission Support will continue to manage and support the presence and operations of UNAMA in 13 field offices (7 regional and 6 provincial) throughout Afghanistan, in addition to headquarters in Kabul, which comprises six premises.

110. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that:

- (a) 20 positions (Local level) be abolished from the Engineering Section;
- (b) 1 position (Local level) be abolished from the Facility Management Unit;
- (c) 1 position (Field Service) be abolished from the Communications and Information Technology Section;
- (d) 21 positions (Local level) be abolished from the Surface Transport Section;
- (e) 2 positions (Local level) be abolished from the Human Resources Section;
- (f) 1 position (P-4) be abolished from the Welfare Unit.

111. The functions and responsibilities of the above-mentioned positions will be carried out by the existing staff or outsourced.

112. Mission Support remains committed to providing efficient administrative and logistic support to Mission headquarters in Kabul and to regional and provincial offices. The cost estimates for 2014 take into consideration the expectations for UNAMA to deliver its mandate, which requires consolidation of the operations of the proposed seven regional and six provincial offices. The details of the Mission Support staffing structure under the Office of the Chief of Mission Support are as follows:

Office of the Chief of Mission Support

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
										<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</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>							
Approved 2013	–	–	–	1	–	1	1	–	3	1	–	4	–	1	–	5
Proposed 2014	–	–	–	1	–	1	1	–	3	1	–	4	–	1	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

113. The Office of the Chief of Mission Support will continue to support the implementation of the Mission's mandate by providing the necessary managerial, logistical and administrative support, including in such areas as budget, finance, human resources management, general services and logistics.

114. The Chief of Mission Support acts as principal adviser to the Head of Mission on all matters pertaining to administrative and technical support. He or she will continue to plan, organize, implement, manage and oversee the activities of all logistical and administrative support operations by providing guidance and support and supervision to senior administrative and logistics staff to facilitate the successful and efficient implementation of the Mission's mandate.

Budget and Planning Section

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

115. The Budget and Planning Section will continue to oversee the preparation of the Mission's budget and performance report and monitor expenditures, including managing trust funds. The Section is headed by a Chief of Budget and Planning, at the P-4 level, who reports to the Chief of Mission Support.

116. The Section is responsible for lessons learned, including mentoring and capacity-building of staff who are assigned as budget focal points in various other sections of the Mission for which the Chief of Budget and Planning actively provides guidance, briefings, instructions and training to enhance the quality of their work in order to achieve efficient planning and feedback flow.

117. Based in Kuwait, the Section also comprises one National Professional Officer based in Kabul, who acts as liaison and provides on-site support and guidance to

Kabul-based self-accounting organizational units on budget formulation and implementation.

Air Safety Unit

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

118. The Air Safety Unit will continue to provide advice to the Chief of Mission Support on all aviation safety-related activities; implement the aviation safety programme; and propose remedial measures, including the plan to implement the UNAMA accident prevention programme. The Unit will also continue to manage the Mission's air fleet and prepare the Mission's emergency response plan, from time to time carrying out the plan's table-top exercise; undertake activities to promote safety awareness among all sections of the Mission; maintain and process the observed hazard and aircraft occurrence reports, including investigation of all aircraft incidents/accidents in the mission area; and carry out flight monitoring and risk assessments of all the airfields and helipads maintained by UNAMA throughout the mission area.

Office of Technical Services

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

119. The Office of Technical Services will continue to oversee technical support and logistics operations in the mission area.

Engineering Section

National staff: abolishment of 20 positions

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level		
Approved 2013	–	–	–	–	–	1	2	–	3	3	–	6	1	34	8	49
Proposed 2014	–	–	–	–	–	1	2	–	3	3	–	6	1	14	8	29
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(20)	–	(20)

120. The Engineering Section will continue to oversee construction projects and maintenance activities at United Nations premises; the management of facilities; and the provision of office space and living accommodations in Kabul and in field offices.

121. The Section will continue to provide electrical power, generators, air-conditioning and heating units, domestic water supply, sewage disposal and environmental control to the Mission's office and accommodation units.

122. In the light of the completion of the majority of construction projects and the assumption that the Mission is moving from a sustained expansion to a maintenance phase and, in line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that 20 Local level positions be abolished. The functions and responsibilities of those positions will either be absorbed by the remaining staff of the Section or be outsourced.

Communications and Information Technology Section

International staff: abolishment of 1 position

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level		
Approved 2013	–	–	–	–	–	1	–	–	1	9	–	10	4	26	7	47
Proposed 2014	–	–	–	–	–	1	–	–	1	8	–	9	4	26	7	46
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	–	–	(1)

123. The Communications and Information Technology Section will continue to oversee the provision of critical communications and information technology services to all UNAMA staff throughout the mission area.

124. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that one Field Service position of Information Technology Assistant be abolished.

Supply/Fuel Cell Section

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		Total inter-national	<i>National staff</i>		<i>United Nations Volunteers</i>	Total
										<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</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>							
Approved 2013	–	–	–	–	–	–	1	1	2	3	–	5	–	12	3	20
Proposed 2014	–	–	–	–	–	–	1	1	2	3	–	5	–	12	3	20
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

125. The Supply/Fuel Cell Section will continue to oversee the effective and timely planning, oversight and coordination of supply support operations, managing the procurement and supply of all UNAMA general supplies, as well as medical, security, fire safety, welfare and training assets and equipment. The Section will also continue to oversee the inventory and management of all non-expendable and expendable United Nations-owned equipment and oversee contract management and the acquisition and inventory of all non-expendable and expendable supplies and maintenance of the living accommodation units.

Surface Transport Section

National staff: abolishment of 21 positions

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	–	–	1	–	–	1	5	–	6	2	141	4	153
Proposed 2014	–	–	–	–	–	1	–	–	1	5	–	6	2	120	4	132
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(21)	–	(21)

126. The Surface Transport Section will continue to provide cost-effective maintenance of the Mission's vehicular fleet and assets, including the provision of technical advice to the Chief of Mission Support through the Chief of Technical Services on ground transport matters. It will also continue to develop transport standard operating procedures; conduct driver training and testing for national staff and driver testing for international and military personnel; and provide effective vehicle maintenance in field offices and at headquarters in Kabul.

127. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that 21 Driver positions (Local level), be abolished.

Air Operations Section

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
										<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</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>							
Approved 2013	–	–	–	–	–	1	2	–	3	1	–	4	2	7	4	17
Proposed 2014	–	–	–	–	–	1	2	–	3	1	–	4	2	7	4	17
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

128. The Air Operations Section will continue to oversee the planning and coordination of the utilization of the Mission's air assets, including implementing a coordinated air support system throughout the mission area; developing and implementing aviation standard operating procedures; managing the operational control of air charter contracts; overseeing airfield services and airfield conditions and providing proposals for required airfield rehabilitation; managing air terminal operations; conducting surveys and assessments of airfields at remote sites and helicopter landing zones; providing threat assessments and aeronautical and meteorological information to aircrews; maintaining liaison with national and international aviation authorities; and arranging flight clearances and flight following.

Movement Control Section

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		Total inter-national	<i>National staff</i>		<i>United Nations Volunteers</i>	Total
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>		
Approved 2013	–	–	–	–	–	–	–	–	–	2	–	2	2	15	1	20
Proposed 2014	–	–	–	–	–	–	–	–	–	2	–	2	2	15	1	20
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

129. The Movement Control Section will continue to manage the Mission's movement control activities, including routine movement operations within and outside the mission area; transport of personnel and equipment; and identifying the most practicable and cost-efficient mode of transport to meet the operational requirements of the Mission.

Geographic Information Section

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

130. The Geographic Information Section will continue to provide timely and accurate information in the form of maps and dynamic geographic information tools; coordinate and strengthen cooperation with ISAF for the exchange of base geographic information and mapping in operational areas; prepare background geographic information on administrative districts and local and United Nations logistic network information to enable the planning of the electoral process through the Afghan Independent Electoral Commission; support safety and security activities to increase security awareness, enable safety precautionary measures (evacuation plan) and provide necessary tools for the staff evacuation plan; support the monitoring of human rights and rule of law action and facilitating the identification of priority humanitarian areas; provide training to civilian staff of the Mission in using GPS devices and other kinds of geographic information-related training; and increase the situation awareness and access to geographic information and mapping capabilities through a secure website.

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 2013	–	–	–	–	–	1	–	–	1	2	–	3	–	10	3	16
Proposed 2014	–	–	–	–	–	1	–	–	1	2	–	3	–	10	3	16
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

131. The Property Management Section will continue to oversee the management of the Mission's overall supply chain process, including requisition, receipt, utilization, maintenance, monitoring, oversight, control, setting stock levels, development of cost-benefit analyses on United Nations-owned equipment, pruning surplus stocks, calculating consumption rates and establishing replacement cycles in order to optimize the inventory management of the Mission, as well as property survey, assessment and disposal.

132. It will continue to implement policies and procedures related to the management of all United Nations-owned equipment, providing specialized

inventory management support to the Mission, consolidating strategic management of property and training all stakeholders in the Mission supply chain system on the management of United Nations-owned equipment. It will also continue to assist the Chief of Technical Services to focus on the global management of the Mission assets management programme.

Facility Management Unit

National staff: abolishment of 1 position

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

133. The Facility Management Unit will continue to oversee the management of United Nations-provided accommodations and office premises. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that one Local level position of Cleaner be abolished.

Office of the Chief of Administrative Services

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

134. The Office of the Chief of Administrative Services will continue to oversee the coordination and provision of efficient and timely administrative support to all components of UNAMA, including carrying out Mission critical support functions such as finance, human resources management, procurement, medical, staff counselling, welfare and information management. The Office will also continue to provide advice to the Chief of Mission Support and senior management on all administrative matters and will assist in the carrying out of day-to-day UNAMA activities.

United Nations Volunteers Support Unit

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

135. The United Nations Volunteers Support Unit will continue to perform diverse functions to support various Mission activities related to substantive, medical, staff welfare, training, finance, personnel, engineering, supplies, transport and safety and security.

Human Resources Section

National staff: abolishment of 2 positions

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	–	1	–	1	–	2	1	–	3	3	9	2	17	
Proposed 2014	–	–	–	–	1	–	1	–	2	1	–	3	3	7	2	15	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(2)	–	(2)	

136. The Human Resources Section will continue to effectively manage the Mission's human resources, including carrying out recruitment and staff retention, providing guidance to staff on contractual arrangements and entitlements, performance management and career development, among other duties.

137. The Kabul-based Chief Civilian Personnel Officer manages all Human Resources Management System activities, including coordination with the human resources teams based in the Kuwait Joint Support Office. All international and national staff transactional activities are carried out by the human resources team in Kuwait.

138. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that two Local level positions of Training Assistant and Human Resources Assistant, respectively, be abolished.

Finance Section

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

139. The Finance Section will continue to manage the provision of effective financial administration and risk management advice in support of the implementation of the Mission's mandate and aimed at ensuring that the United Nations financial regulations and rules are strictly observed. It will also continue to manage internal controls in order to provide effective and efficient financial operations and reliability in the preparation and presentation of financial reports from all field offices; maintaining financial controls; maintaining and administering Mission accounts, disbursement of funds in settlement of vendors'/suppliers' invoices and staff travel claims; administering the national staff payroll and allowance payments; and administering the Mission bank accounts.

Procurement Section

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

140. The Procurement Section will continue to oversee the acquisition of all locally acquired supplies and services for the Mission, including defence stores, construction supplies and ground and jet fuel. It will also continue to manage all local contracts for the Mission, including all leases and contracts for armed and unarmed security services.

Medical Services Section

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>		<i>United Nations Volunteers</i>	<i>Total</i>
										<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</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>							
Approved 2013	–	–	–	–	–	1	1	–	2	–	–	2	4	9	6	21
Proposed 2014	–	–	–	–	–	1	1	–	2	–	–	2	4	9	6	21
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

141. The Medical Services Section will continue to oversee the provision of health care to all UNAMA international and national staff and their dependants, including providing access to medical facilities and services to all staff in Kabul and in the field. It will also continue to support the continuity of medical care between the different levels of facilities in Afghanistan and the regional medical centres outside Afghanistan; integrate and preserve the local, national and United Nations medical infrastructure and system to maximize utilization of medical resources in a cost-effective manner; and provide medical care and services to non-UNAMA United Nations staff and their dependants in Kabul and in the regions on a cost-recovery basis.

142. The central clinic of UNAMA medical facilities is located in Kabul, which is a level I United Nations-owned clinic, designed to treat common illnesses among United Nations international staff, national staff members and their dependants. It is open around the clock for emergency cases. Outpatient consultation is available during regular office hours. There are beds available for patient observation and treatment from a few hours to a few days. The treatment capabilities include primary care, advanced life support, trauma management, minor surgery, casualty evacuation, dental facility and preventive medicine. The Section also manages satellite clinics at Compounds Alpha and Bravo and in all regional offices in the mission area.

Information 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 2013	–	–	–	–	–	–	1	–	1	–	–	1	–	4	2	7
Proposed 2014	–	–	–	–	–	–	1	–	1	–	–	1	–	4	2	7
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

143. The Information Management Unit will continue to oversee the management of information produced at the Mission, including the development and implementation of a comprehensive records management programme and the application and/or

improvement of information management policies, procedures and tools to support the mandate of the Mission.

Staff Counselling Unit

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

144. The Staff Counselling Unit will continue to support the psychosocial well-being of all UNAMA staff in Afghanistan, including the provision of individual and group counselling interventions, emergency psychological services and follow-up to staff exposed to critical incidents, managerial consultations to all heads of United Nations agencies and technical advice to United Nations offices on stress mitigation and prevention strategies, as well as the conduct of training activities and psychosocial education to staff and managers and the supervision of peer helpers and their activities.

Welfare Unit

International staff: abolishment of 1 position

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

145. The Welfare Unit will continue to develop the UNAMA staff welfare framework and workplan, including coordination of improvements, maintenance and sustenance of UNAMA welfare facilities and regular activities for the welfare and well-being of UNAMA staff throughout Afghanistan; the preparation and submission of quarterly and biannual welfare reports for the Special Representative of the Secretary-General and the Under-Secretaries-General for Peacekeeping Operations and for Field Support on the Mission's implementation of the policy directive and standard operating procedure on welfare and recreation approved by the Department of Peacekeeping Operations; and support to the UNAMA Welfare and Recreation Committee and the Regional Welfare and Recreation Committees.

146. The Unit will also continue to ensure that activities sponsored by the UNAMA Welfare and Recreation Committee are carried out in a manner that respects

diversity, benefits all categories of UNAMA personnel and takes into consideration the security-related rules and procedures established by the Committee.

147. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that one P-4 position of Staff Welfare Officer be abolished.

6. UNAMA Support Office in Kuwait and Kuwait Joint Support Office

Table 9

Staffing requirements for the Support Office in Kuwait

International staff: abolishment of 6 positions; upwards reclassification of 1 position

National staff: abolishment of 3 positions; upwards reclassification of 1 position

	Professional and higher categories								General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	National Professional Officer	Local level		
Approved 2013	–	–	–	–	1	5	9	4	19	31	–	–	35	–	85
Proposed 2014	–	–	–	–	2	4	9	3	18	26	–	1	31	–	76
Change	–	–	–	–	1	(1)	–	(1)	(1)	(5)	–	1	(4)	–	(9)

148. The UNAMA Support Office in Kuwait was established in September 2010 on the basis of the decision that UNAMA Mission Support offices with automated systems could work effectively off-shore and provide the necessary support services to UNAMA staff, including most functions and services related to finance, human resources, travel, training, procurement, claims and budget. In addition, a disaster recovery and business continuity system has been installed in the Support Office in Kuwait for the express purpose of supporting the UNAMA offices remaining in Afghanistan and a Training Centre allows UNAMA staff access to third-party regional training expertise in a cost-effective manner.

149. The UNAMA Support Office in Kuwait and the Kuwait Joint Support Office are co-located within the premises currently occupied by the United Nations Assistance Mission for Iraq (UNAMI) in Kuwait City.

150. Table 9 above details the staff of the UNAMA Support Office in Kuwait, of which 44 positions are assigned dual responsibilities and support both UNAMA and UNAMI by carrying out administrative tasks as part of the Kuwait Joint Support Office, including in the areas of finance, human resources and training functions (1 P-5, 2 P-4, 3 P-3, 2 P-2, 17 Field Service and 19 Local level). The Support Office also includes three positions (1 P-4, 1 P-3 and 1 Field Service) of the Resident Auditor Unit.

151. Finance, human resources and travel operations are part of the Kuwait Joint Support Office and those staff report to the Head of the Office, while budget operations staff report to the UNAMA Chief of Mission Support at Kabul headquarters. The other sections report to their respective UNAMA heads of office in Kabul.

152. Further details concerning the Kuwait Joint Support Office are presented in paragraphs 57 to 66 of the report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/68/327).

7. Field offices in regions and provinces

Background

153. Under the Bonn Agreement of December 2001, eight regional offices, in Kabul (Kabul, central regional office), Kandahar (Kandahar), Herat (Herat), Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad), Kunduz, Bamyan and Paktya (Gardez) and two provincial offices, in Faryab (Maymana) and Badakhshan (Fayz Abad), were established. During the following years, 13 additional provincial offices were established, in Zabul (Qalat), Nimroz (Zaranj), Uruzgan (Tirin Kot), Farah (Farah), Ghor (Chaghcharan), Badghis (Qala-e Naw), Sar-e Pul (Sar-e Pul), Kunar (Asad Abad), Baghlan (Pul-e-Khumri), Day Kundi (Nili), Khost (Khost), Jawzjan (Shiberghan) and Takhar (Taloqan).

154. In line with approved Mission structural/organizational changes and resource reprioritization, nine UNAMA provincial offices, in Badghis, Ghor, Nimroz, Zabul, Day Kundi, Uruzgan, Takhar, Sar-e Pul and Kunar, were closed in 2012. Consequently, in 2013, the Mission operated 14 field offices throughout Afghanistan, comprising 8 regional offices and 6 provincial offices.

Structural plans for 2014

155. To support the implementation of priorities within the context of the prevailing security situation in the country, the Mission proposes to move towards a more flexible set of field structures in 2014, particularly at the provincial level, without compromising its impact or national outreach, through the medium of a mobile model of programme delivery and by integrating related work areas. The Mission intends to further develop this approach using a combination of mobile but strengthened regionally based teams, as well as harmonization with United Nations agencies, funds and programmes to allow the Mission to expand and contract its outreach across a greater number of provinces as programme requirements and opportunities develop.

156. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is therefore proposed that:

- (a) The provincial office in Khost be closed;
- (b) The regional office in Bamyan be reclassified to the provincial structure to align the office with the structural harmony of other United Nations agencies, funds and programmes. The area presently covered by the Bamyan regional office is considered relatively stable. The reprofiled office would become a multi-agency compound;
- (c) The approach of outsourcing various services be expanded wherever opportunities arise and it is deemed economically feasible and possible without compromising the standard of services;
- (d) The Mission's 2013 approved authorized staffing strength of 935 positions to maintain eight regional and six provincial offices be adjusted downwards to 762 positions (121 international and 622 national and 19 United Nations Volunteers).

157. The following summarizes the status of all regional and provincial offices to be operational in 2014. It is proposed that:

- (a) The eastern region (Nangahar) remain as is, with no provincial office;
- (b) The western region (Herat) remain as is, with one provincial office in Farah;
- (c) The central region (Kabul) remain as is, with no provincial office;
- (d) The northern region (Balkh) remain as is, with two provincial offices in Faryab and Jowzjan;
- (e) The south-eastern region (Paktya) remain with no provincial office following the closure of the Khost provincial office;
- (f) The north-eastern region (Kunduz) remain as is, with two provincial offices in Badakhshan and Baghlan;
- (g) The southern region (Kandahar) remain as is, with no provincial office;
- (h) The central highlands region (Bamyan) be reclassified to the provincial office structure.

158. Table 10 below details the approved 2013 and proposed 2014 staffing structure of UNAMA field offices in the regions and provinces.

Table 10

Staffing requirements for regional and provincial offices^a

International staff: abolishment of 26 positions; outward redeployment of 1 position

National staff: abolishment of 146 positions

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2013	–	–	–	1	7	40	32	22	102	46	–	148	142	626	19	935	
Proposed 2014	–	–	–	1	6	32	32	11	82	39	–	121	115	507	19	762	
Change	–	–	–	–	(1)	(8)	–	(11)	(20)	(7)	–	(27)	(27)	(119)	–	(173)	

^a Includes seven regional and six provincial offices.

Regional offices

159. The Mission will operate seven regional offices, in Kabul, Kandahar, Herat, Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad), Kunduz and Paktya (Gardez), with a proposed total staffing strength of 546 positions, as shown in table 11 below.

Table 11
Staffing requirements for regional offices

International staff: abolishment of 22 positions; outward redeployment of 6 positions; downwards reclassification of 3 positions

National staff: abolishment of 89 positions; outward redeployment of 35 positions

United Nations Volunteers: outward redeployment of 3 positions

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	1	7	34	26	17	85	40	–	125	120	439		17	701
Proposed 2014	–	–	–	1	6	26	25	7	65	32	–	97	98	337		14	546
Change	–	–	–	–	(1)	(8)	(1)	(10)	(20)	(8)	–	(28)	(22)	(102)		(3)	(155)

160. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that:

(a) 22 international positions (1 P-5, 4 P-4, 2 P-3, 9 P-2 and 6 Field Service) and 89 national positions (18 National Professional Officer and 71 Local level) in regional offices be abolished, as set out in table 4;

(b) 6 international positions (1 P-4, 2 P-3, 1 P-2, 2 Field Service), 35 national positions (4 National Professional Officers, 31 Local level) and 3 United Nations Volunteers in regional offices be redeployed to other Mission locations, as shown in table 5;

(c) 3 international positions at the P-4 level be reclassified to the P-3 level in regional offices in Kandahar, Herat and Jalalabad, as indicated in table 6;

(d) The regional office in Bamyan be reclassified as a provincial office.

161. The following tables provide details of the proposed staffing structure of each regional office, including proposed abolishments, redeployments and reclassifications.

Kabul regional office — central region

International staff: abolishment of 2 positions

National staff: abolishment of 4 positions

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	–	1	3	3	3	10	4	–	14	13	42		1	70
Proposed 2014	–	–	–	–	1	3	3	1	8	4	–	12	13	38		1	64
Change	–	–	–	–	–	–	–	(2)	(2)	–	–	(2)	–	(4)		–	(6)

162. It is proposed that six positions (2 P-2 (Associate Human Rights Officer and Associate Public Information Officer) and 4 Local level (Administrative Assistant, Electrical Technician and Driver)) be abolished.

Kandahar regional office — southern region

International staff: abolishment of 2 positions; downward reclassification of 1 position

National staff: abolishment of 9 positions

	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 2013	–	–	–	1	–	3	2	2	8	7	–	15	15	59	1	90	
Proposed 2014	–	–	–	1	–	2	3	1	7	6	–	13	14	51	1	79	
Change	–	–	–	–	–	(1)	1	(1)	(1)	(1)	–	(2)	(1)	(8)	–	(11)	

163. It is proposed that:

(a) 11 positions (1 Associate Public Information Officer (P-2), 1 Transport Assistant (Field Service), 1 Engineer (National Professional Officer) and 8 Local level Drivers, Training Assistants, Electrical Technicians and Generator Mechanics) be abolished;

(b) 1 P-4 position of Civil Affairs Officer be reclassified to the P-3 level.

Herat regional office

International staff: abolishment of 2 positions; downward reclassification of 1 position

National staff: abolishment of 9 positions

	Professional and higher categories									General Service and related categories			Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	National Professional Officer		Local level				
Approved 2013	–	–	–	–	1	5	4	2	12	6	–	18	15	54	3	90		
Proposed 2014	–	–	–	–	1	4	5	–	10	6	–	16	14	46	3	79		
Change	–	–	–	–	–	(1)	1	(2)	(2)	–	–	(2)	(1)	(8)	–	(11)		

164. It is proposed that:

(a) 11 positions (2 P-2, 1 National Professional Officer and 8 Local level) be abolished;

(b) 1 P-4 position be reclassified to the P-3 level.

Balkh (Mazar-e-Sharif) regional office*International staff: abolishment of 1 position**National staff: abolishment of 8 positions*

	Professional and higher categories								General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	National Professional Officer	Local level			
Approved 2013	–	–	–	–	1	5	4	1	11	4	–	15	16	60	2	93
Proposed 2014	–	–	–	–	1	5	4	–	10	4	–	14	14	54	2	84
Change	–	–	–	–	–	–	–	(1)	(1)	–	–	(1)	(2)	(6)	–	(9)

165. It is proposed that nine positions (1 Associate Political Affairs Officer (P-2), 1 Disarmament, Demobilization and Reintegration Officer and 1 Engineer (National Professional Officer) and 6 Local level Administrative Assistants, Drivers and Generator Mechanic) be abolished.

Nangarhar (Jalalabad) regional office*International staff: abolishment of 1 position; downward reclassification of 1 position**National staff: abolishment of 12 positions*

	Professional and higher categories								General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	National Professional Officer	Local level			
Approved 2013	–	–	–	–	1	5	4	2	12	6	–	18	17	63	2	100
Proposed 2014	–	–	–	–	1	4	5	2	12	5	–	17	16	52	2	87
Change	–	–	–	–	–	(1)	1	–	–	(1)	–	(1)	(1)	(11)	–	(13)

166. It is proposed that:

(a) 13 positions (1 Transport Assistant (Field Service), 1 Programme Officer (National Professional Officer) and 11 Local level Administrative Assistants, Drivers, Office Assistant, Generator Mechanic, Electrician, Facilities Management Assistant and Electrical Assistant) be abolished;

(b) 1 P-4 position of Disarmament, Demobilization and Reintegration Officer be reclassified to the P-3 level.

Kunduz regional office*International staff: abolishment of 1 position**National staff: abolishment of 6 positions*

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	–	1	4	3	2	10	4	–	14	16	53	3	86	
Proposed 2014	–	–	–	–	1	4	3	1	9	4	–	13	14	49	3	79	
Change	–	–	–	–	–	–	–	(1)	(1)	–	–	(1)	(2)	(4)	–	(7)	

167. It is proposed that seven positions (1 Associate Public Information Officer (P-2), 1 Engineer and 1 Disarmament, Demobilization and Reintegration Officer (National Professional Officer) and 4 Local level Drivers, Electrical Technician and Generator Mechanic) be abolished.

Paktya (Gardez) regional office — south-eastern region*International staff: abolishment of 2 positions**National staff: abolishment of 8 positions*

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	–	1	4	2	3	10	4	–	14	14	54	2	84	
Proposed 2014	–	–	–	–	1	4	2	2	9	3	–	12	13	47	2	74	
Change	–	–	–	–	–	–	–	(1)	(1)	(1)	–	(2)	(1)	(7)	–	(10)	

168. It is proposed that 10 positions (1 Associate Public Affairs Officer (P-2), 1 Administrative Officer (Field Service), 1 Engineer (National Professional Officer) and 7 Local level Administrative Assistants, Drivers, Electrical Technician and Generator Mechanic) be abolished.

Bamyan regional office

International staff: abolishment of 11 positions; outward redeployment of 6 positions

National staff: abolishment of 33 positions; outward redeployment of 38 positions

	Professional and higher categories								General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	National Professional Officer	Local level			
Approved 2013	–	–	–	–	1	5	4	2	12	5	–	17	14	54	3	88
Proposed 2014	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	(1)	(5)	(4)	(2)	(12)	(5)	–	(17)	(14)	(54)	(3)	(88)

169. It is proposed that:

(a) 44 positions (1 P-5, 4 P-4, 2 P-3, 1 P-2, 3 Field Service, 10 National Professional Officer and 23 Local level) be abolished;

(b) 43 positions (1 P-4, 1 P-3, 1 P-2, 2 Field Service, 4 National Professional Officer, 31 Local level and 3 United Nations Volunteers) be redeployed to the Bamyan provincial structure;

(c) 1 P-3 position of Human Rights Officer be redeployed to the Human Rights Unit.

Provincial offices

Table 12

Staff requirements for provincial offices

International staff: abolishment of 4 positions; inward redeployment of 5 positions

National staff: abolishment of 57 positions; inward redeployment of 35 positions

United Nations Volunteers: inward redeployment of 3 positions

	Professional and higher categories								General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	National Professional Officer	Local level			
Approved 2013	–	–	–	–	–	6	6	5	17	6	–	23	22	187	2	234
Proposed 2014	–	–	–	–	–	6	7	4	17	7	–	24	17	170	5	216
Change	–	–	–	–	–	–	1	(1)	–	1	–	1	(5)	(17)	3	(18)

170. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, and the details provided in paragraphs 159 to 163 above, it is proposed that:

(a) The provincial office in Khost be closed, in particular, because of accessibility issues and difficulties in logistics that have proven to be a consistent

impediment in programme delivery and its 37 positions (1 P-4, 1 P-2, 1 Field Service, 4 National Professional Officer and 30 Local level) be abolished;

(b) The regional office in Bamyan be reclassified as a provincial office;

(c) 43 positions (1 P-4, 1 P-3, 1 P-2, 2 Field Service, 4 National Professional Officer, 31 Local level and 3 United Nations Volunteers) be redeployed from the Bamyan regional office to the Mission's provincial structure as the Bamyan provincial office;

(d) 24 positions (1 P-2, 5 National Professional Officer and 18 Local level) be abolished in the remaining 5 provincial offices, as set out in the staffing tables of the individual offices presented in the present section.

171. The resulting proposed staffing of the six remaining provincial offices would therefore comprise 24 international positions (6 P-4, 7 P-3, 4 P-2 and 7 Field Service), 187 national positions (17 National Professional Officer and 170 Local level) and 5 United Nations Volunteers, as shown in table 12 above. The following tables provide details of the proposed staffing structure of each provincial office, including proposed abolishments and outward redeployments.

Khost (Khost) (under the Gardez regional office/south-eastern region)

International staff: abolishment of 3 positions

National staff: abolishment of 34 positions

	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 2013	–	–	–	–	–	1	–	1	2	1	–	3	4	30	–	37	
Proposed 2014	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Change	–	–	–	–	–	(1)	–	(1)	(2)	(1)	–	(3)	(4)	(30)	–	(37)	

172. It is proposed that 37 positions (1 P-4, 1 P-2, 1 Field Service, 4 National Professional Officers and 30 Local level) be abolished.

Farah (Farah) (under the Herat regional office/western region)

National staff: abolishment of 3 positions

	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 2013	–	–	–	–	–	1	1	1	3	1	–	4	3	31	1	39		
Proposed 2014	–	–	–	–	–	1	1	1	3	1	–	4	3	28	1	36		
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(3)	–	(3)		

173. It is proposed that three Local level positions of Electrician and Administrative Assistants be abolished.

Faryab (Maymana) (under the Balkh regional office/northern region)

International staff: abolishment of 1 position

National staff: abolishment of 5 positions

	Professional and higher categories									General Service and related categories			Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	National Professional Officer		Local level				
Approved 2013	–	–	–	–	–	1	1	1	3	1	–	4	4	34	1	43		
Proposed 2014	–	–	–	–	–	1	1	–	2	1	–	3	3	30	1	37		
Change	–	–	–	–	–	–	–	(1)	(1)	–	–	(1)	(1)	(4)	–	(6)		

174. It is proposed that six positions (1 Associate Human Rights Officer (P-2), 1 Coordination Officer (National Professional Officer) and 4 Local level Generator Mechanic, Language Assistant and Administrative Assistants) be abolished.

Jawzjan (Shiberghan) (under the Balkh regional office/northern region)

National staff: abolishment of 5 positions

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Approved 2013	–	–	–	–	–	1	1	1	3	1	–	4	3	27	–	34	
Proposed 2014	–	–	–	–	–	1	1	1	3	1	–	4	2	23	–	29	
Change	–	–	–	–	–	–	–	–	–	–	–	–	(1)	(4)	–	(5)	

175. It is proposed that five positions (1 Coordination Officer (National Professional Officer) and 4 Local level Programme Assistant, Driver, Generator Mechanic and Administrative Assistant) be abolished.

Badakhshan (Fayz Abad) (under the Kunduz regional office/north-eastern region)*National staff: abolishment of 6 positions*

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>			<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2013	–	–	–	–	–	1	2	–	3	1	–	4	4	32	–	40	
Proposed 2014	–	–	–	–	–	1	2	–	3	1	–	4	2	28	–	34	
Change	–	–	–	–	–	–	–	–	–	–	–	–	(2)	(4)	–	(6)	

176. It is proposed that six positions (Governance Officer and Coordination Officer (National Professional Officer), and 4 Local level Administrative Assistant, Cleaner, Generator Mechanic and Air Operations Assistant) be abolished.

Baghlan (Pul-e-Khumri) (under the Kunduz regional office/north-eastern region)*National staff: abolishment of 4 positions*

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>			<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2013	–	–	–	–	–	1	1	1	3	1	–	4	4	33	–	41	
Proposed 2014	–	–	–	–	–	1	1	1	3	1	–	4	3	30	–	37	
Change	–	–	–	–	–	–	–	–	–	–	–	–	(1)	(3)	–	(4)	

177. It is proposed that four positions (1 Coordination Officer (National Professional Officer) and 3 Local level Drivers and Mechanical Engineer) be abolished.

Bamyan provincial office*International staff: inward redeployment of 5 positions**National staff: inward redeployment of 35 positions**United Nations Volunteers: inward redeployment of 3 positions*

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2013	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Proposed 2014	–	–	–	–	–	1	1	1	3	2	–	5	4	31	3	43	
Change	–	–	–	–	–	1	1	1	3	2	–	5	4	31	3	43	

178. It is proposed that 43 positions (1 P-4, 1 P-3, 1 P-2, 2 Field Service, 4 National Professional Officer, 31 Local level and 3 United Nations Volunteers) be redeployed from the Bamyán regional structure.

IV. Analysis of resource requirements

Table 13

Detailed cost estimates

(Thousands of United States dollars)

Category of expenditure	2012-2013			Requirements for 2014		Total requirements 2013	Variance 2013-2014
	Appropriation	Estimated expenditures	Variance	Total	Non-recurrent		
	(1)	(2)	(3)=(1)-(2)	(4)	(5)	(6)	(7)=(4)-(6)
I. Military and police personnel costs							
1. Military observers	1 940.9	1 344.9	596.0	730.8	—	954.3	(223.5)
2. United Nations police	553.3	222.2	331.1	240.6	—	240.6	—
Total category I	2 494.2	1 567.1	927.1	971.4	—	1 194.9	(223.5)
II. Civilian personnel costs							
1. International staff	144 204.9	154 077.6	(9 872.7)	70 060.2	—	70 375.1	(314.9)
2. National staff	84 845.7	100 292.1	(15 446.4)	40 367.8	—	37 856.3	2 511.5
3. United Nations Volunteers	6 897.3	7 397.1	(499.8)	3 492.0	—	3 492.0	—
Total category II	235 947.9	261 766.8	(25 818.9)	113 920.0	—	111 723.4	2 196.6
III. Operational costs							
1. Consultants	756.8	696.6	60.2	186.2	—	378.4	(192.2)
2. Official travel	4 147.0	3 358.5	788.5	1 879.9	—	2 063.0	(183.1)
3. Facilities and infrastructure	72 000.1	67 328.6	4 671.5	33 778.3	1 037.4	31 113.3	2 665.0
4. Ground transportation	3 662.9	3 761.3	(98.4)	1 488.7	12.7	1 488.7	—
5. Air transportation	92 287.6	77 251.2	15 036.4	29 468.3	8.3	37 319.4	(7 851.1)
6. Communications	13 670.0	10 566.4	3 103.6	4 810.1	179.3	5 989.4	(1 179.3)
7. Information technology	5 517.2	5 554.7	(37.5)	1 981.8	—	2 195.1	(213.3)
8. Medical	1 284.2	943.0	341.2	562.3	13.1	562.3	—
9. Other supplies, services and equipment	5 497.0	4 470.7	1 026.3	2 317.5	351.8	2 203.5	114.0
Total category III	198 822.8	173 931.0	24 891.8	76 473.1	1 602.6	83 313.1	(6 840.0)
Total requirement	437 264.9	437 264.9	—	191 364.5	1 602.6	196 231.4	(4 866.9)

A. Military and police personnel

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Military observers	1 940.9	1 344.9	596.0	730.8	954.3	(223.5)

179. The provision of \$730,800 reflects requirements for the deployment of 15 military advisers with respect to:

(a) Mission subsistence allowance, based on standard rates of \$142 per day for the first 30 days of emplacement and \$108 per day for the remaining days of the year, including an estimated vacancy rate of 5 per cent (\$576,300);

(b) Travel costs for placement, rotation and repatriation, including commercial airfare, personal effects and terminal and ground expenses, at an average cost of \$7,500 per person (\$112,500);

(c) Clothing allowance, based on a standard rate of \$200 per person per year (\$2,000);

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

180. The variance between the 2014 requirements and the 2013 approved budget reflects mainly a reduced strength of military advisers from 20 in 2013 to 15 proposed for 2014, resulting from the downward adjustment of the Mission's overall field presence and the withdrawal from Afghanistan of the majority of the international military presence.

181. The anticipated unencumbered balance in 2012-2013 relates mainly to a reduced deployment of military advisers in 2012, resulting from a temporary ceiling implemented by the Mission with respect to their deployment.

182. It is anticipated that the actual deployment of military personnel in 2013 would result in an average vacancy rate of less than 1 per cent, compared with the budgeted rate of 5 per cent.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
United Nations police	553.3	222.2	331.1	240.6	240.6	—

183. The provision of \$240,600 reflects requirements for the deployment of six United Nations police personnel with respect to:

(a) Mission subsistence allowance, based on standard rates of \$142 per day for the first 30 days of emplacement and \$108 per day for the remaining days of the year, taking into account an estimated vacancy rate of 30 per cent (\$169,800);

(b) Travel costs for placement, rotation and repatriation, including commercial airfare, personal effects and terminal and ground expenses, at an average cost of \$7,500 per person. Incoming travel is calculated at \$4,500 for 4 emplacement trips

and outgoing travel is calculated at \$3,000 for 4 repatriation trips, taking into account an estimated vacancy rate of 30 per cent (\$30,000);

(c) Clothing allowance, based on a standard rate of \$200 per person per year, taking into account an estimated vacancy rate of 30 per cent (\$800);

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

184. The anticipated unencumbered balance in 2012-2013 relates mainly to a reduced deployment of United Nations police in 2012, namely, two police advisers deployed, compared with eight budgeted for 2012, following a decision by the Mission's management, which in turn resulted in a higher vacancy rate.

185. It is anticipated that the actual deployment of United Nations police in 2013 would result in an average vacancy rate of 40 per cent, compared with the budgeted rate of 30 per cent.

B. Civilian personnel

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
International staff	144 204.9	154 077.6	(9 872.7)	70 060.2	70 375.1	(314.9)

186. The provision of \$70,060,200 reflects requirements for salaries (\$24,655,900), common staff costs (\$39,200,800) and danger pay allowance (\$6,203,500) for the deployment of 402 international staff, including 226 in the Professional category and 176 in the Field Service category.

187. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that:

(a) 45 international positions (30 Professional and 15 Field Service) be abolished, as indicated in table 4;

(b) 9 international positions (7 Professional and 2 Field Service) be redeployed, as set out in table 5;

(c) 5 international positions in the Professional category be reclassified, as shown in table 6.

188. The cost estimates take into account an estimated vacancy rate of 7 per cent for international staff in Afghanistan and neighbouring countries where the Mission maintains offices, that is, Pakistan (Islamabad), the Islamic Republic of Iran (Tehran) and Kuwait.

189. The provision for salaries (\$24,655,900) is budgeted according to the salary scales for international staff, effective January 2013, using step I for Under-Secretary-General and Assistant Secretary-General, step III for D-2, step V for D-1, step VI for P-5, step VII for P-4 and P-3, step VI for P-2 and FS-4, step VII for Field Service positions.

190. The provision for common staff costs (\$39,200,800) is budgeted at 65 per cent of net salaries and post adjustment and includes the reimbursement of \$450 per staff

for rest and recuperation travel in view of the discontinuation of weekly UNAMA flights to Dubai where rest and recuperation is authorized for Mission staff deployed to all locations in Afghanistan.

191. The provision for danger pay allowance (\$6,203,500) would cover compensation for service under dangerous conditions, payable to international staff deployed to all locations in Afghanistan only and is budgeted at \$1,600 per month per international staff member for 10 months, taking into account the two-month rest and recuperation period, during which the entitlement for danger pay is not applicable.

192. Several factors facilitated the downward revision of the vacancy rate for 2014 from 12 per cent for international staff, used in 2013, to 7 per cent, including:

(a) The proposed closure of a provincial office in Khost and the proposed reclassification of the regional office in Bamyan to the provincial structure, including a reduction in its staffing levels;

(b) The proposed rationalization of the Mission's substantive operations, including the merging of several functions intended to achieve efficiencies and economies of scale in the overall work of the Mission, which would result in the proposed abolishment of 45 international positions.

193. The actual deployment of international staff in 2013 would result in an anticipated average vacancy rate of 14 per cent, compared with the budgeted rate of 12 per cent.

194. The net variance between the 2012 appropriations and the 2013 requirements reflects mainly the proposed reduction in staffing levels, resulting from the abolishment of 45 international positions, as set out in table 4, in line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above.

195. The foregoing would be offset in part by:

(a) Increased salary scales for international staff, effective January 2013;

(b) The application of a 7 per cent vacancy rate for all international staff, compared with the rate of 12 per cent applied in 2013;

(c) Increased common staff costs, in view of the inclusion of the reimbursement of \$450 per staff for rest and recuperation travel in view of the discontinuation of weekly UNAMA flights to Dubai where rest and recuperation is authorized for Mission staff deployed to all locations in Afghanistan.

196. The anticipated overrun in 2012-2013 relates mainly to:

(a) Increases in common staff costs, resulting from a lower actual vacancy rate in 2012 of 20 per cent, compared with the budgeted rate of 22 per cent; and the inclusion in 2012 of the non-family duty station hardship allowance;

(b) Increases in post adjustment in 2012 from 51.0 per cent and 40.8 per cent (budgeted) to 56.5 per cent and 50.3 per cent (actual) for Afghanistan and Kuwait, respectively;

(c) Increased requirements for danger pay allowance in 2012, owing to a rate increase from \$1,365 to \$1,600 per international staff member per month, effective April 2012.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
National staff	84 845.7	100 292.1	(15 446.4)	40 367.8	37 856.3	2 511.5

197. The provision of \$40,367,800 reflects requirements for salaries (\$24,482,100), common staff costs (\$8,420,600), overtime (\$200,400) and compensation for deployment to a dangerous duty station (\$7,264,700) for 1,209 national staff positions, including 187 National Professional Officer and 1,022 Local level positions.

198. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that:

(a) 197 national positions (28 National Professional Officer and 169 Local level) be abolished, as shown in table 4;

(b) 39 national positions (6 National Professional Officer and 33 Local level) be redeployed, as set out in table 5;

(c) 1 approved national position be reclassified from the Local level to the National Professional Officer level, as indicated in table 6;

(d) 1 National Professional Officer position be established at Mission headquarters in Kabul to carry out the duties of auditor in the Resident Auditor Unit, as shown in table 7.

199. The cost estimates take into account estimated vacancy rates of 6 per cent for National Professional Officers and 4 per cent for Local level staff deployed to all Mission locations.

200. The provision for salaries (\$24,482,100) is budgeted using salary scales for Afghanistan (revision 44) effective 1 March 2013 and for Kuwait (revision 11, amendment 1) effective April 2008, using level B, step VI, for National Professional Officers and GS-3, step VI, for Local level staff deployed to all locations in Afghanistan and GS-5, step V, for Local level staff deployed to Kuwait.

201. The provision for common staff costs (\$8,420,600) is budgeted at 35 per cent of net national salaries.

202. The provision for overtime (\$200,400) is foreseen for national drivers who are expected to report for duty at least one hour prior to the commencement of business hours to pick up members of the office staff and to stay one hour after the close of business hours to drop them off. In addition, international staff members and senior managers who normally work or attend meetings beyond office hours must be accompanied by drivers, as Mission vehicles are not to be left unattended, owing to security concerns.

203. The provision for danger pay allowance (\$7,264,700) would cover compensation for deployment to a dangerous duty station and is budgeted on the

basis of 30 per cent of the net midpoint of the applicable 2012 General Service salary scale.

204. Several factors facilitated the downward revision of the vacancy rate for 2014 from 13 per cent for National Professional Officers and 8 per cent for Local level staff, used in 2013, to 6 per cent for National Professional Officers and 4 per cent for Local level staff, including:

(a) The proposed closure of a provincial office in Khost, including a reduction in its staffing levels;

(b) The proposed rationalization of the Mission's substantive operations, including the merging of several functions intended to achieve efficiencies and economies of scale in the overall work of the Mission, which would result in the proposed abolishment of 197 national positions.

205. The actual deployment of national staff in 2013, which would result in an anticipated average vacancy rate of 4 per cent, compared with the budgeted rates of 13 per cent and 8 per cent for National Professional Officers and Local level staff, respectively.

206. The net variance between the 2013 appropriations and the 2014 requirements reflects mainly:

(a) Increases in the salary scales for national staff, 6.7 per cent for National Professional Officers and 3.7 per cent for Local level staff, effective 1 March 2013;

(b) The application of vacancy rates of 6 per cent for National Professional Officers and 4 per cent for Local level staff deployed to all Mission locations, compared with the rates of 13 per cent and 8 per cent, respectively, budgeted for 2013;

(c) Increases in common staff costs, resulting from a change in the applicable parameter for the calculation of common staff costs, which reflects the application of 35 per cent over the net salary, compared with the budgeted rate of 25 per cent;

(d) Increase in danger pay allowance from \$448 in 2013 to \$538, effective January 2013.

207. The foregoing would be offset in part by the proposed reduction in staffing levels, namely, the proposed abolishment of 197 national positions, in line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, in particular the proposed closure of the provincial office in Khost and the proposed reclassification of the regional office in Bamyán to the provincial structure.

208. The anticipated overrun in 2012-2013 relates mainly to:

(a) Salary increases for national staff positions, effective 1 March 2012 (3.8 per cent for National Professional Officer and 2.5 per cent for Local level) and 1 March 2013 (6.7 per cent for National Professional Officer and 3.7 per cent for Local level), which took place after provisions for salaries of national staff were approved in the respective annual budgets;

(b) A lower-than-budgeted actual average vacancy rate for Local level staff in 2013, namely, 4 per cent, as compared with the budgeted rate of 8 per cent;

(c) Higher common staff costs, reflecting 35 per cent over the net salary, compared with the budgeted rate of 25 per cent;

(d) An increase in danger pay allowance from \$448, used in 2013, to \$538, effective January 2013.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
United Nations Volunteers	6 897.3	7 397.1	(499.8)	3 492.0	3 492.0	–

209. The provision of \$3,492,000 reflects requirements for the deployment of 80 United Nations Volunteers to cover:

(a) Recurrent costs, including monthly living allowance, orientation and training and medical/life insurance, including an estimated vacancy rate of 11 per cent (\$2,390,600);

(b) Danger pay, applicable to deployment to Afghanistan, including an estimated vacancy rate of 11 per cent (\$546,800);

(c) Non-recurrent costs, including settling-in grant, pre-departure and repatriation expenses, home leave and resettlement allowance (\$295,900)

(d) Programme support costs payable to the United Nations Volunteers headquarters in Bonn, Germany, at the rate of 8 per cent of the total United Nations Volunteers costs (\$258,700);

210. The cost estimates take into account a vacancy rate of 11 per cent for 2014. It is anticipated that the actual deployment of United Nations Volunteers in 2013 would result in an average vacancy rate of 16 per cent, compared with the budgeted rate of 11 per cent.

211. In line with the Mission's proposed organizational and resource changes, described in paragraphs 18 and 19 above, it is proposed that four United Nations Volunteers be redeployed, as indicated in table 5.

212. The anticipated overrun in 2012-2013 relates mainly to the increased rate of danger pay allowance rate, that is, \$640 per month per United Nations Volunteer, compared with the budgeted rate of \$546.

C. Operational costs

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Consultants	756.8	696.6	60.2	186.2	378.4	(192.2)

213. The provision of \$186,200 reflects requirements for the engagement of consultants for the provision of technical and specialized expertise with respect to:

(a) Non-training activities carried out by an Afghan-based organization to assist the Mission's Strategic Communications and Spokesperson Unit in carrying

out a qualitative survey sampling on Afghan perceptions of UNAMA, in order to enable the United Nations to position itself and help target public communications to contribute to a higher level of security for United Nations personnel and programmes in Afghan communities (\$37,600);

(b) Training activities for Mission personnel, including train-the-trainers courses and courses on best practices, procurement, finance, transport, engineering, property management, information and communications technology, security, journalism, human rights, the rule of law and transitional justice, as well as air safety operations, management, language skills and security awareness (\$148,600).

214. The variance between the 2014 requirements and the 2013 approved budget reflects mainly a proposed reduced engagement of consultants for the provision of technical and specialized expertise as the engagement of more in-house or regional expertise for consultancies is planned.

215. The anticipated unencumbered balance in 2012-2013 relates mainly to a reduced engagement of consultants for the provision of technical and specialized expertise, particularly with respect to non-training activities as an increased number of in-house, local or regional expertise for consultancies was obtained.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Official travel	4 147.0	3 358.5	788.5	1 879.9	2 063.0	(183.1)

216. The provision of \$1,879,900 reflects requirements for official travel to carry out non-training (\$1,518,300) and training activities (\$361,600).

217. The proposed requirements for official travel of staff for non-raining activities include travel within and outside the mission area, as follows:

(a) Travel within the mission area includes travel of staff of Mission Support and of heads of regional offices, including the liaison offices in Islamabad and Tehran, to attend regular monthly meetings with the Special Representative of the Secretary-General and senior management of the Mission. In addition, travel within the mission area is required in order to provide essential technical support to field offices and to ensure that regular programme consultation takes place among the various components of the Mission to achieve the efficient implementation of its mandate;

(b) Travel outside the mission area includes official travel of the Special Representative of the Secretary-General and members of his senior staff in connection with the implementation of the Mission's mandate, to attend various high-level conferences on Afghanistan and to visit and hold meetings with donor countries in their capital cities; official travel for consultations with political counterparts and the provision of briefings to the Security Council in New York; and official travel of staff to conferences, seminars, workshops and consultations.

218. The proposed requirements for official travel of staff for training-related activities include travel to attend technical training outside the mission area.

219. The variance between the 2014 requirements and the 2013 approved budget reflects mainly decreased requirements for official travel of staff within the mission area for:

(a) Non-training activities, resulting from the increased and frequent use of information and communication technology tools available in-house, such as videoconference links;

(b) Training-related activities, resulting from an increased number of training sessions being held in-house and within the mission area.

220. The anticipated unencumbered balance in 2012-2013 relates mainly to a reduced number of trips undertaken by staff to attend:

(a) Non-training activities within the mission area, in view of the closure of various field offices in 2012 and 2013;

(b) Training-related activities outside the mission area, resulting from an increased number of training being conducted in-house.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Facilities and infrastructure	72 000.1	67 328.6	4 671.5	33 778.3	31 113.3	2 665.0

221. The provision of \$33,778,300 reflects requirements for facilities and infrastructure with respect to:

(a) Acquisitions valued at \$1,242,500, including freight charges, of:

(i) Electrical equipment to monitor and control the electrical consumption supplied by UNAMA generators in order to reduce the load, for which electric energy meters will be installed in staff accommodations in the UNOCA compound in Kabul (\$18,100);

(ii) Refrigeration equipment, including replacement of refrigerators and freezers, owing to wear and tear, mainly in staff accommodation units (\$31,900);

(iii) Generators, including one replacement owing to wear and tear for the regional office in Kandahar (\$119,600);

(iv) Accommodation equipment, including replacements owing to wear and tear, in staff accommodation units (\$184,800);

(v) Specialized items for fuel and storage pumps, including thermo hydrometer, measuring jar, stainless steel buckets supported by positive displacement fuel meters, pumps, hoses and spill kits, in all Mission locations where fuel is stored and dispensed (\$84,000);

(vi) Office furniture, including replacements owing to wear and tear, in staff accommodation units (\$187,200);

(vii) Office equipment, including replacements owing to wear and tear, for Mission locations in Kabul and in selected field offices (\$147,800);

(viii) Security and safety equipment to maintain existing equipment in compliance with minimum operating security standards requirements for Afghanistan, including replacements owing to wear and tear, in all Mission locations throughout Afghanistan and field offices (\$401,700);

(ix) Firefighting equipment to equip all UNAMA offices countrywide in compliance with standard codes and safety requirements (\$67,400);

(b) Rental of premises, including at headquarters in Kabul, offices in regions and provinces; two liaison offices in Islamabad and Tehran; and the Logistics Support Office in Dubai, through a variety of contractual and/or cost-sharing agreements. Some of the premises are free of charge, including the offices in Kuwait, Jalalabad, Bamyan and Mazar-e-Sharif. Others are rented through a common services cost-sharing arrangement, such as the premises at the UNOCA complex and offices in Islamabad, Herat, Qalat and Tehran. The provision also covers the rental of buildings to provide office and residential accommodation to all international staff based in Kunduz, Gardez, Herat, Farah, Maymana, Shiberghan, Fayz Abad and Pul-e-Khumri, which are considered UNAMA-provided accommodations (\$3,961,500);

(c) Utilities, which would cover charges for city-supplied electricity for the Islamabad liaison office, which is under a cost-sharing agreement; the UNAMA terminal at Kabul airport; and TV Hill, the main broadcasting location in Kabul (\$36,100);

(d) Maintenance, cleaning, surge support, pest control and waste disposal services, including the disposal of hazardous waste and the cost of the casual labour of electricians and plumbers and of sewage, cleaning and other building maintenance services for all Mission locations. During the biennium 2012-2013, the Mission has downsized the staff that provided engineering services such as air conditioning, electrical, plumbing, carpentry, welding, painting, building and minor repair works. The Mission's Engineering Section is also being proposed for further downsizing in 2014, which will reduce the in-house capacity to maintain generators. The Mission has, however, decided to outsource the operation and maintenance services of general engineering works and the maintenance of generators. An external contractor will therefore operate and maintain UNAMA compounds in 18 different locations in the mission area (6 in Kabul and 12 in the regions). The provision of \$4,086,000 for maintenance services for the Mission would therefore cover the cost of the following:

(i) The Mission's share of maintenance costs for the premises occupied by administrative offices in the UNOCA complex in Kabul, the regional office in Herat, the liaison office in Islamabad and the Kuwait Office, under cost-sharing agreements (\$1,159,500);

(ii) Maintenance services for the Alpha Compound in Kabul, including for the mechanical room, water treatment plant and water pool (\$60,000);

(iii) Cleaning services and waste disposal for six premises in Kabul, which are outsourced (\$1,264,300);

(iv) Surge support service under a contract for minor works in Kabul and offices in the field, including services provided by daily workers to support the additional work which cannot be performed with existing capacity and includes, but is not limited to, maintenance work such as electricity, plumbing,

carpentry and other requirements for tradesmen, artisans and labourers (\$180,000);

(v) Pest-control services, including rodent extermination at all UNAMA premises (\$20,000);

(vi) Outsourcing of the operation and maintenance of general engineering work and maintenance of generators (\$1,402,200);

(e) Security services estimated at \$11,177,600, including:

(i) The Mission's share of the cost of Afghan Protection Services deployed to secure various United Nations compounds in Kabul and throughout the regions. This is a Government-sponsored unit dedicated solely to the protection of United Nations staff and premises. The cost of the salaries of guards and supervisors is borne by the Government of Afghanistan. However, the Mission provides a meal allowance of \$6.74 per day per guard and \$9.70 per day per supervisor. The provision includes the Mission's share of costs under common services arrangements for the UNOCA compound at headquarters in Kabul, for 105 Afghan Protection Services guards and 107 unarmed security guards deployed (\$1,718,300);

(ii) Deployment of international armed guards in Kabul and the field offices, which is determined on a case-by-case basis, taking into account the size of the office and the risk assessment of each area. The deployment of these guards to the aforementioned areas, where the security situation is or is becoming volatile, is deemed vital and has been reinforced by the latest country security risk assessment. The provision includes the Mission's share of costs under common services arrangements for the UNOCA compound at headquarters in Kabul, for 62 international armed guards (\$7,405,100);

(iii) Road missions, including meal allowance for armed escorts, quick-reaction force and rental of escort vehicles from local vendors. Each road mission requires three vehicles to carry armed escorts, while Mission staff travel in United Nations vehicles. In view of the security situation prevailing in the eastern region of the country, field offices in those locations require six escort vehicles during road missions. The quick-reaction force provides an armed reaction force in support of UNAMA premises, when required, to cover gaps left by ISAF after the transition. The provision includes the Mission's share of costs under common security arrangements, administered by UNDP, for the seven regions in which the Mission operates (\$1,163,200);

(iv) Canine services, including dogs and dog handlers, based in Kabul and Kandahar, for deployment to the UNOCA compound, the Alpha compound, compound B, the UNAMA air terminal and the compound in the regional office in Kandahar. The provision includes the Mission's share of costs under common security arrangements for the UNOCA compound at headquarters in Kabul (\$588,900);

(v) The Mission's share of the cost of security under common security arrangements for the Kuwait Office (\$302,100);

(f) Alteration and renovation services for various Mission locations at headquarters in Kabul and in all field offices, including minor construction of

additional rooms, the realignment of offices and major maintenance projects (\$396,200);

(g) Construction services estimated at \$3,624,300, including:

(i) The fifth instalment payable for the construction of the Alpha compound in Kabul. UNAMA is currently occupying this compound under an agreement by which it would pay \$22 million over a period of seven years for the construction of the building. The building was occupied in 2010 and currently provides office and accommodation facilities for 60 international staff. The first four instalments, of \$3.2 million each, have been paid and the fifth is due in 2014 (\$3,214,300);

(ii) Minor construction works, including security upgrades (\$150,000);

(iii) Construction of soak pits in the UNOCA compound to support the removal of sewage from septic tanks by sewage trucks (\$20,000);

(iv) Insulation of staff accommodations in the UNOCA compound to effectively maintain inner temperature of the accommodation units, particularly during the winter and summer seasons and achieve a better electric power consumption (\$200,000);

(v) Minor construction works in the transport workshop in the regional office in Kandahar, which will enhance the ability of the office to maintain its ground transport fleet (\$40,000);

(h) Stationery and office supplies (\$164,000);

(i) Spare parts for the maintenance of staff accommodation units, office and miscellaneous equipment and spare parts and toner for photocopiers, including freight costs (\$617,100);

(j) Maintenance supplies, including plumbing, hardware, stone, paint, steel, tiles, cement, carpet and electrical items, for Mission office locations and staff accommodation units in Kabul and in field offices (\$417,800);

(k) Field defence supplies required to maintain the safety and security of UNAMA premises and staff throughout the mission area (\$86,500);

(l) Petrol, oil and lubricants for generators, based on an estimated consumption of 6 million litres of generator fuel, at a rate of \$1.25 per litre, including the cost of an estimated six fuel laboratory test/analysis (\$7,886,700);

(m) Sanitation and cleaning materials and supplies for Mission offices and staff accommodation units in Kabul and field offices (\$82,000).

222. The variance between the 2014 requirements and the 2013 approved budget reflects mainly:

(a) The increased cost of maintenance services, resulting from the outsourcing of the operation and maintenance of general engineering works and generators, under which the contractor will operate and maintain UNAMA compounds in 18 different locations in the mission area (6 in Kabul and 12 in the regions);

(b) The increased cost of contractual cleaning services, including the Mission's share to cover the cleaning costs of the offices in Herat and Kuwait;

(c) An increased number of international armed guards, including salary increases and the inclusion of a provision to cover security costs in the office in Kuwait, which is under a cost-sharing arrangement;

(d) The increased price per litre of fuel for generators, from \$1.19 to \$1.25 per litre;

(e) The inclusion of requirements to insulate staff accommodations in the UNOCA compound to conserve energy and for infrastructure upgrades in the ground transport workshop in the office in Kandahar.

223. The anticipated unencumbered balance in 2012-2013 relates mainly to:

(a) Reduced requirements for the acquisition of security and safety equipment, including X-ray machines and ballistic vests and helmets, resulting from a reprioritization of security and safety operational requirements in the field and the current inventory which is deemed sufficient to meet Mission needs. In addition, the budgeted acquisition of a closed-circuit television surveillance system was not carried out, as an assessment determined that the system was no longer required;

(b) Lower-than-budgeted cost of security services in 2012, resulting from a fewer number of international armed guards actually deployed, in view of the closure of six provincial offices;

(c) Lower-than-budgeted cost of rental of premises in 2012, resulting from the closure of six provincial offices and the recovery of rental charges from various United Nations agencies in the field;

(d) The non-acquisition of aviation fuel filtration units;

(e) A reduced requirement for the acquisition of stationery and office supplies and materials, as the existing inventory was deemed sufficient to cover the Mission needs;

(f) A reduced requirement for the acquisition of sanitary and cleaning supplies, as cleaning services for the Mission in Kabul have been outsourced and supplies are to be provided by the contractor.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Ground transportation	3 662.9	3 761.3	(98.4)	1 488.7	1 488.7	–

224. The provision of \$1,488,700 reflects requirements for the Mission's ground transportation fleet, which is comprised of 319 vehicles, including 46 light vehicles, 13 medium vehicles, 3 heavy vehicles, 227 armoured civilian vehicles, 11 items of material handling equipment, 2 armoured delivery vans, 5 vehicle attachments, 1 item of airfield equipment, 10 armoured ambulances and 1 armoured VIP vehicle, with respect to:

(a) The acquisition of additional vehicle workshop equipment and tools for the Mission's auto repair shops to replace tools that have been damaged and/or broken as a result of normal wear and tear, including an air compressor for the Kabul workshop and ultraviolet and gas leak detectors to support air-conditioning

systems repairs carried out in UNAMA workshops in Kabul and in the field (\$12,700);

(b) The rental of specialized vehicles and heavy equipment for engineering use, including front-end loaders, heavy-duty cranes and excavators, to be used in construction projects and regular maintenance work; and the rental of a station wagon vehicle for the Logistics Support Office in Dubai (\$52,900);

(c) Insurance to cover third-party liability for 277 vehicles and 11 items of material handling equipment deployed in Kabul under the worldwide third-party insurance coverage and 25 vehicles deployed to Kuwait (20), Islamabad (3) and Tehran (2) under the worldwide third-party insurance coverage and local insurance coverage (\$15,500);

(d) Spare parts and repairs and maintenance, including painting, bodywork, accident repair and specialized components repair, as well as routine replacement of worn-out or damaged parts (\$590,000);

(e) Petrol, oil and lubricants based on an estimated consumption of 680,000 litres per year for all UNAMA vehicles at a cost of \$1.25 per litre, offset in part by off-the-road vehicle adjustments and recoveries from national staff for pick-up and drop-off services (\$817,600).

225. The reduction in size of the Mission's ground transportation fleet from a total of 423 vehicles in 2013 to a proposed fleet of 319 vehicles for 2014 is due mainly to the transfer of 15 armoured civilian vehicles to the United Nations Disengagement Observer Force and 15 to the United Nations Stabilization Mission in Mali, while 20 armoured vehicles will be transferred out of the Mission in 2013 and an additional 54 vehicles in 2014.

226. The anticipated overrun in 2012-2013 relates mainly to the increased consumption and higher-than-budgeted price of fuel. The 2013 budget was prepared based on an estimated consumption of 600,000 litres at the price of \$1.19 per litre, as compared with a projected consumption in 2013 of 788,400 litres at the price of \$1.25 per litre.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Air transportation	92 287.6	77 251.2	15 036.4	29 468.3	37 319.4	(7 851.1)

227. The provision of \$29,468,300 reflects requirements for the Mission's air fleet, which comprises six aircrafts, including three fixed-wing and three rotary-wing aircraft, operating a total of 3,780 hours (1,980 hours for the fixed-wing and 1,800 hours for the rotary-wing aircraft), with respect to:

(a) Rental and operation of fixed-wing aircraft (\$10,083,000);

(b) Rental and operation of rotary-wing aircraft (\$14,755,200);

(c) Petrol, oil and lubricants based on an estimated consumption of 2.5 million litres of aviation fuel, based on 3,780 flight hours, at a rate of \$1.686 per litre, offset in part by anticipated recoveries from United Nations agencies for the use of

UNAMA aircraft (\$4,295,600). This provision would also cover the cost of aviation fuel laboratory test/analysis;

- (d) Liability insurance (\$58,200);
- (e) Landing fees and ground handling charges (\$133,500);
- (f) Air safety equipment and supplies related to air safety and the maintenance of airfields and helipads and for personal safety and maintenance of the UNAMA terminal (\$8,300);
- (g) Aircrew subsistence allowance (\$50,600);
- (h) Air transport services (\$83,900), including:
 - (i) Air navigation charges for UNAMA flights from Kabul to Dubai and vice versa and airport charges in neighbouring countries, including the Islamic Republic of Iran, Pakistan, Tajikistan, Turkmenistan, Uzbekistan and other European and Asian countries (\$57,300);
 - (ii) Charges for air tracking services (\$19,300);
 - (iii) Charges for snow removal from ramp 5 at the Kabul International Airport during the winter season (\$7,300).

228. The variance between the 2014 requirements and the 2013 approved budget reflects mainly the discontinuation of weekly shuttle flights to Dubai, United Arab Emirates, effective 1 July 2013; and the results of a comprehensive review of the Mission's air assets and budgeted flying hours based on operational requirements, which resulted in the proposed reduction of one fixed-wing aircraft from the fleet, from four to three, as well as a reduced overall number of flying hours. Through the implementation of these measures, other reductions within this group would be possible, specifically, services, landing fees and ground handling charges and aviation fuel.

229. The anticipated unencumbered balance in 2012-2013 relates mainly to an overall reduced utilization of the Mission's air fleet during the biennium, which in turn resulted in lower rental and operation charges, services, ground handling changes and a reduced consumption of fuel. The reduced utilization of the Mission's air fleet is reflected in the discontinuation of: two rotary-wing aircrafts in 2012 and one fixed-wing aircraft in 2013 and the weekly shuttle flights to Dubai, United Arab Emirates, effective 1 July 2013.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Communications	13 670.0	10 566.4	3 103.6	4 810.1	5 989.4	(1 179.3)

230. The provision of \$4,810,100 reflects requirements for communications with respect to:

- (a) The acquisition of additional communications equipment, including satellite and telephone equipment, to replace assets that have been written off and additional smartphones and iridium satellite phones for the Security Section (\$168,900);

(b) Commercial communications, including transponder charges for the Mission at large, with links between the Mission and the United Nations Logistics Base at Brindisi, Italy (UNLB) and the United Nations information and telecommunications facility in Valencia, Spain, and UNAMA field offices throughout Afghanistan; UNLB-leased lines/shared Internet access; local, Kuwait Office and Islamabad/Tehran liaison office Internet services; dedicated E1 connectivity to provincial offices; VSAT (very small aperture terminal) telephone charges for official calls; satellite telephone call charges; BGAN/Inmarsat charges; local GSM telephone charges; charges for official calls made to extensions at Headquarters; communications licences; post office box charges; GPS vehicle-tracking charges for close protection staff for VIP visitors; transponder charges for the VSAT link to Kuwait and for linking regional and provincial offices to Kabul; TETRA-managed services; and fibre-optic link charges (\$3,797,300). This provision takes into account anticipated recoveries from staff for personal calls and from other agencies for the use of telephone lines;

(c) Communications support services, including the cost of centralized voice communications support at a rate of \$25 per year per extension for more than 2,000 telephone extensions, which provide access for the Mission to the global PABX (private automated branch exchange) and Department of Peacekeeping Operations global support services; videoconferencing support services; and communications services based on a memorandum of understanding between UNAMA and the United Nations Military Observer Group in India and Pakistan (\$138,500);

(d) Spare parts and supplies (\$266,500);

(e) The acquisition of additional public information broadcasting equipment, including video camera, software upgrades, external hard drives (\$10,400);

(f) Public information services, including printed materials ("UNAMA Quarterly", thematic magazines and books, brochures, leaflets, posters, images, banners, campaign and outreach materials); television production and broadcasting of drama series with filmmakers and round-table discussion and airtime related to elections in the country; events and conferences to strengthen civil society, media, political groups, round tables, tournaments, concerts, among others; community outreach materials; and subscriptions to electronic media and other similar outlets (\$419,500);

(g) Supplies and maintenance related to public information, including high-quality photographic paper, developing, printing and framing and mounting of images and printing of outreach materials for special events and conferences (\$9,000).

231. The variance between the 2014 requirements and the 2013 approved budget reflects mainly the completion of the Mission's communications upgrade project in 2012, which results in no further acquisition of additional equipment for 2014; and to the decreased cost of Internet services in Kabul and reduced fee for the fibre-optic link which connects regional offices to UNLB and the support base in Valencia.

232. The anticipated unencumbered balance in 2012-2013 relates mainly to:

(a) Lower-than-budgeted requirements for the acquisition and maintenance of a GPS vehicle-tracking service, as a more economical option was identified and acquired;

(b) Reduced transponder charges linking Kabul and Kuwait, from a budgeted amount of \$672,000 to \$300,000;

(c) Reduced requirements for the acquisition of additional UHF digital trunking radios, in part due to the closure of several field offices in 2012 and 2013.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Information technology	5 517.2	5 554.7	(37.5)	1 981.8	2 195.1	(213.3)

233. The provision of \$1,981,800 reflects requirements for information technology with respect to:

(a) The acquisition, support and maintenance of various software packages, including Mission-specific information technology software, firewalls, geographic information system satellite data and imagery for the production of maps and geographic information system software maintenance (\$296,400);

(b) Information technology services required for the provision of centralized information technology services to Mission headquarters in Kabul and to all field offices, as well as centralized data storage services at UNLB and the outsourcing of the Mission's uninterruptible power supply maintenance (\$690,900);

(c) Licences, fees and rental of software, centrally managed by the Office of Information and Communications Technology at Headquarters in New York, on the basis of the number of desktop and laptop computers at the Mission, at a rate of \$310 per year per item of equipment (\$639,200);

(d) Spare parts and supplies, including information technology spare parts, photocopier toner and cartridges and supplies for the production of maps, posters and large-format documents (\$355,300).

234. The variance between the 2014 requirements and the 2013 approved budget reflects mainly the completion of the Mission's information technology upgrade project in 2012 and the reduced cost of various software packages and licences.

235. The anticipated overrun in 2012-2013 relates mainly to expenditures related to the implementation of Umoja and the International Public Sector Accounting Standards in the field and the acquisition of Ethernet modules and Cisco equipment to enhance the information technology capabilities of the Mission, for which no provision was budgeted in 2012.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Medical	1 284.2	943.0	341.2	562.3	562.3	—

236. The provision of \$562,300 reflects requirements for the provision of medical services to staff deployed to all locations in Afghanistan with respect to:

(a) Replacement of medical equipment, including freight charges (\$13,100);

(b) The cost of providing medical services, including medical/casualty evacuations of Mission staff, medical evacuations using an air ambulance provided by a local contractor, airfare for out-of-country medical referrals when medical specialists are not available in the area and maintenance of medical equipment (\$201,500);

(c) Medical supplies, including medicines and laboratory supplies (\$347,700).

237. The anticipated unencumbered balance in 2012-2013 relates mainly to:

(a) Lower-than-budgeted requirements for medical supplies, as the current inventory is deemed sufficient to cover the Mission's needs;

(b) The underutilization of air ambulance medical evacuation services in 2012;

(c) A higher-than-anticipated level of cost recoveries realized from staff of various United Nations agencies that visit the clinics and receive medical services on a cost-recovery basis.

	<i>Appropriation 2012-2013</i>	<i>Estimated expenditures 2012-2013</i>	<i>Variance</i>	<i>Total requirements 2014</i>	<i>Total requirements 2013</i>	<i>Variance 2013-2014</i>
Other supplies, services and equipment	5 497.0	4 470.7	1 026.3	2 317.5	2 203.5	114.0

238. The provision of \$2,317,500 reflects requirements for other supplies, services and equipment with respect to:

(a) The acquisition of equipment, including additional office and residential equipment, for offices and staff accommodation units or to replace existing equipment in Kabul and in field offices (\$182,000);

(b) Welfare items for two Mission compounds in Kabul and field offices in the regions and provinces, including the maintenance of welfare and recreational facilities; recreation and entertainment equipment and supplies; and other welfare items (\$89,800);

(c) Subscriptions, including the renewal of existing subscriptions to newspapers and magazines and the television satellite network and television cable network cards and service for the UNOCA and Alpha compounds in Kabul and for field offices in the regions and provinces (\$63,600);

(d) The printing and reproduction of materials, including business cards; coupons for fuel and transport; thematic reports on human rights in English, Dari and Pashtu; printing requirements related to safe-driving campaign posters and various forms used to record activities of a routine nature, such as trip tickets, work orders, fuel coupons and maintenance stickers; and dangerous-goods stickers, boarding passes and luggage tags to be used in transportation-related activities (\$48,100);

(e) Uniforms, flags and decals for security personnel, including uniforms for local security guards and drivers; and safety and protective clothing items and

footwear for staff in engineering, transport and supplies and movement control areas (\$169,800);

(f) Training fees, supplies and services (\$142,600). The 2014 proposed training plan, which will continue to emphasize more in-house training, includes external courses in train-the-trainers, best practices, procurement, finance, transport, engineering, property management, communications and information technology, security, journalism, human rights, rule of law, transitional justice and air safety operations, as well as in the areas of management, language skills and security awareness;

(g) Official functions for field offices to promote and implement an outreach strategy to facilitate, encourage and substantiate dialogue and cooperation between communities, villages, districts, provinces, interest groups, tribal structures, religious leaders, Government officials, elected representatives and political parties at the regional and provincial levels (\$23,000);

(h) Hospitality for the use of the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General in supporting their official interactions and those of their senior teams with other international stakeholders (\$19,000);

(i) General insurance to provide coverage for cash in transit and for the shipment of equipment and supplies to the mission area (\$52,200);

(j) Bank charges payable to financial institutions in locations where the Mission maintains bank accounts, inclusive of charges for the delivery of funds to field offices, including minimum monthly flat fees for foreign exchange transactions processed in afghanis (the local currency) through Citibank (\$898,100);

(k) Miscellaneous claims and adjustments to cover third-party claims for incidents caused by Mission staff in the course of the performance of their official duties and claims for the loss of personal effects (\$33,200);

(l) Freight costs, including mail and pouch services, freight forwarding and related costs to cover the shipment of materials and supplies to field offices, to the Logistics Support Office in Dubai and the Kuwait Office; the shipment of equipment to and from UNLB, as well as freight forwarding and related services; and the cost of demurrage and storage and custom clearance. The Mission utilizes the services of commercial freight companies for the transport of materials and supplies within Afghanistan (\$508,000);

(m) Rations, including the maintenance of the emergency stock of rations (ready-to-eat meals) in line with the minimum operating security standards for Afghanistan and the supply of filtered water in the offices for the consumption of staff, in view of the poor quality of tap water in the country (\$88,100).

239. The variance between the 2014 requirements and the 2013 approved budget reflects mainly the entry into a contractual agreement with Citibank to cover international bank services, for which a minimum monthly flat fee is payable for foreign exchange transactions processed in afghanis; and a new requirement for a subscription to Arab Gulf Web Platts, which will be used to monitor international fuel prices to verify the accuracy of charges.

240. The anticipated unencumbered balance in 2012-2013 relates mainly to lower-than-anticipated budgeting, as follows:

(a) Acquisition of office and residential equipment, particularly air conditioners and baseboard heaters, resulting also in reduced freight forwarding and customs clearance charges;

(b) Charges for television network cards and services for offices in the field, resulting from lower prices and the closure of several field offices in 2012 and 2013, for which services were acquired;

(c) Requirements for training activities, including fees, supplies and services;

(d) Replenishment of rations, as the surplus from 2012 was carried over into 2013 in part due to the closure of several field offices in 2012 and 2013.

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/67/604)

The Advisory Committee recalls that, in reviewing cross-cutting issues of peacekeeping operations, the General Assembly stressed the need to evaluate the full range and overall cost efficiency of factors involved in air services, including fuel consumption, maintenance costs and safety and security considerations (resolution 65/289, para. 48). The Committee recommends that the Assembly request the Secretary-General to provide such information on air operations in the main report on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council, including prior-year expenditure, current-year appropriation and proposed budget amount, with the breakdown of costs by mission and type of air asset (para. 34)

The Advisory Committee further recalls that, according to the Secretary-General, an air transportation governance framework, which would include key performance indicators measuring the impact of air transportation services, was being developed (A/66/718, para. 124). The Committee stressed the importance of establishing benchmarks to enable a comparison of the effectiveness and efficiency of air operations over time. The Committee was of the view that, in the absence of such benchmarks, no baseline existed against which to measure the effectiveness of current operations.

By reducing the fleet and rescheduling the flights, manageable and substantial gains are anticipated in contractual expenses, fuel, navigational charges and ground handling charges. The efforts listed below are presently under way and it is proposed to continue them in 2014, with a view to maintaining improvements and efficiency in the Mission air assets utilization and the overall cost of the air operations

- The contract of one aircraft (CRJ-200) will be terminated effective 1 July 2013, which is expected to result in a savings of \$3.3 million for the period from July to December 2013 and \$6.6 million for the period from January to December 2014
- Due to rescheduling of flights, there has been a reduction of 840 hours and expected savings of \$1.1 million in 2014
- In order to reduce the demand for frequent flights, the Mission will require strict adherence to regular flight schedules with limited special flight requests mostly for emergency cases only

UNAMA has yet to develop the air transportation governance framework; however the Mission has a working standard operating procedure document aimed at ensuring that aviation services are provided in a safe, effective and reliable manner. This is supported by adherence to other regulatory regimes such as ICAO standard and recommended practices, AVSTADS, carrier operational manual and appropriate Afghan CAA regulations.

Brief description of the recommendation

The Committee looks forward to receiving an update on progress in the development of an air transportation governance framework (para. 35)

In the light of recent developments in the security situation in Afghanistan resulting in the closure of nine provincial offices, the Advisory Committee is not convinced that a realistic assessment of the security situation was made or that due consideration was given to applying the lessons learned from prior experience, before the decision was taken to embark on a programme of expansion of the presence of the Mission and implementation of security upgrades to its premises. The Committee notes that considerable expenditure, estimated at some \$106.8 million overall, has been incurred for the establishment and operation of the offices that are now proposed to be closed, including recent infrastructure improvements. It recommends that the Secretary-General be requested to gather the lessons learned from this experience and to report on his findings in his next report on UNAMA. The Committee reiterates the need for realistic planning based on thorough security assessments and recommends that the General Assembly request the Secretary-General to ensure that, in the future, decision-making on the expansion of field presence, particularly in volatile and fluid environments, is properly informed by a realistic security assessment to determine the feasibility of deploying staff, as well as an analysis of lessons learned from past experience (para. 198)

While not objecting to the Secretary-General's proposals, the Advisory Committee recommends that the Secretary-General be requested to provide further information on the organizational structure, functions, reporting lines, staffing and activities of the UNAMA complement of the Kuwait Joint Support Office in his next report. It further recommends that the Secretary-General be requested to conduct a cost-benefit analysis of the Kuwait Joint Support Office since its establishment and to report on his findings in his next report, including information on the efficiency gains and benefits realized through the operation of the Office (para. 215)

Action taken to implement the recommendation

The security situation in Afghanistan, including changes in the international military presence, is constantly evolving, which affected the assumption with regard to the Mission's presence in Afghanistan. Further, the UNAMA footprint and its decision to close field offices are not due only to shifting security conditions, but also in recognition of Afghan sovereignty and transition. As such, UNAMA has rightly begun aligning its presence with a view to an appropriate post-2014 posture, reflecting Afghan capacity, as well as anticipated mandate activities.

UNAMA has been involved in several review exercises, including a comprehensive review of the Mission linked to the mandate renewal in 2011-2012, as well as various initiatives related to the optimization of resources and programme criticality to the Mission's mandated priorities. The issue of an in-depth lessons learned document compiling the key elements of each exercise within this iterative process is planned for early 2014 to help guide the development of the next budget process and will be undertaken with the relevant stakeholders.

Information regarding the organizational structure, functions, reporting lines, staffing and activities of the UNAMA complement of the Kuwait Joint Support Office are contained in paragraphs 153 to 156.

With respect to the information related to a cost-benefit analysis and efficiency gains and benefits realized through the operation of the Kuwait Joint Support Office, as this analysis concerns both UNAMA and UNAMI, the information requested is provided in the report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council ([A/68/327](#)).

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

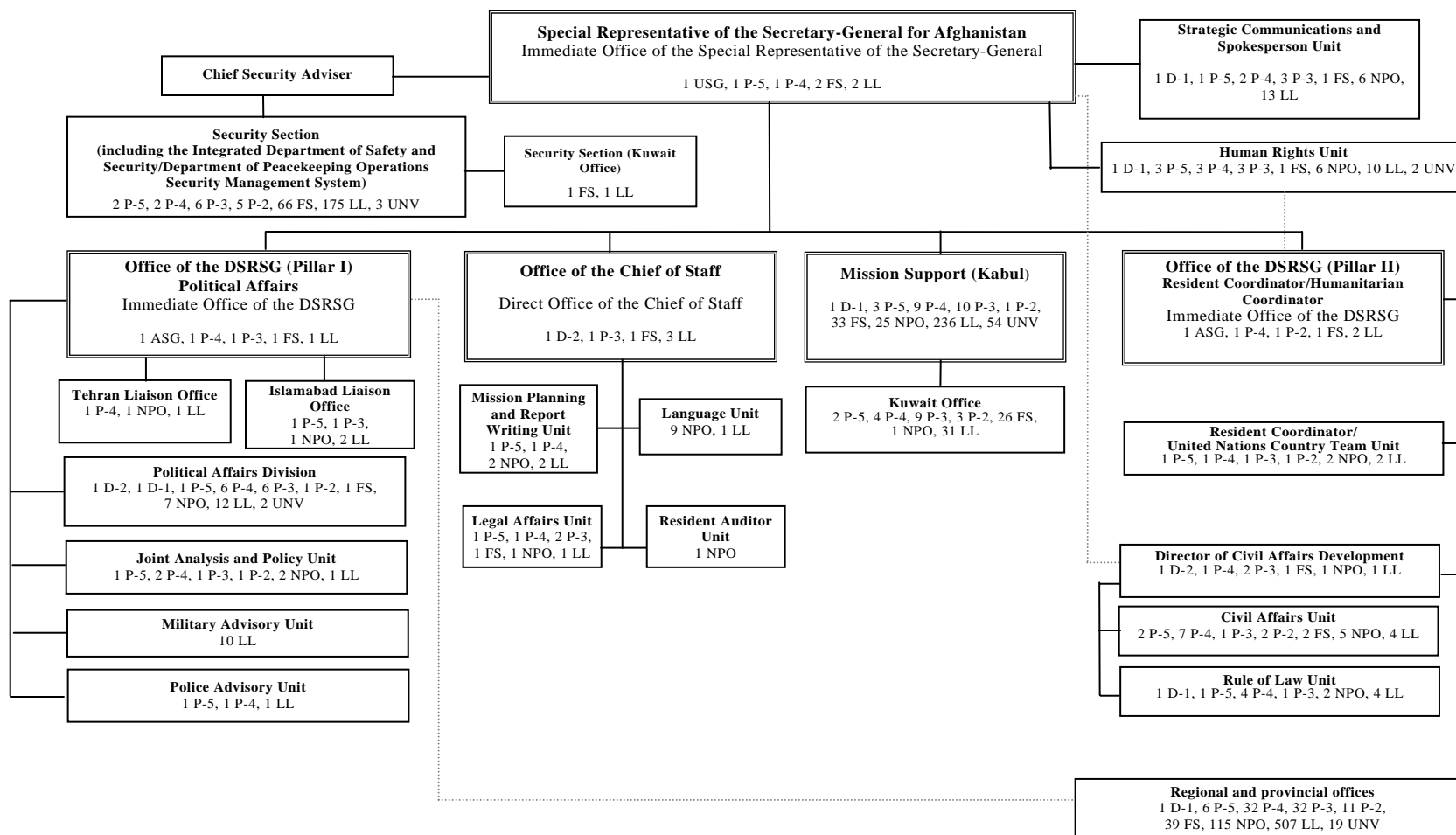
Given the proximity of the training unit to Afghanistan, the Committee questions the rationale for the level of the proposed provision for training-related travel. It recommends that the Secretary-General be requested to keep training-related resources under review and to ensure that training resources are utilized in the most cost-effective manner possible (para. 231)

The Mission has been actively pursuing the cost-effectiveness of all travel related to training activities and has implemented stricter scrutiny procedures to evaluate training requirements. Consequently, the Mission has been able to request 25 per cent less funding for travel for training activities as well as in-house training activities without compromising the staff development and career enhancement.

Annex I

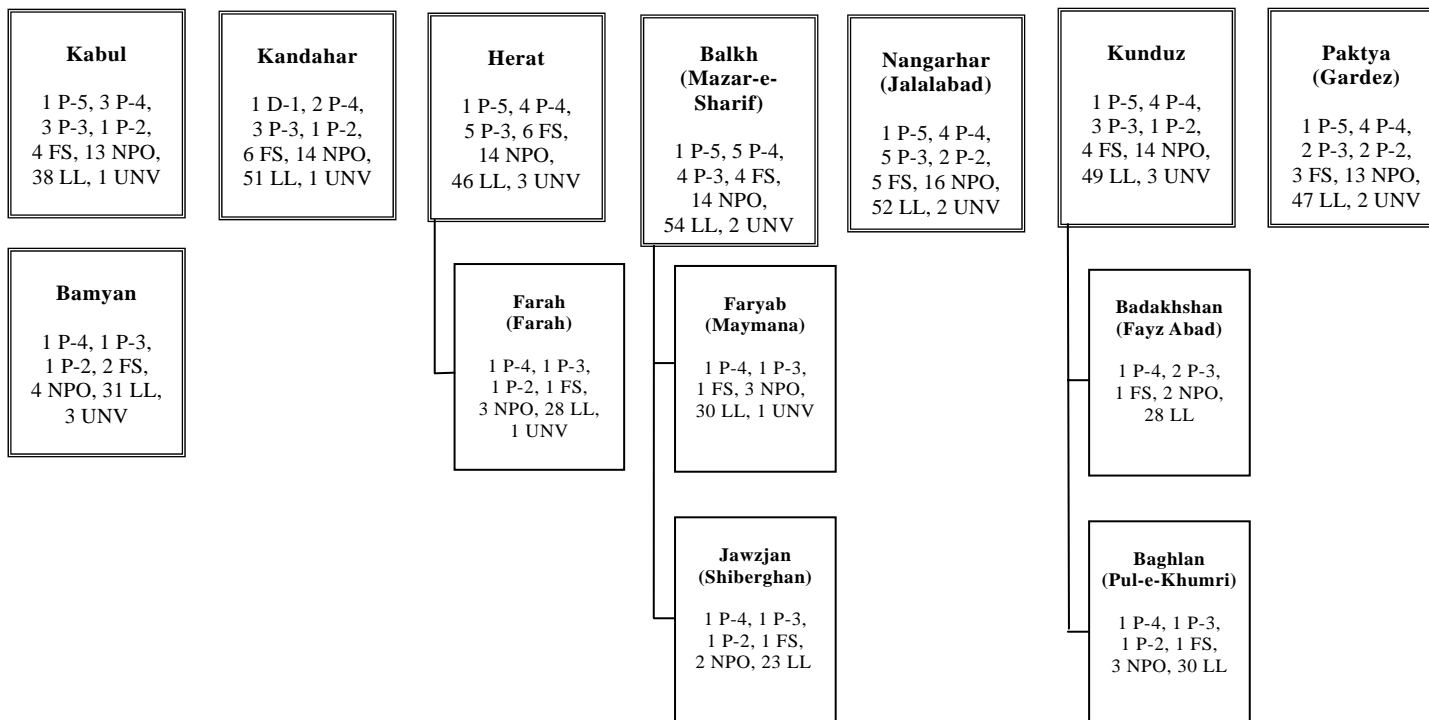
Organization charts

A. United Nations Assistance Mission in Afghanistan

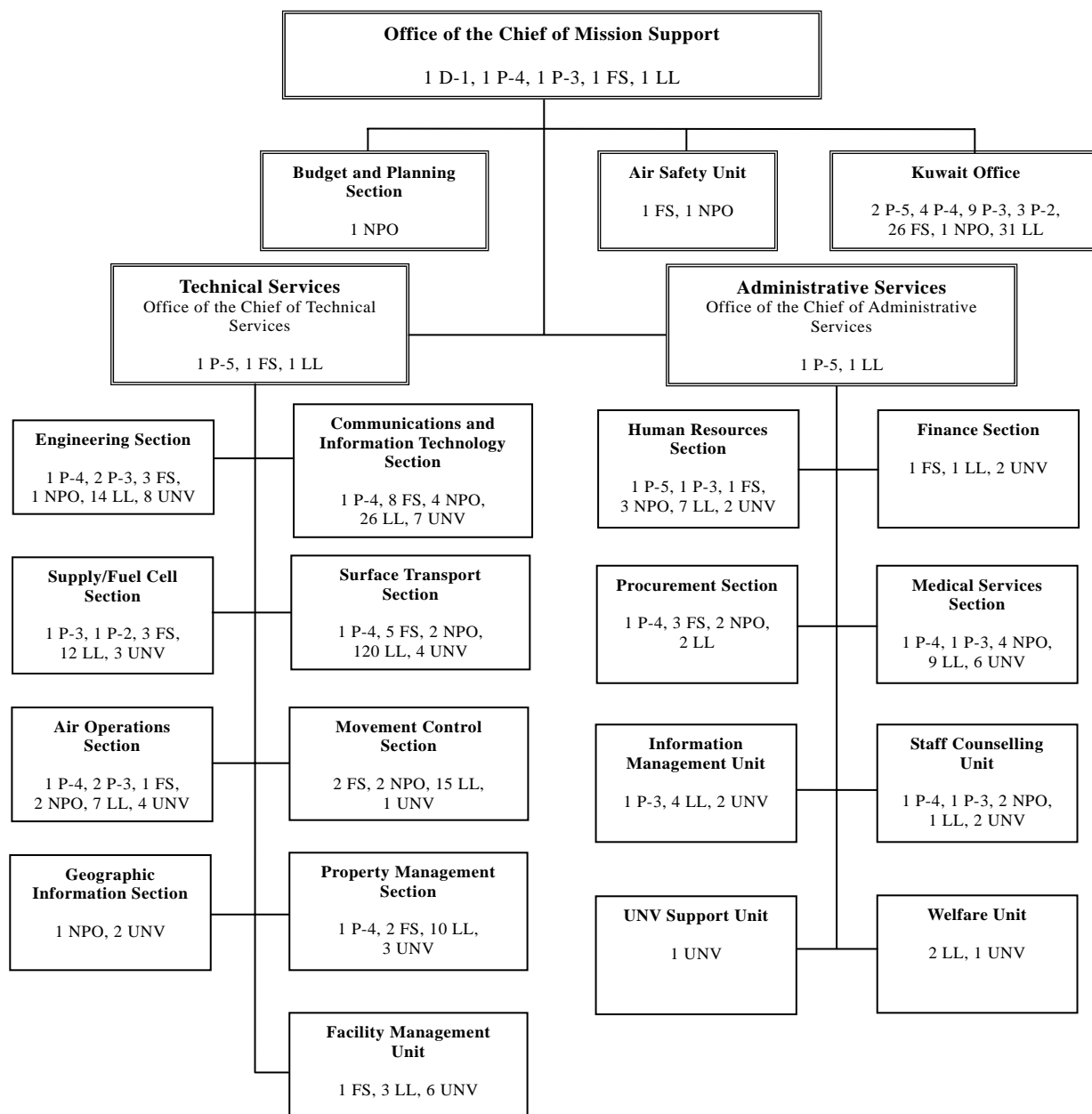


Abbreviations: SRSR, Special Representative of the Secretary-General; DSRSG, Deputy Special Representative of the Secretary-General; USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; LL, Local level; UNV, United Nations Volunteer.

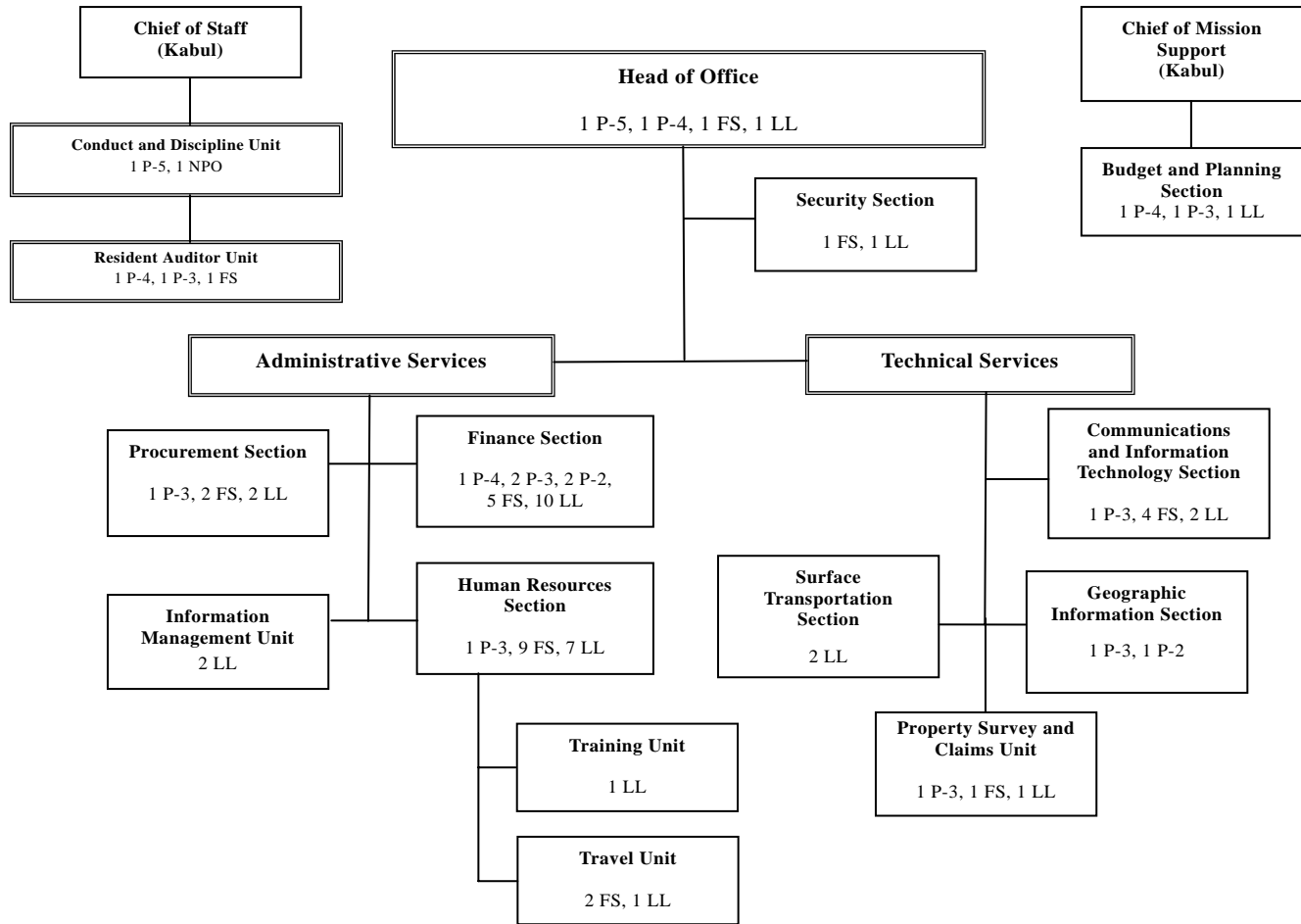
B. Regional and provincial offices



C. Mission Support (Kabul)



D. Kuwait office



Annex II

Estimated cost of security for 2014

(United States dollars)

<i>Description</i>	<i>Estimated cost</i>
International staff ^a	17 960 500
National staff ^b	11 772 600
United Nations Volunteers ^c	133 700
Security services	11 177 600
Acquisition of security and safety equipment	401 700
Uniforms	95 300
Field defence stores	86 500
Training	95 000
Total	41 722 900

^a Including 112 international positions (2 P-5, 2 P-4, 13 P-3, 5 P-2/1 and 90 Field Service).

^b Including 425 national positions (6 National Professional Officer and 419 Local level).

^c Including three United Nations Volunteers.

Annex III

Information on 2013 substantive activities of the United Nations agencies, funds and programmes working on programmatic matters (integrated when applicable) in collaboration with the United Nations Assistance Mission in Afghanistan

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
Platform to launch substantive activities of the United Nations agencies, funds and programmes	<ul style="list-style-type: none"> • Food and Agriculture Organization of the United Nations • United Nations Human Settlements Programme • International Labour Organization • Office for the Coordination of Humanitarian Affairs • United Nations Development Programme (UNDP) • United Nations Department of Safety and Security • United Nations Environment Programme • United Nations Educational, Scientific and Cultural Organization • United Nations Population Fund • Office of the United Nations High Commissioner for Refugees 	The budget amounting to \$102,173 supports one national officer and coordination funding, including for the United Nations Development Assistance Framework (UNDAF) and related coordination functions, including UNDAF working groups and related United Nations coherence strategy carried out by the United Nations country team.	The Office of the Resident Coordinator, housed in UNAMA, coordinates development activities and provides guidance to all United Nations agencies, funds and programmes throughout Afghanistan. The existing mechanisms include working groups for United Nations programme delivery frameworks. This includes UNDAF, common country assessment and United Nations coherence strategy, with a focus on thematic working groups on cross-cutting issues. The national and overall mechanism whereby the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator leads and coordinates all United Nations agencies is the United Nations country team.

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
	<ul style="list-style-type: none"> • United Nations Children's Fund • United Nations Mine Action Service • United Nations Office on Drugs and Crime • Office of the United Nations High Commissioner for Human Rights • United Nations Office for Project Services (UNOPS) • United Nations Entity for Gender Equality and the Empowerment of Women • World Food Programme • World Health Organization • International Organization for Migration • Joint United Nations Programme on HIV/AIDS • United Nations Conference on Trade and Development • United Nations Industrial Development Organization • World Bank • International Monetary Fund • Asian Development Bank 		

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
United Nations electoral support	UNDP	The UNDP electoral assistance project, ELECT II, with the Independent Electoral Commission as the implementing agency, focuses on building infrastructure and technical expertise in the local electoral management body, ensuring more sustainable elections in the future. In particular, during 2013, there is a focus on operational capacity-building and planning, voter registration and infrastructure improvements at Headquarters in Kabul and provincial level.	<p>Pursuant to its mandate, UNAMA supports increased integrity, inclusiveness and sustainability of future elections and thus provides in-depth political analysis, seeks to ensure coherence in international assistance efforts and acts to support Afghan institutions and relations among them, in carrying out their constitutionally mandated roles. The UNDP ELECT II programme provides technical support through staff co-located with the Independent Electoral Commission to enhance capacity to develop and implement elections.</p> <p>The most important existing mechanisms are:</p> <ul style="list-style-type: none"> • The Project Board, co-chaired by the Independent Elections Commission and UNDP/UNAMA. Members include donors and key domestic stakeholders, as required • The United Nations internal elections coordination group, ensuring cross-mission and agency coherence of approach, including UNDP and UNAMA • Videoconference with Headquarters in New York, with the

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
Salaam Support Group	UNOPS	<p>UNAMA has received additional resources totalling \$1,648,300 to fund multiple projects and related phases of activities up to the end of 2014. UNOPS provides technical support and quarterly progress reports to donors. The following funding has been provided to support the programme:</p> <ul style="list-style-type: none"> • Government of Denmark: \$1 million • Government of Norway: \$648,300 	<p>participation of UNAMA, UNDP ELECT II, the Department of Peacekeeping Operations, UNDP and the Department of Political Affairs.</p> <p>UNAMA supports the Government of Afghanistan and the Afghan people in carrying out a comprehensive and inclusive peace and reconciliation process. UNAMA carries out a combination of mutually reinforcing top-down and bottom-up activities that include direct support to the High Peace Council and formal negotiation track; increasing understanding of Afghan conflict dynamics; potentially convening a track II dialogue process to provide input into formal talks; and engaging in a broad range of local peace initiatives and people's dialogues to provide forums that empower and give a voice on peace and reconciliation issues to traditional community leaders, religious leaders, women, youth and civil society.</p> <p>The UNAMA Salaam Support Group is comprised of staff from the Mission that meets on a regular basis to discuss</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
			and review the Mission's activities in support of the process. It also serves to identify further opportunities and options to increase the Mission's engagement outlined in its mandate as the overall reconciliation process evolves. The memorandum of understanding between UNAMA and UNOPS on the provision of technical services continues as the basis for the financial management of resources.
Afghanistan Democratic Policing Project	UNOPS	A contribution from the Government of the Netherlands in the amount of \$4,500,265 has been made to support the project. The duration of the project is February 2013 to February 2016. UNOPS provides technical support and annual progress reports to the donors and the Ministry of the Interior.	The purpose of the project is to improve accountability and responsiveness of Afghan police to their communities, particularly in terms of enhancing access to justice for women and children. Field activities of implementing partners will be overseen by the UNAMA Police Advisory Unit, which will also coordinate oversight and monitoring from partner organizations. UNAMA will carry out monitoring and evaluation activities on the impact of the various components and phases of the project, which will include site visits, supervising data collection, updating and maintaining project databases, coordinating all monitoring and evaluation activities and

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			producing quarterly, annual and ad hoc reports. Progress will also be reviewed at the project oversight board, which is chaired by UNOPS and comprises representatives from UNAMA, the Ministry of the Interior and the Government of the Netherlands in Kabul.
Human Rights, including the Afghan People's Dialogue on Peace initiative.	OHCHR	<p>A contribution from OHCHR in the amount of \$123,000 has been received for 2013 to support the overall human rights programme.</p> <p>Weekly situation reports, a midyear and annual progress report and monthly financial reports are provided to OHCHR.</p> <p>In addition, through OHCHR, support for the Afghan People's Dialogue on Peace initiative has been provided by the Government of Belgium in the form of a contribution amounting to €150,000 for the period from February 2013 to July 2014.</p>	<p>The overall funding allocated by OHCHR supports a number of technical and advocacy-related initiatives across the portfolio of human rights programmes, including protection of civilians, implementation of the elimination of violence against women law. These activities include database management, capacity-building of staff and outreach to key stakeholders, all of which are incorporated into the annual workplan of the UNAMA Human Rights Unit. The specific funding allocated to the People's Dialogue initiative aims to support the facilitation of a countrywide dialogue involving approximately 4,000 ordinary Afghans through 200 focus group discussions that will feed into the development of "local road maps for peace". UNAMA will help develop a report highlighting key findings of the initiative and a</p>

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			national conference will be organized to enable civil society to present the provincial “road maps”, and discuss and share findings with policymakers. The project is overseen by a steering committee comprised of civil society organizations, for which UNAMA acts as the secretariat to provide support.
Closing the security gap	UNDP and the Department of Safety and Security	<p>The following contributions have been provided to support the project since inception in November 2010:</p> <ul style="list-style-type: none"> • Government of Ireland: €200,000 • UNAMA: \$5,000,000 • Government of Japan: \$12,900,000 <p>The project was scheduled to be completed by May 2013, but due to various operational challenges in supporting the project countrywide, particularly at the provincial level, it is now expected to conclude in October 2013.</p>	<p>The “closing the security gap” project aims to support recruitment and vetting, technical oversight and guidance to the training, including a limited provision of baseline equipment, to the planned 2,199 Afghan police to support a fully integrated and unified command structure under the Directorate for the Protection of International Institutions countrywide. This will provide protection to the United Nations system in Afghanistan, including safeguarding facilities, escorts and quick response force in emergencies.</p> <p>The UNAMA Deputy Special Representative/ Resident Coordinator/ Humanitarian Coordinator chairs the project board on behalf of the Special Representative of the Secretary-General. The</p>

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			<p>project board provides strategic direction to guide the implementation taking into account the challenges faced by the United Nations due to the deterioration of the security environment in Afghanistan.</p> <p>The project is managed by UNDP on behalf of the entire United Nations system and technical advice provided by the Department of Safety and Security. UNDP produces regular reports, including details of financial expenditures to project board and donors.</p>
Afghan Peace and Reintegration Programme	UNDP	<p>Total contributions amounting to \$176,279,826 have been pledged and/or received for the Afghanistan Peace and Reintegration Programme. UNDP is responsible for the programming of the funds pledged under “window B”, which currently amounts to \$101,895,808. The following contributions have been made by donor Governments to support the project:</p> <ul style="list-style-type: none"> • United States of America: \$50,000,000 • Australia: \$5,940,000 • Finland: \$2,470,000 • Japan: \$52,055,941 	<p>UNAMA provides support to the Afghanistan Peace and Reintegration Programme and is engaged with stakeholders on policy issues, including contributing to reviewing Afghanistan peace and reintegration projects as a member of the Technical Committee.</p> <p>UNDP supports the Afghanistan Peace and Reintegration Programme by assisting the High Peace Council, joint secretariat and its provincial structures in expanding its outreach, reintegration and community recovery components to promote peace, reconciliation and</p>

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		<ul style="list-style-type: none"> • Germany: \$26,027,802 • Italy: \$5,683,656 • Denmark: \$7,961,741 • Spain: \$6,666,667 • Netherlands: \$2,500,000 • Republic of Korea: \$1,000,000 • United Kingdom: \$15,930,933 • Estonia: \$43,085 	security in Afghan communities. UNDP works closely with the joint secretariat field operations, finance and development units to plan, implement and monitor the different components of the programme. UNDP technical support is provided to the joint secretariat at the central level and to the provincial joint secretariat teams at the provincial level through six regional offices.
Coordination and advocacy on counter-narcotics issues	UNODC	<p>Financial resources provided by donors to the UNODC country programme in 2013 amount to approximately \$25,000,000 to support various programmes aimed at building tasks, including building government capacity on counter-narcotics and work on alternative livelihoods.</p> <p>Financial resources provided by donors to the UNODC regional programme in 2013 amount to approximately \$6,720,000.</p>	<ul style="list-style-type: none"> • UNODC is the leading United Nations agency responsible for implementing various programmes related to the fight against narcotics, crime and corruption. In this connection, Security Council resolution 2041 (2012) highlights the importance of cooperation between UNAMA and UNODC in this regard. The UNODC country programme for Afghanistan (2012-2014) aims at contributing to the stability and development of Afghanistan by strengthening the criminal justice system and counter-narcotics efforts and capacity of the Government of Afghanistan.

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			<ul style="list-style-type: none"> • The regional programme for promoting counter-narcotics efforts in Afghanistan and neighbouring countries for 2011-2014 is a dedicated facility to promote regional cooperation among Afghanistan and its neighbours. It also aims to enhance regional level counter-narcotics capacities by improving coordination and facilitating new and ongoing regional initiatives, such as the confidence-building measures within the Istanbul Process. • The United Nations system task force on transnational organized crime and drug trafficking as threats to security and stability, established by UNODC and UNAMA, continues to support inter-agency cooperation on organized crime.