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Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

Budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali for the period from 1 July 2013 to 30 June 2014

Report of the Secretary-General

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Summary

The present report contains (a) the budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) for the period from 1 July 2013 to 30 June 2014, which amounts to \$609,491,300, (b) the budget for resources to backstop MINUSMA for the same period under the support account, which amounts to \$6,118,300, and (c) the expenditure report for MINUSMA for the period from 25 April to 30 June 2013.

MINUSMA was established on 25 April 2013 by the Security Council in its resolution [2100 \(2013\)](#) to assume responsibilities previously set out in Council resolution [2085 \(2012\)](#) for the United Nations Office in Mali (UNOM). Interim funding arrangements in the amount of \$83.7 million for the period from 25 April to 30 June 2013 were authorized by the Advisory Committee on Administrative and Budgetary Questions and, subsequently, by the General Assembly in its resolution [67/286](#). Expenditure in the amount of \$82.0 million was incurred for the period, as explained in the present report.

On 1 July 2013, the Mission commenced implementation of its mandate as defined in resolution [2100 \(2013\)](#), in conjunction with the transfer of authority of troops from the African-led International Support Mission in Mali. In order to continue to provide for an initial capacity for the Mission, the General Assembly, in resolution [67/286](#), authorized interim funding arrangements in the amount of \$366.8 million for the period from 1 July to 31 December 2013.

In resolution [67/286](#) the General Assembly also invited the Secretary-General to consider preparing the Mission's full budget for the 2013/14 period using a revised standardized funding model, taking into account lessons learned. On the basis of the model, the present proposal reflects the Mission's resourcing requirements limited to what can realistically be achieved during the 2013/14 period.

The present proposal also includes resource requirements under the support account to backstop the Mission for the full 2013/14 period.

The Mission's budget takes into account the level of authorized/proposed strength, comprising 11,200 military personnel, 320 United Nations police officers, 1,120 formed police unit personnel, 672 international staff, 781 national staff and 145 United Nations Volunteers, including 2 temporary positions. On the basis of the application of the revised standardized funding model, provisions are included to support the phased deployment of up to 9,250 military personnel, 206 United Nations police officers, 962 formed police unit personnel, 414 international staff, 493 national staff and 80 United Nations Volunteers.

The budget under the support account provides for the deployment of 28 temporary positions, comprising 26 international staff and 2 national staff.

The total resource requirements for MINUSMA for the financial period from 1 July 2013 to 30 June 2014 have been linked to the Mission's objective through a number of results-based frameworks, organized according to components (political reconciliation and restoration of constitutional order; security stabilization in northern Mali; protection of civilians, human rights and justice; early recovery in northern Mali; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

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

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	Expenditure (25 April to 30 June 2013)	Cost estimates (2013/14)		
		MINUSMA	Support account	Total
Military and police personnel	120.5	274 110.1	–	274 110.1
Civilian personnel	660.8	72 220.2	4 650.9	76 871.1
Operational costs	81 195.1	263 161.0	1 467.4	264 628.4
Gross requirements	81 976.4	609 491.3	6 118.3	615 609.6
Staff assessment income	41.3	6 071.7	457.6	6 529.3
Net requirements	81 935.1	603 419.6	5 660.7	609 080.3
Voluntary contributions in kind (budgeted)	–	–	–	–
Total requirements	81 976.4	609 491.3	6 118.3	615 609.6

Human resources^a

<i>United Nations Multidimensional Integrated Stabilization Mission in Mali</i>	<i>Military personnel</i>	<i>United Nations police</i>	<i>Formed police personnel</i>	<i>International staff</i>	<i>National staff^b</i>	<i>Temporary positions^c</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Executive direction and management								
Proposed 2013/14	–	–	–	81	64	–	22	167
Components								
Political reconciliation and restoration of constitutional order								
Proposed 2013/14	–	–	–	28	13	–	14	55
Security stabilization in northern Mali								
Proposed 2013/14	11 200	320	1 120	55	143	–	7	12 845
Protection of civilians, human rights and justice								
Proposed 2013/14	–	–	–	34	32	–	23	89
Early recovery in northern Mali								
Proposed 2013/14	–	–	–	30	27	–	11	68
Support								
Proposed 2013/14	–	–	–	442	502	2	68	1 014
Total	11 200	320	1 120	670	781	2	145	14 238

^a Represents highest level of authorized/proposed strength.

^b Includes National Professional Officers and national General Service.

^c Funded under general temporary assistance.

<i>Support account</i>	<i>International staff</i>	<i>National staff</i>	<i>Temporary positions^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Backstopping at Headquarters					
Proposed 2013/14	–	–	22	–	22
Office of Internal Oversight Services Resident Audit Office					
Proposed 2013/14	–	–	6	–	6
Total	–	–	28	–	28

^a Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section V of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was established by the Security Council in its resolution 2100 (2013) of 25 April 2013. MINUSMA assumed responsibility for implementing the mandated tasks of the United Nations Office in Mali (UNOM), as established by the Council in its resolution 2085 (2012), as of the date of the adoption of resolution 2100 (2013). Furthermore, the Council decided to transfer authority from the African-led International Support Mission in Mali (AFISMA) to MINUSMA on 1 July 2013, on which date MINUSMA commenced implementation of its mandate as defined in paragraphs 16 and 17 of resolution 2100 (2013), for an initial period of 12 months.

2. The Mission's mandate includes (a) stabilization of key population centres and provision of support for the re-establishment of State authority throughout the country, (b) provision of support for the implementation of the transitional road map, including the national political dialogue and the electoral process, (c) protection of civilians and United Nations personnel, (d) promotion and protection of human rights, (e) provision of support for humanitarian assistance, (f) provision of support for cultural preservation and (g) provision of support for national and international justice.

3. Within this overall objective, MINUSMA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs detailed in the results-based-budgeting frameworks. The Mission has identified four interconnected priority areas based on the mandate for immediate efforts during the period. The first component, political reconciliation and restoration of constitutional order, centres on the facilitation of political processes (including the implementation of the Malian transitional road map) and political elements of the Accord préliminaire à l'élection présidentielle et aux pourparlers inclusifs de paix au Mali (Preliminary Agreement), signed in Ouagadougou between the Transitional Government of Mali, the National Movement for the Liberation of Azawad (MNLA) and the High Council for the Unity of Azawad (HCUA) on 18 June 2013, in particular by assisting political dialogue through the Preliminary Agreement's Comité de suivi et d'évaluation, led by MINUSMA, and by providing technical support for a national dialogue and reconciliation process.

4. The second component, provision of security support for stabilization in northern Mali, focuses on stabilization of the key population centres of northern Mali, maintaining movement along connecting lines of communication and the cantonment and demobilization of armed groups through the work of the Preliminary Agreement's Commission technique mixte de sécurité (CTMS), led by MINUSMA.

5. The third component, protection of civilians, human rights and justice, will seek to ensure that the Mission implements its mandate using methods adapted to the local context to identify and protect civilians under the imminent threat of violence and to monitor and promote human rights, with a particular focus on the conflict-related vulnerabilities of women and children. This action will also be critical to building confidence and acceptance within the population of the political dialogue and security stabilization efforts.

6. The fourth component, early recovery in northern Mali, will aim to address the most pressing socioeconomic needs in the communities affected by the recent conflict. MINUSMA will aim to promote a “peace dividend” by providing assistance to the Government and its partners to improve basic living conditions, produce basic economic opportunities and facilitate the expansion of health, education and other social services so as to help communities rebuild themselves. It will also focus on enhancing the institutional capacity of State institutions to manage conflict through local governance structures and promote reforms to encourage the evolution of independent and legitimate judicial institutions. Collectively, these efforts target many of the underlying drivers of the recent conflict and aim to reduce the potential for extremist groups to exploit poverty and a sense of injustice for political ends.

7. The expected accomplishments would lead to the fulfilment of the Security Council’s objectives during the deployment of MINUSMA, while the indicators of achievement measure progress towards such accomplishments during the budget period. MINUSMA personnel have been attributed to the individual components, with the exception of the Mission’s executive direction and management, which can be attributed to the Mission as a whole.

8. The structure of MINUSMA is based on the mandate contained in Security Council resolution [2100 \(2013\)](#) and aligned with the United Nations policy guidance on integration in multidimensional peacekeeping operations. The overarching goal of the senior leadership is to ensure a set of effective, synchronized and sequenced approaches and interventions by the Mission. Therefore, the organizational structure has been designed to match the Mission’s priorities by harnessing the expertise and capacities of the civilian, military and police components to work together through multi-sectional task forces, while fostering partnerships throughout the United Nations system and with national and international partners.

9. Staffing levels have been assessed as necessary to achieve the planned results in the initial one-year period of the Mission’s mandate, while ensuring the foundations for future programme activities. The Mission’s initial deployment runs from July to December 2013, followed by a consolidation phase from January to June 2014. The Mission will review its priorities and resource needs at the end of each phase to reflect and adapt to the evolving post-conflict context, in particular regarding the priorities of the new Government.

10. MINUSMA headquarters will be established in Bamako and will host the senior management team of the Mission, including the Special Representative of the Secretary-General, the Deputy Special Representative of the Secretary-General (Political), the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), the Force Commander and the Police Commissioner. Support will be provided to the senior management team by coordination and advisory elements to ensure coherent linkages between the national policy level activities of the Mission and the localized work of the field offices. The Mission will establish an action plan to implement the priorities in an integrated and collaborative approach, in which relevant MINUSMA sections and United Nations country team partners contribute expertise to integrated task forces on priority issues. This approach will also emphasize partnerships with the United Nations country team in their areas of expertise and comparative advantages for direct implementation, and will be supported by a “field first” principle, emphasizing a light

footprint at the Bamako headquarters. All senior managers and advisers will visit the field offices regularly to provide support for MINUSMA initiatives with counterparts and local stakeholders.

11. The Mission will establish field offices in Gao, Timbuktu, Kidal and Mopti. MINUSMA force and police contingents will deploy in additional locations in the north to stabilize the main population centres and secure key communications and logistical corridors. The head of each field office represents the Special Representative and as such will organize and implement the Mission's priorities within MINUSMA civilian, military and police units, as well as manage and directly supervise all civilian staff. The sections based in Mission headquarters will provide technical advice and support to the field offices in their respective areas of expertise, working with and through the heads of office. Across the regions, and particularly given the difficult accessibility of many remote areas, MINUSMA will actively coordinate its operations with those of the United Nations country team. This endeavour will include, where appropriate, the provision of support to undertake integrated assessments and assistance to humanitarian efforts, upon the request of the United Nations country team.

12. The General Assembly, by its resolution [67/286](#), authorized the Secretary-General to enter into commitments in a total amount not exceeding \$83,690,200 for the period from 25 April to 30 June 2013 and to enter into commitments in a total amount not exceeding \$366,774,500 for the period from 1 July to 31 December 2013. The funding included provisions for 1,289 temporary staffing positions. Of the \$450,464,700 authorized by the Assembly, the amount of \$405,418,230 (\$75,321,180 for the period from 25 April to 30 June 2013 and \$330,097,050 for the period from 1 July to 31 December 2013) was assessed on Member States.

13. The General Assembly also approved the amount of \$3,845,200 to fund 22 general temporary assistance positions for backstopping functions at Headquarters for the period from 1 July 2013 to 30 June 2014 under the support account for peacekeeping operations. The total amount was assessed on Member States.

14. Furthermore, the General Assembly invited the Secretary-General to use the standardized funding model to develop the Mission's 2013/14 budget, taking into account lessons learned.

B. Planning assumptions and mission support initiatives

15. The ceasefire between the Government of Mali, the National Movement for the Liberation of Azawad and the High Council for the Unity of Azawad on 18 June 2013, following the signing of the Preliminary Agreement, paved the way for the successful nationwide holding of the presidential elections on 28 July and 11 August 2013. The Preliminary Agreement commits the parties to hold an inclusive dialogue after the election. The Government of Mali has begun to gradually return its security forces and administrative authorities to the north. It is anticipated that the current overall constructive atmosphere will continue during the first year of the Mission's mandate.

16. The coming months will see preparations for both legislative and local elections. The successful conduct of the presidential election is an important step forward in restoring constitutional order and providing momentum for key processes.

17. Following the expected reduction in the number of French forces towards the end of 2013, the Malian Defence and Security Forces and MINUSMA are expected to consolidate and stabilize the security gains achieved against the extremist armed groups. This will enable MINUSMA and its partners to provide support for the strengthening of national capacity in the security and justice sectors as well as the cantonment and initial demobilization of former combatants of MNLA and HCUA pursuant to the Preliminary Agreement.

18. However, the Mission anticipates that the security and political situation will remain volatile throughout the north, with tensions among the Malian Defence and Security Forces and with armed groups. The presence of pan-Sahelian extremist groups and the ongoing risk of terrorist attacks will also remain. Collectively, these risks will continue to create challenges in ensuring the protection of civilians, the promotion of human rights and impartial humanitarian access to vulnerable groups, including the displaced population and returnees.

19. At the same time, it will be vital for the legitimacy of the new Government to re-establish State authority in the northern regions, begin the delivery of basic social services and launch initiatives for equitable economic growth to avoid disillusionment with the peace and reconciliation processes. The early delivery of donor pledges of technical and financial support, including those made in Brussels on 15 May 2013 at the international donor conference, will be essential to enable MINUSMA to play a catalytic role in providing support to authorities to re-establish their authority in the north and launch recovery and development programmes.

20. In the budget period MINUSMA will provide administrative and logistics support to a uniformed component with authorized levels of 11,200 military personnel, including 280 military staff officers, 1,120 formed police unit personnel and 320 United Nations police officers. However, the implementation by the military components of its mandated commitments will depend upon the timely deployment of troops and the appropriate enabling units, and as explained below, provisions will be made taking into account the phased deployment of the personnel. Military contingents and formed police units are expected to be fully self-sustained in all categories of support services, with the general exception of hard-wall accommodation, field defence stores, level II, III and IV medical support, critical commodities, rations, fuel and lubricants, and bulk water (and in some cases purified potable water), which will be provided by the Mission.

21. Support to military staff officers and United Nations police officers at both Mission headquarters and in sector headquarters will be provided at the same level as that provided to civilian personnel. For field offices, accommodations will be established within integrated facilities ensuring co-location of all civilian, military and police components. The Mission will endeavour to mitigate the environmental impact of its operations.

22. The mission support concept of operations will, to the extent possible, be reliant on commercial contractors for the delivery of goods and services, which will make possible more flexibility, adaptation to change and mobilization of resources when and where required. This concept will change the set of skills required of personnel in the field, significantly reducing the need for technicians or labour-intensive capabilities. As a result, most of the mission support will tend to focus on development of contract management, quality assurance, fraud prevention and control and supervision functions and expertise.

23. The ability of the Mission to secure population centres depends upon the timely arrival of troops and enablers in accordance with the force concept of operations, and the early deployment of a combination of civilian and military rotary- and fixed-wing aircraft throughout Mali to backstop the operational and logistics support activities of the Mission. Airfields and airport infrastructure in northern Mali are in an advanced stage of degradation and a considerable, long-term engineering effort will be required to rehabilitate and maintain runways and facilities. The runway in Gao requires urgent rehabilitation and the unpaved runways in Kidal and Tessalit need to be extended. All aircraft operating in Mali must have the ability to operate in harsh, austere environments and meet the requirement to land on unpaved runways.

24. The structure of MINUSMA will be based on its mandate and is related to a number of factors, including an integrated approach for both civilian and uniformed personnel that harnesses the different assets and capacities of all parts of the Mission and the United Nations system. Funded staffing levels are based on an expectation of what is realistically achievable within the initial budget period taking into account the current absorptive capacity of the Mission, with a subsequent review and incremental increase in staffing anticipated for the 2014/15 budget proposal. In the light of the challenges of recruiting and deploying experienced staff in the start-up phase, the Mission will deploy consultants with essential expertise on a temporary basis in areas such as mediation and the protection of civilians, and will explore options on civilian capacity with partners.

25. Support staffing will be based on the principles of the global field support strategy, with a light footprint deployed on a phased basis. Mission support staff in Mali will be kept at a minimum operational level, with a focus on the development of national capacity and exploring opportunities to receive support from the United Nations country team. In line with the global field support strategy principle of separating transactional functions from those strategic in nature, the back office established in the United Nations Operation in Côte d'Ivoire (UNOCI) in Abidjan will provide the full range of non-location dependent functions regarding finance, human resources and procurement.

26. In addition, it is proposed that, under the support account for peacekeeping operations, the Office of Internal Oversight Services Resident Audit Office should be established in Mali, and backstopping capacities in Headquarters in New York will be maintained through the end of the budget period. The funding for these elements will be proposed under the support account as described in the present report.

27. During the first budget period, MINUSMA will deploy in two phases, the first from 1 July to 31 December 2013, and the second from 1 January to 31 June 2014. This phased deployment plan and the development of programme activities in the north will be contingent on mission support developing a robust enabling capacity to address the logistical and operational challenges in the harsh environmental conditions.

28. Phase one represents the development of the Mission's initial operational capability, commencing with the transfer of authority from AFISMA to MINUSMA on 1 July 2013, at which point MINUSMA commenced the implementation of the full range of its mandated tasks outlined in Security Council resolution [2100 \(2013\)](#), including the provision of full support to re-hatted AFISMA contingents and formed police units.

29. The timely arrival and deployment of enabling units should provide, upon arrival, essential support to enable military and civilian units to carry out their mandated functions. These enablers include military engineering companies, transportation companies, level II military hospitals, military signals companies operating with United Nations-owned equipment, fixed- and rotary-wing aircraft fleet comprising both military and civilian air assets, including aircraft for medical evacuation and casualty evacuation, and an airfield repair engineering unit.

30. Solid structures in good condition will be identified as interim facilities for MINUSMA offices. Principles from the modularization concept will be followed in the design and construction of the compounds, ensuring integration and co-location of military, police and civilian components. The compounds will combine rehabilitated solid buildings and prefabricated buildings where solid construction is not possible. The Mission will ensure that an environmental baseline study is conducted at each location prior to commencement of rehabilitation or construction.

31. Interim life support arrangements commenced on 1 July 2013. Procurement commenced for long-term contracts for the provision of all necessary services, including all life support for uniformed personnel. In necessary situations with elevated security risks, contractors will be provided with Malian military or police escorts to their destination. Materiel and services in support of the mandated operations will be provided primarily through door-to-door and turnkey contracts. Maximum use will be made of locally available resources, knowledge and infrastructure. Camp services, including catering for civilian staff, military staff officers and United Nations police officers, will be available at MINUSMA facilities.

32. Provision will be made for the establishment of three military level II hospitals in northern Mali, which will include aeromedical evacuation teams. A commercial level II hospital in Bamako will be contracted to provide support to Mission headquarters. Arrangements will be put in place for the provision of level III medical support in Accra and Dakar, and for level IV support in Egypt. The Mission will make provisions for dedicated medical evacuation and casualty evacuation capabilities for all areas of deployment and in accordance with United Nations standard casualty evacuation time frames.

33. Mission aviation services will be provided using a combination of United Nations contracted and troop-contributing countries' aviation assets, including fixed- and rotary-wing aircraft. For northern Mali, rotary-wing aircraft will be provided through military enabling units until the security situation allows for the deployment of civilian aircraft. The fleet composition will consist of aircraft that can operate under the climate and geographical challenges posed by the local environment, as well as the constraints imposed by the status of the existing runways. Airfield management, including refuelling, air traffic control and firefighting services, will be provided through national or contracted means. Services for airfield rehabilitation will be contracted as soon as possible for Gao, Timbuktu, Kidal, Tessalit and Mopti.

34. A mix of armoured vehicles and soft skin vehicles will be provided for all personnel transport needs in northern Mali, to be used within the United Nations Department of Safety and Security established zones of operation. Soft skinned vehicles will be used in the south. Ground transportation requirements will be assessed and vehicle fleet will be built to cover the Mission requirements, in accordance with the standard ratios for civilian staff, military staff officers and

United Nations police officers. The fleet will be built through a combination of leased and United Nations-owned equipment, with priority given to commercial contracting. The maintenance for the United Nations fleet will be outsourced to the extent possible, with support provided as far forward as possible. Static workshop facilities and mobile repair teams will be available. The heavy duty vehicles and machinery needs will be assessed through an analysis of engineering and movement requirements, and the availability of contingent-owned equipment (including the enabling units' equipment). Additional vehicles to meet contingent-owned equipment shortfalls will be provided to the troop- and police-contributing countries by the trust fund to the extent possible.

35. The Information Systems and Telecommunications Section will deploy and provide support to the command and control network (operational command, control and communications, intelligence and surveillance functions) as part of the United Nations standard support package delivering strategic communications to every formed police and military unit. During the start-up period, some additional equipment will be provided by way of contributions received through the trust fund, such as limited tactical communications.

36. The Mission will provide support for the preparation and implementation of electoral events in Mali. As with the presidential elections in July 2013, support for the upcoming legislative elections will include continued logistical assistance to the United Nations integrated election team, the movement of electoral materiel to and from polling stations and the provision of security within capabilities and areas of deployment by formed police units and military contingents with associated support requirements. The Mission will also provide support for the establishment of cantonment sites in the north, taking into account the harsh environmental conditions in the area. This activity will translate into the provision of logistics and transportation support to the cantonment operations with associated requirements.

37. Phase two, representing the establishment of operational capability, will commence on 1 January 2014. Activities during this period will include the establishment of Mission infrastructure in Bamako, Gao, Timbuktu and Kidal, such as the ongoing construction and support activities, including the conversion of tented accommodation into hard-wall accommodation, the development of other Mission locations in accordance with Mission priorities, rotations of troop- and police-contributing countries and the establishment of long-term contracts for the provision of all necessary services, including all life support for uniformed personnel, and the termination of interim arrangements.

38. The Mission will proceed with its expansion of services to, and additional construction of, military battalion, company and formed police unit locations. Plans will be prepared and construction will gradually start for the provision of hard-wall accommodation for the troops and formed police units.

39. Despite the gains made in the first half of 2013, the security environment is expected to remain unpredictable. The Malian defence and security forces will continue to face constraints in terms of equipment, training and logistical support. Extremist elements may also attempt to disrupt the peace consolidation processes, including the work of the United Nations. While it is expected that the Malian defence and security forces will undertake counter-terrorism operations with the support of a residual French military force, MINUSMA will develop a pragmatic security apparatus to safeguard the Organization's personnel. The Mission will

continue to review and implement a comprehensive range of risk mitigation strategies, including compliance with the United Nations minimum operating security standards and security risk assessment processes in its security management planning.

40. The General Assembly, in its resolution [65/289](#), endorsed the use of a standardized funding model to develop the budget for the first year of operations and the model was applied in the budget formulation of the United Nations Mission in South Sudan (UNMISS) for the 2011/12 period. Subsequently, a comprehensive assessment was undertaken to evaluate whether the primary objectives of the standardized funding model, namely fiscal discipline, streamlined processes, legislative transparency and flexibility, were achieved and the ways in which the framework can be strengthened further.

41. The assessment included a review of the financial performance of UNMISS, engagement with the Board of Auditors in their review of the model, implementation of the guidance of the General Assembly and the Advisory Committee on Administrative and Budgetary Questions and conduct of a survey of key Mission and Headquarters stakeholders involved in the implementation of the UNMISS budget for 2011/12.

42. Taking into account the assessment, and within the framework of the existing standardized funding model approved by the General Assembly, a number of updates to the model were implemented to provide greater flexibility and responsiveness to key resourcing drivers and to make possible the incorporation of Mission-specific planning information (explained further in paras. 327 and 328 below). The revised model was used in the formulation of the Mission's financial resource requirements in the present proposal.

C. Regional mission cooperation

43. MINUSMA cooperates with the United Nations Office for West Africa (UNOWA), the Special Envoy of the Secretary-General for the Sahel and other relevant United Nations actors to improve analysis and information within the Organization on regional and transnational issues.

44. A back office has been established at UNOCI in Abidjan to provide service delivery for transactional functions in finance and human resources based on the key principles of security of personnel, flexibility to ensure delivery of support notwithstanding the evolution of the situation on the ground, and a light mission support footprint limiting the presence of support staff in Mali to the minimum operational requirement.

45. MINUSMA finance and human resources personnel will maintain a small team in Bamako, with staff embedded within UNOCI, to create synergies and leverage existing capacities, supervised by UNOCI staff, to ensure the sharing of knowledge and quality control. A service level agreement between UNOCI and MINUSMA will be established to regulate the respective roles and responsibilities in the functions.

D. Partnerships, country team coordination and integrated missions

46. As the official responsible for addressing the situation in Mali in all its aspects, the Special Representative of the Secretary-General ensures that both the Mission and the agencies, funds and programmes of the United Nations provide support for and coordinate efforts with the representatives and envoys of the Secretary-General, including the High Commissioner for Human Rights and the Special Representative of the Secretary-General for Children and Armed Conflict.

47. The coordination of humanitarian and development activities of the United Nations specialized agencies, funds and programmes and MINUSMA is led by the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator) and the alignment of United Nations programmes is currently based on a combination of the revised humanitarian consolidated appeal and the Cadre conjoint d'appui à la transition for 2013-2014, launched in March 2013. However, given the rapidly evolving circumstances in the first half of 2013, including the deployment of a multidimensional integrated peacekeeping mission and the signing of the Preliminary Agreement, early recovery planning to identify and implement prioritized interventions to support the country's stabilization is also currently under way. The Mission's leadership team will also assess the potential impact of United Nations-led military operations on humanitarian activities and promote the development of appropriate risk mitigation strategies.

48. MINUSMA cooperates with a number of regional bodies and international organizations, including the African Union, the Economic Community of West African States (ECOWAS) and the European Union to support dialogue to assist Malian-led reconciliation efforts and socioeconomic development with other Member States within the region.

49. The security management team is led by the Special Representative of the Secretary-General as the designated official and comprises the Department of Safety and Security, MINUSMA and the United Nations specialized agencies, funds and programmes to address issues of common security management and services.

50. The Integrated Task Force based at United Nations Headquarters ensures that coherent policy guidance and support is provided to MINUSMA. 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.

51. Information on specific substantive project activities planned to be carried out by MINUSMA in conjunction with United Nations agencies, funds and programmes is contained in the annexes to the present report.

E. Results-based-budgeting frameworks

52. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I to the present report.

Executive direction and management

53. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1

Human resources: executive direction and management

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General	1	–	3	1	2	7	2	–	9
Office of the Deputy Special Representative of the Secretary-General (Political)	1	–	2	1	1	5	2	–	7
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)	1	–	2	–	1	4	2	–	6
Office of the Chief of Staff	–	1	5	4	3	13	4	4	21
Joint Mission Analysis Centre	–	–	3	8	1	12	4	5	21
Joint Operations Centre	–	–	2	2	1	5	–	6	11
Communications and Public Information Division	–	1	4	5	4	14	37	4	55
Legal Affairs Unit	–	–	2	3	1	6	3	2	11
Conduct and Discipline Unit	–	–	3	2	1	6	1	1	8
Board of Inquiry Unit	–	–	–	1	–	1	1	–	2
Heads of field offices	–	2	2	–	4	8	8	–	16
Total proposed	3	4	28	27	19	81	64	22	167

^a Includes National Professional Officers and national General Service.

Office of the Special Representative of the Secretary-General

Table 2

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

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission headquarters	1	–	3	1	2	7	2	–	9
Total proposed	1	–	3	1	2	7	2	–	9

^a National General Service.

54. The Special Representative of the Secretary-General, at the Under-Secretary-General level, is responsible for the implementation of the Mission's mandate on behalf of the Secretary-General. The Special Representative is responsible for directing the operations of the integrated Mission, coordinating all activities of the United Nations in Mali and promoting a coherent international approach in support

of peace consolidation. The Special Representative also serves as the designated official for security in the Mission. Reporting directly to the Special Representative are the Deputy Special Representative of the Secretary-General (Political) and the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), the Force Commander, the Police Commissioner, the Chief of Staff, the Director of Mission Support, the Director of Communications and Public Information and the Chief Security Adviser.

55. The front office of the Special Representative will be headed by one Senior Special Assistant (P-5), supported by three Special Assistants (2 P-4, 1 P-3). They will provide support to the Special Representative in all aspects of his or her daily work, including developing policy initiatives, identifying priority areas for action and tracking follow-ups. They will also ensure the coordination and smooth flow of information with Mission leadership, maintain relations with ministers, senior officials of the Government, United Nations partners and the international community, and manage correspondence and draft and edit documents for signature. One Senior Staff Assistant (Field Service), one Administrative Assistant (Field Service) and two Drivers (national General Service) will provide support for the day-to-day functioning of the Office.

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

Table 3

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

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission headquarters	1	–	2	1	1	5	2	–	7
Total proposed	1	–	2	1	1	5	2	–	7

^a Includes National Professional Officer and national General Service.

56. The Deputy Special Representative of the Secretary-General (Political), at the level of Assistant Secretary-General, works closely with the Special Representative to address matters directly associated with the areas under his or her pillar and to ensure an integrated approach to mandate implementation. The incumbent will provide policy advice to the Special Representative and will direct programmatic activities in the functional areas of political affairs, including mediation, civil affairs and human rights, which encompasses the Office of the Women's Protection Adviser, gender affairs and child protection. The incumbent will act as the principal political adviser to the Special Representative and will represent the Special Representative, as required, in high-level negotiations, substantive aspects of the good offices mandate with senior officials of the Government of Mali and interaction with Member States in his or her areas of responsibility.

57. The front office of the Deputy Special Representative (Political) will comprise three Special Assistants (1 P-5, 1 P-4, 1 P-3) who will provide support to the Deputy Special Representative in substantive aspects of daily work. The Office will be

supported by one Administrative Assistant (Field Service), one Programme Officer (National Professional Officer) and one Driver (national General Service).

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

Table 4

Human resources: Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	1	–	2	–	1	4	2	–	6
Total proposed	1	–	2	–	1	4	2	–	6

^a National General Service.

58. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), at the level of Assistant Secretary-General, works closely with the Special Representative to address matters directly associated with the areas under his or her pillar and to ensure an integrated approach to mandate implementation. The incumbent will provide policy advice to the Special Representative and will direct programmatic activities in the functional areas of stabilization and early recovery; electoral affairs; and the Justice and Corrections Section, and the Disarmament, Demobilization and Reintegration and Security Sector Reform Section. Consistent with the Secretary-General's policy on integrated assessment and planning for integrated missions, the incumbent will establish and facilitate coherent and effective programme frameworks and coordination structures to maximize the impact of United Nations system efforts. This activity will include the promotion of long-term development targets and humanitarian principles. The Deputy Special Representative will serve as the principal interface between the Mission, the United Nations country team and the humanitarian country team. The incumbent will be responsible for donor coordination in the areas of humanitarian relief, early recovery and development, and will maintain links with the Government, donors and other partners, including non-governmental organizations (NGOs), for this purpose.

59. The front office of the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator) will comprise two Special Assistants (1 P-5, 1 P-4). They will provide support to the Deputy Special Representative in the substantive aspects of his or her daily work. In addition, the Deputy Special Representative will be supported by one Strategic Planning Officer (P-4) funded by the United Nations Development Programme (UNDP)/United Nations Development Operations Coordination Office and one Special Assistant (P-3) funded by the Office for the Coordination of Humanitarian Affairs, who will provide support to the Deputy Special Representative in his or her capacity as Resident Coordinator and Humanitarian Coordinator. Two Administrative Assistants (1 Field Service, 1 national General Service) will provide support for the administration and management of the Office. The Office will also have one Driver (national General Service).

Office of the Chief of Staff

Table 5

Human resources: Office of the Chief of Staff

	<i>International staff</i>					<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>				
Mission headquarters	–	1	5	4	3	13	4	4	21
Total proposed	–	1	5	4	3	13	4	4	21

^a Includes National Professional Officers and national General Service.

60. The Chief of Staff (D-2) provides support to the Special Representative in the management of his or her day-to-day responsibilities and is responsible for ensuring the integrated and coherent functioning in all areas and components of the Mission. The Chief of Staff will translate strategic intent into viable tasks and priorities, and ensure follow-up. The incumbent will also ensure the functioning of core integrated mechanisms for planning, analysis and operations, and oversee internal management of the Mission. Moreover, he or she will address senior staffing matters, develop policies and procedures, as necessary, to ensure the effective organization of information, establish crisis management arrangements and serve as a focal point for communication with and reporting to United Nations Headquarters in New York, including the handling of high-level visits and matters of protocol. The Chief of Staff will oversee the Protocol Unit and the Strategic Planning Unit, as well as the Joint Operations Centre, the Joint Mission Analysis Centre, the Board of Inquiry Unit and the Legal Affairs Unit. The incumbent also acts as the focal point for the Special Representative in contacts with the Office of Internal Oversight Services (OIOS) and the Resident Auditors.

61. The Chief of Staff will be supported by a Senior Political Affairs Officer (Deputy Chief of Staff) (P-5) and one Special Assistant (P-4), both of whom will assist the Chief of Staff in discharging daily functions. In addition, they will provide support to the Chief of Staff in substantive and Mission management functions. In order to help coordinate the work of the field offices with the Mission headquarters, the Office will be supported by one Coordination Officer (Programme Management) (P-4), two Programme Officers (United Nations Volunteers), one Administrative Assistant (Field Service), one Best Practices Officer (P-3) to enhance knowledge management and sharing of best practices throughout the Mission, and one Administrative Assistant (United Nations Volunteers). An Administrative Officer (P-3) will provide support to the Office in functions related to staffing and general administration, and oversee one Administrative Assistant (Field Service) and one Records Maintenance Administrative Assistant (Field Service) who provide secretarial support and undertake records maintenance. The Office is supported by one Driver (national General Service).

62. The Protocol Unit, comprising one Protocol Officer (P-4) supported by one Protocol Officer (P-2) and three Protocol Officers (National Professional Officers), will handle arrangements for the travel of the Special Representative and management of official visits, including coordinating travel, visas and programmes, and liaising with the host Government on protocol matters.

63. The Strategic Planning Unit coordinates the production, monitoring and adjustment of planning tools that translate the Security Council mandate and vision of the Special Representative into allocation of tasks and resources. In particular, it contributes to the principle of maintaining an integrated mission approach and to the definition and measurement of clear plans, targets and benchmarks to measure the overall progress and delivery of the Mission's mandated tasks. Under the guidance of the Chief of Staff, the Unit's major functions include (a) providing advice to the Special Representative on major strategic planning requirements and processes, including in respect of the Secretary-General's guidance on integration and the relevant requests of the Security Council, (b) coordinating the development and implementation of Mission-wide strategic planning tools for mandate implementation, including the mission concept, results-based budgeting and related tools, (c) promoting, with the Office of the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator), integrated mechanisms and processes to foster a strategic partnership between the Mission and the United Nations country team, (d) providing advice to substantive components on development of sector-specific plans and strategies, in line with the overall goals of the Mission, and (e) ensuring that internal monitoring and reporting mechanisms are in place to track progress on developments in the Mission area and providing regular advice to senior managers. The Unit is led by a Senior Mission Planning Officer (P-5), who will provide advice to senior managers on planning issues and ensure the delivery of necessary integrated planning products and processes, in line with the integrated assessment and planning policy and related guidance in coordination with the Office of the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator). The incumbent is supported by two Mission Planning Officers (1 P-3, 1 United Nations Volunteer), who are responsible for assisting in the development and maintenance of core mission planning tools, including the mission concept and results-based-budgeting framework and Mission-wide monitoring tools, training Mission staff in the use of relevant planning tools and providing support to substantive units, as requested.

Joint Mission Analysis Centre

Table 6

Human resources: Joint Mission Analysis Centre

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	3	5	1	9	4	2	15
Field offices	–	–	–	3	–	3	–	3	6
Total proposed	–	–	3	8	1	12	4	5	21

^a National Professional Officers.

64. The Joint Mission Analysis Centre generates integrated analytical products to provide support for decision-making and enhance operational, strategic and contingency planning. It provides reliable analysis and develops assessments of cross-cutting issues and threats that may affect the implementation of the Mission's mandate. The Joint Mission Analysis Centre will be headed by the Chief of the

Centre (P-5), who will be responsible for managing and overseeing its work and engaging with senior Mission leadership and other high-level actors and officials to provide advice and assistance in prioritizing their information and assessment needs.

Mission headquarters

65. The Chief of the Centre will be supported by an Information Analyst/Deputy Chief of the Joint Mission Analysis Centre (P-4) who will provide assistance with the day-to-day management of the Centre, liaise with Mission components, regional offices and other actors, and exercise editorial control over all Centre analytical products. Two Information Analysts (1 P-4, 1 P-3) and three Associate Information Analysts (1 P-2, 2 National Professional Officers) will liaise and coordinate with relevant interlocutors to undertake analysis and provide integrated assessments. They will work in close coordination with one Information Analyst (P-3) and four Associate Information Analysts (1 P-2, 1 United Nations Volunteer, 2 National Professional Officers) who will undertake information and data collection with Mission components, regional offices and other actors. One Associate Administrative Officer (P-2) will ensure the security of confidential documents and effective dissemination of Centre products, and provide support for administrative and travel requirements. The Centre will also be supported by one Information Systems Assistant (Field Service), who will manage the information databases and provide support for information management, and one Administrative Assistant (United Nations Volunteer), who will provide support for the dissemination of Centre products and administrative requirements.

Field offices

66. In order to provide support to the Mission's Heads of Office in Gao, Timbuktu and Kidal in developing integrated analysis of the Mission's priorities, the Joint Mission Analysis Centre will deploy one Information Analyst (P-3) and one Associate Information Analyst (United Nations Volunteer) at each office to gather, validate, collate and disseminate integrated reporting and analytical products.

Joint Operations Centre

Table 7

Human resources: Joint Operations Centre

	<i>International staff</i>						<i>National staff</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	2	2	1	5	–	6	11
Total proposed	–	–	2	2	1	5	–	6	11

67. The Joint Operations Centre is the Mission's information hub. It provides monitoring of operational activities and events in the region for situational awareness 24 hours a day, 7 days a week, validates information and rapidly disseminates alerts and information of immediate operational interest; and collates and disseminates integrated reporting. The Centre also provides a communications link, 24 hours a day, 7 days a week, between the Head of Mission, senior Mission management, field offices, United Nations agencies, funds and programmes, United

Nations Headquarters and others, as required. Moreover, it acts as the crisis management centre for the Head of Mission and other members of the designated crisis management team in the event of a critical incident.

68. The Joint Operations Centre is led by a Senior Operations Officer/Chief of the Centre (P-5), who is responsible for its overall management and for briefing Mission leadership. The Chief is supported by an Operations Officer/Deputy Chief of the Joint Operations Centre (P-4), who provides assistance with the day-to-day management of the Centre and liaises with Mission components, field offices and United Nations Headquarters. The Deputy Chief will be responsible for ensuring the processing and timely dissemination of alerts and integrated operational reports, and the organization and management of first-response to crisis and sustained crisis support for Mission leadership. Four Operations (Watch) Officers (1 P-3, 3 United Nations Volunteers) will ensure the monitoring of Mission activities and events in the region on a rotational basis 24 hours a day, 7 days a week. The Operations (Watch) Officers will gather, collate and validate information and reports, and disseminate alerts and information of immediate operational interest. Four Operations (Reporting) Officers (1 P-3, 3 United Nations Volunteers) will receive, verify, classify and maintain relevant information and draft integrated situation and special incident reports for approval by the Head of Mission. The Joint Operations Centre will also be supported by an Administrative Assistant (Field Service), who will manage the Centre's information database, provide support for the information management needs of the Centre and act as its geographic information systems and information technology focal point.

Communications and Public Information Division

Table 8

Human resources: Communications and Public Information Division

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	1	4	5	4	14	31	1	46
Field offices	–	–	–	–	–	–	6	3	9
Total proposed	–	1	4	5	4	14	37	4	55

^a Includes National Professional Officers and national General Service.

69. The Communications and Public Information Division provides support for the implementation of the Mission's mandate by (a) acting as a centre for strategic communications between the Mission and the population of Mali, advancing the key political and programme advocacy objectives of the Mission and ensuring public understanding of the Mission's role and shaping its public image locally, regionally and internationally, and (b) providing support for the dissemination of accurate information to the population, with a view to mitigating conflict, promoting the protection of civilians and contributing to promoting a national dialogue through increased public awareness and participation. To this end, the Division will develop and implement a strategic communications plan to undertake specific communications campaigns that reflect the overall strategy and priorities of the Mission.

Mission headquarters

70. The Mission headquarters will consist of the Office of the Director for Communications and Public Information, the Media Relations Unit, the Multi- and Digital Media and Publications Unit, the Radio Production Unit and the Outreach Unit. The overall activities of the Division will be led by the Director for Communications and Public Information (D-1), who is responsible for formulating and overseeing the Mission's communications and public information strategy, and providing advice to the Special Representative and senior staff on issues related to strategic communications. The Director will be supported by a Senior Public Information Officer (P-5), who will coordinate the integrated design and production of public information outputs and outreach activities. A Public Information Officer (P-3) and an Administrative Assistant (Field Service) will oversee administrative, budget, procurement and finance matters, handle requisitions and human resources recruitment, and act as focal points for audit, results-based budgeting, archiving and assets management. The Office will also be supported by one Driver (national General Service).

71. The Media Relations Unit will develop and implement a strategic proactive communications plan to explain the mandate and work of MINUSMA to the media. The Unit will be headed by the Public Information Officer/Spokesperson (P-4), supported by one Public Information Officer (United Nations Volunteer) and one Public Information Officer/National Media Relations Officer (National Professional Officer) for regional languages. In addition, one Public Information Officer (Media Monitor) (National Professional Officer) will monitor relevant stories in the national and international press and provide daily summaries.

72. The Outreach Unit will provide support to Mission components in designing and implementing activities for public outreach and advocacy with the population of Mali. The Unit will coordinate the activities and outputs of the public information teams based in the regional offices. It will be headed by a Public Information Officer (P-3), supported by two Public Information Assistants (national General Service) and one Language Assistant (national General Service).

73. The Multi- and Digital Media and Publications Unit will coordinate the graphic design and production of digital and print communications materials, including regular updates and maintenance of the Mission's website and digital media platforms, such as Facebook and Twitter. It will be headed by a Public Information Officer (P-4) and supported by one News Editor (National Professional Officer), two Website Assistants (national General Service), two Photographers (1 Field Service, 1 national General Service) and one Graphic Designer (national General Service). The video team, within the Unit, will source, film and edit news stories, features, public service announcements and documentaries in support of mandate implementation, publish results on Mission digital media platforms and arrange dissemination on local, regional and, occasionally, international television. The team will comprise one Television/Video Producer (P-3), two Camera Operators (1 Field Service, 1 national General Service) and one Television/Video Assistant (national General Service).

74. The Radio Production Unit will oversee the editorial and logistical operations of radio programming, including at its main facility in Bamako and with the three regional office teams. The Unit will be headed by a Radio Producer (P-4), who will implement the vision for radio programming, coordinate substantive and resource

inputs into radio coverage, oversee human resources, training and logistical support, and manage broadcast partnerships with local radio stations. The Radio Producer will also provide advice to the Director as to future MINUSMA radio needs, including the possibility of developing a full MINUSMA radio station in the second year of operation. Two other Radio Producers (P-3) will oversee day-to-day editorial assignments, ensure the quality of output and coordinate with Mission components and United Nations agencies. The Radio Producers will also train, coach and manage radio journalists and manage coverage and broadcasts for special events. One Broadcast Technology Officer (Field Service) will oversee the technical aspects of the operation and will be supported by two Broadcast Technology Technicians (national General Service). With a view to building a United Nations radio capacity, the generation of day-to-day content for Radio MINUSMA will be the responsibility of seven Public Information Assistants (national General Service), who will seek out stories, generate and check material, and perform other technical tasks to ensure the smooth operation of the radio programmes. Four Language Assistants (national General Service) will ensure the availability of programmes in all the main languages of Mali. Five News Editors (National Professional Officers) will assist in training and mentoring national journalists with a view to providing support for independent and professional standards.

Field offices

75. Public information activities at the regional level will be supported through three teams based in the offices of Gao, Timbuktu and Kidal. Each team will consist of two Public Information Officers (1 United Nations Volunteer, 1 National Professional Officer) and one Public Information Assistant (national General Service). They will work with Mission headquarters and the head of the field office to perform outreach, media relations, digital media production and reporting for radio MINUSMA, and liaise with Mission headquarters to ensure that materials are translated for each geographic area and audience.

Legal Affairs Unit

Table 9

Human resources: Legal Affairs Unit

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	2	3	1	6	3	2	11
Total proposed	–	–	2	3	1	6	3	2	11

^a Includes National Professional Officers and national General Service.

76. The Legal Affairs Unit is the central and authoritative source of legal advice to the Mission subject to the provision of any advice or guidance from the Office of Legal Affairs through the Departments of Peacekeeping Operations and Field Support, including with regard to the Mission mandate, the status-of-forces agreement signed on 1 July 2013, the Convention on the Privileges and Immunities of the United Nations of 1946, the Convention on the Safety of United Nations and

Associated Personnel of 1994, relevant standards and rules of international law, including international humanitarian law, the laws and regulations of the host country and the overall legal and administrative framework of the Organization. The main tasks of the Legal Affairs Unit will include (a) drafting legally binding memorandums of understanding and other agreements with external entities to enable Mission operations and ensuring the sound implementation of existing agreements with third parties, (b) building awareness of United Nations privileges and immunities, the functional immunity of the Mission's members and the international status of the Mission among competent authorities in Mali, including through training, outreach and advocacy, (c) cementing relations with Government authorities through the drafting of official communications and regular meetings with the Ministry of Foreign Affairs, line ministries and other competent authorities, and (d) participating in all Board of Inquiry and administrative and standing committees and processes. It is anticipated that in the first year of the Mission's deployment, legal interactions with government authorities will require particular attention, in support to the Chief of Staff and the Mission Support Division, for the successful implementation of the status-of-forces agreement and the establishment of the Mission. Special focus will be given to securing the provision of premises under paragraph 16 of the status-of-forces agreement and consolidating the legal basis of the Mission's current and future occupation of government-owned premises.

77. The Unit's actions will be cross-cutting, as it will provide assistance to all components of the Mission and handle issues at the regional level on an as-needed basis. It will be headed by the Senior Legal Officer (P-5), who will provide overall strategy and management and act as the Principal Legal Adviser to the Special Representative of the Secretary-General. A Legal Officer (P-4) will act as Deputy to the Senior Legal Officer and provide assistance in overseeing the work of six other Legal Officers (2 P-3, 2 National Professional Officers, 2 United Nations Volunteers) and one Associate Legal Officer (P-2). The Unit will be supported by two Administrative Assistants (1 Field Service, 1 national General Service) in office management and record-keeping.

Conduct and Discipline Unit

Table 10

Human resources: Conduct and Discipline Unit

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	3	2	1	6	1	1	8
Total proposed	–	–	3	2	1	6	1	1	8

^a National Professional Officer.

78. The Conduct and Discipline Unit administers overall policy with regard to conduct and discipline of MINUSMA personnel and, specifically, contributes to measures to ensure that the Mission complies fully with the United Nations zero tolerance policy on all acts of misconduct concerning sexual exploitation and abuse. The Unit will be headed by a Chief (P-5), who acts as the adviser to the Mission

leadership on all conduct and discipline matters. One Conduct and Discipline Officer (P-4) will manage cases involving all components and will liaise with the respective components and with investigative entities, including United Nations Headquarters. Another Conduct and Discipline Officer at the P-4 level, supported by one Conduct and Discipline Officer (National Professional Officer), will develop and implement the conduct and discipline training strategy and contribute to developing preventive measures. One Conduct and Discipline Officer (P-3), supported by one Conduct and Discipline Officer (United Nations Volunteer), will develop and implement the community outreach and sensitization strategy as well as risk assessments, and develop the victims' assistance strategy. One Associate Conduct and Discipline Officer (P-2) will manage the misconduct tracking system database, receive and record all allegations of misconduct and draft reports for the Chief Conduct and Discipline Officer and the Mission leadership. One Administrative Assistant (Field Service) will provide support for the work of the Unit.

Board of Inquiry Unit

Table 11

Human resources: Board of Inquiry Unit

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	–	1	–	1	1	–	2
Total proposed	–	–	–	1	–	1	1	–	2

^a National General Service.

79. The Board of Inquiry Unit will be responsible for preparing Board reports, establishing rosters of cases and monitoring the implementation of all Board recommendations. The Unit will be headed by a Board of Inquiry Officer (P-3) and will be supported by one Board of Inquiry Assistant (national General Service).

Heads of Field Offices

Table 12

Human resources: Heads of Field Offices

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Field offices	–	2	2	–	4	8	8	–	16
Total proposed	–	2	2	–	4	8	8	–	16

^a Includes National Professional Officers and national General Service.

80. The Mission's field presence in each region will be overseen by a Head of Office, who reports to the Special Representative and will be responsible for overseeing mandate implementation in his or her respective area of geographic responsibility. They will backstop the Special Representative in exercising his or her

good offices in the regions in support of the Mission's mandate. To achieve this objective, the incumbents will have a high degree of authority to manage day-to-day operations and coordinate the different functions of the Mission. They will ensure that the Mission coordinates its work with the United Nations country team, with particular regard to ensuring that the principles of humanitarian action and civil-military liaison are respected. The Heads of Office will also be responsible for developing workplans for their respective areas of geographic responsibility to implement the priorities of the Mission defined by the senior leadership as well as the goals defined by substantive components at Mission headquarters. In addition to overseeing the work of units based directly within the field offices, the incumbents will be expected to emphasize the critical role of the cross-cutting issues related to the overall promotion and protection of human rights, including protection of civilians, women and children, and gender issues, in all aspects of their respective office's workplan. The Heads of Office in the regions of Gao and Timbuktu will be recruited at the D-1 level, as these two offices will serve as the sector headquarters for the Mission and involve significant representational activities with local authorities. The Heads of Office in Kidal and Mopti will be recruited at the P-5 level. The four Heads of Office will each be supported by one Political Affairs Officer (National Professional Officer), who will be responsible for backstopping the Head of Office in his or her good offices mandate and for maintaining contact with the municipal authorities and representatives of political parties. In addition, all four Heads of Office will each be supported by one Administrative Assistant (Field Service) and one Driver (national General Service).

Component 1: Political reconciliation and restoration of constitutional order

81. MINUSMA will provide support for an inclusive and broad-based discourse among Mali's political stakeholders to build consensus so as to enable the implementation of the transitional road map and the Ouagadougou Agreement. This action will focus on the provision of good offices to encourage all political stakeholders to open up channels for consultative and participatory processes. The Mission will focus on two immediate and interdependent priority results: (a) promoting the implementation of the agreements and related commitments by all parties to national reconciliation dialogue; and (b) successfully conducting the planned elections. Both priorities will emphasize Malian leadership and ownership to address the underlying sociopolitical grievances across the political spectrum.

82. Component 1 includes the activities of the Political Affairs Division and the Electoral Affairs Section.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
1.1 Promotion of national dialogue and reconciliation to support sustainable peace and political processes	<p>1.1.1 Implementation of confidence-building measures through the Comité de suivi et d'évaluation and the Commission technique mixte de sécurité</p> <p>1.1.2 Progress towards the full restoration of constitutional order, democratic governance and national unity in Mali to ensure lasting peace, stability and reconciliation</p>

1.1.3 Increased participation of civil society organizations (including women's organizations) within national reconciliation forums and processes

1.1.4 Increased cross-border cooperation and coordination on security issues with countries in the region, including the establishment of a standing mechanism on security issues

Outputs

- Political dialogue held through the good offices of the Special Representative and through bilateral and national multilateral meetings with stakeholders and the parties concerned in the role of President of the Comité de suivi et d'évaluation and the Commission technique mixte de sécurité, as established by the Preliminary Agreement
 - Technical expertise and guidance provided to the Commission dialogue et réconciliation for options papers in support of the peacebuilding agenda, as outlined in the transitional road map, including on institutional reforms, youth employment and security sector reform
 - Discussions held with neighbouring States, through 4 main meetings, for addressing security and political challenges in northern Mali
 - Political outreach conducted with elected representatives, Government of Mali officials, political parties, including former anti-Government elements, civil society groups and representatives of the diplomatic community, to solicit views, exchange ideas and understand concerns related to the reconciliation process
 - Advice and support provided to Malian institutions on regional cooperation issues and contribution made to the agenda and facilitation of regional cooperation, in collaboration with UNOWA, the United Nations Office of the Special Envoy of the Secretary-General for the Sahel, the Economic Community of West African States (ECOWAS), the African Union and the European Union Special Representative for the Sahel
-

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) the Government and political stakeholders reach consensus on a strategy for national dialogue and reconciliation, (b) the new Government is swiftly established following presidential elections and is perceived as sufficiently broad-based and legitimate to lead transitional processes, (c) the new Government demonstrates the political will to improve governance and implement anti-corruption measures, and (d) international stakeholders maintain the necessary political and financial support for peace and stability

Expected accomplishments

Indicators of achievement

1.2 Provision of technical assistance to Malian electoral management bodies to support the organization of inclusive and transparent national elections

1.2.1 Presidential and legislative elections successfully concluded and viewed as free and fair by the Malian population and international actors

1.2.2 Electoral management bodies are able to implement their operational and security plans in the north of Mali

1.2.3 Malian authorities review the electoral framework and related institutional responsibilities to encourage increased popular participation, including the participation of women in the political and electoral processes

Outputs

- Technical and political advice, training and facilitation of consultations with civil society and media, and support for round-table discussions provided with political parties and civil society organizations to promote political participation, transparency and public information
 - Independent electoral observers moved to the north of Mali to monitor and report on the conduct of electoral events
 - Capacity-building of electoral management bodies, such as the Commission électorale nationale indépendante, the Ministère de l'administration territoriale, de la décentralisation et de l'aménagement du territoire, the Délégation générale aux élections and the Constitutional Court, conducted, including by conducting an integrated assessment of required electoral logistical support and associated recommendations, and by providing support through the UNDP-managed basket fund for elections
 - Logistical and operational support provided, upon the request of the Malian authorities, to strengthen the deployment of staff from the electoral management bodies and the delivery and collection of electoral materials to the northern regions of Gao, Timbuktu, Kidal and Mopti
 - Security support provided by MINUSMA military and police contingents, upon the request of Malian authorities, including protecting the delivery and collection of electoral materials, and protecting compilation centres and the movement of electoral management staff in the North
 - Recommendations provided to Malian authorities to improve the implementation of future electoral events based on lessons-learned exercises related to streamlining institutional processes, campaign regulation and voter lists and registration
-

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) the Government remains committed to holding legislative elections in accordance with the Preliminary Agreement and the transitional road map, (b) electoral management bodies are perceived as independent, credible and legitimate by the population and political parties, (c) political parties adhere to the campaign regulations and address any complaints through legal channels, and (d) the provision of financial support for legislative elections is maintained by donors

Table 13

Human resources: component 1, Political reconciliation and restoration of constitutional order

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Political Affairs Division	–	2	5	8	4	19	10	9	38
Electoral Affairs Section	–	1	4	3	1	9	3	5	17
Total proposed	–	3	9	11	5	28	13	14	55

^a Includes National Professional Officers and national General Service.

Political Affairs Division

Table 14

Human resources: Political Affairs Division

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	2	5	4	4	15	6	5	26
Field offices	–	–	–	4	–	4	4	4	12
Total proposed	–	2	5	8	4	19	10	9	38

^a Includes National Professional Officers and national General Service.

83. The Political Affairs Division undertakes political engagement to provide day-to-day and long-term policy planning and strategic analysis to the Special Representative, the Deputy Special Representative (Political) and United Nations Headquarters. It will guide the Mission's engagement with relevant political actors to facilitate national reconciliation dialogue and related political processes. To this end, it will maintain close contact and liaise with State institutions, political parties, the diplomatic community, civil society and other concerned entities. The Division has a lead role in providing advice and making recommendations to the Special Representative and the Deputy Special Representative (Political), and in developing, organizing, engaging in and following up on (a) issues related to the country's political transition and the strengthening of State authority, including the formulation of national policies, (b) the conduct of national processes to foster political participation and inclusion, including ensuring the participation of women, and (c) the peaceful resolution of conflict at the national level, including through good offices and facilitation. The Division will provide support for political aspects of inter-mission information sharing and cooperation, including with UNOWA and the United Nations Special Envoy of the Secretary-General for the Sahel. It will also provide support for the role of the Special Representative in leading the development of common political positions throughout the international community to ensure a coherent international approach to promoting Malian ownership and leadership of the reconciliation dialogue.

Mission headquarters

84. The Principal Political Affairs Officer (D-1) will report to the Deputy Special Representative of the Secretary-General (Political) and oversee the work of the Political Affairs Division. In support of the Deputy Special Representative, the incumbent will help to establish and maintain engagement with a wide range of senior actors, including from the Government, political parties, the security establishment, the diplomatic community and civil society. He or she will ensure continuous, high-quality analysis and reporting to the Mission leadership on a broad spectrum of political issues in Mali and, as relevant, the wider region. In addition, the incumbent will oversee and coordinate the drafting of regular political analyses and updates for the senior leadership of the Mission and for Headquarters. The Office of the Principal Political Affairs Officer will be staffed by one Political Affairs Officer (United Nations Volunteer), two Administrative Assistants (1 Field Service, 1 national General Service) and one Driver (national General Service).

85. One Senior Political Affairs Officer (P-5) will provide assistance to the Principal Political Affairs Officer, lead a team responsible for issues relating to the presidency and senior government leadership, the National Assembly and political parties, and liaise with the Electoral Affairs Section. The Senior Political Affairs Officer (P-5) will be supported by five Political Affairs Officers (1 P-4, 2 P-3, 2 United Nations Volunteers) and two Administrative Assistants (1 Field Service, 1 national General Service).

86. The Mediation and Dialogue Unit will comprise a team of mediation and dialogue experts led by a Principal Political Affairs Officer (Mediation) (D-1) and will provide support to the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General (Political). The Unit will act as the secretariat of the Commission dialogue et réconciliation. Through the provision of support to the Commission dialogue et réconciliation, activities of the parties and, more broadly, of civil society, the Unit will promote inclusive dialogue and reconciliation nationwide.

87. The Principal Political Affairs Officer (Mediation) will be supported by one Senior Political Affairs Officer (Mediation) (P-5) who will oversee the day-to-day work of the secretariat and will be responsible for establishing and maintaining high-level contacts with senior officials in the Government in their respective areas and for representing the Mission in relevant consultations. The Senior Political Affairs Officer (Mediation) will be supported by six Political Affairs Officers (Mediation) (2 P-4, 2 P-3, 2 National Professional Officers), four Administrative Assistants (2 Field Service, 2 United Nations Volunteers) and one Driver (national General Service).

Field offices

88. The Political Affairs Division will deploy three Political Affairs Officers (1 P-3, 1 National Professional Officer, 1 United Nations Volunteer) to each of the four regional offices to analyse the dynamics of the various political groupings and the potential impact on the national political processes, in particular the implications concerning reconciliation dialogue and electoral processes. These teams will also liaise closely and provide analytical support to the heads of the regional offices and the Civil Affairs Division.

Electoral Affairs Section

Table 15

Human resources: Electoral Affairs Section

	<i>International staff</i>					<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>				
Mission headquarters	–	1	4	3	1	9	3	5	17
Total proposed	–	1	4	3	1	9	3	5	17

^a Includes National Professional Officer and national General Service.

89. The main goal of the integrated electoral assistance team is to provide support for the preparation, organization and conduct of presidential and legislative elections and for local elections expected in 2014, in a fair, transparent and inclusive manner in accordance with the provisions of the Mission's mandate. The United Nations integrated electoral team, led by MINUSMA, which includes the UNDP electoral support programme, will work with national counterparts and provide technical, logistical and security support to the Malian electoral authorities. This activity will include the drafting and implementation of logistics and security support plans. Technical assistance will be provided by the UNDP electoral support programme in order to enhance the institutional capacity of the Malian electoral management institutions to fulfil their mandates in accordance with national legislation and the transitional road map. The team will also provide support to the electoral authorities to help promote a sustainable and professional electoral administration, and strengthen the electoral reform process and renewed electoral registration ahead of the new electoral cycle.

90. The Electoral Affairs Section will be headed by a Principal Electoral Affairs Officer (D-1), who will lead the United Nations integrated electoral team, under the direction of the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator), and provide overall cross-cutting advice on all electoral issues to the Mission's senior leadership and the United Nations country team. This effort will include providing regular updates on all electoral issues and linking them to the broader issues of civic education, accountability, media analysis, field operations and the overall perception of independence and integrity of all elections-related authorities. The Principal Electoral Affairs Officer will be supported by 12 Electoral Affairs Officers (4 P-4, 3 P-3, 5 United Nations Volunteers) and one Logistics Officer (National Professional Officer). UNDP will continue to deploy a number of electoral affairs staff according to the needs and requirements of the electoral schedule. Collectively, the team will analyse electoral dynamics and processes, including dispute and complaint mechanisms, and provide capacity-building support in areas such as information technology resources and support in logistical and security planning to the national authorities, including through liaison with the Mission's other components. The Section will be supported by two Administrative Assistants (1 Field Service, 1 national General Service) and one Driver (national General Service).

Component 2: Security stabilization in northern Mali

91. MINUSMA will deploy its military and police contingents as outlined in the mandate to provide assistance with the restoration of security in key population centres in northern Mali by deterring threats and taking active steps, when necessary, to prevent the return of armed elements to these areas. The Mission will also provide support for national and international efforts towards rebuilding the Malian security sector, especially the police and gendarmerie, through technical assistance and capacity-building. Collectively, these interventions will aim to strengthen the creation of a secure environment for the protection of civilians, the promotion of human rights and the provision of humanitarian and early recovery assistance that will, in turn, bolster the voluntary and sustainable return of refugees and displaced persons.

92. The Mission's Civil Affairs Division will provide support for initiatives aimed at complementing the current national dialogue on political reconciliation and security stabilization by facilitating the restoration of municipal authorities and the resolution of local conflicts. This action will include local governance initiatives in support of the restoration of State authority and the strengthening of social service delivery, and mediation to strengthen inter-communal dialogue so as to resolve local conflicts and build social cohesion. The Mission's community outreach in both areas will emphasize the need for participatory dialogue with civil society groups and religious representatives within the political discourse.

93. The Mission will provide support for the demobilization process and its implementation arrangements through the Commission technique mixte de sécurité. In the 2013/14 period, MINUSMA and its partners will provide support for the initial cantonment process already under way in Kidal and assistance to the transitional authorities of Mali in developing and implementing programmes for the disarmament, demobilization and reintegration of former combatants. In addition, the Mission will provide technical expertise on security sector reform to strengthen further dialogue around the Preliminary Agreement and bolster coordination in the sector between the national authorities and international partners, including the European Union.

94. The overall security gains made to date can still be considered as fragile and reversible. To ensure that they are consolidated, broader improvements in the lives of the conflict-affected communities and former combatants must be achieved. MINUSMA will therefore focus on ensuring that the aforementioned initiatives are addressed in a sequenced approach with other elements of the United Nations work, notably those linked to human rights and early recovery.

95. Component 2 includes the Office of the Force Commander, the Office of the Police Commissioner, the Disarmament, Demobilization and Reintegration and Security Sector Reform Section, and the Civil Affairs Division.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.1 Protection provided to population centres in northern Mali and prevention of the return of armed elements to enable the stabilization and the extension of State authority	<p>2.1.1 Restoration of security for the civilian population in 7 major urban areas in the north of Mali</p> <p>2.1.2 Prevention of return of the illegal armed groups and associated acts of terrorism and intimidation towards the civilian population and civic institutions in the 7 major urban areas</p> <p>2.1.3 Redeployment of Malian defence and security forces within the 7 main urban areas and improved acceptance by the local population of their role</p>

Outputs

- Deployment plan developed and implemented for 7 major urban areas (Gao, Timbuktu, Kidal, Menaka, Tessalit, Dyabali and Douentza) and reviewed regularly to adapt and develop MINUSMA military operations in accordance with key strategies related to the Preliminary Agreement, protection issues and early recovery planning
- The Mission's harm mitigation procedures within all military operations developed, implemented and regularly reviewed, and coordination mechanisms established in support of the Mission's broader protection of civilian strategy, including with the Malian defence and security forces
- 11,315 mobile foot patrols developed within the 7 main urban areas (1 patrol/company/day, 31 companies for 365 days) to provide support to Malian defence and security forces to stabilize population centres and protect civilians
- 24 long-range patrols/security operations conducted for the reserve battalions in order to deter any return of extremist armed groups (1 company-size, 10-day-long deployment per month per sector)
- 7,665 force protection missions carried out (protection of 21 United Nations facilities by a platoon-sized force for 365 days)
- 104 road survey patrols performed by MINUSMA explosive ordnance disposal teams (2 companies that include 4 explosive ordnance disposal teams each, for 52 weeks) in support of infantry deployments and to secure movement corridors

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) supported is provided to MINUSMA by a sequenced and timely deployment of essential enabling units and contingents from troop-contributing countries, (b) there is a continued cessation of hostilities between the Malian National Security Forces and non-State armed actors, including the National Movement for the Liberation of Azawad (MNLA) and the High Council for the Unity of Azawad (HCUA), as well as implementation of provisions agreed at the Commission technique mixte de sécurité, and (c) the ongoing counter-terrorist efforts of the Malian National Security Forces and Operation Serval progressively degrade the capacity of extremist groups

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.2 Demobilization of armed groups, as agreed by the parties to the Preliminary Agreement, and enhanced capacity of the Government to lead and provide support for reintegration programmes	<p>2.2.1 Registration and cantonment of all armed elements to be demobilized under the provisions of the Preliminary Agreement</p> <p>2.2.2 Reinsertion projects for at least 1,000 ex-combatants and possible associated individuals supporting broad-based community socioeconomic development, including 4 accompanying community violence reduction initiatives, are developed, financed and implemented</p>

Outputs

- Technical assistance and logistical support provided for the establishment of 3 initial cantonment sites for MNLA and HCUA, including a protocol for the safe storage of weapons and provision of weapons storage facilities
- 36 verification missions to cantonment sites conducted (each cantonment checked per month, 3 cantonments for 12 months), with provision of support for additional sites, if required
- Technical advice and assistance provided to the Government of Mali and signatory armed groups for the definition and adoption of eligibility criteria and registration processes
- Related database established for the cantonment and demobilization process, including pre-registration and profiling of an estimated 7,000 MNLA and HCUA combatants
- Weapons and ammunition database established for the cantonment/demobilization process
- Community-based reinsertion projects implemented and financed for an estimated 1,000 ex-combatants and possible associated individuals, including 4 community violence reduction initiatives
- Advocacy and technical advice provided to the national institutions and civil society groups to address issues related to the demobilization of child soldiers and equal treatment of women in programme plans, in conjunction with the United Nations country team, notably UNDP, the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) both the Government of Mali and MNLA and HCUA abide by their respective commitments to the initial disarmament and demobilization process, (b) all parties ensure that the disarmament, demobilization and reintegration process is designed and scaled to provide achievable programme interventions and promote realistic expectations of support among former combatants and affected communities, and (c) sufficient resources are provided by international partners and donors to maintain the process and provide support to the demobilization process for additional armed elements, as required

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.3 Enhanced operational capacity of the Malian police and other law enforcement agencies in northern Mali	<p>2.3.1 Increase in the number of operational law enforcement agency installations in the north</p> <p>2.3.2 Ministry of Security adopts development plans and training strategies to improve police capacity and regulation</p> <p>2.3.3 Increase in public confidence in the ability of the Malian police to uphold the rule of law</p>

Outputs

- Technical advice provided to the Ministry of Security on the development of training programmes and a strategy to address transnational organized crime, donor coordination, rule of law and gender mainstreaming, and investigations of war crimes and crimes against humanity conducted
- Secretariat support provided to quarterly Government-led coordination meetings on rebuilding of the security sector, including the drafting of background papers on policing issues
- 1 needs assessment for Malian police and law enforcement agencies necessary for the re-establishment of State authority, including on infrastructure, logistics and skill sets conducted by Malian authorities to carry out their duties
- 1 evaluation assessment of police capacity and deployment conducted, and support provided to 1 community-based police perception survey with partners such as UNDP
- Daily advice and capacity-building provided to Malian police through co-location of United Nations police officers in the regions of Gao, Timbuktu, Kidal and Mopti as well as Bamako, including at the 2 training academies in Bamako
- Training courses, including training of trainers, given for 3,000 Malian security forces on police techniques, crowd control, election security, investigations and international human rights law, including issues linked to gender and conflict-related sexual violence
- 210,000 United Nations formed police/Malian police joint police patrol person hours (7 hours per patrol x 10 formed police personnel per patrol x 2 patrols per formed police unit x 6 formed police units x 250 days)
- 5,000 person hours of operational backup by formed police units to the Malian police in crowd control, including joint training exercises
- 45,000 United Nations formed police unit person hours (6 hours per patrol x 5 formed police personnel per patrol x 6 formed police units x 250 days) to patrol unstable areas in support of the Malian police

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) the Government of Mali agrees with MINUSMA on modalities for the implementation of support, including technical assistance, capacity-building, co-location and mentoring, (b) the Malian police and other law enforcement agents are redeployed to the north in a sustainable manner and (c) adequate resources are provided by international partners and donors to provide support for the extension of State authority in the north

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.4 Progress towards restoration of State authority and promotion of local conflict resolution mechanisms through community-based dialogue and mediation in the north	<p>2.4.1 <i>Préfets</i> and <i>sous-préfets</i> returned to former conflict areas to restore State authority</p> <p>2.4.2 Civil society and youth groups are involved and contribute to intraregional and national reconciliation dialogue and development forums</p> <p>2.4.3 Reduction in intra-northern tensions and community conflicts related to land, ethnicity and the return of populations, natural resources and customary and local power structures</p> <p>2.4.4 Inclusive dialogue and reconciliation process started between communities in the north on the development of a common, deeper understanding of related grievances and root causes of the conflicts</p>
<i>Outputs</i>	
<ul style="list-style-type: none"> • Resources and capacity-building initiatives identified to improve local governance in 36 communes affected by the conflict, in conjunction with local authorities and partners, including the United Nations country team • Confidence-building and dialogue processes between civil administration, women, youth, civil society and religious representatives, geared towards the acceptance of State authority and their engagement in stabilization initiatives, implemented with 200 local partners • Advocacy and advice provided to local authorities and community leaders on steps to facilitate the engagement of civil society, women, youth and religious representatives within intra-northern reconciliation forums and processes • 4 assessments carried out that map the root causes of conflict and potential flashpoints between communities to use for the identification of conflict resolution initiatives which will bolster the protection of civilians • 4 regional projects developed with partners to provide support for and sustain local initiatives and agreements aimed to address the underlying causes of conflict, which will be strengthened by the identification of priority inter-community quick-impact projects in order to provide an immediate peace dividend 	
<i>External factors</i>	
<p>The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) national-level dialogue under the auspices of the Preliminary Agreement provides support for and recognizes the role of local mediation and reconciliation initiatives, (b) local communities have sufficient confidence in the national political process and security stabilization to engage in constructive dialogue, (c) local Government representatives and community leaders accept the role of civil society representatives within the overall reconciliation and stabilization processes, and (d) early recovery initiatives are able to deliver sufficient resources to enhance the longer-term socioeconomic growth and delivery of social services</p>	

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.5 Enhanced national capacity to reform the security sector	2.5.1 Adoption and implementation by the Government of an adequate policy, governance and oversight instruments to ensure that security institutions are responsive and accountable to legitimate political authority and direction

Outputs

- Technical advice provided to the Government to develop and adopt a common vision of the future of the security sector
- Technical advice provided for the establishment of a parliamentary oversight capacity-building programme, in consultation with the Malian legislature, including by building the capacity of Malian parliamentary experts and advisers
- Coordination matrix produced to promote coherence by indicating areas of support by the United Nations, the African Union, the European Union, ECOWAS and bilateral actors, together with financial commitment and timeline
- In conjunction with the United Nations Mine Action Service (UNMAS), technical assistance provided to the National Commission against the Proliferation of Small Arms and Light Weapons in relation to compliance with international disarmament treaties, including the Convention on Certain Conventional Weapons (1980)
- Support provided to UNMAS to undertake assessments of 10 weapon and ammunition storage facilities with a view to identifying immediate threats, and weapon and ammunitions safety management projects for the Malian defence and security forces executed

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) the Government and relevant national stakeholders maintain constructive dialogue on oversight mechanisms and the future structure and strength of the defence and security forces, and (b) international partners and donors provide coherent long-term support to enable the implementation of agreed policies and reforms

Table 16

Human resources: component 2, security stabilization in northern Mali

Category									Total
I. Military personnel									11 200
II. United Nations police									320
III. Formed police personnel									1 120
IV. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Force Commander	1	1	–	–	1	3	48	–	51
Office of the Police Commissioner	–	2	7	1	1	11	47	–	58
Disarmament, Demobilization and Reintegration and Security Sector Reform Section	–	1	8	9	2	20	7	2	29
Civil Affairs Division	–	1	6	13	1	21	41	5	67
Subtotal, Civilian staff	1	5	21	23	5	55	143	7	205
Total (I-IV), proposed	1	5	21	23	5	55	143	7	12 845

^a Includes National Professional Officers and national General Service.

Office of the Force Commander

Table 17

Human resources: Office of the Force Commander

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission headquarters	1	1	–	–	1	3	48	–	51
Total proposed	1	1	–	–	1	3	48	–	51

^a National General Service.

96. By its resolution [2100 \(2013\)](#), the Security Council authorizes the deployment of up to 11,200 military personnel, including reserve battalions, to MINUSMA. The military component is headed by a Force Commander (Assistant Secretary-General) who reports directly to the Special Representative. The Force Commander will oversee the military operations of MINUSMA in accordance with the provisions of the mandate and will provide support to the Special Representative by chairing the Commission technique mixte de sécurité, which provides a forum for discussion between the Malian Defence and Security Forces and military leaders of the National Movement for the Liberation of Azawad and the High Council for the Unity of Azawad. The Force Commander will be assisted by a Deputy Force Commander (D-2) and one Administrative Assistant (Field Service), in addition to seconded personnel. Moreover, 48 Language Assistants (national General Service)

will provide local language and liaison support with communities to facilitate the operations of the military contingents.

Office of the Police Commissioner

Table 18

Human resources: Office of the Police Commissioner

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	2	3	1	1	7	8	–	15
Field offices	–	–	4	–	–	4	39	–	43
Total proposed	–	2	7	1	1	11	47	–	58

^a National General Service.

97. In support of the Special Representative, the police component is responsible for backstopping the Malian police and other law enforcement agencies in stabilizing key population centres and extending and re-establishing State administration in the northern part of the country. The component, in close coordination with other bilateral partners, donors and international organizations engaged in this field, will focus on rebuilding the Malian internal security sector, especially the police and gendarmerie, through technical assistance, capacity-building, co-location and mentoring programmes. Eight formed police units will be utilized primarily to provide support for the stabilization of key population centres in northern Mali, and for the protection of civilians both through deterrence (patrols) and, within its capacities, through all necessary means, as provided for in paragraph 17 of Security Council resolution [2100 \(2013\)](#).

98. Through its 320 United Nations police officers, the component will provide advice and support to the Government, including police and other law enforcement agencies, to identify priorities and undertake strategic planning for expanding State authority to the north, and work with the Malian authorities to devise strategies for ensuring effective policing to support the rule of law. As requested by the Government and in agreement with the police and other law enforcement agencies, the component will provide technical assistance and capacity-building, including through the training academies in Bamako as well as in the Kidal, Timbuktu, Gao and Mopti regions and subregions. The activities of the component, regarding the extension of State authority will concurrently enhance the protection of civilians by making possible appropriate policing for the population.

Mission headquarters

99. A Police Commissioner (D-2) will be responsible for the work of the police component and will oversee the formulation and implementation of policies, programmes and strategies to implement the work of the component in fulfilling its mandated tasks. The Police Commissioner will be assisted by a Deputy Police Commissioner (D-1), who will serve as the focal point for the component's activities, ensuring implementation of strategies and policies and overseeing United

Nations police operations and reform, development and capacity-building activities, and planning.

100. Consistent with best practice identified from other United Nations missions, staff for senior posts in the police component will be recruited individually against United Nations posts to ensure continuity and seamless operations. The Police Chief of Operations (P-5) and the Police Reform/Development Coordinator (P-5) will provide oversight and guidance to police officers from police-contributing countries, comprising 320 United Nations police officers and 1,120 formed police unit personnel. The Chief of Operations will be responsible for United Nations police operations and for ensuring operational support, 24 hours a day, 7 days a week, in coordination with other Mission components, including the Joint Operations Centre and the Joint Mission Analysis Centre. The Police Reform/Development Coordinator will be responsible for the formulation of strategic policies, plans, and programmes for United Nations police in technical assistance, capacity-building, co-location, mentoring and training. The component will also be supported by one Police Deputy Chief of Operations (P-4) responsible for the coordination of all activities and operations undertaken by the eight formed police units deployed in the Mission. One Special Assistant (P-3) will be responsible for ensuring the smooth operation of the Police Commissioner's front office and interactions with all police and other Mission component leadership. One Administrative Assistant (Field Service), six Language Assistants (national General Service) and two Drivers (national General Service) will provide support at Mission headquarters, as well as for the co-located United Nations police officers at the two police and law enforcement training centres in Bamako.

Field offices

101. The regions of Gao, Timbuktu, Kidal and Mopti will each have one Regional Commander (P-4) to provide advice to the governors and other senior Government security officials on the extension of State authority centred on the rebuilding of police and law enforcement agencies, as well as to mentor the regional heads of police and gendarmerie. The Regional Commanders will also oversee implementation of technical assistance, capacity-building, co-location, mentoring and other programmes of United Nations police at the regional and subregional level, ensuring coordination with other Mission components and the United Nations country team, in particular UNDP. In addition, a total of 39 Language Assistants (national General Service), comprising 12 in Gao, 12 in Timbuktu, 7 in Kidal and 8 in Mopti, will provide local language and liaison support with communities to facilitate the work of the police component.

Disarmament, Demobilization and Reintegration and Security Sector Reform Section

Table 19

Human resources: Disarmament, Demobilization and Reintegration and Security Sector Reform Section

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	1	6	4	1	12	3	1	16
Field offices	–	–	2	5	1	8	4	1	13
Total proposed	–	1	8	9	2	20	7	2	29

^a Includes National Professional Officers and national General Service.

102. The Preliminary Agreement provides MINUSMA with a significant role in a number of areas, including, under article 11, support for and supervision of the cantonment of MNLA and HCUA. MNLA, HCUA and Malian Defence and Security Forces, through the Commission technique mixte de sécurité, agreed to establish three cantonment sites for MNLA and HCUA elements in the Kidal region, with the possibility of additional sites elsewhere in the north. MINUSMA will provide support for the establishment of the cantonment sites and short-term assistance for life-support services.

103. The disarmament, demobilization and reintegration team will (a) provide support for the cantonment process and technical assistance to the disarmament, demobilization and reintegration of MNLA and HCUA combatants, (b) provide technical assistance and advice on the management of captured or disengaging combatants and (c) provide technical advice on reinsertion assistance to generate sustainable livelihoods for former combatants and youth at risk of being recruited back into criminal gangs or extremist groups, targeting areas of return of ex-combatants and taking into account the specific needs of women and demobilized children.

104. The security sector reform team will contribute to the implementation of the Mission's mandate by providing strategic and technical advice and support to the Government (a) to rebuild the Malian security sector, within its capacities and in close coordination with relevant actors, and (b) for the overall coordination of the international community in Mali in the field of security sector reform.

Mission headquarters

105. The Principal Security Sector Reform Officer (D-1) will provide overall guidance and direction to the disarmament, demobilization and reintegration team and the security sector reform team, and report to the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator). He or she will engage with the national Government and counterparts regarding the Mission's mandate and activities related to the cantonment process and security sector reform linked to the Preliminary Agreement. The incumbent will provide high-level support to the Mission's good offices at the subnational level, develop partnerships with national and international actors, and provide advice to senior Mission leadership on priority

areas. The incumbent will also ensure close coordination with other relevant Mission components and the United Nations country team.

106. The disarmament, demobilization and reintegration team will be headed by a Senior Disarmament, Demobilization and Reintegration Officer (P-5), who will lead the implementation of the disarmament, demobilization and reintegration programme. At the headquarters, the incumbent will be supported by a team of six Disarmament, Demobilization and Reintegration Officers (2 P-4, 2 P-3, 1 Field Service, 1 National Professional Officer) and one Driver (national General Service). Support will be provided to the headquarters team by teams at each of the regional offices in Gao, Timbuktu, Kidal and Mopti.

107. The security sector reform team will be headed by a Senior Security Sector Reform Officer (P-5), who will lead the implementation of the portfolio of security sector reform. Support will be provided to the team by five Security Sector Reform Officers (2 P-4, 2 P-3, 1 National Professional Officer) and one Administrative Assistant (United Nations Volunteer).

Field offices

108. Four Disarmament, Demobilization and Reintegration Officers (1 P-4, 1 P-3, 1 National Professional Officer, 1 United Nations Volunteer) will be based at the regional office in Gao. Two Disarmament, Demobilization and Reintegration Officers (1 P-3, 1 National Professional Officer) will be based at the regional office in Timbuktu. Five Disarmament, Demobilization and Reintegration Officers (1 P-4, 1 P-3, 1 P-2, 1 Field Service, 1 National Professional Officer) will be based at the regional office in Kidal, and two Disarmament, Demobilization and Reintegration Officers (1 P-3, 1 National Professional Officer) will be based at the regional office in Mopti.

Civil Affairs Division

Table 20

Human resources: Civil Affairs Division

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission headquarters	–	1	2	5	1	9	5	1	15
Field offices	–	–	4	8	–	12	36	4	52
Total proposed	–	1	6	13	1	21	41	5	67

^a Includes National Professional Officers and national General Service.

109. While the Mission's political and electoral components will be focused mainly on national-level outreach and technical advice in support of the mandate, the Civil Affairs Division will provide support for local-level efforts and bottom-up approaches to political dialogue and the promotion of social cohesion. The Division will focus on three themes in the political and social development continuum in the field offices: (a) local governance, provision of support for the restoration of State authority and the strengthening of social services delivery at the local level, in

conjunction with the United Nations country team; (b) liaison with communities, provision of support to civil society organizations, including youth and women, and confidence-building, including through outreach activities; and (c) inter-communal dialogue, social cohesion and conflict resolution.

Mission headquarters

110. The Principal Civil Affairs Officer (D-1) will provide overall guidance and direction to the Civil Affairs Division and report to the Deputy Special Representative (Political). He or she will (a) engage with the national Government regarding the Mission's mandate for conflict resolution and peace consolidation, (b) provide high-level support to the Mission's good offices at the subnational level, (c) develop partnerships with national and international actors, and (d) provide advice to senior Mission leadership on civil affairs priority areas. The incumbent will also ensure close coordination with other relevant Mission components and the United Nations country team.

111. The Principal Civil Affairs Officer will be supported by one Senior Civil Affairs Officer (P-5), who provides day-to-day management of the Division, substantive knowledge and technical leadership of the civil affairs field teams. In addition, the Principal Officer will be supported by four teams based at headquarters that will be responsible for mobilizing technical support, collating analysis from the field offices and ensuring that field staff are kept up to date on developments in their respective areas. Specifically, for civil society confidence-building, one Civil Affairs Officer (P-4) will provide support to the field office teams, supported by one Associate Civil Affairs Officer (P-2) and one Civil Affairs Officer (National Professional Officer). For conflict mitigation and inter-community dialogue, one Civil Affairs Officer (P-3) will provide support to the field office teams, supported by one Associate Civil Affairs Officer (P-2) and one Civil Affairs Officer (National Professional Officer). For local governance, one Associate Civil Affairs Officer (P-2) will provide support to the field office teams, supported by one Civil Affairs Officer (National Professional Officer). A reporting and analysis team comprised of one Associate Civil Affairs Officer (P-2) and one Civil Affairs Officer (United Nations Volunteer) will collate, analyse and disseminate information throughout the Division and within the Mission. The Division will also be supported by two Administrative Assistants (1 Field Service, 1 national General Service) and one Driver (national General Service).

Field offices

112. The majority of staff in the Civil Affairs Division will be deployed in the Mission's four field offices, where they will be responsible for supporting local authorities and communities in the priority areas outlined above. The civil affairs team leaders in each office will report to their respective head of office on day-to-day operational activities, while retaining a second reporting line to the civil affairs team based in Mission headquarters.

113. The Civil Affairs Division in the field offices in Gao and Timbuktu will each be headed by a Senior Civil Affairs Officer (P-5), who will act as the team leader for the area and oversee the implementation of civil affairs activities. Each team leader will be supported by three Civil Affairs Officers (1 P-3, 1 National Professional Officer, 1 United Nations Volunteer), one Associate Governance and Public

Administration Officer (P-2), six Team Assistants (national General Service) for community liaison, one Administrative Assistant (national General Service) and one Language Assistant (national General Service). The teams in Kidal and Mopti will each be headed by one Civil Affairs Officer (P-4), who will act as the team leader for the area and oversee the implementation of civil affairs activities. Each team leader will be supported by three Civil Affairs Officers (1 P-3, 1 National Professional Officer, 1 United Nations Volunteer), one Associate Governance and Public Administration Officer (P-2) and six Team Assistants (national General Service) for community liaison, one Administrative Assistant (national General Service) and one Language Assistant (national General Service).

Component 3: Protection of civilians, human rights and justice

114. In support of Malian authorities, the Mission will take steps to protect civilians under imminent threat of physical violence in northern Mali. The protection of civilians strategy will harness the Mission's multidimensional capacities. The protection of human rights will be facilitated by identifying priority risks of physical violence, taking action to prevent and/or respond to them and enhancing the capacity of the host authorities to prevent and/or respond to threats of physical violence against civilians. The national capacity of State and non-State actors to protect human rights and to bring perpetrators of violations to justice will be reinforced, supporting accountability through international and national reconciliation and justice mechanisms, monitoring, investigating and reporting on human rights abuses or violations of humanitarian law, including conflict-related sexual violence. Special focus will be given to vulnerable groups, such as children and women (especially with regard to conflict-related sexual violence) and other minority groups, as well as returning refugees and displaced persons. The Mission will also take steps to establish mechanisms to mitigate risk to civilians and civilian objects, for example schools, drawing also upon the expertise of the United Nations country team and in coordination with humanitarian actors. Complementarity of the integrated United Nations presence with the broader humanitarian country team efforts, including the protection cluster, will also be pursued.

115. Component 3 will incorporate the activities of the Protection of Civilians Unit, the Child Protection Unit, the Gender Affairs Advisory Unit and the Human Rights Division.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
3.1 Strengthened capacity of Malian authorities to protect civilians affected by armed conflict and respond to conflict-related sexual and gender-based violence and grave child rights violations	<p>3.1.1 Reduction in the number of civilian casualties and incidents of human rights violations in areas of conflict</p> <p>3.1.2 Increase in the number of perpetrators prosecuted for acts of sexual violence</p> <p>3.1.3 Implementation of commitments by all parties to the conflict to protect children affected by armed conflict, in line with Security Council resolutions 1612 (2005) and 1882 (2009)</p>

Outputs

- Baseline analyses of risks to civilians developed for the main populated areas within northern Mali to inform the operational plans of the Mission and provide support for broader humanitarian efforts, including the protection cluster
- Meetings convened with national authorities and all 4 parties listed in the Secretary-General's report of 2012 on conflict-related sexual violence to inform them about their listing and engage them for the development and implementation of action plans to end incidents of conflict-related sexual violence
- Technical advice and support provided to Malian security institutions for the design and establishment of special units to deal with women's protection issues
- Continued outreach and advocacy undertaken for the release, rehabilitation and reintegration of conflict-related detained children, child soldiers and children associated with armed groups or forces in conjunction with the United Nations Children's Fund (UNICEF)
- Technical advice provided and cooperation extended to the Government's mechanism in the Ministry of Promotion of Women, Children and Families to follow up cases of demobilized child soldiers
- 1 study or research project produced and disseminated portraying Malian women and their status, to inform the Mission's strategies in mainstreaming and addressing gender concerns

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) all parties actively engaged in military operations take active steps to respect the provisions of international law concerning the protection of civilians, (b) the Government demonstrates the willingness and the capacity to conduct investigations of human rights abuses related to conflict-related sexual violence, which are essential in bringing forward the human rights agenda, (c) political support is provided for the de-politicization of and provision of correct information regarding reporting of grave child rights violations and (d) consistent support is provided by high-level political leaders for the inclusion of women and gender concerns within national consultations

*Expected accomplishments**Indicators of achievement*

3.2 Increased respect and protection for human rights in Mali

3.2.1 Reduction in human rights violations committed by State authorities and increase in the effectiveness of accountability mechanisms for human rights violations

3.2.2 Increase in the compliance of non-State actors with human rights and international humanitarian laws

3.2.3 Impunity for serious human rights violations and transitional justice addressed within processes for national consultations

3.2.4 The independence and pluralism of the National Human Rights Commission strengthened in accordance with standards set forth in the Paris Principles on the status of national human rights institutions

Outputs

- Weekly monitoring and investigating missions carried out on violations of human rights and international humanitarian violations, including violations committed against women and children, throughout 4 regions of northern Mali
- Reports issued on human rights and the protection situation, with recommendations and accompanying advocacy, including conflict-related sexual violence through monitoring and reporting arrangements, and contributions to monitoring and reporting mechanism reports on grave child rights violations produced by UNICEF. 1 public human rights trends report issued, 1 thematic report issued with recommendations for stakeholders to address violations of human rights and international humanitarian law and protection issues, and at least 1 monitoring and reporting arrangement trend analysis report issued on violations related to sexual violence
- Technical advice and support, including training, provided to security forces and the judiciary to investigate and prosecute alleged violations of human rights and humanitarian law, and United Nations human rights due diligence policy implemented
- Technical support provided to civil society groups to established focus groups and draft 1 report to collate and represent ordinary Malians' legitimate grievances, concerns and aspirations on reconciliation and transitional justice issues in processes on national dialogue, and support provided for advocacy on these issues through the Comité de suivi et d'évaluation
- Weekly discussions facilitated with leaders of armed groups in volatile areas, in particular Kidal, to address key human rights issues
- Technical advice and support provided to State authorities and community leaders to initiate early warning/early response mechanisms in order to protect civilians
- Technical advice and support provided to the National Human Rights Commission to initiate a sequence of steps to reinforce its capacity and to ensure its independence in order to improve its accreditation status through the International Coordinating Committee of National Human Rights Institutions

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) political will is demonstrated by all parties to the conflict to address and tackle human rights issues and establish effective transitional justice mechanisms, (b) a secure environment will be established in which ordinary Malians can report human rights violations or abuses without fear of intimidation and/or reprisals, (c) national and local mediation and reconciliation efforts prevent inter-communal tensions and violence in northern Mali and (d) economic growth will improve the social, economic and living conditions, leading to reduced violence and decreased inequality and discrimination within the Malian population

Table 21

Human resources: component 3, protection of civilians, human rights and justice

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Protection of Civilians Unit	–	–	1	1	–	2	–	2	4
Child Protection Unit	–	–	1	1	–	2	2	1	5
Gender Affairs Advisory Unit	–	–	1	1	–	2	3	2	7
Human Rights Division	–	1	9	17	1	28	27	18	73
Total proposed	–	1	12	20	1	34	32	23	89

^a Includes National Professional Officers and national General Service.

Protection of Civilians Unit

Table 22

Human resources: Protection of Civilians Unit

	<i>International staff</i>						<i>National staff</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	1	1	–	2	–	2	4
Total proposed	–	–	1	1	–	2	–	2	4

116. The Protection of Civilians Unit will facilitate and coordinate Mission components to develop a shared protection of civilians strategy, taking action to prevent and/or respond to risks of physical violence, and enhancing the capacity of the host authorities.

117. The Senior Protection of Civilians Adviser (P-5) will report to the Special Representative and act as the coordinator for the Mission's efforts in the area of protection of civilians, including by co-leading, with the Human Rights Section, the Mission's protection working group. This advisory body will provide policy advice to the senior Mission leadership and support in developing and coordinating a protection of civilians strategy. The Senior Protection of Civilians Adviser will work closely with the Principal Human Rights Officer and the Adviser on Harm Mitigation to the Force Commander (a consultant) to develop options on the ways to mitigate harm to civilians in the conduct of the Mission's military operations. The Senior Protection Adviser will be supported by three Protection Officers. One Protection Officer (P-3) will provide support for the development of an integrated Mission-level protection of civilian analysis and the incorporation of protection of civilians concerns in the Mission's operational planning and crisis response mechanisms. Two Protection Officers (United Nations Volunteers) will provide assistance in developing Mission-specific training materials for the military, police and civilian components and, as required, with external partners.

Child Protection Unit

Table 23

Human resources: Child Protection Unit

	<i>International staff</i>					<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>				
Mission headquarters	–	–	1	1	–	2	2	1	5
Total proposed	–	–	1	1	–	2	2	1	5

^a National Professional Officers.

118. The Child Protection Unit is responsible for providing support for the implementation of a monitoring and reporting mechanism on grave violations against children linked to the commitments outlined in Security Council resolutions 1612 (2005), 1882 (2009), 1998 (2011) and 2068 (2012) on children and armed conflict. The Unit will focus on halting the recruitment and use of children by armed groups and will engage all relevant parties to the conflict in dialogue on the development of action plans to end the use of child soldiers. It will also provide support for the additional obligations of monitoring and reporting on sexual violence against children by working in close coordination with other components of the Mission undertaking related protection of civilian activities. The Unit will mainstream child protection concerns in all aspects of the Mission's work and seek coordinated advocacy with the Government together with other child protection actors, notably UNICEF, to ensure that the interests of children and youth are taken into account and reflected within the broader political and social development discourses.

119. The Child Protection Unit will be led by a Senior Child Protection Officer (P-5), who will provide overall coordination, guidance and advice on child protection concerns within the Mission, and report to the Deputy Special Representative (Political). Support will be provided to the incumbent by one Child Protection Officer (P-3), who will focus on monitoring and reporting on issues relating to children in armed conflict and provide guidance, training and technical support to components within the Mission. Three Child Protection Officers (2 National Professional Officers, 1 United Nations Volunteer) will provide assistance in the management of the database on the monitoring and reporting mechanism of grave violations against children led by UNICEF, training activities and coordination with partners at Mission headquarters and the field offices.

Gender Affairs Advisory Unit

Table 24

Human resources: Gender Affairs Advisory Unit

	<i>International staff</i>					<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>			
Mission headquarters	–	–	1	1	–	2	3	7
Total proposed	–	–	1	1	–	2	3	7

^a Includes National Professional Officers and national General Service.

120. The Gender Affairs Advisory Unit will advocate and provide technical advice within MINUSMA and to counterparts to promote women's participation in decision-making and help to raise awareness on the role of women in promoting peace and security, as outlined in Security Council resolution 1325 (2000). The Unit will work with other Mission components on raising awareness about all forms of sexual and gender-based violence, notably with the Office of the Women's Protection Adviser within the Human Rights Division, the Child Protection Unit and the Human Rights Division, and provide technical and substantive support and training to all Mission components to build and strengthen their internal capacity to mainstream gender. In addition, the Unit will undertake outreach in support of local women's initiatives in close cooperation and partnership with the United Nations country team, in particular UN-Women.

121. The Unit will be led by the Senior Gender Affairs Officer (P-5), who will report to the Deputy Special Representative (Political). The Senior Officer will (a) provide strategic leadership and vision and overall coordination of the work of the Unit, (b) provide technical expertise to senior Mission management in developing, implementing and monitoring the Mission's strategy on gender mainstreaming, (c) coordinate and collaborate with the United Nations country team on gender issues, and (d) engage with national counterparts, including civil society organizations, to promote women's participation in political decision-making and public leadership. One Gender Affairs Officer (P-3) will assist the Senior Officer in providing technical support in promoting women's political participation and public leadership, and will develop and conduct internal gender training for the military, police and civilian components of the Mission. In addition, the incumbent will be responsible for the Unit's reporting obligations. Four Gender Affairs Officers (2 National Professional Officers, 2 United Nations Volunteers) will provide support for outreach and training activities in Mission headquarters and in the field offices, and provide inputs for the Unit's reporting obligations. One Office Assistant (national General Service) will provide support for the work of the Unit.

Human Rights Division

Table 25

Human resources: Human Rights Division

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	1	5	9	1	16	11	6	33
Field offices	–	–	4	8	–	12	16	12	40
Total proposed	–	1	9	17	1	28	27	18	73

^a Includes National Professional Officers and national General Service.

122. The Human Rights Division will provide support to the Government of Mali in implementing its obligations under international human rights and humanitarian law, and preventing and addressing violations. In this connection, it will assist the authorities of Mali to promote and protect human rights. Within this mandate, the Human Rights Division will focus on monitoring, investigation and accountability for human rights and humanitarian law violations; protection issues; administration of justice, including transitional justice; and partnership with civil society and national institutions.

123. The Human Rights Division will conduct monitoring activities and investigations on violations of human rights and international humanitarian law, including in support of the implementation of the monitoring and reporting mechanism and monitoring and reporting arrangements. The Division will issue regular internal and public reports on the situation of human rights, with a particular focus on protection of civilians. It will actively participate in the Mission's efforts regarding the protection of civilians and co-lead the Mission's protection working group. The Division will also visit and monitor detention facilities, with a particular focus on arbitrary detention, detention of vulnerable groups and conflict-related detainees. On the basis of monitoring and investigation activities, the Division will provide advice, assistance and support to Malian authorities, including the armed forces, police, gendarmerie and judiciary, through capacity-building activities, undertaking effective investigations into human rights violations and holding perpetrators accountable. Through appropriate mechanisms, it will engage with armed groups to address human rights and international humanitarian law issues. The Division will work within the Mission's structures in support of the United Nations human rights due diligence policy.

Mission headquarters

124. The Human Rights Division will be led by the Principal Human Rights Officer (D-1), who will be responsible for overseeing the Mission's overall implementation of its human rights mandate and for overseeing the operations of the Division at the Mission headquarters in Bamako and at the regional level. The Principal Officer will liaise with senior government officials to bring actual and potential violations of human rights to the attention of the authorities and provide assistance to the authorities in developing strategies to address them appropriately. The incumbent will serve as the representative of the Office of the United Nations High

Commissioner for Human Rights (OHCHR) in Mali. He or she will be supported by a Human Rights Officer (P-3), who will provide assistance with the substantive aspects of daily work. Support to the Principal Officer will also be provided by one Administrative Assistant (Field Service) and one Human Rights Assistant (national General Service), who will facilitate the filing and archiving of sensitive information, coordinate the administrative and logistical support for the monitoring activities and ensure other programmatic support. Support to the Division will also be provided by one Driver (national General Service).

125. The Senior Human Rights Officer/Deputy Chief (P-5) will ensure that information on the human rights situation is readily available for decision-making, strategy and policy-setting, develop procedures and policies for effective cooperation with other Mission components and monitor compliance of the activities of the human rights component with appropriate United Nations policy directives. The incumbent will review the administrative and organizational requirements of the component and provide advice on the most effective use of resources. He or she will also ensure oversight and coordination of field offices with other Mission components and provide support to the Principal Officer in overseeing the work of the Investigation, Documentation and Reporting Unit, the Capacity-building and Technical Cooperation Unit and the Transitional Justice Unit.

126. The Investigation, Documentation and Reporting Unit will be the nexus of the Mission's human rights-related monitoring and reporting, and will be headed by a Human Rights Officer (P-4), who will provide advice to the Deputy Chief on the coordination of field offices and on monitoring and investigation missions. The incumbent will ensure that information is readily available on the human rights situation in the Mission area gathered through the monitoring activities. The Human Rights Officer will coordinate appropriate action, as required, on the protection of civilians and work with other United Nations actors to integrate human rights in their operations. The incumbent will also develop and evaluate initiatives to strengthen the response to human rights violations. In addition, he or she will oversee a mobile investigation team comprising four Human Rights Officers (2 P-3, 1 National Professional Officer, 1 United Nations Volunteer). The team will conduct investigations, ensure close liaison with national authorities and provide support to the regional teams in verifying reported violations to be included in the Mission's human rights database. Moreover, the incumbent will supervise the reporting and documentation activities of the Unit, including maintenance of the OHCHR human rights database and the quality control and analysis of all collected data (including from the Mission's overall human rights database) for reporting purposes; prepare the Mission's public reports and provide inputs to reports for legislative bodies and the Secretary-General; supervise risk assessment exercises; and lead the establishment of a framework for the implementation of the human rights due diligence policy. Support for the reporting and documentation activities will be provided by seven Human Rights Officers (2 P-3, 2 National Professional Officers, 3 United Nations Volunteers).

127. The Capacity-building and Technical Cooperation Unit will be led by a Human Rights Officer (P-4), who will be responsible for developing a human rights education and training strategy for the security and law enforcement forces, civil society, State authorities, including judges and ministry officials, and teachers. The Unit will organize and facilitate the delivery of targeted training and liaise with other international actors involved in capacity-building activities to maximize impact. It will also implement and/or provide support for human rights education programmes

and awareness-raising campaigns, and mainstream human rights into all Mission activities through tailored training to other Mission components. The incumbent will oversee the implementation and management of technical cooperation projects and coordinate capacity-building strategies, including for the alignment of legislative and rule of law reforms with international human rights norms, and for the State to meet international human rights law obligations. He or she will also provide assistance to national authorities in their activities related to the implementation and follow-up of recommendations by the United Nations human rights mechanisms and will coordinate human rights training programmes. Support to the incumbent will be provided by four Human Rights Officers (1 P-3, 2 National Professional Officers, 1 United Nations Volunteer) and one Human Rights Assistant (national General Service).

128. The Transitional Justice Unit is headed by a Human Rights Officer (P-4) supported by three other Human Rights Officers (2 P-3, 1 National Professional Officer). The Unit will strengthen the capacities of State authorities and civil society in the field of transitional justice. The team will also work closely with other components of the Mission, notably the Civil Affairs Division, and with civil society actors on transitional justice issues.

129. MINUSMA will establish an Office of the Women's Protection Adviser within the overall Human Rights Division to monitor, analyse and report on conflict-related sexual violence, including rape in situations of armed conflict and post-conflict, as laid down in Security Council resolutions [1888 \(2009\)](#), [1889 \(2009\)](#), [1960 \(2010\)](#) and [2100 \(2013\)](#). Information gathered by the Human Rights Division from monitoring and reporting arrangements will enable MINUSMA to develop strategic advocacy, enhance prevention and programmatic responses for survivors and contribute to the development of comprehensive strategies to combat conflict-related sexual violence. Implementing the arrangements will involve the systematic gathering of timely, accurate, reliable and objective information on conflict-related sexual violence. It will also reinforce synergies with United Nations country team members, in particular the United Nations Population Fund (UNFPA), UNICEF, UN-Women, the United Nations High Commissioner for Refugees (UNHCR) and the Joint United Nations Programme on HIV/AIDS (UNAIDS), to ensure complementarity with efforts made by humanitarian agencies to deliver services to survivors of conflict-related sexual violence. As information-gathering usually relates to incidents involving both women and children, the Office of the Women's Protection Adviser will work closely with other components of the Mission's Human Rights Division, the Child Protection Unit and the Gender Affairs Advisory Unit.

130. The Senior Women's Protection Adviser (P-5), under the supervision of the Principal Human Rights Officer, will ensure that key gaps and concerns on conflict-related sexual violence are brought to the attention of the senior Mission management. The Senior Adviser provides, in consultation with the Principal Human Rights Officer and the Senior Gender Affairs Officer, technical guidance and advice to the Mission, United Nations country team and national partners. The incumbent is responsible for the overall coordination of the work on conflict-related sexual violence, including developing and strengthening partnerships with national and international initiatives. The incumbent is also responsible for the design and implementation of a nationwide advocacy strategy on conflict-related sexual violence in consultation with the United Nations country team, the establishment and

functioning of the monitoring and reporting arrangements working group and the preparation of United Nations reports on efforts to combat sexual violence, pursuant to Security Council resolutions and relevant organizational policies.

131. The Senior Adviser will be supported by three Women's Protection Officers. One Women's Protection Officer (P-3) will provide assistance in coordinating and liaising with other Mission components and the United Nations country team; provide assistance in coordinating the design of training material and sensitization tools; provide briefings and guidance on the mandate of MINUSMA regarding conflict-related sexual violence; ensure that there is a secure case information management system for conflict-related sexual violence; and provide support for the development of standard operating procedures for receiving information on conflict-related sexual violence for the Mission's Joint Mission Analysis Centre and Joint Operations Centre. One Women's Protection Officer (United Nations Volunteer) will coordinate the internal reporting and provide analysis of data linked to the monitoring and reporting arrangements working group. One Women's Protection Officer (National Professional Officer) will provide support for the implementation of training and sensitization activities and facilitate the incorporation of national and cultural perspectives within the training material. Support to the Office will be provided by one Human Rights Assistant (national General Service).

Field offices

132. Human Rights Officers will be deployed in the four field offices in Gao, Timbuktu, Kidal and Mopti. The teams will be responsible for monitoring and capacity-building at the regional and subregional levels, verifying and reporting on human rights violations and, as appropriate, liaising with authorities and providing assistance with training. In each field office, one Human Rights Officer (P-4) will lead the team and oversee all activities, including monitoring and the training of local government officials, civil society and justice sector institutions, especially the police, prisons and courts, on human rights and international humanitarian law standards. In each office, support to the incumbent will be provided by eight Human Rights Officers (2 P-3, 3 National Professional Officers, 3 United Nations Volunteers) and one Human Rights Assistant (national General Service).

Component 4: Early recovery in northern Mali

133. The Mission's work in early recovery will aim to build synergies regarding community dialogue and restoration of State structures by generating carefully focused socioeconomic interventions that provide employment and restore basic services. The Office of Stabilization and Early Recovery will also serve as a catalyst and advocate for the articulation of evidence-based policy and fragility assessments to provide support for development projects that address the underlying societal imbalances and previous drivers of conflict. It will also provide support for the use of the Mission's own quick-impact projects to deliver immediate and tangible benefits for the communities most affected by the conflict. It will work in close coordination with the United Nations country team and the humanitarian country team to develop an early recovery strategy and priorities, and to mobilize the resources to implement the strategy's proposed interventions. Freedom of movement, restoration of affected land and early recovery efforts will be enabled by steps to mitigate and reduce the threat from explosive remnants of war and landmines. The Mission will also work in partnership with the Government of Mali and international

partners to develop rule of law programmes as part of the United Nations support for the restoration of State authority, as mandated by the Security Council in its resolution 2100 (2013) and in support of the Government's own sustainable recovery plan, the Cadre conjoint d'appui à la transition, for 2013-2014. In the areas of justice and corrections, the Mission will focus on the provision of technical advice to promote the development of effective, independent and credible judicial institutions and increase access to justice services in northern Mali.

134. Component 4 reflects the activities of the Office of Stabilization and Early Recovery and the Justice and Corrections Section.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
4.1 Development and humanitarian assistance to northern Mali promoting immediate benefits to support peace consolidation efforts and longer-term sustainable and equitable socioeconomic development	<p>4.1.1 Development of the United Nations early recovery programme initiative and mobilization of financial resources to ensure the provision of sustained support to internally displaced persons, host communities, refugees and vulnerable populations in former conflict-affected areas</p> <p>4.1.2 Identification of immediate needs supported by implementation of small-scale projects addressing humanitarian and social development needs</p> <p>4.1.3 Strengthened government capacity to mobilize resources and conduct effective donor coordination to follow up commitments made at the Brussels and Bamako conferences to provide support for the national development agenda</p>

Outputs

- United Nations workplan focusing on major humanitarian and early recovery needs in 36 affected communes prioritized to provide support to an estimated 900,000 beneficiaries in order to address key needs, including health services, water supply, education, agriculture and electricity supply so as to facilitate socioeconomic development
- Analysis and evidence-based policy developed by the United Nations country team to identify underlying drivers of conflict and assist both national authorities and international partners to design relief and socioeconomic programmes to enhance service delivery and stimulate economic growth in northern Mali
- Advocacy initiatives taken to ensure that humanitarian and development partners fund and accelerate the delivery of programmes that focus on providing assistance to the most vulnerable population groups, including an estimated 1.75 million internally displaced persons, as well as specific concerns related to returnees, women, young people and minority communities
- Quick-impact projects for conflict-affected communities and vulnerable groups carried out to help consolidate peace and the reconciliation process in order to restore basic services and promote economic growth so as to deliver an immediate peace dividend
- Strategic advice and good offices provided to national authorities and key stakeholders in support of the implementation of the Government's plan for the sustainable recovery of Mali, 2013-2014, and donor commitments at the Brussels and Bamako conferences

- Priority contaminated areas within 36 affected communes identified, 120 explosive ordnance disposal initiatives implemented and risk education about explosive threats delivered in affected communities to 60,000 people by UNMAS and mine action partners

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) stakeholders maintain the financial commitments necessary for relief and early recovery activities, (b) natural disasters do not adversely affect the immediate needs and priorities currently identified, (c) humanitarian and development partners are able to access vulnerable populations and (d) the security situation allows for the voluntary return of displaced communities

Expected accomplishments

Indicators of achievement

4.2 Progress in the development of an independent judiciary and the re-establishment of justice and corrections institutions in northern Mali

4.2.1 Increase in the number of tribunals operational and perceived as legitimate, fair and effective by the population in the regions of Gao, Timbuktu and Kidal, and in the 3 localities of Mopti affected by the 2012 crisis

4.2.2 Increase in the number of prisons operational in accordance with international standards for the treatment of detainees in the regions of Gao, Timbuktu and Kidal, and in the 3 localities of Mopti affected by the 2012 crisis

Outputs

- Technical assistance and advice provided to national authorities in order to (a) implement the new judicial charter and to devise strategies to enhance access to justice by the population, and (b) identify priorities and undertake strategic planning for the presence of justice and corrections institutions in the regions of Gao, Timbuktu and Kidal, and in the 3 localities of Mopti affected by the 2012 crisis
- Technical, financial and material assistance mobilized from international partners to provide support to the Government in order to implement (a) temporary deployment of small judicial delegations to Gao and Timbuktu, (b) training programmes for an estimated 300 judicial personnel and (c) the construction of 1 high security prison, 1 female juvenile rehabilitation centre and 1 male juvenile centre in the north. Technical advice and assistance provided to national authorities towards the decongestion of the Bamako Central Prison
- 12 joint quarterly prison inspection visits organized at the central and regional levels (in Gao, Timbuktu and Mopti), and 5 joint prison visits organized on issues related to the protection of juveniles and women

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) national authorities remain committed to the development of independent, accountable and transparent judicial and corrections institutions in the north, (b) the Government assumes national ownership for immediate and long-term capacity development and is supported by coherent technical advice provided by international partners and (c) international donors and financial institutions maintain funding commitments for the justice sector

Table 26

Human resources: component 4, early recovery in northern Mali

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Office of Stabilization and Early Recovery	–	1	10	1	2	14	15	3	32
Justice and Corrections Section	–	1	7	7	1	16	12	8	36
Total proposed	–	2	17	8	3	30	27	11	68

^a Includes National Professional Officers and national General Service.

Office of Stabilization and Early Recovery

Table 27

Human resources: Office of Stabilization and Early Recovery

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	1	6	1	2	10	7	3	20
Field offices	–	–	4	–	–	4	8	–	12
Total proposed	–	1	10	1	2	14	15	3	32

^a Includes National Professional Officers and national General Service.

135. The Office of Stabilization and Early Recovery will focus on providing assistance to the Government, local communities and the United Nations country team to effectively deliver early recovery and stabilization programmes, while also providing support for the development of longer-term development plans that build on the immediate benefits delivered by these programmes. Reporting to the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator), the Office combines development and donor coordination activities, as well as quick-impact projects and trust fund project management. It will ensure effective coordination with the United Nations country team, provide support for close liaison with national and international partners, and promote effective targeting and management of priority programmes, with emphasis on early recovery to provide support for peace consolidation. Central to this activity will be the ability to monitor and assess the impact of United Nations programmes on the ground, making possible the adjustment and scaling up of successful initiatives to ensure the meaningful impact and equitable distribution of socioeconomic gains within beneficiary communities. In doing so, the Office will work closely with the heads of field offices and Mission components in civil affairs, human rights, disarmament, demobilization and reintegration, and justice and corrections, at both the national and regional levels, to develop synergies in all of the Mission's interventions.

Mission headquarters

136. The Office will be headed by the Head of the Integrated Office, the Principal Stabilization and Recovery Officer (D-1), who will lead an integrated team of staff funded by the Mission and UNDP/United Nations Development Operations Coordination Office at the Mission headquarters in Bamako and the Mission's field offices. The Principal Officer will report to the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator) and oversee the work of the Office's Stabilization and Recovery Unit and Monitoring, Evaluation and Assessment Unit. Working together, these two Units will be responsible for (a) coordinating the efforts of the Mission and the United Nations country team in developing early recovery strategies and related programme delivery frameworks, including the development of the next United Nations Development Assistance Framework, donor coordination and advocacy initiatives, (b) overseeing development of the Mission's quick-impact projects, and (c) coordinating the United Nations efforts with the Government's plan for sustainable recovery, 2013-2014. Direct support to the Office provided by one Administrative Assistant (Field Service) funded by UNDP/United Nations Development Operations Coordination Office, and by one Driver (national General Service).

137. The Stabilization and Recovery Unit will be headed by the Chief, Stabilization and Recovery (P-5), who will be assisted by a Programme Officer (Recovery) (P-4), a Coordination Officer (P-4) and a Trust Fund Officer (P-4), who will manage both the trust fund and the quick-impact projects. The Chief will oversee the design and resource mobilization around the United Nations early recovery and stabilization programme interventions.

138. The Programme Officer will assist the Chief by working in close coordination with MINUSMA components, the United Nations country team and humanitarian actors to develop a coherent package of early recovery initiatives that address a broad spectrum of socioeconomic issues throughout service delivery sectors. The incumbent will be supported by one Programme Officer (National Professional Officer) and two Administrative Assistants (1 Field Service, 1 national General Service).

139. The Coordination Officer will be responsible for mobilizing resources in support of the United Nations early recovery strategy and promoting the principles of good donorship to provide support for the Government's sustainable recovery plan. This activity will include advocacy and support to help both the Government and donors realize the commitments outlined at the donor conference held in Brussels on 15 May 2013. The incumbent will be assisted by one Coordination Officer (P-3) and one Administrative Assistant (national General Service), and by two Coordination Officers (1 P-2, 1 National Professional Officer) funded by UNDP/United Nations Development Operations Coordination Office.

140. The Trust Fund Officer will be responsible for providing support for the development and implementation of quick-impact projects and trust fund projects with the various components of the Mission. The incumbent will also provide support for the establishment and dissemination of project criteria guidelines and procedures within the Mission, and to the project review committee responsible for the approval of quick-impact projects and trust fund projects. The incumbent will be supported by two Programme Officers (1 National Professional Officer, 1 United Nations Volunteer) and one Administrative Assistant (Field Service).

141. The Monitoring, Evaluation and Assessment Unit will be led by a Senior Programme Officer (P-5). The incumbent will work in close coordination with the Chief, Stabilization and Recovery, to monitor and assess the impact of the United Nations early recovery programme initiatives, including conducting risk management assessments regarding programmes and the implementing partners. The Senior Programme Officer, through these assessments, will provide programme managers with evidence-based policy recommendations to adjust programme initiatives. The incumbent will be assisted by two Economic Impact Officers (1 National Professional Officer, 1 United Nations Volunteer), two Monitoring and Evaluation Officers (1 P-4, 1 United Nations Volunteer) and one Administrative Assistant (national General Service).

Field offices

142. The Office of Stabilization and Early Recovery will be represented by one Programme Officer (Recovery) (P-4) in each of the four field offices. The incumbents will be responsible for providing support for the design of early recovery initiatives, including quick-impact projects within MINUSMA field offices, in close coordination with local communities and the United Nations country team, and for reporting on the implementation, monitoring and assessment of the overall early recovery programme. The incumbent in each of the field offices will be supported by one Programme Officer (Recovery) (National Professional Officer) and one Administrative Assistant (national General Service).

Justice and Corrections Section

Table 28

Human resources: Justice and Corrections Section

	<i>International staff</i>					<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>		
Mission headquarters	–	1	3	1	1	6	4	11
Field offices	–	–	4	6	–	10	8	25
Total proposed	–	1	7	7	1	16	12	36

^a Includes National Professional Officers and national General Service.

143. In partnership and complementarity with UNDP and other United Nations and international partners, the Justice and Corrections Section will provide technical advice and support to the Government and justice and corrections institutions to (a) identify priorities and undertake strategic planning for establishing an independent judiciary viewed as legitimate, fair and effective by the population, (b) develop strategies for ensuring the presence of justice and corrections actors in northern Mali, (c) improve access to justice and the delivery of justice services in the North, and (d) facilitate the provision of support from national and international partners for the capacity-building of corrections actors and provide assistance, at the request of the Government, with the implementation of the new judicial charter.

Mission headquarters

144. The Principal Rule of Law Officer (D-1) will report to the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator) and oversee, lead and guide the work of the Section. The Principal Officer will establish and maintain engagement with a wide range of senior government officials, justice institutions, the diplomatic and donor community, and civil society; ensure continuous, high-quality analysis and reporting to Mission leadership on rule-of-law issues in Mali and, as relevant, the Sahel region; and provide support to the Mission's senior leadership in the development of common and integrated positions among the international community to ensure a coherent international approach to the rule of law in Mali. In this regard, the incumbent will provide support for the sector-wide coordination with the financial and technical partners in Mali, as required in pursuit of the Mission's mandate. He or she will be assisted by one Judicial Affairs Officer (National Professional Officer) and one Administrative Assistant (Field Service), and the Section will be supported by one Driver (national General Service).

145. A Senior Judicial Affairs Officer (P-5) will lead the implementation of the justice and corrections portfolios under the guidance of the Principal Rule of Law Officer. The Senior Officer will be supported by two Judicial Affairs Officers (1 P-4, 1 United Nations Volunteer), two Corrections Officers (1 P-4, 1 National Professional Officer), one Rule of Law Officer (Reporting) (P-3) and one Administrative Assistant (national General Service).

Field offices

146. The Justice and Corrections Section will be supported by justice and corrections teams at the regional offices in Gao, Kidal, Mopti and Timbuktu. The team in Gao will comprise three Judicial Affairs Officers (1 P-3, 1 National Professional Officer, 1 United Nations Volunteer), one Associate Judicial Affairs Officer (P-2) and three Corrections Officers (1 P-4, 1 National Professional Officer, 1 United Nations Volunteer). The team in Timbuktu will comprise two Judicial Affairs Officers (1 P-3, 1 United Nations Volunteer), one Associate Judicial Affairs Officer (P-2) and four Corrections Officers (1 P-4, 2 National Professional Officers, 1 United Nations Volunteer). The team in Kidal will comprise three Judicial Affairs Officers (1 P-4, 1 National Professional Officer, 1 United Nations Volunteer), one Associate Corrections Officer (P-2) and one Corrections Officer (National Professional Officer). The team in Mopti will comprise three Judicial Affairs Officers (1 P-4, 1 National Professional Officer, 1 United Nations Volunteer) and three Corrections Officers (1 P-3, 1 National Professional Officer, 1 United Nations Volunteer).

Component 5: Support

147. The support component of the Mission will provide effective and efficient logistical, administrative and technical services in support of the implementation of the MINUSMA mandate through the delivery of related outputs. This effort includes personnel administration, the establishment and maintenance of office and accommodation facilities, communications and information technology, air and surface transport operations, medical services, property management, camp services, supply and resupply operations, and security services as well as the administration of the United Nations Trust Fund in support of AFISMA.

148. Senior Mission support leadership will be based in Bamako and will provide strategic direction, policy guidance and liaison with the Government, United Nations Headquarters and other peacekeeping operations. Mission support will be deployed to provide all essential field-based functions as close as possible to clients in order to reduce response times and achieve both cost-effectiveness and economies of scale at various points in the overall delivery of services.

149. The MINUSMA support concept will be based on the principles of the global field support strategy, notably a light deployment footprint, multifunctionality, the comparative advantages of the uniformed elements of the Mission, in particular in the provision of security and logistical support, and leveraging of existing capacities in neighbouring missions. Support for service delivery will be provided by UNOCI in Abidjan, which will carry out back office functions and processes related to human resources, finance and procurement.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
5.1 Effective and efficient logistical, administrative and security support for the Mission	<p>5.1.1 Establishment of an integrated Mission headquarters and office and accommodation facilities in 5 locations (Bamako, Gao, Timbuktu, Mopti and Kidal) for the first phase of deployment</p> <p>5.1.2 Recruitment and deployment of 90 per cent of the projected civilian personnel level of 987 as of 30 June 2014 (i.e. 888 personnel)</p>

Outputs

Military, police and civilian personnel

- Emplacement, rotation and repatriation of up to 11,200 military personnel, 320 United Nations police officers and 1,120 formed police personnel
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military and police personnel
- Supply of food rations, composite ration packs and water in accordance with established standards to up to 12,320 military and formed police personnel. Delivery of food rations to 36 static contingent locations
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and disciplinary action
- Administration of up to 1,598 civilian staff, comprising 672 international staff, 781 national staff and 145 United Nations Volunteers

Facilities and infrastructure

- Maintenance/repair of 8 military/formed police unit sites, maintenance/repair of 5 United Nations police premises and maintenance/repair of 12 civilian staff premises in 5 locations (Bamako, Timbuktu, Gao, Kidal and Mopti)
- Construction of 2 sector headquarters and 1 logbase in Bamako, 2 warehouses in Gao and Timbuktu, 2 transportation workshops and 6 prefabricated camps in Timbuktu, Gao, Kidal and Tessalit

- Establishment of an integrated waste management programme in all sites, starting with Bamako, Timbuktu, Gao and Kidal
- Sanitation services provided for all premises, including treatment of all wastewater before disposal and waste (including hazardous waste) collection and disposal carried out in an environmentally sound manner
- Operation and maintenance of United Nations- and contingent-owned equipment, including 7 water treatment plants, 2 wells, 14 wastewater treatment plants, 5 water purification plants and 178 generators in 12 locations
- Operation and maintenance of 6 storage points for a total of 3.3 million litres of petrol, oil and lubricants for generators
- Maintenance and renovation of 200 kilometres of roads and 3 bridges
- Construction, maintenance and repair of 6 airfield facilities in 6 locations
- Maintenance of 7 airfields and 45 helicopter landing sites in 38 locations
- Construction of 3 helicopter hangars and 3 transit camps
- Construction of 3 storage facilities for petrol, oil and lubricants for generators
- Minimization of reliance on water supply from scarce water sources in the north of Mali

Ground transportation

- Operation and maintenance of 811 United Nations-owned vehicles, including 67 armoured vehicles, through 7 workshops in 7 locations
- Supply of 13.3 million litres of petrol, oil and lubricants for ground transportation
- Operation of a shuttle service 7 days a week, for an average of 200 United Nations personnel per day, from their accommodation to the Mission area

Air transportation

- Operation and maintenance of up to 11 fixed-wing and 16 rotary-wing aircraft, including 6 military-type fixed-wing and 15 military-type rotary-wing aircraft, in 6 locations
- Supply of 7.4 million litres of petrol, oil and lubricants for air operations

Naval transportation

- Supply of 850 litres of petrol, oil and lubricants and octane for naval transportation for 1 support vessel, 2 high-speed boats, 4 rigid-hulled inflatable boats, 1 mobile hydraulic crane and 2 Gemini boats

Communications

- Installation, commission and maintenance of a satellite network for voice, fax, video and data communications, consisting of a hub station in Bamako and 15 very small aperture terminals (VSAT) distributed throughout the Mission area
- Installation, commission and maintenance of 25 telephone exchanges, 40 microwave links and 12 additional satellite terminals for the Internet
- Provision of technical support for 500 high frequency (HF) transceivers and 27 very high frequency (VHF) repeaters, with associated base, mobile and handheld units

- Provision and maintenance of videoconferencing services to all facilities in the Mission headquarters and regional offices
- Commission of and provision of support for 120 mobile satellite phones
- Commission of and provision of support for a trunking radio system in MINUSMA to provide secure voice communications for Mission personnel

Information technology

- Provision of technical support for computing devices for up to 1,500 users
- Establishment and maintenance of 20 local area networks (wired and wireless network LAN) that form an integral part of the Mission's wide area network
- Installation and maintenance of 25 servers, 200 printers and 50 digital senders in 50 locations
- Development of and provision of support for information and communications technology infrastructure for up to 50 sites

Medical

- Operation and maintenance of 1 level I clinic in 1 location (Bamako) and the establishment and maintenance of contractual arrangements with 1 civilian level II hospital in 1 location (Bamako) for all Mission personnel, staff of other United Nations agencies and the local civilian population in emergency cases
- Monitoring of 10 troop-contributing country level I clinics and 3 troop-contributing country level II hospitals
- Maintenance of Mission-wide land and air evacuation arrangements for all United Nations locations, including to level III and level IV hospitals in 5 locations
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Mission personnel
- Implementation of an HIV sensitization programme, including peer education, for all Mission personnel

Security

- Provision of security services 24 hours a day, 7 days a week, for the entire Mission area, including access control and screening, maintenance of daily security personnel records and conduct of security risk assessments as and when required
- Provision of 24-hour close protection to senior Mission staff and visiting high-level officials
- Conduct of a Mission-wide site security assessment, including residential surveys for 930 residences
- Conduct of 242 information sessions on security awareness and contingency plans for all Mission staff
- Induction security training and primary fire training and drills for all new Mission staff

External factors

- Security conditions will permit the uninterrupted movement of staff and the deployment of operational resources
 - Vendors, contractors and suppliers will deliver goods, services and supplies as contracted
-

Table 29
Human resources: support component

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission Support Division									
Office of the Director of Mission Support	–	1	4	2	3	10	4	1	15
Office of the Deputy Director of Mission Support ^b	–	1	14	31	79	125	143	28	296
Integrated Support Services	–	1	18	37	140	196	226	39	461
Subtotal, Mission Support Division	–	3	36	70	222	331	373	68	772
Security and Safety Section	–	–	2	9	102	113	129	–	242
Total proposed	–	3	38	79	324	444	502	68	1 014

^a Includes National Professional Officers and national General Service.

^b Includes 2 international positions (1 P-3, 1 Field Service) funded under general temporary assistance.

Mission Support Division
Office of the Director of Mission Support

Table 30
Human resources: Office of the Director of Mission Support

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Immediate Office of the Director of Mission Support	–	1	2	1	2	6	1	–	7
Aviation Safety Unit	–	–	1	1	1	3	1	–	4
Environmental Unit	–	–	1	–	–	1	2	1	4
Total proposed	–	1	4	2	3	10	4	1	15

^a Includes National Professional Officers and national General Service.

150. The Office of the Director of Mission Support provides administrative, logistical and technical support to the military, civilian police and other civilian substantive offices of MINUSMA in the implementation of the Mission's mandate. The level of responsibilities requires that the post of the Director of Mission Support be proposed at the D-2 level, with support provided by a Deputy Director of Mission Support. The Aviation Safety Unit and the Environmental Unit report directly to the Director of Mission Support.

Immediate Office of the Director of Mission Support

Table 31

Human resources: Immediate Office of the Director of Mission Support

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	1	2	1	2	6	1	–	7
Total proposed	–	1	2	1	2	6	1	–	7

^a National General Service.

151. Support for the Director of Mission Support (D-2) will be provided by a Senior Administrative Officer (P-5) responsible for managing the Immediate Office of the Director of Mission Support. The Senior Administrative Officer acts as a focal point for Mission audits and OIOS issues as well as conduct and discipline, and liaises with the Office of the Chief of Staff. The Office will be supported by an Administrative Officer (P-4), who will provide strategic, policy and implementation guidance to administrative support functions and lead and coordinate the development of strategies, administrative procedures, performance standards and Mission projects. Support will also be provided by two Administrative Officers (1 P-3, 1 Field Service) and two Administrative Assistants (1 Field Service, 1 national General Service).

Aviation Safety Unit

Table 32

Human resources: Aviation Safety Unit

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	1	1	1	3	1	–	4
Total proposed	–	–	1	1	1	3	1	–	4

^a National General Service.

152. The Aviation Safety Unit will provide support to the Director of Mission Support and Mission management in the establishment and management of the Mission aviation safety programme, as required by the Department of Peacekeeping Operations/Department of Field Support Aviation Safety Manual, so that every effort is made to prevent aviation accidents and incidents during aviation operations by reducing associated risks to acceptable levels.

153. Key responsibilities of the Unit include (a) conducting risk assessments for the main airfields in Bamako, Mopti, Gao, Timbuktu, Kidal and Tessalit, (b) making safety recommendations to the respective stakeholders, (c) providing advice to senior management on all aviation safety-related issues, (d) performing initial aircraft acceptance inspections on all newly arrived aircraft in the Mission area,

(e) maintaining database for tactical reports and assessments, (f) providing performance aviation safety briefings to all incoming crews, (g) monitoring and investigating hazards and incidents, (h) organizing meetings with aviation staff or operators and National Civil Aviation authorities to resolve aviation safety issues, (i) providing assistance to the Mission management with the development and implementation of the aviation operational risk management standard operating procedures and (j) implementing the aviation emergency response plans.

154. The Aviation Safety Unit will be headed by the Chief Aviation Safety Officer (P-4) who will report directly to the Director of Mission Support and will be responsible for providing advice on all aviation safety-related matters and recommending remedial measures to minimize the safety risks associated with aviation operations, as well as developing and managing the Mission's aviation safety programme. Support to the Chief Aviation Safety Officer will be provided by one Aviation Safety Officer (P-3) and two Aviation Safety Assistants (1 Field Service, 1 national General Service).

Environmental Unit

Table 33

Human resources: Environmental Unit

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission headquarters	–	–	1	–	–	1	2	1	4
Total proposed	–	–	1	–	–	1	2	1	4

^a National Professional Officers.

155. The Environmental Unit will be headed by the Environment Officer (P-4), who will (a) provide support for the establishment of the MINUSMA environmental management system, which includes the development and implementation of the Mission's environmental policy, objectives and action plan, (b) coordinate and overview all activities related to environmental compliance in the Mission's military, police and civilian components, (c) undertake regular environmental inspections in all Mission sites and submit consequent inspection reports, including recommendations for corrective actions when needed, (d) develop and implement training activities, (e) provide advice about mainstreaming environmental activities to all support and substantive sections in planning their work, (f) develop and maintain liaison with United Nations agencies, funds and programmes, including the United Nations Environment Programme (UNEP), UNDP and the United Nations Educational, Scientific and Cultural Organization (UNESCO), local authorities, bilateral partners and NGOs related to environmental management, and (g) contribute to outreach activities. Support to the Environmental Unit will be provided by three Environmental Officers (2 National Professional Officers, 1 United Nations Volunteer).

Office of the Deputy Director of Mission Support

Table 34

Human resources: Office of the Deputy Director of Mission Support

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Immediate Office of the Deputy Director of Mission Support ^b	–	1	1	1	1	4	1	–	5
Staff Counselling and Welfare Unit	–	–	1	1	1	3	3	2	8
United Nations Volunteers Support Unit	–	–	–	–	–	–	2	2	4
Claims Unit	–	–	–	1	2	3	3	2	8
Regional Administrative Offices	–	–	3	1	–	4	4	4	12
Information Systems and Telecommunications Section	–	–	2	7	27	36	59	12	107
Budget and Finance Section	–	–	3	8	22	33	20	–	53
Human Resources Section	–	–	2	6	20	28	30	5	63
Procurement Section	–	–	1	5	6	12	15	–	27
Integrated Mission Training Centre	–	–	1	1	–	2	6	1	9
Total proposed	–	1	14	31	79	125	143	28	296

^a Includes National Professional Officers and national General Service.

^b Includes 2 international positions (1 P-3, 1 Field Service) funded under general temporary assistance.

156. The Deputy Director of Mission Support will provide support to the Director of Mission Support, with overall responsibilities for the following elements: the Staff Counselling and Welfare Unit; the United Nations Volunteers Support Unit; the Claims Unit; the Regional Administrative Offices; the Information Systems and Telecommunications Section; the Budget and Finance Section; the Human Resources Section; the Procurement Section; and the Integrated Mission Training Centre.

Immediate Office of the Deputy Director of Mission Support

Table 35

Human resources: Immediate Office of the Deputy Director of Mission Support

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
Mission headquarters ^b	–	1	1	1	1	4	1	–	5
Total proposed	–	1	1	1	1	4	1	–	5

^a National General Service.

^b Includes 2 international positions (1 P-3, 1 Field Service) funded under general temporary assistance.

157. Support to the Deputy Director of Mission Support (D-1) will be provided by an Administrative Officer (P-4) responsible for managing the front office of the Deputy Director, and one Administrative Assistant (national General Service). In addition, two general temporary assistance positions are proposed to provide support for the implementation of Umoja in MINUSMA: one Umoja Coordinator (P-3) and one Umoja Assistant (Field Service).

Staff Counselling and Welfare Unit

Table 36

Human resources: Staff Counselling and Welfare Unit

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
Mission headquarters	–	–	1	1	1	3	3	2	8
Total proposed	–	–	1	1	1	3	3	2	8

^a Includes National Professional Officer and national General Service.

158. The Staff Counselling element of the Unit is responsible for providing support to Mission personnel in the areas of stress management and personal counselling, and will be headed by a Senior Staff Counsellor (P-4), supported by one Staff Counsellor (National Professional Officer) and two Counselling Assistants (1 Field Service, 1 national General Service).

159. The Welfare element of the Unit is responsible for recommending welfare improvements and monitoring the implementation of welfare measures in compliance with Department of Peacekeeping Operations rules, regulations and policies. Its key function is to ensure a healthy working, living and recreational environment for all categories of Mission personnel serving in the Mission area. It will be headed by a Welfare Officer (P-3), supported by two other Welfare Officers (United Nations Volunteers) and one Welfare Assistant (national General Service).

United Nations Volunteers Support Unit

Table 37

Human resources: United Nations Volunteers Support Unit

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	–	–	–	–	2	2	4
Total proposed	–	–	–	–	–	–	2	2	4

^a Includes National Professional Officer and national General Service.

160. The United Nations Volunteers Support Unit will facilitate the liaison between MINUSMA and the United Nations Volunteers headquarters in Bonn, Germany, for the administration of the proposed Volunteers. The responsibilities of the Unit include all human resources and finance issues as well as the monitoring of the well-being and security of United Nations Volunteers. The Unit will comprise three Administrative Officers (1 National Professional Officer, 2 United Nations Volunteers) and one Administrative Assistant (national General Service).

Claims Unit

Table 38

Human resources: Claims Unit

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	–	1	2	3	3	2	8
Total proposed	–	–	–	1	2	3	3	2	8

^a National General Service.

161. The Claims Unit provides support to the Property Survey Board, the Local Contracts Committee and the Claims Review Board. It will be staffed by a Claims Officer (P-3) and seven Claims Assistants (2 Field Service, 3 national General Service, 2 United Nations Volunteers).

Regional Administrative Offices

Table 39

Human resources: Regional Administrative Offices

	<i>International staff</i>					<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>				
Field offices	–	–	3	1	–	4	4	4	12
Total proposed	–	–	3	1	–	4	4	4	12

^a National General Service.

162. The Mission support element of the administrative and technical support provided to the four regional offices (Gao, Timbuktu, Kidal and Mopti) is coordinated by the Deputy Director of Mission Support. The field offices in Gao and Timbuktu will be led by a Regional Administrative Officer at the P-5 level owing to their strategic importance and the size of the office, while the offices in Kidal and Mopti will be led by a Regional Administrative Officer at the P-4 and P-3 levels, respectively. Each Regional Administrative Officer will be supported by one Administrative Officer (United Nations Volunteer) and one Administrative Assistant (national General Service) with cross-functional skills to ensure the efficient operation of the office. Specialized functions and processes that cannot be carried out by these staff will be centralized in the larger regional offices, or provided from Bamako.

Information Systems and Telecommunications Section

Table 40

Human resources: Information Systems and Telecommunications Section

	<i>International staff</i>					<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>				
Mission headquarters	–	–	2	6	18	26	41	12	79
Field offices	–	–	–	–	5	5	9	–	14
Global Service Centre	–	–	–	1	4	5	9	–	14
Total proposed	–	–	2	7	27	36	59	12	107

^a Includes National Professional Officers and national General Service.

163. The Information Systems and Telecommunications Section, headed by the Chief, Information Systems and Telecommunications (P-5), who will report to the Deputy Director of Mission Support and has the overall responsibility and oversight for the provision of communications and information technology services to all personnel in the Mission. The Chief will oversee the design and implementation of major systems initiatives and will be supported by one Budget Officer (Field Service) and one Budget Assistant (national General Service). Three Telecommunications Assistants (national General Service) and three Information Technology Assistants (national General Service) will provide administrative

services for telephone billing, network operations control, licence and documentation, and distribution and archiving of MARS (military auxiliary radio system) and associated message traffic.

164. The Section will expand communications and information technology (CIT) within the Mission as a strategic enabler, introducing new technologies that improve the effectiveness and efficiency of CIT service delivery in support of the MINUSMA mandate.

165. Moreover, the Section will provide access to Internet, intranet, e-mail, essential enterprise services and telephone services by all entitled United Nations personnel and offices within the Mission, as well as a robust and secure connectivity to other missions and to Headquarters. It will also establish strategic communications throughout the Mission, including military and formed police units down to the battalion level and will provide support to force headquarters, sector headquarters, the Joint Mission Analysis Centre and the Joint Operations Centre in all established sites. Support to all sites and relevant United Nations facilities will be provided by at least two independent strategic communications means. Two-way radio communications channels will also be established to enhance support for safety and security. Furthermore, the Section will provide support to United Nations agencies, funds and programmes in the Mission area based on available capacities and individual agreements.

166. The Information Systems and Telecommunications Section will focus on the responsibilities of planning, management and oversight of its systems as well as on critical security-related tasks. The majority of technical tasks will be delegated to external providers, commercial, second-party contractors and the military signals units, and the Mission will also rely on back office support from other missions in the region, thereby creating a light footprint in the Mission area. All required enterprise applications, including access to Umoja, will be provided centrally and administered remotely from the Global Service Centre.

Mission headquarters

167. The Section will carry out four key functions: operations; training and enabling; plans and projects; and information security.

168. The Operations Unit will provide day-to-day technical and customer support to meet the high demand for CIT services to the Mission adequately. It will be augmented with personnel from the military and police forces. The Unit, headed by the Chief Telecommunications Engineer (Field Service/level 7), will coordinate with the military component's force headquarters, prioritize tasks, prepare reports, provide oversight and crisis management, and maintain CIT situational awareness. It will consist of the Chief Telecommunications Engineer (Field Service), three Communications Officers (2 Field Service, 1 National Professional Officer), seven Communications Assistants (2 Field Service, 4 national General Service, 1 United Nations Volunteer), four Information Technology Officers (2 Field Service, 2 National Professional Officers), seven Information Technology Assistants (2 Field Service, 4 national General Service, 1 United Nations Volunteer).

169. The Training and Enabling Unit will be responsible for the design, planning, organization, conduct and oversight for all in-Mission CIT training and on the job coaching for the military signal units and the Mission's civilian and contracted

personnel. The Unit will comprise one Telecommunications Officer (National Professional Officer) and three Telecommunications Assistants (1 Field Service, 1 national General Service, 1 United Nations Volunteer).

170. The Plans and Projects Unit will provide support and advice on all aspects of the Mission's operational planning from a CIT-support perspective, including the distribution, maintenance and replacement of and training in all United Nations-provided CIT equipment. It will be responsible for the development, update and implementation of all CIT-related guidelines, processes and standard operating procedures. The Unit will also act as the focal point in the planning for all CIT-related projects that will be developed and implemented in the Mission. In addition, the Unit will ensure that operational resilience is fully integrated into the Mission's information technology service management framework and into the design of its CIT structures. It will comprise one Telecommunications Officer (P-3) and two Telecommunications Assistants (1 national General Service, 1 United Nations Volunteer).

171. The Information Security Unit will be responsible for ensuring data, information and communications security for all elements within the Mission to enable the integrity and safety of digital information and data transfer. The Unit will prepare communications security plans and provide advice on secure radio and telecommunications. It will also develop rules and procedures to ensure information security, such as policies and standard operating procedures to define and regulate the Mission's information security, and to grant staff members' information access clearance. The Unit will comprise one Information Systems Officer (P-3) and three Information Systems Assistants (1 Field Service, one national General Service, 1 United Nations Volunteer).

172. In addition, the following enabling functions will be based in the Mission headquarters: (a) Help Desk, comprising one Information Technology Officer (P-2), four Information Technology Assistants (national General Service), one Communications Officer (National Professional Officer) and four Communications Assistants (4 national General Service); (b) Network Control and Services, comprising four Communications Assistants (1 Field Service, two national General Service, 1 United Nations Volunteer), four Information Technology Assistants (1 Field Service, 2 national General Service, 1 United Nations Volunteer); and (c) Administrative Services, comprising three Telecommunications Assistants (1 Field Service, 1 national General Service, 1 United Nations Volunteer).

173. Furthermore, a Mail and Pouch Unit will provide key document management services on a Mission-wide basis and will be staffed by two Mail Assistants (1 Field Service, 1 national General Service).

174. In order to provide support for daily operational needs in terms of planning, operation, monitoring, terrain analysis, thematic map development, surveillance and change detection, a Geographic Information Services Unit will be established in MINUSMA as part of the Information Systems and Telecommunications Section. The Unit would consist of civilian, military and police geospatial information services experts, who will analyse, integrate and produce necessary operational geographic and cartographic products, and provide support, including geospatial intelligence, terrain analysis, map production, satellite image analysis and image map production, topographic data and map production, intranet map services and training.

175. The Unit will be headed by the Chief, Geographic Information Services (P-4), and will be assisted by six Geographic Information Services Officers (1 P-3, 1 Field Service, 2 National Professional Officers, 2 United Nations Volunteers), two Associate Geographic Information Officers (P-2), and five Geographic Information Assistants (1 Field Service, 2 national General Service, 2 United Nations Volunteers).

Field offices

176. The support structure in the field offices will be as follows: (a) in Gao there will be one Communications Officer (National Professional Officer), one Communications Assistant (Field Service) and one Information Technology Assistant (national General Service); (b) in Timbuktu, one Communications Officer (National Professional Officer), one Communications Assistant (national General Service) and two Information Technology Assistants (1 Field Service, 1 national General Service); (c) in Kidal, one Communications Officer (National Professional Officer), one Communications Assistant (Field Service) and two Information Technology Assistants (1 Field Service, 1 national General Service); and (d) in Mopti, one Communications Assistant (national General Service) and two Information Technology Assistants (1 Field Service 1 national General Service).

Global Service Centre

177. In line with the global field support strategy and the mission support concept for a light footprint in the field, and to minimize risk and threats to personnel on the ground, CIT and Geographic Information Services, to the extent possible, will be supported remotely from the Global Service Centre. All required enterprise applications, including access to Umoja, will be provided centrally and remotely administered from the Field Technology Operations Centre located in Brindisi, Italy and Valencia, Spain. Consolidating the remote provision and support of information and communications technology services from the Centre will facilitate the monitoring of the information and communications technology infrastructure and the efficient use of global resources, and result in reduced costs in providing CIT support services. Services to be provided by the Centre include (a) oversight and coordination for all CIT activities related to the Mission, (b) budgeting, requisitions, technical resource management, training and contract management, and (c) tier-3 support for the Motorola trunking system and microwave links, equipment rooms/data centre, backup and virtual desktop infrastructure, network infrastructure, messaging systems and Mission satellite links. Posts to be located in the Centre will consist of one Telecommunications Officer (Field Service), two Information Technology Officers (Field Service), four Communications Assistants (national General Service) and five Information Technology Assistants (1 Field Service, 4 national General Service).

178. In addition, to augment the capacity of the Geographic Information Services Unit for topographic data and map production dedicated to the Mali theatre and perform near-real time satellite image analysis to enhance the Mission's situational awareness, a Geographic Information Services back office support team will be established in the Global Service Centre. The support team will conduct geographic information services tasks enabling and supporting the in-theatre geographic information services team to respond to the operational requirements of the Mission, including the development of geographic information services products and web mapping applications; the procurement of satellite imagery; and the conduct of

remote sensing analysis and image interpretation. The support team will comprise one Geographic Information Services Officer (P-3) and one Geographic Information Services Assistant (national General Service). This team will be responsible for overall topographic data and map production dedicated to Mali, image analysis and development of geographic information services products, remote sensing analysis and image interpretation, and development of geographic information services applications and quality control.

Budget and Finance Section

Table 41

Human resources: Budget and Finance Section

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	3	1	13	17	5	–	22
Field offices	–	–	–	2	–	2	2	–	4
Abidjan	–	–	–	5	9	14	13	–	27
Total proposed	–	–	3	8	22	33	20	–	53

^a National General Service.

179. The Budget and Finance Section will operate as an integrated section, reflecting the principles of the global field support strategy and the Mission's light footprint concept, incorporating the efficiencies and lessons learned from the establishment and operation of the Regional Service Centre in Entebbe, Uganda. The Section will provide planning guidance for budget preparation and support for the administration of the trust funds managed by MINUSMA, and will maintain the Mission's accounts, monitor and approve obligations and disbursements, and ensure compliance with the United Nations Financial Regulations and Rules and the International Public Sector Accounting Standards.

Mission headquarters

180. The Chief of Section (P-5), supported by a Team Assistant (national General Service), will be responsible for the overall coordination of the Mission's budget formulation and allotment management. Within the Section, the Budget Unit will provide support to the Chief in overseeing the preparation of the Mission's budget and performance reports, and in monitoring, implementing and reporting on assessed funding. The Unit will include three Budget and Finance Officers (1 P-4, 1 P-3, 1 Field Service) and four Budget and Finance Assistants (Field Service).

181. The Trust Fund Unit will be responsible for the monitoring and reporting of funds contributed to the trust funds. This activity will involve the review of cost plans, requesting of allotments and preparation of annual reports to Headquarters and to respective donors in accordance with the donor agreements. The Unit will be led by a Budget and Finance Officer (P-4), supported by one Budget and Finance Officer (Field Service) and one Budget and Finance Assistant (Field Service).

182. The functions of the Finance Unit will include implementing financial controls, maintaining and administering Mission accounts in accordance with the International Public Sector Accounting Standards, disbursing funds in settlement of invoices from vendors and suppliers and staff travel claims, administering the national staff payroll and subsistence allowance payments as well as the Mission bank accounts in full compliance with the United Nations Financial Regulations and Rules.

183. Financial support services will be provided by UNOCI through a joint arrangement with MINUSMA under the management of the Chief Finance Officer of UNOCI. The service delivery will be augmented by a significant number of MINUSMA finance staff located in Abidjan, leveraging the existing capacity of UNOCI to the extent possible. In that regard, the local presence of finance staff within Mali will be restricted to deliver location-dependent activities only comprised primarily of cash or banking transactions, and invoice reception. The dedicated finance capacity will comprise 41 posts to be located in Bamako, Timbuktu, Gao and Abidjan, leveraging the existing capacity in UNOCI and anticipating the productivity gains with the implementation of Umoja. The finance function in Bamako will include vendor and travel, document management and cashier responsibilities, and will be staffed by three Budget and Finance Officers (Field Service) and seven Budget and Finance Assistants (3 Field Service and 4 national General Service).

Field offices

184. One Budget and Finance Officer (P-3) and one Budget and Finance Assistant (national General Service) will be deployed to each of the two main regional offices, namely Timbuktu and Gao. The finance functions in the regional offices will include document management and cashier responsibilities.

Abidjan

185. As indicated above, all non-location dependent and transactional financial services will be conducted from UNOCI in Abidjan. Twenty-seven posts will be established in Abidjan to supplement the following functions: (a) vendors: one Finance Officer (P-3) and five Finance Assistants (2 Field Service, 3 national General Service); (b) accounts: one Finance Officer (P-3) and five Finance Assistants (2 Field Service, 3 national General Service); (c) payroll: one Finance Officer (P-3) and five Finance Assistants (2 Field Service, 3 national General Service); (d) claims: one Finance Officer (P-3) and five Finance Assistants (2 Field Service, 3 national General Service); and (e) cashier: one Finance Officer (P-3) and two Finance Assistants (1 Field Service, 1 national General Service).

Human Resources Section

Table 42

Human resources: Human Resources Section

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	2	4	11	17	18	–	35
Field offices	–	–	–	–	7	7	3	4	14
Abidjan	–	–	–	2	2	4	9	1	14
Total proposed	–	–	2	6	20	28	30	5	63

^a Includes National Professional Officers and national General Service.

186. The Human Resources Section will be responsible for the integrated and strategic human resources management services of the Mission, including planning staff requirements, recruitment, placement, administration, training services and capacity-building. The Section prepares and reviews job descriptions for the various functions in the Mission, establishes and administers the work of local permanent and ad hoc panels, administers all official travel and visa requirements, oversees the monitoring of military observers and civilian police entitlements, provides advice to United Nations personnel on entitlements and benefits, and undertakes an advisory role in planning, resource allocation and the development of staff.

Mission headquarters

187. In Bamako, functions to be carried out will include (a) providing advice to senior leadership on all personnel issues, including workforce planning, policy advice and monitoring, and communications strategy, (b) staffing table and post management, (c) recruitment, (d) quality assurance, (e) budget review, (f) provision of performance management support, (g) information management and reporting, (h) provision of guidance and support on staff development, (i) provision of client support, including induction, (j) travel within Mission and (k) administration of national consultants and individual contractors. The Human Resources Section will be headed by the Chief Human Resources Officer (P-5), supported in Bamako by 10 Human Resources Officers (1 P-4, 4 P-3, 1 Field Service/level 7, 2 Field Service, 2 National Professional Officers) and 24 Human Resources Assistants (8 Field Service, 16 national General Service).

Field offices

188. The support structure in the field offices will be as follows. In each of the offices in Gao, Timbuktu and Mopti, there will be two Human Resources Officers (1 Field Service, 1 United Nations Volunteer) and two Human Resources Assistants (1 Field Service, 1 national General Service), and in Kidal, one Human Resources Officer (United Nations Volunteer) and one Human Resources Assistant (Field Service).

Abidjan

189. The Human Resources functions to be performed by the back office in UNOCI in Abidjan will be transactional in nature and non-location dependent, including (a) processing the entry onboard of the international candidates selected by the Mission, (b) processing human resources transactions related to personnel administration (e.g. leave, initial appointment and contract extensions), (c) processing travel for civilian staff and non-contingent uniformed personnel, (d) check-in/check-out and (e) travel, recruitment and administration of international consultants and individual contractors. Posts to be located in Abidjan include 3 Human Resources Officers (2 P-3, 1 National Professional Officer) supported by 11 Human Resources Assistants (2 Field Service, 8 national General Service, 1 United Nations Volunteer).

Procurement Section

Table 43

Human resources: Procurement Section

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	1	1	2	4	4	–	8
Abidjan	–	–	–	4	4	8	11	–	19
Total proposed	–	–	1	5	6	12	15	–	27

^a Includes National Professional Officers and national General Service.

190. The Procurement Section will ensure the coordinated, efficient and economical purchase and delivery of goods and services to the Mission in accordance with the United Nations Financial Regulations and Rules and the Procurement Manual. This effort involves extending invitations to vendors to register, submit quotations, bids and proposals, and establishing and managing contracts.

Mission headquarters

191. Taking into account the Mission's light footprint principle and the nature of procurement activities, there is a need for a local procurement presence for the purchase of various critical commodities. Such a presence will further ensure the establishment and maintenance of good relations with the local authorities and marketplace. Procurement for the Mission will be conducted by the Mission's Procurement Section in Bamako. The Procurement Division at United Nations Headquarters in New York will continue to provide support for the Mission's strategic needs with its global systems contracts. MINUSMA will source requirements available through the Procurement Division's systems contracts before planning any local procurement activity.

192. Procurement transactions undertaken by the Section will be subject to review by the MINUSMA local committee on contracts, the Director of Mission Support and, subsequently, the Procurement Division and the Headquarters Committee on

Contracts, as required, based on the value of the requirement and the delegated procurement authority in the Mission.

193. The Section will be headed by the Chief Procurement Officer (P-5) based in Bamako and supported by three Procurement Officers (1 P-3, 2 National Professional Officers) and four Procurement Assistants (2 Field Service, 2 national General Service).

Abidjan

194. Four teams will be established in Abidjan to provide support for the Mission's self-accounting units as follows: (a) for supply and security, two Procurement Officers (1 P-3, 1 National Professional Officer) and three Procurement Assistants (1 Field Service, 2 national General Service); (b) for engineering and general services, two Procurement Officers (1 P-3, 1 National Professional Officer) and three Procurement Assistants (1 Field Service, 2 national General Service); (c) for leases and asset disposal, two Procurement Officers (1 P-3, 1 National Professional Officer) and three Procurement Assistants (1 Field Service, 2 national General Service); and (d) for transport, aviation and movement control two Procurement Officers (1 P-3, 1 National Professional Officer) and two Procurement Assistants (1 Field Service, 1 national General Service).

Integrated Mission Training Centre

Table 44

Human resources: Integrated Mission Training Centre

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	1	1	–	2	2	1	5
Field offices	–	–	–	–	–	–	4	–	4
Total proposed	–	–	1	1	–	2	6	1	9

^a Includes National Professional Officers and national General Service.

195. The Integrated Mission Training Centre will be responsible for the coordination of the training function, learning and staff development activities for the Mission. It will also be responsible for identifying specific training needs and coordinating all cross-cutting training, including on the Mission's mandate, United Nations procedures, safety and security, cultural diversity, protection of civilians, HIV/AIDS, gender, code of conduct, prevention of sexual exploitation and abuse, child protection and protection of women. Moreover, the Centre will coordinate the delivery of substantive and technical training as well as leadership, management and organizational development training.

Mission headquarters

196. To the extent possible, MINUSMA will use local and existing training suppliers and establish networks with other agencies to share in-house training resources. Appropriate Malian personnel will be sought to design and deliver staff training and

development. In line with established practice and MINUSMA requirements, the Mission will also contract external contractors and training institutes, such as the International Air Transport Association and the International Civil Aviation Organization, to deliver programmes in specialized areas, such as aviation and dangerous goods, management and project management. The Centre will be headed by a Training Officer (P-4), supported by two Training Officers (1 P-3, 1 United Nations Volunteers) and two Training Assistants (national General Service) based in Bamako.

Field offices

197. In each of the regional offices in Gao and Timbuktu, there will also be one Training Officer (National Professional Officer) and one Training Assistant (national General Service). In addition to the delivery of induction training to the units directly deployed in the regions, the staff in the regional offices will be in charge of providing language courses, staff development courses and training, including the protection of civilians, mentoring, conduct and discipline. The field training personnel will also provide support for the Integrated Mission Training Centre at Mission headquarters in collecting and analysing data related to the delivery of training as well as support for the identification of training needs.

Integrated Support Services

Table 45

Human resources: Integrated Support Services

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Office of the Chief, Integrated Support Services	–	1	–	1	2	4	1	–	5
Joint Logistics Operations Centre	–	–	3	2	5	10	6	1	17
Transport Section	–	–	1	–	22	23	62	4	89
Aviation Section	–	–	4	18	38	60	29	–	89
Movement Control Section	–	–	2	–	16	18	33	12	63
Supply Section	–	–	1	3	19	23	27	6	56
Engineering Section	–	–	3	6	21	30	42	–	72
Medical Section	–	–	2	3	2	7	11	3	21
Property Management Section	–	–	2	4	15	21	15	13	49
Total proposed	–	1	18	37	140	196	226	39	461

^a Includes National Professional Officers and national General Service.

198. The Chief, Integrated Support Services, leads the provision of efficient and integrated logistics support to the Mission. The following sections will be under the overall direction of the Chief: the Joint Logistics Operations Centre; the Transport Section; the Aviation Section; the Movement Control Section; the Supply Section;

the Engineering Section; the Medical Section; and the Property Management Section. All logistics support will be coordinated centrally by the Joint Logistics Operations Centre. Each of the Integrated Support Services sections will be staffed by an integrated team of civilian, military and, in some cases, United Nations police logistics personnel, who will work together to optimize the provision of support services.

Office of the Chief, Integrated Support Services

Table 46

Human resources: Office of the Chief, Integrated Support Services

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission headquarters	–	1	–	1	2	4	1	–	5
Total proposed	–	1	–	1	2	4	1	–	5

^a National General Service.

199. The Chief, Integrated Support Services will plan, coordinate and provide technical and logistical support to the Mission's substantive, military and United Nations police resources, including integrated civilian-military logistics support planning; implement engineering projects and the maintenance of buildings; and manage air and transport operations, communications and information technology services, the provision of general supplies and the movement of equipment, goods and supplies throughout the Mission area. The Chief will maintain close contact with the Deputy Director of Mission Support, the Military Chief of Staff, the Police Commissioner and other section chiefs in matters related to the coordinated implementation of mission support plans. The Office will also coordinate Integrated Support Services inputs for the Mission's budget proposals.

200. The Immediate Office of the Chief of Integrated Support Services in Bamako will consist of the Chief (D-1), one Logistics Officer (P-3), two Logistics Assistants (Field Service) and one Administrative Assistant (national General Service).

Joint Logistics Operations Centre

Table 47

Human resources: Joint Logistics Operations Centre

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission headquarters	–	–	3	1	3	7	3	1	11
Field offices	–	–	–	1	2	3	3	–	6
Total proposed	–	–	3	2	5	10	6	1	17

^a National General Staff.

201. Under the direction of the Chief, Integrated Support Services, the Joint Logistics Operations Centre will coordinate all logistics requirements, including the tasking of relevant Integrated Support Services sections and military enablers. The Centre will provide planning guidance in order to ensure that tasks and objectives are well defined and fully resourced. While the primary role of the Centre is to ensure the provision of efficient, timely and effective logistics support to all Mission components, it also deals with aspects of cooperation and mutual assistance between the Mission and other United Nations agencies and NGOs.

Mission headquarters

202. The Joint Logistics Operations Centre will be headed by the Chief Logistics Officer (P-5), assisted by two Administrative Assistants (1 national General Service, 1 United Nations Volunteer). The Centre will be comprised of three units: the Logistics Plans Unit; the Logistics Operations Unit; and the Information and Reporting Unit.

203. The Logistics Plans Unit will, among other tasks, lead reconnaissance and logistics assessment visits, develop plans for the deployment, rotation, repatriation and redeployment of Mission elements, in close coordination with relevant Mission components, issue administrative and logistics orders and instructions for other Mission components, and plan logistics projects and tasks in accordance with the priorities set by the Mission's senior management. The Unit will comprise one Logistics Officer (P-4) and one Logistics Assistant (Field Service).

204. The Logistics Operations Unit will, among other tasks, act as the focal point for all logistics requests from all Mission components and other United Nations and non-United Nations entities, and, in consultation with relevant Mission components, coordinate and monitor the deployment, rotation, repatriation and redeployment of Mission elements, plan, coordinate, execute, monitor and report on all logistics tasks in accordance with the priorities set by the senior Mission management, and mobilize a logistics operations room 24 hours a day, 7 days a week, in the event of emergencies or disaster relief. The Unit will comprise one Logistics Officer (P-3) and three Logistics Assistants (1 Field Service, 2 national General Service).

205. The Information and Reporting Unit will handle, analyse and process all incoming and outgoing information on behalf of the Joint Logistics Operations Centre and forward it to the Chief, Integrated Support Services for dissemination. The Unit will perform, among other tasks, the following: collect, collate, analyse, interpret and disseminate logistical information in the Mission area; prepare logistics summaries and conduct logistics briefings and presentations; provide senior managers with all relevant and timely information and reports on logistics matters; and monitor Mission reserve stocks in all categories. The Unit will comprise one Logistics Officer (P-4) and one Logistics Assistant (Field Service).

Field offices

206. In the regional office in Gao, there will be one Logistics Officer (P-3) and two Logistics Assistants (1 Field Service, 1 national General Service). In the regional office in Timbuktu, there will be three Logistics Assistants (1 Field Service, 2 national General Service). The personnel in the regional offices will be responsible for collecting, analysing and interpreting logistical information in the field.

Transport Section

Table 48

Human resources: Transport Section

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	1	–	14	15	36	4	55
Field offices	–	–	–	–	8	8	26	–	34
Total proposed	–	–	1	–	22	23	62	4	89

^a National General Service.

207. Under the direction of the Chief Transport Officer and in accordance with the recommendations of the Vehicle Establishment Committee, the Transport Section will provide ground transport for the movement of staff, material handling equipment for airfield and logistics use, and light and heavy cargo transport, as required. In accordance with standard Department of Peacekeeping Operations/Department of Field Support ground transport operating practices, transport operations in Mali will cover all core requirements, which can be broadly divided into two main services: mobility services, including underlying support and administration, and maintenance services. The preference for MINUSMA *modus operandi* is to emphasize outsourcing, deployment of personnel from troop- and police-contributing countries that is self-sustained in terms of both capabilities and resources, and the provision of United Nations-owned equipment support to Mission components.

208. The Transport Section will plan, organize and control the Mission's vehicular transportation services, the maintenance and repair of the Mission's vehicle fleet and the operation of the vehicle workshops; allocate and distribute vehicles; formulate and implement road safety standards and procedures and maintenance guidelines; manage spare parts stores and supplies; monitor fuel consumption and reserves; and provide dispatch services.

Mission headquarters

209. The Transport Section will consist of four units (Transportation Operations, Fleet Management, Fleet Maintenance and Transportation Supplies) and will be headed by a Chief Transport Officer (P-4). The Transport Section in Bamako will have an oversight function on all transport-related operations in the Mission and provide technical and administrative support to the field units in Gao, Timbuktu, Mopti and Kidal. The Chief Transport Officer is supported in Bamako by one Transport Officer (Field Service) and one Budget Officer (Field Service), and oversees 18 Drivers (national General Service).

210. The Transportation Operations Unit will comprise one Transport Officer (Field Service) and four Transport Assistants (2 national General Service, 2 United Nations Volunteers); the Fleet Management Unit will comprise six Transport Assistants (2 Field Service, 2 national General Service, 2 United Nations Volunteers); the Fleet Maintenance Unit will comprise 16 Transport Assistants (6 Field Service, 10 national General Service); and the Transportation Supplies Unit will comprise seven Transport Assistants (3 Field Service, 4 national General Service).

Field offices

211. Support to the regional offices will be provided as follows: (a) in Gao, one Transport Officer (Field Service) and 10 Transport Assistants (1 Field Service, 9 national General Service); (b) in Timbuktu, one Transport Officer (Field Service) and 10 Transport Assistants (1 Field Service, 9 national General Service); (c) in Mopti, one Transport Officer (Field Service) and five Transport Assistants (1 Field Service, 4 national General Service); (d) in Kidal, one Transport Officer (Field Service) and five Transport Assistants (1 Field Service, 4 national General Service).

Aviation Section

Table 49

Human resources: Aviation Section

	<i>International staff</i>					<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>		
Mission headquarters	–	–	4	8	21	33	9	42
Field offices	–	–	–	10	17	27	20	47
Total proposed	–	–	4	18	38	60	29	89

^a National General Service.

212. The Aviation Section, headed by a Chief Aviation Officer (P-5), will (a) plan and coordinate the utilization of the Mission's air assets, including commercial aircraft and aircraft provided under the letters-of-assist arrangements, (b) implement a coordinated air support system throughout the Mission area, (c) develop and implement aviation standard operating procedures, (d) be responsible for the operational control of the air charter contracts, airfield services and airfield rehabilitation projects, (e) manage air terminal operations, (f) arrange for surveys and the assessment of airfields in remote sites and helicopter landing zones, (g) provide threat assessment, aeronautical and meteorological information to aircrews, (h) liaise with national and international aviation authorities, and (i) arrange flight clearances and flight tracking.

213. The main tasks of the Section, in the order of priority will be to provide, 24 hours a day, 7 days a week, air casualty and medical evacuation throughout the Mission area, transportation in support of military, police and civilian deployments, and routine transportation of personnel and cargo within the Mission, including troop rotations.

Mission headquarters

214. The Chief Aviation Officer in Mission headquarters will be supported by a Budget Officer (Field Service) and a Budget Assistant (national General Service). In Bamako, the Section will comprise four units: the Air Operations Unit; the Technical Compliance Unit; the Airfield and Air Terminal Unit; and the Quality Assurance and Standardization Unit. The Section will also have posts based at the Bamako Airport.

215. The Air Operations Unit will comprise a Chief Air Operations Officer (P-4), one Air Operations Officer (Duty) (P-3), one Air Operations Officer (Daily

Planner/Chief, Mission Air Operations Centre) (P-2), two Air Operations Assistants (Daily Planner) (Field Service), one Air Operations Assistant (Civil Aviation Authority clearances and liaison) (national General Service), and two Air Operations Assistants (flight following) (Field Service).

216. The Technical Compliance Unit will comprise an Air Operations Officer (Chief, Technical Compliance Unit) (P-4), one Air Operations Officer (contract and crew management) (P-3), four Air Operations Assistants (Sector Coordinator) (3 Field Service, 1 national General Service), two Air Operations Assistants (invoices, fuel) (1 Field Service, 1 national General Service) and one Administrative Assistant (technical contracts) (Field Service).

217. The Airfield and Air Terminal Unit will comprise an Air Operations Officer (Chief, Airfield and Air Terminal Unit) (P-4), one Aviation Officer (Air Terminal Unit, projects and development) (P-3), one Air Operations Assistant (liaison) (Field Service), one Air Operations Officer (Aviation Fire Marshal) (Field Service), one Associate Meteorological Officer (Aviation) (P-2), one Air Operations Assistant (helicopter landing site survey and airfield design) (national General Service), and one Air Operations Assistant (helicopter rescue operations) (Field Service).

218. The Quality Assurance and Standardization Unit will comprise an Air Operations Officer (Chief, quality assurance) (P-3), one Air Operations Officer (quality assurance/quality control, safety) (Field Service), one Air Operations Officer (training) (Field Service) and one Air Operations Assistant (specialized databases) (Field Service).

219. The Section will include the following personnel located at the Bamako Airport: one Air Operations Officer (P-3), one Air Operations Officer (planning) (Field Service), two Air Operations Officers (Technical Compliance Unit) (1 P-2, 1 Field Service), one Air Operations Officer (Airfield and Air Terminal Unit) (Field Service), three Air Operations Assistants (flight following) (1 Field Service, 2 national General Service), two Air Operations Assistants (ramp) (1 Field Service, 1 national General Service) and one Air Operations Assistant (flight line) (national General Service).

Field offices

220. Support for deployment in Gao will be provided by one Air Operations Officer (P-3), one Air Operations Officer (Airfield and Air Terminal Unit, air traffic advisory and radio) (P-2), two Air Operations Assistants (planning and flight line) (Field Service), four Air Operations Assistants (flight following) (2 Field Service, 2 national General Service), two Air Operations Assistants (ramp) (Field Service), two Air Operations Officers (Technical Compliance Unit) (Field Service), one Air Operations Assistant (Technical Compliance Unit) (national General Service), two Air Operations Assistants (weather) (national General Service), one Air Operations Assistant (material handling equipment and fire) (national General Service), one Air Operations Assistant (airfield design and maintenance) (Field Service), one Driver (airfield) (national General Service) and one Administrative Assistant (national General Service).

221. Support for deployment in Timbuktu will be provided by one Air Operations Officer (P-3), one Air Operations Officer (Airfield and Air Terminal Unit, air traffic advisory and radio) (P-2), three Air Operations Assistants (ramp) (2 Field Service,

1 national General Service), one Air Operations Officer (Technical Compliance Unit) (Field Service), one Air Operations Assistant (Technical Compliance Unit) (national General Service), four Air Operations Assistants (material handling equipment and fire) (national General Service), one Driver (airfield) (national General Service) and one Administrative Assistant (national General Service).

222. Support for deployment in Kidal will be provided by one Air Operations Officer (P-3), one Air Operations Officer (Airfield and Air Terminal Unit) (P-2) and two Air Operations Assistants (ramp) (1 Field Service, 1 national General Service).

223. Support for deployment in Mopti will be provided by one Air Operations Officer (P-3), one Air Operations Officer (Airfield and Air Terminal Unit) (Field Service), one Air Operations Officer (Technical Compliance Unit) (P-2), one Air Operations Assistant (planning and flight line) (Field Service), two Air Operations Assistants (ramp) (national General Service) and one Administrative Assistant (national General Service).

224. Support for deployment in Tessalit will be provided by one Air Operations Officer (P-3), one Air Operations Officer (Airfield and Air Terminal Unit, air traffic advisory and radio) (P-2), one Air Operations Assistant (planning and flight line) (Field Service) and one Air Operations Assistant (ramp) (Field Service).

Movement Control Section

Table 50

Human resources: Movement Control Section

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission headquarters	—	—	2	—	13	15	27	9	51
Field offices	—	—	—	—	3	3	6	3	12
Total proposed	—	—	2	—	16	18	33	12	63

^a National General Service.

225. The Movement Control Section will be responsible for the planning and execution of all movements of personnel and cargo by air, sea, rail and road within, to and from the Mission area; the deployment, rotation and repatriation of military contingents, contingent-owned and United Nations-owned equipment; customs clearance and freight forwarding, including dangerous goods; passenger and cargo handling; and warehousing operations at the airport and the logistics base. The Section is also responsible for planning movement operations and for monitoring the overall performance of the Mission's transportation system.

226. In addition, the Section is responsible for the development of standards and procedures for the methods necessary to perform movement control, procedures for movement plans to facilitate the movement of contingents and logistical and administrative movements, and the coordination of policies and procedures.

Mission headquarters

227. The Section will be led by the Chief Movement Control Officer (P-5), who will be supported by two Movement Control Officers (1 P-4, 1 Field Service), one Movement Control Assistant (Field Service), one Budget Officer (Field Service) and one Budget Assistant (national General Service). It will comprise the following six elements at Mission headquarters: (a) central booking, comprising four Movement Control Assistants (1 Field Service, 2 national General Service, 1 United Nations Volunteer); (b) travel and shipping, comprising four Movement Control Assistants (2 Field Service, 2 national General Service); (c) surface cargo, comprising eight Movement Control Assistants (2 Field Service, 4 national General Service, 2 United Nations Volunteers); (d) heavy transport, comprising 19 Movement Control Assistants (15 national General Service, 4 United Nations Volunteers); (e) rotation operations, comprising 7 Movement Control Assistants (3 Field Service, 2 national General Service, 2 United Nations Volunteers); and (f) joint movement control, comprising one Movement Control Officer (Field Service) and two Movement Control Assistants (1 Field Service, 1 national General Service).

Field offices

228. Support to the regional offices in Gao, Timbuktu and Kidal will be provided by four Movement Control Assistants in each office (1 Field Service, 2 national General Service, 1 United Nations Volunteer).

Supply Section

Table 51

Human resources: Supply Section

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	1	3	16	20	24	3	47
Field offices	–	–	–	–	3	3	3	3	9
Total proposed	–	–	1	3	19	23	27	6	56

^a National General Service.

229. The Supply Section will manage the acquisition and delivery of supply items and services, including the delivery of security-related items and general supplies and equipment, catering, rations and fuel. The Section will be headed by a Chief Supply Officer, who will implement the Mission's expendable and non-expendable commodities supply programme and administer and arrange for replenishment of specialized stores and general supplies. Furthermore, the Section will undertake the day-to-day operations related to contracts, including, but not limited to, consolidation and placing of orders, requisitioning, reconciliation of invoices, planning of requirements and daily administration of the contracts.

Mission headquarters

230. Support to the Chief Supply Officer (P-5) will be provided by one Budget Officer (Field Service), one Budget Assistant (national General Service) and one Administrative Assistant (national General Service). The Supply Section will be composed of three elements: (a) the Rations Cell; (b) the Fuel Cell; and (c) the General Supply Unit.

231. The Rations Cell, headed by a Rations Officer (P-3), will manage the Mission's rations operations, including ordering rations, supervising the contractor and ensuring that quality control standards and minimum operating security standards compliance prerequisites are met. Support to the Cell will be provided by one Rations Officer (Field Service) and nine Rations Assistants (4 Field Service, 4 national General Service, 1 United Nations Volunteer).

232. The Fuel Cell, headed by a Fuel Officer (P-3), will manage the Mission's fuel operations, including monitoring required stock levels, supervising the contractor and ensuring that quality control, health and environmental standards and minimum operating security standards compliance prerequisites are met. Support to the Cell will be provided by one Fuel Officer (Field Service) and nine Fuel Assistants (4 Field Service, 4 national General Service, 1 United Nations Volunteer).

233. The General Supply Unit, headed by a Supply Officer (P-3), will formulate an acquisition plan, raise requisitions and approve the issuance of expendable and non-expendable general supplies. The Unit will be supported by 1 Supply Officer (Field Service) and 19 Supply Assistants (4 Field Service, 14 national General Service, 1 United Nations Volunteer).

Field offices

234. Support to the regional offices in Gao, Timbuktu and Kidal will be provided by one Supply Officer (Field Service) and two Supply Assistants (1 national General Service, 1 United Nations Volunteer) in each office.

Engineering Section

Table 52

Human resources: Engineering Section

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission headquarters	—	—	3	4	16	23	28	—	51
Field offices	—	—	—	2	5	7	14	—	21
Total proposed	—	—	3	6	21	30	42	—	72

^a Includes National Professional Officers and national General Service.

235. The responsibilities of the Engineering Section will include the acquisition of sites and the provision of accommodation (office and living) and related facilities. The Section will provide overall administrative and technical direction for engineering operations throughout the Mission. It will establish facilities and

infrastructure in all MINUSMA locations, whereby all facilities will be constructed or upgraded in full compliance with minimum operating security standards based on security risk assessments. Engineering services will include the provision of accommodation, construction and renovation of the facilities, the provision of bulk water and power supply, electrical and sanitation infrastructure works, including wastewater treatment, and facilities management. Engineering enabling units will be tasked by the Office of the Chief Engineer through the Force Chief Military Engineer.

Mission headquarters

236. As head of the Section, the Chief Engineer (P-5) will be supported by one Budget Officer (Field Service) and one Budget Assistant (national General Service). The incumbent will also be responsible for working with other United Nations agencies and contractors where collaboration in engineering efforts is concerned, as well as liaising with Government engineering departments, as required. The Chief Engineer will ensure the maintenance of the Mission's office premises and accommodation facilities, the administration of engineering stores and supplies, and the supply of power and water.

237. The Section will consist of six units: (a) the Land Unit, comprising three Logistics Assistants (2 Field Service, 1 national General Service); (b) the Construction and Buildings Management Unit, comprising five Engineers (1 P-4, 4 National Professional Officers) and 10 Engineering Assistants (4 Field Service, 6 national General Service); (c) the Planning and Design Unit, comprising five Engineers (1 P-4, 1 P-3, 1 Field Service, 2 National Professional Officers) and 4 Engineering Assistants (2 Field Service, 2 national General Service); (d) the Electrical and Mechanical Unit, comprising three Engineers (1 P-3, 2 National Professional Officers) and 4 Engineering Assistants (2 Field Service, 2 national General Service); (e) the Water and Sanitation Unit, comprising four Engineers (1 P-3, 1 Field Service, 2 National Professional Officers) and 3 Engineering Assistants (1 Field Service, 2 national General Service); and (f) the Waste Management Unit, comprising three Engineers (1 P-3, 2 National Professional Officers) and four Engineering Assistants (2 Field Service, 2 national General Service).

Field offices

238. Regional offices will be supported as follows: (a) in Gao, one Engineer (P-3) and seven Engineering Assistants (2 Field Service, 5 national General Service); (b) in Timbuktu, one Engineer (P-3) and seven Engineering Assistants (2 Field Service, 5 national General Service); and (c) in Kidal, five Engineering Assistants (1 Field Service, 4 national General Service).

Medical Section

Table 53

Human resources: Medical Section

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	2	3	2	7	11	3	21
Total proposed	–	–	2	3	2	7	11	3	21

^a Includes National Professional Officer and national General Service.

239. The Medical Section will deliver medical care to all MINUSMA personnel, provide health maintenance and preventive medical treatment, coordinate medical and casualty evacuations within and outside the Mission area and plan for medical contingencies. The Section will be headed by the Chief Medical Officer (P-5), supported by one Budget Officer (Field Service), eight Medical Officers (1 P-4, 3 P-3, 1 National Professional Officer, 3 United Nations Volunteers), and 11 Medical Assistants (1 Field Service, 10 national General Service).

Property Management Section

Table 54

Human resources: Property Management Section

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	2	4	15	21	15	13	49
Total proposed	–	–	2	4	15	21	15	13	49

^a National General Service.

240. The Property Management Section will perform its core functions of monitoring and reporting on assets, both United Nations-owned equipment and contingent-owned equipment, and provide advice to senior management on issues regarding materials resource planning and utilization, contingent-owned equipment capabilities, stock ratios, inventory management, consumption rates, pruning surplus stock and establishing replacement and disposal programmes. The Section will have an established analytical capability to provide advice to senior management on performance and trends in asset management and contingent-owned equipment status, thus facilitating overall management of physical resources in the Mission. Fixed asset accounting and reporting requirements under International Public Sector Accounting Standards will be met and relevant Umoja foundation solutions will be implemented. The Section will be headed by a Chief Property Management Officer (P-5), supported by a Property Management Officer (P-3) and an Administrative Assistant (national General Service). It will comprise four units: the Property Control and Inventory Unit; the Receiving and Inspection Unit; the Property Disposal Unit; and the Contingent-Owned Equipment Unit.

241. The Property Control and Inventory Unit will be established for property control and oversight to ensure maximum physical accountability of United Nations property, inventory accuracy and data reliability. All property information will be recorded in Galileo and the data will be used for managerial purposes and for financial reporting on assets under the International Public Sector Accounting Standards. The Unit will comprise 2 Property Control and Inventory Unit Officers (1 P-3, 1 Field Service) and 11 Property Control and Inventory Unit Assistants (3 Field Service, 5 national General Service, 3 United Nations Volunteers).

242. The Receiving and Inspection Unit will be responsible for receiving and inspecting all equipment and supplies, facilitating invoice payments, creating property records and barcoding non-expendable items. The Unit will be headed by a Receiving and Inspection Officer (P-3) and supported by 1 Receiving and Inspection Officer (Field Service) and 10 Receiving and Inspection Assistants (2 Field Service, 5 national General Service, 3 United Nations Volunteers).

243. The Property Disposal Unit will facilitate the implementation of the Mission's environmental programme through the establishment of solid waste and hazardous waste disposal contracts. The Unit will comprise two Property Disposal Officers (1 P-3, 1 Field Service) and seven Property Disposal Assistants (2 Field Service, 3 national General Service, 2 United Nations Volunteers).

244. The Contingent-Owned Equipment Unit will be responsible for the arrival, periodic and repatriation verification inspections of contingent-owned equipment and self-sustainment capabilities, maintenance of the contingent-owned equipment databases and provision of guidance to contingent personnel on United Nations contingent-owned equipment policies and procedures. The Unit will comprise three Contingent-Owned Equipment Officers (1 P-4, 2 Field Service) and nine Contingent-Owned Equipment Assistants (3 Field Service, 1 national General Service, 5 United Nations Volunteers).

Security and Safety Section

Table 55

Human resources: Security and Safety Section

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Mission headquarters	–	–	2	3	55	60	50	–	110
Field offices	–	–	–	6	47	53	79	–	132
Total proposed	–	–	2	9	102	113	129	–	242

^a Includes National Professional Officers and national General Service.

245. The Security and Safety Section is headed by a Chief Security Adviser, who is the principal security adviser to the Special Representative of the Secretary-General and the designated official for the United Nations system in Mali. The incumbent is responsible for establishing and maintaining the security management system and the related United Nations security plans for Mali, liaising with the Government and local authorities on all security matters and conducting threat assessments and risk

analysis. He or she has overall responsibility for managing the security and safety of MINUSMA personnel and property, providing emergency response 24 hours a day, 7 days a week, directing the security guard force, conducting security investigations and providing personal protection services to senior Mission officials and high-level delegations, and security clearances for travel into and within the Mission area. The incumbent is also responsible for monitoring compliance with the minimum operational security standards and Minimum Operational Residential Security Standards established by the Designated Official. The Chief Security Adviser, at the P-5 level, will be provided by the Department of Safety and Security for the 2013/14 period and is not included in the Mission's budget proposal.

Mission headquarters

246. The Security and Safety Section in MINUSMA will include two Deputy Chief Security Advisers (P-4). One Adviser will be responsible for operations and will supervise the following units: the Operations Response Unit, the Security Information Coordination Unit, the Guard Force Unit, the Protection Services Unit and the Aviation Security Unit. The other Adviser will be responsible for administration and support and will supervise the following units: the Security Training Unit, the Special Investigations Unit, the Pass and Identification Unit, the Fire Safety Unit and the Logistics and Information Technology Unit. Administrative support to the Security Section will be provided by three Administrative Assistants (1 Field Service, 2 national General Service), whose responsibilities will include the handling of incoming and outgoing correspondence, participating in recruitment exercises, recording time and attendance, maintaining security databases, preparing budgets and monitoring programme implementation. In addition, one Security Officer (Field Service) as Reporting Officer will be responsible for assisting with the preparation and dissemination of operational reports to the management of the Section and for providing support to crisis response activities.

247. The Plan and Liaison Unit will be responsible for coordinating and producing security risk assessments, security plans and other contingency plans, as required, and will provide liaison for planning and contingency response and support with the host Government and other organizations, as necessary. Those activities will be coordinated with the four regional offices. The Unit will be managed by one Security Officer (P-3) and will include two Security Officers (Field Service), one Security Officer (National Professional Officer) and one Security Assistant (national General Service).

248. The Security Information Coordination Unit will manage security information to provide support for senior management's threat awareness so as to enable management to inform United Nations personnel in that regard. The Unit will be managed by one Security Information Analyst (P-3), who will be supported by two Security Information Analysts (Field Service) and two Security Information Assistants (national General Service).

249. The Operations Response Unit will provide security 24 hours a day, 7 days a week, to personnel located in Bamako. The Unit will operate the Security Operations Centre and the security emergency communications system (radio room), and will coordinate the emergency response to security incidents related to United Nations personnel and properties. The Unit will be led by a Security Officer (P-3),

assisted by 4 Operations Security Officers (Field Service), 13 Security Officers (Field Service) and 12 Security Assistants (national General Service).

250. The Guard Force Unit will be responsible for coordinating the effective deployment of outsourced security guards to provide access control and perimeter security to all Mission sites, compounds and buildings in Bamako 24 hours a day, 7 days a week. The Unit will consist of a Security Officer (Field Service) acting as the Guard Force Manager, four other Security Officers (Field Service) and four Security Guards (national General Service).

251. The Aviation Security Unit will provide security for passengers and cargo for field operations aircraft, safeguard United Nations personnel and assets when threatened, and coordinate the establishment of aviation security procedures at new locations prior to start-up. The Unit will consist of one Security Officer (Field Service) and four Security Assistants (national General Service).

252. The Protection Services Unit will be responsible for providing personal protection services to senior Mission officials and high-level delegations. The Unit will consist of 1 Protection Coordination Officer (Field Service), 12 Close Protection Officers (Field Service) and 4 Close Protection Assistants (national General Service).

253. The Security Training Unit will plan, conduct and manage an effective programme of instruction for United Nations personnel and security staff, including training in the safe, secure approach to field environment training programme, 4x4 vehicle driver training, basic life support training and first aid training for all civilian staff. The Unit will also be responsible for the training of all United Nations security staff throughout the Mission, including firearms training officers in accordance with United Nations Department of Safety and Security firearms policies. A Security Officer (Field Service) as Training Officer will oversee the Security Training Unit, assisted by two other Security Officers (Field Service) and three Security Assistants (national General Service).

254. The Special Investigations Unit will be responsible for conducting investigations of incidents and accidents involving United Nations personnel, including serious crimes committed by and/or against United Nations personnel, incidents of death or injury, firearms-related incidents, incidents of theft, loss or damage to United Nations property, road traffic accidents and incidents of indiscipline, misconduct and professional malfeasance involving civilian staff members. The Unit will consist of four Security Investigators (3 Field Service, 1 National Professional Officer) and one Security Investigations Assistant (national General Service).

255. The Pass and Identification Unit will consist of two Security Officers (Field Service) and three Security Assistants (national General Service), who will assist in the provision of identification cards to all MINUSMA personnel and visitors, as well as to personnel of United Nations agencies, funds and programmes deployed in Bamako.

256. The Logistics and Information Technology Unit will provide logistics and information technology support to the Security Section. Such support includes maintaining personnel databases for security personnel, disseminating security advisories, maintaining security databases, preparing budgets and monitoring programme implementation. The Unit will consist of one Logistics Officer (Field Service) and one Information Technology Officer (Field Service).

257. The Fire Safety Unit will be responsible for providing advice to the Mission and United Nations agencies, funds and programmes on fire safety issues and the handling of technical responses to incidents in the Mission headquarters and United Nations agencies, funds and programmes. The Unit will also visit all MINUSMA locations to monitor fire safety compliance, assessments and training. It will be staffed by 1 Fire Provost Marshall (Field Service), 2 Fire Safety Officers (Field Service) and 12 Firefighters (national General Service).

Field offices

258. Owing to the size of the country and operational requirements, the four regional field offices will provide essential security services in their respective areas of operation, in coordination with senior security management located in the Mission headquarters in Bamako. The regional office in Gao and Timbuktu will also provide security support to Kidal and Mopti, respectively, in training, pass and identification matters, aviation security and special investigations. However, the provision of logistics and technological support to the Security Section and fire safety functions will not be established in the regions at this stage. The recommendation will be made that fire safety functions in the regions should be operated by the military component.

259. The security team in Gao, which will also provide regional advice and coordination to the offices in Kidal and Tessalit, will be headed by a Security Officer at the P-4 level, provided by the Department of Safety and Security. The team will consist of (a) a Plan and Liaison Unit, comprising one Security Information Analyst Officer (P-3), one Security Liaison Officer (National Professional Officer) and three Security Assistants (national General Service), (b) a Security Information Coordination Unit, comprising one Security Officer (P-3) and one Security Assistant (national General Service), (c) an Operations Response Unit, comprising 1 Security Officer (Field Service) and 20 Security Assistants (8 Field Service, 12 national General Service), 1 Guard Force Manager (Field Service) and 1 Guard Force Assistant (national General Service), and (d) coverage on aviation security, pass and identification, special investigations and security training, which will be performed by 4 Security Officers (Field Service) and 11 Security Assistants (national General Service).

260. The security team in Timbuktu, which will also provide regional support and coordination to the office in Mopti, will be headed by one Regional Security Officer (P-3). The team will consist of (a) a Plan and Liaison Unit, comprising two Security Officers (1 Field Service, 1 National Professional Officer) and two Security Assistants (national General Service), (b) a Security Information Coordination Unit, comprising one Security Information Analyst (P-3) and one Security Information Assistant (national General Service), (c) an Operations Response Unit comprising 9 Security Officers (Field Service), 12 Security Radio Operators (national General Service), 1 Security Officer (Field Service) acting as Guard Force Manager and 1 Security Guard (national General Service), and (d) coverage on aviation security, pass and identification, special investigations and security training, which will be performed by a Security Investigator (Field Service), two Security Officers (Field Service), two Security Investigations Assistants (national General Service) and four Security Assistants (national General Service).

261. The security team in the Mopti regional office will consist of 1 Regional Security Officer (P-3), 1 Security Information Analyst (Field Service) and 1 Security Information Assistant (national General Service), 8 Security Officers (Field Service) and 12 Security Radio Operators (national General Service) to provide emergency communications and emergency response, as well as 2 Security Assistants (1 Field Service, 1 national General Service) for aviation security.

262. The security team in the Kidal regional office will consist of 1 Regional Security Officer (P-3), 8 Security Officers (Field Service) and 12 Security Radio Operators (national General Service) to provide emergency communications and emergency response, as well as 1 Security Information Analyst (Field Service) and 1 Security Information Assistant (national General Service).

Support account

263. As mentioned in paragraph 13 above, in its resolution [67/286](#), the General Assembly approved the amount of \$3,845,200 and 22 general temporary assistance positions in support of MINUSMA for the period from 1 July 2013 to 30 June 2014 under the support account for peacekeeping operations. Provision was made for 10 temporary positions in the Department of Peacekeeping Operations, 11 positions in the Department of Field Support and 1 position in the Department of Management for the six-month period from 1 July to 31 December 2013, in line with the period during which the Assembly authorized the Secretary-General to enter into commitments for the Mission.

264. MINUSMA remains in a critical phase, with the ongoing deployment of both uniformed and civilian personnel and related equipment into the Mission area. On 1 July 2013, the Mission transitioned the ex-AFISMA troops, who are currently undergoing a review and upgrading process in order to meet the United Nations force requirements. Accordingly, the Mission continues to require a high level of Headquarters support for the budget period through 30 June 2014. Furthermore, in order to provide resident internal oversight capacity to the Mission, the establishment of a Resident Audit Office in MINUSMA in the 2013/14 period is proposed. Overall, 28 temporary positions are proposed for the 2013/14 period under the support account.

Table 56

Human resources support account^a

	International staff						National staff ^b	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Department of Peacekeeping Operations									
Office of Operations (Mali Integrated Operational Team)	—	1	4	—	—	5	—	—	5
Office of Military Affairs	—	—	1	—	—	1	—	—	1
Office of Rule of Law and Security Institutions	—	—	2	2	—	4	—	—	4
Total proposed	—	1	7	2	—	10	—	—	10

	International staff						National staff ^b	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Department of Field Support									
Department of Field Support									
Mali Support Team	–	1	3	1	–	5	1	–	6
Field Personnel Division	–	–	1	–	–	1	–	–	1
Field Budget and Finance Division	–	–	1	–	–	1	–	–	1
Information and Communications Technology Division	–	–	1	–	–	1	–	–	1
Logistics Support Division	–	–	1	–	–	1	1	–	2
Total proposed	–	1	7	1	–	9	2	–	11
Department of Management									
Peacekeeping Financing Division	–	–	1	–	–	1	–	–	1
Total proposed	–	–	1	–	–	1	–	–	1
Office of Internal Oversight Services									
Resident Audit Office	–	–	4	2	–	6	–	–	6
Total proposed	–	–	4	2	–	6	–	–	6
Total proposed, support account	–	2	19	5	–	26	2	–	28

^a All positions funded under general temporary assistance.

^b General Service staff.

Department of Peacekeeping Operations

Office of Operations (Mali Integrated Operational Team)

265. In the Office of Operations, five temporary positions will be required for the Mali Integrated Operational Team, comprising a Team Leader (D-1), a Senior Political Affairs Officer (P-5), a Military Liaison Officer (P-4), a Rule of Law and Security Institutions Officer (P-4) and a Support Officer (P-4).

266. The Africa II Division in the Office of Operations of the Department of Peacekeeping Operations provides political and strategic direction and day-to-day operational support to peacekeeping operations located in the Great Lakes (United Nations Organization Stabilization Mission in the Democratic Republic of the Congo) and West Africa regions (United Nations Mission in Liberia, UNOCI and MINUSMA), and develops contingency planning for a possible peacekeeping operation in Somalia.

267. In order to address the increased demands on the Department's planning capacity regarding the operations in Mali, as an initial measure, the West Africa Integrated Operational Team was reinforced with the redeployment of a Political

Affairs Officer (P-4) from the Asia and Middle East Division in January 2013, which was subsequently approved by the General Assembly for the 2013/14 period. In addition, a Political Affairs Officer (P-3) and a Team Assistant (General Service) were temporarily reassigned from the Europe and Latin America Division in February and June 2013, respectively. However, owing to the establishment of MINUSMA and the related support requirement for the Mission, the Africa II Division does not have the capacity to meet the dramatically increased demands. While efforts have been made to absorb additional functions within the existing staffing, the significant size of MINUSMA creates immediate demands which cannot be met by the existing capacity of the Department. Accordingly, it is proposed that the five temporary positions for the Mali Integrated Operational Team be continued through the period ending 30 June 2014.

268. The core functions of the Mali Integrated Operational Team are to serve as a principal entry point for political and operational issues related to the planning and conduct of MINUSMA. The Team provides and coordinates day-to-day political and integrated operational guidance and support on the issues that cut across specialized functions. This activity includes (a) implementing political and integrated Mission strategies in support of mandate implementation, (b) addressing and ensuring the resolution of operational issues and monitoring the implementation of relevant Mission plans and (c) providing support for the integrated review of the operational resource requirements. The Team is also responsible for developing overarching integrated strategies, including by convening and chairing the Mali Integrated Task Force and coordinating with other offices within the Department of Peacekeeping Operations and the Department of Field Support as well as with other departments, agencies, funds and programmes, and regional entities. The Team leads the integrated planning process for Mali through the provision of overall political, strategic and operational frameworks, the development of options for courses of action, leadership of assessment missions to the field, liaison and coordination with relevant partners and Member States, and the coordination and integration of inputs on a variety of documents, as well as the fulfilment of reporting obligations of the Secretary-General to the Security Council for MINUSMA.

269. The Mali Integrated Operational Team currently comprises eight staff members, including five temporary positions and three posts redeployed from other divisions (2 Political Affairs Officers (1 P-4, 1 P-3) and 1 Team Assistant (General Service)). The specific functions to be performed by the incumbents of the temporary positions are as follows.

270. The Principal Political Affairs Officer (Team Leader) (D-1) oversees the work of the Mali Integrated Operational Team and provides guidance on all aspects of the Team's support for MINUSMA. The Team Leader serves as the principal interlocutor on Mali and MINUSMA-related issues with the senior management of the Department of Peacekeeping Operations, the Department of Field Support and other United Nations departments, agencies, funds and programmes, as well as with key external actors and partners, such as Member States, the African Union, ECOWAS, the European Union and NGOs. The complexity of the Mission's start-up and subsequent mandate implementation justifies the requirement for a Principal Officer at the D-1 level. This capacity is needed to provide the leadership and coordination required to ensure that the Department of Peacekeeping Operations provides well-coordinated, effective and integrated backstopping support to the Mission.

271. Under the guidance of the Team Leader, the Senior Political Affairs Officer (P-5), who also acts as Deputy Team Leader, oversees the Team's work in the areas of political analysis, reporting and advice, as well as a range of other substantive areas. The incumbent oversees consultations, liaison, research and drafting for substantive products of the Team, and contributes to the updating of the integrated strategies for the implementation of the mandate by liaising with the Mission, organizing the work of integrated task forces and leading key planning tasks. As Deputy Team Leader, the incumbent contributes to the day-to-day management of the Team's workload by overseeing tasking and related actions, providing advice to the Team Leader on the design and conduct of key processes and liaising with internal and external stakeholders.

272. Under the guidance of the Team Leader, the Military Liaison Officer (P-4) liaises, as necessary, with the relevant services in the Office of Military Affairs to ensure that the input and advice provided are aligned with the approaches agreed with the Office and the Military Adviser. The Military Liaison Officer (a) maintains daily contact with military counterparts in MINUSMA to follow up and report on developments of military matters in the Mission area, Mali, its neighbouring countries and the Sahel region, (b) provides support for the development and integration of military requirements for MINUSMA, including regarding the military concept of operations and strategic and operational plans, (c) provides advice on military operational matters regarding MINUSMA, including coordination on troop contributions between the Mali Integrated Operational Team, the Office of Military Affairs and other offices within the Department of Peacekeeping Operations and the Department of Field Support, and (d) prepares and analyses periodic management reports, technical reports and briefings, and delivers informal and formal presentations on military matters related to MINUSMA.

273. The Rule of Law and Security Institutions Officer (P-4) (a) provides follow-up on all issues related to the rule of law and security institutions in MINUSMA, (b) maintains day-to-day contact with the relevant components in MINUSMA covering rule of law and security institutions, (c) serves as primary liaison between the Mali Integrated Operational Team and the substantive units within the Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations, (d) provides regular analysis and updates on issues related to rule of law and security institutions in the Mission area, (e) coordinates and provides guidance on the development of strategic plans and policy frameworks, projects and programmes for the activities of the judicial affairs, corrections, security sector reform, disarmament, demobilization and reintegration, mine action and police components of MINUSMA, (f) monitors the development and implementation of national long-term rule of law and security institutions plans and reform processes in Mali, and (g) monitors developments related to rule of law and security institutions in the Mission area, Mali, its neighbouring countries and the Sahel.

274. The Support Officer (P-4) coordinates cross-cutting operational, administrative and logistics activities requiring Headquarters assistance within the Mali Integrated Operational Team and in the Department of Field Support, the Department of Peacekeeping Operations and United Nations agencies, funds and programmes. The Support Officer (a) maintains continuous situational awareness regarding the financial, logistics and human resources situation of MINUSMA, including the progress of personnel deployment and implementation of the support plans, (b) develops, in collaboration with Department of Field Support and Department of Peacekeeping

Operations counterparts, key benchmarks for the civilian, military and police personnel deployments and operational tasks, (c) provides analysis and updates, including advice to senior management, on operational issues in order to ensure the provision of timely and effective support for decision-making on support issues, and (d) is the Mali Integrated Operational Team focal point for results-based-budgeting frameworks for MINUSMA, including providing support for the design or revision of the Mission's organizational structure for the development of recruitment, outreach and staff selection.

Office of Military Affairs

275. In the Office of Military Affairs, the Force Generation Service will require a temporary position of Military Planning Officer (P-4) for the 2013/14 period.

276. The Force Generation Service serves as the principal adviser to the Military Adviser on military force generation, and is responsible for the generation of military personnel and units for the field missions, provision of military advice, liaison with external military clients and management of existing databases. In addition, the Service is currently working to develop and implement a new human resources management database, OMA HERMES, to conduct the recruitment and selection of military personnel in the field.

277. The Service comprises a Chief of the Service (P-5), 1 Planning Officer (P-4), 13 Planning Officers (P-4), 2 Military Personnel Officers (P-4), 1 Planning Officer (P-3) and 2 Military Personnel Officers (P-3), supported by 4 Administrative Assistants (General Service) and 4 Team Assistants (General Service).

278. The increase in the workload of the Service after the approval of the MINUSMA mandate (an additional 11,200 (about 15 per cent) military personnel for deployment, compared to 78,600 as of 30 June 2013) has created the need for an additional temporary position of Military Planning Officer for the 2013/14 period. During that period, it is expected that various other missions will experience urgent and time-consuming force generation activities in order to address new operational developments and changes with regard to military contingents and the current capacity would not be able to absorb the additional workload.

Office of Rule of Law and Security Institutions

279. To ensure effective support to MINUSMA, the Office of Rule of Law and Security Institutions will require four temporary positions, comprising a Judicial Affairs Officer (P-4) in the Criminal Law and Judicial Advisory Service, a Security Sector Reform Officer (P-4) in the Security Sector Reform Unit, a Mine Action Programme Officer (P-3) in the United Nations Mine Action Service and a Programme Officer (P-3) in the Police Division.

280. The Criminal Law and Judicial Advisory Service is located within the Office of Rule of Law and Security Institutions in the Department of Peacekeeping Operations. Pursuant to the Secretary-General's decision to establish the global focal point arrangement for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations, the Service, together with UNDP, has assumed the responsibility and accountability within the United Nations system for providing justice and corrections assistance.

281. With the existing staffing levels, the Criminal Law and Judicial Advisory Service would not be in a position to provide adequate support to MINUSMA in accordance with its mandated responsibilities. In essence, this state of affairs would result in the absence of, or insufficient assistance to, MINUSMA, with regard to the provision of advice and technical support, the selection, recruitment and deployment of personnel and the development, monitoring and evaluation of justice programmes, which would impede the ability of MINUSMA to implement its justice support mandate in accordance with Security Council resolution [2100 \(2013\)](#). Accordingly, it is proposed that the temporary position of Judicial Affairs Officer (P-4) be continued for the period through 30 June 2014.

282. The incumbent of the position provides advice and support to the Office of Rule of Law and Security Institutions and the Department of Peacekeeping Operations on issues concerning judicial and legal systems in Mali. The incumbent's responsibilities include (a) formulating strategies and policies for justice sector activities in MINUSMA as part of a comprehensive rule of law approach, (b) planning justice and legal system aspects of the Mission's activities and providing technical and operational guidance and support to field personnel, (c) monitoring, reviewing and analysing justice issues in MINUSMA, identifying problems and proposing solutions, (d) leading and/or participating in field assessment missions and drafting mission review reports, (e) overseeing the preparation and dissemination of policies, lessons learned studies and other guidance materials, including for induction and other training purposes, (f) planning, organizing and implementing justice-related events involving colleagues from MINUSMA, (g) organizing and preparing written outputs, for example background papers and analyses, sections of reports and studies, and inputs to publications, (h) initiating and coordinating outreach activities, (i) conducting training workshops and seminars, and delivering presentations on assigned topics and activities, and (j) performing other tasks as requested by the Chief of Service.

283. In view of the currently planned security sector reform-related activities in Mali in 2013/14, the provision of continuous dedicated security sector reform support at Headquarters will also be crucial to enabling the Mission to proceed with the implementation of its mandate. The Security Sector Reform Officer (P-4) will need to work closely with the Mali Integrated Operational Team, provide strategic guidance to planning efforts and ensure that security sector reform is well reflected in, and coordinated in an integrated manner with, the activities and plans of the justice, corrections, police and disarmament, demobilization and reintegration components.

284. The required capacity cannot be absorbed by existing resources as the workload of the Security Sector Reform Unit has grown exponentially since its establishment and now supports 10 peacekeeping operations. Meanwhile, the size of the Security Sector Reform Unit at Headquarters has increased by only two staff, from five in 2007 to seven in 2013 (1 P-5, 3 P-4, 2 P-3, 1 General Service).

285. Accordingly, the temporary position of Security Sector Reform Officer (P-4) is required to strengthen the Security Sector Reform Unit, in accordance with the requirement to provide continuous backstopping support to MINUSMA. The Officer will provide day-to-day support to MINUSMA, including the development of adequate policy, governance and oversight instruments. The incumbent will (a) further specifically strengthen the deployment of the Security Sector Advisory

and Coordination Section on the ground by providing timely guidance at the strategic and technical levels, (b) participate in the development, implementation and evaluation of the security sector reform component of the Mission, plans (including budget documents) and operation, (c) identify, mobilize and coordinate appropriate assistance to respond to field needs by identifying expertise in all areas of security sector reform and provide appropriate support (deployments of expertise, facilitation of exchange of lessons and best practices, and provision of relevant guidance, case studies and tools on security sector reform), and (d) provide assistance with resource mobilization through project design and outreach to potential donors.

286. UNMAS is a component of the Office of Rule of Law and Security Institutions. It was established to be the entry point for mine action within the United Nations system, as Member States recognized the significance of mine action in peacekeeping, humanitarian operations and development. UNMAS is regularly mandated to provide support for peacekeeping and special political missions, while it maintains a parallel humanitarian role as head of the mine action area of responsibility under the Global Protection Cluster, providing a mandate for rapid emergency responses. In support of this framework, a temporary position of Mine Action Programme Officer (P-3) is required to provide political and programmatic support for the establishment and maintenance of MINUSMA throughout the set-up and operationalization phases during 2013/14. The incumbent will report directly to the Chief of the Programme Planning and Management Section of UNMAS and work closely with all other staff of the Service.

287. Including this post, UNMAS has five Programme Officers responsible for providing support to 11 peacekeeping and special political missions worldwide. Given the complex nature of the political and security situation in Mali and the surrounding Sahel, specifically with the added administrative, planning and political demands associated with the establishment of a new Mission, a dedicated position is required to coincide with the establishment phase in the country.

288. Within delegated authority, the Programme Officer for Mali will be responsible for providing the ongoing oversight and assistance to the establishment of UNMAS operations in support of MINUSMA. The Programme Officer plays a critical role in coordination, quality control, reporting and planning as the primary interlocutor at Headquarters between the Mission and UNMAS, other components of the Office of Rule of Law and Security Institutions, the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs, and other United Nations agencies, funds and programmes, as well as permanent missions and other stakeholders, as required. The incumbent will be responsible for (a) ensuring UNMAS engagement in the planning process, (b) developing strategic and political documents on Mali and (c) overseeing financial and substantive reporting to MINUSMA. In addition, the Programme Officer will be responsible for ensuring that the appropriate levels of management are informed of the resource requirements within the programme and assist with the mobilization of funds and contributions.

289. The core function of the Police Division, as part of the Office of Rule of Law and Security Institutions, is to provide strategic direction and oversight of policing issues in operations led by the Department of Peacekeeping Operations and missions led by the Department of Political Affairs, maintain an overview of all operations

and direct responses to critical incidents and issues that arise in the field, establish frameworks for launching new police operations in response to United Nations resolutions, maintain liaison with the Department of Political Affairs, the Peacebuilding Commission, the Peacebuilding Support Office, the Department of Field Support, other United Nations departments, agencies, funds and programmes, Member States, regional organizations, NGOs, the academic community and civil society. The Office of the Police Adviser serves as the primary focal point and global lead for police and law enforcement matters, as appropriate, both in the context of operations led by the Department of Peacekeeping Operations and missions led by the Department of Political Affairs.

290. The mandated responsibility of the MINUSMA police component includes rebuilding the Malian security sector, especially the police and gendarmerie, through technical assistance, capacity-building, co-location and mentoring programmes. Police Division responsibilities include police development, standard-setting and best practices, and the provision of substantive guidance to missions and country teams, including support necessary for establishing new and multidimensional police operations.

291. A temporary position of Programme Officer (P-3) is needed through the period ending 30 June 2014 to ensure the provision of uninterrupted Headquarters support to the MINUSMA police component. As a result of significant efforts, the Police Division has been able to deploy approximately 800 United Nations police officers to Mali in a short period of time; however, this figure still represents only 56 per cent of the Mission's current authorized police strength. In the Mission's start-up phase, it is especially crucial for the Police Division to have enough capacity to provide rapid support over the 12-month period.

Department of Field Support

Department of Field Support Mali Support Team

292. It is proposed that the Mali Support Team be maintained within the Department of Field Support for the 2013/14 period, comprising six temporary positions: the Team Leader (D-1), one Senior Support Officer (P-5), two Planning Officers (P-4), one Planning Specialist (P-3) and one Administrative Assistant (General Service).

293. A dedicated support and planning capacity was set up in May 2013 to expedite the establishment of support arrangements for MINUSMA. The Mali Support Team provides a vital coordination role, assistance and advice to the Mission in developing and maintaining support arrangements and planning. The planning and coordination occurs between the Mission, the Global Service Centre in Brindisi, neighbouring missions and various counterparts within the Department of Field Support, the Department of Peacekeeping Operations, the Department of Management, United Nations agencies, funds and programmes, and Member States.

294. The Mali Support Team will continue to provide support and guidance in line with the vision and principles of global field support strategy of the Department of Field Support, while fostering an integrated, effective and efficient approach to mission support. The Team will assist the Mission in achieving its goals and outputs identified in the mission support plan. A key task of the Team is to liaise with Member States and regional organizations that advocate for the provision of

bilateral and multilateral assistance to support Mission requirements. Such assistance includes monitoring the implementation of trust funds to augment the shortfalls of ex-AFISMA units, and in support of the Government of Mali.

295. The Mali Support Team coordinates and monitors the implementation of the MINUSMA support plan throughout Department of Field Support entities in Headquarters, including deliverables, timelines and annexes, in line with the Security Council mandate. In addition, the Team provides advice and follows up and addresses cross-cutting issues involving Headquarters and the Mission. This effort entails maintaining awareness about mission support issues which involve and affect other divisions in the Department of Field Support and the Department of Peacekeeping Operations (the Office of Military Affairs and the Police Division) in the implementation of their activities, therefore ensuring coherence, efficiency and effectiveness.

296. The key functions of the Mali Support Team are as follows: (a) interacting daily with crucial internal and external stakeholders and key partners, and coordinating special activities in support of the implementation of the peacekeeping operation in Mali; (b) providing expertise and support in relation to the management and disbursement of the trust fund for AFISMA and the Trust Fund in Support of Peace and Security in Mali; (c) playing a key role in primary sourcing identification for funds and services; (d) soliciting bilateral donors for the provision of funds, goods and services; (e) engaging with permanent missions on troop- and police-contributing countries' deployments and rotations; (f) facilitating inter-mission and multilateral cooperation on key support requirements; (g) harmonizing information and communications technology-related support between Headquarters, Brindisi and the Mission; (h) coordinating support and cross-cutting issues with the Logistics Support Division, the Force Generation Service and the Police Division, especially on deployment, self-sustainment and enabling capabilities, and training-related activities; (i) providing regular briefing notes, talking points, memos and other relevant correspondence related to Mali planning and implementation activities; and (j) coordinating with the Department of Peacekeeping Operations Public Information Office in support of the establishment of the requirements for the MINUSMA Public Information Office.

297. Given the status of the Mission's development, current staffing levels have been streamlined to reflect the nature of the support. The complexity of tasks and interactions with senior key stakeholders require that the Mali Support Team consist of six temporary positions.

298. The Department of Field Support Mali Support Team will be headed by a Team Leader (D-1) who will (a) act as the principal liaison point between MINUSMA management and the Office of the Under-Secretary-General, and across other senior headquarters management for all strategy-, planning-, liaison- and policy-related matters, (b) interface with Member States and key individuals from regional bodies, and (c) assume overall responsibility for the management of the Team.

299. The Senior Support Officer (P-5) will provide recommendations on policy and technical matters to the Team Leader. The incumbent will (a) provide assistance in the oversight, planning and management of the work assigned to members of the Mali Support Team by the Team Leader, (b) manage priorities and work schedules to ensure effective responsiveness to support requirements and ensure that senior management is well informed of the progress of mandate implementation, and

(c) provide expertise and support in relation to the management and disbursement of the trust fund for AFISMA and the Trust Fund in Support of Peace and Security in Mali.

300. The two Planning Officers (P-4) proposed for 2013/14 are responsible for (a) addressing Headquarters-related cross-cutting and operational support requirements of the Mission, while liaising with the relevant departments, (b) ensuring that Headquarters support arrangements are in place and (c) following up on mandate implementation at the operational level. The Officers are needed to ensure the timely flow and alignment of information between the Mission and Headquarters at the working level and throughout other divisions, specifically with the Department of Safety and Security, the Department of Peacekeeping Operations (the Office of Military Affairs and the Police Division), the Department of Political Affairs, the Department of Management, as well as with the Global Service Centre, the United Nations Office to the African Union in Addis Ababa and United Nations agencies, funds and programmes. The Planning Officers also liaise closely with Member States and regional organizations (the European Union), identifying potential sources of goods, services and support, while ensuring that open lines of communication are maintained between the Mission, troop- and police-contributing countries and donors. In addition, the Planning Officers play a key role in fostering and maintaining the coordination of inter-mission and regional support to the Mission and being involved in all aspects of planning and support arrangements required by the Mission. They also provide support to the Office of the Under-Secretary-General for Field Support by providing keynotes and background briefings on cross-cutting support issues relating to MINUSMA.

301. A Planning Specialist (P-3) is required to effectively provide expert advice on the management, operation and maintenance of complex information and communications technology infrastructure in MINUSMA. The incumbent will (a) provide expert guidance in designing and upgrading the Mission's telecommunications infrastructure to meet the challenging operational support conditions in northern Mali, (b) develop technical specifications and statements of works for information and communications technology-related procurement and contractual services, (c) oversee the technical evaluation of bids and proposals received, and (d) monitor the procurement process in close collaboration with the Global Service Centre in Brindisi and the Mission.

302. An Administrative Assistant (General Service) is essential for the Mali Support Team to address administrative needs, information management and the smooth operations of the Team. The incumbent liaises continuously with substantive offices on cross-cutting issues, follows up and conducts research on supporting documents, coordinates meetings and video teleconferences, and maintains records and files of the Team's activities.

Field Personnel Division

303. A temporary position of Human Resources Officer (P-4) in the Field Personnel Division is necessary to provide support to MINUSMA during its start-up phase. The start-up phase of such a large and complex Mission requires a high level of coordination between the Mission and the Division, which can be attained through a dedicated Human Resources Officer.

304. In addition, the Mission currently faces a number of challenges, including connectivity issues which make access to the human resources information technology systems unreliable, and the shortage of staff, including human resources officers. The current situation requires the Field Personnel Operations Service, through the Human Resources Officer, to back stop the Mission with both operational and strategic activities.

305. On the operational side, the Mission requires support in bringing civilian and uniformed personnel on board and in administering entitlements. In the case of missions in stable phase, such activities are carried out by the mission, while the Field Personnel Division monitors compliance with the rules and provides guidance to the Human Resources Section in the field.

306. On the strategic side, the Mission is in need of regular guidance and direct support to establish the staffing table, including the human resources structure, and to set up the back office functions. The Human Resources Officer is also in charge of coordinating the identification, recruitment and deployment of international civilian staff within tight timelines to ensure that the Mission can satisfactorily fulfil its mandate and respond to the needs of the people of Mali.

Field Budget and Finance Division

307. A temporary position of Budget and Finance Officer (P-4) in the Field Budget and Finance Division is necessary to provide support to MINUSMA in the 2013/14 period.

308. The Field Budget and Finance Division is mandated to provide support to peacekeeping missions to cover the full range of budgetary and financial functions. In this regard, MINUSMA remains a significant challenge owing to the complexity of its mandate (including its transition from AFISMA) and challenging start-up conditions on the ground.

309. It is envisaged that substantial and dedicated capacity within the Field Budget and Finance Division will be required to provide support to the Mission through the end of the 2014/15 period. Critical tasks over this period include (a) the provision of support in the preparation and implementation of three distinct budget submissions (2013/14, 2014/15 and 2015/16), (b) the operations of the trust fund for AFISMA and the Trust Fund in Support of Peace and Security in Mali, including the provision of support in liaising with and reporting to donors, (c) the establishment and implementation of co-located financial functions with UNOCI, and (d) backstopping current capacities in the Mission by providing dedicated in situ support, as necessary.

310. The nature of the above-mentioned tasks, the current phase of operational capability in the Mission and the demands of this critical start-up phase require a dedicated capacity which cannot be absorbed within the existing resources of the Division. It is therefore proposed that the temporary position of Budget and Finance Officer (P-4) be maintained through the period ending 30 June 2014.

311. The provision of this dedicated support from Headquarters will ensure that MINUSMA is able to draw on the necessary and dedicated capacity to address complex and material financial operational and resourcing challenges. It will also strengthen the capacity of MINUSMA to establish appropriate resource management, oversight and accountability processes and frameworks within the Mission.

Information and Communications Technology Division

312. The services of the Telecommunications Officer (P-4), a temporary position in the Information and Communications Technology Division, continues to be required in order to effectively provide expert advice on the management, operation and maintenance of complex information and communications technology infrastructure in MINUSMA. The incumbent will (a) continue to provide expert guidance in designing and upgrading the Mission telecommunications infrastructure to meet the complex and changing conditions in the field environment, (b) develop technical specifications and statements of works for information and communications technology-related procurement and contractual services, oversee the technical evaluation of bids and proposals received, and monitor the procurement process, (c) continue to manage the information and communications technology contractual services and review proposed contractual personnel being deployed to Mali to ensure that they fully meet the required technical skills and standards, and (d) develop, implement and monitor the telecommunications standards and guidelines which should be followed by all missions.

313. The Mission will deploy three signal companies to provide communications operations to the troops deployed. The Telecommunications Engineer, in coordination with the military officers assigned to the Information and Communications Technology Service in New York, formulated a training programme for the signal company which is ongoing. The incumbent will continue to monitor the training programme and extend this service to encompass technical training that will enable the personnel of the signal units to assist the civilian staff with maintenance of the information and communications technology network, which will further enhance the light footprint concept.

314. The information and communications technology goal is geared towards the timely, effective and efficient provision of telecommunications services to ensure that the Mission components, including the military and United Nations police, have the required infrastructure to support operational requirements and enhance safety and security while maintaining a light footprint in the Mission area. The resources will provide management oversight in the implementation of the Mission support plan, which includes budget review and procurement of communications equipment and services in support of the expanded Mission, and review of the telecommunications assets in strategic deployment stocks and prioritization of their deployment to Mali.

315. The continuation of the position will facilitate the provision of information and communications technology support to the new peacekeeping operation in Mali and ensure active participation and coordination with the entire MINUSMA support team in the Department of Field Support at United Nations Headquarters.

Logistics Support Division

316. In the Logistics Support Division, a temporary position of Logistics Officer (P-4) in the Supply Section and a temporary position of Movement Control Assistant (General Service) in the Movement Control Section are requested to provide support to MINUSMA in the 2013/14 period.

317. The Supply Section, within the Strategic Support Service in the Logistics Support Division, is responsible for the establishment of rations, fuel and systems

contracts for missions. The Section provides oversight and ensures that control systems are in place and implemented by the Mission in these large-value contracts.

318. MINUSMA is gradually recruiting staff to fulfil its supply functions. Services for fuel and rations for MINUSMA are currently provided under short-term contracts which will expire in 6 to 12 months. These contracts need to be replaced by long-term solutions that require the management of complex solicitation processes in the next year. This work involves expertise at Headquarters in establishing complex service contracts and implementing oversight. In order to provide support, a temporary position of Logistics Officer (Supply) (P-4) is needed for the period ending 30 June 2014.

319. The Logistics Officer, under the direct supervision of the Chief of the Supply Section, will be responsible for the following duties in support of MINUSMA: (a) strategically plan, manage and oversee the delivery of supply support (food rations, fuel and general supply) to MINUSMA in an effective, efficient and timely manner, focusing on issues related to technical soundness, health, environment and safety, among others; (b) liaise with the Mission and Headquarters counterparts on supply matters and coordinate the provision of ongoing support to supply operations for MINUSMA, including regular reports and updates to senior management; (c) initiate and establish complex long-term supply contracts, including system contracts for MINUSMA, in coordination with and with support provided by the Procurement Division of the Department of Management, such as assisting in the customization, development, update and review of statements of work, technical criteria and technical evaluation; (d) initiate, review and coordinate amendments to and/or extensions of the Mission's supply contracts; (e) prepare presentations in coordination with the Procurement Division and participate in the Headquarters Committee on Contracts case reviews; (f) carry out market research and review best practices in contract development, identify areas for improvement and adapt such practices to United Nations requirements; (g) strategically manage and monitor performance of the supply contracts; (h) provide assistance in the management of quality assurance and quality control programmes; (i) review Mission budget proposals to ensure that the funds proposed are adequate to meet the established standards and operational requirements for supply support; (j) provide responses and clarifications to queries from legislative bodies, internal and external auditors, and Member States; (k) contribute to the development and implementation of electronic fuel and rations management systems in MINUSMA with support provided by the Office of Information and Communications Technology and the Umoja enterprise resource planning project; (l) liaise with Member States for the provision of goods and services of a military nature, if and when required; (m) undertake detailed research and develop formal submissions and recommendations to senior management with respect to issues involving supply support-related claims; (n) develop responses to contractual and legal issues pertaining to claims management; and (o) contribute to the development and implementation of global policies and standard operating procedures in life support supplies and services as well as general supply support with lessons learned from support to MINUSMA.

320. The recruitment of staff for movement control functions in MINUSMA has been highly challenging. As a result, a significant portion of the work that would normally be completed by Mission staff has been undertaken by movement control staff at Headquarters, including contracting for in-Mission transport services. To provide support to the Professional staff undertaking this additional responsibility

until the Mission is fully staffed, a temporary position of Movement Control Assistant (General Service) is needed for the period ending 30 June 2014 within the Movement Control Section.

321. The incumbent will provide support to the Professional staff with respect to (a) planning and implementation in the deployment of forces, (b) the rotation of uniformed personnel, which is expected to peak in the first six months of 2014, and (c) other Mission-specific tasks until the Mission has full capacity to assume its responsibilities.

Department of Management

Peacekeeping Financing Division

322. In the Peacekeeping Financing Division within the Department of Management, a temporary position of Budget and Finance Officer (P-4) is requested to provide support to MINUSMA for the 2013/14 period.

323. As a result of an internal assessment carried out by the Peacekeeping Financing Division after the Security Council approved the establishment of MINUSMA, it was determined that in order to adequately backstop the Mission during the 2013/14 period, the full-time support of a Budget and Finance Officer (P-4) would be required, which is commensurate with the level of budget and finance officers backstopping other large and complex missions. Taking into account the breadth, complexity and multidimensional scope of this large Mission, this requirement cannot be accommodated from within the approved staffing establishment of the Division. For the sixty-eighth session of the General Assembly, financing reports are required not only for the main part of the session but also for the resumed session. In addition, the workload for the 2013/14 period will encompass financial backstopping, the monitoring of budget implementation, the administration of related trust funds, the provision of budgetary guidance to colleagues in the Mission and the management of liabilities and timely reimbursements to troop- and police-contributing countries. To ensure the timely completion of these tasks and the timely provision of legislative support to the Mission, it is proposed that the temporary position of Budget and Finance Officer (P-4) in the Division be continued for the 2013/14 period.

Office of Internal Oversight Services

Office of Internal Oversight Services Resident Audit Office in Mali

324. In the context of the resource requirements of the Resident Audit Office in Mali for the 2013/14 period, OIOS carefully reviewed the Mission's complex mandate and staffing level. On the basis of an in-depth risk assessment of the Mission, which identified specific audits that need to be carried out during the Mission's start-up phase, it is proposed that six temporary positions be established, comprising a Chief Resident Auditor (P-5) and five Auditors (3 P-4, 2 P-3).

325. The establishment of a Resident Audit Office will contribute to the increased efficiency and effectiveness of MINUSMA by providing continuous, on-site audit coverage to assess the adequacy and effectiveness of established governance, risk management and control processes, and ongoing independent advice to Mission management.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

<i>Category</i>	<i>MINUSMA</i>	<i>Support account^a</i>	<i>Total</i>
Military and police personnel			
Military observers	—	—	—
Military contingents	239 714.6	—	239 714.6
United Nations police	8 313.3	—	8 313.3
Formed police units	26 082.2	—	26 082.2
Subtotal	274 110.1	—	274 110.1
Civilian personnel			
International staff	61 204.4	—	61 204.4
National staff	8 796.1	—	8 796.1
United Nations Volunteers	2 219.7	—	2 219.7
General temporary assistance	—	4 650.9	4 650.9
Subtotal	72 220.2	4 650.9	76 871.1
Operational costs			
Government-provided personnel	—	—	—
Civilian electoral observers	—	—	—
Consultants	61.7	—	61.7
Official travel	1 639.6	35.0	1 674.6
Facilities and infrastructure	91 082.1	1 317.2	92 399.3
Ground transportation	33 612.6	—	33 612.6
Air transportation	55 522.3	—	55 522.3
Naval transportation	—	—	—
Communications	22 122.8	57.2	22 180.0
Information technology	3 422.9	58.0	3 480.9
Medical	4 975.2	—	4 975.2
Special equipment	3 400.4	—	3 400.4
Other supplies, services and equipment	46 421.4	—	46 421.4
Quick-impact projects	900.0	—	900.0
Subtotal	263 161.0	1 467.4	264 628.4
Gross requirements	609 491.3	6 118.3	615 609.6
Staff assessment income	6 071.7	457.6	6 529.3
Net requirements	603 419.6	5 660.7	609 080.3
Voluntary contributions in kind (budgeted)	—	—	—
Total requirements	609 491.3	6 118.3	615 609.6

^a Cost estimates for the support account include provision for 22 temporary positions at Headquarters to backstop the Mission and 6 temporary positions in the Resident Audit Office in Mali.

B. Standardized funding model

326. The revised standardized funding model was used in the formulation of the Mission's financial resource requirements as the basis for the funding proposed for its first year of operations. The revised model maintains the benefits of the original model as endorsed by the General Assembly, such as leveraging the experience of past start-up missions to streamline the budget development process, with a focus on provisioning for what can realistically be attained in the first year of operations. The model will also provide flexibility for the Mission's leadership to manage the total funding envelope within existing delegations of authority, with the corresponding accountability embedded in the responsibility to provide justifications on the resources utilized in the context of the budget performance report. In this regard, the Mission will establish a resource allocation committee for its senior management to meet periodically to determine how the funding can be aligned to meet emerging priorities. The Department of Field Support will support this endeavour by providing guidance and the necessary frameworks, leveraging lessons learned through the implementation of the standardized funding model in UNMISS during the 2011/12 period.

327. As highlighted in paragraph 42, the revised model provides greater flexibility and responsiveness to key resourcing drivers to allow for the incorporation of Mission-specific planning information, such as the actual number and configuration of mandated uniformed personnel, the availability of assets from other missions, the actual number and configuration of aircraft, and the distinction as to whether programmatic activities, such as mine action and disarmament, demobilization and reintegration, should be provisioned for.

328. In this regard, the Mission's financial resource requirements derived from the revised model take into account the input of several key parameters that reflect the actual conditions and requirements of MINUSMA, including (a) specification as a medium-sized mission, further refined by the actual number of mandated uniformed personnel, (b) specification as a mission operating under extreme logistical conditions, (c) inclusion of a full staffing table to carry out the Mission's mandate in its first year of operations, provisioned for on the basis of the incumbency trends of missions in its first year of operations, (d) higher deployment of uniformed personnel in month 1 of the model, owing to the rehatting of AFISMA troops on 1 July 2013, (e) reduction of approximately \$56 million in acquisition of assets which would have otherwise been provisioned for owing to a significant amount of purchased assets drawing upon the commitment authority for the period from 25 April to 30 June 2013, (f) specification on the size and configuration of the aircraft fleet based on Mission-specific plans rather than generic model profiles and (g) provisions included for mine action and disarmament, demobilization and reintegration programmes based on the Mission's mandate.

C. Vacancy factors

329. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following effective average vacancy factors for the Mission's uniformed and civilian personnel based on a phased deployment.

(Percentage)

<i>Category</i>	<i>Projected 2013/14</i>
Military and police personnel	
Military personnel	31
United Nations police	43
Formed police units	28
Civilian personnel	
International staff ^a	59
National staff	
National Professional Officers	78
National General Service	62
United Nations Volunteers	66

^a Inclusive of temporary positions funded under general temporary assistance.

330. The Security Council, in its resolution [2100 \(2013\)](#), authorized the deployment of up to 11,200 military personnel and 1,440 police personnel (comprising 320 United Nations police and 1,120 formed police unit personnel). Applying the revised standardized funding model, the proposed vacancy factors for uniformed personnel take into account historical deployment patterns based on past start-up missions, adjusted for the number of personnel rehatted from AFISMA and deployed on the ground on 1 July 2013. It is planned that approximately 10,419 uniformed personnel (comprising 9,250 military personnel, 206 United Nations police and 962 formed police unit personnel) will be gradually deployed by the end of the 2013/14 period, with funding requested for an average deployment of approximately 8,749 uniformed personnel (comprising 7,766 military personnel, 182 United Nations police and 802 formed police unit personnel).

331. The proposed vacancy factors for civilian personnel are also calculated on the revised standardized funding model on the basis of historical recruitment patterns phased during the first year of past start-up missions. While the full staffing table constitutes 1,598 civilian personnel (672 international, 781 national and 145 United Nations Volunteers personnel), it is premised that at the end of the first year of operations, the Mission would have gradually deployed 987 civilian personnel (414 international, 493 national and 80 United Nations Volunteers personnel), indicative of what the Mission can realistically expect to attain in its first year of operations on the basis of historical experience. Funding is based on an average deployment of approximately 602 civilian personnel (280 international, 274 national and 49 United Nations Volunteers personnel) over the 2013/14 period.

D. Contingent-owned equipment: major equipment and self-sustainment

332. Requirements for the period from 1 July 2013 to 30 June 2014 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of \$76,544,900 as follows.

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		
Major equipment			
Military contingents			37 344.6
Formed police units			4 547.7
Subtotal			41 892.3
Self-sustainment			
Facilities and infrastructure			20 138.0
Communications			8 788.9
Medical			2 454.0
Special equipment			3 271.7
Subtotal			34 652.6
Total			76 544.9
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to the Mission area			
Extreme environmental condition factor	1.0 (Bamako) 2.3 (Other)	1 July 2013	–
Intensified operational condition factor	1.7 (Bamako) 3.3 (Other)	1 July 2013	–
Hostile action/forced abandonment factor	1.0 (Bamako) 3.1 (Other)	1 July 2013	–
B. Applicable to the home country			
Incremental transportation factor	0 to 3.75		

E. Training

333. The estimated resource requirements for training for the period from 1 July 2013 to 30 June 2014 are as follows.

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	–
Official travel	
Official travel, training	302.3
Other supplies, services and equipment	
Training fees, supplies and services	–
Total	302.3

F. Disarmament, demobilization and reintegration

334. The estimated resource requirements for disarmament, demobilization and reintegration for the period 1 July 2013 to 30 June 2014 are as follows.

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Other supplies, services and equipment	
Other services	10 000.0
Total	10 000.0

335. In accordance with Security Council resolution [2100 \(2013\)](#), the Mission is mandated to assist the transitional authorities of Mali in developing and implementing programmes for the disarmament, demobilization and reintegration of former combatants and the dismantling of militias and self-defence groups, consistent with the objectives of reconciliation and taking into account the specific needs of demobilized children. In view of the size of the Mission, the revised standardized funding model estimates a requirement of \$10 million in the Mission's first year to implement its mandate.

G. Mine detection and mine-clearing services

336. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2013 to 30 June 2014 are as follows.

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Special equipment	
Mine detection and mine-clearing equipment	–
Other supplies, services and equipment	
Mine detection and mine-clearing services	20 000.0
Mine detection and mine-clearing supplies	–
Total	20 000.0

337. In accordance with Security Council resolution [2100 \(2013\)](#), the Mission is mandated to assist the transitional authorities of Mali, through the provision of training and other support, in mine action and weapons and ammunition management. Taking into account the size of the Mission, the revised standardized funding model estimates a requirement of \$20 million in the Mission's first year to implement its mandate.

H. Quick-impact projects

338. The estimated resource requirements for quick-impact projects for the period from 1 July 2013 to 30 June 2014 are as follows.

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>
1 July 2013 to 30 June 2014 (proposed)	900.0

339. Based on the projected achievability of implementing quick-impact projects in the first year of a mission's operations, the revised standardized funding model estimates a requirement of \$0.9 million for medium-sized missions operating in extreme logistical conditions.

III. Analysis of resource requirements¹

A. United Nations Multidimensional Integrated Stabilization Mission in Mali

	<i>Cost estimate</i>
Military contingents	\$239 714.6

340. The provision under this heading reflects requirements for the phased deployment of up to 9,250 military personnel by the end of the budget period, with an average deployment of 7,766 military personnel. The estimates take into account the rehatting of existing AFISMA troops and the historical deployment patterns of missions in the first year of operations. Reimbursements for contingent-owned equipment are calculated on the number of months the units are expected to be deployed based on the experience of past start-up missions, inclusive of a 5 per cent unserviceability factor and a 5 per cent non-deployment factor. Provision for freight of contingent-owned equipment is based on the revised standardized funding model's configuration for heavy deployment for missions operating under extreme logistical conditions.

	<i>Cost estimate</i>
United Nations police	\$8 313.3

341. The provision under this heading reflects requirements for the phased deployment of up to 206 United Nations police personnel by the end of the budget period. Estimates are based on an average deployment of 182 police personnel, drawing on historical deployment patterns of missions in the first year of operations.

¹ Resource amounts are expressed in thousands of United States dollars.

	<i>Cost estimate</i>
Formed police units	\$26 082.2

342. The provision under this heading reflects requirements for the phased deployment of up to 962 formed police personnel by the end of the budget period, with an average deployment of 802 police personnel. The estimates take into account the rehatting of existing AFISMA personnel and the historical deployment patterns of missions in the first year of operations. Reimbursements for contingent-owned equipment are based on the number of months the units are expected to be deployed, drawing on the experience of past start-up missions, inclusive of a 5 per cent unserviceability factor and a 5 per cent non-deployment factor. Provision for freight of contingent-owned equipment is based on the revised standardized funding model's configuration for heavy deployment for missions operating under extreme logistical conditions.

	<i>Cost estimate</i>
International staff	\$61 204.4

343. The provision under this heading includes requirements for the phased deployment of up to 414 international staff by the end of the budget period, drawing on historical recruitment patterns, of the proposed staffing table of 672 international civilian personnel. Estimates are based on an average incumbency of 280 international staff, the average monthly rates for salaries and related costs for the respective category/level in all peacekeeping missions in the 2013/14 period.

	<i>Cost estimate</i>
National staff	\$8 796.1

344. The provision under this heading includes requirements for the phased deployment of up to 493 national staff by the end of the budget period, drawing on historical recruitment patterns, of the proposed staffing table of 781 national civilian personnel. Estimates are based on an average incumbency of 274 national staff. Monthly rates for salaries and related costs are based on the average rates of step B/level 1 for National Professional Officers and step IV/level 6 for national General Service staff throughout all peacekeeping missions in the 2013/14 period.

	<i>Cost estimate</i>
United Nations Volunteers	\$2 219.7

345. The provision under this heading includes requirements for the phased deployment of up to 80 United Nations Volunteers in the Mission by the end of the budget period, drawing on historical recruitment patterns, of the proposed staffing table of 145 United Nations Volunteers. Estimates are based on an average incumbency of 49 United Nations Volunteers.

	<i>Cost estimate</i>
General temporary assistance	\$0.0

346. Based on the standardized funding model, the provision for two temporary positions in the Mission's budget proposal is reflected in the provision under international staff.

	<i>Cost estimate</i>
Consultants	\$61.7

347. The provision under this heading reflects historical patterns of start-up missions.

	<i>Cost estimate</i>
Official travel	\$1 639.6

348. The provision under this heading is calculated on the standard requirement for non-training travel for the different categories of personnel on the basis of an assessment of other peacekeeping missions, as well as airfare and daily subsistence allowance rates based on the Standard Cost and Ratio Manual. Estimates for training-related travel reflect historical patterns of start-up missions.

	<i>Cost estimate</i>
Facilities and infrastructure	\$91 082.1

349. The provision under this heading primarily reflects MINUSMA-specific parameters input to the standardized funding model for a medium-sized mission operating under extreme logistical conditions. The requirements are aligned to the phased deployment of the Mission's uniformed and civilian personnel, reflect the number of Mission locations which will be established over the course of the period and account for assets and equipment purchased during the period from 25 April to 30 June 2013, drawing upon the commitment authority for the period. The standardized funding model incorporates acquisitions for critical Mission assets to support personnel levels estimated to be attained in its second year of operations, owing to the lead time to procure those assets. Provision for petrol, oil and lubricants is derived from the standardized funding model incorporating factors including consumption rates based on the Standard Cost and Ratio Manual, at a unit cost of \$1.09 per litre. Reimbursements to troop- and police-contributing countries for self-sustainment are calculated on the number of months the units are expected to be deployed based on the experience of past start-up missions.

	<i>Cost estimate</i>
Ground transportation	\$33 612.6

350. The provision under this heading reflects requirements aligned with the phased deployment of the Mission's uniformed and civilian personnel, and accounts for vehicles and equipment purchased during the period from 25 April to 30 June 2013, drawing upon the commitment authority for the period. The standardized funding model incorporates acquisitions to support personnel levels estimated to be attained

in the second year of operations owing to the lead time to procure the vehicles. Provision for petrol, oil and lubricants is derived from the standardized funding model, incorporating factors including consumption rates based on the Standard Cost and Ratio Manual, at an average unit cost of \$1.08 per litre. Based on the size of the uniformed personnel strength, a provision of \$16.5 million, owing to mobilization costs of the fuel supply, is included under this heading.

	<i>Cost estimate</i>
Air transportation	\$55 522.3

351. The provision under this heading reflects requirements for the phased deployment of up to 27 aircraft, comprising 11 fixed-wing and 16 rotary-wing aircraft, by the end of the period, with an average monthly deployment of 13 aircraft. Costs for rental and operations are based on the latest commercial contracts and letters-of-assist, as reflected in the budgets of peacekeeping missions for 2013/14. Provision for petrol, oil and lubricants is derived from the standardized funding model, incorporating factors including consumption rates based on the Standard Cost and Ratio Manual, at an average unit cost of \$1.26 per litre.

	<i>Cost estimate</i>
Naval transportation	\$0.0

352. The standardized funding model does not envision resource requirements for naval transportation for missions in the first year of operations. The Mission will reallocate funds within the total funding envelope to cover expenditure to meet any operational requirements to fulfil the Mission's mandate.

	<i>Cost estimate</i>
Communications	\$22 122.8

353. The provision under this heading primarily reflects requirements aligned with the phased deployment of the Mission's uniformed and civilian personnel, and accounts for equipment purchased during the period from 25 April to 30 June 2013, drawing upon the commitment authority for the period. The revised standardized funding model incorporates acquisitions to support personnel levels estimated to be attained in the second year of operations, owing to the lead time to procure equipment. Reimbursements to troop- and police-contributing countries for self-sustainment are based on the number of months the units are expected to be deployed, drawing on the experience of past start-up missions.

	<i>Cost estimate</i>
Information technology	\$3 422.9

354. The provision under this heading primarily reflects requirements aligned with the phased deployment of the Mission's uniformed and civilian personnel, and accounts for equipment purchased during the period from 25 April to 30 June 2013, drawing on the commitment authority for the period.

	<i>Cost estimate</i>
Medical	\$4 975.2

355. The provision under this heading reflects requirements aligned with the phased deployment of the Mission's uniformed and civilian personnel. Reimbursements to troop- and police-contributing countries for self-sustainment are based on the number of months the units are expected to be deployed, drawing on the experience of past start-up missions.

	<i>Cost estimate</i>
Special equipment	\$3 400.4

356. The provision under this heading reflects requirements aligned with the phased deployment of the Mission's uniformed and civilian personnel. Reimbursements to troop- and police-contributing countries for self-sustainment are based on the number of months the units are expected to be deployed, drawing on the experience of past start-up missions.

	<i>Cost estimate</i>
Other supplies, services and equipment	\$46 421.4

357. The provision under this heading includes an estimate of \$20 million for the implementation of the Mission's mine action programme and \$10 million to assist the transitional authorities of Mali in developing and implementing programmes for the disarmament, demobilization and reintegration of former combatants. Estimates include freight costs for the movement of United Nations-owned equipment, taking into consideration the size of the Mission and the extreme logistical conditions under which it operates.

	<i>Cost estimate</i>
Quick-impact projects	\$900.0

358. The provision under this heading is based on the projected achievability of the implementation of quick-impact projects for medium-sized missions operating under extreme logistical conditions in the first year of operations.

B. Support account

	<i>Cost estimate</i>
General temporary assistance	\$4 650.9

359. The provision under this heading includes requirements for 28 temporary positions under the support account, comprising 22 positions at United Nations Headquarters to backstop the Mission and 6 positions in the OIOS Resident Audit Office in Mali to provide resident internal oversight capacity in the Mission.

	<i>Cost estimate</i>
Official travel	\$35.0

360. The provision under this heading reflects travel for the Resident Audit Office in Mali, including within-Mission travel for audits as it relates to the regional offices in Gao, Timbuktu and Kidal, travel to Headquarters for planning purposes and travel to the Regional Service Centre in Entebbe.

	<i>Cost estimate</i>
Facilities and infrastructure	\$1 317.2

361. The provision under this heading reflects overhead costs allocated to the 22 temporary positions at Headquarters.

	<i>Cost estimate</i>
Communications	\$57.2

362. The provision under this heading reflects overhead costs allocated to the 22 temporary positions at Headquarters.

	<i>Cost estimate</i>
Information technology	\$58.0

363. The provision under this heading reflects overhead costs allocated to the 22 temporary positions at Headquarters.

IV. Expenditure report for the period from 25 April to 30 June 2013

364. Following the signing of the Preliminary Agreement, MINUSMA supported the implementation of the follow-up mechanisms to the Agreement.

365. MINUSMA actively supported the holding of the presidential elections, airlifting electoral materials to the northern regional capitals at the request of the Government, assisting international observer missions, providing advice to the Malian electoral authorities on their security plan and supplying security escorts for electoral officials and sensitive electoral materials in the north. The Special Representative of the Secretary-General extended his good offices to encourage respect for the provisions of the electoral legislation and the code of conduct.

366. Although the transitional Government has made notable efforts to return *préfets* and *sous-préfets* to the north, the return of State authorities is still at an early stage and is still hampered by the lack of security and basic infrastructure. MINUSMA is working with both the transitional Government and international partners to facilitate their return and the development of early recovery initiatives for the population, so as to help consolidate security and political progress.

367. MINUSMA continued to monitor the detention conditions of individuals in relation to the conflict in the northern regions, including through visits to detention facilities. The Mission documented instances of conflict-related violence and human

rights violations. It provided training on human rights and elections to more than 1,500 members of the Malian law enforcement agencies and conducted a workshop on human rights monitoring techniques for 60 representatives of civil society organizations. Moreover, it continued to collaborate with the European Union Training Mission in Mali to train 1,300 elements of the Malian army on human rights and international humanitarian law prior to their deployment to the northern regions.

368. During the planning and transition preparation phase, from 25 April 2013, the date of adoption of Security Council resolution 2100 (2013), to 30 June 2013, the Mission concentrated on (a) the acquisition of land and premises and preparations for the commencement of works to establish the Mission's headquarters in Bamako and core facilities in Gao, Timbuktu, Kidal and Mopti, (b) the interim extension of UNOCI contracts for fuel, rations and inland transportation services, (c) the commencement of pre-positioning of materiel for MINUSMA, (d) the initiation of recruitment activities for civilian personnel, (e) the development of a joint AFISMA/MINUSMA transition plan, (f) the inspection of contingent-owned equipment from military and police contributors deployed in AFISMA and predeployment visits of additional units to obtain information on capability gaps with a view to ensuring compliance with United Nations standards and (g) the provision of support on bilateral and trust funds to former AFISMA troop- and police-contributing countries to mitigate gaps in their respective contingents' capabilities.

369. Furthermore, in preparation for the transition of authority of AFISMA military and police contingents to MINUSMA, interim life support arrangements were established, with the provision of forward delivery to unit locations. The inspection of all deployed military and police contingents and predeployment visits of additional units to obtain information on capability gaps with a view to ensuring compliance with United Nations standards commenced.

A. Financial resources

(Thousands of United States dollars)

<i>Category</i>	<i>Expenditure (2012/13)</i>
Military and police personnel	
Military observers	—
Military contingents	92.1
United Nations police	28.4
Formed police units	—
Subtotal	120.5
Civilian personnel	
International staff	—
National staff	—

<i>Category</i>	<i>Expenditure (2012/13)</i>
United Nations Volunteers	–
General temporary assistance	660.8
Subtotal	660.8
Operational costs	
Government-provided personnel	–
Civilian electoral observers	–
Consultants	–
Official travel	1 652.0
Facilities and infrastructure	12 398.3
Ground transportation	15 916.3
Air transportation	2 929.1
Naval transportation	–
Communications	19 689.7
Information technology	6 955.9
Medical	83.5
Special equipment	23.9
Other supplies, services and equipment	21 546.4
Quick-impact projects	–
Subtotal	81 195.1
Gross requirements	81 976.4
Staff assessment income	41.3
Net requirements	81 935.1
Voluntary contributions in kind (budgeted)	–
Total requirements	81 976.4

B. Other income and adjustments

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>
Interest income	–
Other/miscellaneous income	0.4
Voluntary contributions in cash	–
Prior-period adjustments	–
Cancellation of prior-period obligations	–
Total	0.4

C. Analysis of expenditure²

	<i>Expenditure</i>
Military contingents	\$92.1

370. Expenditure in the amount of \$92,100 was incurred primarily for the payment of mission subsistence allowance for 21 staff officers who were deployed in June to establish the force headquarters in Bamako.

	<i>Expenditure</i>
United Nations police	\$28.4

371. Expenditure in the amount of \$28,400 was incurred for the payment of mission subsistence allowance for seven United Nations police officers who were deployed in June to establish the force headquarters in Bamako.

	<i>Expenditure</i>
General temporary assistance	\$660.8

372. Expenditure in the amount of \$660,800 represents international and national staff costs. The average monthly incumbency during the period was nine international staff and nine national staff.

	<i>Expenditure</i>
Official travel	\$1 652.0

373. Expenditure in the amount of \$1,652,000 was incurred primarily to deploy civilian personnel on temporary arrangements during the start-up phase of the Mission.

	<i>Expenditure</i>
Facilities and infrastructure	\$12 398.3

374. Expenditure in the amount of \$12,398,300 was incurred to deploy critical assets and equipment to facilitate the establishment of the Mission, including 179 prefabricated facilities, wastewater treatment equipment, security and safety equipment and field defence supplies.

	<i>Expenditure</i>
Ground transportation	\$15 916.3

375. Expenditure in the amount of \$15,916,300 was incurred primarily to acquire vehicles, including armoured vehicles, light passenger vehicles and other vehicles of critical need, such as forklifts, buses, material-handling equipment, airport fire trucks, sewage trucks, water trucks and fuel trucks.

² Resource amounts are expressed in thousands of United States dollars. The analysis of expenditure presented in the present section reflects justifications from a zero base.

	<i>Expenditure</i>
Air transportation	\$2 929.1

376. Expenditure in the amount of \$2,929,100 was incurred primarily to deploy five fixed-wing aircraft (3 dedicated to MINUSMA and 2 borrowed from other missions) and two rotary-wing aircraft (1 dedicated to MINUSMA and 1 borrowed from another mission).

	<i>Expenditure</i>
Communications	\$19 689.7

377. Expenditure in the amount of \$19,689,700 was incurred primarily to acquire critical communications equipment, including satellite communications systems, secure communications equipment, power supply systems, high-frequency base stations, videoconferencing equipment, an antenna kit, a trunking radio system and digital enhanced cordless telecommunications phones.

	<i>Expenditure</i>
Information technology	\$6 955.9

378. Expenditure in the amount of \$6,955,900 was incurred primarily to acquire critical information technology equipment, including power systems, geographic information system equipment, printers, computers and wireless kits.

	<i>Expenditure</i>
Medical	\$83.5

379. Expenditure in the amount of \$83,500 was incurred to acquire level I clinic equipment and consumables.

	<i>Expenditure</i>
Special equipment	\$23.9

380. Expenditure in the amount of \$23,900 was incurred to acquire binoculars.

	<i>Expenditure</i>
Other supplies, services and equipment	\$21 546.4

381. Expenditure in the amount of \$21,546,400 was incurred primarily to acquire armoured vehicles and equipment for eight explosive ordnance disposal teams and two route verification teams, to enable the safe and effective response to explosive remnants of war and improvised explosive devices in northern Mali.

V. Actions to be taken by the General Assembly

382. The actions to be taken by the General Assembly in connection with the financing of the Mission and the support account for peacekeeping operations are:

(a) Appropriation in the amount of \$81,976,400 for the maintenance of the Mission for the period from 25 April to 30 June 2013, corresponding to the expenditure incurred during the same period;

(b) Assessment of the amount of \$6,654,820 for the period from 25 April to 30 June 2013 based on the amount in subparagraph (a) above, taking into account the amount of \$75,321,180 already assessed for the same period under the terms of resolution [67/286](#) offset by other/miscellaneous income in the total amount of \$400 for the period ended 30 June 2013;

(c) Appropriation in the amount of \$609,491,300 for the maintenance of the Mission for the 12-month period from 1 July 2013 to 30 June 2014, inclusive of the amount of \$366,774,500 previously authorized for the period from 1 July to 31 December 2013 under the terms of resolution [67/286](#);

(d) Assessment of the amount of \$279,394,250 for the period from 1 July 2013 to 30 June 2014, in addition to the amount of \$330,097,050 already assessed for the period from 1 July to 31 December 2013 under the terms of resolution [67/286](#);

(e) Approval of the additional requirements in the amount of \$2,273,100 under the support account for peacekeeping operations for the period from 1 July 2013 to 30 June 2014, taking into account the amount of \$3,845,200 previously appropriated under the terms of resolution [67/286](#).

VI. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 67/286, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

(Resolution 67/286)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Invites the Secretary-General to consider preparing the budget for the Mission for the period from 1 July 2013 to 30 June 2014 on the basis of the standardized funding model, taking into account lessons learned, and requests the Secretary-General to present a detailed analysis of the application of the model in the first performance report for the Mission (para. 4)	The 2013/14 budget has been prepared and is based on the application of the standardized funding model, with due account taken of lessons learned (see paras. 40-42 and 326-328)
Expresses its intention to apply assessed contributions in excess of expenditure for the period from 25 April to 30 June 2013 against the apportionment or outstanding obligations of Member States for the financial period beginning 1 July 2013, and in this regard requests the Secretary-General to provide a statement of expenditure for the period from 25 April to 30 June 2013 for consideration by the General Assembly during the main part of its sixty-eighth session (para. 11)	A statement of expenditure for the period from 25 April to 30 June 2013 has been included in section IV of the present report

B. Advisory Committee on Administrative and Budgetary Questions

Financing arrangements for the United Nations Multidimensional Integrated Stabilization Mission in Mali for the period from 1 July to 31 December 2013

(A/67/877)

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
Taking into account the large number of construction projects to be implemented by 31 December 2013, the Committee considers the current construction proposal for the period to be unrealistic and questions whether it is achievable in the time frame. The Committee therefore encourages the Secretary-General to review the proposed construction programme and to submit a more realistic and achievable construction plan in the forthcoming proposed budget for MINUSMA (para. 13)	The cost estimate for construction was derived on the basis of the application of the revised standardized funding model, which takes into account what is achievable in the first year of operations of a multi-year construction programme
The Committee notes the low expenditure pattern of the previously approved commitment authority (para. 15)	The implementation rate of the commitment authority approved for the 2012/13 period was 98.0 per cent

Annex I

Definitions

Terminology related to proposed changes in human resources

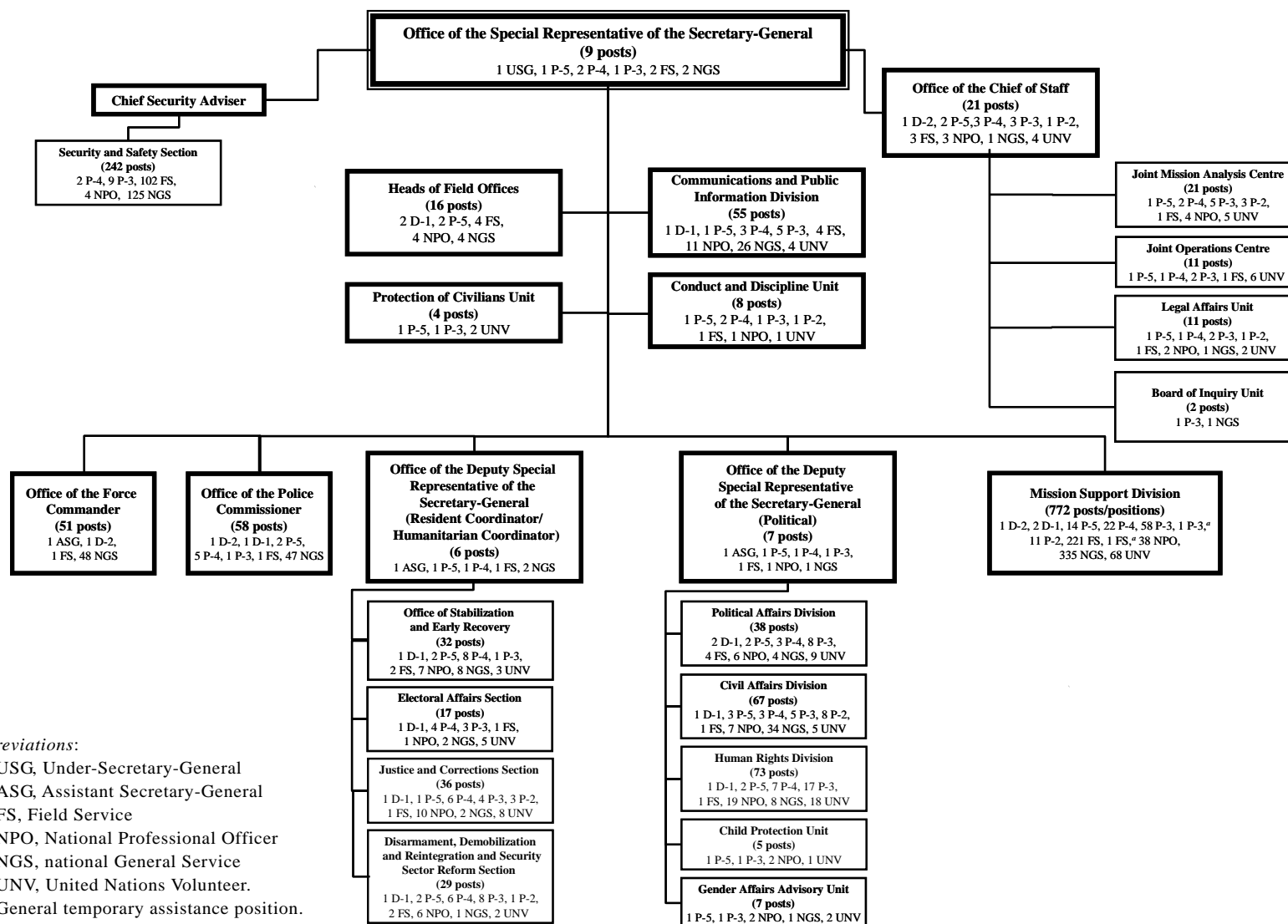
The following terminology has been applied with respect to proposed changes in human resources (see sect. I of the present report):

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

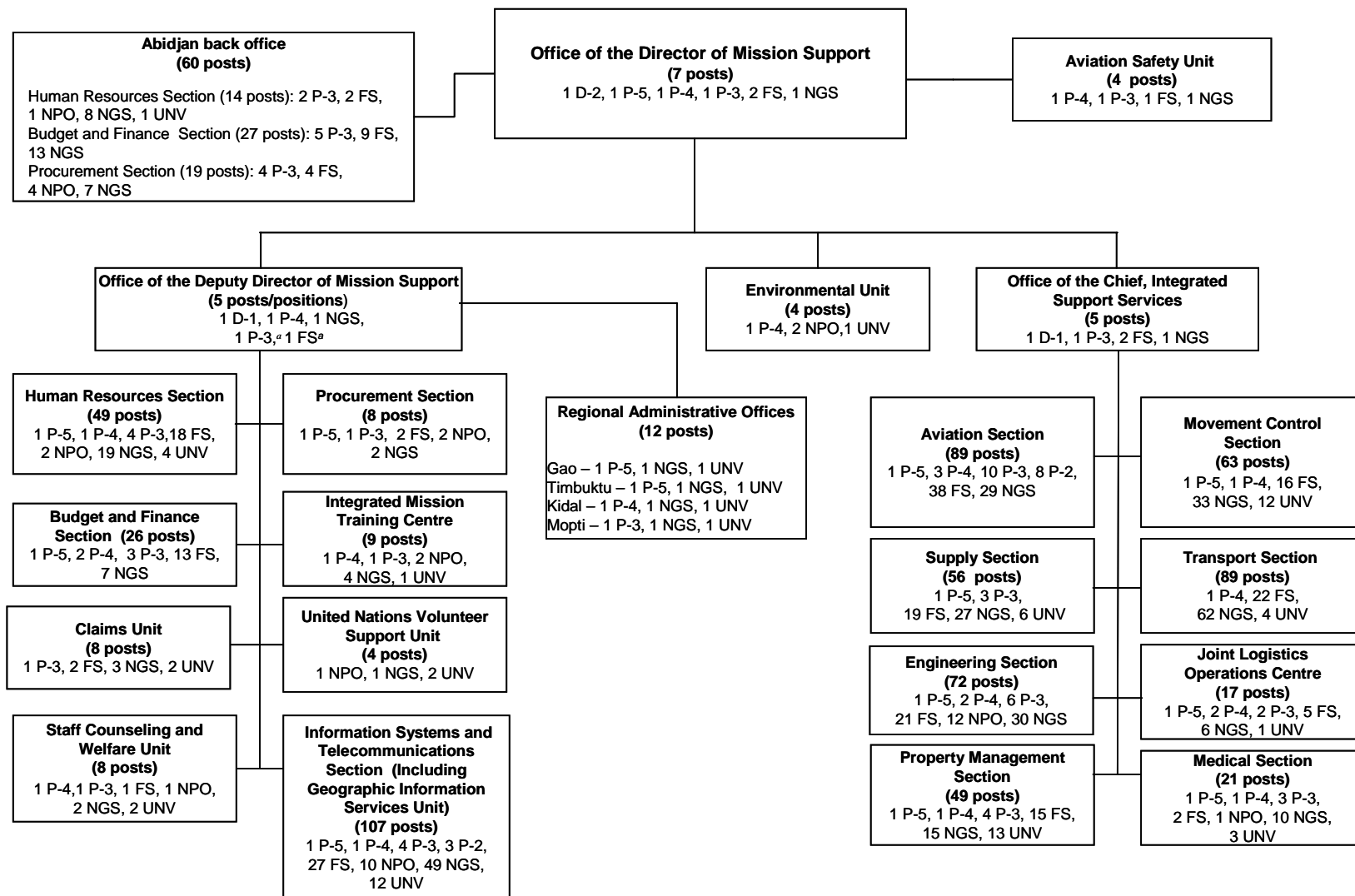
Annex II

Organization charts

A. Substantive and administrative offices



B. Mission Support Division



Abbreviations:

FS, Field Service

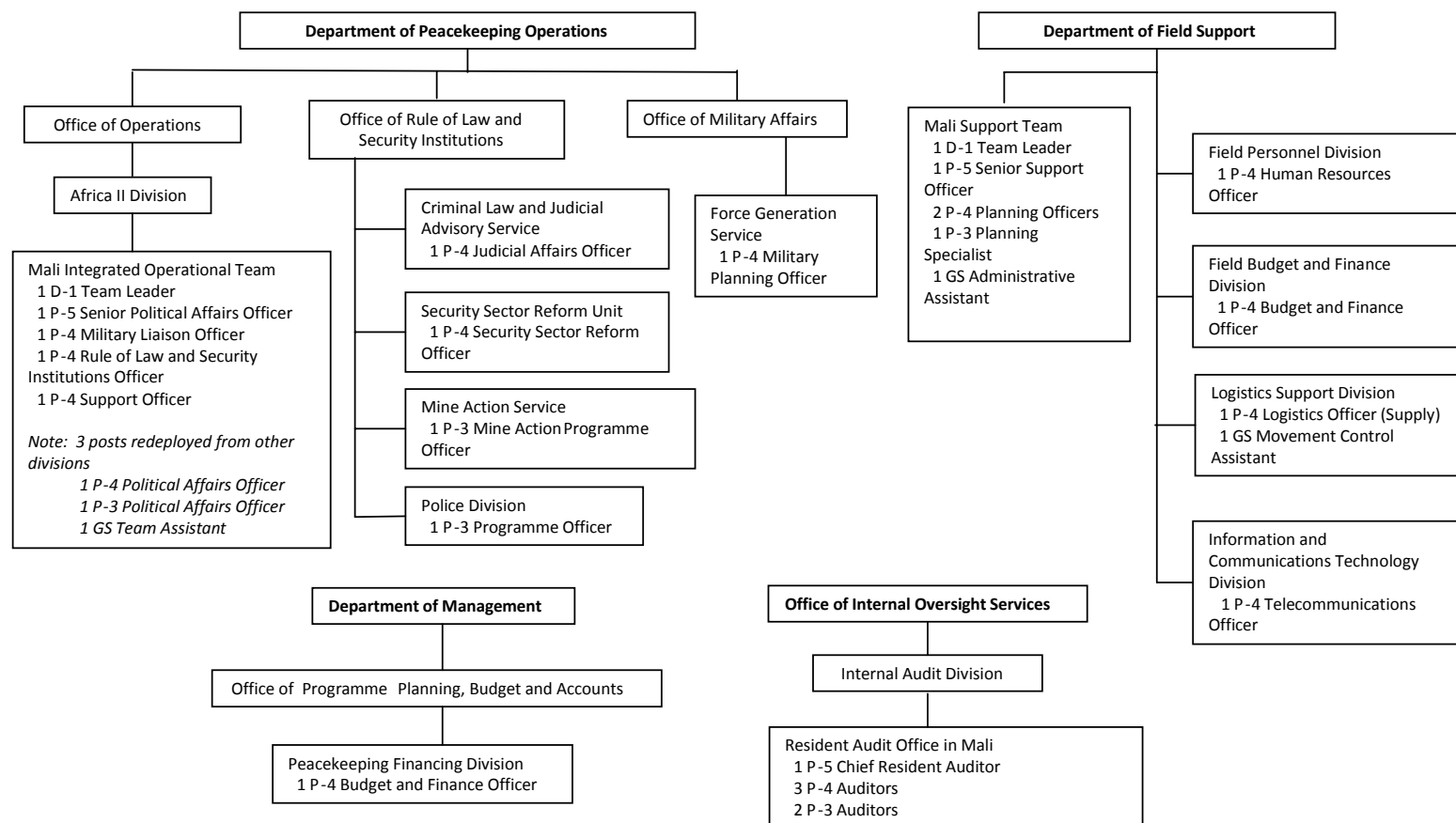
NPO, National Professional Officer

NGS, national General Service

UNV, United Nations Volunteer.

^a General temporary assistance positions.

C. Backstopping at Headquarters and Office of Internal Oversight Services Resident Audit Office (support account)



Abbreviation:

GS, General Service.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
Electoral support to Malian authorities to conduct inclusive, free and fair presidential and legislative elections	In-depth political analysis to the senior leadership of the United Nations to support the Organization's good offices role, which seeks to ensure (a) coherence in international assistance efforts, (b) provision of support to Malian institutions in carrying out their constitutionally mandated roles and (c) adherence to the constitutional/legal processes by all political parties to support the acceptance of electoral processes/results	<p>The overall electoral project aims to build the capacity of the national electoral management bodies and provide technical and financial support for the electoral process. The project serves as a framework to assist national institutions and effectively coordinate partners backstopping the electoral process in Mali with a view to supporting (a) the organization of free and fair elections in accordance with internal standards and (b) sustainable strengthening of institutional capacity in managing the electoral process</p> <p>The United Nations Development Programme (UNDP) has set up a basket fund for partners wishing to make a financial contribution to the elections. The projected outputs are (a) better knowledge of human rights in Mali and improved democratic governance, and (b) capacity-building of electoral management bodies</p>	<p>The United Nations integrated elections team, composed of the Mission and UNDP, pursuant to the mandate, provides support for the increased integrity, inclusiveness and sustainability of future elections</p> <p>The Project Board, co-chaired by the Independent Electoral Commission and UNDP. Members include donors and key domestic stakeholders, as required</p> <p>Videoconference with Headquarters in New York, with the participation of the Mission, UNDP, the Department of Peacekeeping Operations and the Department of Political Affairs/Electoral Affairs Division, as required</p> <p>The United Nations integrated electoral team ensures the coherence of electoral approaches throughout the Mission and United Nations agencies, funds and programmes</p>

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
Mine action to (a) enhance the Mission's capacities to mitigate explosive threats, (b) enhance national capacities to mitigate explosive threats and (c) facilitate humanitarian access and strengthen the protection of civilians	(a) Relevant Mission contingents have the required explosive ordnance disposal and improvised explosive device disposal capacity to mitigate threats, (b) Malian defence and security forces' explosive ordnance disposal and improvised explosive device teams are able to mitigate explosive threats safely and independently and (c) reduction in the number of casualties among affected communities from accidents caused by explosive remnants of war and landmines	(a) Provision of technical assistance, equipment and mentoring to relevant Mission contingents, (b) provision of explosive ordnance disposal and improvised explosive device disposal technical assistance, equipment and mentoring to selected members of the Malian defence and security forces and (c) conduct of explosive ordnance disposal and other clearance tasks, as requested by national institutions and/or civil society	The United Nations Mine Action Service will be the lead agency through the relevant United Nations country team and humanitarian country team coordination mechanisms to address issues regarding explosive remnants of war and landmines with early recovery and relief activities, as well as with the relevant coordination mechanisms between the Mission, the Malian defence and security forces and other relevant parties, including the European Union Training Mission
Support coherent and efficient programme delivery by the United Nations	Establishment of the United Nations early recovery strategy and successful mobilization of resources to enable the programme delivery activities in the strategy to be implemented	Provision of platform and related coordination initiatives to launch and maintain United Nations programme frameworks with the United Nations agencies, funds and programmes, including early recovery strategy	The Resident Coordinator/ Humanitarian Coordinator leads the coherence efforts undertaken by the United Nations country team and its mechanisms, and is supported by the United Nations Development Operations Coordination Office, which provides staff and coordination funding

