REVIEW OF

Political Missions 2010

A PROJECT OF THE CENTER ON INTERNATIONAL COOPERATION

REVIEW OF

Political 2010 Missions

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Foreword

As the United Nations and its partners work to prevent and resolve deadly conflict around the globe, field-based political missions are an increasingly important instrument in their employ. UN political missions are operating today in some the most difficult of the world's hotspots – from Iraq to Afghanistan, Somalia to the Middle East – promoting peace, reconciliation and good governance in war-torn societies. At the same time, possibly because these operations lack the same visibility of peacekeeping or humanitarian aid, their relatively discreet activities have made them a lesser known and understudied phenomenon.

This new publication by NYU's Center on International Cooperation – a first-of-its-kind review of political missions in the field – helps to address this gap. Its observations and recommendations should be looked at carefully by practitioners, United Nations Member States, and all others who take an active interest in international conflict resolution. On behalf of the United Nations, I would like to congratulate the Center for taking this important initiative, which complements its well-regarded *Annual Review of Global Peace Operations*.

The moment has arrived to pay closer attention to this topic. At a time when the burden of violent conflicts is overtaxing the ability of the international community to respond, political missions have the potential to help save lives and scale down costly commitments in managing crises and rebuilding after civil wars. They are already making an important difference in many places, as this study compellingly illustrates.

The United Nations has more than a dozen political missions in the field today – covering a wider variety of states and regions than any other organization. They range from classic mediation efforts led by a senior envoy and a small staff – such as the Secretary-General's good offices for Cyprus or Western Sahara – to very sizeable and multi-faceted field operations in complex and dangerous environments, such as the UN political missions in Iraq and Afghanistan. They include a unique mission assisting the peace process in Nepal as well as peace-building offices tending to the difficult politics of post-war reconciliation and state-building in places such as Sierra Leone, Burundi, Guinea-Bissau and the Central African Republic. The list also includes regional offices serving as platforms for preventive diplomacy in West Africa and Central Asia. A similar office is soon to be established for Central Africa.

If there is a common thread connecting these and other diverse operations profiled in this study it may be this: the conviction that at the root of most violent conflicts around the

globe lay political problems requiring political solutions. Different stages of conflict require us to adapt and tailor our responses. The international community needs to enhance its ability not only to stabilize conflicts and tend to the humanitarian suffering they produce, but ultimately to find lasting political solutions.

As we increasingly look to political missions as an option for responding to crises, serious efforts of this kind to assess their performance, draw attention to their needs, and shed light on their positive contributions are both timely and much needed. As this study makes clear, among the most important challenges moving forward is to ensure that political missions have adequate resources and oversight to carry out their mandates successfully.

CIC has provided us with a valuable mirror on our work, and a learning tool for the future.

B. Lynn Pascoe
United Nations Under-Secretary-General for Political Affairs

Preface

The Center on International Cooperation (CIC) is committed to expanding and deepening the analysis of multilateral security instruments, ranging from sanctions to post-conflict peace-building. Our work - not least our *Annual Review of Global Peace Operations* series, established in 2006 – illuminates the scale, complexity and diversity of international interventions in states and regions at risk of conflict. It is inevitable that some cases, such as Afghanistan, receive more day-to-day attention than others. But to understand the contribution of multilateral institutions to international security, it is necessary to map the much wider web of activities undertaken by the UN and other global and regional organizations.

What can we learn from these mapping exercises? This simple but important fact: "conflict and cooperation among states on matters of peace and security have been increasingly managed, regulated, or implemented by and through multilateral security institutions."[1] Yet a great deal of academic literature on international cooperation ignores these operational phenomena. Policy-makers oscillate between searching for "off the shelf" conflict management tools at the UN and other institutions and announcing initiatives to transform those institutions – often repeating previous, forgotten experiments.

A fuller, more realistic understanding of what international institutions are doing today – and what they have done, well or badly, in the past – is a prerequisite for managing more effective reforms in future.

This *Review of Political Missions* is CIC's first attempt to map a poorly-understood but very widespread form of multilateral engagement in conflict-affected (or at risk) areas. It sheds light on the work of primarily civilian missions (occasionally buttressed by small numbers of military monitors and policemen) in mediating conflicts, devising and monitoring peace agreements and promoting good governance worldwide. Many of these missions exist in a gray area between large-scale military peacekeeping and more traditional development aid and human rights monitoring. The variety of additional tasks of the missions we analyze – from helping re-house displaced persons and refugees to advising on the destruction of out-of-date armaments – is remarkable. But as Ian Johnstone notes in his thematic essay, all are in some way involved directly or tangentially in "political process management."

This may sound technocratic. But as Johnstone shows – and CIC has underlined in a series of reports published in recent years – successful political processes are essential to creating sustainable peace.[2]

Ian Martin has learned this the hard way. As he argues in his opening essay to this *Review*, *all* peace

operations are political. Some analysts forget this when dealing with large-scale peacekeeping and development issues: it is easy to focus on the number of blue helmets or aid dollars involved. When we turn to political missions, the challenge is different. How can we analyze and evaluate the impact of relatively small numbers of civilians on complex political processes, especially when some of these processes (like those in the Western Balkans) are more than a decade old. As Teresa Whitfield argues here, opportunities for mediation and good offices cannot be encapsulated in formal mandates. Politics is a slippery business.

We hope that, in mapping these missions, we can make their work a little easier to grasp. Precisely because "political process management" is so hard to grasp, we are confident that readers will dissent from many of our judgments and analyses. But we hope that they will appreciate that, by searching for commonalities and seeing patterns in disparate missions' activities (such as those suggested in Richard Gowan's strategic summary) we can sketch out the framework for better missions in future. Ian Martin, Ian Johnstone and Teresa Whitfield offer elements of this framework, ranging from planning to management issues and mandates to doctrine – although they each recognize the primacy of *flexibility*.

ACKNOWLEDGMENTS

This volume emerged through conversations with the UN's Department of Political Affairs, and was made possible through the generous support of the Government of Norway, the Government of Switzerland and the United States Institute of Peace. The Secretariat of the Organization for Security and Cooperation in Europe provided considerable data and advice on its missions, while the UN's Department for Field Support ensured that we had access to all the facts on figures on UN missions.

We are extremely grateful to B. Lynn Pascoe, UN Under-Secretary General for Political Affairs, Susanna Malcorra, UN Under-Secretary General for Field Support, and Marc Perrin de Brichambaut, Secretary General of the OSCE for authorizing their staffs to give us their support and time over the last year.

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In the Department of Field Support, Hannah Davies played a hugely important role in identifying and collating UN figures after Adrian Hills kindly set the process in motion. Roy Doyon and Ayako Kagawa provided essential support in creating maps for this volume.

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Franck Afanyiakossou of the ECOWAS Secretariat provided us

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A significant number of international officials based in West Africa, the Middle East, Somalia and Western Balkans helped our researchers visit and understand these regions, as did many desk officers and public affairs officers in New York. We would like to mention the UN's Department of Public Information, Field Generation Service (Office of Military Affairs), Field Personnel Division, Logistical Support Division, Office of Rule of Law and Security Institutions, and Peacekeeping Situation Center.

We have learned a huge amount from all these colleagues, but all errors of fact, analysis and judgment in this editorially independent publication are very much our own.

We would like to thank Berit Enge and Elin Graae Jensen of the Norwegian Ministry of Foreign Affairs, Pascale Baeriswyl and Benno Laggner of the Swiss Ministry of Foreign Affairs and Abiodun Williams and Lawrence Woocher of the U.S. Institute of Peace for their interest in our work and generous support.

A special thanks is due to Ian Martin, one of the UN's most accomplished and principled officials. His essay in this volume offers a window into the insights he has gained as mediator, human rights observer, impartial investigator, election monitor, special representative and mission head in operations in Latin America, Africa, Asia and the Middle East.

At CIC – in addition to the authors listed at the start of this volume – we owe thanks to many colleagues including Yvonne Alonzo, Rahul Chandran, Lynn Denesopolis, Victoria DiDomenico, Antonie Evans, Shepard Forman, Noah Gall, Megan Gleason, Andrew Hart, Laurie Mincieli, Yanikk Lewis, Melissa Lucas, Nealin Parker, Ahmed Salim, Michele Shapiro, Jake Sherman, Benjamin Tortolani and Emily Anne West. Sara Batmanglich was instrumental in getting the project going. Alice Bosley gave up a large part of her summer vacation to discovering and confirming obscure facts for us.

I would particularly like to thank Ian Johnstone and Teresa Whitfield, both CIC Fellows, for their contributions, and Alischa Kugel for overseeing the project with an unusual combination of grace and attention to detail. Alischa coordinated the multiple parallel processes involved superbly. We were particularly fortunate to have the support of Morgan Ashley Hughes, who mastered the complex data process.

The staff at Xanthus Design – and in particular Farhud Batmanglich and Jason Moore – have been creative and patient partners in turning our raw text and data into book and website form.

Five years of producing the *Annual Review of Global Peace Operations* have taught us a lot about the amount of intellectual and organizational labor that goes into such a volume. When we decided to use a similar model to examine political missions, there was one obvious decision: to ask Richard Gowan to reprise his highly successful role as impresario of the first *Annual Review.* In the interim, Richard has gone on to run the CIC end of the CIC-Brookings-Stanford collaboration on Managing Global Insecurity, as well as becoming a fellow of the European Council on Foreign Relations. I am very grateful that he was willing to lend his considerable talents to this fledgling edition of the political missions review.

Bruce D. Jones
Director and Senior Fellow
NYU Center on International Cooperation

NOTES

1 Bruce D. Jones and Shepard Forman, "Introduction: 'Two Worlds' of international Security", in Bruce D. Jones, Shepard Forman and Richard Gowan, *Cooperating for Peace and Security: Evolving Institutions and Arrangements in a Context of Changing U.S. Security Policy* (Cambridge University Press, 2009), p8.

2 See, most recently, Richard Gowan and Bruce D. Jones, *Back to Basics: the UN and Conflict Prevention in an Age of Strategic Uncertainty* (Center on International Cooperation, 2010). All CIC papers are at www.cic.nyu.edu.

Mission Acronyms

BINUB	UN Integrated Office in Burundi
BINUCA	UN Integrated Peace-building Office in the Central African Republic
CNMC	Cameroon-Nigeria Mixed Commission
EUBAM	EU Border Assistance Mission to Moldova and Ukraine
EUSRA	EU Special Representative for Afghanistan
ICO	International Civilian Office (Kosovo)
MAPP	OAS Mission to Support the Peace Process in Colombia
MIB/OEA	OAS Mission of Good Offices between Columbia and Ecuador
OAS/AZ	OAS Office in the Adjacency Zone between Belize and Guatemala
OMIK	OSCE Mission in Kosovo
OHR	Office of the High Representative (Bosnia and Herzegovina)
OSCE-BiH	OSCE Mission to Bosnia and Herzegovina
UNAMA	UN Assistance Mission in Afghanistan
UNAMI	UN Assistance Mission for Iraq
UNIIIC	UN International Independent Investigation Commission
UNIOGBIS	UN Integrated Peace-building Office in Guinea-Bissau
UNIPSIL	UN Integrated Peace-building Office in Sierra Leone
UNMIK	UN Interim Administration in Kosovo
UNMIN	UN Mission in Nepal
UNOGBIS	UN Peace-building Support Office in Guinea-Bissau
UNOWA	UN Office for West Africa
UNPOS	UN Political Office for Somalia
UNRCCA	UN Regional Centre for Preventive Diplomacy for Central Asia
UNSCO	Office of the UN Special Coordinator for the Middle East Peace Process
UNSCOL	Office of the UN Special Coordinator for Lebanon

REVIEW OF

Political 2010 Missions

Strategic Summary 1

Richard Gowan

1.1 Strategic Summary

Strategic Summary

Overviews of international engagement in conflict-affected states typically focus on military peacekeeping and the economics of post-conflict peacebuilding. This excludes an array of primarily civilian missions deployed by the United Nations (UN) as well as other multilateral institutions in countries and regions that are at risk of, experiencing or emerging from violence. The hallmark of these missions is *political* engagement with governments, parties and civil society aimed at averting, mitigating or stopping conflict.

There is not even a satisfactory collective term for these mechanisms. This volume's title nods to the phrase "Special Political Missions" used by the UN, but this is a budgetary category. It also covers the "field presences" of the Organization of the Security and Co-operation in Europe (OSCE) and a variety of "offices" and "centers" launched by other organizations. Such titles give very little idea of what these missions really *do*.

Yet, as this volume shows, they are doing a great deal. Over fifty active missions (and some that have closed in the last one to two years) are described in the pages that follow.

They include the UN's assistance missions in Afghanistan and Iraq as well as a variety of OSCE and European Union (EU) presences in the Balkans, but are spread as far apart as Belize and Nepal. They range in size from a handful of staff to operations involving hundreds of international and locally-employed personnel. Some have clear mandates to guide and sustain mediation processes (such as the UN's long-running efforts to make peace in Somalia). Others are tasked with *indirectly* contributing to stable and sustainable politics such as promoting good governance, justice or security sector reform.

The majority of missions we cover focus on individual countries, although there are a small number of regional offices and representatives (discussed in the next section). Multilateral political missions dealing primarily with bilateral conflicts are very rare, reflecting the general trend by international organizations to focus on internal conflicts.

Most current political missions are in states that have experienced serious conflict (like Bosnia and Herzegovina) or narrowly avoided it (like the Former Yugoslav Republic of Macedonia and Kenya). Some are in countries experiencing ongoing combat (such as Iraq) or going through escalations in violence (from Afghanistan to the Central African Republic and Kyrgyzstan). Few missions play a purely preventive role, but many are

Drawing parameters

In spite using a broad definition of "political missions," we have still had to exclude some potential candidates from the volume. These include some small OSCE offices, including those in Zagreb, Minsk and the Ukraine; a significant number of EU delegations (previously European Commission delegations) involved in conflict management; and UN envoys not supported through the Special Political Missions budget. There would have been arguments for including all of these, but we concluded that most of these examples resembled "normal" diplomatic or development presences rather than political missions in our sense. We have also excluded election observer missions and human rights monitoring missions, in spite of their political significance.

involved in efforts to prevent escalations to violence or returns to war after peace deals.[1]

Many political missions exist in a grey area between humanitarian action, human rights monitoring, development work, peacebuilding and traditional diplomacy. Rather than attempt to define its subject-matter narrowly, this volume casts its net broadly. It includes, for example the EU's Special Representatives, envoys who often have very limited staffs – or are even based in Brussels rather than the countries that they deal with.

Does it make sense to treat these operations as a coherent category? As the next section of this summary underlines, clusters of missions have tended to emerge in certain regions for historically specific reasons, such as the web of OSCE presences in the Balkans launched in the later 1990s. Many missions are descended from, or accompaniments to, large peacekeeping operations or military deployments (as in Iraq and Afghanistan).

Yet, for all their differences, the mechanisms this book groups under the headline of political missions do have certain characteristics in common. Ian Johnstone argues that it is even possible to discern the basis for an emerging doctrine for such operations. For the purposes of this overview, however, it is possible to identify three central factors.

- **Political origins:** these missions derive authority from multilateral decision-making in political forums such as the Security Council, the EU Council and OSCE Permanent Council. This distinguishes them from, for example, parallel field presences governed by the UN Development Programme board.
- **Political means:** while many of the missions addressed here conduct humanitarian, economic and other tasks – with associated leverage – they rely on political persuasion as a primary means of achieving their goals. These missions' credibility rests on their relationships with domestic political actors.
- **Political goals:** in spite of the multiplicity of tasks they undertake, the missions share the aim of launching and supporting political processes. This does not preclude focusing on other priorities such as justice and development. But these other goals are pursued in the context of fostering sustainable political settlements.

These are rough criteria, and raise further complications. What, for example, do we mean by a political process? Does it necessarily imply the high-level implementation of a peace agreement, as in the UN operation in Nepal? Or can it also embrace long-term efforts to include minorities in municipal politics, a focus for the OSCE in the Balkans?

Ultimately, this volume does not try to resolve these terminological issues. Instead, it aims to map a variety of missions and learn from their actual activities on the ground. A number of common problems and patterns emerge from this mapping. These suggest that, although hard to define, political missions are a distinct form of multilateral activity – and that they play a greater role in international security than is commonly recognized.

MAPPING THE FIELD

However they are defined, political missions are not new. In the post-Cold War period, international organizations have initiated a series of waves of civilian missions in response to evolving political challenges. In the early 1990s, the CSCE (the OSCE's forerunner) deployed a variety of political missions and envoys to post-Soviet states from Estonia to the Ukraine. This generation of operations successfully assisted these countries' transitions from Communism. Having succeeded, they are largely forgotten.

Studying the global map at the beginning of this volume, it is very easy to identify six main clusters of current political missions. It is striking that there are only a few political missions – such the UN Mission in Nepal (UNMIN) – that fall outside these groupings:

- **The European cluster:** the single largest cluster of political missions remains in the West Balkans and the Black Sea region (including Moldova and the Caucasus). The OSCE still has missions across most of the former Yugoslavia. International civilian offices play an active role in the political development of Bosnia and Herzegovina and Kosovo – the heads of these serve as the EU's Special Representatives, as the EU has taken primary responsibility in the area.

- **The Middle Eastern cluster:** the UN maintains political missions in Lebanon and the Occupied Palestinian Territories. The UN Assistance Mission for Iraq (UNAMI) is gaining new prominence as US forces gradually leave the country.
- **The Central Asian cluster:** while the UN Assistance Mission in Afghanistan (UNAMA) is among the most widely-known UN operations of any type, there is also a web of smaller political missions across Central Asia. These include a UN regional center and OSCE offices in national capitals. This year's Kyrgyz crisis has brought the difficulties of operating in the wider region into focus.
- **The Central and East African cluster:** the UN has a long-standing political mission dealing with the Somali conflict and missions in the Central African Republic and Burundi. There is a small office in Kenya supporting the African Union-mandated process to resolve the tensions revealed by the 2007 elections.
- **The West African cluster:** in addition to a regional political office based in Senegal, the UN has peacebuilding offices in Sierra Leone and Guinea-Bissau, while ECOWAS has a network of early warning offices and envoys across the region.
- **The Latin American cluster:** the Organization of American States has sent missions to Colombia, Ecuador, Haiti, and the Guatemala-Belize border.

Reviewing these clusters, certain patterns emerge. The first is the distinction between those regions in which the UN has a primary role in deploying missions (including Africa, Central Asia and the Middle East) and those in which other organizations take the lead (Europe and Latin America). In the African case, it is striking that the African Union has yet to develop sizeable political missions, in contrast to its peacekeeping role.

A second pattern is that, while political missions may be distinct from peacekeeping operations and other military deployments, the two tend to be found alongside each other.

Of the UN political missions covered in this volume, almost two-thirds were deployed to a country at the same time as a peacekeeping or other military operation or to replace one. While fewer than half of the OSCE's missions deployed in similar circumstances, its larger missions in the Balkans have usually worked alongside peacekeepers.

This degree of overlap matters because, as Ian Johnstone notes in his contribution to this volume, there is an ongoing debate as to whether political missions act as alternatives or adjuncts to large-scale peace operations. The data suggests that in most regions (with the exception of Latin America and Central Asia beyond Afghanistan) military operations still tend to set the strategic framework for political missions. However, this does not have to be the case, as Ian Martin's discussion of the deployment of UNMIN shows.

Martin focuses on the UN Mission in Nepal (UNMIN), which he devised and led. This involved an arms monitoring component but was not a traditional peace operation – its primary identity and purpose was political. In such contexts, political missions can offer an alternative to peacekeeping – similarly, fewer than ten OSCE observers keep watch on large military forces in Nagorno-Karabakh as an alternative to a separation force.

It has been argued that political missions could deploy at earlier notice to avert conflicts altogether, removing the need for peacekeeping. However, examples of effective preventive civilian deployments deployed to countries at risk of conflict remain rare.

It thus seems probable that global trends in the deployment of political missions will continue to be affected by peacekeeping and military trends. The main "growth areas" for political missions appear to be Central and West Africa, in part because of the drawdown of peacekeeping forces there. The withdrawal of Western troops from Iraq and, in time, Afghanistan may well lead to an expansion of the UN's role in both places.

The UN is likely to come under competing pressures to sustain and expand its missions in Africa and the Middle East at the same time, stretching its personnel and resources.

In the meantime, it is probable that the long-running political missions of the European cluster are likely to shrink in the years ahead. Yet caution is required here: as our review of the Balkans notes, past predictions of these missions' demise have proved incorrect. The OSCE still has 2,000 personnel in the field. Two thirds of these are in the Balkans.

The fact that political missions – and, by definition, the problems they address – come in geographical clusters raises the question of whether *regional* political missions might not address the problems more effectively. The UN has experimented with this approach in West Africa and Central Asia, and will soon do so in Central Africa. The OSCE does not have regional missions, but its presences in Central Asia and the Balkans undertake cross-border issues. The EU has appointed a number of regional special representatives.

Regional approaches bring problems – it is hard to draw up mandates that ensure the head of a regional office has all the access he or she needs on a country-by-country basis. However, our reviews suggest that regional approaches may also allow organizations to address cross-border security issues, from trafficking to border security. They may also reduce the financial and managerial pressures of deploying country-specific operations.

OPERATIONAL CHALLENGES

Sustaining, financing and managing political missions is a growing challenge for the UN and other organizations. The UN faces particular difficulties staffing its missions in Afghanistan and Iraq, which involve nearly 3000 staff combined or roughly three-quarters of the personnel deployed in UN political missions worldwide (see mission reviews). These two missions account for over half the Special Political Missions budget. However, managerial problems also affect smaller missions and recruitment is a problem for other organizations – 30% of staff posts in EU civilian mission are unfilled. Most OSCE staff come on secondment from member-states, and the organization has found it increasingly difficult to get all the types of personnel it needs in recent years.

Staffing problems are complicated by the fact that the political missions' diverse range of tasks requires staff with a complex variety of skill-sets. While UN political missions employed 166 political affairs officers as of March this year, they also involved 208 personnel with other substantive portfolios (human rights, rule of law, humanitarian affairs and so on) in addition to 646 international support staff and 2,866 nationally employed staff. Of the international support staff, 215 were security personnel, underlining the expensive challenges of running civilian missions in insecure contexts.

The large numbers of support and security staff underlines the managerial difficulties involved in running these operations – difficulties that also raise questions about oversight and relations with headquarters. This is a particular challenge to the UN, which does not maintain a "support account" for back-stopping political missions as it does for peace operations. This means that the number of headquarters personnel devoted to overseeing the missions is relatively low, potentially reducing the quality of oversight.

In this regard, the OSCE is at an advantage as civilian field presences are its stock-in-trade, and its headquarters better adapted to meeting their needs. However, covering the range of political activities remains a challenge – the OSCE Secretariat is only now developing a mediation capacity, well after the UN set up a Mediation Support Unit. The EU's relations with its Special Representatives are undergoing a more fundamental overhaul in the context of the creation of the new European External Action Service.

A final operational challenge for all organizations deploying political missions is that they rarely operate in isolation from other international agencies. The UN has prioritized integrating its overall presence in countries like Sierra Leone and Burundi under the authority of the heads of the political missions there (see individual mission reviews). This remains a work in progress. Other organizations like the EU and OSCE mandate their representatives and missions to cooperate closely with actors like the World Bank – nonetheless, the case studies in this volume show that the results vary considerably.

POLITICAL CHALLENGES

While hampered by operational obstacles, political missions also face a series of political challenges that affect or undercut their core mandates. Although these are country specific, a number of generic problems recur in the case-studies in this volume:

- **Winning consent:** because political missions typically rely on their powers of persuasion to make an impact, they depend very heavily on the consent of host nations. This often

complicates efforts to discuss human rights, even where this part of a mission's explicit mandate, as it risks alienating a government. In some cases, as in Iraq, we note that mission leaders have gained political trust in recent years – in others, such as Burundi, there is frequent friction with the government.

- **Mitigating fundamental political differences:** in many cases, political missions are able to address symptoms of deep political differences, offering frameworks for parties to a conflict to pursue dialogue or implement peace deals. Nonetheless, international missions are rarely able to resolve core political disputes unless there is a pre-existing desire for this to take place. In Kosovo, for example, the status of the former Yugoslav province is unlikely to be resolved by direct action by any of the missions on the ground. For many political missions, therefore, success can be defined in functional terms – creating frameworks for successful political processes – rather than the final goal of sustainable peace.
- **Knowing when to leave:** many of the missions covered in this volume are over a decade old, especially those in Europe. Because political processes are by definition open-ended processes, it is often difficult to close down missions. There is thus a risk that operations will continue beyond their useful lifetime.

In light of these political and operational obstacles, it would be a mistake to over-sell what political missions can achieve – they remain one of the tools available to the international community in addressing conflicts, not a panacea for conflict management.

Nonetheless, this volume shows that they are a diverse tool, and that demand for them is likely to increase. As Ian Martin argues in the opening essay, an awareness that *all* peace operations are political is essential to addressing and end civil wars. A clearer understanding of what non-military international options can achieve should allow policy-makers to develop more effective responses in future. By mapping current political missions, we hope to inform future planning on crisis prevention and response.

NOTES

1 A "purely preventive" role involves a mission working to avoid conflict in a country that has experienced little or no actual violence.

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2.1 Thematic Essays

All Peace Operations Are Political:
a Case for Designer Missions and the Next UN Reform

Ian Martin

In mandating, funding and (for the most part) managing its peace missions, the United Nations maintains a distinction between peacekeeping operations and special political missions. Five useful editions of the *Annual Review of Global Peace Operations* have treated peace operations as largely synonymous with peacekeeping, defining them as in-country operations that are authorized by a multilateral body, that are multinational in their composition, that have a substantial military or police component, and that are deployed in support of a peace process or conflict management objective. Yet not every peace operation deployed with a conflict management objective need have a substantial uniformed component. And every military peacekeeping operation is inherently political, doomed to stagnation or ultimate failure in the absence of an effective political process.

Within the UN today, organizational divisions and relationships, funding arrangements and mechanisms for mandating and accountability are dysfunctional for the rational planning and evolution of peace operations. An unduly linear approach to peacemaking, peacekeeping and peacebuilding, and thinking which is boxed into separate concepts and precedents for peacekeeping, special political and peacebuilding missions and offices, do not adequately correspond to the diverse needs of countries in conflict or transition. They can result in the imposition of inappropriate templates, rather than operations being designed in accordance with the country-specific context. Increasingly the large, multidimensional peacekeeping mission has become the norm and there are resistances to departing from its template. Insufficient consideration is given to the possibility of lighter – and cheaper – options. It is time for a fundamental review and reform, the centerpiece of which should be the merger of the departments responsible and common funding arrangements.

UN Photo / Sagar Shrestha

Maoist army weapons being registered and stored by UNMIN, with support of Interim Task Force members.

UNMIN: A DESIGNER MISSION

To illustrate the potential of lighter missions – and emphasize the need for flexibility in designing

them – I turn to my own experience planning and leading the special political mission in Nepal, UNMIN (United Nations Mission in Nepal).[1] The mission qualified for inclusion in the *Annual Review of Global Peace Operations*, as well as in this volume, on the basis of its military component. But whether or not a military component of 186 unarmed serving and retired military officers deployed as "arms monitors" to monitor two armies totaling over 100,000 combatants qualifies as "substantial," it was an unusual - indeed a unique - mission for the UN. Overall, UNMIN was sufficiently unusual for me to be told with some exasperation at headquarters, in the course of mission planning, that "we don't want designer missions: we do template missions." In fact, Nepal offers a case study in the need to be flexible in tailoring a peace operation to the particular context, and in the ability of a relatively light mission to make a contribution to peace process implementation no less successful than that of many far larger operations. The need for such flexibility is part of the case for major changes in UN arrangements for the management, funding and oversight of peace operations.

That the UN was able to play a substantial role in support of Nepal's peace process was, first and foremost, the result of low-key political engagement undertaken by the Department of Political Affairs from 2003, after Secretary-General Kofi Annan had publicly offered good offices to seek to end an increasingly bloody armed conflict between Maoist insurgents and the state. The UN's in-country involvement with the conflict deepened when, in April 2005, the government of King Gyanendra sought to defuse international condemnation of both conflict-related abuses and its violations of democratic rights by accepting the establishment in Nepal of an Office of the High Commissioner for Human Rights (OHCHR-Nepal). Engagement with the parliamentary parties, then excluded from government, with the Maoist leadership, and with civil society, which had lobbied for the UN's human rights role, fortified the conviction of all these actors that the UN should assist in implementing the peace process which would follow once their alliance had succeeded in bringing down the king's government.

Several factors ensured that Nepal was not a candidate for the peacekeeping template. The UN's key role emerged from the agreement between the parliamentary parties and the Maoists that the armies which had fought the war would be restricted to barracks (for what was then still very much the *Royal* Nepalese Army) and cantonments (for the Maoist army) during the election of a constituent assembly which would afford an opportunity for the Maoists' republican and federalist agenda. This agreement, which became the basis of the extraordinary people's movement that ousted King Gyanendra from power in April 2006, provided for the restricted armies to be placed under international supervision. In subsequent negotiations, the Maoists were required to agree, as a condition for joining the interim legislature and government, to storage of their weapons under UN surveillance and monitoring. The UN would maintain around-the-clock surveillance at eight weapons storage areas (including one where an equivalent number of Nepalese Army weapons were stored) and monitor 28 Maoist army cantonment sites and the hundreds of barracks and installations of the Nepalese Army.

The Nepalese parties were adamant that they did not want these functions to be carried out by armed peacekeepers: when they formalized their request, it was for monitoring of the arms and armies by "qualified civilian personnel." The pride the Nepalese Army and establishment took in Nepal's long-standing participation in UN peacekeeping was reflected in reluctance to become a recipient of blue helmets. The Maoist leadership had developed some confidence in UN impartiality, but in its ranks suspicion of military interventions was rife. India had only reluctantly come to accept the need for any UN role, and initially hoped that Nepal could be kept away from the Security Council. Delhi certainly did not want to see a UN peacekeeping force in a neighboring country with which it has an open border.

At UN Headquarters, some felt that the role requested could only be properly performed by armed peacekeepers in substantial numbers, and certainly by serving military personnel, not by retired officers, as the request for qualified civilians implied. This was supported by pragmatic considerations. Outside the UN, retired military and police officers have been deployed to carry out military or quasi-military monitoring tasks – for example, in the Nuba Mountains of Sudan, Sri Lanka and Aceh. However, the UN itself had no precedent and no system for such recruitment. Eventually the parties were persuaded to agree to accept a mix of active

and retired officers, on the understanding that all would be unarmed and in civilian attire. In order to mount an around-the-clock presence at weapons storage sites before UN monitors could provide this, the Maoists and the government proposed the recruitment of an Interim Task Force (ITF) of Nepali ex-servicemen from the Indian Army. This further unorthodox arrangement gave rise to more nervousness at UN Headquarters, and UNMIN took no formal responsibility for the ITF. But its 111 members, selected by consensus between the two sides, became invaluable to the overall monitoring presence at the cantonments, even after the full deployment of UNMIN's 186 arms monitors.

Beyond arms and armies, the broader role sought from the UN was focused on the constituent assembly election, together with a continuation of human rights monitoring by OHCHR-Nepal and a more general request to assist in monitoring the ceasefire code of conduct, later subsumed in the Comprehensive Peace Agreement (CPA). The UN offered to provide technical assistance to the Election Commission at national, regional and district levels, and to deploy a team of five expert monitors to review the electoral process, independently of UNMIN, as well as encouraging observation by others.

Ensuring adequate political space and a level playing field for all political parties in the rural areas, where there had been a prolonged absence of an effective state, would be crucial for the credibility of the election. UNMIN therefore planned for a civil affairs component which, together with district electoral advisers and OHCHR human rights officers, would make up a significant UN presence beyond Kathmandu.

The Nepalese political actors took justifiable pride in the fact that their peace process was their own, and not imposed or mediated by any external actor.[2] There was no formal facilitation of overall negotiations, although the UN's chief military adviser chaired the negotiation of the crucial agreement on monitoring arms and armed personnel. Thus UNMIN was tailored to the request of the parties and its constraints.

For those of us planning the mission, there was one particular respect in which we believed at the outset that the constraints led the mission to fall short of the needs of the situation. The UN was conscious that it was assuming the responsibility of monitoring temporary arrangements for the two armies with only vague definitions in the CPA of processes by which the Interim Government would address their future: the "integration and rehabilitation" of Maoist combatants and the "democratization" of the Nepalese Army. We would have preferred to include technical assistance to resolving these security sector issues in the mandate and staffing of the mission, and were told that such UN assistance would be required eventually; it was mainly Nepal's deference to Indian wishes that precluded a request for any such UN role.

UN Photo

Signing of the agreement on the management of arms and armies, 8 December 2006.

UNMIN IN PRACTICE

The achievements in the period for which UNMIN was conceived and planned, through to the holding of the constituent assembly election, were considerable. Within the Joint Monitoring Coordination Committee (JMCC), skillfully chaired by UNMIN's Chief Arms Monitor, initially frosty dealings between senior officers of the two armies thawed into cooperation. Not a shot was fired between the two armies, and there was not a single known case of weapons being removed from the storage containers. The relationships forged within the JMCC enabled UNMIN to intervene to defuse situations that threatened the political process or could derail the election.

The Election Commission, which happily proved to be both highly competent and of unimpeachable integrity, successfully navigated two election postponements and overcame the considerable technical and logistical challenges it faced for the April 2008 poll. Campaigning was peaceful in

most constituencies, although Maoist cadres used or threatened violence to intimidate and obstruct other parties in some areas. Still, there could be no doubt that the unexpected emergence of the Maoists as the largest party, winning 38 per cent of seats with 30 per cent of the vote, represented a vote for change and a rebuff to the old parties, although certainly not an unqualified endorsement of Maoist ideology.

The Constituent Assembly had unprecedented representation of hitherto marginalized social groups and nearly one-third women members, and its first vote saw Nepal accomplish its peaceful transition to a republic. The extent of UNMIN's contribution to this success is hard to assess but few Nepalis have suggested that the transition could have been accomplished without the UN.

In accordance with the expectations of the Security Council, UNMIN was radically downsized once its electoral mandate had been discharged, although successive governments requested the continuation of its monitoring of arms and armed personnel. But the peace process was incomplete. Two armies remained in separate existence, increasingly impatient at restrictions that had been intended as short-term measures pending interim government decisions regarding integration and rehabilitation of Maoist combatants and democratization of the Nepalese Army. The shock of the election result saw the end of cooperation among the major parties, which could not be achieved either by a Maoist-led coalition or by a coalition without the Maoists which replaced it.

In an increasingly partisan debate, the alleged weakness of UNMIN's monitoring came to be publicly criticized by the political parties who had sought only a light monitoring role in the first place, and who shared responsibility for the failure to resolve the issue of the future of the combatants and the consequent tensions in the cantonments and barracks. Resolving the outstanding issues required a return to cooperation among all major parties, which remained unlikely without third party facilitation which, in relation to the future of the combatants in particular, the UN was best placed to provide. But deference of Nepali political leaders and of Security Council members to Indian opposition to a larger UN role stood in the way of an appropriate reconfiguration of UNMIN's mandate and resources.

LESSONS FROM UNMIN

The principal lesson to be derived from the experience of UNMIN[3] should be an obvious one: missions should not be expected to conform to any template, but should be designed according to the particularities of their context, with space to innovate. This was facilitated in relation to Nepal by the fact that the planning of the mission emerged out of a sustained political engagement and prior in-country presence, with continuity of personnel and departmental responsibility.

While the electoral and civil affairs aspects of UNMIN were not dissimilar from those of other peace operations, the military function which came to be termed the "monitoring of arms and armies" broke new ground for the UN, and encountered initial resistance from those wary of its departure from models of traditional peacekeeping. Few in number, unarmed and in civilian dress, UNMIN's arms monitors visibly lacked any enforcement capability, which is sometimes expected of blue helmets even when in fact they have no such mandate or capacity. The responsibility for respecting or breaching commitments could thus be seen to rest where it belonged: with the chain of command of the respective armies and their political masters, even if the latter would sometimes seek to transfer it to UNMIN. Contrary to the doctrine which argued that arms monitors should be serving officers, retired officers on civilian contracts made some of the best contributions to the mission, although recruitment and funding considerations resulted in this element being phased down and out after the use of serving or retired personnel had ceased to be an issue for the Nepalese parties. A mode of operation which had hitherto been a feature only of non-UN missions ought to be part of the UN's toolbox, especially as it could mean lighter, faster and less expensive deployments.

UNMIN experienced, however, some of the UN system's obstacles to rapid deployment. Build-up of the mission was hampered by the limited pre-commitment authority available to special political missions, and by the classic hurdles of recruitment and procurement procedures. It was only support in kind from Member States, most notably Norway and India, which enabled UNMIN's team sites and weapons storage areas at the cantonments to be quickly established.

The handicap of being a special political mission, funded from the regular UN budget, rather than a peacekeeping mission funded by separate assessment, went beyond the limitation on pre-commitment authority. Ranking third in size and cost among special political missions to those in Iraq and Afghanistan, UNMIN appeared as a large operation – whereas alongside peacekeeping missions it would have appeared as a relatively light mission offering high value for money. The downward pressures on staffing and funding to be provided from the regular budget are inevitably acute, although UNMIN did win most of its battles for resources, including – with the Government of Nepal's support against the view of the Advisory Committee on Administrative and Budgetary Questions – its civil affairs staffing.

ALL PEACE OPERATIONS ARE POLITICAL

Nepal thus offers one example of the case for missions to be designed according to their context, and of the unhelpfulness of the distinction between peacekeeping and special political missions. To proceed from first principles rather than from current structures, it seems self-evident that peace operations should be designed according to the particularities of the peace process or conflict management objective they are to support, with maximum flexibility and scope for innovation. Since the needs of the situation will evolve, although not always in positive directions, the mission should be continuously reassessed and reconfigured as necessary. Functions which can achieve their objective in the short-term, which it is to be hoped will include the military contribution to stabilization, should not be unduly prolonged. Peacebuilding functions need to be planned in a realistic, longer time-frame. At all times the mission needs to be governed by a political strategy aiming to bring together all aspects of the international engagement to promote sustainable peace.

Thus if peacekeeping is defined by the need for a substantial military component, it represents a limited stage in support of a peace process or management of a conflict. However, peacebuilding functions, which have increasingly come to be carried out within multidimensional peacekeeping operations - such as security sector reform, police development and promotion of the rule of law - are inherently long-term, and their success is likely to be prejudiced if planned within the time horizon of the peacekeeping stage.

Peacemaking, or mediation, and peacebuilding, or development, have a much longer-term horizon. Implementation of even the best negotiated peace agreement requires continuous mediation among national actors, as well as regional and international diplomacy, throughout the peacekeeping stage and beyond, and peacekeeping will stagnate or fail if it is not accompanied by an active political strategy. Peacebuilding should begin as soon as the minimum degree of security exists, in order to contribute to sustainable peace. A political or mediating role is likely to remain essential for successful peacebuilding in fragile states beyond the requirement for peacekeeping.

Continuity of political strategy, flexible reconfiguration of the operational presence and long-term peacebuilding are not well served by current arrangements within the UN system. Initial mediation is the responsibility of the Department of Political Affairs (DPA). Once a country situation requires a UN peacekeeping presence, responsibility transitions to the Department of Peacekeeping Operations (DPKO). This implies a discontinuity in political oversight, and can result in marginalizing the political expertise hitherto built up within the Secretariat. It also carries the risk that the demands of managing large operations, often in crisis situations, result in an insufficient focus on political strategy, as well as disconnect from the UN's wider diplomatic engagements in the region and beyond.

Much attention is currently focused on when the peacekeeping stage can end, and what follows. The fact that this may imply a transfer of lead department responsibility can distort the objective analysis of what is required. It is likely – and desirable – that the requirements shift away from the international security presence, while longer-term security sector, rule of law and other peacebuilding efforts should be sustained. A desire to end a peacekeeping presence can give rise to premature disengagement from such long-term tasks; conversely, a recognized need for the continuation of civilian activities carried out within a peacekeeping mission can unnecessarily prolong the retention of a military component.

A political lead and the continued integration of peacebuilding and development activities are likely to remain desirable beyond the presence of international security forces: the integrated peacebuilding mission in Sierra Leone demonstrates the value of this approach. The lesson most commonly drawn from the 2006 crisis in independent Timor-Leste, which exploded as a UN transition from a peacekeeping mission to a follow-on integrated office was about to take place, is the wrong one: the failure to foresee and attempt to avert the crisis was the consequence of inadequate political engagement, rather than of premature withdrawal of the military presence. The transition through different stages of the UN peace operation in Burundi has been bedeviled by arguments around the timing of the transfer of departmental responsibility which appear to have had little or nothing to do with the actual nature of the mission.

UN "peacekeeping" missions have come to include not only missions with civilian functions greatly exceeding their peacekeeping functions, but also missions where the peacekeeping function is carried out by another international actor or has come to an end. The peacekeeping framework was ill-equipped to plan and manage transitional administrations with full governmental responsibilities in Kosovo and East Timor. This year's disaster in Haiti requires international security functions in the short-term, but the future UN role is not appropriately conceptualized and planned as a peacekeeping mission.

The different funding procedures for "peacekeeping operations" and "special political missions" create a distinction that does not correspond to country requirements. What constitutes a big special political mission, as in Nepal, would be a relatively small peacekeeping operation. It makes no sense to fund such missions out of the regular budget. As long ago as 1995, in the Supplement to an Agenda for Peace, Secretary-General Boutros Boutros-Ghali drew attention to the need to establish agreed procedures for the financing of "a class of field missions which are neither peacekeeping operations nor the kind of recurrent activity which is normally funded by the regular budget."[4]

When it comes to mandating and accountability arrangements for peace and security operations, the Security Council is the appropriate body to have oversight of those which require the deployment of international security forces. It is questionable, however, whether it is the appropriate body to have oversight of transitional administrations, reconstruction and state-building, or broader peacebuilding. Its relationship in this respect to the Peacebuilding Commission and the effectiveness of the latter are yet to be fully determined.

THE NEXT UN REFORM

The time has come for a fundamental review and modification of UN departmental structures, funding mechanisms and mandating and accountability arrangements, with the objective of creating a system able to ensure that field operations are designed, modified, funded and managed according to the mix of political, peacekeeping and peacebuilding functions required by each country context and its evolution.

The fundamental requirement for this to be achieved is the merger of the two departments currently responsible for running peacekeeping and political missions, namely DPKO and DPA. A single peace and security department should be charged with the political oversight and direction, as well as the operational management, of all peace operations deployed by the UN, regardless of whether they include uniformed personnel. The Peacebuilding Support Office should become part of the merged department, and specialized units such as the Mediation Support Unit, the Electoral Assistance Department and the Office for Rule of Law and Security Institutions should deliver their technical expertise to all peace operations on the same terms.

The establishment of the Department of Field Support (DFS) has been an important step towards recognizing that there are equal needs for support to field operations of diverse kinds, irrespective of current departmental management. The DFS Global Support Strategy, endorsed in July 2010 by Member States, offers a platform for more efficient and faster support for all peace operations, regardless of their size or designation. Member States should accept that all peace operations ought to be funded outside the regular budget of the Organization, as they are not intended to be recurrent expenses. Member States also need to consider what would be the most effective mechanisms for the Security

Council, the Peacebuilding Commission, and all those contributing funding and personnel, to provide support and maintain scrutiny of all peace operations, without undue duplication.

These would not be easy reforms, and it would be foolish to think that they would be universally welcomed within the Secretariat or among Member States. But they would be real reforms, which would offer the prospect of UN peace operations better designed to meet the diverse challenges of peacemaking, peacekeeping and peacebuilding that the international community is confronting today.

NOTES

1 Ian Martin was Special Representative of the UN Secretary-General in Nepal and head of UNMIN, February 2007-February 2009, and previously served in Nepal as Representative of the UN High Commissioner for Human Rights (May 2005-August 2006) and Personal Representative of the Secretary-General for support to Nepal's peace process (August 2006-February 2007).

2 Although the UN, a Swiss conflict adviser, a South African consultant contracted through USAID and the Indian Embassy engaged continuously with members of both the government and Maoist negotiating teams. See Teresa Whitfield, *Masala Peacemaking: Nepal's Peace Process and the Contribution of Outsiders*, Conflict Prevention and Peace Forum, October 2008.

3 The conclusions of a November 2009 workshop identifying lessons from UNMIN are presented in Teresa Whitfield, *Focused Mission: Not So Limited Duration*, Center on International Cooperation, New York University, February 2010. See also: Astri Suhrke, "Virtues of a Narrow Mission: The UN Peace Operation in Nepal," http://www.cmi.no/publications/publication/?3745=virtues-of-a-narrow-mission.

4 United Nations, *Supplement to an Agenda for Peace: Position Paper of the Secretary-General on the Occasion of the Fiftieth Anniversary of the United Nations*, A/50/60, S/1995/1, 25 January 1995, paras. 31-32.

2.2 Thematic Essays

Emerging Doctrine for Political Missions

Ian Johnstone

The term 'political mission' is not well-specified, as the introduction to this volume makes clear. The UN's budgetary category for special political missions covers operations that go beyond the purely 'political' (such as sanctions committees); many UN entities that perform political functions do not carry the label (peacekeeping operations for example); and many entities deployed by other international organizations fit the description (like Organization for Security and Cooperation in Europe field operations). While exercises in definition can be a distraction, greater conceptual clarity on what political missions do is a necessary first step in thinking about how to make them more effective. This Review covers field missions that engage in good offices, mediation, facilitation, political monitoring and oversight *(see sections 3 and 4 of this volume)*. They operate at different points in the conflict cycle, from prevention to peace-building. And they function at various geographic levels, from the most local to the sub-regional. The more than forty missions that meet the criteria are one of a menu of crisis response/conflict resolution options available to the UN and other organizations. While they perform a range of functions, 'political process management'[1] is at their core. This essay elaborates on what that means by examining mandates and by identifying guiding principles that are emerging from accumulated experience.

UN Photo/Eskinder Debebe

Secretary-General Ban Ki-moon consulting with the then Assistant-Secretary-General for Political Affairs Haile Menkerios, 21 April 2008.

The essay is in two parts. The first considers mandates, broken down by (i) scope and points on the conflict cycle; and (ii) source of authority. For each category, I address a number of conceptual issues, dilemmas and challenges. In the second part, I set out a number of guiding principles for political missions. This emerging doctrine is drawn from the cases as well as academic and official literature on mediation, peacekeeping and peace-building. They are presented as a first attempt to codify lessons learned in order to help guide the formulation of mandates and operational strategies in the future.

MANDATES

Scope

The range of mandates and functions of special political missions defies easy categorization. The table in this chapter shows their scope. These missions operate at the regional, bilateral, state and sub-state levels and they intervene at every point in the conflict cycle: prevention, on-going conflict, peace implementation and post-conflict. Many operate at more than one geographic level and persist through the conflict cycle. Functions range from monitoring (early warning of incipient conflict) to mediation (negotiation of ceasefires and peace agreements) to the far end of peacebuilding (capacity building for economic reconstruction). Self-evidently, "politics" is at the heart of political missions, but that raises as many questions as it answers:

- What distinguishes political missions from other international organization field presences that serve a political purpose?
- Is the political mandate restricted to what is explicitly authorized, or are certain functions inherent?
- Are these missions most effective when political process management is their sole function, or do multiple mandates provide leverage they would not otherwise have?

The answer to these and other questions is the starting point for developing a 'doctrine' – a framework of guiding principles – for political missions.

All peace processes are driven by an over-arching political imperative: to establish sustainable peace, defined not as the removal of all conflicts from a society, but when "the natural conflicts of any society" can be resolved without violence.[2] This has implications for all dimensions of a peace process: security, governance, rule of law, economic reconstruction and social well-being.[3] In that sense, every peace operation is a 'political mission.' Peacekeeping and peacebuilding are political instruments, as are the various ways in which governments are monitored and supported in their security, governance, human rights and socio-economic activities. Yet the term 'political missions' is not co-terminous with those other instruments, let alone a catch-all to describe every entity in an international organization that serves a political function. Indeed, the UN Department of Political Affairs has described its Special Political Missions as a cost effective *alternative* to peacekeeping operations or other large field presences.[4] The European Union Special Representatives tend to complement not subsume the work of larger operations in places like Bosnia, Kosovo and Moldova. And OSCE missions coordinate with other OSCE institutions like the Office of the High Commissioner for National Minorities, but are seen as quite distinct.

Thus the first definitional step is to conceive of political missions as field operations whose *principal* mandate is 'political' in the narrow sense of good offices, mediation, facilitation and political oversight, even if they also perform a range of other functions that contribute to a broader peace process. This excludes peacekeeping operations with a substantial military and police presence, human rights offices and monitoring missions, security sector reform missions, electoral observation missions and UN Country Teams.

Three conceptual issues emerge from accumulated experience of political missions so-conceived. **First**, must the political mandate be explicit, or can 'good offices' be implied? The term good offices is a loose one in UN usage. Originally applied to the role of the Secretary-General, it connotes everything the UN can do of a diplomatic nature to help prevent, manage or resolve conflicts. It encompasses fact-finding and investigation; informal contacts and consultations with parties to a dispute; rapid diplomatic action to prevent a minor conflict from escalating; public statements designed to express international concern or to coax the parties into dialogue; as well as formal mediation and conciliation. Most political missions have an explicit mandate to engage in this type of activity: the United Nations Assistance Mission in Afghanistan (UNAMA), the United Nations Political Office in Somalia (UNPOS), the United Nations Special Coordinator Office for the Middle East Peace Process and the Organization for Security and Cooperation in Europe (OSCE) mission in Moldova, for example. The United Nations Integrated Office in Burundi's (BINUB) mandate now includes a "robust political role"[5] and while the United Nations Peace-building Office in the Central African Republic's (BONUCA) good offices were used more in the lead-up to the political dialogue, the subsequent United Nations Integrated Peace-building Office in the Central African

Republic (BINUCA) still has the responsibility to engage with all parties to sustain commitment to the peace process on the basis of consensus. On the other hand, the United Nations Mission in Nepal (UNMIN), the United Nations Regional Office in Central Asia (UNRCCA), the Aceh Monitoring Mission (AMM), and the OSCE mission in Albania do not have mandates to promote political dialogue. Does that mean they are prohibited from exercising good offices?

The good offices authority of the UN Secretary-General (SG) is not explicitly set out in the UN Charter; rather it emerged from an expansive reading of Article 99, which allows the SG to bring to the attention of the UN Security Council any matter that may threaten international peace and security. In 1946, Trygvie Lie dispatched an inquiry mission with the tacit approval of the Council and since then it has been understood that the SG must be able to undertake fact-finding on his own initiative in order to fulfil his Article 99 functions.[6] Dag Hammarskjold took matters a step further when he engaged in personal diplomacy to secure the release of an American aircrew imprisoned in Beijing in 1955 and went on to develop the good offices function.

Based on that logic – and the related 'implied powers' doctrine[7] – the Secretary-General's special representatives (and those of other organizations with political mandates, like the EU, OSCE, AU and ECOWAS) ought also to have the inherent authority to engage in good offices. Thus despite the conscious decision not to give UNMIN a 'political' mandate, it is hardly conceivable that it could perform its monitoring and assistance tasks without engaging in good offices, especially as the political process became disconnected from that mandate.[8] Similarly, the OSCE mission in Albania has a mandate to promote democracy, the rule of law and human rights by providing expertise and assistance. Surely that implies using good offices when these promotional activities meet resistance.

Another implied power, at least for UN missions, may be coordination. It is widely understood that a successful intervention requires a shared strategic vision on the part of those intervening. Sometimes this is formalized as an integrated strategy or even structural integration when all the actors from one organization are combined in one operation. In other cases, the approach is loose coordination, respecting the autonomy of each organization while striving to ensure they do not work at cross-purposes. A multitude of UN planning and framework documents stress the importance of coordination and the role of a Special Representative of the Secretary-General (SRSG) in this regard.[9] When a political representative of the SG is on the ground, it must be assumed that the pursuit of political goals (as opposed to development or humanitarian goals, for example) has primacy. Political and other goals can be but are not always mutually reinforcing. Hence the importance of coordination led by the political mission. Many UN Special Political Missions are tasked with coordinating the work of all UN actors in the theatre (See Table). The EU Special Representative in Kosovo promotes "overall coordination" of EU presences there, including the European Commission liaison office and the EULEX rule of law mission. Many OSCE missions coordinate with other OSCE institutions like the High Commissioner for National Minorities, and the Office of Democratic Institutions and Human Rights, although the organization is careful to guard the independence of these offices.[10] Even for those where the mandate is not explicit, a strong argument can be made that coordination is an implied function. UNMIN for example was not established as an integrated mission but adopted an integrated approach, working closely with the OHCHR and Resident Coordinator in particular but also UNICEF, UNDP and the office of the SRSG for Children and Armed Conflict. An overarching task of all EU Special Representatives is to "promote EU policies and interests in troubled regions and countries," which requires a close working relationship with other EU actors.[11] Thus the EUSR in Moldova works closely with EUBAM.

Second, where a mission is on the conflict cycle has a major impact on the sort of political function it can/does play. Mediation of a peace agreement is the 'highest' political function, but the United Nations Special Coordinator Office for the Middle East Peace Process (UNSCO) – one of the few special political missions with an explicit mandate to do so – is unable to play much of a role given the fraught politics of the Arab-Israeli conflict and the many other powerful actors involved. Below that level, political functions range from rapid reaction to prevent local crises from escalating; negotiating humanitarian access, family visits and exchanges of

Emerging Doctrine for Political Missions

	Prevention	Ongoing Conflict	Peace Implementation	Peacebuilding
REGIONAL	**1. Support capacity building/sustainable development:** • UNRCCA **2. Tackle organized crime:** • UNOWA • UNRCCA **3. Provide regional early warning:** • UNSCO (media monitoring) **4. Coordinate regional/ country efforts, either international or bilateral:** • UNOWA **5. Develop relations with regional organizations:** • UNOWA • UNSCO **6. Monitor/Promote human rights and minority rights:** • UNOWA **7. Facilitate dialogue/ more general mediation:** • UNSCO • UNRCCA (water agreements)	**1. Negotiate peace agreements/ ceasefires:** • Special Envoy to LRA Affected Areas • Special Envoy to Great Lakes Region • UNSCO **2. Support peacekeeping:** • UNOWA **3. Coordinate regional/ country efforts, either international or bilateral:** • Special Envoy to LRA Affected Areas **4. Develop relations with regional organizations:** • UN Special Envoy to LRA Affected Areas **5. More general mediation:** • Special Envoy to LRA Affected Areas	**1. Fact finding:** • Special Envoy to the Great Lakes Region **2. Support in implementing agreements/int'l rulings:** • UNSCO **3. Support implementation of boundary agreements/ border management:** • UNOWA **4. Reintegration programs for former militia/monitor arms and armed personnel:** • UNOWA **5. Monitor/Assist demobilization/ withdrawal/weapons storage etc:** • UNOWA	**1. Governance/electoral assistance:** • UNOWA **2. Assist in protection of a population:** • UNSCO **3. Support capacity building/sustainable development:** • UNOWA • UNSCO **4. Coordination of humanitarian assistance/donor aid:** • UNSCO **5. Coordinate regional/ country efforts, either international or bilateral:** • UNRCCA • UNSCO **6. Monitor/Promote human rights and minority rights:** • Special Envoy to LRA Affected Areas **7. Monitor internal/ regional political and security developments:** • Special Envoy to LRA Affected Areas **8. Support Peacebuilding Commission/ peacebuilding efforts:** • Special Envoy to the Great Lakes Region
BILATERAL		**1. Negotiate peace agreements/ ceasefires; coordinate regional/country efforts, either international or bilateral; develop relations with regional organizations; more general mediation:** • CNMC	**1. Support in implementing agreements/int'l rulings; support implementation of boundary agreement/ border management; monitor specific terms of peace agreements; monitor/ assist demobilization/ withdrawal/weapons storage etc:** • CNMC	**1. Assist in protection of a population; support capacity building/sustainable development:** • CNMC

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Emerging Doctrine for Political Missions *(Continued)*

	Prevention	Ongoing Conflict	Peace Implementation	Peacebuilding
STATE	**1. Governance/electoral assistance:** • UNAMI • UNIPSIL **2. Tackle organized crime:** • UNIPSIL **3. Support country relations with regional neighbors/ international community:** • UNAMI **4. Monitor/Promote human rights and minority rights:** • UNAMI • UNSCOL • UNAMA • UNIPSIL **5. Monitor internal/ regional political and security developments:** • UNIPSIL • UNSCOL • UNAMA **6. Support legislative/ judicial reform and implementation of rule of law:** • UNIPSIL • UNSCOL **7. Coordinate regional/ country efforts, either international or bilateral:** • UNSCOL	**1. Negotiate peace agreements/ ceasefires:** • SG Good Offices in Cyprus **2. More general mediation:** • SG Good Offices in Cyprus • UNAMI • UNIPSIL • UNPOS • UNSCOL **3. Support peacekeeping:** • UNPOS • UNAMA **4. Coordinate regional/ country efforts, either international or bilateral:** • UNPOS • BINUB • UNAMA **5. Support country relations with regional neighbors/ international community:** • UNPOS • UNAMA **6. Develop relations with regional organizations:** • UNIOGBIS • UNPOS	**1. Support in implementing agreements/int'l rulings:** • BINUCA • UNAMI • UNIOGBIS • UNPOS • UNAMA • UNSCOL **2. Support implementation of boundary agreements/ border management:** • UNAMI • UNSCOL **3. Reintegration programs for former militia/monitor arms and armed personnel:** • UNAMI • BINUCA • UNAMA • BINUB **4. Monitor specific terms of peace agreements:** • BINUCA • UNMIN • UNIOGBIS **5. Monitor/Assist demobilization/ withdrawal/ weapons storage etc:** • BINUCA • BINUB • UNMIN	**1. Governance/electoral assistance:** • BONUCA • BINUCA • UNAMI • UNMIN • UNSCOL • BINUB • UNAMA **2. Support capacity building/sustainable development:** • UNAMI • UNAMA • UNIOGBIS **3. Support security sector reform:** • UNIOGBIS • UNPOS • BINUB **4. Support legislative/ judicial reform and strengthening of rule of law:** • BINUCA • UNIOGBIS • UNAMI • UNAMA **5. Support national dialogue and reconciliation efforts:** • UNAMI • UNIOGBIS • UNAMA **6. Coordination of humanitarian assistance/donor aid:** • UNAMI • UNAMA • UNIOGBIS **7. Assist authorities in investigation (i.e. collect evidence etc)/monitor court proceedings:** • UNIIIC **8. Assist in the return of refugees:** • UNAMI • UNAMA • BINUB

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Emerging Doctrine for Political Missions *(Continued)*

	Prevention	Ongoing Conflict	Peace Implementation	Peacebuilding
STATE *(Continued)*				**9. Support country relations with regional neighbors/ international community:** • UNIOGBIS **10. Monitor/Promote human rights and minority rights:** • BINUCA • UNMIN • BINUB • UNIOGBIS • UNAMA **11. Monitor internal/ regional political and security developments:** • UNPOS • BINUB • BINUCA • UNIOGBIS **12. Monitor/Train police:** • BINUCA **13. Support implementation of constitutional provisions:** • UNAMI • UNIPSIL **14. Support Peacebuilding Commission/ peacebuilding efforts:** • UNIPSIL • UNMIN • UNIOGBIS • UNSCOL • BINUB • BINUCA
SUB-STATE	**1. Governance/electoral assistance:** • UNSCO (Palestinian electoral assistance)		**1. Support implementation of internal boundary agreements** • UNAMI	**1. Assist in protection of a population:** • UNAMI • UNMIN

prisoners; facilitating reconstruction assistance; and regional confidence-building. One of UNAMA's most significant recent political accomplishments has been to position itself as the principal interlocutor between the Afghan government and external actors, facilitating a more unified political voice among the latter.

Where a mission is on the conflict cycle also has an impact on strategy. Lakhdar Brahimi and Salman Ahmed highlight the inverse relationship between the longevity of a peace process and the room for it to play an effective political role.[12] This has been described as an 'obsolescing bargain': the moment outside actors have maximum leverage is immediately after the agreement is signed, when the local authorities are most dependent on the international community to help implement a peace agreement.[13] As the peace process progresses and a government rebuilds its legitimacy and capacity, the need for external assistance and susceptibility to outside pressure – even in the form of mediation – diminishes. At that point, discreet efforts that do not threaten a government's authority are likely to be more effective than public diplomacy, though mediators must take care to preserve the political space they have.[14] Thus BONUCA began by playing a prominent role in fostering political dialogue, whereas BINUCA is now working more discreetly to keep all parties (government, political opposition and civil society) committed to the peace process. The OSCE presence in Croatia went from a broad mandate to promote reconciliation, the rule of law and human rights in the aftermath of the Balkan wars, to a more limited role of monitoring the progress of cases before the International Criminal Tribunal for the former Yugoslavia.

Third, giving primacy to politics can be difficult when a mission is carrying out multiple functions. On the one hand, situating a political mission within a peace-building office can provide leverage that a small political presence alone would not have. On the other hand, political and development mandates do not mix easily as the former requires some distance from the government whereas the latter requires proximity. How does one balance local ownership and "support to government" with the impartiality and independence required to perform an effective political role? A mission leader that is working with the government on peacebuilding may find it difficult to deliver tough political messages or to be trusted as an honest broker by opposition groups. This issue arose in BINUB, where extensive peacebuilding tasks (Burundi was one of the first 'clients' of the Peacebuilding Commission) may have distracted from its core political function. UNPOS, by way of contrast, has struggled with coordination in part because the former political head of the mission (the SRSG) wanted to go beyond an 'integrated approach' to structural integration, with directive authority over the UN Country Team – a proposal resisted by humanitarian actors in particular. The UN Security Council and SG's policy committee endorsed the former approach, but the SRSG continued to push for the latter. Multiple mandates can also lead to a lack of coherence and even confusion as is the case for UNOWA, which has little sense of priorities beyond the effective good offices role it is playing.

UN Photo/Fardin Waezi

UN SRSG Kai Eide visits Bamyan Province, Afghanistan, 24 July 2009.

A related point is the problem of inflated expectations. Some missions suffer from a limited mandate but big problems to address (UNMIN and UNAMA), others from an expansive mandate with limited resources (UNAMI, UNOWA, UNIOGBIS). Benchmarking is one way of addressing this problem, as way of generating agreement on priorities and measuring progress towards their achievement. Is benchmarking of political missions possible? Progress towards political goals is hard to measure and almost impossible to reduce to timelines. Nevertheless, properly devised benchmarks, based on the mandate and prepared in consultation with national actors, can help to manage expectations of what the mission can and cannot achieve either on its own or in collaboration with partners.

Source of Authority

The political missions covered in this review are all mandated by or carry the institutional imprimatur of an international organization. That distinguishes them from the multitude of bilateral and non-governmental missions that engage in political action. Most of the UN missions are authorized by the Security Council (SC) or the General Assembly, although a few are the initiative of the Secretary-General, established through an exchange of letters with the SC. The OSCE Permanent Council has established missions, or renewed missions established by predecessor organs like the Committee of Senior Officials (Moldova). European Special Representatives support the work of and report to the High Representative of the Union for Foreign Affairs and Security Policy. They are appointed by the European Council on the recommendation of the High Representative. Some are double-hatted, for example the EUSR in Bosnia and Herzegovina (BiH), who is also the High Representative for BiH under the Paris/Dayton agreements, and the EUSR in the former Yugoslav Republic of Macedonia, who also heads the European Commission delegation there.[15] The OAS Mission to Support the Peace Process in Colombia was established by the Permanent Council, a plenary body that reports to the OAS General Assembly. The African Union (AU) has a mission in Kenya established by the Peace and Security Council.

It is generally assumed that multilateral mandates lend legitimacy to a mission. For the UN, this stems from its universal membership, the impartiality of the mandating body and the perceived independence of the Secretary-General and his representatives. The legitimacy of regional organizations turns on their proximity to a conflict, the assumption being that those who are closer to a problem are better-placed to get involved. It also turns on the values embodied in their constituent instruments. Thus most OSCE missions are mandated to carry out their specific functions "in conformity with OSCE principles, standards and commitments."[16] In promoting EU policies and interests, EUSRs are meant to "play an active role in efforts to consolidate peace, stability and the rule of law."[17] However, these assumptions should not be taken at face value. Not all parties to a conflict view the UN Security Council as an 'impartial' body or the Secretary-General as entirely independent.

EU Special Representatives

The role of the EU's Special Representatives (EUSRs) was a source of controversy in 2010. The eleven EUSRs had all been appointed before the EU's Lisbon Treaty came into force, providing the basis for a new European External Action Service (EEAS). One feature of the EEAS is the creation of new EU Delegations – *de facto* embassies – building on the European Commission's pre-existing network of delegations. Some European officials questioned the need to maintain EUSRs in light of this new system.

However, other officials argued that many of the EUSRs had political skills and contacts that could not easily be replicated by the heads of EU Delegations. The role of EUSRs appeared particularly important in places – like Kosovo and Bosnia-Herzegovina – where the EU has an operational police or military presence. In July 2010, it was agreed to end the mandates of four EUSRs (in the Former Yugoslav Republic of Macedonia, Moldova, the Middle East and the South Caucasus) as of February 2011. There were ongoing questions over the status of the EUSR in Kosovo for political reasons involving its claim to independence.

This debate was largely driven by organizational concerns – although it was complicated by differences between EU member states over which EUSRs should remain in place. It also points to questions common to other organizations responsible for envoys and political missions: should these entities be treated as distinct from 'normal' diplomatic or development structures, or should they be integrated into a single standardized system?

Proximity may not be good thing if a regional organization is dominated by a hegemon with a stake in the outcome of a conflict. Many of the EU's missions are 'out of area,' implying that the values of the organization are being exported and may be resisted by key stakeholders, such as the EUSR in Afghanistan.

Multilateral mandates may also enhance the effectiveness of a mission. Association with an international organization can provide leverage that might not otherwise exist. Consider high level mediation. The Humanitarian Dialogue Center has produced a guide that lists three types of mediation in armed conflict: facilitation, problem-solving and power or "manipulative" mediation.[18] On a spectrum from least to most interventionist, the first

is essentially an enabling role whereas the last uses political authority and military or economic power to pressure the parties towards an agreement. Special political missions, by definition, do not have military resources at their disposal although some are deployed alongside military forces. The EU mission in Kosovo, for example, benefits from NATO's military presence. UNAMA is co-deployed with ISAF, which creates both opportunities for and obstacles to political action. The United Nations Special Coordinator in Lebanon (UNSCOL) benefits from the United Nations Interim Force in Lebanon's (UNIFIL) high profile, based on a clear division of labor between the two missions. BONUCA/BINUCA, on the other hand, has not really benefitted from the presence of the better resourced MINURCAT in part because the leadership of the two missions do not coordinate well.

The authority that comes with UN Security Council backing is the principal source of leverage for UN missions. How much leverage this provides depends on the unity and the attentiveness of the Council. This has been a source of contention in respect of missions established by an exchange of letters between the SG and the Security Council, like UNRCCA. The five countries in the region wanted a political facilitator, but the wider UN membership was not enthusiastic about a center for preventive diplomacy. Ultimately established through an exchange of letters with the SG, some SC members see it as essentially an SG initiative, contributing to a disconnect between the Council and the center. Other missions established in the same way — UNOWA, UNSCOL and the CNMC — do not suffer from that problem. The influence of EUSRs depends in part on the extent to which the EU is unified behind their mandate (consider Kosovo, where different attitudes towards Kosovo's declaration of independence has created divisions within the EU). OSCE offices are often in a delicate position based on divergences between Russia and the West, for example in Armenia and Azerbaijan. Regardless of formal authority, the central point is that political missions have little more than diplomatic and persuasive power to rely on and so the extent to which they can point to the strong backing of an international organization (and the diplomatic power that resides there) the more influential they are likely to be.

There is a caveat, however. Hammarskjold's negotiation of the release of the American aircrew in China gave birth to the so-called 'Peking formula': in order to be effective the SG must sometimes distance himself from political bodies.[19] Secretary-General Kofi Annan operated on the same basis when he went to Iraq in 1998 to negotiate a memorandum of understanding for the return of weapon inspectors. While he had the blessing of the Security Council, he deliberately avoided getting explicit terms of reference, not wanting to appear a mere "letter carrier" (a fate that befell Perez de Cuellar in 1990).[20] The calculus may be different for enduring missions as opposed to one-off diplomatic efforts, but it does suggest that political micro-management by the authorizing body can be detrimental. This is especially true when micro-management is subject to sharp differences among powerful states in the organization or, conversely, is seen as the hand of a single powerful state with a national interest in a particular outcome.

GUIDING PRINCIPLES FOR POLITICAL MISSIONS

While developing doctrine for political missions at this stage would be premature, it is not too soon to begin codifying best practices. The principles below are a first attempt, motivated by the sense that there is enough accumulated wisdom and experience to identify some basic lessons to help guide the formation of mandates and operational strategies. As with peacekeeping,[21] peacebuilding[22] and mediation[23] principles — and military doctrine for that matter — these are rules of thumb, to be applied flexibly and tailored to context.

1) Implied Mandates

Mandates given by intergovernmental bodies tend to set out the core tasks of a political mission in broad terms, leaving considerable discretion in how to fulfill those tasks. At least some functions should be seen as implied, that is "conferred upon [the mission] by necessary implication as being essential to the performance of its duties." [24] A political mission could not succeed in any of its enumerated tasks unless it is understood to have at least the following powers, regardless of whether expressly conferred

in the mandate: good offices, coordination and engagement with key stakeholders. The manner in which those implied powers are exercised must be context specific, but they can serve as a valuable check against efforts to deprive a mission of political space.

2) The Instrumentalization of Politics

The good offices and mediation role of a political mission is the means to multiple ends – the achievement of sustainable peace in the long run, but also the many dimensions of that peace, from security sector reform and transitional justice to economic reconstruction. This instrumentalization of politics turns on its head the adage that humanitarian and development functions should not be instrumentalized for political purposes. In fact, these other functions often cannot be achieved without a political mission to create the necessary conditions. That requires proactive leadership and attentiveness to political relations at every level: with and between the parties to a conflict, important domestic constituencies, other countries with a stake and external actors on the ground.

3) Impartiality in the Best Interests of the Process

A political mission cannot be seen as serving the agenda of any party to a conflict, outside actor, or special interest. As with peacekeeping, impartiality does not mean neutrality in the sense of passivity or equal treatment of all parties in the face of abuses. It should be understood as impartiality in the "best interests of the process"[25] and in accordance with fundamental international norms. The principle relates to one of the prerequisites for successful mediation: trust. Only by gaining trust as an impartial intervenor can a political mission function as an honest broker among all parties and deliver tough messages when necessary.[26]

4) Inclusive Political Process

An effective political process requires inclusive engagement with all stakeholders: national and international. The starting point is the identification of capable and legitimate partners within the host government.[27] Because it may take time for the host government to acquire legitimacy, a political mission must also typically engage with opposition parties, other influential domestic actors and the population at large. Individual 'spoilers' can be sidelined, entire constituencies cannot.[28] Effective political process management also requires ongoing engagement with key regional players and international actors – both those who can play a constructive role and those likely to be disruptive. How inclusive the process is will depend on the stage of a conflict cycle: it may be necessary to start with those who hold power and expand as calm is restored and the institutions of government are being built.

5) Integrity, if not Integration

The first dictionary definition of integrity is adherence to a set of values; a second definition is the state of being complete or undivided.[29] Political missions must demonstrate both. They should seek to uphold the norms of the organization and international law, for example by sitting down with alleged human rights abusers when necessary but not endorsing amnesty deals for the most egregious crimes. Integrity in its second sense implies an integrated approach. Multiple mediators should not be played off each other; political, development and human rights actors should work in harmony. In some circumstances, this may require structural integration, but 'form should follow function.' What matters is unity of purpose and a shared strategy; the best institutional arrangements for carrying out that strategy will vary.

CONCLUSION

The purpose for setting out these five principles here – implied mandates, instrumentalized politics, impartiality, inclusiveness and integrity – is not to suggest a template for political missions but to deepen understanding of what they do and how well they do it. The deployment of political missions, before, after or instead of heavy peacekeeping is a growing field of practice. Like peacekeeping, the techniques have been improvised and lessons learned through trial and error. Either through a rational application of those lessons or the inertial force of precedent, practices – both good and bad – have been carried over from mission to mission. Codifying best practices in a set of guiding principles helps to design mandates that build on the successes and to develop strategies that avoid the mistakes.

NOTES

1 This term is borrowed from Lakhdar Brahimi and Salman Ahmed, "In Pursuit of Sustainable Peace: The Seven Deadly Sins of Mediation," in Center on International Cooperation, *Annual Review of Global Peace Operations 2008,* (Boulder, CO: Lynne Rienner, 2008), 10. The authors used it to describe the political functions of the head of a peacekeeping mission.

2 United Nations, *No Exit Without Strategy: Security Council Decision-Making and the Closure or Transition of United Nations Peacekeeping Operations, Report of the Secretary-General*, UN doc., S/2001/394, (New York: United Nations, 2001), 2.

3 These sectors have been described as the "end-states" of a peace process. United States Institute for Peace, *Guiding Principles for Stabilization and Reconstruction*, (Washington, DC: United States Institute of Peace Press, 2009), 14.

4 United Nations Department of Political Affairs, Annual Appeal 2010, 5.

5 Security Council resolution 1902 (2009). Prior to then, the political mandate of BINUB was circumscribed by the government's reluctance to accept proactive external involvement in governance matters.

6 Thomas Franck, *Fairness in International Law and Institutions* (Oxford University Press, 1998), 175-76.

7 The implied powers doctrine holds that the legal personality and degree of autonomy of an organization is granted implicitly by the functions to be performed. As stated by the International Court of Justice in the *Reparations Case*, "under international law, the Organization must be deemed to have those powers which, though not expressly provided by the Charter, are conferred upon it by necessary implication as being essential to the performance of its duties." International Court of Justice, *Reparation for Injuries Suffered in the Service of the United Nations,* (1948-1949), Advisory Opinion of 11 April 1949 , ICJ Rep. 1949.

8 See the UNMIN chapter in this volume.

9 *United Nations Peacekeeping Operations: Principles and Guidelines,* (New York: United Nations, 2008), 50–51.; United Nations, *A New Partnership Agenda: Charting a New Horizon for UN Peacekeeping,* (New York: United Nations, July 2009); United Nations, *Integrated Mission Planning Process,* (New York: United Nations, 2004); Espen Barth Eide, Anja Therese Kaspersen, Randolph Kent, Karen von Hippel, *Report on Integrated Missions: Practical Perspectives and Recommendations,* (New York: United Nations, 2005); United Nations, *Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict.* UN doc. A/63/881–S/2009/304, (11 June 2009); United Nations Integrated Planning Process (IMPP), Guidelines Endorsed by the Secretary-General, 13 June 2006. Approved through Decision 2006/26 of 14 June 2006.

10 See *The Organization for Security and Co-Operation in Europe,* http://www.osce.org/about/13510.html.

11 European Union, *EU Council Secretariat Fact Sheet: EU Special Representatives (EUSR/4),* http://www.eusrbih.eu/gen-info/?cid=283,1,1 (July 2007).

12 Brahimi and Ahmed, 12.

13 Michael Doyle and Nicholas Sambanis, *Making War and Building Peace: United Nations Peace Operations.* (New Jersey: Princeton University Press, 2006), 309. See also, Michael Doyle, Ian Johnstone, Robert Orr, eds., *Keeping the Peace: Multidimensional UN Operations in Cambodia and El Salvador* (Cambridge University Press, Cambridge, 1997).

14 Brahimi and Ahmed, 12.

15 EUSR fact sheet.

16 See, for example, the mandates for Albania, Montenegro and Serbia on OSCE website (www.osce.org).

17 EUSR fact sheet.

18 Hugo Slim, *A Guide to Mediation: Enabling Peace Processes in Violent Conflicts,* (Geneva: Centre for Humanitarian Dialogue, 2007), 13.

19 In the case of the airmen, the General Assembly had issued a statement harshly condemning China and the Security Council was paralyzed by the Soviet veto. The GA resolution included language asking him to do what he could and, to the surprise of many, visited Peking not as an emissary from the Security Council but in his own right as SG. Brian Urquhart, "The Evolution of the Secretary-General" in *Secretary or General?* Simon Chesterman, ed. (Cambridge University Press, 2007), 12-13; James Traub, "The Secretary-General's Political Space" in Simon Chesterman, ed., 187.

20 Ian Johnstone, "The Role of the Secretary-General: the Power of Persuasion Based on Law," Global Governance, Vol. 9(3), (2003), 444.

21 *United Nations Peacekeeping Operations: Principles and Guidelines* (New York: United Nations, 2008) 50–51.

22 United States Institute for Peace, *Guiding Principles for Stabilization and Reconstruction,* (Washington, DC: United States Institute of Peace Press, 2009), 14.

23 Hugo Slim, *A Guide to Mediation: Enabling Peace Processes in Violent Conflicts,* (Geneva: Centre for Humanitarian Dialogue, 2007).

24 International Court of Justice, *Reparation for Injuries Suffered in the Service of the United Nations,* (1948-1949), *Advisory Opinion of 11 April 1949,* ICJ Rep. 1949.

25 Slim, 37.

26 Brahimi and Ahmed, 14.

27 *United Nations Peacekeeping Operations: Principles and Guidelines* (New York: United Nations, 2008), 50–51.

28 Brahimi and Ahmed, 16.

29 "integrity." *Merriam-Webster's Collegiate Dictionary- 10th ed.* (Springfield, Massachusetts: Merriam-Webster, Incorporated, 1996), 608.

2.3 Thematic Essays

Political Missions, Mediation and Good Offices

Teresa Whitfield

Mediation and good offices are variously employed in support of national peace processes underway, to help initiate new ones, in response to sudden political crises, or to help prevent or avert conflicts that threaten. Most commonly undertaken by high profile mediators or envoys engaged on behalf of the UN Secretary-General, a regional organization, an individual state, or even a non-governmental actor, mediation and good offices also represent core functions of special political missions. Fulfilling them is not without its challenges. Some functions relate to the intrinsic complexity of the conflicts or situations with which political missions engage. Others reflect the limitations of their mandate and resources, sensitivities surrounding national sovereignty, varying degrees of support or pressure from external actors, and questions regarding the integration of each mission's activities with those of other international actors.

Quantifying the impact of the mediation and good offices undertaken by political missions is difficult. This is both because of their great diversity and – in contrast to some high profile mediations – because much of their political work is necessarily discreet, in support of decisions and steps that must be taken by parties to a conflict or national actors, and over-determined by a multitude of other factors. The work of a political mission fielded by a multilateral organization is also intricately connected to the degree of support provided from the organization's member states.

Rather than attempt such an evaluation, this chapter provides a brief analysis of the varied forms in which political missions engage in mediation and good offices. Its emphasis is not on the envoys and others engaged in Cyprus, the Eastern DRC and elsewhere that, by an anomaly of UN budgeting, are classified as "special political missions," but rather the field based missions themselves. It questions the extent to which these missions can perform useful roles of mediation and good offices, both when such activities are specified within their mandates and when they are not. The small size and low price tag of most political missions as compared to peacekeeping operations – as well as the less-than-headline-grabbing nature of many of their achievements – contributes to the relative obscurity of their efforts. However, this chapter suggests that under some circumstances they are able to make contributions quite distinct from those that might be offered by a more high profile and itinerant envoy.

UN Photo / Timothy McKulka

UN Envoy Joaquim Chissano and mediator Riek Machar of the Government of Southern Sudan in discussions with commanders of the Lord's Resistance Army.

THE UTILITY OF "GOOD OFFICES" AND THE CHANGING FACE OF MEDIATION

"Good offices" are long established but poorly defined as a flexible tool for international diplomacy and action. "Good offices" are not mentioned in the UN Charter (but perhaps embraced by article 33 (1) which lists "other peaceful means of their own choice" among measures available to states to achieve the peaceful settlement of disputes). Yet at the United Nations, and in some other organizations such as the Organisation of American States (OAS), the term "good offices" has evolved very helpfully to mean almost anything – from a well-timed telephone call by the Secretary-General, to exploratory conversations, or a full-fledged mediation effort conducted in his or her name.

This broad interpretation of good offices is indicative of profound shifts in peacemaking. During the past ten years, recognition that different conflicts and stages of conflict require different types of mediator and mediation has been accompanied by both the profusion of mediators and a diffusion of the concept of mediation.[1] Formal negotiations – such as those seen on Cyprus or in Kenya in recent years, or those pursued by the United States in the Middle East – may be few and far between, but activities exploring or preparing for mediation, or the discreet facilitation of contacts and dialogue, are widespread. Such good offices can take place long before conditions may be ripe for a negotiation. And, as many peacekeeping operations have found, they are likely to continue throughout the implementation of peace agreements.

The United Nations remains a reference point for international mediation, even as the frequency with which its Secretary-General or his staff are called upon to lead a mediation effort have declined markedly in the years since the end of the Cold War. It has found that it need not be at the forefront of an effort to play an effective role, and in some circumstances may even have greater room for its good offices before it becomes necessary to negotiate the parameters of a mandate.[2] The UN has gradually adapted to the rise in the activity of regional organizations as well as an increase in the engagement of individual states and independent mediators. It is also increasingly developing its capacity to provide mediation support to its own representatives as well as to other peacemakers. Secretariat officials recognize that these developments have created new opportunities for collaboration between different actors (political missions among them) with distinct comparative advantages, as well, at times, as unhelpful competition among them.

A number of UN political missions – from the Secretary-General's Special Adviser on Cyprus, Personal Envoy for Western Sahara or the UN Political Office for Somalia (UNPOS) to the engagements of Special Envoys on the areas affected by the Lord's Resistance Army (LRA, 2006-2009) or on the Eastern Democratic Republic of the Congo (2008-2009) – have nevertheless operated under mandates that empower UN officials to conduct good offices or mediation in its classic form. This entails a process of dialogue and negotiation in which a third party assists two or more conflicting parties, with their consent, to prevent, manage or resolve a conflict without recourse to force.

Some of these political missions reflect the UN's role as a mediator of last resort. They encompass issues of deep intractability which geopolitical factors render unsuitable for other mediators (such as divisions within the African Union and amongst other interested states over Western Sahara or the complex relationship of Greece and Turkey, both NATO members, to the Cyprus conflict). These can remain on the UN agenda almost indefinitely.

Others reflect more recent conflicts in Africa to which the UN's appointment of senior regional leaders – former President Joaquim Chissano of Mozambique in the case of the areas affected by the Lord's Resistance Army and former President Olusegun Obasanjo of Nigeria in the Eastern DRC – combines regional credibility and leverage with the authority of the global organization. A similar yet more low key role is fulfilled by the UN Office for West Africa (UNOWA), which works closely with regional actors in the context of a broad mandate for good offices.[3] Given its small size and the extreme volatility of the countries under its purview, it has a seemingly limitless opportunity to pursue them.

Meanwhile, there are many contexts in which the good offices of regional organizations and other actors may be more acceptable to national sensitivities than the United Nations. Individual states – among them several such as Qatar, Saudi Arabia and Turkey are attractive to conflict parties because of their Islamic credentials – have grown in

prominence as peacemakers. Meanwhile, in parallel to the growing role of the African Union in the promotion of peace and security, regional organizations such as the OAS, OSCE and the EU (the latter through its network of Special Representatives) have undertaken a range of political interventions, at times involving the deployment of political missions. In the case of the OAS in particular, a growing number of missions (the OAS Office in the Adjacency Zone between Belize and Guatemala; the Mission to Support the Peace Process in Colombia; the OAS Mission of Good Offices to Ecuador and Colombia) have had clear responsibilities for good offices and mediation.

Elsewhere there are many situations in which regional organizations lack the mandate or capacity to engage, and national as well as regional actors (such as India in the case of Nepal) have actively resisted an explicit good offices role for the UN. Yet where the opportunity is presented, the imperative to pursue political activities that are in the interest of sustainable peace remains. As current and former officials of the UN Mission in Nepal (UNMIN) agreed in a workshop held in late 2009, "'good offices' are inherent in a UN political mission headed by a representative of the Secretary-General."[4]

Special political missions under UN mandates, in addition to those deployed by the OSCE, the OAS and others, engage as one amongst a number of external actors in a given political situation. The clear "win" represented by the successful mediation of a peace agreement is rarely within their sights. Goals and achievements are of a lesser magnitude, with the advantages – and at times disadvantages – of political missions tied to the fact that they are, for the most part, in the field. In the best case scenario they are able to win the confidence of national actors and work to fulfill mandates variously described as being to "support," "encourage," "assist" or "advise" the peacemaking, building or consolidation of their national counterparts.[5]

A MIXED BAG

In practical terms, what political missions can achieve depends on the diplomatic and entrepreneurial skills of those who lead them, the resources at their disposal and the combination of circumstances and events within which they are engaged. As the individual entries within this volume testify, the past year has seen a major, but frustrated, attempt to reach a settlement of the Cyprus question; a patient if unrewarding effort to make some headway on the intractable issue of Western Sahara (complicated by the fact that both the parties to the conflict and the major powers on the Security Council appear not unhappy with the status quo); and intense political work to sustain the Transitional Federal Government of Somalia that emerged from the UN-mediated Djibouti peace agreements reached in late 2008. Elsewhere UNAMI has assumed a growing political profile in Iraq – notably in defusing a potentially explosive situation over the disputed city of Kirkuk and in smoothing the path to elections in 2009 and 2010 – and UNOWA played a critical role in supporting the ECOWAS-led mediation in Guinea, whilst also undertaking significant involvements in Mauritania and Niger.

These headline engagements mask a host of ongoing work in which good offices encourage dialogue amongst political leaders (from Afghanistan and Burundi to Lebanon, Nepal, Somalia and Sierra Leone); engage with regional and other leaders to address sudden internal crises (in Lebanon, West Africa and Guinea Bissau, as well as elsewhere); address differences that develop around the conduct of elections (across the board but notably in Afghanistan and Iraq); and assist national authorities prepare for disputes over natural resources (Central Asia) or address trans-border threats to peace and security such as drug trafficking and other criminal activities (in Central Asia again, but also across West Africa).

By any assessment, this is a mixed bag. A brief review of some of the activities pursued by the UN's political missions in the Middle East and Africa, before consideration of the properties and possibilities specific to those political missions constituted with a regional mandate, suggests the complexity of the challenges facing political missions, but also the opportunities with which they are presented.

Middle East and Iraq

Although multiple UN peacekeeping and political missions are deployed in the Middle East, the overall impact of the UN presence upon the region in political terms remains less than the sum of its parts. An independent peacemaking profile is circumscribed by Israel's suspicion of the UN as

a political actor, the UN's membership of the Quartet alongside the European Union, Russia and the United States, and the fact that the latter will be the preeminent external actor in any effort to resolve the region's inter-twined conflicts. The plethora of envoys, missions and offices create problems of coordination within the UN. These have not been helped by the overlapping aspects of some of the UN's mandates in the Middle East, or, at times, the contrasting personalities of those who lead their implementation.

Nonetheless, the UN fulfills a multitude of essential political tasks that contain the effects of conflict and may yet help ease the parties towards resolution.[6] These include functioning as a valued channel of communication – even an occasional mediator – between Israel, Syria and Lebanon; amongst Lebanese political actors; between Israel and Hezbollah and, quietly, between Hamas, Israel and other international actors.

The UN's good offices have been engaged in the provision of technical advice to prevent crises and keep political processes on track in Lebanon as well as the occupied Palestinian territory. The organization has an unusual degree of access to regional actors that others will not deal with directly – but cannot be ignored. In spite of limitations on the UN's interactions with Hamas, especially on contacts with senior envoys, it has been able to maintain substantive dialogue at the working level. Such contacts have allowed the UN to mediate agreements between Israel and Hamas that ensured that essential goods could be transported into Gaza and to pass messages to other Quartet members.

In the meantime, the UN has the advantage of being able to act with relative impartiality amongst the various Lebanese communities. It has long-standing relations with Hezbollah as a consequence of its peacekeeping responsibilities in the south of the country and high-level contacts on issues such as prisoner exchange. UNSCOL has passed messages between Hezbollah and other political actors, and draws on its access to Hezbollah to lower tensions caused by security incidents with Israel.

The political space for the engagement of UN political missions in the Middle East is determined by factors and actors that lie far outside the office of the Secretary-General. The emerging political role of the UN Assistance Mission in Iraq (UNAMI), however, illustrates that changes in the overall political environment may allow for unexpected opportunities.

In UNAMI's case, these opportunities were facilitated by a shift in approach by the United States and the adroit response to it by the mission's leadership. In 2007 the US began to see the benefits of the UN's undertaking political tasks for which its own overwhelming military presence in the country rendered it unsuitable. A new SRSG (Staffan de Mistura) arrived in Iraq soon after UNAMI had been given an expanded mandate from the Security Council with instructions from the Secretary-General to do more to assist the Iraqis.

UNAMI was tasked by the Security Council (SCR 1770) to "advise, support and assist" the government and people of Iraq in advancing an "inclusive national dialogue and political reconciliation." Balancing a desire to do more with respect for sensitivities regarding Iraqi sovereignty led the mission to assume a "cautiously proactive" attitude. It concentrated its efforts on a few initiatives rather than spreading itself thinly across an impossibly broad mandate. By working in partnership with the United States and gradually winning the confidence of the Iraqi authorities, it was able to provide extensive technical advice on Iraq's electoral processes and to develop a major role in helping address the potentially explosive problem of Kirkuk and other disputed areas.

Political and Peacebuilding Missions in Africa

Partnerships of very different kinds shape all political missions in Africa. The UN's field operations, as its envoys deployed from New York, work closely with the African Union and sub-regional organizations. Joint envoys have been appointed – and in the UN Mission in Darfur (UNAMID) a joint AU-UN mission deployed. In Kenya a hybrid mediation effort, led by Kofi Annan and the AU's Panel of Eminent African Personalities but supported by the UN and other actors, has given way to a special political mission – the Coordination and Liaison Office of the Panel of Eminent African Personalities – that continues to operate with UN assistance. In West Africa, UNOWA is specifically tasked to work with the sub-regional organization ECOWAS, which has taken the leading role in countering the region's instability and conflict-prone tendencies.

UN political missions in Africa have a somewhat checkered history. In the late 1990s "peacebuilding support offices" were established in the Central African Republic (CAR), Liberia and Guinea-Bissau, and a distinct political office was established in Somalia. All but the office in Guinea-Bissau came in the wake of larger peacekeeping presences. The offices were generally viewed as overly supportive of questionable governments (including that of Charles Taylor in Liberia) and lost credibility as entities capable of delivering on the broad needs of the societies with which they were engaged.

Peacebuilding offices in the CAR and Guinea-Bissau outlasted that in Liberia, and in 2005 were joined by the UN Integrated Office in Sierra Leone (UNIOSIL), following the withdrawal of a much larger peacekeeping operation, and in 2006 by the UN Integrated Office in Burundi (BINUB), after the newly elected Government of Burundi had demanded the drawdown of the UN Operation in Burundi (UNOB). These two offices (UNIOSIL became the UN Integrated Peacebuilding Office, or UNIPSIL, in August 2008) faced the difficult task of fulfilling their mandates in circumstances in which national authorities had recently emerged from the tutelage of a peacekeeping operation. Governments were sensitive to any perceived criticism or interference from the missions, even as they were eager to ensure the continuation of external financial support.

The extent to which these different offices have exercised good offices and undertaken quiet internal mediation has varied, not least as a consequence of the different political trajectories followed by their host countries. The peacebuilding support office in the CAR (BONUCA), in partnership with other actors including the International Organisation of the Francophonie and the non-governmental Centre for Humanitarian Dialogue, has played an active role in supporting national dialogue and a web of peace talks.

The decision by the UN Peacebuilding Commission to place first Burundi and Sierra Leone, and then Guinea-Bissau and the CAR on its agenda, expanded the responsibilities of the political missions in these countries. Senior officials – Executive Representatives of the Secretary-General (ERSGs) – heading the integrated offices wear multiple organizational hats (acting also as Resident Coordinators of the UN system and UNDP Resident Representatives) and necessarily engage with their host governments on different levels. In the case of Burundi, BINUB was mandated a "robust political role" that was centered on the provision of political advice and substantive support to the South African Facilitator of the peace process through a multi-stakeholder mechanism known as the Political Directorate. Although this helped advance the peace process, the government became increasingly intolerant of BINUB (taking offence, for example, at mildly critical comments included in reports of the Secretary-General to the Security Council) and in late 2009 it asked for the ERSG, Youssef Mahmoud, to be removed.

In Sierra Leone, meanwhile, UNIPSIL and the various UN agencies, funds and programs present in the country adopted a Joint Vision under which they agreed to combine their efforts to further the consolidation of peace. While the approach seeks to bring together the political, humanitarian and developmental aspects of the UN's different bodies, a distinct good offices role remains available to the ERSG. This was perhaps most in evidence in March 2009 when the ERSG intervened to help mediate – and calm – politically motivated violence that had broken out in the tense period before local elections. The UN's peacebuilding offices in Guinea-Bissau, meanwhile, have been given mandates of increasing breadth as the implications of the country's institutional weakness and vulnerability to drug-trafficking have become more evident. However, while UNIOGBIS' responsibilities are broad, the UN's long, but relatively weak presence in the country, until recently poorly supported by member states, means that the mission struggles to assert its political role with much authority.

Regional Missions and Their Uses

As the first regional political mission, the UN Office in West Africa (UNOWA), represents a slow-germinating experiment quite distinct from the country-specific political missions the UN has deployed elsewhere in Africa. Its broad mandate, small size and extensive geographical reach (over the fifteen countries of ECOWAS, as well as Mauritania) present obvious challenges. Over the nine years of its existence UNOWA has responded by focussing its energies on a combination of cross-border issues and good offices dedicated to mediating, or

supporting mediation by others, the series of crises that have assailed the region.

The office was slow to develop an effective partnership with ECOWAS. However, it helped draw attention to the cross-border nature of the region's many threats to security and played a leading role in facilitating the implementation of the October 2002 ruling by the International Court of Justice on the boundary between Cameroon and Nigeria. It has also been directly involved in regional and international responses to the succession of crises that have developed in Guinea, Mauritania, Niger and Togo.

UNOWA works with several advantages. Its regional mandate and physical location in Dakar, Senegal – long a hub for UN agencies and programmes, as well as among the most stable of West African countries – mean that it is inherently less threatening to the sovereignty of any one of the countries under its purview than a nationally located political mission. When relations with other actors in the UN system are working well, it can effectively engage in sensitive issues whilst providing a degree of political cover to the UN Resident Coordinators, agencies and programmes who may seek less complex relations with national actors. Moreover, the circumstances of its creation – by exchange of letters between the Secretary-General and the President of the Security Council – and the minimal reporting demanded of it, allow it to work with a high degree of discretion

The interlocking threats to and in West Africa both ensure an active response at the regional level and complicate its orchestration. Neighboring states – particularly the landlocked states of Burkina Faso and Mali – have great interest in maintaining a degree of stability in Guinea, for example, and can be counted on to invest time and resources in preventing its implosion. Meanwhile at the multilateral level, the close coordination between Said Djinnit, the former AU Peace and Security Commissioner who became SRSG for West Africa in February 2008, and Mohammed Ibn Chambas, who until early 2010 was President of the ECOWAS Commission, underpinned the evolving partnership between the two entities and their effective collaboration with the African Union.

The UN's second regional mission, the UN Regional Centre for Preventive Diplomacy in Central Asia (UNRCCA), which is based in Ashgabat, Turkmenistan, also operates in complicated terrain. A lengthy period of negotiation resulted in a broad mandate to assist the five Central Asian states to respond to existing threats and emerging challenges. The Centre's 2009-2011 plan of action focuses on cross border threats from illicit activities (terrorism, organized crime and drug-trafficking); environmental degradation and resource management; and the implications of the situation in Afghanistan.

UN Photo

Greek Cypriot leader Demetris Christofias (right) and then Turkish Cypriot leader Mehmet Ali Talat (left) meeting under UN auspices on Cyprus.

Although working with a minimal staff, and without the presence of a robust sub-regional organization such as ECOWAS as a counterpart, UNRCCA's SRSG, Miroslav Jenca, has gradually been able to build up the credibility of his office. He secured a relatively high degree of access to the region's governments – none of which would have accepted a political mission established on a national basis – and developed effective relationships with the region's UN Resident Coordinators. Preventive work on the pressing problem of water scarcity drew upon additional expertise from DPA's Standby Mediation facility and underlined the utility of UN technical expertise as an entry point to an issue of evident political sensitivity. In the wake of the uprising that toppled the government of President Kurmanbek Bakiyev in Kyrgzystan in early April 2010, UNRCCA worked closely with the OSCE in the interests of an effective international response to the crisis.

CONCLUSION

This whistlestop account of the wide variety of good offices and mediation undertaken by political missions suggests the difficulty of drawing broad conclusions from their efforts. Yet in this rapidly evolving field some patterns are discernible.

Political missions conduct more good offices and mediation takes place more frequently than the number of formal negotiations, or overtly mandated activities would suggest. This is a natural and ethical response to the challenges posed to political missions by the complexity of the circumstances into which they are deployed. It does not imply that mandates are violated, or the wishes of host countries, regional or other international actors defied. Rather it suggests that there are circumstances within which the presence of a political mission in the field – with the understanding of national actors and regional and more far-flung international partners (or spoilers) that a sustained field presence brings with it – can reap benefits distinct from those that might be seen from the engagement of a visiting envoy.

These benefits are by no means assured, as the wide variance in efficacy and impact evident within the political missions profiled in this volume makes clear. Rather they will depend on factors that fall with differing degrees within the competences of those who plan, mandate, and lead political missions. Skilful diplomacy will be required to reassure national counterparts with respect to understandable sensitivities regarding national sovereignty, but may not always be sufficient. Superior political and bureaucratic skills are likely to be needed to help design and secure an adequate mandate and resources for the mission itself. Again, such skills may not always be equal to the challenge.

As always, the impact of external actors – in this case political missions – will to a great extent be determined by national factors and processes to which their own contribution will be largely auxiliary. In the best cases, nevertheless, the advice, support and expertise that is offered through political missions' mediation and good offices should be received as a helpful contribution to processes in which the hard decisions need to be taken, and implemented, by national and regional actors. Mediation and good offices will have played their part in maximizing the contribution of the international community that the political mission aspires to.

NOTES

1 Martin Griffiths and Teresa Whitfield, "Mediation: Ten Years On – Challenges and Opportunities for Peacemaking," Centre for Humanitarian Dialogue, March 2010.

2 The chapter on UNMIN briefly refers to the good offices conducted by the UN from New York from 2003 on and by a small team lead by the Personal Representative of the Secretary-General in the months before the negotiation of UNMIN's mandate in early 2007.

3 In 2001 Secretary-General Kofi Annan described the responsibilities of the new office as including "carrying out good offices role and special assignments in countries of the subregion, on behalf of the Secretary-General, including in the areas of conflict prevention and peace-building efforts." *Letter dated 26 November 2001 from the Secretary-General addressed to the President of the Security Council.* S/2001/1128, 29 November 2001.

4 Teresa Whitfield, "Focused Mission: Not so Limited Duration: Identifying lessons from the United Nations Mission in Nepal (UNMIN)," Center on International Cooperation, February 2010.

5 UNAMI has a mandated role to "advise, support and assist" the Government of Iraq on political processes (SCR 1770); in late 2007 BINUB was given a "robust political role in support… of the peace process, in full coordination with regional and international partners" (SCR 1791 of 17 December 2007); UNRCCA is mandated to "encourage" the peacemaking efforts and initiatives of regional organizations such as the OSCE, the Commonwealth of Independent States and the Shanghai Cooperation Organization (S/2007/279).

6 Lizzie Sellwood, "The Role of the United Nations in Middle East Conflict Prevention," Center on International Cooperation, July 2009.

Mission Reviews 3

3.1 Middle East

3.2 West Africa

3.3 Central Africa

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3.5 Afghanistan

3.6 Iraq

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3.1 Mission Reviews

Middle East

The Levant region of the Middle East remains strategically important to both regional and great powers. In 2009 the region continued to struggle with the destabilizing effects of non-state actors, the fragility of weak states, the insecurity of porous and disputed borders and tensions caused by the unresolved conflict between Israel and the Palestinians and the wider Arab world. While Lebanon and Israel have maintained a tenuous cessation of hostilities since the 2006 war, they have yet to arrive at a formal truce. The Israeli/Palestinian conflict remained resistant to mediation efforts in the face of Israeli measures in East Jerusalem and the remainder of the West Bank, Israeli-Hamas tensions, the chronic de-development and human rights situation in Gaza, and internal Palestinian divisions between Hamas-controlled Gaza and the Palestinian Authority-controlled Palestinian areas in the West Bank.

In this bleak assessment there have however been signs of incremental progress in the region's overall stability in the past year. Political tensions in Lebanon that turned into violent street clashes were calmed following the election of a government of national unity. In the Occupied Palestinian Territory, the Palestinian Authority's state-building agenda pursued by Prime Minister Fayyad has reinvigorated efforts to build institutions and refocused policies in core governance areas like economic governance and rule of law. The Obama administration's increased focus on the Israeli/Palestinian conflict has met with varied results – proximity talks did not start until May 2010 and there has been no successful transition to direct negotiations, but the fruits of a redoubled mediation effort will only become known over the next 12-18 month period.

The UN's role in conflict prevention in this politically fraught region is complex and subject to often lightening quick changes in the political situation on the ground. This chapter will focus on the role in conflict prevention of UN political missions active in Lebanon, Israel and the Occupied Palestinian Territory.

UNSCO

Background to Mission

Although United Nations involvement in the Israeli/Palestinian conflict dates back to 1948, it was only through the 1994 Oslo Accords that the Office of the UN Special Coordinator for the Middle East

UN Special Coordinator Office for the Middle East Peace Process (UNSCO)

Authorization Date	16 September 1999 (UNSC Letter S/1999/983)
Start Date	1 October 1999
Special Coordinator	Robert H. Serry (Netherlands)
Deputy SC	Maxwell Gaylard (Australia)
Budget	$16.3 million (1 January 2010-31 December 2011)
Strength as of early 2010	International Civilian: 27 Local Civilian: 26

For detailed mission information see p. 220

Peace Process (UNSCO) was established. UNSCO's mandate was to coordinate and strengthen UN inter-agency cooperation to respond to the needs of the Palestinian people and to mobilize financial, technical, economic and other assistance. In 1999, UNSCO's mandate was expanded to represent the UN Secretary-General in discussions with the parties and the international community and to improve UN development assistance in support of the peace process. Since 2002, the Special Coordinator has been the Secretary-General's envoy to the Middle East Quartet, and an integral partner to the Road Map launched in 2003.

UNSCO is comprised of three offices in Jerusalem, Ramallah and Gaza, and has a roving regional presence. In 2006 its coordination capacity was increased with the appointment of a Deputy Special Coordinator, who simultaneously acts as the Humanitarian and Resident Coordinator and leads the UN Country Team (UNCT), which consists of over 21 organizations.

Recent Developments

In December 2008 and January 2009, Israel launched "Operation Cast Lead" in response to rocket fire from Gaza. The conflict further exacerbated the humanitarian and security situation in Gaza, which had seen restrictions in imports and a ban on exports since 2006. Several regional parties sought to mediate during Cast Lead to urge ceasefires from Hamas and Israel, but eventually it was the passage of Security Council Resolution 1860 that provided the framework for an end to the violence. In the aftermath of the conflict, Egypt, as mandated by the League of Arab States, launched several rounds of intra-Palestinian reconciliation talks.[1] The Quartet was not active in any of these mediation attempts. And UNSCO's notable absence from the negotiations underlined its limited ability to influence the political processes both as an advisor to the parties and in working with the Quartet. However, behind the scenes UNSCO was

active in urging all parties to make progress and in promoting regional and international unity on the issues of discontent. In addition, UNSCO supported the engagement of the Secretary-General with the Security Council during the Gaza war and his peace mission to the region, including his visit to Gaza in the immediate aftermath of hostilities.

While the hardening of the security situation put a strain on the working relationship between UNSCO and the Israeli government, the mission continues to maintain channels of communication with a range of non-state and state parties – including Israel. The Special Coordinator, the Deputy Special Coordinator and their staff continue to cultivate constructive relationships with various ministries and departments of the Government of Israel as well as the Palestinian Authority including formal and informal communication and coordination channels. They also continue relations with Egypt, Jordan, Syria, Lebanon, Turkey, and members of the Quartet as well as with a wide network of interlocutors in civil society including NGOs and the media. UNSCO maintains an office in Gaza and has informal but regular political contacts with Hamas, that are officially restricted to the "working level," and also engages with the local authorities on humanitarian issues.

Recent initiatives that UNSCO has facilitated include negotiating improved humanitarian and material access into Gaza. While access remains tenuous and insufficient due to tight Israeli security cordons,[2] some materials that Israeli authorities have recently approved for entry[3] include wood, aluminum and glass for winterization efforts – albeit in limited capacities. Construction materials such as concrete remain tightly regulated and as a result few of the buildings destroyed in Operation Cast Lead have been reconstructed. UNSCO has however negotiated approval for the completion of some existing UN projects in Gaza including a housing project in Khan Younis – though this falls short of the request to finish all existing UN projects including schools and hospitals. As noted by Quartet statements and Security Council briefings, the humanitarian situation in Gaza due to the Israeli and Egyptian blockade remains dire and prospects for reconciliation between Hamas and the Palestinian Authority are rapidly deteriorating. In Jerusalem, Special Coordinator Serry has been active in defusing tensions between Israel and Palestine surrounding the contested religious site of Haram al-Sharif/Temple Mount, and in highlighting the dangers of "Hebronization" of the city due in particular to Israeli settlement activity in Palestinian neighborhoods.

UN Photo/Mark Garten

Secretary-General Ban Ki-moon (second from right), and Robert H. Serry (right), Special Coordinator for the Middle East Peace Process and Mr. Ban's Personal Representative to the Palestine Liberation Organization and the Palestinian Authority, observe the progress on a UN-funded housing project at Khan Younis in Gaza, 21 March 2010.

The continued lack of progress on a political settlement is a clear impediment to UNSCO's work in the region. However, in 2009 there seemed to be redoubling of preparatory work with the parties in whatever capacity is available on issues below the level of status discussions. UNSCO is working with the Palestinian Authority (PA) in its preparations to enter international agreements that do not require state party status, such as the Customs Union, as well as with legal preparation to lay the groundwork for future state party status through such mechanisms as gaining observer status in the WTO. In addition, UNSCO strives to maintain continued focus on all six final status issues, including Jerusalem, borders, refugees, security, settlements and water.[4]

The May 2009 re-appointment of Salam Fayyad as Prime Minister of the PA[5] was among the most significant developments of the year and his state building agenda which focuses on security and institution building in the West Bank has been praised in both UNSCO's Security Council briefs and the March 2010 Quartet statement.[6] The UN has worked to support this agenda through a reorientation of its UN Medium Term Response Plan in support of statebuilding efforts, including specific initiatives that help to build the structures of a future Palestinian state. UNSCO has also assisted

implementation of the plan by working with the Ad Hoc Liaison Committee[7] in securing donor support for institution building, while at the local level, UNSCO is a co-chair of the Local Development Forum together with the PA, the World Bank and the Norwegians.

In November 2009, Israeli Prime Minister Benjamin Netanyahu announced a freeze of settlement constructions in the West Bank and it appeared that proximity talks between Israel and the PA would commence. However, partial implementation of the settlement freeze led to the temporary suspension of the talks until May 2010, a cooling of relations between the US and Israel and a revival of US involvement in the Quartet. In addition, Palestinians in the West Bank and Gaza face increasing barriers with respect to access to East Jerusalem, which has serious economic and social implications.[8]

The Obama administration's recent re-emphasis on the Quartet created the space for a larger advisory role for UNSCO. As the only Quartet Envoy permanently based in the region, Special Coordinator Robert Serry is able to provide authoritative information and analysis to the Quartet based on the large Country Team network and extensive interactions with the parties. UNSCO has been able to play a part in promoting more balanced and substantive Quartet positions, as reflected in the June 2009 Trieste and March 2010 Moscow Quartet statements.[9] UNSCO also maintains a roving regional presence in support of the peace process. As part thereof, Special Coordinator Serry often meets with the UN Special Coordinator for Lebanon Michael Williams on issues involving Lebanon and Israel. In addition, Serry conducts outreach to regional players and organizations such as the Arab League to address regional dimensions of the Middle East Peace Process and the Palestinian issue.

UNSCO's Coordinating Role

Following a policy decision by the UN Secretary-General that calls for an integrated approach for all UN field missions to maximize the UN's efficiency and effectiveness, the mission has taken a pragmatic approach to integration with the UNCT. UNSCO thereby focuses on practical overlap by prioritizing communication between agencies to avoid redundancy and maximize effectiveness on shared agenda items. Specific examples include a high degree of integration of UNSCO with OCHA and the Office of the Quartet Representative[10] on issues of movement and access from and to Gaza. Coordination between these organizations is often reflected in the monthly Security Council Briefing and in the development of common interagency positions on key issues as well as support provided to them on programming, access negotiations and other efforts.

One of the contributing factors to the mission's successful integration with the UNCT is that UNSCO's political and coordination officers share the same offices. This facilitates ease of communication and access on a variety of levels and issues between development coordination and political advising. In addition, successful donor coordination and donor outreach gives UNSCO significant leverage within the UN Country Team. To meet the growing demands related to UNSCO's coordination role, the mission sought and received six new professional posts from UN Headquarters, increasing UNSCO's coordination staff from three to twelve over the past 1½ years.

Conclusion

Lack of progress on the political track in the past 12-18 months is the most obvious hurdle for UNSCO in fulfilling its mandate. With the easing of Israeli policy on Gaza, UNSCO's challenge will be to ensure its full implementation and to use it as a springboard for further progress, both on access to Gaza and on the other issues – including prisoners exchange, underlying security tensions, and especially Palestinian disunity – which collectively inhibit a normalization of conditions in Gaza. However, the combination of local, regional and international factors will continue to render strong mediation attempts difficult to sustain.

Regarding the peace process, UNSCO must seek to support the PLO and PA in their negotiating efforts in the face of a difficult domestic environment. The mission also must try to influence Quartet positions in favor of a substantive framework for negotiations encompassing not only the core issues of borders, security, settlements and water, but also Jerusalem and refugees – and for a more comprehensive approach to peace, efforts must also be extended to Syria and Lebanon. In parallel, with the PA's statebuilding plan seeking institutional readiness for statehood by August

Office of the UN Special Coordinator for Lebanon (UNSCOL)

Authorization and Start Date	13 February 2007 (UNSC Letter S/2007/85)
Special Coordinator	Michael C. Williams (UK)
Deputy Special Coordinator	Marta Ruedas (Spain)
Budget	$8.4 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 21 Local Civilian: 51

For detailed mission information see p. 223

2011, UNSCO will need to continue rallying for UN support of this effort. Navigating the different dimensions of Quartet and Security Council engagement, and of negotiations and developments on the ground, will continue to pose a diplomatic balancing act for the Special Coordinator.

UNSCO had some success in engaging more closely with the parties to the conflict. Whereas in 2007-2008 UNSCO experienced difficulty in obtaining access to higher levels of the Israeli government, late 2009 and the early months of 2010 have shown a marked improvement in engagement with Ministry of Defense officials on access, though the engagement with Israeli authorities remains at a lower level than with Palestinian officials in the West Bank. A continual challenge for UNSCO is to assert its value added in its political and humanitarian/development coordination roles vis-à-vis the multitude of UN organizations that operate in Israel and the Occupied Palestinian Territory, whilst preserving its ability to serve as a credible interlocutor for all parties.

UNSCOL

Background to Mission

Following the withdrawal of the Israeli Forces in May 2000, the Secretary-General established an office for his Personal Representative to Southern Lebanon to support international efforts to maintain peace and security in the region – a mandate that was expanded to all of Lebanon in November 2005. In the aftermath of the July 2006 war with Israel, the Secretary-General transformed the presence into the Office of the United Nations Special Coordinator for Lebanon (UNSCOL), mandated to represent him politically and to coordinate the work of the UN in the country.

UNSCOL has a two-fold political mandate comprising both regional and internal elements: to oversee and report on the implementation of Security Council Resolution 1701, designed to lead to a permanent ceasefire and long-term solution of the 2006 Israel-Lebanon conflict; and to provide good offices on behalf of the Secretary-General to assist domestic Lebanese parties to reach peaceful solutions to contentious issues. The objectives of Resolution 1701 include the extension of Lebanese government authority to all Lebanese territory, the delineation of the international borders of Lebanon and the implementation of the Taif Accords including disarmament of all armed groups in Lebanon.[11] The Special Coordinator is mandated to engage Lebanese parties in support of Lebanon's internal stability, territorial integrity and the extension of Lebanese government control throughout the country. In addition, UNSCOL provides a coordination function for the UN system in Lebanon, and engages in outreach to regional organizations such as the Arab League, the EU, as well as donor countries, neighbors and pertinent regional powers.

Through its mandated task of implementing Resolution 1701, UNSCOL also coordinates regularly with the UN Interim Force in Lebanon (UNIFIL). UNIFIL has primary on-the-ground responsibility for military obligations on Resolution 1701 south of the Litani River, while UNSCOL oversees non-military aspects of the Resolution throughout the country. Thus, UNSCOL is a semi-integrated mission, with UNIFIL operating under the separate authority of the force commander. However, many elements of Resolution 1701 have both a security and political dimension, in which case UNIFIL's Force Commander and the Special Coordinator must work closely together with an informal division of labor.

UNSCOL maintains bilateral ties with Israel over the implementation of Resolution 1701 and in that regard works closely with the UN Special Coordinator Office for the Middle East Peace Process (UNSCO) in Jerusalem and Beirut on areas of overlap involving Israel and Lebanon.

Recent Developments

In May 2008 political tensions between the government and Hezbollah, which among other things prevented the country's presidential elections, escalated and resulted in the worst violence since the end of the civil war in 1990. The fighting ended the same month after a power-sharing pact was reached that gave Hezbollah more seats in government, and Lebanon's parliament elected General Michel Suleiman as president on 25 May 2008. While in June 2009, parliamentary elections were held, the creation of a national unity government was delayed – because of disagreements over power-sharing arrangements between the factions – until November 2009 when Saad Hariri, the son of assassinated Prime Minister Rafik Hariri, assumed the post of prime minister. Lebanon's confessional system of basing political representation on ethnic and religious identity continues to both undergird the political system and contribute to factionalization and political tensions between Shi'is, Sunnis, Christians and Druze.

In the lead up to the 2009 parliamentary elections, UNSCOL used good offices to communicate with Lebanese parties to maintain stability during the electoral process and assisted UNDP in providing technical support to the elections. In this capacity, UNSCOL established an "electoral forum" to brief relevant parties on the functioning of the electoral process as well as technical aspects of the election and gather donor support. The forum has been well received both by the Lebanese government and the international community and has continued its work in preparations for the May 2010 municipal elections.

Since the establishment of the national unity government and other national institutions following the June 2009 elections, the UN's role in offering good offices to the Lebanese in support of domestic stability may be less immediately relevant. The UN therefore focuses on working with the new government on state building and broader reform challenges.

In its mandated Resolution 1701 capacity, UNSCOL has helped to de-escalate tense situations and re-establish the informal truce between Lebanon and Israel on numerous occasions. Recent examples include responding swiftly alongside UNIFIL to inadvertent border crossings on both sides of the Blue Line[12] by local shepherds and others and acting as a go-between for the Israeli and Lebanese government to de-escalate tensions and provide factual analysis.[13] In terms of the implementation of the objectives Resolution 1701, several areas have seen little to no progress in the past year. In terms of the delineation of international borders, the status of Ghajar, a divided village on the Lebanon border, and Shebaa farms remains unsettled with prospects for a breakthrough in the next year unlikely. Another objective of 1701, the disarmament of all armed groups in Lebanon other than armed forces under authority of the Lebanese, presents a sizeable challenge as Hezbollah's hold on the South has not decreased and it is now part of the national unity government. However, UNSCOL's ability to talk to all Lebanese factions, including Hezbollah, allows the mission latitude in providing a "go-between" role for all parties to the conflict. In turn, UNSCOL's Israeli interlocutors on resolution 1701 value its access and analysis.

Coordination

In keeping with UN efforts to strengthen mission integration with other UN field presences, UNSCOL has, in consultation with the UN Country Team (UNCT), established working groups[14] in four key areas of development and political mission overlap: Palestinian Issues, Human Rights, Governance & Elections, Regional Disparities & Borders. Of these four groups, the latter has the most successful coordination between the political aspects of UNSCOL and the UNCT. The security of Lebanon's borders and other entry points are key provisions of Resolution 1701 to prevent the entry of arms and related materiel without the consent of the government. As controlling illegal arms traffic on the borders is not simply a matter of policing, but has a socio-economic basis, the cooperation between the UNCT and Lebanese Armed Forces, facilitated by UNSCOL, has been essential. The working group on Regional Disparities & Borders conducted a socio-economic survey of the border communities and Special Coordinator Williams has marshaled key donors such as the US, UK, Germany, Denmark and the EU to create a common border position and raise funds for technical and financial assistance. The Secretary-General has also twice dispatched a team of border security experts (the Lebanon Independent Border Assessment

UN International Independent Investigation Commission (UNIIIC)

Authorization Date	7 April 2005 (UNSC Res. 1595)
Commissioner	Daniel Bellemare (Canada)
Budget	$10.1 million (1 January 2009-31 December 2009)
Strength as of early 2009	International Civilian: 15 Local Civilian: 19

For detailed mission information see p. 189

Special Envoy, Implementation of Resolution 1559

Authorization Date	14 December 2004 (UNSC Res. 1559)
Start Date	3 January 2005
Special Envoy	Terje Roed-Larsen (Norway)
Budget	$0.7 million (1 January 2010-31 December 2010)
Strength as of 18 September 2009	International Civilian: 3

For detailed mission information see p. 171

UN International Independent Investigation Commission

In April 2005, the UN International Independent Investigation Commission (UNIIIC) was established by Security Council Resolution 1595 to probe the 14 February 2005 assassination of Lebanese Prime Minister Rafik Hariri, who was killed along with 22 others in a car bombing in Beirut. UNIIIC's mandate was later expanded to include assistance to the government with investigating further terrorist attacks in Lebanon. Initially conceived for a three months period, the UNIIIC continued its work until 28 February 2009.

While on the technical side the UNIIIC assisted the Lebanese authorities with legal, forensic and analytical expertise in the Hariri and the other cases, the Commission's investigative activities over the years have led to arrests of key suspects. In late 2008 and early 2009, the Commission was preparing for a gradual transfer of its operations, staff and assets to the Special Tribunal for Lebanon with the view to complete the transition by the time the Tribunal would take up its work on 1 March 2009.

The Tribunal was established in 2007 by Security Council Resolution 1757 and is based in The Hague. It is mandated to continue to investigate and then prosecute perpetrators of the Hariri assassination as well as other cases that the UNIIIC assists in investigating if they are found to be linked to the Hariri case and are of similar nature and gravity. In its last report to the Council, the UNIIIC warned that – against high expectations in some quarters – the launch of the Tribunal did not mean that the investigations were completed. In the same report the UNIIIC urged the Office of the Prosecutor to continue gathering evidence to support any indictments before the Tribunal.

Team [LIBAT]) to assess border monitoring and propose measures to improve border control.

UNSCOL's access to the highest level of the Lebanese government provides another platform for successful joint developmental and political initiatives. In terms of Palestinian and Human Rights issues, there has been progress in the reconstruction of the Nahr el Bared camp in 2009 as well as increased advocacy on issues such as the right for Palestinians to work and the provision of national IDs. The governance working group, which is chaired by UNSCOL, is organizing the electoral forums and helping to provide technical assistance to the May 2010 municipal elections.

The semi-integrated nature of the mission can often pose a challenge in terms of the public perception of UNSCOL's role in conflict mediation. UNIFIL's sheer size and scope with command of upwards of 12,000 international troops on the ground remains the face of the UN in Lebanon for most Lebanese. However, Special Coordinator Williams is very active in media outreach, widely recognized and afforded access at the highest levels of the Lebanese government. UNSCOL thus maintains a strong reputation as fair-minded with respect to domestic parties within Lebanon and regional counterparts.

Conclusion

While relations between the political and development sides of the aisle have notably improved in the past two years, due mainly to the good working

Special Envoy for the Implementation of Resolution 1559

Following the December 2004 UN Security Council Resolution 1559 – which aims to strengthen the sovereignty, territorial integrity, unity and political independence of Lebanon under the exclusive authority of the government of Lebanon throughout the country – the Secretary-General appointed Terje Roed-Larsen as Special Envoy for the Implementation of the Resolution. Mr. Roed-Larsen began his appointment on 3 January 2005 and is mandated to consult with the government of Lebanon, other interested states and UN agencies in preparing the Secretary-General's semi-annual report on the implementation of Resolution 1559. The Resolution is somewhat controversial as it is seen by some as antagonistic in tone and was adopted by the Security Council with six abstentions.[1]

Since the adoption of the Resolution, several of its provisions have been implemented. Following the 18-month political crisis in Lebanon and the intense violence of May 2008, the political scene in Lebanon has become much more stable. Elections in June 2009 finally resulted in a Unity Government created on 9 November 2009, with a calm security situation throughout the process. Political rapprochement between Syria and Lebanon and a high-level visit from Lebanon's prime minister to Damascus in December 2009 marked an important step toward the normalization of relations for the two countries. In August 2010, in a move that may positively affect its national security and stability, the Lebanese government granted employment rights to Palestinians living in Lebanon. Notwithstanding these positive developments, violations of the Resolution or a lack of implementation persist. Issues like border delineation with Syria, Israel's occupation of the northern part of Ghajar, porous borders and the presence and interference of Hezbollah, Palestinian and Lebanese militias continue to obstruct Lebanon's advances toward full reaffirmation of its sovereignty and territorial control.

1 The six countries that abstained from voting on Resolution 1559 were Algeria, Brazil, the People's Republic of China, Pakistan, the Philippines and Russia. The remaining nine Council members – Angola, Benin, Chile, France, Germany, Romania, Spain, the United Kingdom, and the United States – voted in favor. See Elizabeth Sellwood, "The Role of the United Nations in Middle East Conflict Prevention," Center on International Cooperation, New York University, 2009.

relationship between the Special Coordinator and Resident Coordinator – who also acts as the Deputy Special Coordinator – the mission's integration with the UNCT remains fragile and subject to personalities. However, while institutional differences remain, the successful initiatives in 2009 show that some coordination successes are starting to emerge.

Changes in the regional environment, such as an escalation of tensions between Iran and Israel, or a shift in the dynamics with Syria, could quickly change the internal balance in Lebanon and the tenuous cessation of hostilities between Israel and Lebanon. The underlying and indeed long-term challenges of Lebanon's confessional political system could also change UNSCOL's level of involvement in Lebanon if governance challenges, such as presented by the parliamentary elections in 2009, arise. If such a sudden shift occurs, UNSCOL good offices will once again be called upon – in the meantime a tense status quo with regard to the disarmament and disputed border objectives of Resolution 1701 prevails.

NOTES

1 As of July 2010, Hamas has not signed the Egyptian-drafted reconciliation document, which was signed by all of the factions within the PLO, following several rounds of intra-Palestinian negotiations in 2009.

2 In June 2010, Israel announced steps to ease the Gaza blockade allowing more goods and construction materials to reach Gaza. The decision came in response to increased international criticism of the blockade following Israel's raid on Gaza-bound aid ships on 31 May, which resulted in the death of nine passengers.

3 UNSCO was able to facilitate entry of the material from the Turkish flotilla to Gaza following engagement with the flotilla organizers, Turkey, Israel, and the de facto Hamas authorities in Gaza.

4 See February 18, 2010 Briefing to the Security Council by UN Under-Secretary-General for Political Affairs, B. Lynn Pascoe.

5 Salam Fayyad's first appointment to the post by President Mahmoud Abbas in 2007 was not confirmed by the Palestinian Legislative Council.

6 "Statement By Middle East Quartet," SG/2158, 19 March 2010, http://www.un.org/News/Press/docs/2010/sg2158.doc.htm.

7 The Ad Hoc Liaison Committee was established in 1993 by the Multilateral Steering Group of the multilateral talks on Middle East peace in the context of the Washington Conference to provide international policy coordination development assistance to the Palestinian people. It is chaired by Norway and co-sponsored by the US and EU. Members include the PA, Israel, the UN, the IMF, Canada, Egypt, Japan, Jordan, Russia, Saudi Arabia and Tunisia.

8 UN Report to the Ad Hoc Liaison Committee, April 13, 2010

9 "Statement By Middle East Quartet," SG/2152, 26 June 2009, http://www.un.org/News/Press/docs//2009/sg2152.doc.htm; "Statement By Middle East Quartet," SG/2158, 19 March 2010, http://www.un.org/News/Press/docs/2010/sg2158.doc.htm.

10 The current Quartet Representative is Mr. Tony Blair. UNSCO seconds a staff member to his office

11 Security Council Resolution 1701 (2006) available at http://unscol.unmissions.org/portals/unscol/SC%20Resolution%201701%20(2006).pdf.

12 The Blue Line is a border demarcation between Lebanon and Israel published by the United Nations on 7 June 2000.

13 S/2009/566 Eleventh Report of the Secretary General on the Implementation of Security Council Resolution 1701 (2006) available at http://unscol.unmissions.org/portals/unscol/SG%20Report%20on%201701-Eleventh%20(02%2011%2009).pdf.

14 Although UNIFIL is not integrated into the UN Country Team it maintains observer status in the working groups.

3.2 Mission Reviews

West Africa

In its recent past, West Africa has been one of the most volatile regions of the world, suffering from devastating civil wars and acute political instability complicated and exacerbated by poverty, mismanaged natural resources, poor governance and vulnerability to external shocks. The past two years saw the president of Guinea-Bissau murdered and unconstitutional changes of government in three countries – Mauritania, Guinea and most recently, Niger. The region also continues to be a prime target for organized crime, especially drug trafficking, and its large numbers of underemployed and disaffected youth make it especially vulnerable. Civil-military relations continue to pose serious governance problems and elections, while providing hope for improved governance, can be rife with tensions.

There have also been positive signs of progress in recent years; overall levels of violent conflict have dropped, and the rhetoric of democracy and rule of law is gradually gaining ground. The Economic Community of West African States (ECOWAS) has taken an assertive and progressive stance on addressing the region's challenges and conflict prevention in general. Nevertheless, the region's pursuit of stability is complicated by porous borders, which means that the political missions operating in the region do so in a complex environment where the threats and issues are cross-cutting and inter-related and instability can be contagious. The UN has four political missions in the region, UNIOGBIS, UNIPSIL, CNMC, and the regional office, UNOWA. There are also still two active peacekeeping operations, the UN Mission in Liberia (UNMIL) established in 2003, and the UN Operations in Côte d'Ivoire (UNOCI) established in 2004. As these missions drawdown, it is likely that they too will be replaced with political missions.

hdptcar (Creative Commons)

Soldier in Guinea-Bissau

UNOGBIS/UNIOGBIS

Background

The UN Peacebuilding Support Office in Guinea-Bissau (UNOGBIS) was established in 1999 with a mandate particularly focused on the implementation of the Abuja Agreement between the Government of Guinea-Bissau and the self-proclaimed military junta. Its mandate was subsequently extended in 2004 and 2005 to assist with the country's ongoing peace consolidation and stability needs of the post-transitional phase.[1]

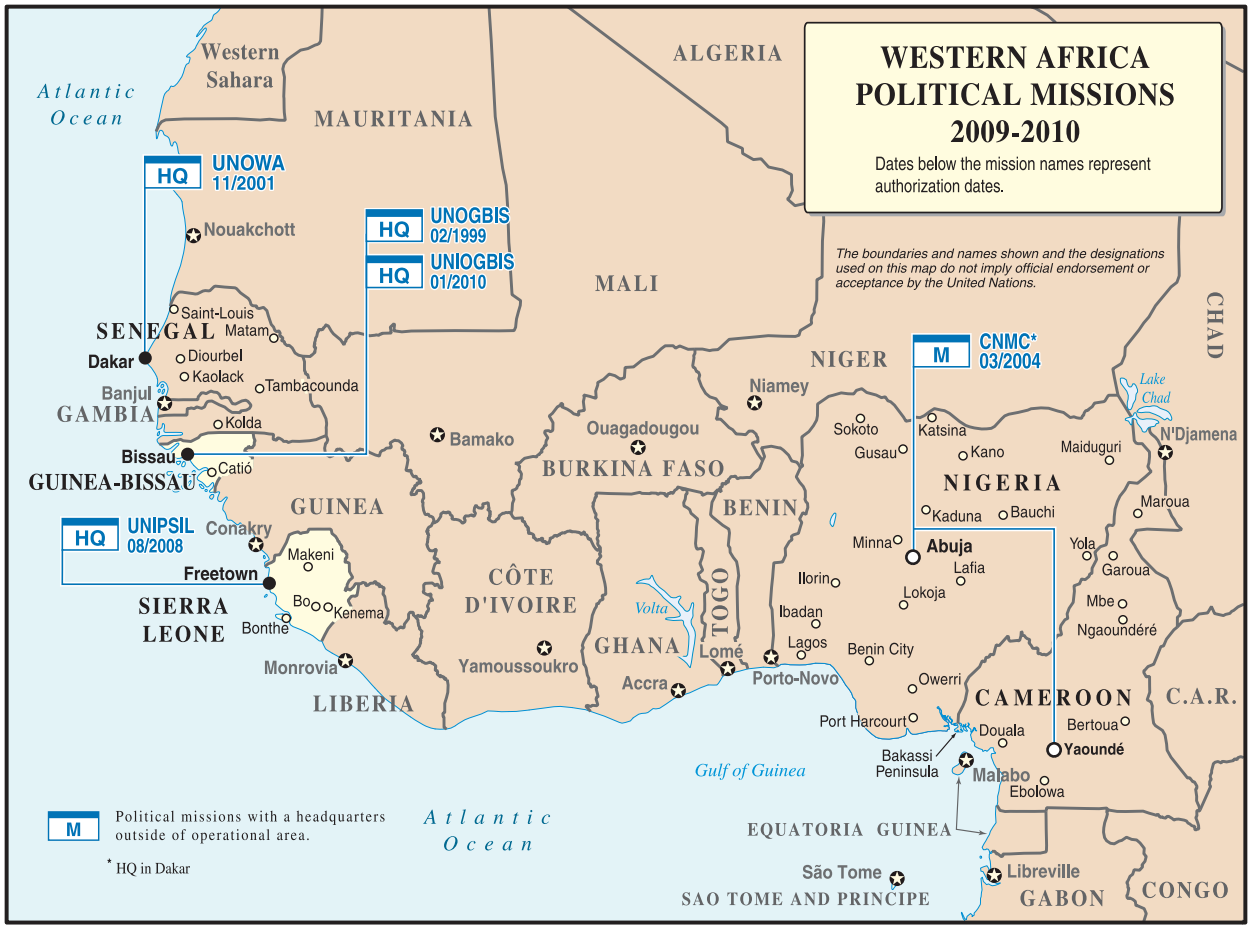
Map No. 4411 UNITED NATIONS
June 2010

Department of Field Support
Cartographic Section

In December 2007, at the request of the Government of Guinea-Bissau, the country was placed on the agenda of the UN Peacebuilding Commission (PBC). UNOGBIS' mandate for 2008 was revised to reflect its growing responsibility in supporting efforts to combat the country's increasing challenges with drug trafficking and organized crime. The 2009 mandate continued these efforts in addition to strengthening the capacities of national institutions in order to maintain constitutional order; implementation of security sector reform (SSR); respect of rule of law and human rights; as well as assisting all other partners in their engagement with Guinea-Bissau.

In January 2010, the UN Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS) replaced UNOGBIS. The mission's mandated responsibilities were further expanded to provide support to the work of the PBC and the Peacebuilding Fund (PBF), coordinate SSR efforts and address national reconciliation issues. The shift to an integrated mission also means more resource allocation towards these tasks, allowing for greater technical support to the government to enhance national capacities and better coordination of mission and UN Country Team (UNCT) efforts.

The mission has an office that supports the Special Representative of the Secretary-General (SRSG) and his Deputy[2] and four substantive sections – political affairs, human rights and gender, SSR, and public information. There is also a strategic planning unit that undertakes joint planning; promotes integration of the political, human rights and development agendas of the mission; and coordinates the efforts of UNIOGBIS with the UNCT, the PBC and the PBF. UNIOGBIS operates with an integrated strategic framework that builds on that of the UNCT, the mission's political and security sector mandates, as well as peacebuilding and national development priorities.



Map No. 4409 UNITED NATIONS
June 2010

Department of Field Support
Cartographic Section

Key Developments

Several incidents in 2009 epitomize Guinea-Bissau's precarious political situation and the deleterious role the military plays in the stabilization of the country. On 1 and 2 March 2009, the Chief of the General Staff and President João Bernardo Vieira were assassinated. After the attacks, the military restated their support for the constitution and the Speaker of the National Assembly assumed duties as the interim President of the Republic on 3 March. However, further assassinations took place on 5 June in the lead-up to the presidential elections when a presidential candidate, a former Defense Minister and two of his guards were killed. The authorities claimed that the victims were resisting arrest for an alleged coup attempt, the existence of which has yet to be confirmed.

Presidential elections were held without incident on 28 June and went to a second round on 26 July, with Malam Bacai Sanha of the governing party winning a majority of votes on a platform of ending violence and promoting development through peace and stability. In addition to providing training for election agents, funding unbiased media coverage and coordinating international electoral observers, UNOGBIS was also instrumental in urging the military to keep their distance from the proceedings, and in securing an MoU between the two main candidates to ensure that they respected the results.

While the peaceful election outcome boosted confidence after a particularly violent period, the preceding events served to highlight the critical need for comprehensive SSR in order to reduce the threat that rivalries, factionalization, and the involvement of the military pose to the political sphere. The transition of UNOGBIS to an integrated field presence has enhanced the coordinating role that the UN is able to play with respect to SSR, which is a priority for the UN, donors and

UN Peace-building Support Office in Guinea Bissau (UNOGBIS)

Authorization and Start Date	26 February 1999 (UNSC Letter S/1999/232)
First SRSG	Nana Sinkan (Cameroon)
Budget	$4.8 million (1 January 2009-31 December 2009)

UN Integrated Peace-building Office in Guinea Bissau (UNIOGBIS)

Authorization Date	26 June 2009 (UNSC Res. 1876)
Start Date	1 January 2010
SRSG	Joseph Mutaboba (Rwanda)
Budget	$19.0 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian:18 Local Civilian: 13 Military Experts on Mission: 1

For detailed mission information see p. 192

the government. The SSR unit within UNIOGBIS has developed a strategy for the mission and will liaise with national and international partners on its implementation. In addition, the unit has officers with various specializations, some of which will be seated within the government bodies responsible for SSR, in order to enhance the UN's support to the country's own process.

Unfortunately, Guinea-Bissau's progress towards viable security sector reform and stability experienced further setback on 1 April 2010 when soldiers loyal to then Deputy Chief of the Armed Forces arrested the army chief, detained the prime minister and escorted former Navy Rear Admiral, José Américo Bubo Na Tchuto, who had recently returned from exile in Gambia where he had fled after a failed coup attempt in August 2008, from the UN compound where he had been seeking asylum. While the prime minister was later released, at the time of drafting, the former army chief remains in custody and the US government has just classified Bubo and the head of the Air Force as "drug kingpins" for their role in trafficking narcotics through Guinea-Bissau.

Conclusion

The continued volatility of the political and security situation in Guinea-Bissau reinforces the rationale for a UN integrated peacebuilding presence in the country to monitor and defuse situations that could otherwise rapidly escalate. Despite facing some very daunting challenges, UNIOGBIS is able to have an impact because it provides unique services to the country, including enhancing coordination amongst other partners. The increase in resources and capacity that has accompanied the shift of UNOGBIS to UNIOGBIS will better position the mission to support the government in building up their own sustainable capacities, as opposed to finding provisional solutions to crises as they arise.

Yet, the mission alone can only do so much in an environment where there are still severe socio-economic problems, widespread impunity, and weak state institutions to deal with either of the above. All actors, including the government, the armed forces, as well as international partners, must remain committed to mobilizing, affecting and promoting change. The national conference, "Towards Peace Consolidation and Development" that the National Assembly is currently planning, will be an important step towards determining a common vision for the way forward. Additionally, although there have been positive signs regarding the volume of drugs transiting the country, implementation of the West Africa Coast Initiative will be necessary if this trend is to continue.

Of course, many of these initiatives rely upon the existence of more robust rule of law and a stronger justice system in general. Successful progress on SSR as a long-term goal will remain a challenge that will require cooperation between all actors. In the interim, addressing the politically motivated violence of last year and ensuring that those responsible are brought to justice will lay an important foundation for the future. Making sure the national commissions of inquiry move ahead with this process in a timely manner, which they have yet to do thus far, will be an important first step in re-legitimizing the state and its institutions in the eyes of Bissau-Guineans.

UNOWA

Background

The UN Office for West Africa (UNOWA) was established in 2001 by an exchange of letters between the Secretary-General and the Security Council and became fully operational in January 2002, with the goal of promoting an integrated subregional approach to the peace and security challenges the region faced. The Office, the UN's first regional political mission, covers the fifteen member countries of ECOWAS in addition to Mauritania. Its first mandate focused on carrying out good offices, enhancing and facilitating the work of other UN agencies and partners, as well as liaising and assisting the work of ECOWAS.

UNOWA's mandate was renewed for an additional three years in 2005,[3] and again in 2007,[4] with the current mandate expiring on 31 December 2010. Each subsequent mandate renewal has seen an increase and expansion in the Office's functions and activities. The current mandate still centers on the performance of good offices and the mission's support to ECOWAS, but also includes facilitating harmonization between various UN entities, and developing better knowledge and awareness of the cross-border issues the region faces, as well as enhancing efforts to address them. In February 2008, Said Djinnit became the SRSG for West Africa and the Head of UNOWA.

As a regional mission, UNOWA is responsible for all of West Africa, but a de facto division of labor dictates that it tends to focus and take the lead on countries with no other UN political presence. Still, in spite of its considerable geographic and thematic scope, UNOWA is the smallest political mission in West Africa; it contains an office of the SRSG, and a political affairs, human rights, and public information section that support the work of the SRSG as well as the Office's other activities. Although not intended to operationalize any programs, UNOWA's size nevertheless constrains its ability to fulfill what is an unusually large and complex mandate. As a great deal of UNOWA's time and resources are expended on the good offices function of the SRSG, many of which, because of the nature of crises in the region, are unable to be planned or allotted for in advance, more long-term work on some of its mandated tasks suffer as a result.

Key Developments

On 23 December 2008, a military junta led by Captain Moussa Dadis Camara seized power in Guinea after the death of the long-serving president, Lansana Conte. The takeover was widely condemned by the international community, despite the fact the junta initially signaled that they intended to hold elections within the year. When it soon became apparent that Dadis might stand for president, the opposition coalition began to hold protests, culminating in a large peaceful rally on 28 September 2009 that turned violent when the army opened fire on civilians, killing at least 157 people, and also reportedly committed other gross human rights violations, including brutal sexual assaults. On 3 December, Dadis was shot in the head by an aide and evacuated to Morocco for medical treatment and authority was transferred to his Defense Minister who was more cooperative in establishing a timeline for democratic transition.

Throughout the mediation process, led by ECOWAS and its chosen facilitator, Burkina Faso's President Blaise Compaoré, the SRSG was actively engaged in high-level negotiations. As one of a core group of advisors to the facilitator – as well as representing the UN at the International Contact Group on Guinea - he strongly encouraged a prompt return to constitutional order. Concurrently, UNOWA worked closely with the UN Country Team in Guinea to develop programs that address key areas of conflict prevention in order to prepare for elections, which are scheduled to take place on 27 June. UNOWA has also, at ECOWAS' request, been providing advice as to how SSR can be included in the facilitation process and be addressed during the transitional period.

UNOWA has additionally been monitoring the situation in Niger after its coup in February, and was involved in discussions surrounding the pre- and post election tensions in Togo on how local mediation capacity can be strengthened. Throughout processes such as these, UNOWA works in concert with ECOWAS and, now more frequently, the African Union as well. This cooperation further strengthens the entities' tripartite partnership, and enhances the international community's capacity to react against undemocratic incidents that occur in the region. In between these specific mediation efforts, the SRSG travels frequently in the region

UN Office for West Africa (UNOWA)

Authorization Date	26 November 2001 (UNSC Letter S/2001/1128)
Start Date	1 January 2002
SRSG	Said Djinnit (Algeria)
Budget	$6.97 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 13 Local Civilian: 10 Military Experts on Mission: 4

For detailed mission information see p. 207

Cameroon-Nigeria Mixed Commission (CNMC)

Authorization and Start Date	17 March 2004 (UNSC Letter S/2004/298)
Chairman	Said Djinnit (Algeria)
Budget	$8.9 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 12 Local Civilian: 6 Military Experts on Mission: 2

For detailed mission information see p. 156

to monitor developing situations, raise key issues of concern, and communicate the UN's commitment to West Africa.

In addition to dealing with political crises, UNOWA focuses on the region-wide necessity for SSR, especially the impact that the security sector has on electoral processes. In order to integrate the work of the UN system in this area, UNOWA has developed an internal strategy, in collaboration with ECOWAS, the UN Departments of Political Affairs and Peacekeeping Operations, that will now be communicated to all UN actors in the region. The overarching goal of this process is to assess how the UN can best support ECOWAS in developing and implementing their own subregional SSR framework and action plan.

UNOWA has also continued to support ECOWAS in the implementation of their regional action plan on drug trafficking by mobilizing the necessary political support and commitment to roll-out the West African Coast Initiative. While seizure rates in the subregion have dropped, sustained engagement on behalf of the region's governments will be key to ensuring that the threat posed by illicit trade is contained, particularly now that a potentially worrisome link between drug trafficking and terrorist financing has been identified in the Sahel region.[5] UNOWA has recently strengthened its cooperation with the UN Office on Drugs and Crime and other partners on this issue in order to sensitize national authorities and do its part in maintaining international attention so that the threat posed by the trade remains on the agenda.

Conclusion

UNOWA's role in the mediation efforts that successfully prevented the situation in Guinea from deteriorating further and kept it from destabilizing neighboring countries, has been an important example of the unique contribution an office such as UNOWA can make. The mission will now need to turn its attention to facilitating preparations for credible elections in Guinea, as well as, where possible, preemptively attending to any issues that may arise from these or other potentially divisive upcoming elections in the region.

The predominant focus for UNOWA in this period has been on the good offices function of the SRSG, which is one area that a mission of its size can have the greatest impact regionally. Because of its mandate and the high profile of its SRSG, UNOWA has succeeded in creating the necessary political space so that other UN actors, such as the UN Country Teams, have been able to continue their work irrespective of situations that have arisen in their specific countries. Moreover, UNOWA's especially strong working relationship with ECOWAS has further enabled it to provide support to ECOWAS initiatives and contribute in ways that are targeted to the region's conflict prevention priorities.

However, UNOWA will continue to be challenged, especially if a similarly broad and complicated mandate, one that is neither tailored to its activities nor its resources, is forced upon it for another three years. Still, regardless of mandate,

The Cameroon-Nigeria Mixed Commission

The Cameroon-Nigeria Mixed Commission (CNMC) was established following the International Court of Justice ruling on 10 October 2002 on the disputed land boundary between Cameroon and Nigeria. The demarcation process was divided into four different segments: the Lake Chad basin, the land boundary, the maritime boundary and the Bakassi Peninsula, the most contentious because of its offshore oil deposits and fish stocks. The framework for the eventual withdrawal of Nigerian forces and the transfer of authority in the peninsula to Cameroon was agreed upon in the Greentree Agreement of 12 June 2006.

Because of the politically sensitive inter-state scope of its work, the CNMC does not have a formal Security Council mandate, but instead is funded as a special political mission through an exchange of letters between the Secretary-General and the president of the Security Council.[9] The mandate focuses on the highly technical aspects of the demarcation of the land boundary, as well as the more political and legal transfer of authority, demilitarization, and protection of the rights of those who are affected by the transition—including encouraging cooperative economic and environmental arrangements between the two populations.

Although a separate entity, the CNMC is located within UNOWA and since May 2009, UNOWA's SRSG also serves as both the Chairman of the CNMC and the Follow-up Committee for the Greentree Agreement, which is in place until 2013. The SRSG's good offices role has been critical in ensuring that implementation continues and that sufficient confidence is built and sustained around the process so that it is able to stay on track.

In August 2008, the final handover of the Bakassi Peninsula occurred between Nigeria and Cameroon. Since then, demarcation has advanced along the rest of the 1,950 kilometers of land boundary and, as of early 2010, approximately 300 kilometers of disputed territory are all that remains. In November 2009, the construction of the first permanent demarcation pillars began and will progress throughout 2010. Assessment of the land boundary is set to be completed by 2011, with boundary pillars to be in place by 2012. Throughout this period, the CNMC will continue to provide technical, political and legal guidance to ensure that any remaining areas of disagreement are amicably dealt with, and that implementation and confidence-building continues apace, including the monitoring of the affected populations and their rights.

The CNMC is widely lauded as an example of UN conflict prevention at its best, utilizing the UN's technical, political and legal expertise, and good office functions, to firstly get the commitment to - and then to sustain the implementation of - an agreement between two countries on disputed territory. Compared to other political missions, it also has a very clear exit strategy. While these are certainly valid points, unique challenges also arise from a mission that is highly technical yet managed by a political department; the balance between the political, technical and administrative tasks required has not always been an easy one to find. Moving forward, an important aspect of ensuring that the CNMC remains a success story will not only be replenishing its trust fund to create the financial capacity for completion, but also guaranteeing that the rights and concerns of the populations along the border remain as high a priority as the more technical aspects.

the Office must be able to work even more closely with the other UN actors in the region to promote greater collaboration and provide strategic guidance as part of a systematized, consultative and ongoing process. Finding a balance between this more consistent work and the ad hoc shuttle diplomacy required of the SRSG will be difficult, but necessary if the Office is to fulfill the core function of its mandate – to enhance the UN's contribution towards the achievement of peace and security priorities in West Africa.

UNIPSIL

Background

In December 2005, the UN Integrated Office in Sierra Leone (UNIOSIL) was established to follow-on after the withdrawal of the peacekeeping force UNAMSIL. Its mandate was to assist the government with the consolidation of peace, as well as to help preparations for presidential and legislative elections to take place in 2007.

ECOWAS

In addition to the UN's presence in West Africa, the Economic Community of West African States (ECOWAS) also has a network of offices across the region. These fall into two categories. The first category includes the four "sub-regional zone offices" of the ECOWAS Early Warning and Response Network (ECOWARN) situated in Burkina Faso, the Gambia, Liberia and Togo. The second consists of offices of the Special Representatives of the President of the ECOWAS Commission that assist Member States in dealing with crisis situations, or provide support in post-conflict settings. As of mid 2010, offices of the Special Representative are located in Côte d'Ivoire, Guinea, Guinea Bissau, Liberia and Togo.

The UN presence transitioned again in August 2008 with the establishment of the UN Integrated Peacebuilding Office in Sierra Leone (UNIPSIL).[6] The Office is mandated to support the government in resolving tensions and addressing areas of potential conflict; monitoring and promoting human rights and rule of law; strengthening good governance; assisting with the constitutional review; and coordinating the work of the Peacebuilding Commission (PBC), and the UN Country Team. In September 2009, UNIPSIL's mandate was extended until 30 September 2010[7] with a request for the Office's eventual transition into a UN Country Team presence, with special focus on issues surrounding preparations for the 2012 elections.

As one of the first fully integrated political missions, UNIPSIL is unique in several ways. It is headed by an Executive Representative of the Secretary-General (ERSG), a post currently held by Michael von der Schulenburg, who also serves as the Resident Representative of the UN Development Programme (UNDP) and the UN Resident Coordinator. The ERSG model is not widely utilized but works well in this particular context because it is accompanied by a peacebuilding strategy that aligns all aspects of the UN's country presence, and thus having one person in charge streamlines the decision-making process and complements integration.[8]

UNIPSIL also has one of the most targeted mandates of UN political missions. This was actively lobbied for by the ERSG so that the mission could have a focused strategy—providing the political platform, aid coordination and support (through a multi-donor trust fund), and technical advice—to assist the government with their own institution building and peace consolidation efforts. This is achieved by linking the mission's guiding framework, the Joint Vision for the UN Family in Sierra Leone, to the government's own Agenda for Change, which articulates its four main peacebuilding priorities as reliable power supply; increased productivity in agriculture and fisheries; improved infrastructure; and improved heath and other social services.

Covering the period of 2009-2012, the Joint Vision was developed in order to highlight the common priorities of the mission's political, development and human rights mandates, and to provide a framework that offers full integration at the program, planning, evaluation and operational levels of the following four issues: integrating rural areas into the national economy; economic and social integration of the youth; equitable and affordable access to health; and accessible and credible public service. To allow for accurate monitoring, each agency retains its own workplan and deliverables. The idea of having one vision for the entire UN family is still an incredibly innovative one, despite the fact it has streamlined what was originally thirty-two different strategies into one, and has the government's own priorities at its core.

UNIPSIL comprises an office to support the ERSG and then five substantive sections: Political Affairs and Peace Consolidation; Human Rights and Rule of Law; Democratic Institutions; Police and Security; and a Joint Strategic Planning Unit which is tasked with ensuring synergy across all of the mission's activities. The Planning Unit also links the strategies of UNIPSIL with those of the government, donors and the PBC. The mission has plans for a total of eight regional field offices to connect with local communities, assist with implementation of UN programs and enable more effective outreach. Additionally, these field offices will provide space for liaison offices of local civil society and NGOs.

Key Developments

While Sierra Leone has made admirable progress towards stabilization, the country still struggles with poor socio-economic indicators, corruption, drug trafficking, and severe youth unemployment—all

"A Shared Vision" – Integration and UN Special Political Missions

In a Policy Committee decision of June 2008, the UN Secretary General reaffirmed integration as the guiding principle for all conflict and post-conflict situations where the UN has Country Teams (consisting of UN agencies, funds and programs), a multi-dimensional peacekeeping operation or a political mission. The aim of the integrated approach for field missions is to develop a shared vision among all UN actors on the ground, maximizing the UN's efficiency and effectiveness by linking the various elements of peace operations, such as political tasks, development work, humanitarian assistance, human rights and the rule of law. However, the principle does not apply to missions mandated with strict military tasks, or to regional political offices, such as in Central Asia and West Africa.

Integration is by no means limited to one specific set up, but can take different structural forms depending on the specific country context. Generally, the more stable a country is, the more structurally integrated a mission can become. As of early 2010, only two missions, UNIPSIL and BINUB, are fully structurally integrated. Both missions are under the leadership of an Executive Representative of the Secretary General (ERSG). The ERSG position is "triple-hatted," because it combines the functions of the mission leadership, with that of the Resident Coordinator (RC) and Humanitarian Coordinator (HC), which are responsible for the coordination and harmonization of the UN development and humanitarian actors, namely the UN Country Teams (UNCTs), on the ground.

In other cases, the roles of the RC and the HC are combined under the Deputy Special Representative of the Secretary General (DSRSG). In these integrated missions, the SRSG provides the overall leadership and political guidance, while the Deputy is charged with coordination of the UNCTs. Current examples of such missions include UNAMA and UNAMI. In a third model of minimally integrated field presences, for example in the case of UNMIN and UNPOS, the missions are under the leadership of the SRSG but the RC/HC functions are filled outside the mission structure by the Resident and Humanitarian Coordinator, who is institutionally attached to the UN Development Programme (UNDP) and receives support from local offices of the UN Office for the Coordination of Humanitarian Affairs (OCHA).

Independent from the level of integration, all integrated field missions should have shared analytical and planning capacities as well as integrated strategic frameworks that should facilitate joint planning and shared objectives, divide responsibilities between the various actors and decide on mechanisms for monitoring and evaluation. At headquarters level, task forces consisting of relevant Secretariat departments and offices, agencies, funds and programs, provide support and policy guidance to the integrated missions. Missions in countries that are on the agenda of the UN Peacebuilding Commission (PBC), receive additional support through the PBC's Support Office.

It is important to note that the integrated approach does not seek to incorporate one UN entity into another – while the function of the RC/HC is structurally integrated, the UNCTs maintain their institutional independence from the mission. As the various UN actors operate according to their own management systems, accountability and report structures, funding lines and budget cycles, integration implementation can be challenging. In addition, there continues to be a lack of basic guidelines for senior mission management as to how to carry out integration in field missions. Both elements can lead to ambiguities about the process and place heavy reliance on the mission leadership to get the task done.

Some actors in the humanitarian sphere voice concerns that the integrated approach diminishes the impartiality of the humanitarians, as they are perceived as intrinsically linked with the role of the mission in a country's political transition process. Others argue that the set up in fully structurally integrated missions, where the ERSG also acts as the RC/HC, is an impediment to a more robust political role, because the mission leadership is not solely perceived as an impartial political mediator.

At the same time, while a political mission can not be perceived as partial to any party to a conflict, its good offices and mediation role can be instrumentalized to create the necessary conditions for successful conduct of humanitarian and development functions, that otherwise could not be achieved (as Ian Johnstone argues in his essay in Section II of this volume). While integration in this context does not come without challenges, it provides an important step toward a UN system that works in unison across institutional differences.

UN Integrated Peacebuilding Office in Sierra Leone (UNIPSIL)

Authorization Date	4 August 2008 (UNSC Res. 1829)
Start Date	1 October 2008
ERSG	Michael von der Schulenburg (Germany)
Budget	$16.9 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 27 Local Civilian: 30 UN Volunteers: 1

For detailed mission information see p. 197

UN Photo/Rudolfo Landeros

Successful operation: the Joint Drug Interdiction Task Force (JDITF), a cooperative effort of UNIPSIL and the government of Sierra Leone, found 703 kg of cocaine at Lungi Airport, April 2009.

within a highly divisive political environment. Therefore, while calm prevails for the most part, it is extremely tenuous.

This was exemplified in March 2009 with an outbreak of politically motivated violence preceding local elections. Several days of clashes between sympathizers of the governing party, the All People's Congress (APC), and the main opposition party, the Sierra Leone People's Party (SLPP) culminated on 16 March when the SLPP headquarters were attacked by angry crowds, resulting in injuries, extensive damage to the building and property, as well as allegations of sexual assault.

During this period, UNIPSIL actively worked to mitigate the situation, including personal intervention by the ERSG to ensure that the police were able to safely evacuate SLPP supporters trapped on the roof of their headquarters. The mission was also instrumental in encouraging dialogue between the two parties, which led to the signing of a joint communiqué on 2 April. Strongly condemning violence, the communiqué seeks to encourage political tolerance and multiparty respect for institutions and the political process, and agrees upon the need to pay special attention to the youth groups associated with the parties. While intense political rivalry remains, there have also been increasingly positive exchanges between the parties' leadership, including President Ernest Bai Koroma's vocal support for inclusion.

An important function of UNIPSIL has been to ensure that the joint communiqué does not remain solely a document, but that adherence and implementation continue to happen—especially in the lead-up to the 2012 elections. UNIPSIL also transformed the UN radio into an independent public broadcaster to try to prevent the partisan broadcasting of the past from fomenting political rivalry; supported the National Electoral Commission and the Political Parties Registration Commission; and began building up national mediation capacity, although this has been somewhat constrained by the fact the mission itself does not have a dedicated mediation specialist.

To enhance the capacity of the Sierra Leone Police to handle situations such as those that arose in March 2009, UNIPSIL's police component has helped with the acquisition of the necessary equipment and training for crowd control. Additionally, the Office has successfully assisted the establishment of the Joint Drug Interdiction Task Force, which will now become the first operational Transnational Crime Unit under the West Africa Coast Initiative of the ECOWAS regional action plan on illicit drug trafficking and organized crime.

Conclusion

The next year will be a critical one for both Sierra Leone and UNIPSIL. The importance of sustaining national reconciliation, maintaining political dialogue at all levels, as well as closely monitoring interparty dynamics and campaigning in the lead-up to the 2012 elections cannot be underestimated. The incidents of March 2009 demonstrated how close to the surface tensions still are and how

they have the potential to quickly erupt into violence. The country's other challenges, such as youth unemployment, drug trafficking, and corruption, only serve to exacerbate this underlying tension. However, the good relationship between the government and UNIPSIL has enabled the mission to provide the specific support, especially technical assistance, the government requires to build its own capacity and begin to address these critical issues.

UNIPSIL has attempted a unique model of integration—not only aligning the strategies of the various strands of the UN family, but also by breaking down bureaucratic barriers between international, bilateral, national and local actors, in order to channel focused support to the country's peace consolidation needs. Yet these and other initiatives will not be achieved if the country's international partners do not continue to support them. A donor conference held in November failed to raise enough money for the multi-donor trust fund, which will impede further implementation of the government's Agenda for Change and the UN's Joint Vision. Recent claims that funding for four additional years of peacebuilding in Sierra Leone was equivalent to the costs for four months of the previous peacekeeping operation emphasize the value for money that political missions such as UNIPSIL can provide if given the resources to do so. As with any mission that has moved into peacebuilding, there is the risk of becoming complacent with relative stability. But given the upcoming elections, this coming year is precisely the time that momentum in Sierra Leone needs continue.

NOTES

1 The mission was established by Security Council Resolution 1233 of 6 April 1999, following a letter (S/1999/232) from then Secretary-General Kofi Annan to the Security Council on 3 March 1999. In 2004, the Security Council decided in Resolution 1580 to extend UNOGBIS' mandate as a special political mission, and expanded the mandate accordingly. In November 2005, nearing the expiration of that mandate, the President of Guinea-Bissau requested the Office's extension.

2 Although, at the time of drafting, there is still no Deputy.

3 Security Council Resolutions 797 and 858 (2004)

4 Security Council Resolution 754 (2007)

5 The Sahel region is a belt of land that lies on the southern edge of the Sahara desert and runs across the continent encompassing parts of Senegal, Mauritania, Mali, Burkina Faso, Algeria, Niger, Nigeria, Chad, Sudan, Somalia, Djibouti, Ethiopia and Eritrea.

6 Security Council Resolution 1829 (2008)

7 Security Council Resolution 1886 (2009)

8 Only UNIPSIL and BINUB currently have ERSGs.

9 Most recently, Security Council Resolutions 642 and 643 (2009).

3.3 Mission Reviews

Central Africa

Central Africa is a hub of both UN peacekeeping and political missions. As of 2010, the UN had troops deployed in the Eastern Democratic Republic of Congo (DRC), the Central African Republic (CAR) and southern Sudan. Yet it also maintains a separate political mission in CAR and a peacebuilding office in Burundi. It recently concluded the mandate of a special envoy focused on the Lord's Resistance Army (see box), a militia that has operated in northern Uganda as well as CAR, DRC and south Sudan.

These overlapping activities represent the latest stage in the UN's efforts to stabilize Central Africa, which date back to the 1990s. For much of the last decade, these efforts have centered on military operations. While the largest missions in the region have been those in the DRC (with over 20,000 personnel) and south Sudan (with nearly 9,000), UN peacekeepers also deployed to CAR from 1998 to 2000 and Burundi from 2004 to 2006. The Security Council mandated a small peacekeeping presence in north-eastern CAR in 2008 as part of a larger mission (MINURCAT) primarily based in neighboring Chad.

Yet, while the number of peacekeepers in the region remains significant, there appears to be a shift away from the military option to political engagement across central Africa. The limits of peacekeeping – and potential for new approaches to mediation – were highlighted in late 2008, when UN forces in the eastern DRC faced a major rebel offensive. The UN deployed a special envoy, former Nigerian President Olesegun Obasanjo, with a small political team to lead negotiations (see "Regional Approaches").

After a long-running dispute with the government of Chad, MINURCAT will close in December 2010. Early this year, the Congolese government called for the UN to withdraw troops by mid-2011.

Peace-building Office in the Central African Republic (BONUCA)

Authorization Date	10 February 2000 (UNSC Pres. Statement S/PRST/2000/5)
Start Date	15 February 2000
First SRSG	Cheikh Tidiane Sy (Senegal)
Budget	$8.8 million (1 January 2009-31 December 2009)

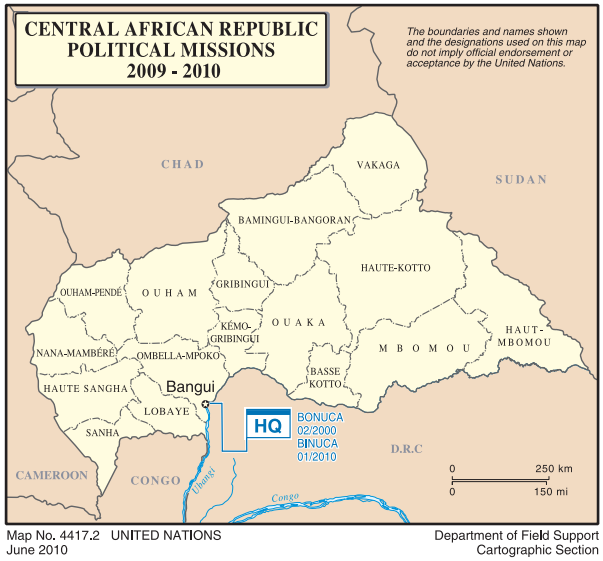
UN Integrated Peace-building Office in the Central African Republic (BINUCA)

Authorization and Start Date	3 March 2009 (UNSC Letter S/2009/128)
SRSG	Sahle-Work Zewde (Ethiopia)
Deputy SRSG	Bo Schack (Denmark)
Budget	$18.0 million (1 January 2010-31 December 2010)
Strength as of early 2010	**International Civilian:** 26 **Local Civilian:** 54 **Military Experts on Mission:** 2 **Police:** 6 **UN Volunteers:** 2

For detailed mission information see p. 149

Pierre Holtz/UNICEF

Child in a rebel camp in the north-eastern Central African Republic, 22 February 2010.



Although this is unlikely to happen, the UN's presence in the region may increasingly rest on political missions rather than peacekeeping forces.

BONUCA/BINUCA

The UN has maintained a peacebuilding office in CAR since 2000. Known by its French acronym BONUCA, this was established to replace a UN peacekeeping operation (MINURCA), which had itself been deployed in 1998 to replace an inter-African force. These sequential deployments had been aimed at stabilizing the country after a series of mutinies by unpaid soldiers in 1996 threatened to plunge the country into civil war.

Although MINURCA oversaw elections that reaffirmed the incumbent civilian president, Ange-Félix Patassé, in office it was clear that CAR's future stability was not guaranteed. BONUCA was charged with supporting the government, promoting human rights and continuing security sector reforms initiated by MINURCA – from the beginning, the mission included a small number of uniformed military and police personnel for this task.

Civil-military relations remained tense. There were attempted coups in 2001 and 2002. In February 2003, General François Bozizé succeeded in seizing power while President Patassé was abroad. Although Bozizé enjoyed the support of French troops and a small sub-regional peacekeeping force, he faced significant disorder in the north-west of the country (where Patassé loyalists mingled with local resistance groups) and in the north-east (affected by a spillover of violence from neighboring Chad and Darfur). This worsened in 2004-6, with large numbers of refugees flowing from north-east CAR into Chad amid rumors of severe violence by rebels and government forces against civilians.

BONUCA's ability to affect the course of these conflicts was slight. In 2005, it supported elections won (fairly, by most accounts) by Bozizé. The head of mission Lamine Cissé was also involved in mediating specific crises as they arose. But BONUCA's efforts at security sector reform proved limited – by mid-2005, it had trained fewer than 500 police and gendarmes, and the army remained small and irregularly-paid.

When, at the end of 2006, President Bozizé agreed to hold a national political dialogue in an

The Lord's Resistance Army[1]

In December 2006, the outgoing UN Secretary-General Kofi Annan appointed Joaquim Chissano – former President of Mozambique – as his Special Envoy for the LRA-Affected Areas. The Lord's Resistance Army, formed in the late 1980s, is a militia with an appalling record on human rights abuses, initially in northern Uganda. In 2006-7, it seemed possible that the Government of South Sudan might be able to broker a peace agreement between Uganda and the LRA, and Chissano co-chaired talks in Juba, Sudan.

The talks were unsteady from the beginning – although Chissano is credited with having played an important roll in ensuring that they did not break down very early. Nonetheless, the situation in northern Uganda did improve somewhat through 2007. This was in part because the LRA used the lull of the talks to relocate to north-east DRC. In mid-2008, however, the talks foundered on the fears of the LRA's leader Joseph Kony that he could be sent before the International Criminal Court, which had issued his arrest warrant in 2005.

In November 2008, Chissano and his south Sudanese counterpart issued an ultimatum calling for Kony to return to negotiations by the end of the month. Kony did not comply, and Ugandan forces launched a large-scale military offensive against the LRA in the north-east DRC. This mission had Congolese permission, and the LRA went into retreat. Though Chissano's mandate was set to run through December 2009, the Secretary-General chose to suspend the Envoy as of June 30, 2009, in response to Kony's lack of cooperation with the process. He indicated that any dramatic shift in LRA policy might alter this choice.

This success was only temporary, however. The LRA continues to operate on Congolese territory, and is an increasingly frightening presence in south-eastern CAR. It also has a growing presence in southern Sudan on the border with the DRC and CAR. The UN estimates that it has driven 25,000 people from their homes in 2010. The LRA thus has the potential to destabilize these three countries, all of which face other internal threats. While the US government has committed to draft a strategy for dealing with the movement, it threatens to be a dangerous factor in the region's politics for years to come.

1 This account of negotiations with the LRA follows Ronald R. Atkinson, "From Uganda to the Congo and Beyond: Pursuing the Lord's Resistance Army," International Peace Institute, 2009.

effort to resolve the multiple crises facing CAR, the lead role in designing the process fell to the Henri Dunant Center, a conflict-mediation NGO. BONUCA took a supporting role, although the mission took credit for hammering out final details in 2008.

BONUCA also surprised some observers in early 2008 by publishing a report on human rights that was highly critical of abuses by the army (some independent analysts even argued that it was too soft on rebel actions). When the dialogue began in December 2008, it appeared to reduce tensions, although the government was not keen to follow up.

In 2008, the EU deployed troops to the north-east of CAR as part of a joint operation with the UN in Chad. The security situation in the north-east improved but remained precarious. The sub-regional peacekeeping force was also strengthened. In 2009, former President Patassé returned to the CAR and met with Bozizé, apparently on cordial terms.

Special Envoy, LRA-Affected Areas

Authorization Date	30 November 2006 (UNSC Letter S/2009/930)
Start Date	30 June 2009
Special Envoy	Joaquim Chissano (Mozambique)
Budget	$1.8 million (1 January 2009-31 December 2009)
Strength as of 22 September 2008	International Civilian: 5 Local Civilian: 1

For detailed mission information see p. 174

There were simultaneous calls for an overhaul of BONUCA, which was accused – in the words of the International Crisis Group – of being weak in "research, analysis and the development of policy lines."[1]

In May 2008, the Security Council requested the Peacebuilding Commission (PBC) to consider policy options for CAR. Belgium led the commission's

UN Photo/Sylvain Liechti

ERSG Youssef Mahmoud comes out of a UN helicopter during a visit in Gitega.

efforts to develop a new approach, and in May 2009, the PBC adopted a new strategy for CAR focusing on *(i)* security sector reform; *(ii)* governance and the rule of law; and *(iii)* attempting to stimulate the economy through local development initiatives.[2]

On 1 January 2010, BONUCA was turned into an integrated mission – with the acronym BINUCA – with the goal of better coordinating the UN's activities in CAR. The transition was complicated by slow progress in filling senior posts, but the primary challenge proved to be preparing for national elections scheduled for the spring of 2010.

The first round of voting was pushed back from April to May and then to October. These delays are seen as having advantaged opposition parties, and President Bozizé has publicly accused BINUCA of pressuring him to delay the process. The Belgian ambassador to the UN reportedly warned the PBC that "other areas of the country's peacebuilding process have been largely ignored or forgotten in the meantime."[3]

CAR's government has raised particular concerns about slow progress in demobilizing rebel groups, on which BINUCA is working with military monitors deployed by other central African governments. The challenges to CAR are exacerbated by two security problems. The first is the forthcoming closure of MINURCAT. Although there have only been about 300 MINURCAT personnel in CAR, their presence is generally considered to have been a stabilizing factor to date. While the UN Secretariat mooted the possibility of keeping a peacekeeping force in CAR, Secretary-General Ban Ki-moon instead suggested to the Security Council that the emphasis should be on strengthening CAR's security forces.

The second major security issue has been the infiltration of the Lord's Resistance Army – pushed out of Uganda and eastern DRC – into south-east CAR in 2008. The NGOs Human Rights Watch and Enough estimate that the LRA has killed some 2,500 people and abducted nearly 700 children in CAR and the DRC in the last eighteen months. BINUCA has also highlighted this crisis, reporting that thousands of civilians have been displaced.

BINUCA faces gigantic immediate security and political challenges, to say nothing of the underlying development and governance issues highlighted by the PBC. While based on one of the longest-running UN political missions, its work has hardly begun – and the context for achieving its stated goals is deteriorating. It remains to be seen if the Security Council and regional powers will give it the long-term support it needs to stabilize CAR.

UN Integrated Office in Burundi (BINUB)

Authorization Date	25 October 2006 (UNSC Res. 1719)
Start Date	1 January 2007
ERSG	Charles Petrie (UK/France)
Deputy ERSG	Bintou Keita (Guinea)
Budget	$46.3 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 117 Local Civilian: 243 Military Experts on Mission: 5 Police: 8 UN Volunteers: 47

For detailed mission information see p. 144

BINUB

In late 2006, the Security Council mandated a peacebuilding office in Burundi (BINUB) to replace a peacekeeping force (ONUB) deployed in mid-2004. ONUB took over military duties from a peace operation deployed by the African Union in 2003 to oversee a ceasefire between the government and rebel force and assist with national elections.

The elections went smoothly but the new president, Pierre Nkurunziza, believed that ONUB

had been too close to his political opponents, and asked for the mission to leave.

BINUB took over many of ONUB's non-military duties on 1 January 2007. It was also charged with overseeing a ceasefire between the government and Palipehutu-FNL, the last major rebel group, signed in October 2006. A South African contingent from ONUB remained in Burundi to provide security. It was decided that Burundi would be one of the first countries put on the PBC's agenda, and it agreed to a country strategy in June 2007.

The political situation in Burundi was not promising. Talks between President Nkurunziza's government and the FNL broke down in the second quarter of the year, and there was heavy fighting between FNL factions in September 2007. BINUB had only an observer status in the talks, and a South African mediator led efforts to calm matters. In April and May 2008, government forces and the FNL returned to hostilities, which lasted one month. Over the course of the year, the FNL and government resolved their differences, and in January 2009 the FNL turned itself into a "normal" political party.

Following this success, Uganda, Tanzania and South Africa (the leading members of the long-standing Regional Initiative for Burundi) announced the creation of a Partnership for Peace in Burundi (PPB). This involved the three countries as well as BINUB – additionally tasked with acting as the new entities' secretariat – and the International Conference for the Great Lakes Region. The PPB's goals were to prepare the way for elections scheduled for 2010 and assist in rehabilitating restive former FNL fighters.

The optimism of early 2009 eroded as the 2010 elections approached. In late 2009, Burundi's government requested that the UN replace the Executive Representative of the Secretary-General, Youssef Mahmoud. Although government spokesmen insisted this was a routine request, they did not deny that they felt Mahmoud had been too critical of the authorities and too lax on the opposition. As the polls approached, a steady stream of violent incidents – often involving the radical youth wings of the competing parties – added to international concerns, especially as the police did little to halt the violence.

On 1 June 2010, the main opposition candidates competing with President Nkurunziza for the presidency – including FNL leader Agathon Rwasa – withdrew, citing intimidation and fraud. UN Secretary-General Ban Ki-moon visited Burundi just over a week later and urged all parties to move forward with the electoral process. The Security Council made a statement to the same effect. The President ran unopposed at the end of the month, gaining nearly 92% of votes cast. Although there were violent incidents around the presidential poll, they did not escalate as severely as some analysts feared. In August, dissatisfied members of the FNL voted Agathon Rwasa out of office as party leader.

UN Photo

UN Secretary-General Ban Ki-moon (left) is met by Yves Sahinguvu, First Vice President of the Republic of Burundi, as he arrives in Burundi capital Bujumbura.

BINUB thus continues to face a troubled political climate, in which a consensual political process is not yet secure. The mission has also had to contend with the managerial challenges of acting as the primary conduit between Burundi's government and the Peacebuilding Commission and Peacebuilding Support Fund (PBF), both new elements of the UN system. Two recent reviews of BINUB's performance in this regard highlight that both BINUB and the government faced a "steep learning curve" in dealing with these new mechanisms, especially as BINUB struggled to find staff to evaluate projects.[5]

Nonetheless, the Peacebuilding Fund disbursed $35 million on 17 projects in Burundi between early 2007 and late 2009. While it has been argued that some of these met short-term needs rather than serving long-term strategic peace consolidation, some projects clearly did help foster stability in difficult political times. These include initiatives to improve military morale and increase the

accountability of the intelligence services. However, some projects stumbled due to basic oversights – in one case, the distribution of new police uniforms failed to boost morale as the clothing was very poor.

Regional Approaches

While both BINUB and BINUCA are engaged in the specific problems of strengthening unstable political systems, the UN and other international organizations continue to explore regional approaches to stabilizing Central Africa. From 2002 to 2006, Ibrahima Fall of Senegal acted as the Secretary-General's Special Representative for the Great Lakes Region. As such, he was involved in the creation of the International Conference for the Great Lakes Region. This grouping, developed under the auspices of the UN and AU, was meant to create a legal framework for regional diplomacy, in some ways comparable to the Conference on Security and Cooperation in Europe (forerunner of the OSCE).

Ban Ki-moon did not replace Fall as *Special Representative* for the Great Lakes, but in December 2008 he appointed Olesegun Obasanjo *Special Envoy* for the Great Lakes Region, albeit with a very different brief. The eastern DRC had been shaken by a successful offensive by the Congrès National Pour la Défense du Peuple (CNDP) led by Laurent Nkunda. The UN peacekeeping force (MONUC) had been involved in Congolese army operations against the CNDP and was now at a military disadvantage. A range of powers, including the US, France and Britain, became involved in mediation efforts.

It was widely recognized that Rwanda was key to any settlement in the eastern DRC. Obasanjo and his co-facilitator Benjamin Mkapa of Tanzania opened up communications between the Congolese government, General Nkunda and Rwanda. Obasanjo initially conducted shuttle diplomacy in the field, but an office staffed by officials from the UN Department of Political Affairs (DPA) was set up to support his efforts with Mkapa. Nkunda was arrested in a joint DRC-Rwandan operation, and on 23 March 2009 the Congolese government and new CNDP leadership signed a peace agreement. The Nairobi office continued to function until June 2010, and the mediators devised a range of agreements aimed at reducing violence and assisting the vulnerable in eastern DRC.

Special Envoy on the Great Lakes Region

Authorization Date	29 October 2008 (S/PRST/2008/40)
Start Date	1 January 2010
Special Envoy	Olusegun Obasanjo (Nigeria)
Co-facilitator	Benjamin Mkapa (Tanzania)
Budget	$3.0 million (1 January 2010-31 December 2010)
Strength as of 1 January 2010	International Civilian: 5

The European Union has also had a Special Representative (EUSR) for the Great Lakes Region since 1996. This post was held from its inception to 2007 by Aldo Ajello, a former senior UN official, and since then by Roland van de Geer. While the post's mandate was initially very broad – to help mediate the regional wars of the late 1990s – it gradually became more focused on the peacebuilding process in the DRC. This was reinforced when the EU sent a series of military, police and SSR missions to the DRC – although the EUSR does not have command responsibility for these, he is meant to provide political guidance. Additionally, the EUSR is mandated to support stability in Burundi, Rwanda and Uganda and interact with the International Conference for the Great Lakes Region. The mandate was updated in 2007 to include, among other tasks, contributing to the efforts to deal with the LRA. While a number of EUSRs' mandates will end shortly, European governments decided to extend that for the Great Lakes.

The UN Department of Political Affairs has argued that it should maintain a regional approach to central Africa by setting up an office in the region comparable to UNOWA in Dakar (see p. 207). UN officials suggest that this should be a relatively focused set-up, with a strong envoy backed by a small political team. This proposal has been debated at length in New York in 2010, and although it encountered some skepticism from Security Council members, has finally been approved.

Conclusion

Central Africa and the Great Lakes face manifold unresolved security threats, from the continuing activities of the LRA to the possibility ramifications of violence in southern Sudan after the 2011 referendum on independence there. The structures of democratic governance are still evolving across the region, with frequent setbacks. The overall number of peacekeepers in the region (possibly excluding Sudan) is likely to decline in the years ahead – potentially increasing demand for effective political missions to take on some of their duties. BINUB and BINUCA both still have many problems to resolve. But they may well be the prelude to a new growth of political missions in central Africa.

NOTES

1 International Crisis Group, "Central African Republic: Keeping the Dialogue Alive: Crisis Group Africa Briefing N°69," 12 January 2010, 10.

2 See Security Council Report, "Central African Republic: Monthly Forecast," June 2009.

3 J. Brouillaud, "CAR Configuration and Security Council Meet to Discuss Elections and Chairman's Visit to Bangui," Institute for Global Policy, 7 July 2010.

4 See Shepard Forman, Gigja Sorenson and Rahul Chandran, "A Field-based Review of the Peacebuilding Commission in Burundi," Center on International Cooperation, 2010; and Susanna Campbell, with Leonard Kayobera and Justine Nkurunziza, "Independent External Evaluation: Peacebuilding Fund Projects in Burundi," Peacebuilding Fund, 2010.

3.4 Mission Reviews

Western Balkans

The Western Balkans have been a testing-ground for a huge range of political missions since the early 1990s. These have ranged from light-weight civilian monitoring missions meant to help contain the Yugoslav wars to long-serving presences tasked with promoting good governance, fair elections, minority rights and economic rehabilitation.

These long-term presences were usually deployed to support or replace peacekeepers. The large military forces that stabilized the region have now downsized, while some international civilian missions are likely to remain in place for a considerable time.

Today, two organizations have prominent political missions in the Balkans. The Organization for Security and Co-operation in Europe (OSCE) maintains field presences in Albania and all the former constituent parts of Yugoslavia except Slovenia (its presence in Croatia, however, is now an office in Zagreb and will not be discussed here).

Some of these presences remain sizeable. The OSCE is mandated to keep 199 international civilian staff in Kosovo – 10% more than the UN has deployed across Iraq.

The second major institutional player is the European Union. The EU has peacekeepers in Bosnia and Herzegovina (BiH) and policemen in Kosovo, where European troops also provide the bulk of NATO's military presence (KFOR). The European Commission has established an extremely significant presence – and financial leverage – across the region.

The EU has also appointed Special Representatives (EUSRs) to BiH, the Former Yugoslav Republic of Macedonia (FYROM) and Kosovo. Each of these figures also has responsibility for some sort of field presence, although these are not straightforward European political missions. The EUSR in BiH also serves as the International High Representative, answering to a Peace Implementation Council of fifty-five countries and organizations.[1] The EUSR in Kosovo is similarly double-hatted as the International Civilian Representative (ICR, answering to a Steering Group of 28 countries that recognize Kosovo's sovereignty). The EUSR in FYROM has also acted as the head of the European Commission's delegation there since late 2005.

In addition to the OSCE and EU, the UN has a residual presence in the Western Balkans. The UN Interim Administration Mission in Kosovo (UNMIK), having had executive authority and a large civilian police arm from 1999 to 2008, has an increasingly reduced profile.

Although UNMIK is still formally a peacekeeping operation, UN officials in Pristina often refer to it as a *de facto* political mission. The UN also maintains an office in Belgrade (UNOB), technically part of UNMIK but also following wider regional affairs.

It has long been recognized that this patchwork of overlapping mandates and missions could be rationalized. From 2002 onwards (when the IHR in Sarajevo, Paddy Ashdown, was double-hatted as EUSR) it was commonplace to argue that the region's future would be defined by its gradual absorption into the EU. In this context, OSCE missions were partially oriented towards helping the former Yugoslav states meet EU standards.

EUSR in Bosnia and Herzegovina/Office of the High Representative (OHR)

Authorization Date	11 March 2002 (2002/211/CFSP)
Start Date	June 2002
Head of Mission	Valentin Inzko (Austria)
Budget	EUSR: $3.1 million (1 March 2010-31 August 2010) OHR: funded by the Peace Implementation Council (PIC), whose budget is about $12.6 million (2010-2011)
Strength as of July 2010 (OHR)	International Staff: 24 Local Staff: 144

OSCE Mission to Bosnia and Herzegovina (OSCE-BiH)

Authorization and Start Date	8 December 1995 (MC(5).DEC/1)
Head of Mission	Ambassador Gary D. Robbins (United States)
Budget	$19.9 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 69 Local Staff: 439

For detailed mission information see p. 236

OHR

Catherine Ashton, EU High Representative for Foreign and Security Policy, visits the OHR in Sarajevo, February 2010.

Successive high representatives in Sarajevo suggested that the EU take responsibility for Bosnian affairs, and UNMIK officials declared that Kosovo's future lay with the Union.

These transitional processes have suffered a series of set-backs in recent years. Political tensions in BiH have delayed the changeover to EU oversight. The lack of international consensus on Kosovo's status has meant that UNMIK remains in place and has complicated the efforts of the ICR/EUSR to play a role in Serb-majority north Kosovo.

These political complications have not prevented political missions across the region from devolving increasing responsibilities to national authorities. The EU is reconfiguring its own presence in the region as it consolidates its foreign presences in the wake of the Lisbon Treaty. The mandate for the EUSR in FYROM will, for example, end next year but the EU Delegation in Skopje will continue to play an influential role. There is talk of a new EU super-envoy in Sarajevo to cut through the political impasse there. Yet the rationalization of the international political presence in the Western Balkans is incomplete.

BOSNIA AND HERZEGOVINA

The Office of the High Representative (OHR) in Bosnia and Herzegovina and the OSCE Mission in BiH were launched following the 1995 Dayton Peace Agreement that ended the Bosnian war. Under Dayton, the High Representative is mandated to give guidance to the civilian components of the international presence (including the OSCE and UN agencies) but does not have direct authority over them. Although only answerable to the Peace Implementation Council, the High Representative is mandated to report to the UN Security Council, the European Union, the US, Russia and other interested parties.

Both missions have operated alongside successive military operations (led by NATO from 1995 to 2004 and then by the EU) and police missions (led by the UN from 1995 to 2003 and the EU thereafter). In 1997, the Peace Implementation Council granted the High Representative powers – known as the Bonn powers – to remove Bosnian officials and impose legislation without referring to national officials. In 2002, the fourth High Representative, the United Kingdom's Paddy Ashdown, was double-hatted as the EUSR with the task of coordinating the EU's various policy tools in BiH more effectively. This did not, however, give him command of the EU's police and military missions.[2]

Map No. 4410 UNITED NATIONS
June 2010

Department of Field Support
Cartographic Section

Since its foundation, OHR has been engaged with issues ranging from refugee return to economic reconstruction. Over the last decade, the over-arching challenge has been political: to persuade BiH's two post-Dayton components, the Bosnian-Croat Federation and Republika Srpska, to help build up national-level institutions, especially in the area of policing and justice. This consolidation is necessary both to overcome the *de facto* division of the country into two halves – which fuels talk of secession among top politicians in Republika Srpska – and is a precondition for progress towards inclusion in the EU.

Ashdown, who used the Bonn powers far more extensively than his predecessors, is widely credited for having created momentum for the consolidation of BiH as a state (although critics argued that he disenfranchised local leaders to a dangerous extent). In 2006, Ashdown was replaced as both High Representative and EUSR by German politician Christian Schwarz-Schilling, who aimed for a lower profile and argued that OHR should be phased out, affirming the EUSR as the top international figure in BiH.

During Schwarz-Schilling's tenure, there was uneven progress on police and security sector reforms. Although the BiH government agreed to a Stabilization and Association Agreement (SAA) with the EU in December 2007, Republika Srpska's leaders continued to talk about secession. Having previously agreed to roll up OHR by June 2008, the Peace Implementation Council reversed its decision in February 2008. Schwarz-Schilling's successor Miroslav Lajcak publicly complained that a "positive, constructive atmosphere, which led to the initialing of the SAA" had deteriorated rapidly, and that "the political leadership once again took up diametrically opposed and maximalist positions."[3]

In mid-2010, OHR remains in place – Lajcak was replaced by an Austrian diplomat, Valentin

Inzko, in early 2009. It is a relatively small presence, with 24 international staff and 144 national staff as of July 2010. While double-hatting extends beyond the High Representative/EUSR himself to his cabinet, political unit, legal unit and press office, the Deputy High Representative – an American diplomat – is not double-hatted. Security sector and economic issues, too, are dealt with by OHR officials who lack an extra EU identity (there are also separate OHR and EUSR administration support units).

Tensions have persisted with Republika Srpska. In 2009, Inzko used the Bonn powers (which neither Schwarz-Schilling nor Lajcak had utilized) to override proposals by the Bosnian Serb assembly to take back powers they had ceded to the national level. Some regional experts even questioned whether BiH might find itself on the road to renewed conflict. These concerns may have been exaggerated, but in the summer of 2010 the outgoing Deputy High Representative, Raffi Gregorian, complained that the international community lacked the will to face down the Bosnian Serb leaders.

There have been reports the EU will attempt to break this deadlock in the near future. The EUSR's mandate was extended for another year by European governments in July 2010. However, Catherine Ashton, the EU's High Representative for Foreign and Security Policy, is said to have considered creating a stronger envoy in Sarajevo – with the EU taking over OHR's responsibilities and authority, and possibly gaining extra powers such as the right to place sanctions on individual politicians. The softer approach adopted by Schwarz-Schilling may soon be replaced by greater EU assertiveness.

While OHR maintains four offices outside Sarajevo, its field presence has always been limited relative to that of the OSCE, which has fourteen regional offices, sixty-nine international staff and nearly 440 local personnel. The mission's mandate is wide-ranging covering (among other issues) democratization, security issues, human rights, social and economic issues, education and community-level political engagement.

The mission's profile was highest in the immediate post-Dayton period, when it was tasked with supervising the first national elections. In this period, the OSCE helped put in place the basic elements of a democratic process, down to offering political parties office space and computers. It has gradually reduced this role. In 2002, BiH authorities ran national elections on their own, with the OSCE monitoring the process. The OSCE continues to publish needs assessments before all Bosnian polls and reviews the processes. In July 2010 it recommended that OSCE personnel observe national polls the following October.

The OSCE also runs a variety of technical projects aimed at improving parliamentary practices. Perhaps reflecting the tendentious nature of politics in Sarajevo – and leveraging its field network – the OSCE has launched a series of projects promoting municipal-level democratization across BiH. These have included a "beacon" scheme, aimed at highlighting particularly successful mayors and other local officials. A 2009 "Local First" scheme aims to combine support to the municipal authorities with work with civil society organizations, consolidating the OSCE's range of local activities.

Other OSCE activities are focused on promoting compliance with the organization's standards in areas like civilian oversight of security affairs. Nonetheless, there are limits to what the organization can achieve through legislative advice and technical assistance. A BiH-wide education law passed in 2003 on the basis of OSCE advice has helped modernize teaching, but has not ended political manipulation of teaching in some areas.

Overall, the persistence of deep political differences within BiH continues to present major obstacles to both OHR and the OSCE, if in very different ways at different levels. It remains to be seen whether a tougher line by the EU might break down these obstacles.

KOSOVO

Despite the challenges they face, the OHR and OSCE have a fairly clear division of labor in BiH. The former focuses on high politics while the latter maintains a greater field presence. This is partially replicated in Kosovo, but is constrained by political factors.

Kosovo's unilateral declaration of independence in February 2008 complicated the efforts of the EU, OSCE and UN. Between 1999 and 2008, the three organizations had worked closely within the framework provided by UNMIK. The OSCE Mission in Kosovo (OMiK) had made up one of UNMIK's pillars, dealing primarily with democratization,

OSCE Mission in Kosovo (OMIK)

Authorization and Start Date	1 July 1999 (PC.DEC/305)
Head of Mission	Ambassador Werner Almhofer (Austria)
Budget	$30.3 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 166 Local Staff: 485

For detailed mission information see p. 228

EUSR in Kosovo/International Civilian Office (ICO)

Authorization and Start Date	4 February 2008 (2008/123/CFSP)
Head of Mission	Pieter Feith (Netherlands)
Budget	EUSR: $2.2 million (1 March 2010-31 August 2010)

parliamentary and municipal affairs – although a quirk in the initial planning phase meant that it also set up Kosovo's police school. The EU provided the economic pillar of UNMIK, but had passed on most of its functions to Kosovo's authorities by 2008.

In 2007, UN envoy Martti Ahtisaari laid out proposals for "supervised independence" for Kosovo, involving the UN's withdrawal but continuing roles for the OSCE and EU (NATO would also maintain a peacekeeping function). The EU planned to take over policing and justice duties from UNMIK while an International Civilian Office (ICO) would take responsibility for political support to the government. Ahtisaari recommended that the International Civilian Representative (ICR) heading ICO should double as EUSR. The OSCE would "assist in the monitoring" of the settlement.

This carefully-crafted plan foundered on Serbia's refusal to countenance Kosovo's independence as well as the lack of consensus in the Security Council on the issue. Kosovo declared itself independent in February 2008, sparking short-lived but significant violence in the Serb-majority northern region. UNMIK and OMiK announced that they would operate on a "status neutral" basis according to their pre-existing mandate.

While ICO planners had been based in Pristina before February 2008, and had already been working closely with Kosovo's government, they could hardly adopt a neutral posture as their designated purpose was to help build up an independent state. ICO thus proceeded on the basis of the Ahtisaari Plan. This complicated the position of the ICR/EUSR Pieter Feith, as a minority of EU members refused to recognize Kosovo.[4]

Through much of 2008, the elements of the international presence in Kosovo appeared adrift. UNMIK focused on finding a *modus vivendi* that would let the EU deploy its rule of law mission (EULEX). The OSCE angered the Kosovar authorities by publishing a critical study of the administration of justice since the declaration of independence. ICO set up an office in Serb-majority north Kosovo, but was pressured to leave.

In late 2008, the combined efforts of the EU and UN resulted in a deal by which the EU deployed its EULEX mission on a "status neutral" basis – UNMIK shrank rapidly, moving its headquarters to a logistics base on the edge of Pristina. Since then, the various international missions in Kosovo have maintained differing views on its status.

While UNMIK keeps officials in north Kosovo working with Serb communities, its duties are now largely political. UN officials have, for example, accompanied Kosovo's representatives to regional forums from which they would otherwise be barred. Kosovo's leaders chafed at this. In March 2010, Prime Minister Hashim Thaci attended an informal EU-Balkans summit in Slovenia – Serbia refused to participate because Kosovo was represented as a state rather than a UN protectorate. In June, both sides attended an EU summit in Sarajevo, but this was organized so as to minimize the status issue.[5]

The Special Representative of the Secretary-General, Lamberto Zannier, continues to speak out on ethnic tensions in Kosovo and maintain links with the Kosovo Serbs. The UN Office in Belgrade (UNOB), a satellite of UNMIK, facilitates these contacts, although the US and EU members prefer to discuss Kosovo directly with the Serbs.

The primary international interlocutor with Kosovo's government is now the ICR/EUSR. ICO's initial list of priorities focused on helping the government build institutions – such as the constitutional court and a diplomatic service – that had not existed under UNMIK. Following the Ahtisaari

Plan, it was also tasked with assisting a decentralization process to create six new municipalities to give Serb communities increased self-governance.

Officials recognized that the window of opportunity to influence Kosovo's government was limited. ICO scored an important success in late 2009 by facilitating an agreement between Kosovo and FYROM on their border. This opened the way for Macedonian recognition of Kosovo. ICO and Kosovo's government also succeeded in laying the groundwork for four of the six planned new municipalities in time for local elections in mid-November 2009. Elections were held in a fifth in July 2010. ICO officials have been satisfied with progress in many aspects of institution-building but serious challenges remain. One is endemic corruption. The other is relations with the Serb-majority north.

The corruption issue has gained prominence in 2010. In 2008-9, officials expressed concern that ICO was not working closely enough with the EU's "status neutral" rule of law officials. This year, however, the ICR has taken a tough line with the government, telling the European Parliament that "weak governance, widespread corruption and breaches in the rule of law" were holding Kosovo back.[6] Underlining the problem, EULEX police have arrested senior government officials including the President of the Central Bank.

Pieter Feith has also pressed the government on media freedoms, an issue that falls within his purview as EUSR. In June 2010, another dispute emerged with the government over the use of Kosovo's public pension fund. ICO has final control over this money, which is invested abroad, and has refused to let the government repatriate it. The sums involved – with over €300 million abroad – are likely to ensure that this remains a sore point.

ICO's relations with north Kosovo also remain tense. In January 2010, the ICR took steps to create a new municipality in North Mitrovica – the sixth of those proposed by the Ahtisaari Plan and the most contentious. Mitrovica, divided into Serb and Albanian halves, has been the center of significant acts of violence since the declaration of independence. While Feith appointed a fourteen-person Municipality Preparation Team, Serbs reacted angrily to a leaked document laying out ICO's plans for northern Kosovo. These included new arrangements to bring the two halves of Mitrovica closer, the closure of the UNMIK office in the city (often seen as pro-Serb) and a new "EU House" in the north.

As the leaked paper stated, one goal of this program was to minimize Belgrade's influence over the region. ICO's proposals were coordinated with an increase in the EULEX presence in the north and plans by the European Commission to fund new projects in the region, which is still reliant on subsidies from Serbia. The EU House opened in March 2010 and is overseen by the EU's Official Representative for Northern Kosovo, Italian ambassador Michael Louis Giffoni. There have yet to be any elections in North Mitrovica, however, and the city saw another spell of violent protests in the summer of 2010.

ICO's future relations with both Kosovo's government and the Serb minority thus remain uncertain. The mission's own future may be affected by the rationalization of EU representations under the Lisbon Treaty. By early 2010, many ICO officials predicted that the Office could be phased out to make way for a consolidated EU presence under the EUSR. However, this is complicated by the objections of those EU members that do not recognize Kosovo. In July 2010, European governments postponed a decision on whether to renew Feith's mandate as EUSR due to differences over ICO's activities.

Status issues also continue to affect OMiK, the OSCE's largest mission. With four regional centers in addition to its head office in Pristina, the OSCE has prioritized maintaining visibility across Kosovo. In April 2009, the mission published an article underlining that the OSCE would continue to act as the "the eyes and ears of the international community" while UNMIK shrank and the EU focused on direct support to the authorities.[7] This role includes monitoring of the legal system and "proactive monitoring" of municipal authorities, which the OSCE helped to develop before 2008.

Nonetheless, the OSCE has faced a recurring dilemma: how can it genuinely support elements of the emerging Kosovar state without endorsing it? This does not affect all of its activities: since February 2008, OMiK has worked on problems including trafficking, minority education and transport rights that do not necessarily affect status issues. The OSCE now provides extensive planning support to Kosovo's Central Electoral Commission, but it no longer oversees and certifies results as it did in the UNMIK era.

The OSCE had a significant role in promoting decentralization in the UNMIK period, and continues to work closely with municipal authorities.

OSCE officials, especially those who enjoy good relations with Serb communities, have performed useful roles in quietly facilitating communications over tense issues since February 2008. One area in which ICO and the OSCE share clear common concerns is the politicization of the media, which OMiK has also raised publicly.

OMiK has thus played a version of the broad monitoring role foreseen in the Ahtisaari proposals, although in far more constrained circumstances. The broader question facing ICO, OMiK and UNMIK is whether they can continue to maintain cordial working relations with Kosovo's government while also holding it to account over corruption. The International Court of Justice's July 2010 decision that Kosovo's declaration of independence was not illegal will have emboldened those politicians who would like to govern the nascent state with less international interference – or no interference at all.

OTHER MISSIONS IN THE REGION

Although the international presence in the Western Balkans remains centered on BiH and Kosovo, there are significant political missions in Albania, FYROM, Montenegro and Serbia. The **OSCE Presence in Albania** – with nearly 100 staffers and four offices in addition to its headquarters in Tirana – is primarily focused on direct support to government ministries and municipal authorities. It is involved in technical projects ranging from environmental affairs to border management. Some of the projects are on a considerable scale, such as the creation of a new national registration system costing over €2 million. In the last two years the OSCE has also assisted the government initiate a program to destroy large quantities of ammunition and rocket fuel left over from the Communist era – although a political mission, the OSCE Presence thus also draws on the organization's expertise in conventional military affairs, built up following the Cold War.

There is no EUSR or EU security mission in Albania, but the OSCE has worked alongside a sizeable European Commission presence, which has dealt not only with political issues but also with police reform. Albania's connection to Euro-Atlantic security structures deepened further in 2009 when it became a member of NATO. Concerns were raised, however, when the opposition Socialist party decided to boycott parliament after controversial elections in mid-2009. The boycott ended in May after the European Commission and European Parliament offered to mediate. The dispute remains unsettled.

In **FYROM**, the EU and OSCE continue to oversee the Ohrid Framework Agreement, signed by the Macedonian government and ethnic Albanian leaders in 2001. The OSCE's Spillover Monitor Mission in Skopje predates the Ohrid agreement by almost a decade – the first monitors were deployed in 1992, "spilling over" from Yugoslavia.

OSCE Presence in Albania

Authorization and Start Date	27 March 1997 (PC.DEC/160)
Head of Mission	Ambassador Robert Bosch (Netherlands)
Budget	$4.4 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 21 Local Staff: 74

For detailed mission information see p. 277

EUSR for the Former Yugoslav Republic of Macedonia

Authorization and Start Date	29 June 2001 (2001/492/CFSP)
Head of Mission	Erwan Fouéré (Ireland)
Budget	$.4 million (1 April 2010-31 August 2010)

OSCE Spillover Monitor Mission to Skopje

Authorization Date	14 August 1992 (15-CSO/Journal No. 2, Annex 1)
Start Date	September 1992
Head of Mission	Ambassador Jose-Luis Herrero (Spain)
Budget	$11.0 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 54 Local Staff: 145

For detailed mission information see p. 281

OSCE Mission to Montenegro

Authorization and Start Date	29 June 2006 (PC.DEC/732)
Head of Mission	Ambassador Paraschiva Badescu (Romania)
Budget	$3.2 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 13 Local Staff: 32

For detailed mission information see p. 258

OSCE Mission to Serbia

Authorization Date	11 January 2001 (PC.DEC/401, as the OSCE Mission to the Federal Republic of Yugoslavia)
Start Date	29 June 2006 Renamed the OSCE Mission to Serbia (PC.DEC/733)
Head of Mission	Ambassador Dimitrios Kypreos (Greece)
Budget	$10.6 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 34 Local Staff: 124

For detailed mission information see p. 261

The mission was expanded significantly after the Ohrid Agreement was devised to end the low-level Albanian-Macedonian conflict. NATO deployed peacekeepers, while the OSCE's immediate task was to manage the redeployment of police into Albanian areas and to train 1,000 new "non-majority" officers. It completed this process in 2003, when the EU deployed a police monitoring mission to FYROM, also taking over military duties from NATO. Nonetheless, tensions over policing in Albanian areas did not subside completely, and the OSCE continues to support police training and rule of law reform.

While the EU's military and police deployments in 2003 were early tests of the organization's peacekeeping potential, it had already appointed a EUSR for FYROM during the Ohrid negotiations. In the immediate post-Ohrid period, there were frequent turf-wars between the EU police mission and European Commission officials. In 2005 it was decided to double-hat the EUSR as the head of the Commission delegation, and in 2006 the EU's police training activities were transferred to the Commission. The EU's presence in FYROM morphed into something close to an integrated political mission.

Both the EUSR and OSCE Head of Mission are members of a "principals committee," which also includes the US ambassador and NATO's headquarters in Skopje, left in place after the transfer of peacekeeping duties to the EU in 2003. The committee, chaired by the EUSR, makes frequent joint statements on FYROM's affairs. In April 2010, the committee members warned of widespread "talk of separatism, conflict, abandonment of the Ohrid Framework Agreement" and a weakening of political dialogue, reflecting a growing sense of renewed inter-ethnic unease.[8] This was exacerbated in May after the International Criminal Tribunal for the former Yugoslavia upheld a 12-year prison sentence for a Macedonian policeman involved in the 2001 conflict. The OSCE has also raised concerns about Macedonian policy towards minority education, and the government's relations with opposition parties of all ethnic backgrounds are strained.

In August, the EU, OSCE, NATO and US released a more conciliatory statement on the ninth anniversary of the Ohrid Agreement, but still emphasized the need to ensure "further measures in the fields of equitable representation, decentralization and education."[9] With elections slated for 2012, FYROM may well experience further tensions. It has been decided that the EUSR's mandate will end in February 2011, but the EU Delegation and OSCE will still have a challenging role to play ensuring stability.

The OSCE's missions in **Montenegro** and **Serbia** were originally one operation, founded in 2001, but split in two when the countries divided in 2006. They are also unusual for OSCE missions in the region in that they were not launched to prevent a war or restore peace in a post-conflict setting. Instead, the original mission's main goal was to help Serbia and Montenegro consolidate democracy after the fall of Slobodan Milosevic.

Ognen Teofilovski

Men wave EU and Macedonian flags in front of the Macedonian government building in Skopje, 14 October 2009.

The mission in Belgrade has also become heavily involved in reforming Serbia's police, and it has a number of offices around the country focused on this task. Since 2006, it has been intimately involved in the creation of a new basic policy training school in Sremska Kamenica, and plays a role in efforts to combat organized crime, working both with the Serbian authorities and NGOs. The mission has also supported the government conduct war crimes trials, an initiative coordinated with similar OSCE activities across the region (the OSCE Office in Zagreb, which replaced a much more extensive mission to Croatia, has monitoring war crimes cases as it residual priority).

The Mission to Serbia also maintains an office in the Sandjak, a Bosniak-majority area of south Serbia, which has sometimes been cited as a potential focus for any future ethnic tensions. The mission in Montenegro is relatively small (with 13 international staff compared to 34 in Serbia) but works in similar areas. It is also involved in a police training school, and supports rule of law initiatives and democratization. Significant challenges remain, especially in combating Montenegro's organized crime networks.

CONCLUSION

International political missions remain a significant element in the governance of countries in the region. They are also involved in cross-regional initiatives on problems such as remaining refugee communities. How long will this last? Some Balkan governments believe that they will not be able to move towards EU membership while still hosting OSCE presences. However, the region's progress towards the EU is likely to remain uncertain – only Croatia is on track for membership in the Union in the near term.

Moreover, tensions in BiH, FYROM and north Kosovo have convinced many outside policy-makers that it would be a mistake to cut back the international presence in the region too soon. It is possible that the EU's ongoing overhaul of its institutional presence across the Balkans will create a new framework for stability. Regardless, much work remains.

NOTES

1 The Peace Implementation Council is charged with implementing the Dayton Peace Agreement.

2 The heads of these missions report directly to Brussels, although the EUSR is mandated to give them political guidance.

3 Miroslav Lajčák, "Press conference by the High Representative Miroslav Lajčák following the Peace Implementation Council Steering Board session in Brussels," 27 February 2008, http://www.ohr.int/ohr-dept/presso/pressb/default.asp?content_id=41353.

4 The non-recognizing members of the EU are Cyprus, Greece, Romania, Slovakia and Spain.

5 The conference followed the EU's "gymnich" format, which involves private meetings and no final statement approved by all participants.

6 "Kosovo bank leader arrested in corruption probe." CNN, 23 July 2010, http://www.cnn.com/2010/WORLD/europe/07/23/kosovo.corruption.arrest/index.html.

7 "OSCE Mission in Kosovo steers steady course in changing environment." OSCE Mission in Kosovo, 7 April 2009, http://www.osce.org/kosovo/item_2_37167.html.

8 "Joint statement by the Heads of Mission of the EU, NATO, OSCE and the United States in Skopje." OSCE Spillover Monitor Mission to Skopje, 27 April 2010, http://www.osce.org/skopje/item_1_43658.html.

9 "Joint statement by the EU Special Representative, the NATO HQ Skopje Commander, the Head of the OSCE Mission to Skopje and the US Ambassador." OSCE Website, 12 August 2010, http://www.osce.org/item/45757.html.

3.5 Mission Reviews

Afghanistan

Few political missions have come under such intense scrutiny as the UN Assistance Mission in Afghanistan (UNAMA). The overall international strategy in Afghanistan has been the topic of increasingly heated debate in the last two years, and UNAMA's relationships with the Afghan government and its opponents have both been questioned. With little clarity over the medium and long-term future of US and NATO forces in the country, UNAMA's own future cannot be completely certain. However, over the last year, the UN has made efforts to reconfigure and revitalize the nine-year old mission.

UNAMA's ability to monitor and affect Afghan affairs is complicated by a deteriorating security situation. By January 2010, security incidents were 40 per cent higher than the previous year. While the majority of the incidents occurred in the south and east of the country, the insurgency has managed to spread its activities into areas previously considered stable. The brunt of the conflict has been borne by the civilian population, with a total of 2,412 civilian deaths recorded in 2009[1] and 1,271 recorded in the first six months of 2010.[2] The deterioration in the security environment has also resulted in reduced freedom of movement for civil servants and UN officials.

The rising violence did not stop presidential elections in 2009. The polls proved extremely controversial, but President Hamid Karzai ultimately secured a second term. In January 2010, the British government hosted an international conference on Afghanistan with the participation of over 70 states and organizations. The resulting communiqué highlighted the "goals of greater Afghan Leadership, increased Regional Cooperation and more effective International Partnership."[3] The participants foresaw a gradual transfer of responsibilities from international agencies and forces to the Afghan government, although they reaffirmed that UNAMA remained "the primary international organization for coordinating international support" in the meantime.

UN Photo/Fardin Waezi

Opening of a new provincial office in Sar-i-Pul province, 9 May 2009.

At the end of 2009, the Special Representative of the Secretary-General, Kai Eide, announced his intention to leave his post in early 2010. Prior to the London conference, Ban Ki-moon announced that Staffan de Mistura, the former head of the UN Assistance Mission in Iraq (see p. 83) would replace Eide. De Mistura has been responsible for

UN Assistance Mission in Afghanistan (UNAMA)

Authorization and Start Date	28 March 2002 (UNSC Res. 1401)
SRSG	Staffan de Mistura (Sweden)
Deputy SRSG	Martin Kobler (Germany) and Robert Watkins (Canada)
Budget	$241.9 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 338
	Local Civilian: 1,336
	Military Experts on Mission: 16
	UN Volunteers: 43

For detailed mission information see p. 177

EUSR for Afghanistan (EUSRA)

Authorization Date	10 December 2001 (2001/875/CFSP)
Start Date	December 2001
Head of Mission	Vygaudas Ušackas (Lithuania)
Budget	$3.3 million
	(1 April 2010-31 August 2010)

reorienting UNAMA to support the focus on transferring responsibilities to the Afghans.

BACKGROUND

Following the fall of the Taliban regime, a number of prominent Afghan leaders came together under UN auspices in Bonn, Germany, in December 2001. Their goal was to establish a permanent Afghan government. The Bonn Agreement established a transitional government led by Hamid Karzai, and prescribed the drafting of a new constitution and the holding of elections. In March 2002, the Security Council established UNAMA to support the political objectives of the Bonn Agreement, coordinate humanitarian relief, recovery and reconstruction activities and mediate disputes.

The 2004 presidential elections saw Karzai democratically elected as president of Afghanistan. Eleven months later, in September 2005, a new Parliament and Provincial Councils were elected. This marked the end of the transitional administration and the conclusion of the Bonn Process. The UN Security Council and the new Afghan government agreed on various sectors that would shape a new mandate for UNAMA and guide its various activities. Its mandated tasks have evolved over the course of the post-Bonn period and today include cooperation with the International Security Assistance Force (ISAF), political outreach throughout the country and promoting regional cooperation to help stabilize Afghanistan. The mission is also mandated to provide good offices in support of Afghan-led reconciliation programs and support efforts to improve governance and the rule of law. Coordinating humanitarian aid and monitoring human rights remain priorities, as is supporting the electoral process through the Independent Election Commission of Afghanistan. UNAMA's mandate is renewed annually in March.

UNAMA is headquartered at two main locations in Kabul and as an integrated mission has two substantive pillars under the overall leadership of the SRSG. Pillar I focuses on political activities and is headed by the Deputy SRSG and Pillar II works on reconstruction, relief and development issues and is headed by another Deputy SRSG who also functions as the Resident Coordinator and Resident Humanitarian Coordinator. UNAMA has eight regional offices in Kandahar, Gardez (Paktia), Jalalabad (Nangahar), Herat, Mazar-i Sharif (Balkh), Kunduz, Kabul and Bamiyan as well as 15 provincial offices. UNAMA also has liaison offices in Tehran, Islamabad and Ashgabat. A back office for administrative tasks is being established in Kuwait.

Despite UNAMA's integrated structure and coordination role there are few practical examples of broad based institutional cooperation. In addition, coordination of priorities between UNAMA's headquarters and its liaison and regional offices pose challenges as priorities and needs among the offices may differ significantly. Communication and coordination within the mission itself is sometimes problematic, as a top-level split over the conduct of the 2009 Afghan elections made clear (see "electoral politics" below).

UNAMA's mandate was revised in March 2010 to reflect the conclusions of the London conference. SRSG de Mistura has aimed to streamline the mission's activities, arguing that "we cannot cover everything, and if we did, we would not be able to make a difference."[4] His focus is on the "3+1

Security Council Sanctions Committees and Panels of Experts

Sanctions Committees and Panels of Experts are part of the UN budgetary category "Special Political Missions," which covers a broad range of missions that in their functions go beyond the purely political. Because Sanctions Committees and Panels of Experts are distinctly different from the other types of missions that fall under this category, this volume does not include information on all Committees or Panels. Instead, it provides information only on those entities that work closely with a political mission covered in this volume.[1]

Sanctions are one tool available to the UN Security Council under Chapter VII of the UN Charter that the Council can enforce against states or other entities that threaten international peace and security. During the years of the Cold War the Security Council rarely made use of this tool, imposing sanctions only twice, once on Rhodesia in 1966 and then on South Africa a decade later. However, the end of this era brought about a steep increase in the Council's use of sanctions and initiated a debate on their effectiveness that still lingers today.

The 1990 comprehensive economic sanctions against Iraq that included a ban on all trade with Iraq as well as an embargo on its oil exports were particularly scrutinized and became the focal point for intensified assessment of sanctions regimes as a whole. The restriction of the flow of goods into the country had devastating effects on the population while leaving the regime largely untouched, clearly missing the purpose of the sanctions. One outcome of the debates around the Iraq sanctions was that the Council moved from comprehensive to "targeted" sanctions, which limit embargoes to specific commodities and natural resources, such as arms and diamonds, as well as travel bans, freezing of assets or diplomatic restrictions, with the intention of confining the effects to regime leaders or culpable entities.

As the sanctions regimes increased in numbers and complexity, so too did the need to adequately monitor their implementation and compliance. In order to oversee implementation of its sanctions, the Security Council established so-called Sanctions Committees, composed of representatives of the Council. The Sanctions Committees are tasked to monitor developments related to the sanction regimes and make recommendations to the Council on how to counter sanction violations or on listing or delisting specific commodities or persons on sanction lists.

In August 2010, for example, the Al-Qaida and Taliban Sanctions Committee completed a two-year review of 488 individuals and entities on the Committee's sanction list. The Committee had been criticized for listing individuals who have since deceased or are wrongly listed. In an effort to create incentives for insurgents to join the government, Afghanistan too exerted pressure on the Committee to remove Taliban names from the list. Despite initial opposition by Russia, who is represented on the committee, 45 names were deleted from the list, including 10 Taliban and 35 Al-Qaida fighters as well as 14 further individuals and 21 firms or other organizations.[2]

In their work, Sanctions Committees are often supported by Panels of Experts[3] that operate independently from the UN Secretariat but are institutionally attached to the UN Department of Political Affairs, which primarily provides administrative support. These small teams of experts conduct in-depth investigations into cases of sanction violations and propose ways to combat them, which inform the Sanctions Committees' reports to the Council. Increasingly, the Sanctions Committees and Expert Panels cooperate with field-based UN political or peacekeeping missions, who can provide them with analysis on specific situations or can engage in monitoring activities.[4]

Once sanctions are imposed, their proper implementation and compliance is essential in order for them to serve their purpose. Monitoring sanction regimes and investigating "sanction busting" activities therefore is crucial. However, Panels of Experts often face considerable obstacles to their work. Sanctions are most often imposed on countries or entities in countries that are in or emerging from conflict and are already plagued by severe governance and security failures. Weak institutional capacities, porous borders, and a lack of resources necessary for monitoring or enforcing sanctions pose considerable challenges to effective sanction implementation. In addition, there are concerns about a lack of involvement and ownership of non-Council members in processes relating to sanction regimes, which can lead to variability in sanction implementation. Indeed, while only the Security Council votes to implement sanctions, the entire UN membership is required to comply and to enforce them.[5] Lastly, Sanctions Committees and Expert Panels are formed on an ad-hoc basis with renewable mandates

Security Council Sanctions Committees and Panels of Experts *(Continued)*

lasting for several months. The ad-hoc arrangement means that there is no institutional home that would allow for a permanent sanction monitoring presence and/or follow-up to situations after an expert panel concludes its work, further limiting the long-term impact of sanctions.

Sanctions Committees and Panels of Experts constitute an important mechanism in sanction implementation and monitoring. In their reports Panels of Experts often address a country's underlying socio-economic problems, calling attention to crucial governance deficits and recommending steps for the international community to address these issues. In addition, greater involvement of peace missions in the Expert Panels' work may lead to increased regional inter-mission cooperation on issues such as border security, thus strengthening UN field presences. However, there is a sense that the mechanism has not yet achieved its full peacebuilding impact, at least in part due to the difficult balance between the competing needs for increased institutional support and continuous independence.

1 For more information on all current Sanctions Committees, see "Security Council Sanctions Committees: An Overview," United Nations, http://www.un.org/sc/committees/index.shtml.

2 Louis Charbonneau, "UN panel finishes Taliban/al Qaeda blacklist review," Reuters, 2 August 2010, http://www.alertnet.org/thenews/newsdesk/N02111225.htm.

3 Sometimes also referred to as Monitoring Mechanisms or Groups of Experts.

4 For more detailed information on the work of Panels of Experts, see Katherine Andrews with Tobias C. Berkman "United Nations Mechanism for Combating Illegal Trade in Regions of Conflict," Stimson Backgrounder, The Henry L. Stimson Center, June 2005.

5 Stimson Backgrounder, p. 6.

priorities" of elections, internal political dialogue, regional dialogue and constructive engagement and greater aid coherence.

SECURITY SITUATION

The determination of the Taliban insurgency was demonstrated by the brazen attack on a UN Guesthouse on 28 October 2009, which killed five UN staff and injured a number of others. To date, UNAMA's activities continue to be circumscribed by security concerns.

The United Nations Department of Safety and Security assesses roughly 94 districts out of almost 400 districts as very high risk and a further 81 districts as high risk. Access to outer areas has become increasingly difficult, compounded further by the insurgency's aggressive tactic to cut off major provincial centers. Consequently, areas that have a permissible security environment are increasingly inaccessible to the mission. In recognition of the changed security environment, the UN designated Afghanistan's southern region as a Phase 4 – Emergency Operations only. Practically this means that the maximum number of UN international staff (from both UNAMA and the UN Country Team) permitted in the south-east region is 20 (17 in Kandahar and 3 in Uruzgan).

Despite a generally good working relationship between the International Security Assistance Force (ISAF) and UNAMA, the increased presence of international military forces and the inherent risk of greater civilian casualties have created tensions between the two actors. In principle, ISAF seeks UNAMA's political advice about the conduct of military operations but in reality, with a variety of military operations ongoing and the limited coverage of UNAMA's field presence, this is often not the case. It is to UNAMA's credit that due to its leadership and outspoken stance on civilian casualties in 2008 and 2009, ISAF reassessed the use of air assets during operations, which has led to a reduction in the number of civilian fatalities.

While engaging closely with the military forces under ISAF, UNAMA is also mandated to execute its political role, to coordinate the facilitation of the delivery of humanitarian aid and to monitor and coordinate human rights protection. UNAMA is therefore caught in the conflicting role of being an impartial political mission and a coordinator that is asked to engage directly with military actors. While

the population does not link UNAMA to military operations, actions that affect large parts of the population strengthen sentiment against the presence of foreigners in general.

ELECTORAL POLITICS, 2009-2010

In 2009, the greatest political challenge to UNAMA and other international actors arose from presidential and provincial council elections, conducted in Afghanistan in August. Despite Taliban threats, millions of Afghans cast their votes, although the turnout remained well below 2004 levels. Following serious allegations of widespread fraud, Afghanistan's Election Commission ordered a run-off election after an investigation invalidated votes from all major candidates – among them nearly one million pro-Karzai votes from the south. Political crisis was averted just days before the scheduled vote, when Karzai's top rival withdrew.

Prior to the polls, UNAMA was particularly engaged in mediation and political outreach. The mission conducted political dialogue with members of the senior leadership of the Afghan government and other interlocutors to build a position of trust. These efforts were traditionally based largely on principles of humanitarian access and revolved around events such as the 21 September polio vaccination drive. On the regional and provincial level the mission is engaged routinely with political outreach and engagement of local communities. Examples of these activities include tribal conflict resolution over resources and dispute resolution. UNAMA played an important role in supporting the electoral process in both the run-up to and the aftermath of the 20 August presidential elections. This was overshadowed by disagreement between SRSG Kai Eide and his political deputy, DSRSG Peter Galbraith over how to deal with widespread electoral fraud charges. In an open letter, written in October 2009, Galbraith charged that Eide had effectively taken the side of Karzai at critical junctures in the campaign, suppressed or played down credible reports of widespread fraud and precluded UN staff members from intervening to prevent it. Eide responded that he had always acknowledged the electoral fraud that took place, but that it was the role of Afghanistan's electoral institutions to determine the extent of fraud and provide remedies, not the role of the UN. In the end, the five-person Electoral Complaints Commission, which included three international experts appointed by Eide, ordered an audit of suspicious votes that led to the removal of more than a million votes from the final count.

UN Photo/Eric Kanalstein

UNAMA's SRSG Staffan de Mistura greets an Afghan deminer during the observation of the International Mine Awareness and Assistance in Mine Action Day, 3 April 2010.

This dispute, which became very public and quite bitter, resulted in the UN Secretary-General withdrawing DSRSG Galbraith from service and offering a public comment of support to SRSG Eide. The accompanying media debate divided the mission, with several staff loyal to Galbraith handing in resignations in protest. Nonetheless, UNAMA's political engagement helped to deter Karzai and his rival Abdullah Abdullah from escalating their differences to the point where Afghanistan's post-Bonn political system collapsed.

The confrontation within UNAMA highlighted a further tension in its mandate. The SRSG is tasked with promoting a more united political voice and coherent support on behalf of the international community to the Afghan government. In this regard, Kai Eide succeeded markedly during his tenure in becoming the main interlocutor between the government and the international community. However, it is often far from straightforward for the SRSG to manage a relationship with the senior political leadership while maintaining an impartial role in political events. Some critics charged that Eide put too much emphasis on establishing a close relationship with Karzai - a move that proponents defended as necessary due to a lack of institutional structures in Afghanistan, but that led to perceptions of partiality during the electoral process.

Shortly after Staffan de Mistura took office, another election-related row threatened to sour UNAMA-government relations. With parliamentary elections slated for September 2010, President Karzai declared in February that he would appoint all the members of the Electoral Complaints Commission for the new polls. This was a challenge to the UN, which, as noted, had previously appointed foreign experts to act as three of the Commission's five members. Under pressure from the US and other donors, and having accused the international community of electoral fraud in the previous year's election, Karzai eventually backed down and agreed to the UN appointing two foreign commissioners. Meanwhile, the SRSG has warned that the polls may be threatened by serious violence.

DIALOGUES AND SANCTIONS

In line with second of the "3+1" priorities, de Mistura met with a delegation from Hizb-i-Islami, an anti-government militant group, in March 2010. The group, led by Gulbuddin Hekmatyar, had previously offered the government a fifteen-point peace plan – although the very first point, the withdrawal of all foreign forces within six months, ensured that it had little chance of success. No further meetings with the group have been reported.

In early June, President Karzai convened a Consultative Peace Jirga, involving some 1,600 delegates to discuss Afghanistan's future. UNAMA was not involved in devising this event, but both Ban Ki-moon and SRSG de Mistura publicly praised the initiative and UNAMA provided some logistical support.

Both in speaking to the press after the Peace Jirga and in briefing the Security Council at the end of June, the SRSG linked the internal dialogue to the issue of targeted UN sanctions against individual Afghan leaders. UNAMA has an informal relationship with the UN Security Council Al-Qaida and Taliban Sanctions Committee that was established by Resolution 1267 on 15 October 1999. The 1267 list, as it is referred to, has been renewed, broadened and strengthened each year since its inception so that now the sanctions measures also apply to designated individuals and entities associated with Al-Qaida, Osama bin Laden and/or the Taliban. Practically for UNAMA, there has been little formal engagement on the issue by the mission's leadership, but on the working level, UNAMA's political officers have cooperated with the Committee. The nature of this cooperation has been largely information sharing in an effort to improve the quality of the list and ensure the information on the list is more accurate, as well as acting as a liaison, when necessary, between the Committee and the Afghan government entities responsible for providing information to the Committee for the purpose of delisting them. This collaboration has increased knowledge of the actual identities of those listed while also reducing the possibility of individuals with the same names being targeted due to a mistaken identity. In July 2010, the Committee completed a two-year review of 488 individuals and entities on the 1267 list. In all, the Committee removed 45 names from the list, including 10 Taliban and 35 Al-Qaida fighters as well as 14 further individuals and 21 firms or other organizations. Remaining on the list are 311 entities associated with Al-Qaida and 132 associated with the Taliban.[5]

In addition to actions intended to promote internal dialogue, UNAMA has also pursued the third of the "3+1" priorities, regional dialogue. In the first half of the year, the SRSG visited both Iran and Pakistan. In June 2010, Security Council ambassadors visited Afghanistan on the initiative of Turkey, then holding the Council's rotating presidency. On their way back to New York they convened for a discussion of peacekeeping in Istanbul – de Mistura attended this and met with Turkish officials on Afghan issues.

AID COHERENCE

On the "+1" of the "3+1" priorities, aid coherence, UNAMA does not aim to direct multilateral and bilateral aid, but to minimize duplication. In the first half of 2010, the mission concluded that the level of duplication was relatively low, but that more aid needed to go to directly support the Afghan authorities. De Mistura has emphasized the role of the Joint Coordination and Monitoring Board (JCMB), a 28-member committee of donors launched in 2006 and co-chaired by the UN and Afghan government.

The EU

In 2001, the European Union created the post of Special Representative (EUSR) for Afghanistan. The EUSR is based in Kabul, with a broad focus on monitoring and reporting on human rights, political, constitutional and security developments. At first, coordination between the EUSR and the European Commission's office in Kabul (responsible for aid) was very low, although it gradually increased over time. The EUSR in 2009 was a former Italian Ambassador to Afghanistan, Ettore Francesco Sequi.

Sequi was replaced in April 2010 by Vygaudas Ušackas of Lithuania, who is double-hatted, functioning as the head of the Delegation of the European Union and as well as EUSR. Given that the European Commission is one of the largest donors providing official development and humanitarian assistance to Afghanistan, it is likely that the position of EUSR will become considerably more influential in the future than it has been hitherto.

In addition to its civilian presence, the EU also has a Police Mission in Afghanistan (EUPOL). Launched in 2007, the mission has suffered from poor staffing and has failed to play a serious role in the security sector reform process. The EUSR is only responsible for giving the mission political guidance, as it has its own reporting line to Brussels.

Meeting on 8 July 2010, the JCMB agreed to ambitious targets for expanding the size of the Afghan army by 30% and the police by 20% by the end of October 2011. It also touched on job creation, boosting government service delivery and regional economic ties. On 20 July, the UN co-chaired a conference in Kabul addressed by Ban Ki-moon, US Secretary of State Hillary Clinton and other foreign dignitaries. The government laid out an economic plan that reflected the JCMB's previous discussions of development needs.

CONCLUSION

While UNAMA receives more public attention than most political missions, its performance has been overshadowed by debates within NATO – and, to an even greater degree, in the US – about the future strategy for Afghanistan. At the time of writing, the US "surge" in the country is ongoing – its implications for UNAMA remain uncertain.

External factors aside, recruitment and retention remain possibly the largest obstacle in terms of UNAMA's ability to implement its mandate. In July 2008, as part of a vision for an expanded role of the mission and its broader field presence, a near doubling of the mission's budget and staffing was approved. However, in light of the security environment, especially the targeting of the UN Guesthouse in Kabul and the killing of 5 employees, recruiting and retaining staff has been a constant challenge and the mission has a current vacancy rate of 40%. Most dramatically, the staffing difficulties were demonstrated by the vacated Deputy SRSG political affairs post that was only filled with a permanent candidate in mid March 2010, leaving UNAMA's political section without leadership for six months. Aside from quantity, the availability of qualified staff is also an issue. Although UNAMA is mandated to lead donor coordination efforts, there is a lack of sufficiently qualified staff. The mission also competes for candidates with the UN Development Programme, which is sometimes perceived as a more attractive option.

The most important factor in deciding UNAMA's future will, however, be whether the Afghan government, the US and other powers concerned with Afghanistan settle on a durable political strategy for stabilizing the country – something force cannot achieve alone – and whether UNAMA is permitted to play a lead role in implementing such a plan. Without such a strategy, a decade of support to Afghanistan will go to waste.

NOTES

1 UNAMA, "Annual Report on Protection of Civilians in Armed Conflict, 2009," January 2010.

2 UNAMA, "Afghan Civilian Casualties Rise 31 Per Cent in First 6 Months of 2010," 10 August 2010, http://unama.unmissions.org/Default.aspx?tabid=1741&ctl=Details&mid=1882&ItemID=9955.

3 "Communiqué of 'Afghanistan: The London Conference,'" 20 January 2010, http://www.isaf.nato.int/images/stories/File/factsheets/Documents_Communique%20of%20London%20Conference%20on%20Afghanistan.pdf.

4 United Nations, "SRSG Staffan de Mistura Briefing to Security Council," 30 June 2010, http://unama.unmissions.org/Default.aspx?tabid=1747&ctl=Details&mid=1958&ItemID=9477.

5 Security Council, "Security Council Al-Qaida and Taliban Sanctions Committee Concludes Review of Its Consolidated List, Pursuant to Resolution 1822 (2008)," 2 August 2010, http://www.un.org/News/Press/docs/2010/sc9999.doc.htm.

3.6 Mission Reviews

Iraq

Iraq reached a turning-point in 2010 with the withdrawal of American combat troops in August. Although 50,000 US personnel remain in the country training domestic forces, the Obama administration has laid out a road-map for a further reduction of this presence in 2011.[1] The drawdown of the American presence increases the importance of the UN Assistance Mission for Iraq (UNAMI) as a conduit of international support to Iraq. But it also brings risks, as UNAMI previously operated in the security framework provided by the Americans.

The mission has gained increasing credibility with both local actors and the US in recent years, playing a particularly important role in mediating Arab-Kurdish relations. Nonetheless, UNAMI now has to navigate an uncertain political environment following the disputed outcome of parliamentary elections in March 2010, in which former Prime Minister Ayad Allawi won slightly more seats than the incumbent Nouri al-Maliki, but without attaining an overall majority, creating political deadlock. As of August 2010, delays over the formation of a new government persist, and terrorist attacks have raised concerns about a possible deterioration of the security situation. While there are limits to UNAMI's ability to resolve Iraq's political tensions, the mission still has an important role to play in facilitating the country's prolonged transition to stability.

Map No. 4417.3 UNITED NATIONS
June 2010

Department of Field Support
Cartographic Section

BACKGROUND

UNAMI was established in August 2003 initially as a one-year mission. A few days after the mission's start of operations, a devastating bomb attack on UNAMI's headquarters killed the Special Representative Sergio Vieira de Mello as well as 21 staff members and injured over 100. The UN withdrew the majority of the mission's staff members from Iraq and relocated them mainly to Amman, Jordan. In 2004, more staff returned to the mission's Baghdad headquarters to resume its mandated task to assist the people and government of Iraq in the formulation of new governing structures. Although constrained by security concerns, UNAMI assisted in the development of Iraq's constitution and a series of elections.

UN Assistance Mission for Iraq (UNAMI)

Authorization and Start Date	14 August 2003 (UNSC Res. 1500)
SRSG	Ad Melkert (Netherlands)
Deputy SRSG	Jerzy Skuratowicz (Poland) and Christine McNab (Sweden)
Budget	$158.9 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 322 Local Civilian: 460 Military Experts on Mission: 13 Contingent Troops: 221

For detailed mission information see p. 183

In August of 2007, with the US reconsidering its political and military engagement in Iraq, the UN Security Council significantly expanded UNAMI's political and conflict resolution mandate. Resolution 1770 placed an increased emphasis on the mission's provision of technical assistance to the government of Iraq and the Independent High Electoral Commission for holding elections, as well as a greater coordination function for international humanitarian aid. UNAMI's mandate also included promoting national dialogue between Iraq's ethnic groups and the peaceful resolution of disputed internal boundaries, as well as fostering regional cooperation between Iraq and its neighbors.

Shortly after the new mandate was announced, the UN rotated its senior leadership in Iraq, and the mission moved its headquarters from Amman back to Baghdad – although Amman continues to be the base for a great deal of UN humanitarian and development activities for Iraq. The government of Nouri al-Maliki was not initially inclined to trust the newly-strengthened mission, but it gradually came to accept it as a useful partner. This was assisted by the Bush administration's positive attitude towards UNAMI after 2007, and reinforced by the Obama administration's equally supportive posture. US Vice-President Joe Biden, the White House point-man on Iraq, has repeatedly and warmly praised UNAMI in Baghdad.

In August 2010, the UN Security Council unanimously adopted Resolution 1936, extending the mission for a period of 12 months until 31 July 2011, but leaving the mission's mandate unaltered.

As an integrated mission, UNAMI has two substantive components handling political affairs and development and humanitarian issues – as well as independent offices dealing with human rights and public information – under the overall leadership of the Special Representative of the Secretary-General (SRSG) Ad Melkert, who replaced Staffan de Mistura in July 2009. UNAMI has a number of field offices around the country – including the politically sensitive city of Kirkuk – and coordinates the UN Country Team, involving sixteen funds and agencies. The mission maintains a significant presence in Jordan and liaison offices in Kuwait and Iran.

BOUNDARY ISSUES

On the basis of Resolution 1770, UNAMI has been intimately involved in efforts to resolve Iraq's internal boundary issues since mid-2008 when it published proposals for confidence-building measures in troubled districts on the Kurdish-Arab border in the north of the country. It was widely recognized that the greatest challenge lay in Kirkuk, an oil-rich city inhabited by a mix of Kurds, Turkomen and Arabs lying just outside the Kurdish Autonomous Region before 2003. In 2008, a committee of Kirkuk's politicians (known as the Article 23 Committee) was set up to discuss power-sharing for the city. UNAMI gave this group considerable technical support, including organizing a visit for its members to Northern Ireland to observe power-sharing arrangements there, but its discussions proved fruitless.

At first, the Kurds seemed happier than the government to see UNAMI involved in this process. The mission leadership worked hard to win over Baghdad to its involvement. In early 2009, UNAMI conducted a massive field and documentary study on the past and present status of 15 disputed areas south of the recognized Kurdish region, including Kirkuk. The resulting report, circulated in confidence in April 2009, outlined four potential options for the future status of Kirkuk. These included placing the Kirkuk governorate under the joint supervision of Baghdad and the Kurdish authorities in Erbil or giving it a special status as an autonomous government, but did not include transferring it to full Kurdish control. As a follow-up to the report, a High Level Task Force (HLTF) composed

of representatives from both Baghdad and Erbil met under UN auspices to discuss the report's proposed solutions. However, no immediate solution was forthcoming.

The work of the HLTF is ongoing and as of 2010, its members were primarily focused on functional issues like property disputes and language rights. UNAMI has provided expert support on these issues, for example conducting a study of educational rights with UNICEF. It is also involved in efforts to foster political dialogue in Ninewa, a province north-west of Kirkuk with a Kurdish minority that remains more prone to violence than other parts of Iraq.[2]

While the fundamental issue of Kirkuk's status remains unresolved – and the Kurdish parliament has declared that the city is part of its territory – UNAMI's involvement in this crucial dispute bolstered the mission's credibility. The willingness of US officials to let the UN lead on the topic, and the UN's ability to do so, signaled UNAMI's value as a mediator. The fact that its proposals have been even-handed won over skeptical Iraqi Arab politicians.

In 2010, Ray Odierno, the then commander of US forces in Iraq, raised the idea that a UN peacekeeping force might deploy to patrol unstable areas on the Arab-Kurdish boundary.[3] However, this off-the-cuff proposal won little favor in the US and was never formally raised with the UN, and went no further.

ELECTIONS

UNAMI has also demonstrated its credibility in providing technical assistance to a series of potentially contentious elections. In January 2009 it supported provincial council elections across the country, overseeing the creation of a new electoral register and data-processing system. These polls were a success, contributing to the improved relations between UNAMI and the government. UNAMI also supported elections in the Kurdish Autonomous Region in 2009.

The 2010 parliamentary elections were inevitably sensitive. The Independent High Electoral Commission (IHEC) was in the lead, and UNAMI again provided direct technical support and advice. In addition, members of UNAMI were present at polling stations on election day with an emphasis on Baghdad, Kirkuk and the Kurdish areas. It also facilitated the IHEC's efforts to allow voting for Iraqis outside the country, enabling the large numbers of refugees scattered around the region to vote. Over a quarter of a million votes were cast in this way.

In March 2010, the elections resulted in a contested victory for Mr. Allawi over Prime Minister Maliki. The electoral process also saw the banning of candidates due to allegations of ties to the Baath Party, as well as disputes over the election results. A recount of all ballots cast in Baghdad governorate came to an end on 16 May, with UNAMI officials once again assisting the Iraqi authorities.

Since the results have been certified by the Supreme Court, UNAMI's leaders have engaged in diplomatic efforts with the competing political factions in search of a resolution and reiterated their willingness to further engage on the basis of consensus among political parties. To date, however, UNAMI's efforts have not resulted in a compromise.

REGIONAL ISSUES

UNAMI's mandate also includes a provision related to supporting the Government of Iraq (at its request) on regional issues. While this includes developing relations with neighbors such as Turkey and Jordan, there is a special emphasis on diplomacy with Kuwait. A number of Security Council resolutions placing obligations on Iraq vis-à-vis Kuwait remain in force, including compensation payments and border demarcation. UNAMI works closely with the Secretary-General's High-Level Coordinator for Iraq/Kuwait Missing Persons and Property, Gennady Tarasov, on the issues involved.

In 2009, Iraq called for the role of High-Level Coordinator to be terminated, which was opposed by Kuwait due to the lack of progress in addressing pending issues between the two countries. In mid-2010, UN Secretary-General Ban Ki-moon also noted with concern that Iraq had not responded to repeated requests to pay its share of a relatively inexpensive ($600,000) but politically sensitive UN-managed boundary demarcation project.[4] Still, bilateral relations between the two countries have improved gradually, with Iraq sending its first ambassador to Kuwait since 1990 this year. Kuwait

is also funding a project developed with the assistance of UNAMI to build the Iraqi Ministry of Human Rights' capacity in mass grave excavation and the identification of missing persons.

DEVELOPMENT, HUMANITARIAN AFFAIRS AND HUMAN RIGHTS

Although this review concentrates on the political dimensions of UNAMI's work, the mission and UN Country Team (UNCT) is also engaged in a wide range of humanitarian and development activities. These have not always been closely coordinated, and on taking over as SRSG, Ad Melkert declared his intention to make the activities of the mission and the UNCT more fully integrated. In May 2010 UNAMI's Deputy Representative of the Secretary-General (DSRSG), Christine McNab (who is triple-hatted as the DSRSG, Resident Coordinator and Humanitarian Coordinator) oversaw the completion of the first UN Development Assistance Framework with Iraq, projected to see the disbursement of $186 billion on nearly 3,000 projects over four years. Senior UN officials have argued the organization's interactions with Iraq will increasingly focus on development rather than political issues.[5]

Iraq's humanitarian situation remains challenging, with approximately 1.55 million internally displaced persons in the country and over two million Iraqi refugees abroad. UNAMI was heavily involved in bringing aid to the displaced during its period based in Amman from 2003-7 and continues to work closely with other UN agencies in dealing with the problem. While there is no longer a humanitarian emergency in the country, pockets of vulnerability remain and humanitarian needs are grossly under-funded. In July 2010, DSRSG McNab revealed that only $22.3 million out of $187.7 million the UN had requested for relief operations in Iraq had been received.

UNAMI's human rights office – which is institutionally separated from the political arm of the mission – releases reports every six months on the country, and also reports to the Office of the High Commissioner for Human Rights in Geneva. In 2009, UNAMI gave the authorities technical support prior to Iraq's first appearance at the Universal Periodic Review (UPR) at the UN Human Rights Council, and also backed a series of UPR-related civil society projects.

UN Photo/Rick Bajornas

Ad Melkert (left), Special Representative of the Secretary-General for Iraq, is greeted by the United Nations Guard Unit upon arrival to the United Nations Assistance Mission for Iraq (UNAMI) office in Baghdad, Iraq, 18 July 2009.

UNAMI also monitors the situation of members of the People's Mujahideen Organization of Iran (an anti-Tehran militia) at Camp Ashraf, north of Baghdad following the incidents in July 2009 surrounding the Government of Iraq's attempt to establish a police station in the camp which resulted in violence that left 11 dead and over 300 injured. As a result, UNAMI conducted a fact-finding mission – a decision that mission staff believed required considerable political courage on the part of SRSG de Mistura – and has kept a humanitarian monitoring presence at the camp since then.

CONCLUSION

While UNAMI has taken a significant part in Iraq's political evolution since 2007, this is not certain to continue. One reason for this is basic security: although the mission is guarded by a contingent of 223 Fijian troops, its ability to maneuver around Iraq has depended on US forces. With the US departure looming, UNAMI has invested in new security measures for its headquarters in Baghdad, requested more armored vehicles and air assets to allow it to operate securely and discussed receiving protection from Iraqi forces with the government.

Staffing and the 2009 Human Resources Management Reform

The UN began a human resources management reform process in mid-2009 that continues to date. The reforms were designed to improve the UN's dysfunctional employment and recruitment system, which has had negative effects on the entire system, but especially impacts field missions that often have to adapt their staffing requirements according to changing political realities on the ground. In order to provide a more dynamic global work force and reduce recruitment delays, the reforms harmonized contracts between the field and Headquarters and introduced a new recruitment model, which prioritizes internal hires for vacancies. Rosters of pre-screened candidates are in development, which are intended to allow for more rapid deployment of skilled staff.

While the reforms were intended to improve hiring structures, the new recruitment system in some cases has further added to delays, with some positions taking up to one year to fill. These delays mean that often the most qualified and employable candidates take up positions elsewhere in the interim. Delays in recruitment exacerbate chronically high civilian vacancy rates seen across missions. As of 31 October 2009, UNAMI had a 27% vacancy rate and UNPOS was operating with 34% of its authorized posts empty. High vacancy rates hinder a mission's ability to take advantage of short but crucial windows of opportunity, especially important in political missions.

High mission vacancies also mean that field officers must lean on their counterparts at Headquarters for a variety of support work, putting additional pressure on limited staff in New York while minimizing their role in political analysis. UNPOS again provides an illustrious example where a desk officer in New York singlehandedly supported the day-to-day needs of the entire mission until a Junior Professional Officer was assigned to assist. The UNPOS Headquarters staff was overwhelmed and found it difficult to meet mission requirements, reflective of general understaffing and underfunding of the support capacity of Headquarters.[1]

The reforms have also negatively affected staff mobility, especially between the field and Headquarters, limiting the realization of a global workforce. In addition, the reforms only partially achieved harmonization of contracts. Considerable gaps remain in the terms and conditions between Secretariat staff and their counterparts in UN funds, programs and agencies, in many cases leading to competition between the various UN entities to attract the best candidates.

Institutional Considerations

In addition to these reforms, there are two important institutional considerations that also have an impact on staffing of political missions – (1) the relationship between the Department of Political Affairs (DPA) and the Department of Field Support (DFS), and (2) the budget approval process.

Within the UN, DFS is designated to provide logistical and personnel support to field missions of both DPA and the Department of Peacekeeping Operations (DPKO). However, DFS may be structured to better suit the needs and requirements of DPKO's large-scale peacekeeping operations than the unique needs of niche political missions, especially with respect to their specific civilian staffing requirements, due to DFS's growth out of DPKO's Office of Mission Support. Inappropriate financial and procurement rules and procedures that govern DFS make it even more challenging for it to support both departments adequately. The institutional relationship between DFS and DPA, while improving, still has ample room for growth and there is recognition within DPA that it must further explore how to best utilize the resources available within DFS. In addition, the Global Field Support Strategy of January 2010 – that has received preliminary endorsement of the UN General Assembly in July 2010 but is still pending approval – seeks to address some of the above-mentioned challenges.

Second, political mission budgets generally and staffing requirements in particular, are the subject of considerable debate in the UN's Advisory Committee on Administrative & Budgetary Questions. There is a sense that proposed increases in staffing are disproportionately contentious within the Committee as compared to the more technical requirements of a mission. In addition, existing vacancies may lead the Committee to question the wisdom of authorizing additional posts, even in the face of shifting political circumstances.

Staffing represents a significant challenge to political missions, one that appears to have become more daunting – at least in the short-term – with the 2009 human resources reform. Delays in recruitment have concrete negative effects on the ability of missions to perform effectively and fulfill their mandates. As Kai Eide, outgoing SRSG of the UN Mission in Afghanistan, noted in his last briefing to the Security Council in March 2010, "the new recruitment system put in place in July 2009 simply has not worked…If not corrected soon, it will threaten the effectiveness, possibly even the survival, of many of the current UN Missions."

1 As noted in the 2010-2011 proposed budget for Special Political Missions (A/64/349).

Another major challenge for UNAMI is staffing. With the majority of UN agency staffers still based outside Iraq due to the security ceiling, there are still limits to what the UN funds and agencies can achieve inside the country. UNAMI itself has struggled to find and keep qualified political staff. In 2009, a gridlocked hiring process caused delays of up to 14 months to fill posts. Combined with budgetary constrains this has resulted in a 30% vacancy rate for UNAMI in the field. However, this situation has slightly improved since January 2010, when an exceptional authority for recruitment was granted to UNAMI, bringing the vacancy rate to about 19.5%.

This mixture of security and personnel concerns means that, even in a permissive political environment, the UN would still have to work hard to maintain its role in Iraqi politics. The continuing uncertainty over the country's government, and the constant challenge of Arab-Kurdish relations, make this an even more complicated task. It should not be assumed that UNAMI can maintain the political traction that it developed in 2007-10. This will only be possible if Iraq's politicians are ready to work with the mission and UNAMI is able to meet their needs.

NOTES

1 Gordon, Michael R., "Civilians to take U.S. Lead as Military Leaves Iraq," New York Times, 18 August 2010, http://www.nytimes.com/2010/08/19/world/middleeast/19withdrawal.html.

2 International Crisis Group, "Iraq's New Battlefront: The Struggle Over Ninewa," Middle East Report N°90, 28 September 2009.

3 "US Commander says Northern Iraq May Need UN Peacekeepers," VOA News, 6 July 2010, http://www1.voanews.com/english/news/middle-east/US-Commander-Says-Northern-Iraq-May-Need-UN-Peacekeepers-97862034.html.

4 The UN's Department of Peacekeeping Operations is responsible for the demarcation project.

5 "As Iraq Makes Progress, UN to Focus More on Social and Economic Development," UN News Centre, 18 January 2010, http://www.uniraq.org/newsroom/getarticle.asp?ArticleID=1239.

3.7 Mission Reviews

Nepal

UNMIN/Sekhar Karki

Member of UN team prepares the camp for discharge camp process, Chulachuli, Liam district, Eastern Region, February 2010.

The period since January 2009 has been a challenging one for the United Nations Mission in Nepal (UNMIN). Originally conceived as a "focused mission of limited duration," by mid 2010 the mission had been extended through four successive six months periods beyond the one year mandate it had been given in January 2007, and then for two further four month periods.

Initially slated for June 2007, elections for Nepal's constituent assembly were postponed twice, in part as a consequence of challenges to the peace process from marginalized groups, including populations in the Terai region of Nepal bordering on India, but took place on 10 April 2008. The Maoists emerged as the strongest party in the constituent assembly, with 240 out of 601 seats. After a protracted period of political wrangling, Ram Baran Yadav of the Nepal Congress party was installed as the country's first president and Pushpa Kamal Dahal, the Maoist leader more commonly known as Prachanda, as prime minister. In May 2009, however, an attempt by Prachanda to dismiss the army chief precipitated a political crisis and the Maoists' departure from government. A prolonged political impasse then ensued, greatly complicating UNMIN's role.

BACKGROUND

UNMIN was established in early 2007 to assist in the implementation of specific elements of the Comprehensive Peace Agreement (CPA) which ended the decade-long conflict between the Communist Party of Nepal (Maoist) and the Nepali state in 2006.

It was an unusual mission in several respects. It sought to provide assistance to a peace process that was a national achievement, centered upon an agreement reached without international mediation. Its mandate was limited to the monitoring of

UN Mission in Nepal (UNMIN)

Authorization and Start Date	23 January 2007 (UNSC Res. 1740)
SRSG	Karin Landgren (Sweden)
Budget	$16.7 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 43 Local Civilian: 118 Military Experts on Mission: 68 UN Volunteers: 16

For detailed mission information see p. 202

arms and armies, technical assistance to the electoral process, and support to the monitoring of the broader aspects of the ceasefire. Moreover, for a mission with military responsibilities, its arms monitoring component was unusually light, consisting of unarmed arms monitors (serving and retired officers) in civilian attire deployed with the cooperation of the parties. Given the short time frame with which it was conceived, UNMIN was not established as an integrated mission, although it assumed an "integrated approach" to its responsibilities.

That UNMIN took shape at all was a consequence of careful political work by the UN during the three years preceding the signing of the CPA, as well as the successful deployment of an Office of the UN High Commissioner for Human Rights (OHCHR) in Nepal in mid-2005. The UN's political involvement in Nepal dated back to September 2002, when Secretary-General Kofi Annan had offered to "consider the use of his good offices to help achieve a peaceful solution" to Nepal's conflict.[1] On the basis of this offer, Tamrat Samuel, an official within the Department of Political Affairs, began visiting the country in mid-2003 and engaging with all political actors, including the Maoists.

Reservations that India – the regional power and a neighbor with both significant interests in and major influence over Nepal – and some Nepalis held about an overt "political" role for the UN contributed to the narrow definition of UNMIN's mandate. This would emerge as a core weakness of the mission and the source of ambiguity and confusion about its role.

UNMIN's arms monitoring and electoral assistance contributed positively to Nepal's ability to hold an election in April 2008 that was recognized as "remarkable and relatively peaceful."[2] However, a poor understanding of the mandate in Nepal – never effectively countered by UNMIN's considerable efforts at communication and outreach – created a situation in which high expectations of the UN's contribution were inevitably disappointed, even as some of those opposed to a more active UN role pushed back against UNMIN's initiatives. The mission numbered a little over 1,000 national and international staff at its pre-election maximum and subsequently downsized to less than 300. That it was small in comparison to most UN peace operations could not redress Nepali perceptions that its considerable size compared unfavorably to its impact upon the parties.

UNMIN's original mandate was designed with the horizon represented by the elections to the constituent assembly in mind. Some political parties had supported the electoral process – and the UN role within it – with the expectation that it would conclude with the Maoists' defeat. The Maoists' success at the polls consequently changed Nepal's political landscape dramatically. In the post-election period a lack of cooperation between the political parties undermined further progress and proved a complicating factor for UNMIN. Indeed the mission's mandate, linked to the "temporary" but ongoing presence of two cantoned and barracked armies, became increasingly out of kilter with the challenges Nepal now encountered. UNMIN quite properly retained the peace process as the center of its activities. However, that the peace process assumed a central role in the longer term calculations of either Nepal's various political actors – locked in a struggle for power – or India, no longer appeared evident.

UNMIN downsized promptly in June 2008; its electoral affairs and civil affairs offices – which had been specifically linked to creating the conditions for the election – and its five regional offices were closed; arms monitors were reduced from 186 to 73 even as arms monitoring remained a central element in the mission's work.

The peace agreements reached in 2006 had not been able to negotiate the future of the armies fully,

but they had prescribed processes that were to lead to the integration and rehabilitation of Maoist army personnel and the democratization of the Nepal army. Progress towards these goals was blocked by lack of commitment from the parties and resistance from within the army – which in 2007 and 2008 had conducted new recruitment in violation of the peace agreements. UNMIN's continued presence, however, remained inextricably linked to the 19,000 Maoist combatants "temporarily" confined in cantonments. This was inherently problematic. UNMIN's limited political role and light monitoring had never been intended for an extended period and was unsuited to the changed political situation and deterioration of trust between the parties that developed in the latter part of 2009.

KEY DEVELOPMENTS

Persistent problems in the implementation of the commitments entered into in the CPA and other agreements reflected both a lack of any domestic architecture for their implementation and the erosion of trust between the parties. A special committee to supervise, integrate and rehabilitate Maoist army personnel, provided for in the interim constitution adopted in early 2007, met once in July 2007 and then not until late 2008, just prior to a visit to Nepal by Secretary-General Ban Ki-moon. It began consultations in early January 2009, but had its work disrupted by the collapse of the government following the Maoists' departure in May 2009.

By the end of the year, the Maoists had been outside government since May; an unwieldy 22-party government was in place; divisions within and between the major political parties were impeding dialogue; Maoist agitation was on the rise; and no movement on the integration and rehabilitation of Maoist combatants was in sight. Unrest and insecurity in the countryside was accompanied by falling economic and social indicators. The deadline for the drafting of a new constitution by 28 May 2010 was fast approaching even as fundamental differences between the major political parties on issues such as the form of the country's new federal structure and system of governance had emerged. UNMIN maintained impartiality in support of the commitments contained in the CPA, but increasing criticism that it favored the Maoists clearly reduced its scope for a political role.

Tensions rose in December 2009 as the Maoists called a three-day general strike across Nepal to force the government to create a new "unity" government. The demand was rejected by Prime Minister Madhav Kumar Nepal, of the United-Marxist-Leninist (UML) party, but the pressure, combined with the imminent discussion of the situation in Nepal in the Security Council in late January, encouraged progress. The government established a high-level political mechanism to "speed-up" the peace process and drafting of the constitution. UNMIN began supporting the long-delayed discharge of over 4,000 minors and other Maoist army personnel deemed ineligible for cantonment during UNMIN's earlier verification process.[3] And the special committee agreed that the integration and rehabilitation of the Maoist army personnel should be completed by 15 May 2010.

The process soon stalled once again. In late April the Secretary-General told the Security Council, just weeks before the expiration of UNMIN's supposedly final mandate, that "despite continuing efforts, no substantive forward movement has been made on the main outstanding tasks of the peace process."[4] Constitution-making had become entwined with the issue of the establishment of a unity government as well as the integration and rehabilitation of the Maoist army. A series of general strikes called by the Maoists in early May failed to force a change of government, but it was evident that a final draft of the constitution would not be ready by the deadline of 28 May. A last minute agreement to extend the term of the constituent assembly by a year was accepted by the Maoists on the basis that Prime Minister Madhav Nepal would resign within five days, opening up the way for a unity government that would include them. In the event, a month of political acrimony would pass before Madhav Nepal eventually resigned on 30 June.

UNMIN'S CONTRIBUTION

In early 2009, UNMIN had been scaled back for a second time and Ian Martin, the Special

Representative of the Secretary-General (SRSG), replaced as Head of UNMIN by his former deputy, and now Representative of the Secretary-General, Karin Landgren. The mission was extended in July 2009 for six months; in January 2010, until 15 May 2010; and on 12 May 2010 for a further four-month period.

UNMIN remained focused on monitoring compliance of the Nepal Army and the Maoist army with the Agreement on Monitoring the Management of Arms and Armies (AMMAA) reached in late 2006, as well as efforts to achieve the discharge of minors and disqualified Maoist army personnel. Arms monitors maintained round-the-clock surveillance of weapons storage areas at the Maoists' seven main cantonment sites whilst visiting the satellite cantonment sites and the Nepal army weapons storage site. They also continued to take part in the Joint Monitoring Coordination Committee (JMCC), a mechanism composed of both armies' representatives and chaired by the UN that had met regularly since its establishment by the AMMAA and developed a critical role as a means to respond to and defuse potential crises.

These activities were inherently valuable. However, the UN became increasingly concerned by arms monitoring's growing disconnect from the political process. There was a risk that UNMIN's presence was perpetuating an unstable status quo. An additional problem was mounting criticism of UNMIN in the Nepali press by political actors unwilling or unable to understand the limited nature of UNMIN's responsibilities in the cantonments – which it neither had the mandate nor capacity to police.

The UN's political good offices were not specifically mentioned in UNMIN's mandate, but were inherent in a mission headed by a representative of the Secretary-General. Good offices were employed to encourage the Nepali parties to take the steps that would allow UNMIN to complete its tasks and leave Nepal, but also to help promote the trust and communication between the parties that would allow for the peace process to advance. In practice this meant pursuing bilateral engagement with all sides, at times carrying messages from one party to another, proposing short term measures to build confidence or avert crises, and advising on longer-term strategies to address tension among the parties.

From UNMIN's earliest days good offices had met resistance of varying degrees both from Nepalis concerned about losing "ownership" of the peace process and from India. Over time, as the political environment became more complex, particularly after the elections, this resistance mounted. Consequently, as the political impasse that set in mid-2009 took hold, UNMIN found itself at a disadvantage. It continued to engage with all sides, but in an environment in which fear, insecurity, and a reluctance to accept the Maoists' leading role in Nepali politics by the mainstream political parties was countered by ambition and dogma of some sections of the Maoists, there was a tendency for UNMIN to become a scapegoat. A variety of political processes – electoral, constitutional, local level political conflicts – other than the peace process dominated the parties' preoccupations. The utility of UNMIN's good offices was nevertheless evident in early 2010 as it facilitated the complex processes surrounding the discharge of the minors and other personnel from the Maoists' cantonments.

UNMIN'S COORDINATION ROLE

UNMIN had not been established as an integrated mission or with a mandate for peacebuilding, yet it sought to adopt an integrated approach to its responsibilities and engaged with other actors in the UN system on this basis. A coordination unit was built into UNMIN's structure, and later in the office of the UN Resident Coordinator (RC), to ensure coherence at the working level. After UNMIN's downsizing, the utility of a separate presence of the OHCHR – which remained as the only eyes and ears of the United Nations in the districts after the departure of UNMIN's civil affairs presence – was evident, as was the policy UNMIN had long pursued of collaboration with other entities of the UN system (UNICEF, UNIFEM and the office of the SRSG for Children and Armed Conflict, for example) with the mandate and resources for long term engagement on issues such as those related to child soldiers and gender.

The office of the RC had worked hard to prepare a peace and development strategy for Nepal. However, what was already a challenge had been interrupted by the crisis that developed in May

2009 and the impasse that then ensued. Difficulties inherent in forging a common approach between donors and the national government in a fragile period of transition ensured that a close working relationship between the office of the RC and UNMIN was a high priority.

CONCLUSION

The last minute deal postponing the deadline for the drafting of Nepal's new constitution prevented imminent political disaster but did not lift the country out of the impasse. A difficult negotiation of UNMIN's new mandate within the Security Council reflected growing concern regarding Nepal's struggling transition as well as doubts about the mission's capacity to impact it. UNMIN began its new mandate with prospects for implementing the remaining peace process tasks at a low ebb. The short time frame before it – and the continuing upheaval within Nepali politics – suggests that difficult decisions lay ahead.

NOTES

1 "Report of the Secretary-General on the Work of the Organization," A/57/1, September 2002, para. 25.

2 Nepal's Constituent Assembly Election: Preliminary Statement by the Carter Center, April 12, 2008.

3 This was in accordance with an Action Plan agreed during a mid-December visit to Nepal by the SRSG for Children and Armed Conflict, Radhika Coomeraraswamy.

4 "Report of the Secretary-General on the request of Nepal for United Nations assistance in support of its peace process," S/2010/214, 28 April 2010.

3.8 Mission Reviews

Somalia

Somalia is the world's prototypical failed state: fourteen successive internationally recognized governments have been unable to impart stability since the early 1990s. The country now presents the international community and the United Nations a complex set of challenges: piracy off its coastline threatening international commercial routes; a security vacuum filled by domestic jihadist groups with links to Al Qaida; an internal conflict that is fuelled in part by regional powers and finally one of the world's worst humanitarian crisis.

The humanitarian situation has followed a downward trajectory along with political and security prospects. Nearly half the population relies on external assistance and more than 2 million are displaced within the country's borders or in neighboring states. Both the world's largest internally displaced settlement (roughly 500,000 people displaced right outside Mogadishu), and the world's largest refugee camp (in Dadaab, Kenya) are products of the Somali security crisis.

While political developments in early 2009 presented an opportunity for a reduction in the level of violence and greater stability, the past twelve months have been marred by frequent attacks with a high number of civilian casualties, as well as slow progress on the political front. The dimensions of the conflict are at once local – with the resurgence of clan-based politics and warlordism – and global, with the international community's rhetoric eager to associate Somali Islamists with Al Qaida. Government control remains confined to a few blocks in Mogadishu, and talks of reconciliation between various groups often does not translate into freedom from harm for civilians. To a large extent, the political negotiations convened by the UN, which mostly take place in foreign capitals in the region, have been delinked from events inside Somalia.

BACKGROUND

The United Nations Political Office for Somalia (UNPOS) was established in April 1995, immediately following the withdrawal of UNOSOM II – a UN peacekeeping operation that had benefited from ambitious international support but had largely failed in its aim to promote national reconciliation. As thousands of UN troops and staff withdrew,

UN Political Office for Somalia (UNPOS)

Authorization Date	28 March 1995 (UNSC Report S/1995/23)
Start Date	15 April 1995
SRSG	Augustine P. Mahiga (Tanzania)
Budget	$17.0 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 37 Local Civilian: 6

For detailed mission information see p. 211

the Secretary-General instructed his representative to relocate to Nairobi, establishing a small office designed to monitor political developments and maintain communication with relevant actors inside Somalia. Over the years UNPOS' role has expanded and the office was involved in the facilitation of a number of peace processes, including the formation of the Transitional National Government in 2000, and the 2002-2004 IGAD[1] led process that established the Transitional Federal Charter and the current Transitional Federal Government (TFG).

While the country has been marred by conflict for the past two decades, the last three years have been particularly brutal. Worried by the rise of a grass-roots movement called the Union of Islamic Courts, Ethiopia invaded southern Somalia in late 2006 to protect its interests and install the TFG in Mogadishu. The occupation, which was tacitly supported by the US and lasted until early 2009, fueled the current Islamic insurgency.

In February 2007 the UN Security Council authorized the deployment of an African Union peacekeeping mission to Somalia (AMISOM) – with a mandate to support political reconciliation, protect the Transitional Federal Institutions and, somewhat controversially, facilitate the delivery of humanitarian assistance. The composition of AMISOM was to grow to a total of 8,000 troops, but its capacity increased slowly so that as of July 2010, it consists of just over 6,200 troops from Uganda and Burundi.

The limited capacity of the AMISOM mission, coupled with the sharp deterioration of security and humanitarian conditions, led to calls in 2008 for the deployment of a large UN peacekeeping mission to take over.

In late December 2008, isolated and unpopular, Somalia's President Abdullahi Youssuf resigned, paving the way for the election – by Parliamentarians convening in Djibouti – of Sheikh Sharif Sheikh Ahmed to the presidency. Sheikh Sharif, a moderate Islamist who had been head of the Union of Islamic Courts, brought some legitimacy to the position and was expected to bring members of the opposition into the political fold. The election in January 2009 coincided with the withdrawal of the last Ethiopian troops from Somalia.

The early optimism surrounding the arrival of the new Somali leadership faded away over the course of 2009 as political talks faltered. The main Islamist group, Al Shabaab, vowed to fight on. Attacks against the government and AMISOM troops – including suicide bombings which killed TFG ministers and the AMISOM deputy force commander – intensified. Furthermore, insurgent groups were not united and confronted each other as they jockeyed for greater territorial and economic control. In June 2009, the TFG declared a state of emergency. Fearing that the government would surrender its position and collapse, the US sent arms and ammunition to support TFG security forces.

In recent years the international profile of the Somali conflict has increased, but attention has mainly focused on the issue of piracy off Somalia's coast. Taking advantage of the prevailing lawlessness, Somali pirates have considerably increased the number of attacks and the size of their ransoms.

UNPOS' raison d'être remains the promotion of peace and stability in Somalia – an arduous task made even more difficult by the loaded history of the UN and foreign interventions in the country. In the summer of 2008, UNPOS achieved a breakthrough by convening a High Level Committee between TFG representatives and the leaders of the armed opposition – calling themselves the Alliance for the Re-liberation of Somalia (ARS). The talks led to a temporary ceasefire and the withdrawal of Ethiopian troops. The resulting three-page agreement paved the way for a process of political reconciliation – the Djibouti Process – which is still ongoing today.

UNPOS views the Djibouti process as a structured mechanism to address political grievances

The AU Panel of Eminent African Personalities

In January 2008, the African Union mandated the Panel of Eminent African Personalities, chaired by former UN Secretary-General Kofi Annan, to mediate in the crisis following Kenya's contested 2007 elections. On 1 February 2008, the Kenyan government and the opposition Orange Democratic Movement embarked on a process of talks entitled "The Kenya National Dialogue and Reconciliation" (KNDR). In mid-February, they agreed to form a coalition government. In March, they agreed to set up a commission of inquiry into the post-electoral violence, a Truth, Justice and Reconciliation Commission, and an Independent Review Committee to look into the conduct of the elections themselves.

While the mediation phase of the KNDR was declared complete in July 2008, implementing the agreements remained a significant challenge. The Panel, and especially Kofi Annan, continued to engage in Kenyan politics. To support its work, a Coordination and Liaison Office (CLO) was mandated "to assist in the implementation of the agreements reached by the National Dialogue and to support the Coalition Government as it seeks to address the root causes of the 2007 post-election crisis." The CLO replaced a larger team of officials set up in Nairobi to serve the Panel in early 2008.

While the CLO provides support to the Coalition – running, for example, a government project to archive the KNDR's work – the Panel hired an independent firm, South Consulting, to report on progress on the peace accord. South, with a grant from the Open Society Institute, has published quarterly monitoring reports since January 2009.

CLO does not maintain a high profile – its head, an experienced diplomat, has the relatively functional title "Chief of Staff" – but Kofi Annan and other Panel members have kept up pressure on all parties to avoid a return to violence. On more than one occasion, Annan criticized Kenyan leaders for acting in ways that could unravel the peace deal. Nonetheless, Kenya passed an important milestone when voters approved a new constitution in an August 2010 referendum, limiting the president's powers.

The CLO is an unusual political mission, providing technical services to both the Panel and the government, while working under the overall aegis of the AU. As such, it provides an interesting model for field-based support to drawn-out mediation processes.

as well as security, human rights and humanitarian issues. However, Al Shabaab dismisses the process, while humanitarians are keen to distance themselves from the political initiative.

The Djibouti process can claim some successes, most notably the establishment in early 2009 of a national unity government; the enlargement of parliament from 275 to 550 members (200 including 75 seats for civil society groups and the Diaspora) as well as the indirect presidential elections in January 2009.

At present the intensity and breadth of the UN's engagement in Somalia is at its highest since the mid 1990s. UNPOS' mandate has considerably evolved to encompass a much broader range of tasks, as reflected in the latest Security Council Resolutions. UNPOS' current responsibilities include the implementation of the Djibouti peace process and coordinating international efforts to support the process; assisting the re-establishment, training and retention of Somali security forces, including military, police and judiciary, and to solicit contributions and establish a trust fund in support to these activities; coordinating all activities of the UN in Somalia, providing good offices and political support for the efforts to establish lasting peace and stability, and mobilizing resources and support from the international community for recovery and long-term economic development of the country; coordinating counter-piracy initiatives in the region, including facilitating information sharing and coordination between the TFG, Puntland and "Somaliland" authorities; and working with the TFG to develop

its capacity to address human rights issues and to support the Justice and Reconciliation working group created through the Djibouti process to counter impunity.

These expanded responsibilities, however, have not been matched by a commensurate increase in staff, either in New York or in Nairobi, restricting the mission's ability to effectively engage in the implementation of its mandate. Moreover, despite the presence of military advisors and human rights officers, the ability of UNPOS to monitor security and human rights developments has been extremely marginal due to lack of physical presence inside Somalia.

UNPOS constitutes a minimally integrated field presence. While the SRSG heads the mission, the eighteen UN agencies, funds and programs are under the leadership of the Resident and Humanitarian Coordinator (RC/HC), who is placed outside the mission structure. The main benefit of this arrangement is that humanitarian agencies, such as the World Food Program and the UN High Commissioner for Refugees, can claim to operate independently from political imperatives. One UNHCR official mentioned that he "would never ride in a UNDP convoy" for fear of being associated with the political process. However, in practice, the SRSG has been promoting greater integration and coordination between the various UN bodies.

UN SOMALIA SANCTIONS COMMITTEE AND MONITORING GROUP

The Somalia Sanctions Committee was first established in 1992 to oversee the complete arms embargo that the Security Council imposed on the country. A Monitoring Group that succeeded a Panel of Experts first established in 2002 supports the work of the Committee by generating information on violations of the arms embargo. In November of 2008 Security Council Resolution 1844 expanded the Somalia sanctions regime to include a travel ban and assets freeze on violators of the arms embargo, individuals who threaten the peace, security and stability of Somalia or impede the delivery of or access to humanitarian assistance. An exemption to this resolution was granted in May 2009 in order to allow the US to fund and deliver weapons and ammunition to the TFG.

The Committee is composed of representatives from all Security Council member states. It is responsible for making recommendations for Security Council action to be taken in response to violations of the sanctions regime. In doing so, the Committee takes both technical and political considerations into account when formulating recommendations. As such, the Committee receives briefings from both the Monitoring Group on Somalia and UNPOS.

The relationship between UNPOS and the Monitoring Group has room for improvement, as the information exchange between UNPOS and members of the Group has been negligible. Overall, there has been very little cooperation or collaboration between these two bodies. That said, UNPOS may send representatives to attend the Group's technical level briefings before the Sanctions Committee.

In March 2010, the Monitoring Group issued a report detailing violations of the arms embargo, and more controversially asserting that business and insurgent groups in collusion with World Food Program subcontractors diverted up to 50 percent of food aid away from its intended beneficiaries.

CONCLUSION

UNPOS faces challenges from both the external operating environment and the internal UN dynamics between the mission, UN headquarters and other UN bodies and agencies. While the TFG remains (somewhat tenuously) based in Mogadishu, UNPOS offices for now continue to be located in neighboring Kenya. However, some fifteen years after the "temporary" office was established in Nairobi, the UN in early August 2010 considered re-establishing a light presence of UNPOS personnel first in Puntland, then in Somaliland and finally in Mogadishu in the near future. The UN announced its plans after African Union leaders in late July pledged to boost AMISOM to its mandated strength of 8,000 troops. Thus far, the security situation has been too volatile, and threats against foreign institutions too acute to allow UNPOS to relocate to Somalia's capital, presenting more than just a logistical obstacle. Many UNPOS staff rarely, if ever, set foot inside Somali territory, which renders communications and dialogue more remote, and hampers the political mediation efforts. Only a few senior UNPOS staff travel on a regular and frequent basis for daily

visits into Mogadishu. Whether the enhanced troop strength will enable AMISOM to stabilize the country and allow the UN to effectively increase its staff in Somalia remains to be seen.

So far, the level of insecurity is of such magnitude that security sector reform has been near-impossible to implement on the scale necessary to have a meaningful impact. The weakness of security institutions such as the police or the army, as well as the overall lack of TFG legitimacy and control within the country, has led to real concerns that donor money might end up falling in the hands of the powerful militias that control large parts of south-central Somalia, including much of the capital.

Moreover, the international community, and in particular the US, has tended to view Somalia through the prism of the global war on terror. The decision to add Al Shabaab and some of its leaders to the State Department's terrorist list has made it more politically difficult for the UN to engage relevant actors in constructive dialogue. The focus of donor countries on the issue of terrorism has also resulted in the support of certain warlords over others – which has, in effect, destabilized the peace process. Similarly, the focus on piracy – with little appetite from donors to address its root causes – has shifted attention and resources away from the situation inside the country.

From September 2007 to June 2010, UNPOS was under the leadership of SRSG Ahmedou Ould-Abdallah. A retired Mauritanian diplomat nearing the end of his career, he had some success in bringing greater international attention on Somalia and engaged the vocal Somali Diaspora. However, critics charge that in the process he systematically isolated himself and his office from other UN agencies, organizations and funds, and even his colleagues at UN headquarters in New York. Despite the precarious security situation in Somalia, Ould-Abdallah made the relocation of UNPOS to Mogadishu a cornerstone of his strategy, arguing that the international community, and by extension aid organizations, could best serve Somalis through proximity. His successor Augustine Mahiga, the former Tanzanian Ambassador to the UN, partly shares this notion. Mr. Mahiga is well-liked in New York circles and his experience on both political and humanitarian issues – he served UNHCR in various capacities – is seen as an asset.

In addition to ensuring a secure and gradual increase of UN staff in Somalia, one of Mr. Mahiga's first tasks will be to mend the difficult relationship in Nairobi between UNPOS, the UN Country Team and the humanitarian organizations both within and outside of the UN system. These problems can be largely traced to a lack of information exchange between UNPOS and various UN actors and that UNPOS initiatives and decisions often take other UN stakeholders by surprise and vice versa. Most controversially, the humanitarian community has voiced concerns that their assistance is perceived as being co-opted by UNPOS for political gains.

The relationship between UNPOS and the UN headquarters staff in New York – both in the Department of Political Affairs and the Department of Peacekeeping Operations – is strained. It is felt that DPKO's cautious stance on the deployment of a UN force, a requirement for the success of UN operations in Somalia in the eyes of the previous SRSG, has impeded the relationship between the two entities. Between UNPOS and the Department of Political Affairs, poor information and analysis sharing has made it difficult for staff at UNHQ to advocate on behalf of UNPOS for new funding and human resources. In addition, the previous SRSG's assertive leadership approach frequently led to a disconnect between policy decisions made at headquarters and the field level.

Going forward, it is difficult to imagine an optimistic scenario. The weakness of the TFG derives in large part from the perception that it is an entity imposed on the country by foreign interests, and as such, increased international support – including UNPOS support – to the institution is very much a double edged sword. The TFG has also failed to enhance its legitimacy through the delivery of basic services to Somalis. In fact, quite the opposite, TFG forces have been repeatedly accused of being predatory and harassing the civilian population, a fact which has implications for the acceptance, legitimacy, and therefore effectiveness, of institutions like UNPOS, whose sole focus has been on the TFG.

Political discussions have too often fallen into zero-sum negotiations for individual or clan gains. The power of UNPOS – with or without the international community's support – to impose or even cajole political players into a political outcome is severely limited. The lessons learned of the past two decades suggest that even an external force

– be it a peacekeeping mission or an internationally sanctioned military intervention – is unlikely to change this dynamic. In fact, experience has shown that this sort of intervention is likely to exacerbate violence and further complicate the already intractable political tensions. Calls for a "Somali owned" political solution may have become a cliché in policy circles, but the perceived illegitimacy of foreign entities in the Somali context dictate that UNPOS' most useful role is not as a policy leader or chief moderator, but as the facilitator of a Somali-led process, if such a process is ever to emerge.

NOTES

1 The Intergovernmental Authority on Development (IGAD) is a regional development organization in East Africa devoted to the promotion and maintenance of peace, security and humanitarian affairs.

Mission Notes 4

4.1 Caucasus and Moldova

4.2 Central America and the Caribbean

4.3 Central Asia

4.4 Myanmar

4.5 Western Sahara

4.1 Mission Notes

Caucasus and Moldova

In the 1990s, the Organization for Security and Co-operation in Europe (OSCE) deployed a significant number of missions to former Soviet states in Eastern Europe and the Caucasus. These included operations in Estonia, Georgia, Latvia and Ukraine and an assistance group in Chechnya (Russia). Today, the organization's footprint in the region is reduced, but it still maintains missions in Armenia, Azerbaijan and Moldova in addition to offices in Belarus and Ukraine. The EU has also deployed a number of Special Representatives (EUSRs) and civilian missions to the region in the last decade.

The outlook for the international presence in these former Soviet states is uncertain. The 2008 war between Russia and Georgia led to a significant shake-up of the political and monitoring presences in the country. Prior to the war, a UN peacekeeping operation (UNOMIG) had patrolled the secessionist region of Abkhazia while OSCE monitors covered South Ossetia, which also claimed independence. Both of these missions survived the war, but have since been closed due to political differences between Russia (which now recognizes Abkhazia and South Ossetia as sovereign states) and other members of the UN Security Council and OSCE Ministerial Council. The UN and OSCE continue to co-facilitate talks on the secessionist regions in Geneva with the EU, which maintains both a monitoring mission and a number of EUSRs covering Georgian affairs.

In the last year attention has switched to mounting tensions between Armenia and Azerbaijan over the disputed territory of Nagorno-Karabakh, with which the OSCE has long been involved. By contrast, there have been signs that Russia and the EU may cooperate to resolve the frozen conflict in Moldova and the secessionist Transdniestrian region.

OSCE/Laura Hayruni

Armenian police officers undergo public order management training in Yerevan during an assessment conducted by the OSCE Office, 22 February 2010.

SOUTH CAUCASUS

Since the closure of its mission in Georgia in 2009, the OSCE field presence in the South Caucasus has consisted of offices in Baku and Yerevan, the capitals of Azerbaijan and Armenia. However, the OSCE's engagement in the dispute over Nagorno-Karabakh is also channeled through an envoy (the Personal Representative of the Chairman-in-Office on the Conflict Dealt with by the OSCE Minsk Conference) based in Tblisi, Georgia.

The offices in Baku and Yerevan are relatively small (there are twelve and seven international staff in the respective offices) and both have wide-ranging mandates to work with both government and civil society on political, security, social and economic issues. Much of their work involves supporting government activities through commissioning independent studies of policy challenges: in 2010, for example, the office in Yerevan published reports on issues ranging from religious tolerance to military detention.

Both offices also monitor human rights, the administration of justice and press freedom, working closely with the OSCE Office for Democratic Institutions and Human Rights (ODIHR). In 2008, ODIHR published a critical report on the Azeri presidential election.

The broad mandates of both missions mean that they sometimes become involved in issues most political missions would not. In 2010, the Office in Yerevan – coordinating with the World Bank and the UN Food and Agriculture Organization – laid out proposals for dealing with a hazardous chemical waste dump which the government implemented.

However, while the two offices are specifically charged with tracking political developments, both are explicitly distinct from the OSCE's efforts to resolve the Nagorno-Karabakh dispute through the Minsk Process. Nagorno-Karabakh is an Armenian-majority area within Azerbaijan, and was in a state of civil war from 1988 to 1994. The OSCE launched diplomatic efforts to resolve the war in 1992, overseen by the "Minsk Group" of states concerned with the conflict. In 1994, OSCE members decided to deploy a peacekeeping force to Nagorno-Karabakh in the event of a peace agreement.

While large-scale hostilities ended in 1994, no such agreement has been made. The "Republic" of Nagorno-Karabakh, which has no international recognition, remains outside Azeri government control. Armenian forces control not only Nagorno-Karabakh but also Azerbaijani territory to the west and south of the secessionist region.

The OSCE has maintained an unusual set of mechanisms to deal with the frozen conflict and prepare the way for a peacekeeping mission if one is ever required. These include not only the Minsk Group but a High-Level Planning Group of six military staff officers based in Vienna responsible for operational preparations. Since 1995, the Personal Representative has been the OSCE's primary face in the region itself – literally so, as the widely-respected Andrzej Kasprzyk of Poland has held the post since its inception.

The Personal Representative has "field assistants" in Baku, Yerevan and Nagorno-Karabakh itself. With a very limited number of staff, Ambassador Kasprzyk is required to monitor a frontline of nearly two hundred kilometers. Thomas de Waal, an expert on the conflict, notes that "the monitors must give advance warning of several days if they wish to visit a section of the frontline" and argues that their main function is to act as "a means of communication between the Armenian and Azerbaijani military commanders."

CiO Representative on Minsk Conference

Authorization Date	10 August 1995 (DOC. 525/95)
Start Date	January 1997
Head of Mission	Ambassador Andrzej Kasprzyk (Poland)
Budget	$1.5 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 6 Local Staff: 11

For detailed mission information see p. 286

EUSR for the Crisis in Georgia

Authorization	15 September 2008 (2008/736/ CFSP)
Start Date	February 2009 (2008/760/CFSP)
Head of Mission	Pierre Morel (France)
Budget	$.7 million (1 March 2010-31 August 2010)

EUSR for the South Caucasus

Authorization and Start Date	7 July 2003 (2003/496/CFSP)
Head of Mission	Peter Semneby (Sweden)
Budget	$2.4 million (1 March 2010-31 August 2010)

EUBAM

A Moldovan border guard and friend.

OSCE Office in Baku

Authorization Date	16 November 1999 (PC DEC/318)
Start Date	July 2000
Head of Mission	Ambassador Bilge Cankorel (Turkey)
Budget	$3.7 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 11 Local Staff: 27

For detailed mission information see p. 265

OSCE Office in Yerevan

Authorization Date	22 July 1999 (PC.DEC/314)
Start Date	February 2000
Head of Mission	Ambassador Sergey Kapinos (Russian Federation)
Budget	$3.9 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 21 Local Staff: 74

For detailed mission information see p. 273

The frontline has become increasingly unstable in 2010, with a series of clashes resulting in fatalities for both sides. The number of incidents spiked in August and September, and the co-chairs of the Minsk Group (France, Russia and the US) appealed for calm. Russia has made sustained diplomatic efforts to handle the crisis this year, hosting the Armenian and Azerbaijani foreign ministers for bilateral talks in June. Nonetheless, there is a risk that the conflict may deteriorate, leaving the Minsk Process's future in question.

The Nagorno-Karabakh conflict is also on the agenda of the European Union's Special Representative (EUSR) for the South Caucasus, currently Peter Semneby of Sweden. The EUSR's involvement in the conflict is complicated by the fact that the EU is not formally represented in the Minsk Group but Ambassador Semneby (who took up his post in 2006) has attempted to ease tensions. To assist him, the EU appointed political advisers to the EUSR based in Yerevan and Baku in 2007. In 2010, the EUSR publicly underlined concerns about the escalating conflict in parallel with the Minsk Group.

In spite of this engagement on Nagorno-Karabakh, the role of the EUSR for the South Caucasus – originally created in 2003 – was more closely associated with Georgian affairs before the 2008 war. Ambassador Semneby's predecessor Heidi Talvitie played a mediating role in the peaceful re-entry of the breakaway region of Ajara into Georgia in 2004. In 2005, the EU deployed a one-year justice mission to Georgia and also considered deploying a border monitoring mission to replace a previous OSCE monitoring operation.

Apparently concerned by Russian objections to the deployment of a full-scale EU mission, the EU instead created a Border Support Team (BST) answering to the EUSR. Launched in 2006, the BST consists of six international staff and three Georgian experts, that work closely with the national authorities on improving border management. Even prior to the 2008 war, the BST could not operate in Abkhazia and South Ossetia.

The 2008 war resulted in an expansion and complication of the EU presence in Georgia. The EU not only deployed a stand-alone monitoring mission reporting directly to Brussels (EUMM) but also designated a new EUSR for the Crisis in Georgia. Pierre Morel (who also acts as the EUSR for Central Asia) is responsible for giving political guidance to the EUMM and co-moderates the talks in Geneva with the OSCE and the UN. Twelve rounds of talks had taken place by mid-2010, but this process has largely focused on technical issues rather than addressing the causes of the conflict. In June 2010, Abkhaz negotiators threatened to suspend participation, but relented shortly afterwards.

Peter Semneby has continued to be involved in Georgian affairs, following the formula of "engagement with recognition" with Abkhazia and South Ossetia. However, in July 2010 it was decided that the EUSR for the South Caucasus's mandate would end in early 2011.

MOLDOVA

In 1992, tensions between Moldova and the secessionist region of Transdniestria escalated to civil war. The conflict was complicated by the fact that, while Transdniestria is relatively small, significant numbers of Russian troops are based there. In February 1993, the OSCE deployed a mission to Moldova, mandated to help facilitate a political settlement. Although there has been no return to war, talks on a political settlement broke down in 2004 and stalled again in 2006 and the conflict remains unresolved.

The OSCE mission is relatively small, with just thirteen international staff, but has played a variety of technical roles aimed at mitigating the effects of the frozen conflict. These have included the verification of the withdrawal and destruction of Russian military equipment under the Conventional Forces in Europe (CFE) Treaty; developing proposals to increase military transparency between Moldovan and Trandniestrian forces; and efforts to combat human trafficking. The mission has also monitored elections and rule of law issues, developing new trial-monitoring mechanisms in recent years.

OSCE Mission to Moldova

Authorization Date	4 February 1993 (19-CSO/ Journal No. 3, Annex 3)
Start Date	April 1993
Head of Mission	Ambassador Philip N. Remler (United States)
Budget	$2.7 million (1 January 2010- 31 December 2010)
Strength as of 1 August 2010	International Staff: 13 Local Staff: 37

For detailed mission information see p. 254

EUSR for Moldova

Authorization Date	23 March 2005 (2005/265/CFSP)
Start Date	November 2005
Head of Mission	Kálmán Mizsei (Hungary)
Budget	$2.7 million (1 January 2010 - 31 December 2010)

EU Border Assistance Mission to Moldova (EUBAM)

Authorization Date	7 October 2005 (The Memorandum of Understanding)
Start Date	30 November 2005
Head of Mission	Udo Burkholder (Germany)
Budget	About $30.9 million (December 2009- November 2011)
Strength as of 27 May 2010	International Staff: 100 Local Staff: 100

In 2009, Moldova was briefly gripped by rioting after presidential elections. In 2010, opposition parties instigated a referendum aimed at nullifying those elections. The OSCE was criticized in Moldovan media for not monitoring this – criticisms the head of mission dismissed as "baseless" – but the turnout was below the legally-required minimum.

The EU has engaged heavily in Moldovan affairs since 2005, when it appointed its first EUSR to the country. That year, the EU also launched a Border Assistance Mission (EUBAM) aimed at cracking down on smuggling between Ukraine

and Moldova (unusually, the EU does not run this mission directly but sub-contracts it to the UN Development Programme). This went down badly with the Transdniestrian authorities, who control part of the border area and profited from illegal cross-border trade. EUBAM is headquartered in Odessa, Ukraine, and operates in both Ukraine and Moldova.

In a complex arrangement, the EUSR does not have direct authority over EUBAM, but the border mission's leader is double-hatted as a political advisor to the EUSR. The EUSR also has a support team of advisors based in Moldova and Ukraine – the EUSR himself is based in Brussels. In July 2010 it was decided to terminate the EUSR's mandate in 2011.

There have been some positive signs of progress towards a political settlement in Moldova however. In mid-2010, Germany and Russia proposed setting up a joint EU-Russia Security Committee, and suggested that Transdniestra top its initial agenda. Better cooperation between Brussels and Moscow may help end the frozen conflict. It would also reduce the role of the OSCE as a mediator in this long-running stand-off.

CONCLUSION

While there may be new openings for a settlement in Moldova, the situations in Georgia and Nagorno-Karabakh do not seem set for imminent resolution. Although the EU is rationalizing its role in the region, and the OSCE has a much-reduced role over Georgia, it is likely that a variety of political missions will be required in these former Soviet states for some time yet – especially as the potential for further conflicts remains significant.

NOTES

1 Details on EUSRs in this mission note draw heavily on Giovanni Grevi, "Pioneering Foreign Policy: the EU Special Representatives," Chaillot Paper No. 106, Institute for Security Studies, October 2007.

2 Thomas de Waal, "Remaking the Nagorno-Karabakh Peace Process," Survival, Vol. 52, No. 4, August 2010, p166.

4.2 Mission Notes

Central America and the Caribbean

Since its founding in 1948, the Organization of American States (OAS) has served as the primary political forum in the America's region that works to address issues of peace and justice amongst its 35 member states. In serving this role, the OAS has deployed a variety of missions during its history, below are descriptions of four missions currently in the field.

COLOMBIA

Since January 2004 the Organization of American States (OAS) Mission to Support the Peace Process in Colombia (MAPP) has been deployed to support the ongoing dialogue between the Government of Colombia and opposition forces, verify and monitor the demobilization of the right wing rebel group, United Self Defense Forces of Colombia (UAC), as well as to provide support to communities who were victims of violence.

Originally a mission of only 44 civilian experts, MAPP's size was roughly doubled in 2006 following a critical performance assessment conducted by the OAS and growing criticism from Colombian NGOs that the mission lacked the resources to go beyond basic demobilization verification. The enhanced mission strength yielded a heightened MAPP presence and activity in the field. Since its establishment, MAPP has assisted in the disarming of over 30,000 UAC paramilitaries and the rebel group no longer appears as an actor on the political stage.

Despite this progress, in the first half of 2010 OAS Secretary-General José Miguel Insulza warned that just as the mission had contributed to the evolution of stability in Colombia, challenges related to the reintegration of the demobilized UAC fighters and the emergence of illicit sub-state structures threatened the country's achievements. Indeed, during the year, MAPP observed the increasing phenomenon of paramilitary "recycling," where illegal armed groups comprised of both the dismantled forces and new adolescent recruits have emerged seeking to control illegal economic activities. These units are connected to drug trafficking activities and over the course of the last three years have established presences throughout Colombia's territory. The emergence of the groups has had a deleterious effect on the peace process where as a result of extortion, murders – which rose by alarming levels in urban centers throughout the year - and acts of intimidation, the majority of Colombia's population sees little change in their personal security.

Recognizing the necessity for a comprehensive national strategy aimed at stemming recruitment to illegal armed groups, providing reintegration opportunities and reinforcing the authority of the state, MAPP worked closely with Colombia's Department for Reintegration (ACR) in its ongoing development of a National Reintegration Policy. From MAPP's perspective, Colombia's reintegration model must rest on the commitment of society as a whole to coexist peacefully. Here, the participation of Colombia's private sector

OAS Mission to Support the Peace Process in Colombia (MAPP/OAS)

Authorization and Start Date	6 February 2004 (CP/RES. 859)
Head of Mission	Marcelo Alvarez (Argentina)
Staff Strength as of 2009	International Civilian: 30 Local Civilian: 59

OAS Special Mission for Strengthening Democracy in Haiti

Authorization Date	16 January 2002 (CP/RES. 806 (1303/02))
Start Date	June 2004
Head of Mission	Denneth Modeste (Grenada)

OAS Office in the Adjacency Zone between Belize and Guatemala (OAS/AZ)

Authorization and Start Date	7 February 2003 (Agreement on the Promotion of Confidence-Building Measures)
Head of Mission	Miguel Angel (Trinidad)

OAS Mission of Good Offices between Colombia and Ecuador (MIB/OEA)

Authorization and Start Date	17 March 2008 (RC.25/doc.15/08 and RC.25/RES.1/08 rev. 1)
Head of Mission	Victor Rico (Bolivia)

businesses is crucial to providing alternatives for former combatants and vulnerable adolescents, yet MAPP observed a record of disorganized private sector engagement that could prove to be more confusing than helpful if not addressed.

Similarly, MAPP continued to support Colombia's implementation of the Justice and Peace Law throughout the year. The law, passed in 2005, seeks to bring to justice combatants alleged of crimes during Colombia's conflict. While the law has elicited the participation of more than 280,000 victims of paramilitary violence, the lack of final judgments in these cases was a source of concern for the mission. Further, despite the apparent commitment to justice, the requisite structures necessary for enforcing judicial decisions remain underdeveloped, a reality that holds implications for the development of trust amongst the population - a crucial component for the long-term consolidation of peace. Considering the progress that Colombia has registered with the support of MAPP and the multitude of outstanding issues that remain to be addressed to entrench the peace, both the mission and the Colombian government will need to redouble their efforts in the coming years.

HAITI

The OAS has also maintained an operation in Haiti. The OAS Special Mission for Strengthening Democracy in Haiti was deployed in 2004 to assist the country through the tense political period that followed the end of the country's conflict earlier that year.

Beyond its political facilitation role, the OAS mission was also mandated by the OAS General Assembly to assist in the preparation for Haiti's presidential elections in 2006, in cooperation with UN Stabilization Mission in Haiti (MINUSTAH). A memorandum between the two organizations assigned principal responsibility for voter registration to the OAS, while MINUSTAH was tasked with supervising all aspects of the electoral process, and with providing security. The OAS's National Haiti Office, which had been operating in the country since 1956, significantly supplemented the Special Mission's work in support of the elections.

Haiti's 2006 elections were considered relatively successful and were followed by growing security in its urban areas. Nevertheless, the political situation has remained volatile, with the need for the OAS's continued political facilitation clear. This reality was best demonstrated when a protracted period of government inefficiency in Haiti was capped with the ouster of Prime Minister Pierre Louis in October 2009. While the prime minister was quickly replaced, Haiti remains prone to political conflict as it continues its post-conflict recovery.

During 2007 and with an eye toward streamlining its activities in the country, the OAS

General Assembly consolidated the organization's presence under the single representation of the OAS Haiti Office. In its current form, the OAS works on a range of projects supporting democratic governance, human rights, socio-economic development and the strengthening of Haiti's political institutions.

The January 2010 earthquake in Haiti had dramatic impact on the OAS's mission in the country, but also served as an impetus for the organization to maintain its presence and heighten its efforts to confront what will continue to present political challenges necessary of facilitation. In support of Haiti's legislative and presidential elections – delayed after the earthquake and rescheduled for 28 November 2010 – the OAS along side the Caribbean Community (CARICOM) will deploy a Joint Electoral Observation Mission. The 150 observers in the mission will oversee various aspects of the electoral process, including voter registration, providing technical assistance to the country's Provisional Electoral Council technical and logistical support to vote tabulation centers.

THE BELIZE AND GUATEMALA ADJACENCY ZONE

During 2000, Belize and Guatemala resumed negotiations on their centuries old territorial dispute under the auspices of the OAS. By 2003 the talks yielded an agreement to continue negotiations until status of the disputed area was reached, creating an Adjacency Zone (AZ) in the disputed territorial area. The agreement also established the Office of the OAS General Secretariat in the Adjacency Zone (OAS/AZ) for the dual tasks of overseeing and assisting in confidence-building measures between Belize and Guatemala and monitoring the zone for verification of violations. Beyond those verifications requested in writing by the governments, the OAS/AZ performs unrequested verifications that are identified by the Incident Early Warning System designed by the mission to defuse potentially volatile situations. The OAS/AZ conducts over 100 verifications each year.

Beyond the primary tasks described above, the OAS/AZ supports the normalization of relations between the armed forces of Guatemala and Belize. Here, the mission's activity with the militaries has served to coordinate and standardize geographic names used in the AZ and established their agreed locations on maps. The OAS/AZ also supported the resettlement of communities located in the AZ to their respective national borders. This activity involves not only the relocation of the communities, but also the building of new homes, creation of basic services and replanting of crops to sustain them.

During 2008, and at the suggestion of the OAS Secretary General, the parties agreed to refer their territorial dispute to the International Court of Justice. Subsequent to this agreement, both countries are preparing for simultaneous referendums in each country on the decision to ask the International Court of Justice to settle the dispute. Meanwhile, Guatemala and Belize continue to negotiate in good faith, with representatives of both countries agreeing under the auspices of the OAS in March 2010 to create a High Level Working Group to facilitate direct and continuous communications between both countries on the situation in the Adjacency Zone and to identify areas of shared concern.

COLOMBIA AND ECUADOR

Colombia's March 2008 military incursion into Ecuador's territory sparked a diplomatic crisis between the two nations, with Ecuador cutting its diplomatic ties with Colombia. In response to the heightened tensions that followed the crisis, the OAS authorized the Colombia – Ecuador Good Offices Mission (MIB/OEA) at the XXV Meeting of Ministers of Foreign Relations. The mission focuses on promoting the re-establishment of trust among the two governments through confidence building measures, verifying compliance with the commitments made by both countries in the aftermath of the crisis and works to prevent and verification of incidents on the border.

The mission is composed of a team of civilian experts on political, security, defense and trans-border cooperation. MIB/OEA receives additional supported from the OAS mission in Bogota. Since its establishment, MIB/OEA has convened a series of meetings between high-ranking civilian and military representatives from both Ecuador and Colombia in an effort to rebuild relations between the two countries and remains deployed.

NOTES

1 See Human Rights Watch report *Paramilitaries' Heirs,* http://www.hrw.org/en/node/88058/section/4.

4.3 Mission Notes

Central Asia

The 2008-2009 economic and financial crises hit Central Asia hard. Although the negative effect on national GDPs was less than expected, the crises – when combined with rising food and energy prices – exacerbated strains on livelihoods, increased inequalities and contributed to regional insecurity. In early April 2010, the Kyrgyz government was overthrown in the bloodiest unrest the region has seen in the past five years. The continuation of violence in Kyrgyzstan, even after the installment of an interim government, has raised fears of possible spillover into the broader region. Meanwhile, regional security is jeopardized by the precarious situation in neighboring Afghanistan.

The United Nations Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA) was established at the initiative of the governments of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan to address regional security threats such as terrorism, drug trafficking, organized crime and environmental degradation.[1] The UN was not the first organization to set up a political mission in the region. The OSCE has maintained a network of offices in regional capitals, in some cases for more than a decade, and there is an EU Special Representative (EUSR) for Central Asia *(see box)*.

Inaugurated on 10 December 2007 at its headquarters in Ashgabad, Turkmenistan, UNRCCA's mandate includes liaising with the governments of the region and, with their concurrence, with other parties concerned on issues relevant to preventive diplomacy; maintaining relationships with regional organizations and encouraging their peacemaking efforts and initiatives; providing a political framework and leadership for the preventive activities of the UN country teams and resident coordinators across the region; and maintaining close contact with the United Nations Assistance Mission in Afghanistan (UNAMA).

UN Photo

Ethnic Uzbeks fleeing violence in Osh, Kyrgyzstan, wait in the border village of Suratash, hoping to enter Uzbekistan, 15 June 2010.

KEY DEVELOPMENTS

In order to put its broad mandate to best use, UNRCCA together with its member states has identified three top priorities for the region. These are cross-border threats from illicit activities: terrorism, organized crime and drug trafficking; environmental degradation and management

of common resources such as water and energy; and the implications from the precarious situation of Afghanistan.

UNRCCA has had some successes in its work. The SRSG has emerged as a credible partner by gaining the confidence of the senior political leadership of the respective Central Asian states. This alone is significant, given the degree of disparate interests in the region. In practice, the mission is utilized as a conduit for dialogue between the governments that do not have a long history of bilateral discussions on common issues. As such, UNRCCA continues to serve as a facilitator assisting its member states in the implementation of the UN Global Counter-Terrorism strategy.

In regard to the member states' second priority on water and energy resources, UNRCCA was able to draw on the expertise of the UN Department of Political Affair's (DPA) Mediation Support Unit, which deployed an expert on water sharing to support the SRSG. UNRCCA also helped assist the regional governments in technical discussions and developing initiatives with, for example, the International Fund for Saving the Aral Sea.

In order to handle its third priority – addressing implications from the precarious situation of Afghanistan – UNRCCA hosts a UNAMA liaison officer at its headquarters and regularly exchanges information with UNAMA. The two UN missions are considering a joint initiative to facilitate the positive contribution of Central Asia in the stabilization and economic recovery of Afghanistan. However, as of August 2010, this initiative had not yet been made operational.

In April 2010, UN Secretary-General Ban Ki-moon used his visit to UNRCCA and its member states to encourage increased efforts to find mutually acceptable solutions to shared problems in the region. He delivered a very firm human rights message as well, linking reforms in this area with ensuring conditions for economic growth.

Later the same month, civil unrest in Kyrgyzstan was violently suppressed by police forces

and precipitated the fall of President Bakiyev and the appointment of an interim administration. Although this stabilized the country temporarily, in June 2010, southern Kyrgyzstan saw the outbreak of inter-ethnic violence, which resulted in several hundred fatalities, mass displacement as well as widespread destruction and threatened to spillover into neighboring Uzbekistan and Tajikistan.

UNRCCA was not involved in mediation efforts prior to the crisis, reflecting its focus on regional and trans-boundary challenges. However, in the aftermath of the crisis, UNRCCA has been active in efforts to stabilize the country to prevent further conflict by coordinating the UN response, working with regional organizations and supporting efforts by the Kyrgyz authorities, such as the conduct of parliamentary elections on 10 October 2010. Also in response to the crisis, the OSCE agreed to deploying a small police mission to Kyrgyzstan.

Despite UNRCCA's modest successes, the challenges facing the Centre as a political mission, with a mandate of conflict prevention are significant. Its mandate to liaise with the governments of the region and seek political consensus on the political issues facing member states is a difficult task, given their rivalries and "zero sum" approach to most issues. This reality is further compounded by a lack of resources for the mission that has to fund its activities, such as convening meetings and the implementation of projects, by extra-budgetary means. Conducting such activities depends on the extent to which UNRCCA and the UN Secretariat carry out successful fundraising activities, somewhat limiting the Centre's ability to take the lead on initiatives.

UN Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA)

Authorization Date	7 May 2007 (UNSC Letter S/2007/279)
SRSG	Miroslav Jenča (Slovakia)
Deputy SRSG	Fedor Klimtchouk (Russia)
Budget	$3.3 million (1 January 2010-31 December 2010)
Strength as of early 2010	International Civilian: 7 Local Civilian: 13

For detailed mission information see p. 216

OSCE Centre in Ashgabat

Authorization Date	23 July 1998 (PC.DEC/244)
Start Date	January 1999
Head of Mission	Ambassador Arsim Zekolli (former Yugoslav Republic of Macedonia)
Budget	$1.8 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 5 Local Staff: 18

For detailed mission information see p. 242

OSCE Centre in Astana

Authorization Date	23 July 1998 (PC.DEC/243)
Start Date	January 1999
Head of Mission	Ambassador Alexandre Keltchewsky (France)
Budget	$2.8 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 6 Local Staff: 20

For detailed mission information see p. 246

REGIONAL MODEL

As a UN model, the regional framework offers a number of obvious benefits. Institutionally, the regional approach makes missions more palatable in environments where member states may be otherwise disinclined to accept a UN mission. In the case of UNRCCA, the work plan of the Centre is developed in partnership with the five member countries, reflecting the shared "ownership" of the mission. Moreover, the regional approach allows DPA to develop practical policies through a collaborative approach with the member states. Finally, as the mission is as much an collaboration with the regional members, it allays common perceived tensions over issues of sovereignty and its SRSG has enjoyed a relative ease of access to the region's high-level officials.

Notwithstanding these benefits, organizationally the regional set-up also poses some challenges. Given that the mission is addressing issues through a regional lens, it must negotiate partnerships with five UN Country Team (UNCT)[2] structures, which are country specific and not as involved in regional issues. As the concept of integration, the guiding

The OSCE and EU

The OSCE maintains Centres in Ashgabat (Turkmenistan), Astana (Kazakhstan), and Bishkek (Kyrgyzstan) as well as an office in Tajikistan and a project coordinator in Uzbekistan. The OSCE also runs an Academy in Bishkek that offers a Master's program in political science for students from Central Asia. In 2009 it opened a Border Management Staff College in Dushanbe (Tajikistan), although this is still in its start-up phase and there have been obstacles to training personnel from Afghanistan, a key goal.

Although some are relatively small, the OSCE's field presences have very broad mandates, ranging from environmental affairs to security projects. The latter include assistance on counter-terrorism issues, support to police reform and more practical issues such as helping secure ammunition from the Soviet era. In a region where human rights problems are common, the OSCE's field presences are largely confined to indirect efforts to promote rights norms. These include holding events with civil society and governments, and commenting on draft legislation. The OSCE presences in Central Asia do not monitor the administration of justice directly, unlike its missions in the Balkans and Caucasus.

The region's governments are typically skeptical about any greater OSCE intervention in their internal affairs. However, the organization's relevance to the region was brought to the fore in 2010 with the Kyrgyz crisis, in part because Kazakhstan held the OSCE's presidency (the first Central Asian state to do so). The Centre in Bishkek had been conscious of the threat of violence towards the Uzbek minority, having opened a field office in Osh – the epicenter of this year's violence – in 2000. The field office, with four international staff, had focused on improving cross-border contacts to reduce tensions.

When the initial Kyrgyz political crisis broke in April 2010, the Kazakh Chairman-in-Office's special envoy, Kanat Saudabayev, took a prominent role in mediating the transition to the new government. In June, the OSCE's High Commissioner for National Minorities, Knut Vollebaek, urged the organization's Permanent Council to act on the rapidly increasing inter-ethnic violence in Osh and its region. In July, the Permanent Council agreed to deploy a Police Advisory Group (PAG) to reassure the public and "strengthen the capacities of the police and help in restoring public trust." The PAG – initially mandated to deploy 52 police personnel for a four-month period - was approved "within the mandate" of the Centre in Bishkek.

The PAG has its own head - Markus Mueller, a Swiss diplomat who ran the Centre from 2003-2008. The mission's imminent arrival sparked protests from Kyrgyz groups concerned that it would foster Uzbek separatism. Efforts to agree a memorandum of understanding with the government on the PAG's remit were delayed through August. NGOs such as the International Crisis Group have called for a much larger international presence in Kyrgyzstan, although this remains unlikely at present.

In September, the OSCE Office for Democratic Institutions and Human Rights (ODIHR) opened an election observation mission for the October parliamentary elections in Kyrgyzstan. The mission that was deployed following an invitation from the Kyrgyz government comprises 17 experts based in Bishkek and 22 long-term observers, who are deployed throughout the country. Immediately prior to election day the mission will be joined by 300 additional short-term observers.

The OSCE's diplomacy in Kyrgyzstan has been coordinated not only with the UN but also the EU, which has had an EUSR for Central Asia since 2005. The first holder of this office was Slovakia's Jan Kubis, who was replaced in 2006 by Pierre Morel, a French diplomat. The EUSR's mandate places a particular emphasis on energy security in the region. However, his leverage is limited by a very small support team – primarily based in Brussels – and the lack of a strong EU consensus on Central Asian affairs. Suggestions that the EU might deploy an operation to Kyrgyzstan this year did not get far. The post of EUSR for Central Asia is not one of those to be terminated in 2011, reflecting the strategic sensitivity and uncertainty of the region.

principle for the majority of political missions, does not apply to regional offices there is no automatic participation from the UN funds and programs in the Center's activities and the SRSG has no authority over the UNCT's activities. However, the SRSG managed to forge close cooperation with the UN Resident Coordinator in Turkmenistan and developed effective relationships with the UN Resident Coordinators in the remaining countries.

As for the relations with the Organization for

Security and Co-operation in Europe (OSCE) and its offices in Kyrgyzstan, Kazakhstan, Turkmenistan, Tajikistan and Uzbekistan, whose mandates include elements similar to UNRCCA's conflict prevention role, the challenge for UNRCCA is to identify a division of labor that would maximize opportunities for cooperation. In the case of regional OSCE initiatives, concerning border issues and counter-terrorism, for example, UNRCCA has shown its added value in building links with other regional actors such as the Collective Security Treaty Organisation (CSTO) and Shanghai Cooperation Organisation (SCO), strengthening cooperation and promoting increased coordination amongst regional organizations.

CONCLUSION

UNRCCA received a boost from the Secretary-General's visit in April 2010, increasing its overall profile and legitimacy in the region. The fall of the Kyrgyz government in the same month and the ensuing violence underline the potential for unrest and the value of a coordinated response by neighboring countries, regional organizations and the UN system. The relatively successful response to the humanitarian crisis following the outbreak of violence in June 2010 in Kyrgyzstan can be attributed, in part, to the high degree of dialogue and exchange among regional organizations and humanitarian actors, facilitated by UNRCCA. Such an example is especially important as the situation in Afghanistan continues to deteriorate, affecting regional development, particularly in the bordering countries of Tajikistan, Turkmenistan and Uzbekistan.

OSCE Centre in Bishkek

Authorization Date	23 July 1998 (PC.DEC/245)
Start Date	January 1999
Head of Mission	Ambassador Andrew Tesoriere (United Kingdom)
Budget	$7.2 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 17 Local Staff: 69

For detailed mission information see p. 250

OSCE Office in Tajikistan

Authorization Date	19 June 2008 (PC.DEC/852)
Start Date	Renamed the OSCE Office in Tajikistan 1 July 2008
Head of Mission	Ambassador Ivar Vikki (Norway)
Budget	$7.8 million (1 January 2010-31 December 2010)
Strength as of 1 August 2010	International Staff: 27 Local Staff: 121

For detailed mission information see p. 269

EUSR for Central Asia

Authorization Date	13 June 2005 (2005/588/CFSP)
Start Date	July 2005
Head of Mission	Pierre Morel (France)
Budget	$1.0 million (1 March 2010-31 August 2010)

NOTES

1 See Security Council Resolutions 279 (2007) and 280 (2007)

2 The UNCT consist of UN agencies, funds and programs.

4.4 Mission Notes

Myanmar

The political situation in Myanmar has been in a state of flux since January 2009. Myanmar's Junta has continued to move towards the general elections planned for later this year – step five of its seven-step political 'roadmap.' It also signaled some receptiveness to a degree of US reengagement with Myanmar; US policy was revised in September 2009 to become a mix of sanctions and engagement. However 2009 was also marked by the trial on spurious charges of Aung San Suu Kyi, the leader of the main opposition party the National League for Democracy (NLD), which won the 1990 general elections but has not been allowed to govern. The trial culminated in August 2009 with Aung San Suu Kyi's conviction and an extension of her house arrest. Furthermore, a 60-year-old, low-level insurgency – the world's longest conflict – continues in Myanmar, pitting numerous ethnic groups against Myanmar's regime. The ceasefires brokered by the regime with many of the ethnic groups remain fragile, and in 2009 the military commenced new operations against some of them, including the Kokang ethnic group and the Karen National Union. The Myanmar military also commenced a push last year to corral ethnic groups into becoming part of a border guard. And recent reports that Myanmar has a nuclear program, if verified, could jeopardize the revised US policy towards Myanmar and solidify Myanmar's international pariah status.

The forthcoming elections are likely to be a point of inflection for Myanmar, a country of around 50 million people that has been under military rule since 1962. They will likely prove to be an opportunity for a younger generation within the military to come to the fore. The Junta has gone to considerable lengths to ensure its continuing dominance in post-election Myanmar. The 2008 constitution stipulates that one quarter of parliamentary seats will go to military personnel, and some leading military figures have resigned their military posts with a view to taking part in the elections as civilians. In addition, Myanmar's election law bars people with criminal convictions participating in political parties – this disqualifies many opposition figures, including Aung San Suu Kyi.[1] The role that ethnic groups and other opposition parties can play in the elections have been a source of considerable tension, and the main opposition party the National League for Democracy (NLD) has ruled itself out of contention: it has boycotted the elections and, as a result, has disbanded.

UN Photo

UN Secretary-General Ban Ki-moon (center) attends the High-Level Group of Friends on Myanmar meeting. Vijay Nambiar (right), Chef de Cabinet, and Ibrahim Gambari (second from left), then Special Adviser to the Secretary-General on Myanmar, also attended, 23 September 2009.

Special Adviser, Myanmar

Authorization and Start Date	23 December 1994 (UNGA Res. 49/197)
SASG	Vijay Nambiar (India) (acting)*
Budget	$1.2 million (1 January 2010-31 December 2010)
Strength as of 18 September 2009	International Civilian: 5

** After the former Special Advisor Ibrahim Gambari was appointed the Joint Special Representative for Darfur in December 2009, Vijay Nambiar, the UN Secretary-General's Chief of Staff, began acting as the temporary Advisor.*

For detailed mission information see p. 168

BACKGROUND

The UN's diplomatic engagement in Myanmar has a couple of sources: a 1992 Commission on Human Rights mandate for the creation of a Special Rapporteur,[2] and a 1993 General Assembly resolution requesting the UN Secretary-General's involvement,[3] which was followed by a 1994 General Assembly resolution requesting the Secretary-General continue discussions with Myanmar's government,[4] the latter were interpreted as a mandate for the Secretary-General to use his good offices. The General Assembly reaffirmed its support for this mandate most recently in December 2009.[5]

In 1997, then Secretary-General Kofi Annan appointed Peruvian diplomat Alvaro de Soto to the position of Special Envoy of the Secretary-General for Myanmar, a role de Soto held until 1999. There have been two other Special Envoys since then. In April 2000 Secretary-General Annan appointed Malaysian diplomat Razali Ismail to the position, which Ismail held until his resignation in late 2005. Ibrahim Gambari formally assumed the position in May 2007 and held it until the end of 2009, when he was appointed an AU/UN Envoy to Darfur. The UN has yet to name a formal replacement, although Vijay Nambiar has been acting in the role.

The objectives of the UN political engagement in Myanmar are to promote national reconciliation between the Junta and opposition parties, democratic transition, and respect for human rights. Secretary-General Ban Ki-moon has set out a five point plan of specific requests made of the regime under the good offices' auspices: (1) the release of all political prisoners; (2) dialogue which is all-inclusive, substantive and time-bound; (3) the need to create conditions allowing a credible political transition to democratic, civilian government; (4) improving socio-economic conditions; and (5) regularizing the good offices process between the UN and Myanmar by setting up a UN office in country.[6] In pursuit of these objectives, Special Envoys for Myanmar have sought (when allowed access into Myanmar by the Junta) to engage with the Junta and other relevant actors within Myanmar such as opposition figures, as well as with neighboring and other key states and regional organizations. The UN's good offices role is clearly predicated upon engagement with the Junta, which has agreed to the UN playing this role (in preference over ASEAN) and maintains that it views its engagement with the UN as the 'cornerstone' of Myanmar's foreign policy.[7]

Ban Ki-moon has made Myanmar a signature issue and has visited on two occasions. His initial visit – the first by a UN Secretary-General in 44 years – took place in May 2008 in the wake of Cyclone Nargis, which devastated Myanmar's Delta region. The second visit occurred in July 2009. In addition to this political engagement, there have been several UN Special Rapporteurs on the situation of human rights in Myanmar. The position is currently held by Tomas Ojea Quintana.

A UN Resident Coordinator oversees a reasonably large UN in-country presence that includes the UN Development Program (UNDP), the UN Office of Drugs and Crime (UNODC) and the World Food Program (WFP). UNDP's mandate restricts it from working with or through Myanmar's government, but the UN Country Team still played an important role in the coordination of international relief efforts in the aftermath of Cyclone Nargis.

EFFECTIVENESS OF THE MISSION

The Secretary-General's good offices mission to Myanmar has not met with notable success, and neither the Special Envoys nor the Secretary-General have had much to show for their labors and visits. While some political prisoners have been released from time to time, the Junta has tightly controlled

such releases, and arbitrary arrests remain a problem. Successive envoys have been unable to push forward reconciliation processes or make significant headway on the issue of human rights. The mission has also had little discernible impact on promoting democratic transition as the Junta implements its political roadmap.

There are three main reasons for this lack of demonstrable success. The first is the insularity and 'recalcitrance' of the Junta, which has been extremely resistant to outside involvement. It has in the past denied access into Myanmar to the UN's high-level representatives, and when it has granted access it has heavily circumscribed officials' in-country visits and activities. Often UN officials have not been permitted to meet with key opposition figures they would need to meet to fulfill their mandate. And securing the Junta's agreement to complete the five point plan remains an ongoing challenge.

Second, UN representatives have not had a robust toolkit at their disposal. This stems from the sharp divisions within the international community over how to respond to Myanmar's military regime – some states seek a more robust response, others emphasize respect for sovereignty and that democratic transition is a domestic issue[8] – and in particular over the role of the UN. As a result, the Security Council response has been tepid: in 2006 there was a Security Council procedural vote (which cannot be vetoed) to formally include Myanmar on its agenda, but in early 2007, China and Russia exercised their first double veto since 1972 on a proposed resolution on Myanmar.

Third, the narrowness of the good offices mandate has effectively put the UN and the Junta at cross-purposes. The mandate does not have a distinct focus on the ethnic insurgencies, or include a role for the UN in peacemaking or assisting with the maintenance of ceasefires.[9] A number of Western states view the situation in Myanmar primarily through the prism of human rights and concentrate on the leading opposition party the NLD, above all Aung San Suu Kyi. The Junta, by contrast, sees the situation through the lens of Myanmar's ongoing ethnic conflicts and the management of ceasefires.

It should be noted that UN representatives have not been entirely passive actors in this drama. Various Secretary-Generals have attempted to move the diplomatic process forward, though with mixed results. A 2005 meeting between then Secretary-General Annan and Myanmar's leader Than Shwe helped to revive UN diplomatic efforts after a Junta-imposed hiatus. In December 2007, Ban Ki-moon created the Group of Friends on Myanmar as a more informal mechanism. It is a large grouping – its 14 members include the five permanent members of the Security Council as well as four ASEAN states – which has lessened its effectiveness, and it also contains many divergent views on Myanmar. As a result it has had limited impact, except for generally supporting the UN's good offices role. In December 2008, Ban Ki-moon called for more consensus on the part of member states on the meaning of the good offices role, but the pronounced divisions remain.

There was also a breakthrough after Cyclone Nargis. On his visit shortly after the cyclone hit, Ban Ki-moon succeeded in creating the foundations for the Tripartite Core Group (TCG), comprised of the UN, ASEAN and the Myanmar government, which coordinated international humanitarian aid entering the country. This was an important act of policy entrepreneurship. The resulting successful humanitarian operation raised expectations of the prospects of a similar political effort – many spoke of the 'window of opportunity' afforded by Nargis. However, the Junta rebuffed attempts to broaden the international humanitarian effort into the political realm or even to extend the humanitarian efforts beyond the Delta region, and Ban Ki-moon's July 2009 visit did not result in any significant diplomatic progress.

CONCLUSION

All in all, then, the Secretary-General's good offices mission has had less impact on the situation within Myanmar than might have been hoped for, except in a humanitarian context after Cyclone Nargis. The issue of Myanmar has a vocal and global human rights lobby, which has loudly criticized the lack of results on the part of the UN mission; some analysts have argued for a reassessment of UN's high-level envoy policy towards Myanmar.[10]

The UN's political efforts towards Myanmar have now largely stalled until after Myanmar's election takes place later this year. The elections and their aftermath could be a period of considerable

The Special Advisor on the Prevention of Genocide

In December 1948, the United Nations General Assembly adopted the Convention on the Prevention and Punishment of the Crime of Genocide. The Convention, which came into force in 1951, defines genocide in legal terms and makes genocide a crime under international law, applicable to all countries whether they are party to the Convention or not. However, after the international community failed to prevent genocides in Rwanda and in the Balkans in the 1990s, it became clear that the UN had to considerably strengthen its role in genocide prevention. Subsequently, in 2001, the UN Security Council in its resolution 1366 invited the Secretary-General to provide the Council with information and analysis on cases of serious violation of international law and potential conflict situations stemming from ethnic, religious and territorial disputes. Responding to the Council's request, Kofi Annan in 2004 appointed Juan Méndez as the first Special Advisor on the Prevention of Genocide for a four-year tenure. In 2007, Secretary-General Ban Ki-moon chose Francis Deng as his Special Advisor. The post also became a full-time position at the level of Under-Secretary-General, the third highest rank in the UN system. The office of the current Special Advisor consists of five professional and five support staff.

The Special Advisor is mandated[1] to act as an early warning mechanism to the UN system by collecting information on serious violations of human rights and international humanitarian law of ethnic and racial origin that might lead to genocide and by alerting the Secretary-General and through him the Security Council to these situations. The Special Advisor can make recommendations to the Council on actions to prevent genocide, liaises with the wider UN system on genocide prevention and works to enhance the UN's capacity to analyze and manage information relating to genocide and related crimes.

In executing his mandate, the Special Advisor works together with various UN entities, particularly the Office of the High Commissioner for Human Rights, the UN Departments of Political Affairs and Peacekeeping Operations, as well as governments, regional organizations, NGOs and academia. In addition to monitoring developments in all countries, the Special Advisor may also conduct country visits. Lastly, the Special Advisor seeks to compile lessons learnt from successful genocide prevention cases to learn how societies can best manage diversity. A nine-member UN Advisory Committee on the Prevention of Genocide, that was established in 2006 and is expected to meet biannually, provides further support and guidance to the Special Advisor's work.

The Genocide Convention affirms that states have the duty to "prevent and punish" genocide.[2] In a similar vein, at the 2005 World Summit UN member states agreed that "each individual State has the responsibility to protect its populations from genocide, war crimes, ethnic cleansing and crimes against humanity" and that the international community has the responsibility to protect where states fail to do so.[3] Given the strong correlation between the principle of the responsibility to protect and the Special Advisor's mandate, Mr. Deng works closely with the Special Advisor with a focus on the Responsibility to Protect, Edward Luck. Together the Advisors work to improve information collection and analysis as well as early warning mechanisms within the UN system. The Secretary-General's proposal to join the two offices under the leadership of the Special Advisor on the Prevention of Genocide will be submitted to the General Assembly later in 2010.

Mr. Deng is carrying out his mandate under considerable difficulties. The term genocide is highly politicized and its definition generally disputed as too narrow or too broad. A substantive part of his work relies on the cooperation of governments to share information and provide him with access to specific areas within their boundaries. However, many governments see Mr. Deng's work as interfering with their sovereignty and collaboration can thus be sparse. Similarly, the principle of the responsibility to protect is surrounded by controversy, as some countries fear that the notion will lead to an erosion of their sovereignty. Mr. Deng therefore has to tread waters lightly and, in addition to his mandated tasks, raise awareness and educate about the importance of this work.

1 Letter dated 12 July 2004 from the Secretary-General to the President of the Security Council (S/2004/567).
2 UN Convention on the Prevention and Punishment of the Crime of Genocide, Article 1.
3 2005 World Summit Outcome document (A/Res/60/1).

instability for Myanmar, but they might also present opportunities for renewed diplomatic engagement by the UN once the nature of the post-election parliament and political process becomes clear. Such opportunities should be seized upon. The elections might also present opportunities for the UN and other outside actors to help build institutional capacity within Myanmar and build the skill sets of the next generation – to enable them to form some attachments outside their state and to create a constituency within Myanmar for deeper reform. If such opportunities are not taken, Myanmar's decimated human and institutional capacity will take decades more to repair.

NOTES

1 Burma's constitution already barred her from running for president by virtue of her marriage to a British citizen.

2 Resolution 1992/58

3 A/RES/48/150

4 A/RES/49/197

5 A/RES/64/238

6 A/64/334

7 See the website of the Permanent Mission of the Union of Myanmar to the United Nations, http://www.myanmarmissionny.org/component/option,com_frontpage/Itemid,1/.

8 See, for example, Alberto Turlon, "Is China Ready to Face Facts on Burma?," The Irrawaddy, April 5 2010.

9 A criticism made of Gambari during his tenure as Special Envoy, for example, was that he did not meet with ethnic minority representatives.

10 See, for example, Brian McCartan, "Another UN failure in Myanmar," Asia Times Online, July 8 2009, http://www.atimes.com/atimes/Southeast_Asia/KG08Ae02.html.

4.5 Mission Notes

Western Sahara

A new Personal Envoy of the Secretary-General, Ambassador Christopher Ross (US), was appointed in January 2009 to one of the more daunting political assignments in the United Nations. In 1975, Morocco claimed Western Sahara after the region attained independence from Spain. This happened despite vehement opposition by the Frente Popular para la Liberación de Saguia el-Hamra y de Rio de Oro (POLISARIO), which maintains that the region's people – the Sahrawis – have a right to self-determination and territorial independence. The issue of Western Sahara is the longest running territorial dispute in Africa, combining a high degree of political polarization with a situation of status quo that is comfortable enough for the international community to ensure that a failure to find its resolution bothers very few.

Progress is slow for reasons that reflect deeply entrenched differences between the parties, Morocco and POLISARIO, regional rivalry between Morocco and Algeria, and the unhelpful positions assumed by the parties' respective backers in the international community. In addition, the efforts of the Personal Envoy since early 2009 have been strongly conditioned by the security and political developments in the region. While Personal Envoy Ross was able to convene an informal meeting between the parties in August 2009, in the latter part of the year heightened political tension between the actors, accompanied by Morocco's increased military engagement in Western Sahara stalled further progress. It was only in early 2010 that Ross was able to revive the process.

MINURSO

Young boy in Dakhla City in the Western Sahara.

BACKGROUND

The Personal Envoy works from outside the region in parallel to the UN Mission for the Referendum in Western Sahara (MINURSO), which is headquartered in Laayoune. MINURSO was established in

Personal Envoy, Western Sahara

Authorization and Start Date	19 March 1997 (UNSC Pres. Statement S/PRST/1997/16)
Personal Envoy	Christopher Ross (US)
Budget	$0.7 million (1 January 2010-31 December 2010)
Strength as of 18 September 2009	International Civilian: 1

For detailed mission information see p. 160

Special Advisor, Cyprus

Authorization Date	21 April 1997 (UNSC Letter S/1997/320)
Start Date	28 April 1997
SASG	Alexander Downer (Australia)
Deputy SASG	Tayé-Brook Zerihoun (Ethiopia)
Budget	$3.3 million (1 January 2010-31 December 2010)
Strength as of 31 March 2010	International Civilian: 12

For detailed mission information see p. 163

1991 to verify the cease-fire between Morocco and POLISARIO and to organize and conduct a referendum that would allow the people of Western Sahara to decide the future status of the territory. The referendum had originally been contemplated for January 1992, however, a series of efforts to reach agreement on its terms and then to seek a political settlement found only frustration.

Disappointment with the lack of progress, as well as a sense that a political effort led from outside the region might have more leverage than one conducted by the SRSGs successively heading MINURSO, brought Secretary-General Kofi Annan to institute the position of the Personal Envoy for Western Sahara in 1997. The status and prestige of its first incumbent, former US Secretary of State James Baker who held the position from 1997-2004, reflected the priority Annan attached to the search for a solution to the conflict, but also his awareness of the obstacles that lay in its way.

In 2003 Personal Envoy Baker presented a peace plan that allowed for some elements of governance-sharing, but also provided for a referendum that would include the option of independence. The plan was accepted by POLISARIO, at Algeria's encouragement. But in 2004 Morocco rejected it on the grounds that it could not agree to any plan that might lead to an independent Western Sahara – a position that contravened the basis for the UN's involvement.

Baker resigned shortly afterwards. His successor, the Dutch diplomat Peter van Walsum, was appointed in 2006, after an interlude in which the political process was led from MINURSO by Alvaro de Soto, who held the position of SRSG from 2004 to 2005. Van Walsum pursued direct and unconditional negotiations. Four increasingly acrimonious rounds of talks were held in Manhasset, New York, in 2007 and 2008, but no progress was made in bridging the gap between an autonomy proposal put forward by Morocco and POLISARIO's insistence on a referendum that would include independence as an option. Van Walsum lost the support of POLISARIO and its backers when he told the Security Council that an independent Western Sahara was not a realistic proposition so long as Morocco had control of the territory and the Security Council was not prepared to put pressure upon it. His contract expired in August 2008.

KEY DEVELOPMENTS

Personal Envoy Ross began his tenure in early 2009 by consulting with the parties, as well as representatives of the neighboring states, Algeria and Mauritania, who have traditionally assumed the role of observers at any talks. He traveled to the region in February 2009 and began working towards holding small informal meetings to prepare for a fifth round of formal negotiations. He visited the region again in late and June and after that consulted with UN member states that are most engaged on the issue of Western Sahara, namely France, Spain and the United States. With Russia and the United Kingdom, these countries form a group of Friends of Western Sahara that has had a leading role in driving action in the Security Council but that has been complicated by the differences between them.[1]

Informal talks were held between the parties – with Algeria and Mauritania in attendance as observers – in Dürnstein, Austria on August

Cyprus

In July 2008, UN Secretary-General Ban Ki-moon appointed former Australian foreign minister Alexander Downer as his Special Adviser (SASG) on Cyprus. Mr. Downer's work is formally separate from the UN peacekeeping force in Cyprus (UNFICYP), which was launched in 1964. The SASG works alongside the Special Representative of the Secretary-General (SRSG), Lisa Buttenheim, who has responsibility for UNFICYP.

Mr. Downer was appointed during a period of optimism about the readiness of Greek and Turkish Cypriot leaders to resolve the conflict that has divided the island for decades. Beginning in March 2008, both sides accepted a series of limited steps meant to open the way for broader negotiations on a settlement, including the formation of working groups and technical committees to discuss issues ranging from governance to cultural affairs.

The Security Council approved the appointment of an SASG to help move talks forward. That July, Greek and Turkish Cypriot leaders agreed to hold fully-fledged talks from September under the good offices of the Secretary-General. In 2008 and 2009, contacts between the two sides were frequent, with leaders meeting as often as once a week.

These meetings also involved Mr. Downer or Ms. Buttenheim's predecessor as SRSG Tayé-Brook Zerihoun. Downer's role in implementing the Secretary-General's good offices has extended well beyond direct dealing with the two sides. He has visited Greece and Turkey for talks on a number of occasions, and held discussions as far afield as Moscow and Beijing. The European Union has long supported the UN's efforts to assist Cyprus, and the European Commission appointed a liaison to the SASG's team.

Downer's team has also contributed to technical aspects of the talks by involving experts on issues like property rights to visit Cyprus and advice the parties. The UN has been at pains to underline that the talks are Cypriot-led, rather than an externally-driven process.

As of early 2010, Ban Ki-moon saw "considerable progress" in the talks. Nonetheless, discussions paused in the run-up to Turkish Cypriot elections in April 2010. Dervis Eroglu defeated Mehmet Ali Talat, one of the initiators of the 2008 process, in these polls. The talks reopened in May, and Eroglu raised the stakes by calling for a solution by the end of 2010 – creating additional interest in a report from the SASG on the situation in November. While Mr. Downer says he is cautiously satisfied by talks this year, thorny issues remain unresolved, especially around property rights. The SASG has insisted that the parties should "take time and get it right" rather than focus on deadlines.

9 and 10. Confidence-building measures were discussed and for the first time the two parties addressed human rights issues: POLISARIO accused Morocco of numerous human rights violations and Morocco responded by complaining about conditions in the refugee camps in Algeria. The conversation was inconclusive, but reflected a growing attention to the issue, and to the anomaly that the parties various allegations are not subject to further UN involvement. POLISARIO's repeated calls for a UN monitoring mechanism have consistently been rejected by Morocco, which accuses POLISARIO of using its allegations to seek publicity. In April 2009 Morocco's backers in the Security Council rejected pressure from elected members, led by Costa Rica, who had sought to include some reference to human rights in the resolution (SCR 1871) renewing the mandate of MINURSO.

In September 2009, in the margins of the General Assembly, Ross received encouragement of his efforts when Morocco indicated that it was for the first time prepared to discuss the proposal that POLISARIO had presented to the Council in April 2007 (POLISARIO had long maintained that it would only discuss Morocco's autonomy proposal if Morocco would consider its own proposal including the option for a referendum for independence). On this basis the Personal Envoy proposed a second informal meeting between the parties in late November or early December.

Beginning in October, however, a series of developments led to a deterioration of relations between

the parties. Against a backdrop of increased Moroccan military activities in Western Sahara, a group of seven independence activists from Western Sahara were detained in Casablanca after visiting Tindouf and Algiers. On November 6, on the anniversary of the Green March by Morocco into Western Sahara in 1975, King Mohamed VI delivered a hard-hitting speech that divided Sahrawis into two camps "patriots" (who accepted Moroccan sovereignty) and "traitors" (who did not) and identified Algeria as the "adversary." Finally, on November 13, the Saharwi independence activist Aminatou Haidar was prevented from returning home to Laayoune because she refused to swear loyalty to Morocco. She was expelled to the Canary Islands where she began a hunger strike. Only after a flurry of high level diplomatic activity was she allowed home.

Perhaps unsurprisingly, these events led POLISARIO in particular to question the utility of further talks on the basis that Morocco's actions suggested that it was not interested in a negotiated settlement. By January 2010, however, tension had calmed and Ross was able to convene a second informal meeting outside New York for February 10 and 11. The meeting was to have as its focus the parties' consideration of the proposals that each had submitted to the Security Council in 2007.

Discussion of the proposals was preceded by a heated session of accusation and counter-accusation on the subject of human rights. As during the Dürnstein meeting, POLISARIO argued that Morocco's criticism of the human rights situation in the Tindouf camps could be addressed by creating a UN monitoring mechanism; Morocco countered that POLISARIO's insistence on human rights is a means to avoid addressing a political solution to the conflict. The parties moved on to a somewhat limited discussion of their two proposals; at the conclusion of the talks, they agreed with Ross' summary that "neither party had accepted the proposal of the other as the sole basis of the future of negotiations."[2] Ross returned to the region to seek the parties' ideas on how to move beyond the impasse, but, as the Secretary-General reported to the Security Council in April 2010, his efforts had produced "no movement on the core substantive issues." After a round of talks with members of the Group of Friends of the Western Sahara this summer, Ross sent a letter to the Permanent Five members of the Security Council arguing that only their direct engagement (and that of the friends) could shift the parties from their current positions.

CONCLUSION

The institution of the Personal Envoy responds to the political limitations of a peacekeeping operation, which has, for structural and other reasons, long had its capacity to act as an impartial mediator questioned. However, operating from outside the country the various Personal Envoys have – so far – not been successful in finding a political solution to the conflict over Western Sahara. The underlying dynamics of the conflict and the regional and international interests surrounding it are such the responsibility for this failing undoubtedly lies elsewhere.

Since assuming the position in 2009, Ross has worked effectively with a small team drawn from DPA's regional division and mediation support unit and the cooperation of the UN Department of Peacekeeping Operations. His deliberately low-key approach reflects the hope that the UN process can provide a framework within which the parties may gradually come to see the benefits of moving forward from mutually exclusive positions that have altered little in more than thirty years. However, the Personal Envoy's efforts are hampered by the reluctance of the broader international community, in deference to Morocco, to accede to suggestions that in other contexts would be obvious next steps: a call, for example, for the parties' various allegations of human rights violations to be subjected to independent verification; or a direct appeal to the parties to return their two proposals to the drawing board for modifications that might provide the basis for future negotiation.

NOTES

1 France hews so closely to Morocco's position that other states see it as a direct representation of Morocco in the Council; the United States and the United Kingdom have deep ties to Morocco, including on issues such as counter-terrorism, that ensure that they too will provide Morocco support; Spain has historical and emotional ties to the Sahrawis but will not jeopardize its important bilateral relationship with Morocco to satisfy them; Russia is supportive of Polisario.

2 *Report of the Secretary-General on the situation concerning Western Sahara*, S/2010/175, 6 April 2010.

Global Statistics on UN and OSCE Missions

5

5.1 Global UN Mission Statistics

5.2 Global OSCE Mission Statistics

5.1 Global Statistics on UN and OSCE Missions

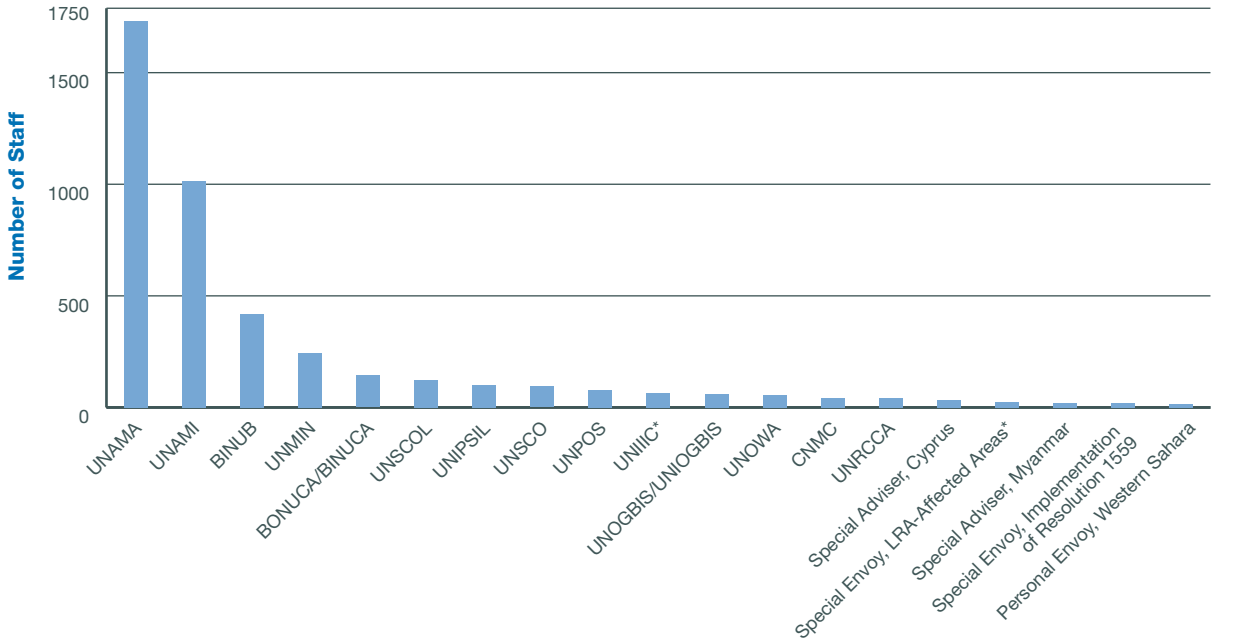
Global UN Mission Statistics

Staff Strength by Mission: 2009 and 2010

Mission	Number
UNAMA	1,733
UNAMI	1,016
BINUB	420
UNMIN	245
BONUCA/BINUCA	86
UNSCOL	72
UNIPSIL	58
UNSCO	53
UNPOS	43
UNIIIC*	34
UNOGBIS/UNIOGBIS	32
UNOWA	27
CNMC	20
UNRCCA	20
Special Adviser, Cyprus	12
Special Envoy, LRA-Affected Areas*	6
Special Adviser, Myanmar	5
Special Envoy, Implementation of Resolution 1559	3
Personal Envoy, Western Sahara	1
TOTAL	**3,886**

**Indicates a closed mission.*

Staff Strength by Mission: 2009 and 2010



National Representation of International Staff: 31 January 2010

Rank	Nationality	Number
1	United States of America	78
2	United Kingdom	48
3	Canada	37
4	Kenya	37
5	Fiji	36
6	India	34
7	Philippines	33
8	France	32
9	Germany	24
10	Bosnia and Herzegovina	19
11	Australia	18
12	Cameroon	17
13	Ghana	17
14	Nigeria	17
15	Romania	17
16	Russian Federation	17
17	Ethiopia	15
18	Pakistan	15
19	Finland	14
20	New Zealand	14
21	South Africa	14

Rank	Nationality	Number
22	Italy	13
23	Japan	13
24	Tajikistan	13
25	Croatia	12
26	Lebanon	12
27	Sierra Leone	12
28	Sweden	12
29	Austria	10
30	Bangladesh	10
31	Belgium	10
32	Serbia	10
33	Tanzania, United Rep. of	10
34	Netherlands	9
35	Occupied Territories	9
36	Rwanda	9
37	Trinidad and Tobago	9
38	Uganda	9
39	Ukraine	9
40	Cote d'Ivoire	8
41	Egypt	8
42	Nepal	8

National Representation of International Staff: 31 January 2010 *(Continued)*

Rank	Nationality	Number
43	Peru	8
44	Ireland	7
45	Jamaica	7
46	Senegal	7
47	Jordan	6
48	Liberia	6
49	Mali	6
50	Thailand	6
51	Argentina	5
52	Benin	5
53	Norway	5
54	Spain	5
55	Sudan	5
56	Switzerland	5
57	Togo	5
58	Zimbabwe	5
59	Angola	4
60	Brazil	4
61	Burkina Faso	4
62	Burundi	4
63	Congo, Dem. Rep.	4
64	Denmark	4
65	Greece	4
66	Malaysia	4
67	Morocco	4
68	Poland	4
69	Portugal	4
70	Sri Lanka	4
71	Syrian Arab Republic	4
72	TFYR of Macedonia	4
73	Uzbekistan	4
74	Barbados	3
75	Bulgaria	3
76	Ecuador	3
77	Guinea	3
78	Indonesia	3
79	Iran	3
80	Iraq	3

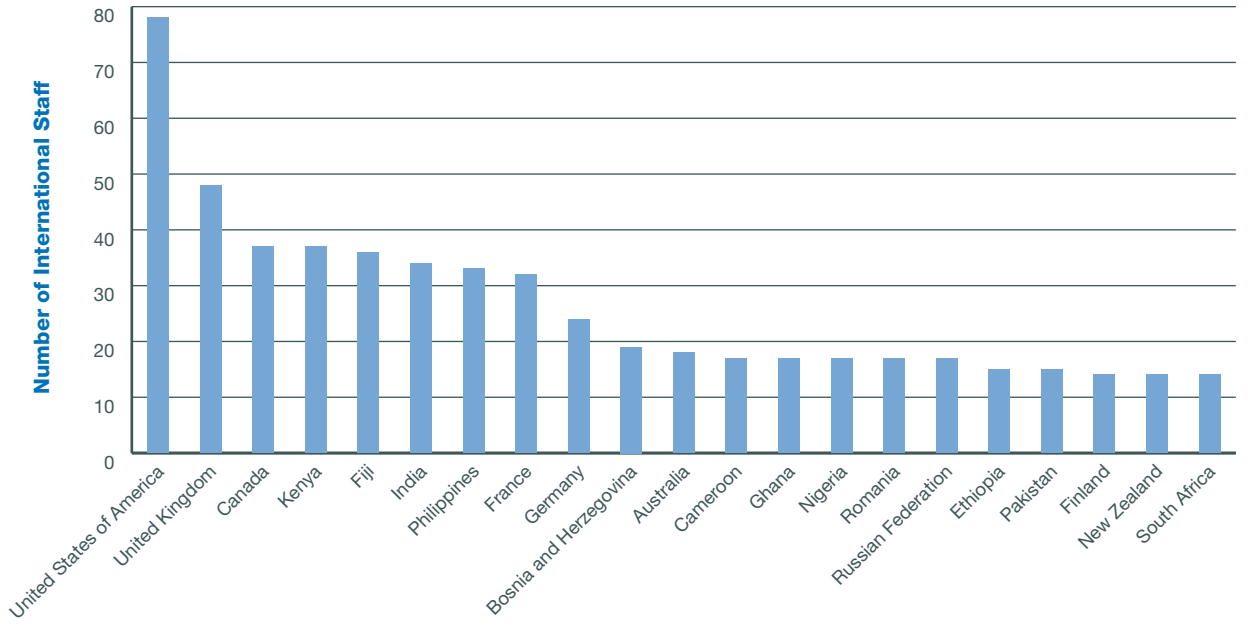
Rank	Nationality	Number
81	Kyrgyzstan	3
82	Republic of Korea	3
83	Zambia	3
84	Algeria	2
85	Armenia	2
86	Bhutan	2
87	Bolivia	2
88	Cambodia	2
89	Czech Republic	2
90	Djibouti	2
91	Eritrea	2
92	Estonia	2
93	Gambia	2
94	Guatemala	2
95	Guyana	2
96	Haiti	2
97	Honduras	2
98	Iceland	2
99	Lithuania	2
100	Mauritania	2
101	Myanmar	2
102	Tunisia	2
103	Afghanistan	1
104	Albania	1
105	Antigua and Barbuda	1
106	Azerbaijan	1
107	Belarus	1
108	Botswana	1
109	Cape Verde	1
110	China	1
111	Colombia	1
112	Congo	1
113	Cuba	1
114	Dominican Republic	1
115	El Salvador	1
116	Georgia	1
117	Hungary	1
118	Israel	1

National Representation of International Staff: 31 January 2010 *(Continued)*

Rank	Nationality	Number
119	Lao, People's Dem. Rep.	1
120	Latvia	1
121	Malawi	1
122	Mexico	1
123	Mongolia	1
124	Niger	1
125	Not Applicable	1
126	Paraguay	1
127	Samoa	1
128	Sao Tome & Principe	1
129	Slovakia	1
130	Somalia	1
131	Turkey	1
132	Venezuela	1
TOTAL		**1,019**

Source: DFS FPD

Highest National Representation of International Staff: 31 January 2010

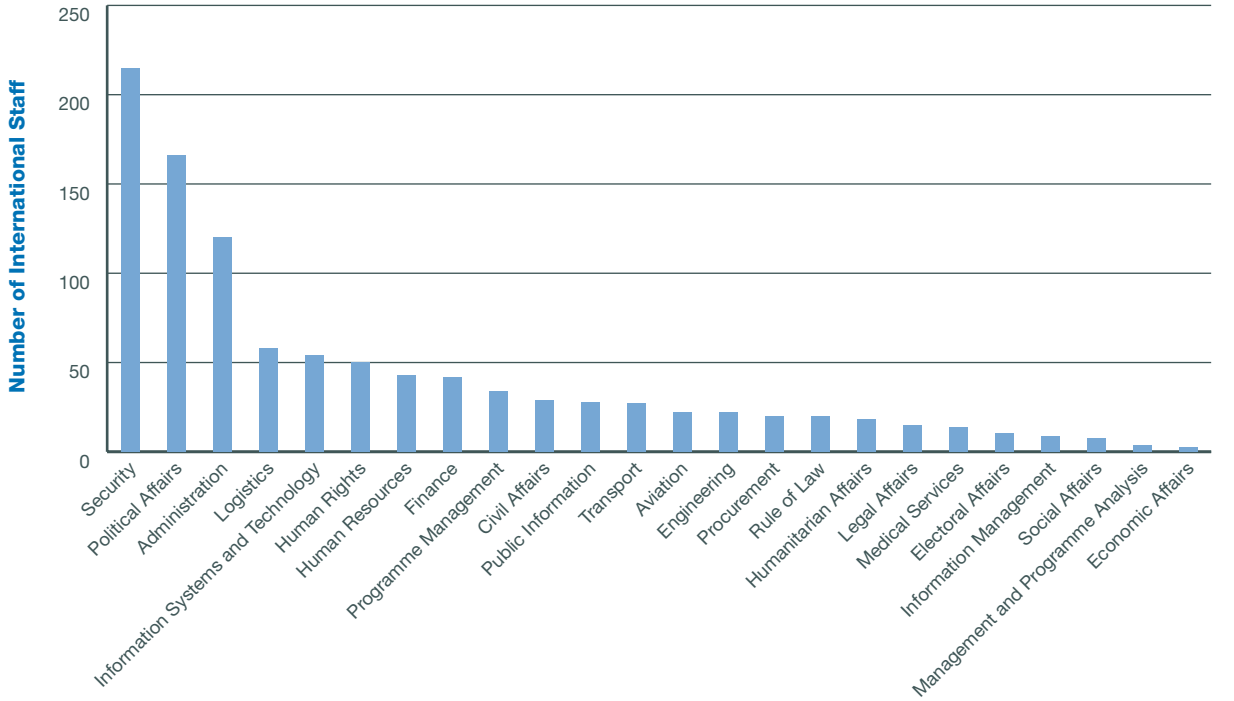


International Civilian Occupations: 31 March 2010

Occupational Group	Number
Security	215
Political Affairs	166
Administration	120
Logistics	58
Information Systems and Technology	54
Human Rights	50
Human Resources	43
Finance	42
Programme Management	34
Civil Affairs	29
Public Information	28
Transport	27
Aviation	22
Engineering	22
Procurement	20
Rule of Law	20
Humanitarian Affairs	18
Legal Affairs	14
Medical Services	13
Electoral Affairs	9
Information Management	7
Social Affairs	6
Management and Programme Analysis	2
Economic Affairs	1
TOTAL:	**1,020**

Source: DFS FPD

International Civilian Occupations: 31 March 2010

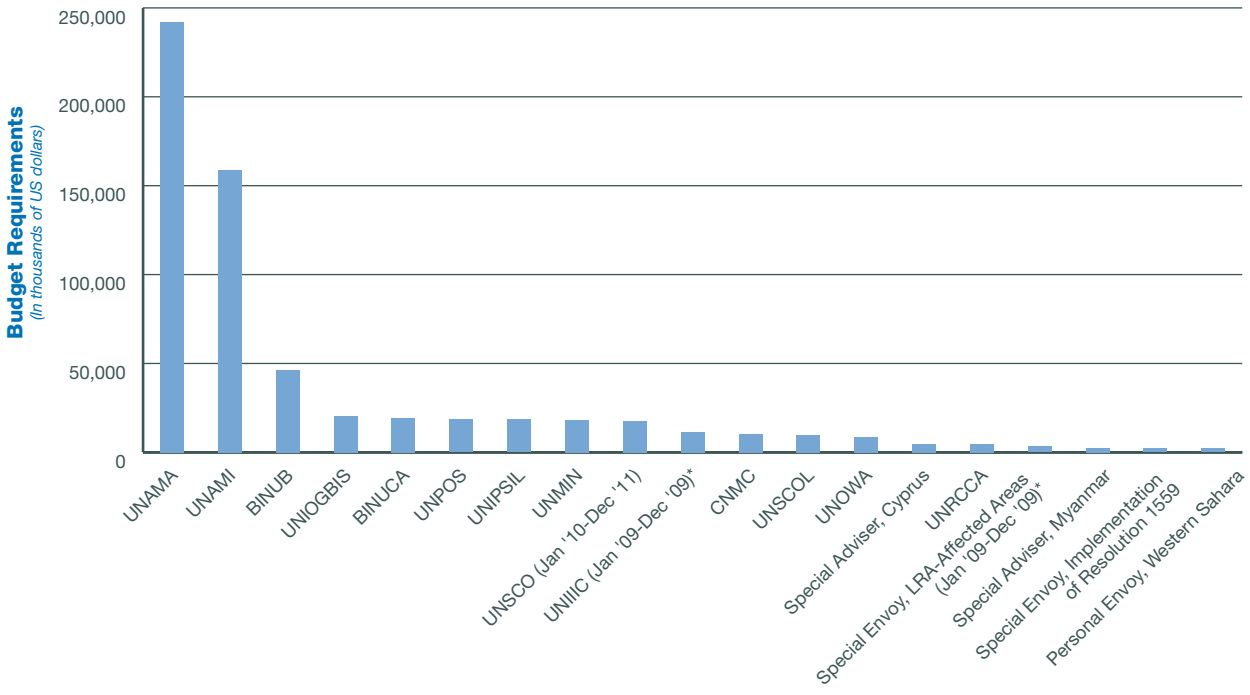


Budget Requirements by Mission: Jan '10-Dec '10

Mission	Budget Requirements (in thousands of US dollars)
UNAMA	241,944.3
UNAMI	158,989.3
BINUB	46,258.0
UNIOGBIS	19,016.6
BINUCA	17,991.6
UNPOS	17,029.5
UNIPSIL	16,934.5
UNMIN	16,743.0
UNSCO (Jan '10-Dec '11)	16,333.5
UNIIIC (Jan '09-Dec '09)*	10,056.0
CNMC	8,930.1
UNSCOL	8,405.8
UNOWA	6,966.1
Special Adviser, Cyprus	3,279.2
UNRCCA	3,175.0
Special Envoy, LRA-Affected Areas (Jan '09-Dec '09)*	1,775.2
Special Adviser, Myanmar	1,159.1
Special Envoy, Implementation of Resolution 1559	695.0
Personal Envoy, Western Sahara	690.7
TOTAL	**596,372.5**

**Indicates a closed mission.*

Budget Requirements by Mission: Jan '10-Dec '10



5.2 Global Statistics on UN And OSCE Missions

Global OSCE Mission Statistics

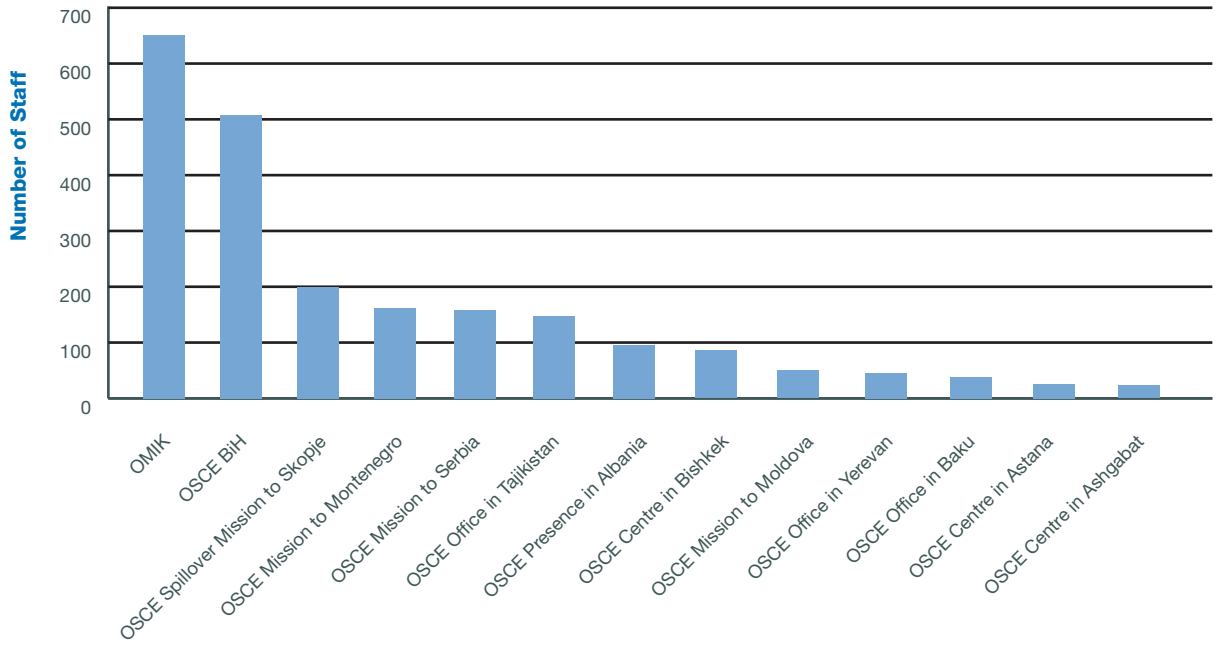
Staff Strength by Mission: 1 August 2010

Mission	Number
OMIK	651
OSCE BiH	508
OSCE Spillover Monitor Mission to Skopje	199
OSCE Mission to Montenegro	162
OSCE Mission to Serbia	158
OSCE Office in Tajikistan	148
OSCE Presence in Albania	95
OSCE Centre in Bishkek	86
OSCE Mission to Moldova	50
OSCE Office in Yerevan	45
OSCE Office in Baku	38
OSCE Centre in Astana	26
OSCE Centre in Ashgabat	23
Personal Representative/Minsk Conference	17
TOTAL	**2,206**

Source: OSCE Department of Human Resources

Notes: Our global figures for the OSCE exclude those of its field presences that we have not treated as political missions in this volume: (i) the Office in Zagreb (20 staff); the Office in Minsk (13 staff); the Project Coordinator in Ukraine (42 staff) and the Project Coordinator in Uzbekistan (20 staff).

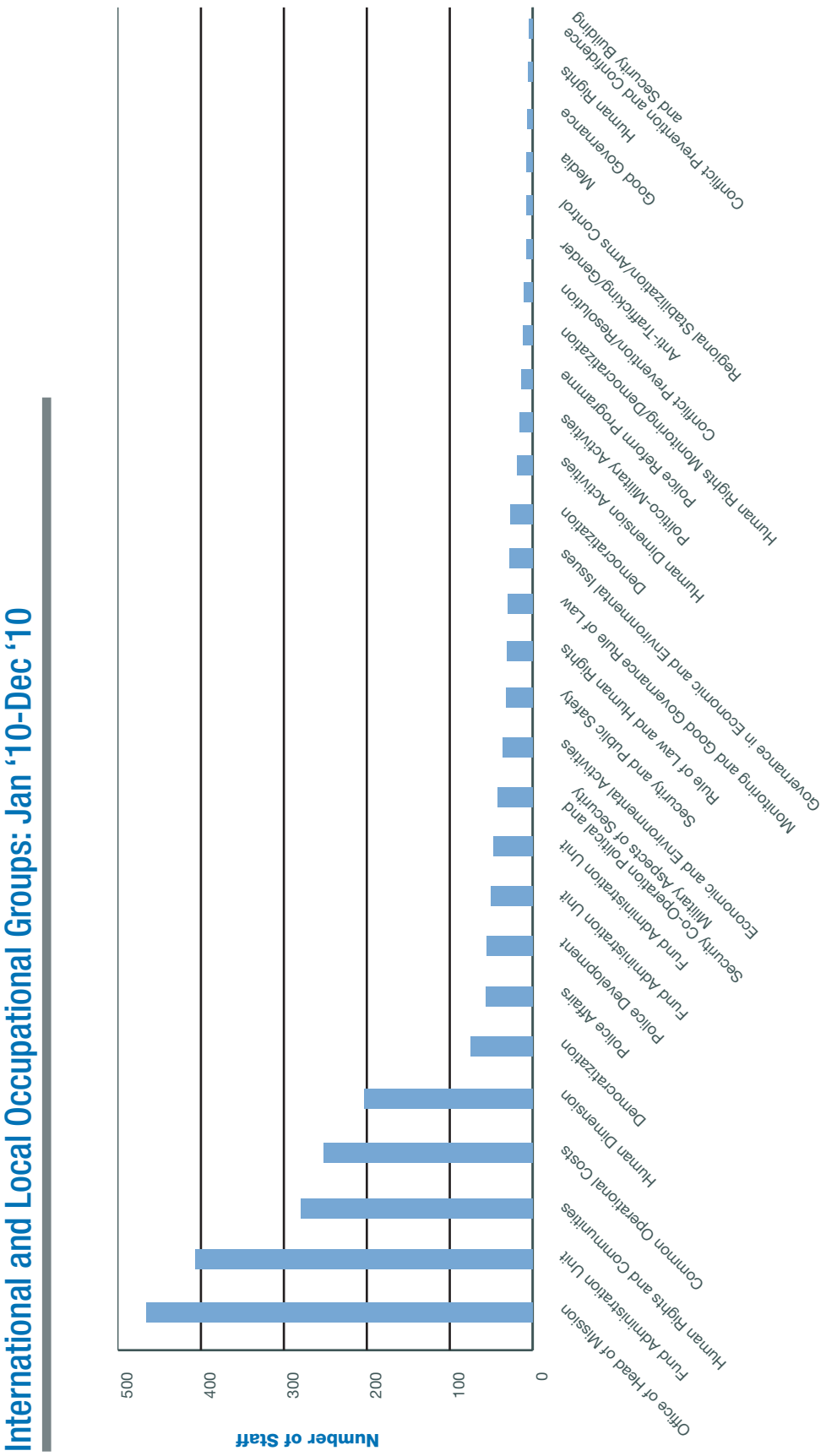
Staff Strength by Mission: 2009 and 2010



International and Local Occupational Groups: Jan '10-Dec '10

Occupational Group	Quantity
Office of Head of Mission	465.5
Fund Administration Unit	406.5
Human Dimension	279.5
Human Rights and Communities	252
Common Operational Costs	203.5
Democratization	75
Police Development	57
Police Affairs	55
Democratization	50
Security and Public Safety	47
Rule of Law and Human Rights	42
Economic and Environmental Activities	36
Human Dimension Activities	32
Monitoring and Good Governance	31
Rule of Law	30

Occupational Group	Quantity
Politico-Military Activities	28
Security Co-Operation	27
Political and Military Aspects of Security	16
Media	13
Police Reform Programme	11
Governance in Economic and Environmental Issues	9
Conflict Prevention/ Resolution	8
Anti-Trafficking/Gender	5
Human Rights Monitoring/ Democratization	5
Regional Stabilization/Arms Control	5
Good Governance	4
Human Rights	3
Conflict Prevention and Confidence and Security Building	2

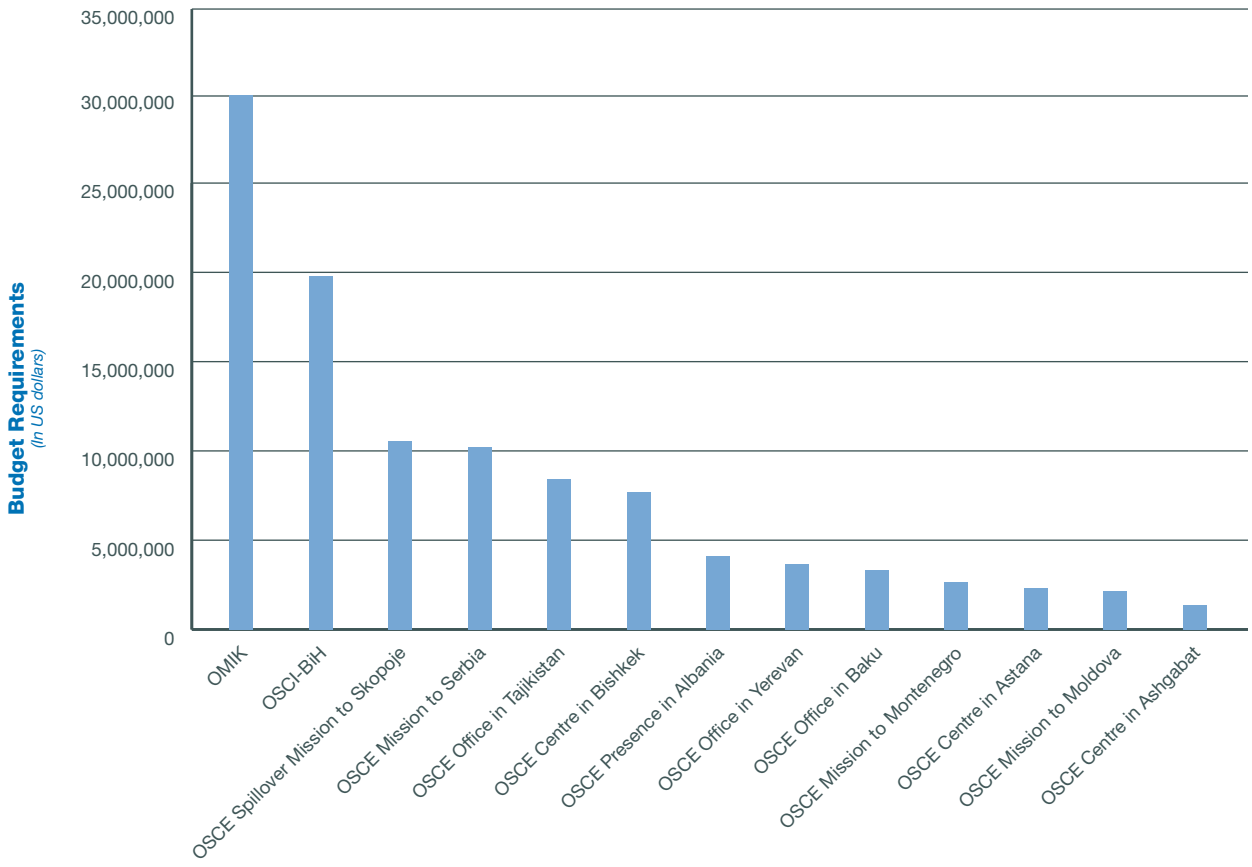

International and Local Occupational Groups: Jan '10-Dec '10
Number of Staff
500
400
300
200
100
0
Office of Head of Mission
Fund Administration Unit
Human Rights and Communities
Common Operational Costs
Human Dimension
Democratization
Police Affairs
Police Development
Fund Administration Unit
Security Co-Operation Political and Military Aspects of Security
Fund Administration Unit
Economic and Environmental Activities
Security and Public Safety
Rule of Law and Human Rights
Monitoring and Good Governance Rule of Law
Governance in Economic and Environmental Issues
Democratization
Human Dimension Activities
Politico-Military Activities
Police Reform Programme
Human Rights Monitoring/Democratization
Conflict Prevention/Resolution
Anti-Trafficking/Gender
Regional Stabilization/Arms Control
Media
Good Governance
Human Rights
Conflict Prevention and Confidence and Security Building

Budget Requirements by Mission: Jan '10-Dec '10

Mission	Budget Requirements (in thousands of US dollars)
OMIK	30,285,707.1
OSCE-BiH	19,874,725.1
OSCE Spillover Monitor Mission to Skopje	11,001,816.3
OSCE Mission to Serbia	10,559,304.4
OSCE Office in Tajikistan	7,798,719.0
OSCE Centre in Bishkek	7,220,503.8
OSCE Presence in Albania	4,365,699.1
OSCE Office in Yerevan	3,921,661.7
OSCE Office in Baku	3,713,845.0
OSCE Mission to Montenegro	3,177,615.7
OSCE Centre in Astana	2,883,752.9
OSCE Mission to Moldova	2,748,144.6
OSCE Centre in Ashgabat	1,846,264.1
Personal Representative/Minsk Conference	1,457,287.6
TOTAL	**110,855,046.4**

Source: OSCE Document PC.DEC/923

Budget Requirements by Mission: Jan '10-Dec '10



UN
Mission-by-Mission Statistics

6

6.1 BINUB

6.2 BINUCA (formerly BONUCA)

6.3 CNMC

6.4 Personal Envoy, Western Sahara

6.5 Special Adviser, Cyprus

6.6 Special Adviser, Myanmar

6.7 Special Envoy, Implementation of Resolution 1559

6.8 Special Envoy, LRA-Affected Areas

6.9 UNAMA

6.10 UNAMI

6.11 UNIIIC

6.12 UNIOGBIS (formerly UNOGBIS)

6.13 UNIPSIL

6.14 UNMIN

6.15 UNOWA

6.16 UNPOS

6.17 UNRCCA

6.18 UNSCO

6.19 UNSCOL

6 UN Mission-by-Mission Statistics

Introduction

This chapter contains data for 19 UN-commanded political missions. The mandates of UNIIIC and the Special Envoy for LRA-Affected Areas have since been terminated, but the last available data before liquidation of each mission has been included for all applicable sections. For all missions, data is based on public UN documents and sources, combined with data provided by the UN Department of Peacekeeping Operations (DPKO) and the UN Department of Field Support (DFS) and in some cases from the UN Volunteer Programme (UNV). Discrepancies in dates associated with the data stem from different reporting timeframes or variations among acquisition dates of the data. A more detailed explanation of the sources and data included in this chapter is as follows:

Key Facts

This section lists latest key resolutions, first mandates and current and first heads of missions.

Personnel Strength

Data on staff strength is broken down into international civilian staff, local civilian staff, Military Experts on Mission (MEMs), police, troops and United Nations Volunteers (UNVs), as applicable to each mission. MEMs refer to all military personnel engaged for peacekeeping service in an observer, liaison, or advisory capacity, including Military Observers (MilObs), Military Liaison Officers (MLOs) or Military Advisers (MilAds). When known, MEM personnel have been further classified as one of the three.

All civilian data has been provided by the Field Personnel Division (FPD) at DFS. With a few exceptions, all figures for local civilian staff are represented up to 31 January 2010. International civilian staff data are current as of 31 March 2010. Exceptions include figures on UNVs, which were obtained from the UNV Programme as of 31 March 2010. In addition, data for the missions of the Personal Envoy for Western Sahara, Special Adviser for Myanmar and Special Envoy for the Implementation of Resolution 1559 has been compiled from recent budget reports, and is thus up-to-date as of 18 September 2009. As the missions of the Special Envoy for LRA-Affected Areas and UNIIIC have both been terminated, statistics on staff strength are taken from the last financial reports before the complete drawdown of staff (22 September 2008 and 3 March 2009, respectively).

Data on military and police personnel for BINUB, UNAMA, UNAMI, and UNMIN are all current as of 31 May 2010. For all other missions with military and police components, data is current as of 28 February 2010. All statistics on military and police personnel have been provided by the Force Generation Service (FGS) at DPKO.

Personnel Gender Statistics

In this section, all data on the gender breakdown of international and local civilian staff has been provided by DFS FPD (31 January 2010).

All statistics on the gender breakdown of military and police personnel are provided by DPKO FGS. For BINUCA, UNIOGBIS, UNOWA and UNPOS, data is current as of 28 February 2010. Data for BINUB, UNAMA, UNAMI and UNMIN are up-to-date as of 31 May 2010.

For the following missions, the gender breakdown of staff was not available: Personal Envoy for Western Sahara, Special Adviser for Myanmar, Special Envoy for the Implementation of Resolution 1559, Special Envoy for LRA-Affected Areas and UNIIIC.

International Civilian Staff by Occupational Group and Post Grade

This section compares the occupational groups and post grades of international civilian staff, as provided by DFS FPD up to 31 March 2010. Post grades of international civilian staff include the following categories:

- Senior Appointments (USG and ASG)
- Professional and higher categories (D-2 and D-1, P-5 through P-1)
- Field Service (FS-PL and FS-OL)
- General Service and related categories (GS-P and GS-OL, S-S)

Data is unavailable for the following missions: Personal Envoy for Western Sahara, Special Adviser for Myanmar, Special Envoy for the Implementation of Resolution 1559, Special Envoy for LRA-Affected Areas and UNIIIC.

Fatalities

Data on fatalities, as available from the Situation Centre at DPKO for BINUCA, UNAMA, UNAMI, UNIPSIL and UNMIN, are given in the context of personnel and incident type. This section covers all fatalities since the inception of the mission up to 30 April 2010. Figures are listed on a yearly, and when possible, monthly basis. Information on fatalities for applicable missions not incorporated in the 2010 *Annual Review of Special Political Missions* will be included in future editions.

Vehicles

Information on vehicles was obtained from the Logistics Support Division (LSD) at DFS, and covers only UN Owned Equipment (UNOE), and does not include vehicles that are Contingent Owned Equipment (COE) or National Owned Equipment (NOE). Data is represented up to 31 March 2010. The following missions do not have UNOE vehicles at their disposal: Personal Envoy for Western Sahara, Special Adviser for Myanmar and Special Envoy for the Implementation of Resolution 1559.

Aircraft

All data on aircraft inventory are current as of 31 March 2010, and have been submitted by DFS LSD. BINUCA, CNMC and UNIOGBIS do not utilize any aircraft, but receive air support on an ad hoc basis.

Budget and Expenditures

All figures on the most recent budget cycle (2008-2010) have been derived from publicly available documents of the UN Advisory Committee on Administrative and Budgetary Questions (ACABQ) or the UN's Administrative and Budgetary Committee (Fifth Committee). This section covers appropriations (1 January 2008 to 31 December 2009), estimated or actual expenditures as available (1 January 2008 to 31 December 2009), approved budgets (1 January to 31 December 2009) if provided and requirements for the following year (1 January to 31 December 2010). An exception is UNSCO, for which the most recent financial reporting covers appropriations from January 2008 to December 2009 and estimated expenditures from January 2010 to December 2011. It is important to note that all estimated expenditures are preliminary and subject to change. Requirements for 2010 are further broken down into the three following categories, with some variation as applicable to each mission:

Military and police personnel. Includes missions' subsistence allowances, travel on emplacement, rotation and repatriation, death and disability compensation, rations and clothing allowances for military and police personnel.

Civilian personnel. Includes provisions for salaries, staff assessment and common staff costs, overtime and hazardous duty stations allowances, as well as costs associated with UNVs.

Operational costs. Costs associated with consultants and experts, official travel, facilities and infrastructure, ground, air and/or naval transportation in mission, communications, IT, medical, special equipment, other supplies, services and equipment and quick impact projects.

Mission Expenditures

All data on historical expenditures covers the timeframe from 2000, or the inception of the mission if more recent, until 2008. See *Budget and Expenditures* for categories and subcategories of expenditures.

6.1 UN Mission-by-Mission Statistics

BINUB
(UN Integrated Office in Burundi)

BINUB Key Facts

Latest Key Resolution	17 December 2009 (date of issue) UNSC Res. 1902 (twelve month duration)
First Mandate	25 October 2006 (date of issue); 1 January 2007 (date of effect) UNSC Res. 1719 (twelve month duration)
ERSG	Charles Petrie (UK/France) SG letter of appointment 23 March 2010
Deputy ERSG	Bintou Keita (Guinea)
First ERSG	Youssef Mahmoud (Tunisia)

BINUB Personnel

Category	Quantity
International Civilian	117
Local Civilian	243
MEM	5
Police	8
UNV	47
TOTAL	**420**

Source: DFS FPD, DPKO FGS, UNV
Notes: Data for local civilian staff as of 31 January 2010, data for international civilian staff and UNVs as of 31 March 2010, data for MEMs and police as of 31 May 2010.

BINUB Personnel Gender Statistics

Category	Male	Female	Percent Male	Percent Female
International Civilian	76	43	63.9%	36.1%
Local Civilian	158	85	65.0%	35.0%
MEM	5	0	100.0%	0.0%
Police	8	0	100.0%	0.0%
TOTAL	**247**	**128**	**65.9%**	**34.1%**

Source: DFS FPD, DPKO FGS
Notes: Data for international and local civilian staff as of 31 January 2010, data for MEMs and individual police as of 31 May 2010.

BINUB International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	1	-	2	3	-	-	13	-	-	-	19
Aviation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	4	-	-	-	4
Finance	-	-	-	-	-	1	1	-	-	4	-	-	-	6
Human Resources	-	-	-	-	-	1	2	-	-	2	-	-	-	5
Human Rights	-	-	-	1	-	4	5	1	-	-	-	-	-	11
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	1	1	-	-	-	-	-	-	2
Information Systems and Technology	-	-	-	-	-	-	-	-	-	6	-	-	-	6
Legal Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Logistics	-	-	-	-	1	-	2	-	-	4	-	-	-	7
Management and Programme Analysis	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Medical Services	-	-	-	-	-	1	1	-	-	1	-	-	-	3
Political Affairs	-	1	1	1	1	5	3	-	-	-	-	-	-	12
Procurement	-	-	-	-	-	-	1	-	-	2	-	-	-	3
Programme Management	-	-	-	1	1	-	2	-	-	-	-	-	-	4
Public Information	-	-	-	-	1	1	1	1	-	-	-	-	-	4
Rule of Law	-	-	-	-	1	1	-	-	-	-	-	-	-	2
Security	-	-	-	-	-	-	-	2	-	21	-	-	-	23
Social Affairs	-	-	-	-	-	2	-	-	-	-	-	-	-	2
Transport	-	-	-	-	-	-	1	-	-	2	-	-	-	3
TOTAL	**-**	**1**	**1**	**4**	**5**	**20**	**23**	**4**	**-**	**59**	**-**	**-**	**-**	**117**

Source: DFS FPD

BINUB Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	137
Ambulances	4
Automobiles	2
Buses	21
Engineering Vehicles	2
Material Handling Equipment	5
Trucks	27
Vans	4
TOTAL	**202**

Source: DFS LSD

BINUB Aircraft: 30 April 2010

	Fixed Wing	Helicopter
Mi-8	-	1
TOTAL	**-**	**1**

Source: DFS LSD

BINUB Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Military and Police Personnel	**955.9**
Military Advisers	350.4
Police Advisers	605.5
Civilian Personnel	**29,072.4**
Common Staff Costs	27,166.2
United Nations Volunteers	1,906.2
Operational Costs	**16,229.7**
Consultants	130.0
Official Travel	800.0
Facilities and Infrastructure	4,428.0
Ground Transportation	809.0
Air Transportation	6,547.7
Communications	1,755.0
IT	1,230.0
Medical	294.0
Other Supplies, Services and Equipment	236.0
Gross Requirements	**46,258.0**
Staff Assessment Income	-
Net Requirements	**46,258.0**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**46,258.0**

Source: UN Document A/64/349/Add.3

BINUB Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Military and Police Personnel	1,809.6	1,547.4	1,002.7
Civilian Personnel	45,216.8	47,468.7	23,642.4
Operational Costs	23,141.1	21,151.4	13,253.3
Gross Requirements	**70,167.5**	**70,167.5**	**37,898.4**
Staff Assessment Income	-	-	-
Net Requirements	**70,167.5**	**70,167.5**	**37,898.4**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**70,167.5**	**70,167.5**	**37,898.4**

Source: UN Document A/64/349/Add.3

BINUB Estimated Expenditures: Jan '06-Dec '07 (in thousands of US dollars)

Category	Jan '06-Dec '07
Military and Police Personnel	772.2
Civilian Personnel	15,898.6
Operational Costs	8,970.3
Gross Requirements	**25,641.1**
Staff Assessment Income	-
Net Requirements	**25,641.1**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**25,641.1**

Source: UN Document A/62/512/Add.3

6.2 UN Mission-by-Mission Statistics

BINUCA (formerly BONUCA)

(UN Integrated Peace-building Office in the Central African Republic)

BINUCA Key Facts

Latest Key Resolution	21 December 2009 (date of issue); 1 January 2010 (date of effect) UNSC Pres. Statement S/PRST/2009/35 (succeeding BONUCA, twelve month duration of BINUCA)
First Mandate	3 March 2009 (date of issue) UNSC Letter S/2009/128 7 April 2009 (date of issue) UNSC Pres. Statement S/PRST/2009/5
SRSG	Sahle-Work Zewde (Ethiopia) SG letter of appointment 26 May 2009
Deputy SRSG	Bo Schack (Denmark)
First SRSG	Sahle-Work Zewde (Ethiopia)

BONUCA Key Facts

First Mandate	10 February 2000 (date of issue); 15 February 2000 (date of effect) UNSC Pres. Statement S/PRST/2000/5 (twelve month duration)
First SRSG	Cheikh Tidiane Sy (Senegal)

BINUCA Personnel

Category	Quantity
International Civilian	26
Local Civilian	54
MEM	2
Police	2
UNV	2
TOTAL	**86**

Source: DFS FPD, DPKO FGS, DPKO OROLSI, UNV, UN Document DPI/2166/Rev.83
Notes: Data for local civilian staff as of 31 January 2010, data for international civilian staff and UNVs as of 31 March 2010, data for MEMs and police as of 30 April 2010. MEMs are further classified as Military Liaison Officers.

BINUCA Personnel Gender Statistics

Category	Male	Female	Percent Male	Percent Female
International Civilian	16	9	64.0%	36.0%
Local Civilian	41	13	75.9%	24.1%
MEM	2	0	100.0%	0.0%
Police	2	0	100.0%	0.0%
TOTAL	**61**	**22**	**85.0%**	**15.0%**

Source: DFS FPD, DPKO FGS, DPKO OROLSI
Notes: Data for international and local civilian staff as of 31 January 2010, data for MEMS as of 28 February 2010. MEMs are further classified as Military Liaison Officers.

BINUCA International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	1	-	-	-	-	4	-	-	-	5
Aviation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Finance	-	-	-	-	-	-	1	-	-	1	-	-	-	2
Human Resources	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Human Rights	-	-	-	-	1	-	1	1	-	-	-	-	-	3
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Legal Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Political Affairs	-	1	1	-	-	1	3	-	-	-	-	-	-	6
Procurement	-	-	-	-	-	-	-	-	-	2	-	-	-	2
Programme Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Information	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Rule of Law	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	2	-	-	-	2
Social Affairs	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Transport	-	-	-	-	-	-	-	-	-	1	-	-	-	1
TOTAL	**-**	**1**	**1**	**-**	**2**	**3**	**5**	**1**	**-**	**13**	**-**	**-**	**-**	**26**

Source: DFS FPD

BONUCA/BINUCA Fatalities by Personnel Type: 30 April 2010

Time Period	Personnel Type				
	MilAd	Police	Intl Staff	Local Staff	Total
2000	**-**	**-**	**-**	**-**	**-**
2001	**-**	**-**	**-**	**-**	**-**
2002	**-**	**-**	**-**	**-**	**-**
2003	**-**	**-**	**-**	**-**	**-**
2004	**1**	**-**	**-**	**-**	**1**
June	1	-	-	-	1
2005	**-**	**-**	**-**	**-**	**-**
2006	**-**	**-**	**-**	**-**	**-**
2007	**-**	**-**	**-**	**-**	**-**
2008	**-**	**-**	**-**	**-**	**-**
2009	**-**	**-**	**-**	**-**	**-**
TOTAL FATALITIES	**1**	**-**	**-**	**-**	**1**

Source: DPKO Situation Centre

BONUCA/BINUCA Fatalities by Incident Type: 31 December 2009

Time Period	Incident Type				
	Malicious Act	Illness	Accident	Other	Total
2000	-	-	-	-	-
2001	-	-	-	-	-
2002	-	-	-	-	-
2003	-	-	-	-	-
2004	-	1	-	-	1
2005	-	-	-	-	-
2006	-	-	-	-	-
2007	-	-	-	-	-
2008	-	-	-	-	-
2009	-	-	-	-	-
TOTAL FATALITIES	**-**	**1**	**-**	**-**	**1**

Source: DPKO Situation Centre
Notes: The Other category refers to incident types that are unknown, uncertain or under investigation.
Other includes what were previously qualified as self-inflicted.

BINUCA Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	31
Automobiles	1
Buses	2
TOTAL	**34**

Source: DFS LSD
Notes: BINUCA also receives air support on an ad hoc basis.

BINUCA Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Military and Police Personnel	**218.8**
Military and Police Advisers	218.8
Civilian Personnel	**10,543.0**
Common Staff Costs	10,543.0
Operational Costs	**7,229.8**
Government-Provided Personnel	80.9
Consultants	80.9
Official Travel	603.2
Facilities and Infrastructure	1,932.9
Ground Transportation	1,008.8
Air Transportation	239.3
Communications	1,906.7
IT	668.9
Medical	76.0
Other Supplies, Services and Equipment	632.2
GROSS REQUIREMENTS	**17,991.6**
Staff Assessment Income	-
NET REQUIREMENTS	**17,991.6**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**17,991.6**

Source: UN Document A/64/349/Add.3

BONUCA Requirements: Jan '09-Dec '09 (in thousands of US dollars)

Category	Requirements Jan '09-Dec '09
Military and Police Personnel	**236.2**
Military Observers	138.1
Civilian Police Advisers	98.1
Civilian Personnel	**5,374.9**
Common Staff Costs	5,374.9
Operational Costs	**3,207.0**
Consultants	36.6
Official Travel	176.7
Facilities and Infrastructure	483.2
Ground Transportation	708.3
Air Transportation	225.9
Communications	997.3
IT	190.6
Medical	46.7
Supplies, Services and Equipment	341.7
GROSS REQUIREMENTS	**8,818.1**
Staff Assessment Income	-
NET REQUIREMENTS	**8,818.1**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**8,818.1**

Source: UN Document A/63/346/Add.3

BONUCA Budget and Expenditures: Jan '08-Dec '08 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '08	Estimated Expenditures Jan '08-Dec '08
Military and Police Personnel	227.0	180.8
Civilian Personnel	4,442.1	4,650.8
Operational Costs	1,740.8	2,068.5
GROSS REQUIREMENTS	**6,409.9**	**6,900.1**
Staff Assessment Income	-	-
NET REQUIREMENTS	**6,409.9**	**6,900.1**
Voluntary Contributions in Kind (budgeted)	-	-
TOTAL REQUIREMENTS	**6,409.9**	**6,900.1**

Source: UN Document A/63/346/Add.3

BONUCA Estimated Expenditures: Jan '00-Dec '08 (in thousands of US dollars)

Category	Jan '00-Dec '01	Jan '02-Dec '03	Jan '04-Dec '05	Jan '06-Dec '07	Jan '08-Dec '08
Military and Police Personnel	**317.9**				**180.8**
Military Observers	217.3				
Other Costs Pertaining to Military Personnel	100.6				
Civilian Personnel	**3,834.3**				**4,650.8**
Civilian Police	289.9				
International and Local Staff	3,544.4				
Operational Costs	**886.6**				**2,068.5**
Premises/Accomodation	161.3				
Transport Operations	204.5				
Aircraft Operations	-				
Communications	281.2				
Other Equipment	116.4				
Supplies and Services	116.8				
Air and Surface Freight	6.4				
Other Programmes	**317.7**				
Political Programmes	-				
Military Programmes	-				
Civilian and Police Programmes	-				
Public Information Programmes	60.2				
Training Programmes	257.5				
Human Rights Programmes	-				
GROSS REQUIREMENTS	**5,356.5**	**7,727.0**	**10,073.5**	**11,009.2**	**6,900.1**
Staff Assessment Income	-	-	-	-	-
NET REQUIREMENTS	**5,356.5**	**7,727.0**	**10,073.5**	**11,009.2**	**6,900.1**
Voluntary Contributions in Kind (budgeted)	-	-	-	-	-
TOTAL REQUIREMENTS	**5,356.5**	**7,727.0**	**10,073.5**	**11,009.2**	**6,900.1**

Source: UN Document A/C.5/56/25, A/C.5/58/20, A/60/585, A/62/7/Add.29, A/63/346/Add.3

6.3 UN Mission-by-Mission Statistics

CNMC
(Cameroon-Nigeria Mixed Commission)

CNMC Key Facts

Latest Key Resolution	30 November 2009 (date of issue) UNSC Letter S/2009/642
First Mandate	17 March 2004 (date of issue) UNSC Letter S/2004/298
Chairman	Said Djinnit (Algeria) SG letter of appointment 21 February 2008; Entry on duty 1 April 2008
First Chairman	Ahmedou Ould-Abdallah (Mauritania)

CNMC Personnel

Category	Quantity
International Civilian	12
Local Civilian	6
MEM	2
TOTAL	**20**

Source: DFS FPD, UN Document A/64/349/Add.3
Notes: Data for MEMs as of 26 October 2009, data for local civilian staff as of 31 January 2010, data for international civilian staff as of 31 March 2010. MEMs are further classified as Military Advisers.

CNMC Personnel Gender Statistics: 31 January 2010

Category	Male	Female	Percent Male	Percent Female
International Civilian	9	2	81.8%	18.2%
Local Civilian	4	2	66.7%	33.3%
MEM	2	0	100.0%	0.0%
TOTAL	**15**	**4**	**78.9%**	**21.1%**

Source: DFS FPD
Notes: MEMs are further classified as Military Advisers.

CNMC International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	-	-	1	-	-	1	-	-	-	2
Aviation	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	3	-	-	-	-	-	-	-	3
Finance	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Affairs	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Logistics	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Political Affairs	1	-	-	-	1	1	-	-	-	-	-	-	-	3
Procurement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Programme Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Information	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rule of Law	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**1**	**-**	**-**	**-**	**3**	**5**	**2**	**-**	**-**	**1**	**-**	**-**	**-**	**12**

Source: DFS FPD

CNMC Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	5
Motorcycles	1
TOTAL	**6**

Source: DFS LSD

UNOWA/CNMC Aircraft: 31 March 2010

	Fixed Wing	Helicopter
Learjet	1	-
TOTAL	**1**	**-**

Source: DFS LSD
Notes: CNMC receives additional air support on an ad hoc basis.

CNMC Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Military Personnel	**183.4**
Military Advisers	183.4
Civilian Personnel	**2,333.6**
International/National Staff	2,333.6
Operational Costs	**6,413.1**
Consultants	2,072.9
Official Travel	760.6
Facilities and Infrastructure	298.5
Ground Transportation	152.3
Air Transportation	2,599.0
Naval Transportation	52.8
Communications	203.1
IT	68.9
Other Supplies, Services and Equipment	205.0
GROSS REQUIREMENTS	**8,930.1**
Staff Assessment Income	-
NET REQUIREMENTS	**8,930.1**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**8,930.1**

Source: UN Document A/64/349/Add.3

CNMC Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Military Personnel	334.0	276.5	172.2
Civilian Personnel	4,127.6	4,120.0	2,197.1
Operational Costs	11,497.0	9,664.2	5,730.6
GROSS REQUIREMENTS	**15,958.6**	**14,060.7**	**8,099.9**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**15,958.6**	**14,060.7**	**8,099.9**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**15,958.6**	**14,060.7**	**8,099.9**

Source: UN Document A/64/349/Add.3

CNMC Estimated Expenditures: Jan '04-Dec '08 (in thousands of US dollars)

Category	Jan '04-Dec '05	Jan '06-Dec '07	Jan '08-Dec '08
Military and Police Personnel		215.1	161.8
Civilian Personnel		3,525.6	1,930.6
Operational Costs		8,180.5	5,766.4
GROSS REQUIREMENTS	**6,580.6**	**11,921.2**	**7,858.8**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**6,580.6**	**11,921.2**	**7,858.8**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**6,580.6**	**11,921.2**	**7,858.8**

Source: UN Document A/60/585, A/62/512/Add.3, A/63/346/Add.3

6.4 UN Mission-by-Mission Statistics

Personal Envoy, Western Sahara

Personal Envoy, Western Sahara Key Facts

Latest Key Resolution	30 April 2009 (date of issue) UNSC Res. 1871 (twelve month duration)
First Mandate	19 March 1997 (date of issue) UNSC Pres. Statement S/PRST/1997/16
Personal Envoy	Christopher Ross (US) SG letter of appointment 6 January 2009
First Personal Envoy	James A. Baker, III (US)

Personal Envoy, Western Sahara Personnel: 18 September 2009

Position	Quantity
International Civilian	1
TOTAL	**1**

Source: UN Document A/64/349/Add.1

Personal Envoy, Western Sahara Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Civilian Personnel	**192.9**
International Staff	192.9
Operational Costs	**497.8**
Consultants	124.9
Official Travel	170.8
Facilities and Infrastructure	14.3
Communications	2.0
IT	2.3
Other Supplies, Services and Equipment	183.5
GROSS REQUIREMENTS	**690.7**
Staff Assessment Income	-
NET REQUIREMENTS	**690.7**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**690.7**

Source: UN Document A/64/349/Add.1

Personal Envoy, Western Sahara Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Civilian Personnel	289.6	201.9	158.7
Operational Costs	924.2	293.5	469.7
GROSS REQUIREMENTS	**1,213.8**	**495.4**	**628.4**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**1,213.8**	**495.4**	**628.4**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**1,213.8**	**495.4**	**628.4**

Source: UN Document A/64/349/Add.1

Personal Envoy, Western Sahara Estimated Expenditures: Jan '04-Dec '08 (in thousands of US dollars)

Category	Jan '04-Dec '05	Jan '06-Dec '07	Jan '08-Dec '08
Civilian Personnel			130.9
Operational Requirements			454.5
GROSS REQUIREMENTS	**222.6**	**623.2**	**585.4**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**222.6**	**623.2**	**585.4**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**222.6**	**623.2**	**585.4**

Source: UN Document A/60/585, A/62/7/Add.29, A/63/346/Add.1

6.5 UN Mission-by-Mission Statistics

Special Adviser, Cyprus

Special Adviser, Cyprus Key Facts

Latest Key Resolution	14 December 2009 (date of issue) UNSC Res. 1898
First Mandate	21 April 1997 (date of issue); 28 April 1997 (date of effect) UNSC Letter S/1997/320
SASG	Alexander Downer (Australia) SG letter of appointment 10 July 2008; Entry on duty 14 July 2008
Deputy SASG	Tayé-Brook Zerihoun (Ethiopia)
First SASG	Diego Cordovez (Ecuador)

Special Adviser, Cyprus Personnel: 31 March 2010

Position	Quantity
International Civilian	12
TOTAL	**12**

Source: DFS FPD

Special Adviser, Cyprus Personnel Gender Statistics: 31 January 2010

Category	Male	Female	Percent Male	Percent Female
International Civilian	4	9	30.8%	69.2%
TOTAL	**4**	**9**	**30.8%**	**69.2%**

Source: DFS FPD

Special Adviser, Cyprus International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	-	-	-	-	-	-	-	3	-	3
Aviation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Affairs	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Logistics	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Political Affairs	1	-	-	1	1	3	-	-	-	-	-	-	-	6
Procurement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Programme Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Information	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rule of Law	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	2	-	-	-	2
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**1**	**-**	**-**	**1**	**1**	**4**	**-**	**-**	**-**	**2**	**-**	**3**	**-**	**12**

Source: DFS FPD

Special Adviser, Cyprus Vehicles: 31 March 2010

Vehicle Type	Quantity
Automobiles	10
TOTAL	**10**

Source: DFS LSD
Notes: All vehicles of the office of the Special Adviser, Cyprus are rented and not UNOE.

Special Adviser, Cyprus Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Civilian Personnel	**2,288.6**
Common Staff Costs	2,288.6
Operational Costs	**990.6**
Consultants	212.4
Official Travel	394.0
Facilities and Infrastructure	88.1
Ground Transportation	106.0
Air transportation	8.4
Communications	123.2
IT	18.4
Other Supplies, Services and Equipment	40.1
GROSS REQUIREMENTS	**3,279.2**
Staff Assessment Income	-
NET REQUIREMENTS	**3,279.2**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**3,279.2**

Source: UN Document A/64/349/Add.1

Special Adviser, Cyprus Budget and Expenditures: Jan '08-Dec' 09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Civilian Personnel	3,522.5	1,723.9	2,736.1
Operational Costs	1,706.0	1,448.8	867.1
GROSS REQUIREMENTS	**5,228.5**	**3,172.7**	**3,603.2**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**5,228.5**	**3,172.7**	**3,603.2**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**5,228.5**	**3,172.7**	**3,603.2**

Source: UN Document A/64/349/Add.1

Special Adviser, Cyprus Estimated Expenditures: Jan '02-Dec '08 (in thousands of US dollars)

Category	Jan '02-Dec '02	Jan '02-Dec '03	Jan '04-Dec '05	Jan '06-Dec '07	Jan '08-Dec '08
Military Personnel Costs	**-**				
Military Observers	-				
Other Costs Pertaining to Military Personnel	-				
Civilian Personnel	**708.5**				**786.4**
Civilian Police	-				
International and Local Staff	708.5				
UN Volunteers	-				
Operational Costs	**1.5**				**838.9**
Premises/Accomodation	-				
Transportation	-				
Air Operations	-				
Communications	-				
Other Equipment	-				
Supplies and Services	1.5				
Air and Surface Freight	-				
Other Programmes	**-**				
Public Information Programmes	-				
Training Programmes	-				
GROSS REQUIREMENTS	**710.0**	**1,834.1**	**1,077.0**	**52.1**	**1,625.3**
Staff Assessment Income	-	-	-	-	-
NET REQUIREMENTS	**710.0**	**1,834.1**	**1,077.0**	**52.1**	**1,625.3**
Voluntary Contributions in Kind (budgeted)	-	-	-	-	-
TOTAL REQUIREMENTS	**710.0**	**1,834.1**	**1,077.0**	**52.1**	**1,625.3**

Source: UN Document A/C.5/56/25/Add.2, A/C.5/58/20, A/60/585, A/62/7/Add.29, A/63/346/Add.1

6.6 UN Mission-by-Mission Statistics

Special Adviser, Myanmar

Special Adviser, Myanmar Key Facts

Latest Key Resolution	26 March 2010 (date of issue) UNGA Res. 64/238
First Mandate	23 December 1994 (date of issue) UNGA Res. 49/197
SASG	Vijay Nambiar (India) (acting)*
First SASG	Alvaro de Soto (Peru)

**After the former Special Advisor Ibrahim Gambari was appointed the Joint Special Representative for Darfur in December 2009, Vijay Nambiar, the UN Secretary-General's Chief of Staff, began acting as the temporary Advisor. See "Daily Press Briefing by the Offices of the Spokesperson for the Secretary-General," 6 January 2010, http://www.un.org/News/briefings/docs/2010/db100106.doc.htm.*

Special Adviser, Myanmar Personnel: 18 September 2009

Position	Quantity
International Civilian	5
TOTAL	**5**

Source: UN Document A/64/349/Add.1

Special Adviser, Myanmar Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Civilian Personnel	**809.3**
Common Staff Costs	809.3
Operational Costs	**349.8**
Consultants	24.8
Official Travel	228.6
Facilities and Infrastructure	71.5
Communications	10.2
IT	7.6
Other Supplies, Services and Equipment	7.1
GROSS REQUIREMENTS	**1,159.1**
Staff Assessment Income	-
NET REQUIREMENTS	**1,159.1**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**1,159.1**

Source: UN Document A/64/349/Add.1

Special Adviser, Myanmar Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Civilian Personnel	846.5	807.4	501.1
Operational Costs	521.5	557.4	252.1
GROSS REQUIREMENTS	**1,368.0**	**1,364.8**	**753.2**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**1,368.0**	**1,364.8**	**753.2**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**1,368.0**	**1,364.8**	**753.2**

Source: UN Document A/64/349/Add.1

Special Adviser, Myanmar Estimated Expenditures: Jan '02-Dec '08 (in thousands of US dollars)

Category	Jan '02-Dec '03	Jan '04-Dec '05	Jan '06-Dec '07	Jan '08-Dec '08
Civilian Personnel				345.4
Operational Costs				269.4
GROSS REQUIREMENTS	**352.6**	**399.7**	**218.4**	**614.8**
Staff Assessment Income	-	-	-	-
NET REQUIREMENTS	**352.6**	**399.7**	**218.4**	**614.8**
Voluntary Contributions in Kind (budgeted)	-	-	-	-
TOTAL REQUIREMENTS	**352.6**	**399.7**	**218.4**	**614.8**

Source: UN Document A/C.5/58/20, A/60/585, A/62/7/Add.29, A/63/346/Add.1

6.7 UN Mission-by-Mission Statistics

Special Envoy, Implementation of Resolution 1559

Special Envoy, Implementation of Resolution 1559 Key Facts

Latest Key Resolution	19 April 2010 (date of issue) UNSC Report S/2010/193
First Mandate	14 December 2004 (date of issue); 3 January 2005 (date of effect) UNSC Res. 1559
Special Envoy	Terje Roed-Larsen (Norway) SG letter of appointment 14 December 2004
First Special Envoy	Terje Roed-Larsen (Norway)

Special Envoy, Implementation of Resolution 1559 Personnel: 18 September 2009

Position	Quantity
International Civilian	3
TOTAL	**3**

Source: UN Document A/64/349/Add.1

Special Envoy, Implementation of Resolution 1559 Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Civilian Personnel	**275.3**
Common Staff Costs	275.3
Operational Costs	**419.7**
Official Travel	327.7
Facilities and Infrastructure	42.9
Ground Transportation	1.0
Communications	39.9
IT	6.7
Other Supplies, Services and Equipment	1.5
GROSS REQUIREMENTS	**695.0**
Staff Assessment Income	-
NET REQUIREMENTS	**695.0**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**695.0**

Source: UN Document A/64/349/Add.1

Special Envoy, Implementation of Resolution 1559 Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Civilian Personnel	466.7	455.7	257.3
Operational Costs	1,075.9	742.7	594.7
GROSS REQUIREMENTS	**1,542.6**	**1,198.4**	**852.0**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**1,542.6**	**1,198.4**	**852.0**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**1,542.6**	**1,198.4**	**852.0**

Source: UN Document A/64/349/Add.1

Special Envoy, Implementation of Resolution 1559 Estimated Expenditures: Jan '05-Dec '08 (in thousands of US dollars)

Category	Jan '05-Dec '05	Jan '06-Dec '07	Jan '08-Dec '08
Civilian Personnel			209.4
Operational Costs			481.2
GROSS REQUIREMENTS	**1,045.3**	**1,135.3**	**690.6**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**1,045.3**	**1,135.3**	**690.6**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**1,045.3**	**1,135.3**	**690.6**

Source: UN Document A/60/585/Add.2, A/62/7/Add.29, A/63/346/Add.1

6.8 UN Mission-by-Mission Statistics

Special Envoy, LRA-Affected Areas

Special Envoy, LRA-Affected Areas Key Facts

Latest Key Resolution	26 May 2009 (date of issue); 30 June 2009 (date of effect) UNSC Letter S/2009/281 (suspension of mission)
First Mandate	30 November 2006 (date of issue) UNSC Letter S/2006/930
Special Envoy	Joaquim Chissano (Mozambique) 30 November 2006 (date of issue)
First Special Envoy	Joaquim Chissano (Mozambique)

Special Envoy, LRA-Affected Areas Personnel: 22 September 2008

Position	Quantity
International Civilian	5
Local Civilian	1
TOTAL	**6**

Source: UN Document A/63/346/Add.1

Special Envoy for LRA-Affected Areas Requirements: Jan '09-Dec '09 (in thousands of US dollars)

Category	Requirements Jan '09-Dec '09
Civilian Personnel	**847.6**
Common Staff Costs	847.6
Operational Costs	**927.6**
Consultants	210.7
Official Travel	272.5
Facilities and Infrastructure	55.5
Ground Transportation	32.4
Air Transportation	308.3
Communications and IT	34.1
Other Supplies, Services and Equipment	14.1
GROSS REQUIREMENTS	**1,775.2**
Staff Assessment Income	-
NET REQUIREMENTS	**1,775.2**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**1,775.2**

Source: UN Document A/63/346/Add.1

Special Envoy for LRA-Affected Areas Budget and Expenditures: Jan '08-Dec '08 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '08	Estimated Expenditures Jan '08-Dec '08
Civilian Personnel	834.5	624.2
Operational Costs	1,012.3	938.6
GROSS REQUIREMENTS	**1,846.8**	**1,562.8**
Staff Assessment Income	-	-
NET REQUIREMENTS	**1,846.8**	**1,562.8**
Voluntary Contributions in Kind (budgeted)	-	-
TOTAL REQUIREMENTS	**1,846.8**	**1,562.8**

Source: UN Document A/63/346/Add.1

Special Envoy for LRA-Affected Areas Estimated Expenditures: Jan '08-Dec '08 (in thousands of US dollars)

Category	Jan '08-Dec '08
Civilian Personnel	624.2
Operational Costs	938.6
GROSS REQUIREMENTS	**1,562.8**
Staff Assessment Income	-
NET REQUIREMENTS	**1,562.8**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**1,562.8**

Source: UN Document A/63/346/Add.1

6.9 UN Mission-by-Mission Statistics

UNAMA
(UN Assistance Mission in Afghanistan)

UNAMA Key Facts

Latest Key Resolution	22 March 2010 (date of issue and effect) UNSC Res. 1917 (twelve month duration)
First Mandate	28 March 2002 (date of issue) UNSC Res. 1401 (twelve month duration)
SRSG	Staffan de Mistura (Sweden) SG letter of appointment 26 January 2010; Entry on duty 1 March 2010
Deputy SRSG	Political Affairs: Martin Kobler (Germany) Relief, Reconstruction and Recovery: Robert Watkins (Canada)
First SRSG	Lakhdar Brahimi (Algeria)

UNAMA Personnel

Position	Quantity
International Civilian	338
Local Civilian	1,336
MEM	16
UNV	43
TOTAL	**1,733**

Source: DFS FPD, DPKO FGS, UNV
Notes: Data for local civilian staff as of 31 January 2010, data for international civilian staff and UNVs as of 31 March 2010, data for MEMs as of 31 May 2010. MEMs are further classified as Military Observers.

UNAMA Personnel Gender Statistics

Category	Male	Female	Percent Male	Percent Female
International Civilian	223	114	66.2%	33.8%
Local Civilian	1,265	71	94.7%	5.3%
MEM	16	0	100.0%	0.0%
TOTAL	**1,504**	**185**	**89.0%**	**11.0%**

Source: DFS FPD, DPKO FGS
Notes: Data for international and local civilian staff as of 31 January 2010, data for MEMs as of 31 May 2010. MEMs are further classified as Military Observers.

UNAMA International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	1	2	2	2	2	-	25	-	-	-	34
Aviation	-	-	-	-	-	2	1	-	-	3	-	-	-	6
Civil Affairs	-	-	-	1	2	5	1	15	-	-	-	-	-	24
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	1	1	1	-	-	-	-	-	3
Engineering	-	-	-	-	-	-	-	-	-	2	-	-	-	2
Finance	-	-	-	-	1	2	2	2	-	6	-	-	-	13
Human Resources	-	-	-	-	1	2	4	-	-	7	-	-	-	14
Human Rights	-	-	-	-	1	8	10	3	-	-	-	-	-	22
Humanitarian Affairs	-	-	-	-	-	1	2	1	-	-	-	-	-	4
Information Management	-	-	-	-	-	1	1	-	-	-	-	-	-	2
Information Systems and Technology	-	-	-	-	-	1	-	-	-	15	-	-	-	16
Legal Affairs	-	-	-	-	1	2	-	-	-	-	-	-	-	3
Logistics	-	-	-	-	-	-	-	1	-	7	-	-	-	8
Management and Programme Analysis	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Medical Services	-	-	-	-	-	1	1	-	-	-	-	-	-	2
Political Affairs	1	1	3	-	11	17	23	10	-	-	-	-	-	66
Procurement	-	-	-	-	-	1	1	-	-	3	-	-	-	5
Programme Management	-	-	-	-	1	6	8	-	-	-	-	-	-	15
Public Information	-	-	-	1	-	2	2	6	-	-	-	-	-	11
Rule of Law	-	-	-	-	2	6	-	-	-	4	-	-	-	12
Security	-	-	-	-	1	1	10	4	-	42	-	-	-	58
Social Affairs	-	-	-	-	-	2	-	1	-	-	-	-	-	3
Transport	-	-	-	-	-	1	-	-	-	13	-	-	-	14
TOTAL	**1**	**1**	**3**	**3**	**23**	**65**	**69**	**46**	**-**	**127**	**-**	**-**	**-**	**338**

Source: DFS FPD

UNAMA Fatalities: 30 April 2010

Time Period	Personnel Type				
	MilOb	Police	Intl Staff	Local Staff	Total
2002	**-**	**-**	**-**	**1**	**1**
December	-	-	-	1	1
2003	**-**	**-**	**-**	**1**	**1**
December	-	-	-	1	1
2004	**-**	**-**	**-**	**2**	**2**
January	-	-	-	1	1
June	-	-	-	1	1
2005	**-**	**-**	**-**	**-**	**-**
2006	**-**	**-**	**-**	**1**	**1**
October	-	-	-	1	1
2007	**-**	**-**	**1**	**4**	**5**
April	-	-	-	2	2
May	-	-	1	-	1
June	-	-	-	1	1
September	-	-	-	1	1
2008	**-**	**-**	**-**	**1**	**1**
September	-	-	-	1	1
2009	**-**	**-**	**2**	**3**	**5**
August	-	-	-	2	2
October	-	-	2	-	2
November	-	-	-	1	1
TOTAL	**-**	**-**	**3**	**13**	**16**

Source: DPKO Situation Centre

Time Period	Incident Type				
	Malicious Act	Illness	Accident	Other	Total
2002	-	-	1	–	1
2003	-	1	-	–	1
2004	-	2	-	–	2
2005	-	-	-	-	-
2006	-	-	-	1	1
2007	-	2	2	1	5
2008	1	-	-	-	1
2009	4	-	-	1	5
TOTAL	**5**	**5**	**3**	**3**	**16**

Source: DPKO Situation Centre
Notes: The Other category refers to incident types that are unknown, uncertain or under investigation.
Other includes what were previously qualified as self-inflicted.

UNAMA Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	355
Ambulances	2
Armoured	1
Automobiles	4
Buses	39
Material Handling Equipment	9
Trucks	19
Vans	12
TOTAL	**441**

Source: DFS LSD

UNAMA Aircraft: 31 March 2010

	Fixed Wing	Helicopter
Mi-8	-	3
Mi-171	-	1
Kingair 200	1	-
Dash 7	1	-
Regional Jet	1	-
Learjet	1	-
TOTAL	**4**	**4**

Source: DFS LSD

UNAMA Budget and Expenditures: Jan '08-Dec '10 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09	Requirements Jan '10-Dec '10
Military and Police Personnel	**2,266.1**	**2,136.3**	**1,225.7**	**1,578.5**
Military Observers	1,734.8	1,605.0	881.5	1,218.1
Civilian Police	531.3	531.3	344.2	360.4
Civilian Personnel	**128,688.8**	**132,955.9**	**72,373.8**	**105,778.3**
International Staff	86,508.8	88,375.5	48,111.3	74,171.6
National Staff	37,852.3	40,337.4	21,806.4	28,532.2
United Nations Volunteers	4,327.7	4,243.0	2,456.1	3,074.5
Operational Costs	**112,939.8**	**121,501.3**	**81,339.3**	**134,587.5**
Consultants and Experts	427.4	427.4	213.7	1,261.2
Official Travel	2,688.3	3,132.8	1,628.3	3,015.8
Facilities and Infrastructure	26,430.7	28,056.2	17,834.8	40,509.8
Ground Transportation	31,586.7	31,294.7	26,503.0	21,810.3
Air Transportation	37,525.8	44,717.1	25,489.4	50,586.0
Communications	6,592.3	6,241.7	4,334.8	6,930.2
IT	4,797.0	4,797.0	3,310.5	5,531.2
Medical	787.7	730.5	499.4	819.2
Other Supplies, Services and Equipment	2,103.9	2,103.9	1,525.4	2,423.8
Quick-Impact Projects	-	-	-	1,700.0
GROSS REQUIREMENTS	**243,894.7**	**256,593.5**	**154,938.8**	**241,944.3**
Staff Assessment Income	-	-	-	-
NET REQUIREMENTS	**243,894.7**	**256,593.5**	**154,938.8**	**241,944.3**
Voluntary Contributions in Kind (budgeted)	-	-	-	-
TOTAL REQUIREMENTS	**243,894.7**	**256,593.5**	**154,938.8**	**241,944.3**

Source: UN Document A/64/349/Add.4

UNAMA Estimated Expenditures: Apr '02-Dec '07 (in thousands of US dollars)

Category	Apr '02-Dec '03	Jan '04-Dec '05	Jan '06-Dec '07
Military and Police Personnel			**1,501.7**
Military Observers			1,182.1
Civilian Police			319.6
Civilian Personnel			**73,060.6**
International Staff			50,950.4
National Staff			19,919.0
United Nations Volunteers			2,191.2
Operational Costs			**48,908.5**
Consultants and Experts			447.2
Official Travel			2,465.3
Facilities and Infrastructure			13,127.3
Ground Transportation			5,029.7
Air Transportation			18,383.2
Communications			5,181.4
IT			2,369.3
Medical			451.7
Other Supplies, Services and Equipment			1,453.4
GROSS REQUIREMENTS	**80,111.9**	**104,896.6**	**123,470.8**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**80,111.9**	**104,896.6**	**123,470.8**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**80,111.9**	**104,896.6**	**123,470.8**

Source: UN Document A/C.5/58/20, A/60/585, A/62/512/Add.4

6.10 UN Mission-by-Mission Statistics

UNAMI
(UN Assistance Mission for Iraq)

UNAMI Key Facts

Latest Key Resolution	7 August 2009 (date of issue and effect) UNSC Res. 1883 (twelve month duration)
First Mandate	14 August 2003 (date of issue and effect) UNSC Res. 1500 (twelve month duration)
SRSG	Ad Melkert (the Netherlands) SG letter of appointment 6 July 2009
Deputy SRSGs	Political, Electoral and Constitutional Support: Jerzy Skuratowicz (Poland) Humanitarian, Reconstruction and Development Affairs: Christine McNab (Sweden)
First SRSG	Sergio Vieira de Mello (Brazil)

UNAMI Personnel

Position	Quantity
International Civilian	322
Local Civilian	460
MEM	13
Contingent Troop	221
TOTAL	**1,016**

Source: DFS FPD, DPKO FGS
Notes: Data for local civilian staff as of 31 January 2010, data for international civilian staff as of 31 March 2010, data for MEMs and contingent troops as of 31 May 2010.

UNAMI Personnel Gender Statistics

Category	Male	Female	Percent Male	Percent Female
International Civilian	259	74	77.8%	22.2%
Local Civilian	359	101	78.0%	22.0%
MEM	13	0	100.0%	0.0%
Contingent Troop	221	0	100.0%	0.0%
TOTAL	**852**	**175**	**83.0%**	**17.0%**

Source: DFS FPD, DPKO FGS
Notes: Data for international and local civilian staff as of 31 January 2010, data for MEMs and contingent troops as of 31 May 2010.

UNAMI International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	1	2	3	2	-	-	18	-	-	-	26
Aviation	-	-	-	-	-	1	-	1	-	8	-	-	-	10
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	1	-	-	3	1	-	-	-	-	-	-	5
Engineering	-	-	-	-	-	2	3	-	-	6	-	-	-	11
Finance	-	-	-	-	-	2	3	-	-	7	-	-	-	12
Human Resources	-	-	-	-	-	2	4	-	-	9	-	-	-	15
Human Rights	-	-	-	1	-	5	3	-	-	-	-	-	-	9
Humanitarian Affairs	-	-	-	-	-	3	5	-	-	6	-	-	-	14
Information Management	-	-	-	-	-	1	-	-	-	1	-	-	-	2
Information Systems and Technology	-	-	-	-	-	2	1	-	-	16	-	-	-	19
Legal Affairs	-	-	-	-	1	4	1	-	-	-	-	-	-	6
Logistics	-	-	-	-	-	1	3	-	-	29	-	-	-	33
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	1	1	1	-	-	2	-	-	-	5
Political Affairs	1	2	1	1	3	11	4	1	-	-	-	-	-	24
Procurement	-	-	-	-	-	-	1	-	-	6	-	-	-	7
Programme Management	-	-	-	-	1	1	1	1	-	-	-	-	-	4
Public Information	-	-	-	1	1	-	2	-	-	-	-	-	-	4
Rule of Law	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	1	-	3	3	8	-	94	-	-	-	109
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	1	1	-	-	5	-	-	-	7
TOTAL	**1**	**2**	**2**	**5**	**9**	**46**	**39**	**11**	**-**	**207**	**-**	**-**	**-**	**322**

Source: DFS FPD

UNAMI Fatalities: 30 April 2010

Time Period	Personnel Type				
	Troop	MEM	Intl Staff	Local Staff	Total
2003	**-**	**-**	**-**	**-**	**-**
2004	**-**	**-**	**-**	**-**	**-**
2005	**-**	**-**	**2**	**-**	**2**
March	-	-	1	-	1
October	-	-	1	-	1
2006	**1**	**-**	**-**	**1**	**2**
March	1	-	-	-	1
July	-	-	-	1	1
2007	**1**	**-**	**1**	**1**	**3**
April	-	-	-	1	1
September	-	-	1	-	1
October	1	-	-	-	1
2008	**1**	**-**	**1**	**1**	**3**
January	1	-	-	-	1
April	-	-	-	1	1
June	-	-	1	-	1
2009	**-**	**-**	**1**	**-**	**1**
February	-	-	1	-	1
TOTAL	**3**	**-**	**5**	**3**	**11**

Source: DPKO Situation Centre

Time Period	Incident Type				
	Malicious Act	Illness	Accident	Other	Total
2003	-	-	-	-	-
2004	-	-	-	-	-
2005	-	1	-	1	2
2006	-	2	-	-	2
2007	1	1	1	-	3
2008	-	2	1	-	3
2009	-	-	-	1	1
TOTAL	**1**	**6**	**2**	**2**	**11**

Source: DPKO Situation Centre
Notes: The Other category refers to incident types that are unknown, uncertain or under investigation.
Other includes what were previously qualified as self-inflicted.

UNAMI Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	231
Aircraft/Airfield Support Equipment	1
Ambulances	3
Armoured	30
Automobiles	3
Buses	13
Material Handling Equipment	6
Trucks	13
Vans	4
TOTAL	**304**

Source: DFS LSD

UNAMI Aircraft: 31 March 2010

	Fixed Wing	Helicopter
Embraer	1	-
EC 135 (under procurement)	-	2
TOTAL	**1**	**2**

Source: DFS LSD

UNAMI Budget and Expenditures: Jan '08-Dec '10 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09	Requirements Jan '10-Dec '10
Military and Police Personnel	**26,305.1**	**23,009.1**	**14,143.6**	**14,513.7**
Military Liaison Officers	2,604.6	2,188.2	1,727.1	1,177.0
Military Contingents	23,700.5	20,820.9	12,416.5	13,336.7
Civilian Personnel	**148,139.0**	**145,254.6**	**80,894.8**	**68,699.4**
International Staff	125,372.6	122,481.5	69,614.5	52,199.9
National Staff	22,766.4	22,773.1	11,280.3	16,499.5
Operational Costs	**91,395.0**	**87,351.5**	**53,893.4**	**75,776.2**
Consultants and Experts	679.0	990.3	518.5	584.0
Official Travel	4,426.6	5,855.0	1,143.3	3,678.0
Facilities and Infrastructure	24,450.4	20,797.3	17,452.1	17,122.9
Ground Transportation	17,240.1	14,909.0	2,530.7	2,939.8
Air Operations	21,817.3	17,646.7	18,761.4	23,037.5
Communications	11,352.5	13,968.2	6,312.9	7,683.7
IT	5,562.8	6,374.4	3,291.2	5,667.0
Medical	1,011.3	878.7	656.3	999.3
Special Equipment	129.6	30.0	88.4	90.0
Other Supplies, Services and Equipment	4,725.4	5,901.9	3,138.6	13,974.0
GROSS REQUIREMENTS	**265,839.1**	**255,615.2**	**148,931.8**	**158,989.3**
Staff Assessment Income	-	-	-	-
NET REQUIREMENTS	**265,839.1**	**255,615.2**	**148,931.8**	**158,989.3**
Voluntary Contributions in Kind (budgeted)	-	-	-	-
TOTAL REQUIREMENTS	**265,839.1**	**255,615.2**	**148,931.8**	**158,989.3**

Source: UN Document A/64/349/Add.5

UNAMI Estimated Expenditures: Jan '02-Dec '07 (in thousands of US dollars)

Category	Jan '02-Dec '03	Jan '04-Dec '05	Jan '06-Dec '07
Military and Police Personnel			22,897.9
Civilian Personnel			117,361.3
Operational Requirements			83,039.1
GROSS REQUIREMENTS	**9,633.0**	**134,345.8**	**223,298.3**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**9,633.0**	**134,345.8**	**223,298.3**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**9,633.0**	**134,345.8**	**223,298.3**

Source: UN Document A/C.5/58/20, A/60/585, A/62/512/Add.5

6.11 UN Mission-by-Mission Statistics

UNIIIC
(UN International Independent Investigation Commission)

UNIIIC Key Facts

Latest Key Resolutions	17 December 2008 (date of issue) UNSC Res. 1852 (two month duration) 30 May 2007 (date of issue) UNSC Res. 1757 (Special Tribunal for Lebanon to succeed UNIIIC)
First Mandate	7 April 2005 (date of issue) UNSC Res. 1595 (three month duration)
Commissioner	Daniel Bellemare (Canada) SG letter of appointment 12 November 2007
Tribunal's Registrar	Robin Vincent (UK)
First Commissioner	Detlev Mehlis (Germany)

UNIIIC Personnel: 3 March 2009

Position	Quantity
International Civilian	15
Local Civilian	19
TOTAL	**34**

Source: A/63/346/Add.6
Notes: Represents the proposed personnel strength for the last month (June 2009) before the complete drawdown of UNIIIC staff.

UNIIIC Requirements: Jan '09-Dec '09 (in thousands of US dollars)

Category	Total Requirements Jan '09-Dec '09
Civilian Personnel	**6,672.8**
Common Staff Costs	6,461.6
Government-provided Personnel	211.2
Operational Costs	**3,383.2**
Consultants	384.4
Official Travel	151.0
Facilities and Infrastructure	1,597.0
Ground Transportation	394.4
Communications	224.4
IT	89.8
Other Supplies, Services and Equipment	542.2
GROSS REQUIREMENTS	**10,056.0**
Staff Assessment Income	-
NET REQUIREMENTS	**10,056.0**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**10,056.0**

Source: UN Document A/63/346/Add.6

UNIIIC Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '08	Actual Expenditures Jan '08-Dec '08	Appropriations Jan '09-Dec '09	Total Appropriations Jan '08-Dec '09
Civilian Personnel	25,297.6	25,109.4	3,851.5	29,149.1
Operational Costs	5,488.7	6,194.5	2,665.4	8,154.1
GROSS REQUIREMENTS	**30,786.3**	**31,303.9**	**6,516.9**	**37,303.2**
Staff Assessment Income	-	-	-	-
NET REQUIREMENTS	**30,786.3**	**31,303.9**	**6,516.9**	**37,303.2**
Voluntary Contributions in Kind (budgeted)	-	-	-	-
TOTAL REQUIREMENTS	**30,786.3**	**31,303.9**	**6,516.9**	**37,303.2**

Source: UN Document A/63/346/Add.6

UNIIIC Expenditures: Jan '06-Dec '08 (in thousands of US dollars)

Category	Estimated Expenditures Jan '06-Dec '07	Actual Expenditures Jan '08-Dec '08
Civilian Personnel	30,013.6	25,109.4
Operational Costs	11,520.1	6,194.5
GROSS REQUIREMENTS	**41,533.7**	**31,303.9**
Staff Assessment Income	-	-
NET REQUIREMENTS	**41,533.7**	**31,303.9**
Voluntary Contributions in Kind (budgeted)	-	-
TOTAL REQUIREMENTS	**41,533.7**	**31,303.9**

Source: UN Document A/62/512/Add.3, A/63/346/Add.6

6.12 UN Mission-by-Mission Statistics

UNIOGBIS (formerly UNOGBIS)
(UN Integrated Peace-building Office in Guinea-Bissau)

UNIOGBIS Key Facts

Latest Key Resolution	26 June 2009 (date of issue); 1 January 2010 (date of effect) UNSC Res. 1876 (succeeding UNOGBIS, twelve month duration of UNIOGBIS)
First Mandate	26 June 2009 (date of issue); 1 January 2010 (date of effect) UNSC Res. 1876 (succeeding UNOGBIS, twelve month duration of UNIOGBIS)
SRSG	Joseph Mutaboba (Rwanda) SG letter of appointment 27 January 2009
First SRSG	Joseph Mutaboba (Rwanda)

UNOGBIS Key Facts

First Mandate	26 February 1999 (date of issue) UNSC Letter S/1999/232
First SRSG	Nana Sinkan (Cameroon)

UNIOGBIS Personnel

Position	Quantity
International Civilian	18
Local Civilian	13
MEM	1
TOTAL	**32**

Source: DFS FPD, DPKO FGS
Notes: Data for local civilian staff as of 31 January 2010, data for MEMs as of 28 February 2010, data for international civilian staff as of 31 March 2010. MEM is further classified as a Military Observer.

UNIOGBIS Personnel Gender Statistics

Category	Male	Female	Percent Male	Percent Female
International Civilian	6	5	54.5%	45.5%
Local Civilian	10	3	76.9%	23.1%
MEM	1	0	100.0%	0.0%
TOTAL	**17**	**8**	**68.0%**	**32.0%**

Source: DFS FPD, DPKO FGS
Notes: Data for international and local civilian staff as of 31 January 2010, data for MEMs as of 28 February 2010. MEM is further classified as a Military Observer.

UNIOGBIS International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	1	-	-	-	-	2	-	-	-	3
Aviation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	2	-	-	-	2
Human Resources	-	-	-	-	-	-	-	-	-	2	-	-	-	2
Human Rights	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Legal Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Political Affairs	-	1	-	-	1	1	1	-	-	-	-	-	-	4
Procurement	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Programme Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Information	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Rule of Law	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**-**	**1**	**-**	**-**	**3**	**3**	**2**	**-**	**-**	**9**	**-**	**-**	**-**	**18**

Source: DFS FPD

UNIOGBIS Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	12
Buses	1
TOTAL	**13**

Source: DFS LSD
Notes: UNIOGBIS also receives air support on an ad hoc basis.

UNIOGBIS Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Military and Police Personnel	**595.9**
Military Advisers	48.0
Police Advisers	547.9
Civilian Personnel	**11,876.8**
Common Staff Costs	11,831.2
United Nations Volunteers	45.6
Operational Costs	**6,543.9**
Consultants	119.0
Official Travel	549.3
Facilities and Infrastructure	2,113.4
Ground Transportation	882.8
Air Transportation	416.7
Naval Transportation	20.0
Communications	1,235.9
IT	662.5
Medical	174.6
Other Supplies, Services and Equipment	369.7
GROSS REQUIREMENTS	**19,016.6**
Staff Assessment Income	-
NET REQUIREMENTS	**19,016.6**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**19,016.6**

Source: UN Document A/64/349/Add.3

UNOGBIS Requirements: Jan '09-Dec '09 (in thousands of US dollars)

Category	Requirements Jan '09-Dec '09
Military and Police Personnel	**154.7**
Military and Police Advisers	154.7
Civilian Personnel	**2,715.1**
Common Staff Costs	2,715.1
Operational Costs	**1,963.2**
Consultants	36.5
Official Travel	144.0
Facilities and Infrastructure	647.6
Ground Transportation	207.0
Air Transportation	286.1
Communications	209.8
IT	135.8
Medical	49.1
Supplies, Services and Equipment	247.3
GROSS REQUIREMENTS	**4,833.0**
Staff Assessment Income	-
NET REQUIREMENTS	**4,833.0**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**4,833.0**

Source: UN Document A/63/346/Add.3

UNOGBIS Budget and Expenditures: Jan '08-Dec '08 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '08	Estimated Expenditures Jan '08-Dec '08
Military and Police Personnel	129.8	144.8
Civilian Personnel	2,428.2	2,008.6
Operational Costs	1,081.8	1,483.1
GROSS REQUIREMENTS	**3,639.8**	**3,636.5**
Staff Assessment Income	-	-
NET REQUIREMENTS	**3,639.8**	**3,636.5**
Voluntary Contributions in Kind (budgeted)	-	-
TOTAL REQUIREMENTS	**3,639.8**	**3,636.5**

Source: UN Document A/63/346/Add.3

UNOGBIS Estimated Expenditures: Jan '00-Dec '08 (in thousands of US dollars)

Category	Jan '00-Dec '01	Jan '02-Dec '03	Jan '04-Dec '05	Jan '06-Dec '07	Jan '08-Dec '08
Military and Police Personnel	**118.3**			**261.4**	**144.8**
Military Observers	68.3				
Other Costs Pertaining to Military Personnel	50.0				
Civilian Personnel	**3,595.3**			**3,692.5**	**2,008.6**
Civilian Police	17.8				
International and Local Staff	3,577.5				
Operational Requirements	**1,122.8**			**1,502.4**	**1,483.1**
Premises/ Accomodations	273.1				
Transport Operations	175.1				
Aircraft Operations	-				
Communications	361.5				
Other Equipment	76.0				
Supplies and Services	213.5				
Air and Surface Freight	23.6				
Other Programmes	**-**				
Political Programmes	-				
Military Programmes	-				
Civilian and Police Programmes	-				
Public Information Programmes	-				
Training Programmes	-				
Human Rights Programmes	-				
GROSS REQUIREMENTS	**4,836.4**	**4,663.7**	**4,818.5**	**5,456.3**	**3,636.5**
Staff Assessment Income	-	-	-	-	-
NET REQUIREMENTS	**4,836.4**	**4,663.7**	**4,818.5**	**5,456.3**	**3,636.5**
Voluntary Contributions in Kind (budgeted)	159.2	-	-	-	-
TOTAL REQUIREMENTS	**4,995.6**	**4,663.7**	**4,818.5**	**5,456.3**	**3,636.5**

Source: UN Document A/C.5/56/25, A/C.5/58/20, A/60/585, A/62/512/Add.3, A/63/346/Add.3

6.13 UN Mission-by-Mission Statistics

UNIPSIL
(UN Integrated Peace-building Office in Sierra Leone)

UNIPSIL Key Facts

Latest Key Resolution	15 September 2009 (date of issue); 30 September 2009 (date of effect) UNSC Res. 1886 (twelve month duration)
First Mandate	4 August 2008 (date of issue); 1 October 2008 (date of effect) UNSC Res. 1829 (twelve month duration)
ERSG	Michael von der Schulenburg (Germany) SG letter of appointment 5 January 2009
First ERSG	Michael von der Schulenburg (Germany)

UNIPSIL Personnel

Position	Quantity
International Civilian	27
Local Civilian	30
UNV	1
TOTAL	**58**

Source: DFS FPD, DPKO FGS, UNV
Notes: Data for local civilian staff as of 31 January 2010, data for international civilian staff and UNVs as of 31 March 2010.

UNIPSIL Personnel Gender Statistics: 31 January 2010

Category	Male	Female	Percent Male	Percent Female
International Civilian	20	9	69.0%	31.0%
Local Civilian	20	10	66.7%	33.3%
TOTAL	**40**	**19**	**67.8%**	**32.2%**

Source: DFS FPD

UNIPSIL International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	1	-	1	-	-	3	-	-	-	5
Aviation	-	-	-	-	-	1	-	1	-	1	-	-	-	3
Civil Affairs	-	-	-	-	-	-	2	-	-	-	-	-	-	2
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	1	-	-	1	-	-	-	2
Human Rights	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	-	-	-	-	3	-	-	-	3
Legal Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Political Affairs	-	1	-	-	-	1	-	-	-	-	-	-	-	2
Procurement	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Programme Management	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Public Information	-	-	-	-	-	2	-	-	-	-	-	-	-	2
Rule of Law	-	-	-	-	2	-	-	-	-	-	-	-	-	2
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	1	-	-	-	1
TOTAL	**-**	**1**	**-**	**-**	**4**	**6**	**5**	**1**	**-**	**10**	**-**	**-**	**-**	**27**

UNIPSIL Fatalities: 30 April 2010

Time Period	Personnel Type		
	Intl Staff	Local Staff	Total
2008	-	1	1
2009	-	-	-
TOTAL	**-**	**1**	**1**

Source: DPKO Situation Centre

Time Period	Incident Type				
	Malicious Act	Illness	Accident	Other	Total
2008	-	1	-	-	1
2009	-	-	-	-	-
TOTAL	**-**	**1**	**-**	**-**	**1**

Source: DPKO Situation Centre
Notes: The Other category refers to incident types that are unknown, uncertain or under investigation. Other includes what were previously qualified as self-inflicted.

UNIPSIL Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	59
Aircraft/Airfield Support Equipment	2
Ambulances	1
Automobiles	1
Material Handling Equipment	1
Trucks	10
TOTAL	**74**

Source: DFS LSD

UNIPSIL Aircraft: 31 March 2010

	Fixed Wing	Helicopter
Mi-8	-	1
TOTAL	**-**	**1**

Source: DFS LSD

UNIPSIL Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Civilian Personnel	**6,639.9**
Common Staff Costs	6,639.9
Operational Costs	**10,294.6**
Government-provided Personnel	277.3
Consultants	87.0
Official Travel	507.9
Facilities and Infrastructure	2,030.2
Ground Transportation	517.3
Air Transportation	5,004.3
Communications	1,225.4
IT	285.0
Medical	172.0
Other Supplies, Services and Equipment	188.2
GROSS REQUIREMENTS	**16,934.5**
Staff Assessment Income	-
NET REQUIREMENTS	**16,934.5**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**16,934.5**

Source: UN Document A/64/349/Add.3

UNIPSIL Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Civilian Personnel	5,740.9	5,020.3	5,740.9
Operational Costs	9,464.1	10,184.7	9,464.1
GROSS REQUIREMENTS	**15,205.0**	**15,205.0**	**15,205.0**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**15,205.0**	**15,205.0**	**15,205.0**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**15,205.0**	**15,205.0**	**15,205.0**

Source: UN Document A/64/349/Add.3

UNIPSIL Estimated Expenditures: Jan '08-Dec '08 (in thousands of US dollars)

Category	Jan '08-Dec '08
Civilian Personnel	1,296.6
Operational Costs	2,154.4
GROSS REQUIREMENTS	**3,451.0**
Staff Assessment Income	-
NET REQUIREMENTS	**3,451.0**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**3,451.0**

Source: UN Document A/63/346/Add.3

6.14 UN Mission-by-Mission Statistics

UNMIN
(UN Mission in Nepal)

UNMIN Key Facts

Latest Key Resolution	12 May 2010 (date of issue) UNSC Res. 1921 (four month duration)
First Mandate	23 January 2007 (date of issue and effect) UNSC Res. 1740 (twelve month duration)
SRSG	Karin Landgren (Sweden) SG letter of appointment 27 January 2009
First SRSG	Ian Martin (United Kingdom)

UNMIN Personnel

Position	Quantity
International Civilian	43
Local Civilian	118
MEM	68
UNV	16
TOTAL	**245**

Source: DFS FPD, DPKO FGS, UNV
Notes: Data for local civilian staff as of 31 January 2010, data for international civilian staff and UNVS as of 31 March 2010, data for MEMs as of 31 May 2010.

UNMIN Personnel Gender Statistics

Category	Male	Female	Percent Male	Percent Female
International Civilian	30	17	63.8%	36.2%
Local Civilian	87	31	73.7%	26.3%
MEM	63	5	92.6%	7.4%
TOTAL	**180**	**53**	**77.3%**	**22.7%**

Source: DFS FPD, DPKO FGS
Notes: Data for international and local civilian staff as of 31 January 2010, data for MEMs as of 31 May 2010.

UNMIN International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	1	-	-	-	-	2	-	-	-	3
Aviation	-	-	-	-	-	-	1	-	-	1	-	-	-	2
Civil Affairs	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Finance	-	-	-	-	-	-	1	-	-	2	-	-	-	3
Human Resources	-	-	-	-	-	-	1	-	-	1	-	-	-	2
Human Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	1	-	-	-	5	-	-	-	6
Legal Affairs	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Logistics	-	-	-	-	-	1	-	-	-	7	-	-	-	8
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Political Affairs	-	-	1	-	2	2	2	-	-	-	-	-	-	7
Procurement	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Programme Management	-	-	-	-	-	-	2	-	-	-	-	-	-	2
Public Information	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Rule of Law	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	1	-	-	2	-	-	-	3
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	1	-	-	-	1
TOTAL	**-**	**-**	**1**	**-**	**3**	**6**	**10**	**-**	**-**	**23**	**-**	**-**	**-**	**43**

Source: DFS FPD

UNMIN Fatalities: 30 April 2010

Time Period	Personnel Type			
	MEM	Intl Staff	Local Staff	Total
2007	**-**	**-**	**-**	**-**
2008	**4**	**-**	**2**	**6**
March	4	-	2	6
2009	**-**	**-**	**-**	**-**
TOTAL	**4**	**-**	**2**	**6**

Source: DPKO Situation Centre

Time Period	Incident Type				
	Malicious Act	Illness	Accident	Other	Total
2007	-	-	-	-	-
2008	-	-	6	-	6
2009	-	-	-	-	-
TOTAL	**-**	**-**	**6**	**-**	**6**

Source: DPKO Situation Centre
Notes: The Other category refers to incident types that are unknown, uncertain or under investigation. Other includes what were previously qualified as self-inflicted.

UNMIN Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	59
Aircraft/Airfield Support Equipment	4
Ambulances	1
Buses	8
Material Handling Equipment	2
TOTAL	**74**

Source: DFS LSD

UNMIN Aircraft: 31 March 2010

	Fixed Wing	Helicopter
Mi-8	-	1
TOTAL	**-**	**1**

Source: DFS LSD

UNMIN Requirements: Dec '10-Jan '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Military and Police Personnel	**1,271.0**
Military Advisers	1,271.0
Civilian Personnel	**6,166.7**
Common Staff Costs	6,166.7
Operational Costs	**9,305.3**
Consultants	23.4
Official Travel	396.1
Facilities and Infrastructure	895.9
Ground Transportation	396.6
Air Transportation	5,196.9
Communications	1,135.9
IT	628.0
Medical	114.5
Other Supplies, Services and Equipment	518.0
GROSS REQUIREMENTS	**16,743.0**
Staff Assessment Income	-
NET REQUIREMENTS	**16,743.0**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**16,743.0**

Source: UN Document A/64/349/Add.3

UNMIN Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Military and Police Personnel	5,530.5	6,350.7	1,404.0
Civilian Personnel	33,278.5	36,195.8	5,992.7
Operational Costs	28,048.8	31,115.5	9,382.0
GROSS REQUIREMENTS	**66,857.8**	**73,662.0**	**16,778.7**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**66,857.8**	**73,662.0**	**16,778.7**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**66,857.8**	**73,662.0**	**16,778.7**

Source: UN Document A/64/349/Add.3

UNMIN Expenditures: Jan '06-Dec '08 (in thousands of US dollars)

Category	Estimated Expenditures Jan '06-Dec '07	Actual Expenditures Jan '08-Dec '08
Military and Police Personnel	3,390.6	4,126.5
Civilian Personnel	21,756.3	27,285.8
Operational Costs	49,592.4	18,666.8
GROSS REQUIREMENTS	**74,739.3**	**50,079.1**
Staff Assessment Income	-	-
NET REQUIREMENTS	**74,739.3**	**50,079.1**
Voluntary Contributions in Kind (budgeted)	-	-
TOTAL REQUIREMENTS	**74,739.3**	**50,079.1**

Source: UN Document A/62/512/Add.3, A/63/346/Add.6

6.15 UN Mission-by-Mission Statistics

UNOWA
(UN Office for West Africa)

UNOWA Key Facts

Latest Key Resolution	28 November 2007 (date of issue); 1 January 2008 (date of effect) UNSC Letter S/2007/753 (three year duration)
First Mandate	26 November 2001 (date of issue); 1 January 2002 (date of effect) UNSC Letter S/2001/1128 (three year duration)
SRSG	Said Djinnit (Algeria) SG letter of appointment 21 February 2008; Entry on duty 1 April 2008
First SRSG	Ahmedou Ould-Abdallah (Mauritania)

UNOWA Personnel

Position	Quantity
International Civilian	13
Local Civilian	10
MEM	4
TOTAL	**27**

Source: DFS FPD, DPKO FGS
Notes: Data for local civilian staff as of 31 January 2010, data for MEMs as of 28 February 2010, data for international civilian staff as of 31 March 2010. MEMs are further classified as Military Advisers.

UNOWA Personnel Gender Statistics

Category	Male	Female	Percent Male	Percent Female
International Civilian	8	6	57.1%	42.9%
Local Civilian	6	4	60.0%	40.0%
MEM	4	0	100.0%	0.0%
TOTAL	**18**	**10**	**64.3%**	**35.7%**

Source: DFS FPD, DPKO FGS
Notes: Data for international and local civilian staff as of 31 January 2010, data for MEMs as of 28 February 2010. MEMs are further classified as Military Advisers.

UNOWA International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	-	1	-	-	-	2	-	-	-	3
Aviation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Political Affairs	1	-	-	1	1	3	-	-	-	-	-	-	-	6
Procurement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Programme Management	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Public Information	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Rule of Law	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**1**	**-**	**-**	**1**	**1**	**6**	**-**	**-**	**-**	**4**	**-**	**-**	**-**	**13**

Source: DFS FPD

UNOWA Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	4
Motorcycles	2
TOTAL	**6**

Source: DFS LSD

UNOWA/CNMC Aircraft: 31 March 2010

	Fixed Wing	Helicopter
Learjet	1	-
TOTAL	**1**	**-**

Source: DFS LSD

UNOWA Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Military and Police Personnel	**183.4**
Military Advisers	183.4
Civilian Personnel	**3,232.6**
Common Staff Costs	3,232.6
Operational Costs	**3,550.1**
Consultants	175.5
Official Travel	530.2
Facilities and Infrastructure	237.7
Ground Transportation	45.4
Air Transportation	2,138.9
Communications	236.4
IT	74.6
Other Supplies, Services and Equipment	111.4
GROSS REQUIREMENTS	**6,966.1**
Staff Assessment Income	-
NET REQUIREMENTS	**6,966.1**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**6,966.1**

Source: UN Document A/64/349/Add.3

UNOWA Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Military and Police Personnel	237.8	183.6	161.7
Civilian Personnel	4,992.1	5,107.2	2,593.5
Operational Costs	5,847.1	5,389.3	2,959.2
GROSS REQUIREMENTS	**11,077.0**	**10,680.1**	**5,714.4**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**11,077.0**	**10,680.1**	**5,714.4**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**11,077.0**	**10,680.1**	**5,714.4**

Source: UN Document A/64/349/Add.3

UNOWA Estimated Expenditures: Jan '02-Dec '08 (in thousands of US dollars)

Category	Jan '02-Dec '03	Jan '04-Dec '05	Jan '06-Dec '07	Jan '08-Dec '08
Military and Police Personnel				76.1
Civilian Personnel				2,398.6
Operational Requirements				2,887.9
GROSS REQUIREMENTS	**2,283.7**	**3,996.7**	**6,887.2**	**5,362.6**
Staff Assessment Income	-	-	-	-
NET REQUIREMENTS	**2,283.7**	**3,996.7**	**6,887.2**	**5,362.6**
Voluntary Contributions in Kind (budgeted)	-	-	-	-
TOTAL REQUIREMENTS	**2,283.7**	**3,996.7**	**6,887.2**	**5,362.6**

Source: UN Document A/C.5/58/20, A/60/585, A/62/7/Add.29, A/63/346/Add.3

6.16 UN Mission-by-Mission Statistics

UNPOS
(UN Political Office for Somalia)

UNPOS Key Facts

Latest Key Resolution	26 May 2009 (date of issue) UNSC Res. 1872
First Mandate	28 March 1995 (date of issue) UNSC Report S/1995/231 31 May 1995 (date of issue) UNSC Letter S/1995/451
SRSG	Augustine P. Mahiga (Tanzania) SG letter of appointment 9 June 2010
First SRSG	Dr. Abdul Hamid Kabia (Sierra Leone)

UNPOS Personnel

Position	Quantity
International Civilian	37
Local Civilian	6
TOTAL	**43**

Source: DFS FPD, DPKO FGS
Notes: At the time of publication, the MEM positions of Chief of Joint Security Committee Secretariat and Joint Security Force Support Cell have yet to be formally established.
Data for local civilian staff as of 31 January 2010, data for international civilian staff as of 31 March 2010.

UNPOS Personnel Gender Statistics: 31 January 2010

Category	Male	Female	Percent Male	Percent Female
International Civilian	20	14	58.8%	41.2%
Local Civilian	2	4	33.3%	66.7%
TOTAL	**22**	**18**	**55.0%**	**45.0%**

Source: DFS FPD

UNPOS International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	1	-	2	-	-	6	-	-	-	9
Aviation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Affairs	-	-	-	-	-	1	1	-	-	-	-	-	-	2
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Rights	-	-	-	-	1	-	-	1	-	-	-	-	-	2
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Information Systems and Technology	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Affairs	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Logistics	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Political Affairs	1	-	1	-	1	3	3	-	-	-	-	-	-	9
Procurement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Programme Management	-	-	-	-	-	2	2	-	-	-	-	-	-	4
Public Information	-	-	-	-	-	1	1	-	-	-	-	-	-	2
Rule of Law	-	-	-	-	2	-	-	-	-	-	-	-	-	2
Security	-	-	-	-	-	1	-	-	-	3	-	-	-	4
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**1**	**-**	**1**	**-**	**5**	**9**	**9**	**1**	**-**	**11**	**-**	**-**	**-**	**37**

Source: DFS FPD

UNPOS Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	11
Buses	1
TOTAL	**12**

Source: DFS LSD

UNPOS Aircraft: 31 March 2010

	Fixed Wing	Helicopter
Learjet	1	-
TOTAL	**1**	**-**

Source: DFS LSD

UNPOS Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Civilian Personnel	**7,984.2**
General Staff	7,984.2
Operational Costs	**9,045.3**
Consultants	82.7
Official Travel	1,973.5
Facilities and Infrastructure	1,546.6
Ground Transportation	1,056.9
Air Transportation	1,998.0
Communications	1,712.4
IT	323.5
Medical	96.6
Other Supplies, Services and Equipment	255.1
GROSS REQUIREMENTS	**17,029.5**
Staff Assessment Income	-
NET REQUIREMENTS	**17,029.5**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**17,029.5**

Source: UN Document A/64/349/Add.3

UNPOS Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Civilian Personnel	10,419.6	10,004.9	6,865.3
Operational Costs	15,006.9	13,801.3	8,396.9
GROSS REQUIREMENTS	**25,426.5**	**23,806.2**	**15,262.2**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**25,426.5**	**23,806.2**	**15,262.2**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**25,426.5**	**23,806.2**	**15,262.2**

Source: UN Document A/64/349/Add.3

UNPOS Estimated Expenditures: Jan '00-Dec '08 (in thousands of US dollars)

Category	Jan '00-Dec'01	Jan '02-Dec '03	Jan '04-Dec '05	Jan '05-May '05	Jan '06-Dec '07	Jan '08-Dec '08
Military Personnel	**-**					
Military Observers	-					
Other Costs Pertaining to Military Personnel	-					
Civilian Personnel	**1,327.4**			**1,287.2**	**5,350.1**	**4,104.1**
Civilian Police	-					
International Staff	-			1,259.9		
National Staff	-			27.3		
International/National Staff	1,327.4					
Operational Requirements	**350.5**			**508.2**	**3,383.8**	**6,543.9**
Premises/accomodation	1.1					
Transport Operations	35.2					
Aircraft Operations	58.2					
Communications	93.5					
Other Equipment	17.1					
Supplies and Services	141.4					
Air and Surface Freight	4.0					
General Temporary Assistance				54.4		
Official Travel				129.1		
Facilities and Infrastructure				49.9		
Ground Transportation				61.3		
Air Transportation				22.4		
Communications				144.0		
IT				5.7		
Medical				-		
Other Supplies, Services and Equipment				41.4		
GROSS REQUIREMENTS	**1,677.9**	**1,855.3**	**4,630.6**	**1,795.4**	**8,733.9**	**10,648.0**
Staff Assessment Income	-	-	-	-	-	-
NET REQUIREMENTS	**1,677.9**	**1,855.3**	**4,630.6**	**1,795.4**	**8,733.9**	**10,648.0**
Voluntary Contributions in Kind (budgeted)	-	-	-	-	-	-
TOTAL REQUIREMENTS	**1,677.9**	**1,855.3**	**4,630.6**	**1,795.4**	**8,733.9**	**10,648.0**

Source: UN Document A/C.5/56/25, A/C.5/58/20, A/59/534/Add.4, A/60/585, A/62/512/Add.3, A/63/346/Add.3

6.17 UN Mission-by-Mission Statistics

UNRCCA
(UN Regional Centre for Preventive Diplomacy for Central Asia)

UNRCCA Key Facts

Latest Key Resolution	19 June 2009 (date of issue) SC Press Statement SC/9686
First Mandate	7 May 2007 (date of issue) UNSC Letter S/2007/279
SRSG	Miroslav Jenča (Slovakia) SG letter of appointment 28 April 2008
Deputy SRSG	Fedor Klimtchouk (Russia)
First SRSG	Miroslav Jenča (Slovakia)

UNRCCA Personnel

Position	Quantity
International Civilian	7
Local Civilian	13
TOTAL	**20**

Source: DFS FPD
Notes: Data for local civilian staff as of 31 January 2010, data for international civilian staff as of 31 March 2010.

UNRCCA Personnel Gender Statistics: 31 January 2010

Category	Male	Female	Percent Male	Percent Female
International Civilian	6	1	85.7%	14.3%
Local Civilian	8	5	61.5%	38.5%
TOTAL	**14**	**6**	**70.0%**	**30.0%**

Source: DFS FPD

UNRCCA International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	-	1	-	-	-	1	-	-	-	2
Aviation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Rights	-	-	-	-	-	1	-	-	-	-	-	-	-	1
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Legal Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Political Affairs	-	1	-	-	1	-	1	-	-	-	-	-	-	3
Procurement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Programme Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Information	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rule of Law	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**-**	**1**	**-**	**-**	**1**	**2**	**1**	**-**	**-**	**2**	**-**	**-**	**-**	**7**

Source: DFS FPD

UNRCCA Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	4
Automobiles	1
Buses	1
TOTAL	**6**

Source: DFS LSD

UNRCCA Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Civilian Personnel	**2,031.6**
Common Staff Costs	2,031.6
Operational Costs	**1,143.4**
Official Travel	260.7
Facilities and Infrastructure	420.6
Ground Transportation	32.2
Communications	252.8
IT	66.7
Other Supplies, Services and Equipment	110.4
GROSS REQUIREMENTS	**3,175.0**
Staff Assessment Income	-
NET REQUIREMENTS	**3,175.0**
Voluntary Contributions in Kind (budgeted)	120.0
TOTAL REQUIREMENTS	**3,295.0**

Source: UN Document A/64/349/Add.3

UNRCCA Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Civilian Personnel	2,184.9	1,985.9	1,466.9
Operational Costs	1,821.4	1,785.9	736.9
GROSS REQUIREMENTS	**4,006.3**	**3,771.8**	**2,203.8**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**4,006.3**	**3,771.8**	**2,203.8**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**4,006.3**	**3,771.8**	**2,203.8**

Source: UN Document A/64/349/Add.3

UNRCCA Estimated Expenditures: Jan '08-Dec '08 (in thousands of US dollars)

Category	Jan '08-Dec '08
Civilian Personnel	727.6
Operational Costs	1,812.1
GROSS REQUIREMENTS	**1,812.1**
Staff Assessment Income	-
NET REQUIREMENTS	**1,812.1**
Voluntary Contributions in Kind (budgeted)	120.0
TOTAL REQUIREMENTS	**1,932.1**

Source: UN Document A/63/346/Add.3
Notes: Figures are based on, but may vary from, information provided in A/63/346/Add.3.

6.18 UN Mission-by-Mission Statistics

UNSCO
(UN Special Coordinator Office for the Middle East Peace Process)

UNSCO Key Facts

Latest Key Resolution	8 January 2009 (date of issue) UNSC Res. 1860
First Mandate	16 September 1999 (date of issue); 1 October 1999 (date of effect) UNSC Letter S/1999/983
Special Coordinator	Robert H. Serry (Netherlands) SG letter of appointment 28 November 2007
Deputy Special Coordinator	Maxwell Gaylard (Australia)
First Special Coordinator	Terje Roed-Larsen (Norway)

UNSCO Personnel

Position	Quantity
International Civilian	27
Local Civilian	26
TOTAL	**53**

Source: DFS FPD
Notes: Data for local civilian staff as of 31 January 2010, data for international civilian staff as of 31 March 2010.

UNSCO Personnel Gender Statistics: 31 January 2010

Category	Male	Female	Percent Male	Percent Female
International Civilian	21	6	77.8%	22.2%
Local Civilian	20	6	76.9%	23.1%
TOTAL	**41**	**12**	**77.4%**	**22.6%**

Source: DFS FPD

UNSCO International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	1	-	-	-	-	2	-	-	-	3
Aviation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Human Resources	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Human Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Legal Affairs	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Logistics	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Political Affairs	1	-	1	-	2	3	2	-	-	-	-	-	-	9
Procurement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Programme Management	-	-	-	-	1	-	2	-	-	-	-	-	-	3
Public Information	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Rule of Law	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	1	-	-	-	-	-	6	7
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**1**	**-**	**1**	**-**	**6**	**3**	**6**	**-**	**-**	**4**	**-**	**-**	**6**	**27**

Source: DFS FPD

UNSCO Vehicles: 31 March 2010

Vehicle Type	Quantity
4x4 Vehicles	50
Automobiles	11
Buses	1
TOTAL	**62**

Source: DFS LSD

UNSCO Budget and Expenditures: Jan '08-Dec '11 (in thousands of US dollars)

	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '10-Dec '11
GROSS REQUIREMENTS	**15,940.5**	**16,333.5**
Staff Assessment Income	-	-
NET REQUIREMENTS	**15,940.5**	**16,333.5**
Voluntary Contributions in Kind (budgeted)	-	-
TOTAL REQUIREMENTS	**15,940.5**	**16,333.5**

Source: A/64/6 (Sect. 3)

UNSCO Estimated Expenditures: Jan '00-Dec '07 (in thousands of US dollars)

	Jan '00-Dec '01	Jan '02-Dec '03	Jan '04-Dec '05	Jan '06-Dec '07
GROSS REQUIREMENTS	**7,167.7**	**10,352.1**	**11,496.6**	**13,385.1**
Staff Assessment Income	-	-	-	-
NET REQUIREMENTS	**7,167.7**	**10,352.1**	**11,496.6**	**13,385.1**
Voluntary Contributions in Kind (budgeted)	-	-	-	-
TOTAL REQUIREMENTS	**7,167.7**	**10,352.1**	**11,496.6**	**13,385.1**

Source: UN Document A/58/6 (Sect. 3), A/60/6 (Sect. 3), A/62/6 (Sect. 3), A/64/6 (Sect. 3)

6.19 UN Mission-by-Mission Statistics

UNSCOL
(Office of the UN Special Coordinator for Lebanon)

UNSCOL Key Facts

Latest Key Resolution	24 August 2007 (date of issue) UNSC Res. 1773
First Mandate	13 February 2007 (date of issue) UNSC Letter S/2007/85
Special Coordinator	Michael C. Williams (UK) SG letter of appointment 30 July 2008
Deputy Special Coordinator	Marta Ruedas (Spain)
First Special Coordinator	Geir O. Pedersen (Norway)

UNSCOL Personnel

Position	Quantity
International Civilian	21
Local Civilian	51
TOTAL	**72**

Source: DFS FPD
Notes: Data for local civilian staff as of 31 January 2010, data for international civilian staff as of 31 March 2010.

UNSCOL Personnel Gender Statistics: 31 January 2010

Category	Male	Female	Percent Male	Percent Female
International Civilian	15	5	75.0%	25.0%
Local Civilian	45	6	88.2%	11.8%
TOTAL	**60**	**11**	**84.5%**	**15.5%**

Source: DFS FPD

UNSCOL International Civilian Staff by Occupational Group and Post Grade: 31 March 2010

Occupational Group	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	FS-PL	FS-OL	GS-P	GS-OL	S-S	Total
Administration	-	-	-	-	1	-	-	-	-	-	-	2	-	3
Aviation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Human Resources	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Human Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Humanitarian Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems and Technology	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management and Programme Analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Political Affairs	1	1	-	1	1	3	1	1	-	-	-	-	-	9
Procurement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Programme Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Information	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rule of Law	-	-	-	-	1	-	-	-	-	-	-	-	-	1
Security	-	-	-	-	-	1	-	1	-	4	-	-	-	6
Social Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**1**	**1**	**-**	**1**	**3**	**4**	**2**	**2**	**-**	**5**	**-**	**2**	**-**	**21**

Source: DFS FPD

UNSCOL Vehicles: 31 March 2010

Vehicle Type	Quantity
Armoured	3
4x4 Vehicles	17
Buses	1
Trucks	1
TOTAL	**22**

Source: DFS LSD

UNSCOL Requirements: Jan '10-Dec '10 (in thousands of US dollars)

Category	Requirements Jan '10-Dec '10
Civilian Personnel	**5,969.6**
Common Staff Costs	5,969.6
Operational Costs	**2,436.2**
Consultants	73.8
Official Travel	158.8
Facilities and Infrastructure	981.5
Ground Transportation	134.2
Communications	661.4
IT	297.4
Medical	8.3
Other Supplies, Services and Equipment	120.8
GROSS REQUIREMENTS	**8,405.8**
Staff Assessment Income	-
NET REQUIREMENTS	**8,405.8**
Voluntary Contributions in Kind (budgeted)	-
TOTAL REQUIREMENTS	**8,405.8**

Source: UN Document A/64/349/Add.3

UNSCOL Budget and Expenditures: Jan '08-Dec '09 (in thousands of US dollars)

Category	Appropriations Jan '08-Dec '09	Estimated Expenditures Jan '08-Dec '09	Approved Budget Jan '09-Dec '09
Civilian Personnel	9,070.3	8,704.6	5,252.9
Operational Costs	3,552.3	3,917.5	1,469.9
GROSS REQUIREMENTS	**12,622.6**	**12,622.1**	**6,722.8**
Staff Assessment Income	-	-	-
NET REQUIREMENTS	**12,622.6**	**12,622.1**	**6,722.8**
Voluntary Contributions in Kind (budgeted)	-	-	-
TOTAL REQUIREMENTS	**12,622.6**	**12,622.1**	**6,722.8**

Source: UN Document A/64/349/Add.3

UNSCOL Estimated Expenditures: Jan '06-Dec '08 (in thousands of US dollars)

Category	Jan '06-Dec '07	Jan '08-Dec '08
Civilian Personnel	3,076.0	3,749.1
Operational Costs	1,754.7	2,150.7
GROSS REQUIREMENTS	**4,830.7**	**5,899.8**
Staff Assessment Income	-	-
NET REQUIREMENTS	**4,830.7**	**5,899.8**
Voluntary Contributions in Kind (budgeted)	-	-
TOTAL REQUIREMENTS	**4,830.7**	**5,899.8**

Source: UN Document A/62/512/Add.1, A/63/346/Add.1

OSCE
Mission-by-Mission Statistics

7

7.1 OMIK (OSCE Mission in Kosovo)

7.2 OSCE BiH (OSCE Mission to Bosnia and Herzegovina)

7.3 OSCE Centre in Ashgabat

7.4 OSCE Centre in Astana

7.5 OSCE Centre in Bishkek

7.6 OSCE Mission to Moldova

7.7 OSCE Mission to Montenegro

7.8 OSCE Mission to Serbia

7.9 OSCE Office in Baku

7.10 OSCE Office in Tajikistan

7.11 OSCE Office in Yerevan

7.12 OSCE Presence in Albania

7.13 OSCE Spillover Mission to Skopje

7.14 Personal Representative of the Chairman-in-Office on the Conflict Dealt with by the OSCE Minsk Conference

7.1 OSCE Mission-by-Mission Statistics

OMIK
(OSCE Mission in Kosovo)

OMIK Key Facts

Authorization Date	1 July 1999 PC.DEC/305
Start Date	July 1999
Head of Mission	Ambassador Werner Almhofer (Austria)
Budget	$30.3 million (1 January 2010-31 December 2010)

OMIK Personnel: 1 August 2010

Category	Filled	Budgeted
International	166	199
Local	485	499
TOTAL	**651**	**698**

Source: OSCE Department of Human Resources

OMIK Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**153**
Head of Mission	1
Deputy Head of Mission	1
Senior Co-ordination Officer	1
Chief of Mission Security	1
Head of Legal Affairs	1
Mission Spokesperson	1
Deputy Chief Mission Security	1
Mission Internal Oversight Officer	1
Security Officer	5
Special Assistant to the Head of Mission	1
Planning and Co-ordination Officer	1
Director of Regional Centre	5
Head of the Office of Political Affairs	1
Deputy Director of Regional Centre	1
Deputy Head, Legal Affairs	1
Head of Project Co-ordination Unit	1
Senior Legal Adviser	2
Senior Political Officer	3
Senior Public Affairs Officer	1
Political Officer	2
Project Officer	1
National Deputy Spokesperson	1
National Legal Adviser	1
National Political Officer	2
National Press Officer	1
National Graphic Presentation Officer	1
National Legal Adviser	1
National Public Information Officer	1
National Co-ordination Officer	1
Personal Assistant to Head of Mission	1
Senior Co-ordination Assistant	1
Senior Internal Oversight Assistant	1
Senior Legal Assistant	1
Senior Monitoring Assistant	1
Senior Press and Public Information Assistant	1

Category	Jan '10-Dec '10
Senior Project Assistant	1
Senior Public Information Assistant	1
Administrative Assistant	1
Security Planning Assistant	1
Senior Secretary	2
Situation Centre Duty Assistant	5
Fire and Safety Assistant	1
Intranet/Internet Assistant	1
CCTV Technician	1
Fire Safety Assistant	1
Investigation Assistant	1
Media Monitor Assistant	3
Office Assistant	1
Security Administrative Assistant	1
Security Assistant	5
Security Planning Assistant	1
Security Shift Supervisor	4
Translation Assistant	1
Radio Operator	13
Radio Operator/Guard	3
Security Control Room Operators	4
Security Escort Unit Member	4
Security Shift Team Leader	4
Security Guard	45
Fund Administration Unit	**145**
Head, Administration and Finance	1
Chief Medical Officer	1
Chief of Financial Management	1
Chief, Human Resources Management	1
Chief, ICT	1
Head, General Services	1
Chief, Building Management Services	1
Contracts/Procurement Officer	1
Human Resources Officer	1
ICT Officer	1
Material Management Officer	1

OMIK Personnel by Post Jan '10-Dec '10 *(continued)*

Category	Jan '10-Dec '10
Transport Services Officer	1
Customs Clearance Officer	1
National Medical Officer	1
National Chief of Accounts	1
National Database Design Officer	1
National Budget Officer	1
National Electrical Engineer	1
National Engineering Co-ordination Officer	1
National Finance Officer	1
National Human Resources Officer	1
National Human Resources Officer	1
National ICT Engineer, Mobile Communications	1
National ICT Officer	2
National ICT Officer, VOIP	1
National Supply Officer	1
National Training Co-ordinator	1
National ICT Engineer, Microwave/VSAT	1
National Archives Officer	1
National Asset Management Officer	1
National Finance Officer	1
National Procurement Officer	1
National Training Officer	1
National Travel Officer	1
National Building Maintenance Officer	1
Executive Assistant	1
Senior Administrative Assistant	5
Senior Conference Services Assistant	1
Senior Finance Assistant	1
Senior Human Resources Assistant	2
Senior ICT Assistant	1
Senior ICT Assistant, HD Team Leader	1
Senior ICT Technician	4
Senior ICT Technician Internet	1
Senior ICT Technician LAN	3
Senior ICT Technician Microwave/VSAT	1

Category	Jan '10-Dec '10
Senior ICT Technician, Mobile Communications	1
Senior Materials Control Assistant	1
Senior Payroll Assistant	1
Senior Procurement Assistant	1
Senior Transport Assistant	1
Senior Treasury Assistant	1
Senior Human Resources/Payroll Assistant	1
Administrative Assistant	1
Budget Audit Assistant	1
Building Management Assistant	1
CS Technician Microwave/Conference Equipment	1
Database Development Assistant	1
Electrical Foreman	1
Finance Assistant	1
Fleet Assistant	1
Generator Mechanic	1
Generator Technician	1
Human Resources Assistant	5
ICT Admin/Billing Co-ordinator	1
ICT Assistant Equipment Management and Repair	1
ICT Assistant, Helpdesk	3
ICT Technician	1
ICT Technician Microwave/VSAT	3
ICT Technician Mobile Communications	2
Logistics Assistant	3
Logistics Assistant	1
Maintenance Foreman	1
Material Management Assistant	1
Nurse	1
Procurement Assistant	1
Secretary to the FMMC	1
Supply Assistant	1
Training Assistant	2
Travel Assistant	1

OMIK Personnel by Post Jan '10-Dec '10 *(continued)*

Category	Jan '10-Dec '10
Treasury Assistant	1
Archives Assistant	2
Conference Equipment Technician	1
Customs Assistant	1
Dispatcher	3
Facilities Assistant	1
Generator Overhaul Mechanic	1
Inspection Assistant	1
Maintenance Assistant	1
Office Assistant	2
Photocopy Technician	1
Secretary	2
Supply Assistant	2
Technical Assistant	1
BMS Technical Clerk	1
Electrician	3
Fleet Clerk	1
ICT Billing Clerk	1
Inventory Clerk	3
Mail Clerk	1
Maintenance Clerk	1
Movement Control/Vehicle Tracking Clerk	2
Plumber	1
Technical Clerk	2
Technical Clerk/Air-Conditioning	1
Truck Driver/Forklift Operator	1
Warehouse Clerk	1
Pool Operator	1
Switchboard Operator	1
Handyman	1
Common Operational Costs	**26**
Driver	1
Driver/Bus	3
Driver/Truck	3
Senior Driver to Deputy Head of Mission	2
Senior Driver to Head of Mission	2
Cleaner Supervistor	1
Driver	14
Security and Public Safety	**47**
Deputy Director	1
Director	1
Chief	1
Chief of Section	1
Chief of Section	1
Chief of Section	1
Senior KCPSED Adviser	1
Senior Training Development Officer	4
Senior Community Policing Officer	3
Senior Organized Crime Adviser	2
Senior Organized Crime Adviser	2
National Administrative Officer	1
National KCPSED Adviser	1
National Programme Officer	1
National Public Safety Awareness Officer	1
National Training Development Officer	1
National PIK Adviser	1
National Organized Crime Adviser	1
Senior Programme Assistant	2
Senior Programme Assistant	1
Senior Project Assistant	1
Senior Analysis and Reporting Assistant	1
Administrative Assistant	1
Monitoring Assistant	1
Programme Assistant	7
Programme Assistant	4
Senior Secretary	1
Programme Assistant	3
Democratization	**75**
Chief, Elections Division	1
Administrative Officer	1
IT Officer	1
Deputy Director	1

OMIK Personnel by Post Jan '10-Dec '10 *(continued)*

Category	Jan '10-Dec '10
Director	1
Chief of Section	1
Field Activities Co-ordinator	1
Chief of Division	1
Chief, Analysis and Reporting Cell	1
Deputy Chief of Division/Senior Media Adviser	1
Deputy Chief/Senior Legal Officer	1
Election Technical Adviser	1
Elections Operations Adviser	1
Senior Adviser on Higher Education, Academic Management	1
Senior Adviser to the IMC	1
Senior Programme Officer	1
Senior Project Adviser	1
Senior Reporting and Information Officer	1
Special Adviser to OI	1
Unit Co-ordinator/Senior Adviser on Higher Education	1
Senior Adviser on Independent Institutions	1
Programme Officer	2
National Deputy Chief, Elections Division	1
National Legal Officer	2
National Programme Officer	11
National Training Officer	1
National Voter Services Officer	1
National Elections External Relations Officer	1
Personal Assistant	1
Senior Administrative Assistant	1
Senior Election Compliance Auditor Assistant	1
Senior Election Field Assistant	6
Senior Election Technical Assistant	1
Senior Elections Operations Assistant	1
Senior Programme Assistant	3
Senior Training Assistant	1
Senior Translator/Interpreter	9
Monitoring Assistant	2
Programme Assistant	2
Programme Assistant	1
Programme Assistant	5
Office Clerk	1
Human Rights and Communities	**252**
Special Adviser on Non-Albanian Communities and Outreach Co-ordination	1
Budget/Administrative Officer	1
Deputy Director	1
Director	1
Chief of Anti-Trafficking Section	1
Chief of Communities Section	1
Chief of Legal System Monitoring Section	1
Chief of Legislative Review Section	1
Chief of Property Section	1
Chief of Security Monitoring Section	1
Field Activities Co-ordinator	1
Chief of Analysis and Reporting Cell	1
Chief of Human Rights Section	1
Human Rights Adviser, Security Monitoring Section	6
Legal Analyst	2
Senior Adviser	3
Senior Communities Adviser, Protection	2
Senior Communities Policy Adviser	2
Senior Democratization Officer	5
Senior Human Rights Adviser/Property	1
Senior Human Rights/Legal Adviser	1
Senior Legal Officer, Legislative Review Section	1
Senior Human Rights Adviser	1
Special Adviser to Kosovo Judicial Institute	1
Senior Human Rights Officer	4
Senior Human Rights Officer	1
Senior Human Rights Adviser	1
Communities Policy Officer	1
Communities Protection Officer	1

OMIK Personnel by Post Jan '10-Dec '10 *(continued)*

Category	Jan '10-Dec '10
Human Dimension Officer	55
Human Rights Adviser/Property	1
Human Rights Legal Adviser	1
Legal Officer, Legislative Review Section	1
Legal System Monitor	6
Human Rights Officer, Property	1
Municipal Co-ordination Officer	1
National Communities Policy Adviser	1
National Co-ordinator, Criminal Monitoring	1
National Language Services Co-ordinator	1
National Legal Adviser on Women and Children	1
National Human Rights Adviser	1
National Anti-Trafficking Officer	1
National Budget/Administrative Officer	1
National Civil Legal Adviser	1
National Communities Policy Adviser	1
National Human Rights Legal Adviser	1
National Legal Adviser	1
National Legal Adviser, Security Monitoring Section	2

Category	Jan '10-Dec '10
National Legal Officer, Legislative Review Section	3
National Legal Officer, Property	2
National Legal System Officer	6
National Programme Officer	1
National Property Officer	4
Personal Assistant	1
Senior Legal Assistant	1
Senior Programme Assistant	38
Senior Translator/Interpreter	5
Administrative Assistant	2
Anti-Trafficking Assistant	1
Human Rights Assistant	6
Legal Assistant	1
Legal System Assistant	9
Assistant/Secretary/Interpreter	5
Programme Assistant	40
Office Clerk	1
Receptionist	1
TOTAL	**698**

Source: OSCE Document PC.DEC/923

OMIK Vehicles: 4 August 2010

Vehicle Type	Quantity
Armoured	4
4x4 Vehicles	210
Automobiles	2
Vans	5
Buses	18
Trucks	13
Ambulances	1
TOTAL	**253**

Source: OSCE Asset Management Section

OMIK Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	4,887,998.9
Fund Administration Unit	4,069,770.2
Common Operational Costs	6,092,049.1
Security and Public Safety	1,676,378.0
Democratization	4,383,432.1
Human Rights and Communities	9,176,078.8
TOTAL	**30,285,707.1**

Source: OSCE Document PC.DEC/923

OMIK Budget Jan '99-Dec '09 (in US dollars)

Category	Jan '99-Dec '99*	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission						3,069,180.2	5,548,990.2	5,533,165.2	6,784,237.9	5,288,858.6	5,753,712.0
Fund Administration Unit						20,103,085.1	8,509,598.6	7,012,727.4	5,952,418.5	5,363,095.9	4,831,604.9
Common Operational Costs						-	7,917,553.9	8,495,734.5	8,386,927.1	7,547,314.3	6,700,933.0
Security and Public Safety						-	-	-	3,036,396.4	2,723,468.2	2,584,245.2
Democratization						7,503,690.8	7,763,639.7	7,984,194.4	-	-	4,926,370.0
Human Rights and Communities						-	-	-	-	-	9,805,516.2
Monitoring Programme						-	-	-	-	10,782,326.6	-
Assistance Programme						-	-	-	-	6,891,183.6	-
Good Governance and Democratic Institutions						-	-	-	6,146,726.1	-	-
Human Rights, Decentralization and Communities						-	-	-	10,513,792.1	-	-
Police Education and Development						6,175,906.3	6,108,083.1	3,203,805.0	-	-	-
Human Rights and Rule of Law						6,117,227.5	5,618,029.0	6,320,034.7	-	-	-
Elections						6,612,771.1	1,233,899.2	1,387,055.3	-	-	-
Temporary Media Commission/ IMC						185,857.6	202,352.3	-	-	-	-
Ombudsperson Institution						545,627.6	243,952.7	-	-	-	-
TOTAL	**63,017,715.8**	**109,266,325.8**	**89,548,195.5**	**65,060,760.7**	**57,732,829.2**	**50,313,346.2**	**43,146,098.7**	**39,936,716.5**	**40,820,498.1**	**38,596,247.2**	**34,602,381.3**
Secretariat Augmentations	-	3,805,149.4	4,475,868.1	4,294,837.8	4,194,016.6	4,141,657.8	4,079,410.1	3,894,339.8	3,912,824.6	-	-
ODIHR Augmentations	-	334,233.5	334,155.6	334,127.2	338,732.7	338,745.2	379,318.8	367,273.9	340,812.8	-	-
GRAND TOTAL	**63,017,715.8**	**113,405,708.7**	**94,358,219.2**	**69,689,725.7**	**62,265,578.5**	**54,793,749.2**	**47,604,827.6**	**44,198,330.2**	**45,074,135.5**	**38,596,247.2**	**34,602,381.3**

Source: OSCE Documents Annual Report 1999 on OSCE Activities, PC.DEC/331, PC.DEC/399/Corr., PC.DEC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888.

*Notes: *Refers to the Spending Authority approved through PC.DEC/282 and PC.DEC/286 for the Kosovo Verification Mission, and later utilized for the transitional OSCE Task Force for Kosovo as well as the OSCE Mission to Kosovo.*

7.2 OSCE Mission-by-Mission Statistics

OSCE BiH
(OSCE Mission to Bosnia and Herzegovina)

OSCE BiH Key Facts

Authorization and Start Date	8 December 1995 MC(5).DEC/1
Head of Mission	Ambassador Gary D. Robbins (United States)
Budget	$19.9 million (1 January 2010-31 December 2010)

OSCE BiH Personnel: 1 August 2010

Category	Filled	Budgeted
International	69	86
Local	439	448
TOTAL	**508**	**534**

Source: OSCE Department of Human Resources

OSCE BiH Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**64**
Head of Mission	1
Deputy Head of Mission	1
Director of Policy and Planning	1
Senior Representative of the HOM	3
Election Adviser	1
Executive Assistant to HOM	1
OHR/EUSR Liaison Officer	1
Programme Evaluation Officer	1
Senior Political Adviser	1
Executive Assistant to DHOM	1
National Chief of Security	1
National Spokesperson	1
National Deputy Chief of Security	1
National Personal Assistant to DHOM	1
National Personal Assistant to HOM	1
National Political Officer	6
National Political Officer	1
National Press Officer	4
National Reporting Officer	1
National Website Manager	1
Political Assistant	1
Programme Assistant	1
Public Information Assistant	1
Senior Interpreter	6
Website Assistant	1
Assistant/Interpreter	3
Language Lector	3
Operations Assistant	1
Press Assistant	1
Close Protection Specialist	1
Security Guard	15
Fund of Administration Unit	**87.5**
Chief of Fund Administration	1
Chief, Human Resources	1
Chief of Finance	1
Chief of Procurement and Logistics	1

Category	Jan '10-Dec '10
Legal Adviser	1
National Chief of Budget	1
National Medical Officer	1
National Chief of ICT Services	1
National Accounting Officer	1
National Budget Officer	1
National Executive Assistant	1
National Finance Officer	2
National Procurement Officer	2
National Deputy Chief of ICT Services	1
National Administrative Officer	1
National Archives Officer	1
National Communications Officer	1
National ERP System Administrator	1
National FMMC Officer	1
National General Services Officer	2
National Network Administrator	1
National Personnel Officer	1
National Recruitment Officer	1
National Treasury Officer	1
National Information Systems Developer	1
Senior ICT Assistant	1
Senior Inventory Assistant	1
Senior Supply Assistant	1
Senior Transport Assistant	1
Budget Assistant	1
Finance Assistant	5
Investigations Assistant	2
IT/Help Desk Co-ordinator	1
Payroll Assistant	1
Procurement Assistant	1
SMS Server Operator/Helpdesk Operator	1
Storekeeper	1
Training Support Assistant	1
Transport Maintenance Supervisor	1
Travel and Accommodation Assistant	2
Administrative Assistant	3

OSCE BiH Personnel by Post Jan '10-Dec '10 *(continued)*

Category	Jan '10-Dec '10
Archivist Assistant	2
Assistant Building Manager	3
Dispatcher	1
General Services Assistant	2
IT/Communications Assistant	5
Personnel Assistant	3
Procurement Assistant	1
Transport Assistant	1
Administrative Clerk	11
Documents Management Clerk	2
Receptionist	2.5
Switchboard Operator	2
Common Operational Costs	**78.5**
Driver for DHOM	1
Senior Driver	1
Senior Driver	1
Driver	47.5
Cleaner	27
Cleaner	1
Security Co-operation	**20**
Director of Security Co-operation	1
Head of Arms Control Section	1
Head of Director's Office/Policy and Planning Officer	1
Head of Institution Building Section	1
Head of Parliamentary Section	1
Arms Control Implementation Officer	1
Parliamentary Officer	1
Policy and Information Officer	1
National Compliance Officer	1
National Legal Officer	1
National Politico-Military Officer	1
National Defence and Security Officer	1
Logistics Assistant, Arms Control	1
Personal Assistant	1
Senior Interpreter	1
Assistant/Interpreter	5

Category	Jan '10-Dec '10
Human Dimension	**279.5**
Head, Human Dimension Department	1
Deputy Director, Operations Unit	1
Deputy Director, Programmes Unit	1
Senior Human Dimension Officer	5
Community Engagement Co-ordinator	1
Judicial and Legal Reform Co-ordinator	1
Parliamentary Monitoring and Support Co-ordinator	1
Municipal Development Co-ordinator	1
Equality, Economic and Social Rights Co-ordinator	1
Education Institutions and Legislation Co-ordinator	1
Diversity and Inclusion in Schools Co-ordinator	1
Field Advocacy Co-ordinator	1
Human Rights Adviser, Economic and Social Rights	1
Legal Adviser	1
Legal Adviser, Analysis and Reporting	1
Legal Adviser, Anti-Discrimination	1
Legal Adviser, Human Rights Institutions	1
Legal Adviser, Judicial and Legal Reform	2
Legal Adviser, War Crimes	2
Policy and Co-ordination Adviser	1
Policy and Regional Co-ordinator	1
Head of Field Office	8
Human Rights Officer	10
Governance Officer	12
National Anti-Trafficking Officer	1
National Education Adviser, Access and Non-Discrimination	1
National Education Adviser, Civic Involvement	1
National Finance and Management Adviser	1
National Legal Adviser	3
National Legal Adviser	6
National Legal Affairs Co-ordinator	1
National Policy and Regional Co-ordinator	1

OSCE BiH Personnel by Post Jan '10-Dec '10 *(continued)*

Category	Jan '10-Dec '10
National Co-ordinator, Education Support	1
National Education Officer	27
National Human Rights Officer	9
National Information and Reporting Officer	1
National Legal Officer	2
National Parliamentary Adviser	1
National Programme Officer, Citizen Participation	13
National Programme Officer, Community Development	1
National Programme Officer, Local Economic Development	1
National Programme Officer, Municipal Communication	1
National Programme Officer, Municipal Development	20
National Programme Officer, Municipal Legislation	1
National Programme Officer, Participation and Partnership	1
National Programme Officer, Youth Adviser	1
National Property Rights Adviser	1
National Reporting and Information Officer	1
National Trial Monitoring Officer	1
National Monitoring and Evaluation Officer	1
Senior Database Assistant	0.5
Senior Programme Assistant	1
Language Assistant	1
Legal Assistant	6
Parliamentary Support Project Assistant	1
Personal Assistant	1
Personal Assistant	1
Programme Assistant	2
Programme Assistant	2
Programme Assistant	4
Programme Assistant	2
Programme Assistant, Community Development	14
Programme Assistant, Community Engagement	2
Programme Assistant, Governance	13
Programme Assistant, Municipal Co-ordination	13
Programme Assistant, Municipal Interventions	2
Programme Assistant, Municipal Learning	4
Project Assistant	1
Roma Monitor	1
Rule of Law Monitor	24
Administrative Assistant	1
Administrative Secretary	1
Assistant/Interpreter	6
Assistant/Interpreter	18
Project Assistant	2
Regional Stabilization/Arms Control	**5**
Driver	1
Military Adviser	1
Operation Staff Officer	1
Personal Representative of the CiO	1
Administrative Secretary	1
TOTAL	**534.5**

Source: OSCE Document PC.DEC/923

OSCE BiH Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	7
Automobiles	105
Vans	2
Buses	11
TOTAL	**125**

Source: OSCE Asset Management Section

OSCE BiH Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	2,176,021.9
Fund Administration Unit	2,568,185.8
Common Operational Costs	4,359,059.5
Security Co-operation	929,092.3
Human Dimension	9,842,365.6
TOTAL	**19,874,725.1**

Source: OSCE Document PC.DEC/923

OSCE BiH Budget Jan '99-Dec '09 (in US dollars)

Category	Jan '99-Dec '99	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission						2,394,914.4	1,968,141.3	2,905,233.8	3,098,587.3	2,258,363.3	2,226,313.2
Fund Administration Unit						4,518,695.3	3,404,734.1	2,991,478.1	2,442,645.4	2,613,572.9	2,575,012.1
Common Operational Costs						-	3,696,036.9	4,882,142.8	5,106,917.6	4,396,949.5	4,357,175.2
Politico-Military Activities						-	-	-	-	-	
Economic and Environmental Activities						-	-	-	-	-	
Security Co-operation						1,565,175.5	1,149,399.2	1,105,855.6	1,024,950.1	970,697.0	966,523.8
Human Dimension Activities						-	-	-	-	-	
Human Rights and Rule of Law						5,734,844.2	4,183,506.9	3,745,127.0	3,881,486.1	3,493,243.6	3,482,650.1
Education						2,392,669.5	2,518,551.5	2,130,325.5	2,124,850.1	2,039,853.4	2,089,567.5
Public Administration Reform						2,278,698.6	1,859,460.5	-	-	-	-
Democratization						4,219,108.9	3,036,862.2	4,213,305.4	4,194,685.8	3,975,366.2	3,996,701.5
Police Reform Programme						-	-	-	-	-	
TOTAL	**794,765,222.8**	**49,924,948.5**	**32,771,240.6**	**24,108,117.4**	**24,801,870.4**	**23,104,106.4**	**21,816,692.6**	**21,973,468.2**	**21,874,122.4**	**19,748,045.9**	**19,693,943.4**

Source: OSCE Documents PC.DEC/282, PC.DEC/331, PC.DEC/399/Corr., PC.DC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.3 OSCE Mission-by-Mission Statistics

OSCE Centre in Ashgabat

OSCE Centre in Ashgabat Key Facts

Authorization Date	23 July 1998 PC.DEC/244
Start Date	January 1999
Head of Mission	Ambassador Arsim Zekolli (former Yugoslav Republic of Macedonia)
Budget	$1.8 million (1 January 2010-31 December 2010)

OSCE Centre in Ashgabat Personnel: 1 August 2010

Category	Filled	Budgeted
International	5	6
Local	18	19
TOTAL	**23**	**25**

Source: OSCE Department of Human Resources

OSCE Centre in Ashgabat Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**9**
Head of Centre	1
Project Co-ordinator	1
National Public Information Officer	1
Project Co-ordination Assistant	1
Senior Secretary	1
Security Guard	4
Fund of Administration Unit	**5**
Chief of Fund Administration Unit	1
Senior Finance Assistant	1
Administrative Assistant	1
Procurement/Asset Management Assistant	1
Human Resources and Payroll Assistant	1
Common Operational Costs	**4**
Senior Driver	1
Driver	1
Driver	1
Cleaner	1
Conflict Prevention and Confidence and Security Building	**2**
Political Officer	1
Senior Programme Assistant	1
Economic and Environmental Activities	**2**
Economic and Environmental Officer	1
Programme Assistant	1
Human Dimension Activities	**3**
Human Dimension Officer	1
National Legal Officer	1
Programme Assistant	1
TOTAL	**25**

Source: OSCE Document PC.DEC/923

OSCE Centre in Ashgabat Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	5
Automobiles	1
TOTAL	**6**

Source: OSCE Asset Management Section

OSCE Centre in Ashgabat Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	329,140.6
Fund Administration Unit	219,427.1
Common Operational Costs	320,209.8
Conflict Prevention and Confidence- and Security-Building	343,787.6
Economic and Environmental Activities	280,694.0
Human Dimension Activities	353,005.0
TOTAL	**1,846,264.1**

Source: OSCE Document PC.DEC/923

OSCE Centre in Ashgabat Budget Jan '99-Dec '09 (in US dollars)

Category	Jan '99-Dec '99	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission						209,864.4	204,069.5	323,897.0	325,384.0	332,421.0	333,447.1
Fund Administration Unit						212,612.3	115,257.8	135,021.6	167,115.4	179,825.7	211,482.7
Common Operational Costs						-	154,077.9	246,448.5	238,084.4	284,932.3	301,553.8
Conflict Prevention and Confidence and Security Building						-	-	302,686.0	295,336.9	343,185.3	353,963.6
Economic and Environmental Activities						-	-	304,652.4	297,210.5	281,756.5	289,971.2
Human Dimension Activities						-	-	301,771.8	294,408.4	338,049.8	355,418.8
Support for Building up Democratic Society, Rule of Law and Market Reforms						1,059,640.8	1,043,019.1	-	-	-	-
TOTAL	**5,399,404.0**	**530,366.1**	**729,539.2**	**800,832.7**	**1,420,593.3**	**1,482,117.5**	**1,516,424.3**	**1,614,477.3**	**1,617,539.6**	**1,760,170.6**	**1,845,837.2**

Source: OSCE Documents PC.DEC/282, PC.DEC/331, PC.DEC/399/Corr., PC.DC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.4 OSCE Mission-by-Mission Statistics

OSCE Centre in Astana

OSCE Centre in Astana Key Facts

Authorization Date	23 July 1998 PC.DEC/243
Start Date	January 1999
Head of Mission	Ambassador Alexandre Keltchewsky (France)
Budget	$2.9 million (1 January 2010 - 31 December 2010)

OSCE Centre in Astana Personnel: 1 August 2010

Category	Filled	Budgeted
International	6	6
Local	20	22
TOTAL	**26**	**28**

Source: OSCE Department of Human Resources

OSCE Centre in Astana Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**4**
Head of Centre	1
Deputy Head of Centre	1
Senior Secretary	1
Office Assistant	1
Fund Administration Unit	**7**
Chief of Fund Administration Unit	1
National Administrative and Finance Officer	1
Senior Finance Assistant	1
Administrative/Human Resources Assistant	1
Asset Management Assistant	1
Finance Assistant	1
Material Management Assistant	1
Common Operational Costs	**5**
Senior Driver	1
Driver	3
Cleaner	1
Politico-Military Activities	**4**
Political Officer	1
National Political/Media Officer	1
Senior Programme Assistant	1
Project Assistant	1
Economic and Environmental Activities	**4**
Economic and Environmental Officer	1
National Economic and Environmental Co-ordinator	1
Senior Programme Assistant	1
Project Assistant	1
Human Dimension Activities	**4**
Human Dimension Officer	1
National Legal Officer	1
Senior Legal Assistant	1
Senior Project Assistant	1
TOTAL	**28**

Source: OSCE Document PC.DEC/923

OSCE Centre in Astana Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	5
Automobiles	2
TOTAL	**7**

Source: OSCE Asset Management Section

OSCE Centre in Astana Budget Jan '10-Dec '10 (in US Dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	330,768.8
Fund Administration Unit	287,164.2
Common Operational Costs	517,923.5
Politico-Military Activities	569,584.0
Economic and Environmental Activities	604,375.8
Human Dimension Activities	573,936.6
TOTAL	**2,883,752.9**

Source: OSCE Document PC.DEC/923

OSCE Centre in Astana Budget Jan '99-Dec '09 (in US dollars)

Category	Jan '99-Dec '99	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec'02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission						142,413.6	201,567.2	349,351.0	304,387.8	304,949.7	310,750.4
Fund Administration Unit						604,226.3	119,173.8	117,093.7	257,622.7	298,890.2	300,202.6
Common Operational Costs						-	355,583.0	545,064.8	507,602.4	514,376.3	473,234.2
Politico-Military Activities						-	-	379,473.3	513,926.1	535,978.8	531,424.4
Support for the Democratic Development of Political Institutions						272,310.6	314,184.0	-	-	-	-
Economic and Environmental Activities						266,086.8	329,621.0	503,220.2	514,057.9	526,758.2	567,660.9
Human Dimension Activities						-	-	331,394.8	513,926.1	542,390.7	544,995.5
Democratic Development and Freedom of the Media						525,976.4	615,336.4	288,186.2	-	-	-
Capacity-Building and Civil Society Support						181,413.7	187,224.7	-	-	-	-
Assistance for Democratic Police Development						-	197,796.7	-	-	-	-
TOTAL	**5,403,706.1**	**505,083.3**	**726,242.3**	**898,968.8**	**1,650,521.7**	**1,992,427.4**	**2,320,486.8**	**2,513,784.0**	**2,611,523.0**	**2,723,343.9**	**2,728,268.0**

Source: OSCE Documents PC.DEC/282, PC.DEC/331, PC.DEC/399/Corr., PC.DC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.5 OSCE Mission-by-Mission Statistics

OSCE Centre in Bishkek

OSCE Centre in Bishkek Key Facts

Authorization Date	23 July 1998 PC.DEC/245
Start Date	January 1999
Head of Mission	Ambassador Andrew Tesoriere (United Kingdom)
Budget	$7.2 million (1 January 2010 - 31 December 2010)

OSCE Centre in Bishkek Personnel: 1 August 2010

Category	Filled	Budgeted
International	17	17
Local	69	74
TOTAL	**86**	**91**

Source: OSCE Department of Human Resources

OSCE Centre in Bishkek Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**24**
Head of Centre	1
Deputy Head of Centre	1
Programme Co-ordinator	1
Senior Programme Assistant	1
Senior Security Assistant	1
Assistant to Head of Centre	1
Programme Assistant	5
Security Guard	13
Fund Administration Unit	**16**
Chief of Fund Administration	1
National Administrative Officer	1
National Finance Officer	1
Senior Human Resources Assistant	1
Senior Procurement Assistant	1
Asset Management Assistant	1
Finance and Treasury Assistant	1
ICT Assistant	1
Procurement Assistant	1
Treasury Assistant	1
Administartive Assistant	1
Finance Assistant	1
Human Resources Assistant	1
Travel Assistant	1
Office Clerk	2
Common Operational Costs	**14**
Driver/Mechanic	1
Senior Driver	1
Driver	7
Cleaner	5
Politico-Military Activities	**11**
Head of Field Office Osh	1
Senior Political Officer	1
Adviser on Anti-Terrorism Issues	1
Border Issues Co-ordination Officer	1
National Media Officer	1
Senior Programme Assistant	4
Programme Assistant	1
Project Assistant	1
Economic and Environmental Activities	**6**
Senior Economic and Environmental Officer	1
Economic and Environmental Officer	1
Senior Programme Assistant	4
Human Dimension Activities	**9**
Senior Human Dimension Officer	1
Human Dimension Officer	1
Penitentiary Reform Adviser	1
National Legal Officer	1
National Project Co-ordinator	1
Senior Legal Assistant	1
Senior Programme Assistant	2
Programme Assistant	1
Police Reform Programme	**11**
Police Reform Adviser	1
Community Policing Adviser	2
Police Adviser	1
Senior Programme Assistant	3
Programme Assistant	1
Project Assistant	2
Translator/Interpreter	1
TOTAL	**91**

Source: OSCE Document PC.DEC/923

OSCE Centre in Bishkek Vehicles: 4 August 2010

Vehicle Type	Quantity
Armoured	3
4x4 Vehicles	43
Automobiles	5
Buses	6
TOTAL	**57**

Source: OSCE Asset Management Section

OSCE Centre in Bishkek Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	865,161.0
Fund Administration Unit	375,483.5
Common Operational Costs	769,016.6
Politico-Military Activities	1,498,245.2
Economic and Environmental Activities	1,161,264.4
Human Dimension Activities	1,102,239.4
Police Reform Programme	1,449,093.7
TOTAL	**7,220,503.8**

Source: OSCE Document PC.DEC/923

OSCE Centre in Bishkek Budget Jan '99-Dec '09 (in US dollars)

Category	Jan '99-Dec '99	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission						353,542.4	705,125.7	1,056,967.5	1,071,853.3	1,032,298.4	866,115.3
Fund Administration Unit						470,225.0	181,138.6	181,602.4	338,480.0	345,812.7	377,501.6
Common Operational Costs						-	558,312.9	481,109.3	623,314.5	920,089.8	754,344.3
Politico-Military Activities						-	632,007.6	859,860.3	621,614.9	861,439.2	1,422,485.0
Economic and Environmental Activities						-	513,439.2	675,331.7	727,985.4	1,032,138.0	1,161,335.9
Enhancing Political Stability and Democracy						205,896.6	-	-	-	-	-
Scientific Co-operation in the Second Dimension						310,059.2	-	-	-	-	-
Human Dimension Activities						352,393.9	646,348.0	811,223.2	688,969.7	1,068,778.9	1,094,138.1
Democratic Transformation						601,167.9	-	-	-	-	-
Assistance to the Legal Reform Process						227,465.4	-	-	-	-	-
Police Reform Programme						-	-	-	1,313,251.8	1,397,755.5	1,451,629.1
TOTAL	**6,673,719.8**	**583,219.5**	**987,619.2**	**1,248,643.5**	**2,266,873.8**	**2,520,750.4**	**3,236,372.0**	**4,066,094.4**	**5,385,469.6**	**6,658,312.5**	**7,127,549.3**

Source: OSCE Documents PC.DEC/282, PC.DEC/331, PC.DEC/399/Corr., PC.DC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.6 OSCE Mission-by-Mission Statistics

OSCE Mission to Moldova

OSCE Mission to Moldova Key Facts

Authorization Date	4 February 1993 19-CSO/Journal No. 3, Annex 3
Start Date	April 1993
Head of Mission	Ambassador Philip N. Remler (United States)
Budget	$2.7 million (1 January 2010-31 December 2010)

OSCE Mission to Moldova Personnel: 1 August 2010

Category	Filled	Budgeted
International	13	13
Local	37	37
TOTAL	**50**	**50**

Source: OSCE Department of Human Resources

OSCE Mission to Moldova Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**16**
Head of Mission	1
Deputy Head of Mission	1
Public Affairs Officer/Spokesperson	1
National Legal Officer	1
Senior Assistant Translator/Interpreter	1
Senior Media Assistant	1
Programme Assistant	1
Programme Assistant	1
Senior Secretary	1
Office Assistant	1
Security Guard	5
Housekeeper	1
Fund Administration Unit	**12**
Chief of Fund Administration	1
National Finance Officer	1
Senior Human Resources Assistant	1
Senior ICT Assistant	1
Senior Procurement Assistant	1
Finance Assistant	1
Asset Management Assistant	1
Procurement Assistant	1
Travel Assistant	1
Building Maintenance Technician	1
Receptionist	2
Common Operational Costs	**4**
Senior Driver/Dispatcher	1
Driver	1
Cleaner	1
Housekeeper	1
Conflict Prevention/Resolution	**8**
Military Member	2
Political Officer	2
Politico-Military Officer	2
Senior Programme Assistant	1
Assistant Translator/Interpreter	1
Human Rights Monitoring/ Democratization	**5**
Human Dimension Officer	2
National Legal Officer	3
Anti-Trafficking/Gender	**5**
Anti-Trafficking and Gender Officer	1
National Legal Officer	1
National Anti-Trafficking and Gender Adviser	1
Senior Programme Assistant	1
Programme Assistant	1
TOTAL	**50**

Source: OSCE Document PC.DEC/923

OSCE Mission to Moldova Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	5
Automobiles	7
Buses	1
TOTAL	**13**

Source: OSCE Asset Management Section

OSCE Mission to Moldova Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	497,944.1
Fund Administration Unit	273,763.8
Common Operational Costs	603,177.0
Conflict Prevention/Resolution	611,260.8
Human Rights Monitoring/Democratization	398,671.3
Anti-Trafficking/Gender	363,327.6
TOTAL	**2,748,144.6**

Source: OSCE Document PC.DEC/923

OSCE Mission to Moldova Budget Jan '99-Dec '09 (in US dollars)

Category	Jan '99-Dec '99	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission						385,377.5	365,762.0	425,635.0	450,566.3	455,871.5	455,868.2
Fund Administration Unit						649,063.9	219,931.9	197,314.6	223,371.2	225,352.5	242,267.3
Common Operational Costs						-	516,722.0	460,013.7	607,600.6	602,082.9	588,985.1
Conflict Prevention/ Resolution						345,414.8	381,311.5	479,009.7	511,871.9	570,699.7	571,972.4
Human Rights Monitoring/ Democratization						595,379.1	475,452.8	530,470.4	352,719.6	383,048.0	383,121.5
Anti-Trafficking/ Gender						-	-	-	318,045.3	342,699.4	342,765.1
TOTAL	**9,808705.8**	**716,409.2**	**949,588.2**	**1,090,965.0**	**1,675,261.6**	**1,975,235.3**	**1,959,180.2**	**2,092,443.4**	**2,464,174.9**	**2,579,754.0**	**2,584,979.6**

Source: OSCE Documents PC.DEC/282, PC.DEC/331, PC.DEC/399/Corr., PC.DC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.7 OSCE Mission-by-Mission Statistics

OSCE Mission to Montenegro

OSCE Mission to Montenegro Key Facts

Authorization Date	29 June 2006 PC.DEC/732
Start Date	June 2006
Head of Mission	Ambassador Paraschiva Badescu (Romania)
Budget	$3.2 million (1 January 2010-31 December 2010)

OSCE Mission to Montenegro Personnel: 1 August 2010

Category	Filled	Budgeted
International	13	14
Local	32	32
TOTAL	**45**	**46**

Source: OSCE Department of Human Resources

OSCE Mission to Montenegro Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**10**
Head of Mission	1
Deputy Head of Mission/Programme Co-ordinator	1
Senior Political Officer	1
Senior Political Assistant	1
Senior Programme Support Assistant	1
Senior Secretary/Personal Assistant to HOM	1
Assistant Translator/Interpreter	1
Public Information Assistant	1
Security Guard	2
Fund Administration Unit	**8**
Chief of Fund Administration	1
National Finance Officer	1
Senior Human Resources Assistant	1
Finance Assistant	1
ICT/DocIn Assistant	1
Procurement Assistant	1
Transport Clerk	1
Receptionist	1
Common Operational Costs	**2**
Driver	1
Cleaner	1
Police Affairs	**10**
Chief of Police Training Centre	1
Police Expert Organized Crime	1
Programme Manager	1
Police Trainer	2
Senior Programme Assistant	1
Programme Assistant	4
Politico-Military Activities	**1**
National Politico-Military Officer	1
Democratization	**8**
Democratization Officer	1
Programme Manager	1
National Programme Officer	1
National Education Officer	1
National Training Officer	1
Senior Programme Support Assistant	1
Programme Assistant	1
Project Assistant	1
Media	**2**
Programme Manager	1
Programme Assistant	1
Rule of Law and Human Rights	**5**
Human Rights Officer	1
Programme Manager, Rule of Law/Human Rights	1
National Legal Officer	2
Programme Assistant	1
TOTAL	**46**

Source: OSCE Document PC.DEC/923

OSCE Mission to Montenegro Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	6
Automobiles	9
TOTAL	**15**

Source: OSCE Asset Management Section

OSCE Mission to Montenegro Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10- Dec '10
Office of Head of Mission	470,797.2
Fund Administration Unit	313,374.3
Common Operational Costs	581,051.0
Police Affairs	616,519.8
Politico-Military Activities	54,460.5
Democratization	611,153.3
Media	166,968.0
Rule of Law and Human Rights	363,291.5
TOTAL	**3,177,615.7**

Source: OSCE Document PC.DEC/923

OSCE Mission to Montenegro Budget Jan '06-Dec '09 (in US dollars)

Category	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission	149,991.0	415,870.9	459,683.8	449,243.6
Fund Administration Unit	110,483.4	294,071.6	312,122.8	305,880.3
Common Operational Costs	249,103.8	630,359.6	606,295.3	591,239.2
Police Affairs	280,820.3	594,498.4	568,169.4	577,560.5
Politico-Military Affairs	-	-	52,074.5	54,582.1
Economic and Environmental	38,199.8	88,324.7	128,857.7	129,881.4
Democratization	185,966.0	435,248.3	459,902.4	466,621.4
Media	68,147.0	150,337.7	154,781.7	157,355.3
Rule of Law and Human Rights	145,704.1	314,444.7	326,037.9	346,449.7
TOTAL	**1,228,415.4**	**2,923,156.0**	**3,067,925.5**	**3,078,813.4**

Source: OSCE Documents PC.DEC/786, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.8 OSCE Mission-by-Mission Statistics

OSCE Mission to Serbia

OSCE Mission to Serbia Key Facts

Authorization Date	11 January 2001 PC.DEC/401, as the OSCE Mission to the Federal Republic of Yugoslavia
Start Date	29 June 2006 (PC.DEC/733) renamed the OSCE Mission to Serbia
Head of Mission	Ambassador Dimitrios Kypreos (Greece)
Budget	$10.6 million (1 January 2010-31 December 2010)

OSCE Mission to Serbia Personnel: 1 August 2010

Category	Filled	Budgeted
International	34	42
Local	124	130
TOTAL	**158**	**172**

Source: OSCE Department of Human Resources

OSCE Mission to Serbia Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**28.5**
Head of Mission	1
Deputy Head of Mission	1
Head of Press and Public Information	1
Municipal Co-ordinator	1
Senior Political Officer	1
Political Officer	1
Political/Reporting Officer	1
National Special Adviser	1
National Executive Officer	1
National Project Co-ordination Officer	1
Personal Assistant to HOM	1
Senior Press and Public Information Assistant	1.5
Field Programme Assistant	2
Public Information Assistant	1
Reports Assistant	1
Senior Secretary	1
Supervisor, Security Unit	1
Project Assistant	1
Senior Security Guard	1
Security Guard	8
Fund Administration Unit	**28**
Chief, Fund Administration	1
Finance Officer	1
Procurement Officer	1
National Human Resources Officer	1
National ICT Officer	1
Senior Administrative Assistant	1
Senior Human Resources and Training Assistant	1
Senior ICT Assistant	2
Senior Procurement Assistant	1
Asset Management Assistant	1
Assistant to CFA	1
Budget Assistant	1
Finance Assistant	2
Human Resources Assistant	1
Treasury Assistant	1
Human Resources Assistant	0.5
Human Resources Assistant	1
ICT Assistant	2
Procurement Assistant	1
Transport Assistant	1
Building Maintenance Technician	1
Office Clerk	1
Receptionist	1
Gardener/Handyman	1
Handyman	1
Registry Clerk	0.5
Common Operational Costs	**17**
Senior Driver	2
Driver	8
Cleaner	7
Police Affairs	**45**
Accountability Programme Manager	1
Border Policing Adviser	1
Community Policing Adviser	2
Community Policing Programme Manager	1
Head Law Enforcement	1
Head of Strategic Development Unit	1
Organized Crime Adviser	1
Organized Crime Programme Manager	1

OSCE Mission to Serbia Personnel by Post Jan '10-Dec '10 *(continued)*

Category	Jan '10-Dec '10
Police Education Programme Manager	1
Police Training Adviser	6
Strategic Planning Adviser	1
Training Co-ordinator	1
Accountability Adviser	1
Economic Crime Adviser	1
National Programme Officer	1
National Programme Officer	1
National Curriculum Development Officer	1
Senior Programme Assistant	1
Project Assistant	13
Project Assistant	1
Administrative Assistant	1
Training/Language Assistant	6
Democratization	**22**
Environmental Adviser	1
Governance Adviser	1
Head Democratization	1
Human Rights Programme Co-ordinator	1
Senior Adviser on Equal Opportunities	1
National Legal Adviser	1
National Governance Officer	1
National Programme Officer	4
National Programme Officer	1
Senior Governance Training Assistant	1
Senior Programme Assistant	6
Senior Programme Co-ordination Assistant	1
Programme Assistant	1
Project Assistant	1
Media	**11**
Head Media	1
National Legal Officer	2
National Programme Officer	1
Senior Administrative Assistant	1
Senior Media Legislation Assistant	1
Administrative Assistant	1
Media Monitoring Assistant	2
Programme Assistant	1
Programme Assistant	1
Rule of Law and Human Rights	**20**
Economic Transparency Adviser	1
Head HR and RoL	1
Legal Adviser Judicial Reform	1
Legal Adviser on Organized Crime	1
Legal Reform Adviser	1
Senior Co-ordinator for Rule of Law and Human Rights	1
National Legal Adviser	1
National Legal Officer	3
National Criminal Justice System Adviser	1
National Legal Officer	1
National Legal Officer	1
National War Crimes Trials Adviser	1
Senior Legal Assistant	1
Senior Administrative Assistant	1
Senior Programme Assistant	1
Senior Project Assistant	1
Legal Translator/Interpreter	2
TOTAL	**171.5**

Source: OSCE Document PC.DEC/923

OSCE Mission to Serbia Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	9
Automobiles	24
Vans	1
Buses	3
TOTAL	**37**

Source: OSCE Asset Management Section

OSCE Mission to Serbia Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	1,327,073.3
Fund Administration Unit	1,051,703.2
Common Operational Costs	2,041,761.3
Police Affairs	2,388,289.6
Democratization	1,619,024.9
Media	554,896.5
Rule of Law and Human Rights	1,576,555.7
TOTAL	**10,559,304.4**

Source: OSCE Document PC.DEC/923

OSCE Mission to Serbia Budget Jan '06-Dec '09 (in US dollars)

Category	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission	1,356,261.6	1,225,604.0	1,384,435.4	1,285,635.1
Fund Administration Unit	1,061,370.1	947,172.5	1,070,486.4	1,016,175.2
Common Operational Costs	2,255,142.4	1,997,497.7	2,081,109.6	2,044,327.3
Police Affairs	2,707,713.1	2,230,341.1	2,499,985.9	2,421,201.1
Economic and Environmental Affairs	377,812.8	350,738.6	373,481.6	-
Democratization	1,513,910.0	1,297,387.1	1,415,161.2	1,611,162.0
Media	636,512.2	551,647.9	568,006.2	532,285.5
Rule of Law and Human Rights	1,544,144.9	1,382,510.3	1,514,771.7	1,542,829.5
TOTAL	**11,452,867.0**	**9,982,899.2**	**10,907,437.9**	**10,453,615.8**

Source: OSCE Documents PC.DEC/786, PC.DEC/780/Corr.1. PC.DEC/839, PC.DEC/888

7.9 OSCE Mission-by-Mission Statistics

OSCE Office in Baku

OSCE Office in Baku Key Facts

Authorization Date	16 November 1999 PC.DEC/318
Start Date	July 2000
Head of Mission	Ambassador Bilge Cankorel (Turkey)
Budget	$3.7 million (1 January 2010-31 December 2010)

OSCE Office in Baku Personnel: 1 August 2010

Category	Filled	Budgeted
International	11	12
Local	27	27
TOTAL	**38**	**39**

Source: OSCE Department of Human Resources

OSCE Office in Baku Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**5**
Head of Office	1
Deputy Head of Office	1
National Press and Public Information Officer	1
Language Assistant	1
Senior Secretary	1
Fund Administration Unit	**7.5**
Chief of Fund Administration	1
Senior Administrative and Finance Assistant	1
Senior IT Assistant	1
Administrative Assistant	1
Finance Assistant	1
Procurement/Asset Management Assistant	1
Human Resources Assistant	0.5
Office Assistant	1
Common Operational Costs	**4**
Senior Driver	1
Driver	1
Driver	1
Cleaner	1
Politico-Military Activities	**7**
Head, Politico-Military	1
Police Expert	2
Senior Police Adviser	1
Senior Programme Assistant	1
Project Assistant	2
Economic and Environmental Activities	**4**
Head, Economic and Environmental Unit	1
Economic and Environmental Officer	1
Senior Programme Assistant	1
Senior Project Assistant	1
Rule of Law and Human Rights	**6**
Head of Rule of Law Unit	1
Judicial Training Officer	1
National Legal Officer	1
National Legal Officer	1
Programme Assistant	1
Office Assistant	1
Democratization	**5**
Democratization Officer	1
National Capacity Building Officer	1
Senior Programme Assistant	2
Programme Assistant	1
TOTAL	**38.5**

Source: OSCE Document PC.DEC/923

OSCE Office in Baku Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	8
Automobiles	2
TOTAL	**10**

Source: OSCE Asset Management Section

OSCE Office in Baku Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	317,802.9
Fund Administration Unit	274,932.1
Common Operational Costs	707,697.4
Politico-Military Activities	819,041.0
Economic and Environmental Activities	487,457.9
Democratization	537,951.8
TOTAL	**3,713,845.0**

Source: OSCE Document PC.DEC/923

OSCE Office in Baku Budget Jan '00-Dec '09 (in US dollars)

Category	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission					251,934.0	222,072.0	216,709.2	224,180.1	286,746.1	303,841.9
Fund Administration Unit					355,843.5	224,464.2	189,411.3	194,406.7	219,417.3	245,840.5
Common Operational Costs					-	361,614.6	366,491.0	400,515.1	513,082.6	618,082.1
Politico-Military Activities					493,902.3	478,518.5	397,652.9	1,026,552.5	869,462.4	835,586.5
Economic and Environmental Activities					343,402.5	380,422.2	381,685.0	460,751.9	488,382.8	489,920.5
Human Dimension Activities					624,742.8	577,146.5	-	-	-	-
Democratization					-	-	398,846.6	479,394.2	454,771.1	519,592.5
Rule of Law and Human Rights					-	-	392,280.7	507,320.1	491,748.7	544,474.4
TOTAL	**1,031,785.1**	**989,553.6**	**1,042,026.4**	**1,791,388.6**	**2,069,825.2**	**2,244,237.9**	**2,343,076.7**	**3,293,120.5**	**3,323,611.1**	**3,557,338.4**

Source: OSCE Documents PC.DEC/331, PC.DEC/399/Corr., PC.DEC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.10 OSCE Mission-by-Mission Statistics

OSCE Office in Tajikistan

OSCE Office in Tajikistan Key Facts

Authorization Date	19 June 2008 PC.DEC/852
Start Date	1 July 2008 renamed the OSCE Office in Tajikistan
Head of Mission	Ambassador Ivar Vikki (Norway)
Budget	$7.8 million (1 January 2010-31 December 2010)

OSCE Office in Tajikistan Personnel: 1 August 2010

Category	Filled	Budgeted
International	27	28
Local	121	130
TOTAL	**148**	**158**

Source: OSCE Department of Human Resources

OSCE Office in Tajikistan Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**63**
Head of Office	1
Deputy Head of Office	1
Security Officer	1
Programme Co-ordinator	1
Field Officer	1
Field Officer	2
Senior Field Assistant	1
Senior Legal Assistant	1
Senior Press and Public Information Assistant	1
Senior Programme Assistant	1
Assistant Translator/Interpreter	1
Field Assistant	5
Project Assistant	1
Security Assistant	1
Senior Secretary	2
Administrative Assistant	5
Receptionist	1
Senior Security Guard	1
Security Guard	32
Cook	3
Fund Administration Unit	**26**
Chief, Administration and Finance	1
Finance Officer	1
Material Management Officer	1
National Human Resources Officer	1
National Accounting Assistant	1
National IT/Communications Officer	1
Senior Asset Management Assistant	1
Senior Procurement Assistant	1
Asset Management Assistant	1
Budget Assistant	1

Category	Jan '10-Dec '10
Communications Assistant	1
Finance Assistant	2
IT Assistant	1
Payroll Assistant	1
Procurement Assistant	1
Procurement Assistant	1
Treasury Assistant	1
Recruitment and Training Assistant	1
Building Maintenance Assistant	1
Human Resources Assistant	1
IT Help Desk Technician	1
Office Assistant	1
Transport Assistant	1
Travel Assistant	1
Warehouse Clerk	1
Common Operational Costs	**23**
Driver/Mechanic	2
Senior Driver	1
Driver	9
Handyman	1
Senior Cook	1
Cleaner	8
Cook	1
Political and Military Aspects of Security	**16**
Border Management Adviser	1
Border Management Officer	1
Counter-Terrorism and Police Issues Adviser	1
De-Mining Officer	1
Political Officer	1
Politico-Military Officer	1
National Politico-Military Officer	1
National Border Management Officer	1

OSCE Office in Tajikistan Personnel by Post Jan '10-Dec '10 *(continued)*

Category	Jan '10-Dec '10
Senior Project Assistant	1
Programme Assistant	6
Programme Assistant	1
Economic and Environmental Activities	**14**
Senior Economic and Environmental Officer	1
Senior Anti-Corruption Officer	1
Economic Officer	1
Environmental Officer	1
Regional Economic and Environmental Adviser	1
Water Management Adviser	1
Field Officer, Economic and Environmental Issues	1
National Environmental Officer	1
Programme Assistant	2
Programme Assistant	1
Project Assistant	3
Human Dimension Activities	**16**
Senior Human Dimension Officer	1
Elections Reform Officer	1
Gender and Anti-Trafficking Officer	1
Human Rights Officer	1
Media Officer	1
National Gender Officer	1
National Media Development Officer	1
Senior Programme Assistant	3
Programme Assistant	3
Project Assistant	1
Senior Secretary	1
Trial Monitoring Assistant	1
TOTAL	**158**

Source: OSCE Document PC.DEC/923

OSCE Office in Tajikistan Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	36
Automobiles	1
Buses	4
TOTAL	**41**

Source: OSCE Asset Management Section

OSCE Office in Tajikistan Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	1,341,973.6
Fund Administration Unit	591,156.3
Common Operational Costs	1,749,122.4
Political and Military Aspects of Security	1,524,477.8
Economic and Environmental Activities	1,272,440.5
Human Dimension Activities	1,319,548.5
TOTAL	**7,798,719.0**

Source: OSCE Document PC.DEC/923

OSCE Office in Tajikistan Budget: Jan '09-Dec '09 (in US dollars)

Category	Jan '09-Dec '09
Office of Head of Mission	1,300,959.5
Fund Administration Unit	463,317.25
Common Operational Costs	1,463,114.0
Political and Military Aspects	1,548,119.1
Economic and Environmental Activities	1,297,675.0
Human Dimension Activities	1,335,090.2
TOTAL	**7,408,275.1**

Source: OSCE Document PC.DEC/888

7.11 OSCE Mission-by-Mission Statistics

OSCE Office in Yerevan

OSCE Office in Yerevan Key Facts

Authorization Date	22 July 1999 PC.DEC/314
Start Date	February 2000
Head of Mission	Ambassador Sergey Kapinos (Russian Federation)
Budget	$3.9 million (1 January 2010-31 December 2010)

OSCE Office in Yerevan Personnel: 1 August 2010

Category	Filled	Budgeted
International	5	7
Local	40	40
TOTAL	**45**	**47**

Source: OSCE Department of Human Resources

OSCE Office in Yerevan Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**11**
Head of Office	1
National Programme Co-ordinator	1
National Public Information Officer	1
Senior Press and Public Information Assistant	1
Senior Project Assistant	1
Interpreter/Translator	1
Senior Secretary	1
Senior Watchman	1
Watchman	3
Fund Adminstration Unit	**7**
Chief of Fund Administration	1
National Finance Officer	1
Senior Administrative Assistant	1
Senior Finance and Treasury Assistant	1
Senior Human Resources Assistant	1
Senior ICT Assistant	1
Senior Procurement and Asset Management Assistant	1
Politico-Military Activities	**5**
Politico-Military Officer	1
National Programme Officer	2
Senior Programme Assistant	1
Programme Assistant	1
Economic and Environmental Activities	**6**
Economic and Environmental Officer	1
National Programme Co-ordinator	1
National Programme Officer	2
Project Assistant	1
Driver	1
Democratization	**5**
Democratization Officer	1
National Programme Officer	1
National Programme Officer	1
Senior Programme Assistant	1
Programme Assistant	1
Human Rights	**3**
Human Rights Officer	1
National Assistant Legal Adviser	1
Senior Programme Assistant	1
Good Governance	**4**
Deputy Head of Office	1
National Programme Officer	1
Senior Programme Assistant	2
Common Operational Costs	**6**
Senior Driver	1
Driver	3
Cleaner	2
TOTAL	**47**

Source: OSCE Document PC.DEC/923

OSCE Office in Yerevan Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	7
Automobiles	4
TOTAL	**11**

Source: OSCE Asset Management Section

OSCE Office in Yerevan Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	389,671.3
Fund Administration Unit	247,707.9
Common Operational Costs	500,228.0
Politico-Military Activities	642,979.7
Economic and Environmental Activities	623,602.9
Democratization	353,721.2
Human Rights	361,836.5
Good Governance	412,242.9
TOTAL	**3,921,661.7**

Source: OSCE Document PC.DEC/923

OSCE Office in Yerevan Budget Jan '00-Dec '09 (in US dollars)

Category	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission					257,679.6	477,092.0	200,688.0	278,481.4	356,176.9	401,961.1
Fund Administration Unit					453,047.1	187,833.6	183,023.7	227,417.7	239,205.6	258,018.2
Common Operational Costs					-	448,556.1	393,848.5	422,341.7	448,555.0	519,733.8
Politico-Military Activities					454,889.5	280,594.5	223,198.6	610,809.6	621,845.4	630,654.1
Economic and Environmental Activities					322,229.9	363,323.8	446,397.3	555,664.3	568,424.1	647,714.0
Human Dimension Activities					276,126.0	-	-	-	-	-
Democratization					-	144,787.5	191,791.2	287,045.0	326,093.4	350,631.3
Human Rights					-	167,184.1	157,799.5	237,672.4	263,848.8	307,213.5
Good Governance					-	-	294,619.1	428,363.0	430,185.4	429,849.4
TOTAL	**669,991.6**	**731,165.4**	**808,778.8**	**1,485,984.7**	**1,763,972.0**	**2,069,371.6**	**2,091,365.9**	**3,047,795.0**	**3,254,334.4**	**3,545,775.5**

Source: OSCE Documents PC.DEC/331, PC.DEC/399/Corr., PC.DEC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.12 OSCE Mission-by-Mission Statistics

OSCE Presence in Albania

OSCE Presence in Albania Key Facts

Authorization and Start Date	27 March 1997 P.C.DEC/160
Head of Mission	Ambassador Robert Bosch (Netherlands)
Budget	$4.4 million (1 January 2010-31 December 2010)

OSCE Presence in Albania Personnel: 1 August 2010

Category	Filled	Budgeted
International	21	22
Local	74	75
TOTAL	**95**	**97**

Source: OSCE Department of Human Resources

OSCE Presence in Albania Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**29**
Head of Presence	1
Deputy Head of Presence	1
Chief Political, Public Affairs and Reporting Officer	1
Project Office Co-ordinator	1
Head of Project Office	3
Project Finance Officer	1
National Public Affairs and Reporting Officer	1
National Field Programme Officer	1
National Political Officer	2
National Project Co-ordination Officer	1
Senior Public Affairs Assistant	1
Senior Translator/Interpreter	1
Field Programme Assistant	6
Project Assistant	1
Project Co-ordination Assistant	2
Senior Secretary	2
Security Guard	3
Fund Administration Unit	**20**
Chief, Fund Administration Unit	1
Human Resources Officer	1
Administrative and General Service Officer	1
National Finance Officer	1
Senior Human Resources Assistant	1
Senior ICT Assistant	1
Asset Management Assistant	1
Finance Assistant	2
ICT Assistant	1
ICT Assistant	1
Procurement Assistant	2
Transport Assistant	1
Administrative Assistant	1
Human Resources and Training Assistant	1
Registry Assistant	1
Supply Assistant	1
Travel Clerk/Receptionist	1
Vehicle Maintenance Clerk	1
Common Operational Costs	**11**
Senior Driver	1
Driver	10
Security Co-operation	**7**
Head of Security Co-operation Department	1
Senior Police Assistance Officer	1
National Border Management Officer	1
National Security Officer	1
Programme Assistant	2
Translator/Interpreter	1
Governance in Economic and Environmental Issues	**9**
Head of Governance, Economy and Environmental Issues Department	1
Economic and Environment and Regional Reform Officer	1
National Anti-Trafficking Officer	1
National Legal Officer, Property	1
National Programme Officer	1
Administrative Assistant	1
Project Assistant	2
Translator/Interpreter	1
Democratization	**10**
Head of Democratization Department	1
Media Development Officer	1
Senior Democratization Officer	1
National Electoral Reform Officer	1
National Civil Society and Gender Officer	1
National Election Legal Officer	1
Senior Media Development Assistant	1
Administrative Assistant	1
Programme Assistant	1
Office Assistant	1
Rule of Law and Human Rights	**11**
Head of Rule of Law and Human Rights Department	1
Senior Judicial Officer	1
Senior Legal Officer	1
Legal Officer	1
National Legal Officer	3
Legal Assistant	2
Programme Assistant	1
Translator/Interpreter	1
TOTAL	**97**

Source: OSCE Document PC.DEC/923

OSCE Presence in Albania Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	18
Automobiles	3
Trucks	2
Buses	2
TOTAL	**25**

Source: OSCE Asset Management Section

OSCE Presence in Albania Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10- Dec '10
Office of Head of Mission	949,920.1
Fund Administration Unit	566,345.2
Common Operational Costs	1,253,614.8
Security Co-operation	296,152.4
Governance in Economic and Environmental Issues	343,833.5
Democratization	534,005.7
Rule of Law and Human Rights	421,827.4
TOTAL	**4,365,699.1**

Source: OSCE Document PC.DEC/923

OSCE Presence in Albania Budget Jan '99-Dec '09 (in US dollars)

Category	Jan '99-Dec '99	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission						1,064,703.3	914,970.1	1,187,062.6	1,218,004.3	1,209,275.5	1,064,801.7
Fund Administration Unit						846,414.6	471,379.0	571,070.7	584,186.9	564,063.8	567,947.2
Common Operational Costs						1,065,232.8	1,012,008.3	1,409,782.4	1,410,827.1	1,287,908.2	1,240,878.5
Security Co-operation						-	553,473.1	325,111.0	328,641.3	329,754.3	329,645.1
Governance in Economic and Environmental Issues						-	1,101,649.7	395,412.2	431,921.0	354,111.9	354,798.7
Human Dimension Activities						-	790,380.0	1,003,402.0	960,419.9	-	-
Democratization						1,061,658.7	-	-	-	503,298.8	502,013.7
Rule of Law and Human Rights						960,412.7	-	-	-	443,861.4	443,488.7
TOTAL	**57,413,150.1**	**4,223,255.6**	**5,576,637.9**	**5,973,982.5**	**5,622,332.7**	**4,998,422.1**	**4,843,860.1**	**4,891,840.9**	**4,934,000.6**	**4,692,273.8**	**4,503,573.6**

Source: OSCE Documents PC.DEC/282, PC.DEC/331, PC.DEC/399/Corr., PC.DEC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.13 OSCE Mission-by-Mission Statistics

OSCE Spillover Mission to Skopje

OSCE Spillover Mission to Skopje Key Facts

Authorization Date	14 August 1992 15-CSO/Journal No. 2, Annex 1
Start Date	September 1992
Head of Mission	Ambassador Jose-Luis Herrero (Spain)
Budget	$11.0 million (1 January 2010-31 December 2010)

OSCE Spillover Mission to Skopje Personnel: 1 August 2010

Category	Filled	Budgeted
International	54	64
Local	145	150
TOTAL	**199**	**214**

Source: OSCE Department of Human Resources

OSCE Spillover Mission to Skopje Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**49**
Head of Mission	1
Deputy Head of Mission	1
Chief Security Officer	1
Chief, Political/Reporting	1
Political Adviser	1
Programme Co-ordinator	1
Public Information and Media Officer	1
Special Assistant to the Head of Mission	1
Political/Reporting Officer	1
National Executive Officer	1
National Political Liaison Officer	1
National Records and Archives Officer	1
Senior Assistant, Roma Issues	1
Senior Political Assistant	1
Senior Project Assistant	1
Senior Public Information and Media Assistant	2
Senior Secretary	1
Archives Assistant	2
Language Assistant II	2
Security Assistant	1
Situation Centre Assistant	3
Close Protection Specialist	1
Radio Operator	5
Senior Driver	2
Office Clerk	1
Security Guard	14
Fund Administration Unit	**37.5**
Head, Administration and Finance	1
Chief, Finance	1
Chief, General Services	1
Chief, Human Resources Management	1

Category	Jan '10-Dec '10
Procurement Officer	1
National ICT Officer	1
National Supply Officer	1
National Administrative Officer	1
National Building Management Officer	1
National Finance Officer	1
National Human Resources Officer	1
Nurse	1
Senior Transport Assistant	1
Senior IT Network Technician	1
Communications Technician	1
Finance Assistant	1
Finance Assistant	1
Human Resources Assistant	2
IT Help Desk Technician	1
Procurement Assistant	1
Training Assistant	1
Treasury Assistant	1
Web/Database Developer	1
Administrative Assistant	1
Administrative Assistant	1
Human Resources Assistant	1
IT Help Desk Technician	1
IT Help Desk Technician	1
Material Management Assistant	1
Procurement Assistant	1
Procurement Assistant	1
Vehicle Maintenance Assistant	1
Material Control Clerk	1
Technician	0.5
Transport Dispatcher	1
Material Management Clerk	1
Warehouse Worker	1

OSCE Spillover Mission to Skopje Personnel by Post Jan '10-Dec '10 *(Continued)*

Category	Jan '10-Dec '10
Common Operational Costs	**9**
Bus Driver	2
Driver	5
Cleaner	1
Cleaner	1
Police Development	**57**
Head Police Development Department	1
Chief of Police Training	1
Chief, Community Development	1
Deputy Head Police Development Department	1
Senior Border and Organized Crime Adviser	1
Police Adviser, Community/Minority	1
Project Officer	1
Senior Police Training Adviser	1
Community Police Adviser	11
Police Adviser	3
Police Instructor	1
Police Training Adviser	3
Reporting Analysis Officer	1
National Legal Adviser	1
Administrative Assistant	1
Curriculum Development Assistant	2
Project Assistant	3
Publications Assistant	1
Senior Secretary	1
Project Management Assistant	1
Administrative Assistant	1
Office Assistant	2
Programme Assistant	1
Language Assistant	4
Language Assistant I	12
Rule of Law	**30**
Head of Rule of Law	1
Deputy Head of Rule of Law	1
Senior Rule of Law Officer/Capacity-Building	1
Senior Rule of Law Officer/Judicial Reform	1
Senior Rule of Law Officer	1
Analysis and Reporting Officer	1
Rule of Law Officer	2
Rule of Law Officer/Capacity-Building	1
National Legal Adviser	1
National Rule Law Officer	8
Senior Legal Assistant	2
Legal Translator Assistant	2
Rule of Law Assistant	1
Senior Assistant	1
Programme Assistant	6
Monitoring and Good Governance	**31**
Head of Monitoring and Good Governance Department	1
Chief of Good Governance Unit	1
Chief of Monitoring Unit	1
Senior Monitoring Officer	1
Democratization/Elections Officer	1
Monitoring Officer	6
Education Reform Officer	2
Public Administration Officer	1
National Democratization Officer	1
National Public Administration Reform Office	3
Senior Programme Assistant	1
Democratization/Elections Assistant	1
Education Reform Assistant	2
Office Assistant	1
Language Assistant I	8
TOTAL	**213.5**

Source: OSCE Document PC.DEC/923

OSCE Spillover Mission to Skopje Vehicles: 4 August 2010

Vehicle Type	Quantity
Armoured	3
4x4 Vehicles	35
Automobiles	22
Trucks	1
Vans	1
Buses	3
TOTAL	**65**

Source: OSCE Asset Management Section

OSCE Spillover Mission to Skopje Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	1,690,538.4
Fund Administration Unit	1,468,263.1
Common Operational Costs	1,896,451.7
Police Development	2,371,222.6
Rule of Law	1,912,191.6
Monitoring and Good Governance	1,663,148.9
TOTAL	**11,001,816.3**

Source: OSCE Document PC.DEC/923

OSCE Spillover Mission to Skopje Budget Jan '99-Dec '09 (in US dollars)

Category	Jan '99-Dec '99	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission						2,218,195.9	1,617,995.1	1,826,197.3	1,740,161.4	1,664,556.9	1,764,078.8
Fund Administration Unit						5,304,873.5	2,451,368.0	1,610,342.4	1,589,968.4	1,523,738.2	1,469,436.0
Common Operational Costs						-	2,868,252.1	2,779,034.8	2,604,732.6	2,131,174.8	1,897,116.5
Confidence-building						1,802,161.8	1,512,725.7	1,219,419.8	1,115,280.3	1,023,932.6	-
Police Development						5,133,897.1	3,341,590.5	2,826,748.4	2,523,998.0	2,507,466.9	2,471,381.6
Media Development						612,310.7	477,238.3	351,395.8	344,935.0	317,562.5	-
Rule of Law						2,154,012.1	1,866,274.6	1,894,212.9	2,179,852.4	2,085,107.5	1,945,805.0
Field Stations						-	-	-	-	-	-
Public Adminstration Support						661,669.3	629,700.1	691,550.5	776,038.0	694,553.3	-
Monitoring and Good Governance						-	-	-	-	-	1,693,217.6
TOTAL	**10,056,887.1**	**784,313.9**	**1,018,587.2**	**27,452,241.2**	**21,815,776.7**	**17,887,120.3**	**14,765,144.4**	**13,198,901.9**	**12,874,966.0**	**11,948,092.6**	**11,241,035.4**
Secretariat Augmentation		-	-	158,006.4	186,799.5	198,197.5	195,536.5	205,789.2	205,789.2	-	-
GRAND TOTAL	**10,056,887.1**	**784,313.9**	**1,018,587.2**	**27,610,247.7**	**22,002,576.2**	**18,085,317.8**	**14,960,680.9**	**13,404,691.1**	**13,080,755.2**	**11,948,092.6**	**11,241,035.4**

Source: OSCE Documents PC.DEC/282, PC.DEC/331, PC.DEC/399/Corr., PC.DEC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888

7.14 OSCE Mission-by-Mission Statistics

CiO Representative on Minsk Conference

(Personal Representative of the Chairman-in-Office on the Conflict Dealt with by the OSCE Minsk Conference)

CiO Representative on Minsk Conference Key Facts

Authorization Date	10 August 1995 DOC. 525/95
Start Date	January 1997
Head of Mission	Ambassador Andrzej Kasprzyk (Poland)
Budget	$1.5 million (1 January 2010-31 December 2010)

CiO Representative on Minsk Conference Personnel: 1 August 2010

Category	Filled	Budgeted
International	6	6
Local	11	11
TOTAL	**17**	**17**

Source: OSCE Department of Human Resources

CiO Representative on Minsk Conference Personnel by Post Jan '10-Dec '10

Category	Jan '10-Dec '10
Office of Head of Mission	**5**
Personal Representative of the CiO	1
Field Assistant to the PR	3
Personal Assistant to the PR	1
Fund Administration Unit	**3**
Chief of Fund Administration	1
Senior Administrative Assistant	1
Finance Assistant	1
Common Operational Costs	**9**
Driver/Administrative Assistant-Yerevan	1
Driver-Stepanakert/Khankendi	1
Driver Instructor/Mechanic-Tbilisi	1
Driver-Baku	1
Driver-Tbilisi	1
Housekeeper-Baku	1
Housekeeper-Stepanakert/Khankendi	1
Housekeeper-Tbilisi	1
Housekeeper-Yerevan	1
TOTAL	**17**

Source: OSCE Document PC.DEC/923

CiO Representative on Minsk Conference Vehicles: 4 August 2010

Vehicle Type	Quantity
4x4 Vehicles	9
TOTAL	**9**

Source: OSCE Asset Management Section

CiO Representative on Minsk Conference Budget Jan '10-Dec '10 (in US dollars)

Category	Jan '10-Dec '10
Office of Head of Mission	741,037.7
Fund Administration Unit	240,406.2
Common Operational Costs	475,843.7
TOTAL	**1,457,287.6**

Source: OSCE Document PC.DEC/923

CiO Representative on Minsk Conference Budget Jan '99-Dec '09 (in US dollars)

Category	Jan '99-Dec '99	Jan '00-Dec '00	Jan '01-Dec '01	Jan '02-Dec '02	Jan '03-Dec '03	Jan '04-Dec '04	Jan '05-Dec '05	Jan '06-Dec '06	Jan '07-Dec '07	Jan '08-Dec '08	Jan '09-Dec '09
Office of Head of Mission						817,527.8	761,867.8	720,577.9	720,577.9	720,577.9	653,913.4
Fund Administration Unit						314,570.7	267,734.9	230,830.0	230,240.0	226,801.5	231,619.0
Common Operational Costs						-	225,635.0	303,491.4	358,645.6	388,663.9	455,356.4
TOTAL	**12,335,065.7**	**1,124,215.4**	**1,192,380.5**	**1,300,486.4**	**1,273,057.8**	**1,132,098.5**	**1,255,237.7**	**1,254,899.3**	**1,309,463.5**	**1,336,043.3**	**1,340,888.8**
Secretariat Augmentation	-	-	-	-	-	-	-	-	-	-	-
ODIHR Augmenations	-	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	**12,335,065.7**	**1,124,215.4**	**1,192,380.5**	**1,300,486.4**	**1,273,057.8**	**1,132,098.5**	**1,255,237.7**	**1,254,899.3**	**1,309,463.5**	**1,336,043.3**	**1,340,888.8**

Source: OSCE Documents PC.DEC/282, PC.DEC/331, PC.DEC/399/Corr., PC.DEC/469, PC.DEC/534, PC.DEC/590, PC.DEC/672, PC.DEC/740, PC.DEC/780/Corr.1, PC.DEC/839, PC.DEC/888