



# General Assembly

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### Proposed programme budget for 2021

## Proposed programme budget for 2021

### Part II

#### Political affairs

### Section 3

#### Political affairs

#### Special political missions

#### United Nations Assistance Mission for Iraq

#### *Summary*

The present report contains the proposed resource requirements for 2021 for the United Nations Assistance Mission for Iraq in the amount of \$100,007,000 (net of staff assessment).

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\* A/75/50.



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\*\* The part consisting of the proposed programme plan for 2021 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 13 of resolution 72/266 A.

\*\*\* In keeping with paragraph 11 of resolution 72/266 A, the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.

## I. Overview of the Mission

(\$100,007,000)

### Foreword

More than two years after the military defeat of Islamic State in Iraq and the Levant (ISIL), the post-conflict recovery of Iraq remains fragile. Weak State institutions and fragmented decision-making have limited the Government's ability to implement programmes that improve overall living standards, leading to heightened social unrest marked by violence and loss of life, as well as diminished public confidence in elected representatives and the State. Meanwhile, social vulnerabilities persist, with approximately 1.4 million people remaining displaced in Iraq and 1.77 million people in acute need of humanitarian assistance. Despite some progress in reconstruction efforts, basic service delivery remains weak and the restoration of critical infrastructure is lagging. The country's security also remains vulnerable to the threat of ISIL and geopolitical dynamics.

In 2021, the United Nations Assistance Mission for Iraq (UNAMI) will continue to support the Government and people of Iraq in accordance with its Security Council mandate, and at the request of the Government of Iraq. UNAMI will assist the Government in strengthening the country's long-term resilience to political and economic crises, and social upheaval. Such support will include assistance to government reform efforts that strengthen inclusive political participation, reconciliation, justice, equality, accountability, good governance, equitable economic development and diversification, and the fight against corruption.

Participatory political cooperation will be key to the realization of the Government's objective to promote national unity, implement meaningful reforms and strengthen public trust in State institutions. UNAMI will therefore prioritize the provision of advice, support and assistance to the Government of Iraq on advancing inclusive political dialogue and reconciliation, including the representation of women in these processes at all levels. UNAMI will also continue to foster its cooperation with civil society, including youth and women, to facilitate broad public input into political objectives and government reform measures. Support will be provided to the Government's pursuit of security, stability and good neighbourly relations through the facilitation of regional dialogue and cooperation.

UNAMI will also continue to support the Government's development agenda and the rehabilitation and reconstruction of areas devastated by ISIL, allowing for the return of the displaced to their homes. Such efforts must be complemented by activities that help establish conducive conditions for stability and sustainable peace, including by fostering social cohesion and peaceful coexistence and promoting the principles of human rights and equal citizenship. Iraqi resolve and unity marked the fight against ISIL, but terrorism continues to present a threat. Countering the ability of violent extremists to regroup and recruit, while tackling the challenges of ISIL returnees and arms outside State control, will be essential for the Government to deliver greater security to its citizens.

Sustained international assistance is essential to achieve these objectives: I will continue to exercise my good offices functions on behalf of the Secretary-General to mobilize international and regional partners in support of Iraq.

This budget presents the resource requirements for UNAMI to continue its vital support to the people and Government of Iraq as they forge ahead towards a more just, peaceful and prosperous future.

(Signed) Jeanine **Hennis-Plasschaert**  
Special Representative of the Secretary-General,  
UNAMI

## **A. Proposed programme plan for 2021 and programme performance for 2019**

### **Overall orientation**

#### **Mandates and background**

1. In its resolution [1483 \(2003\)](#), the Security Council requested the Secretary-General to appoint a Special Representative for Iraq to assist the country in its political transition and in meeting its humanitarian, reconstruction and development needs. Subsequently, by adopting resolution [1500 \(2003\)](#), the Council decided to establish the United Nations Assistance Mission for Iraq (UNAMI) to support the Special Representative in the fulfilment of the aforementioned mandate. The Council reviewed and expanded the mandate through resolutions [1770 \(2007\)](#) and [2107 \(2013\)](#), and renewed it by its resolutions [1830 \(2008\)](#), [1883 \(2009\)](#), [1936 \(2010\)](#), [2001 \(2011\)](#), [2061 \(2012\)](#), [2110 \(2013\)](#), [2169 \(2014\)](#), [2233 \(2015\)](#), [2299 \(2016\)](#), [2367 \(2017\)](#) and [2421 \(2018\)](#). On 21 May 2019, the mandate was extended until 31 May 2020 by the Council in its resolution [2470 \(2019\)](#).
2. The current mandate of UNAMI encompasses, at the request of the Government of Iraq, the following key areas: providing outreach and good offices to promote an inclusive and non-sectarian political system; providing support to the Government on the constitutional review and the development of acceptable processes to resolve disputed internal boundaries; encouraging regional dialogue and cooperation, including on issues of border security, energy, environment, water and refugees; supporting the Government and people of Iraq in advancing community and national reconciliation, including issues related to minorities; implementing the women, peace and security agenda and gender mainstreaming; assisting with the development of processes for holding elections; promoting accountability, the protection of human rights and the rule of law, in addition to supporting the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant (ISIL), pursuant to Security Council resolution [2379 \(2017\)](#); strengthening child protection, including the rehabilitation and reintegration of children; combating terrorism, including by preventing radicalization; and reforming the security sector.

### **Programme of work**

#### **Objective**

3. The objective, to which this Mission contributes, is to achieve sustainable peace, security and development while reaffirming the independence, sovereignty and territorial integrity of Iraq.

#### **Strategy**

4. To contribute to the achievement of sustainable peace and security in Iraq, the Mission will promote inclusive political dialogue, including through broad engagement with institutional stakeholders and the provision of advice and recommendations on key policy issues and mechanisms for implementation, which is expected to result in the broad consensus to implement political and other reforms that strengthen public confidence in the State, increase accountability and improve governance. The Mission will work closely with the legislative and executive institutions to support the formulation, adoption and implementation of legislative and constitutional reforms that will underpin longer-term political and socioeconomic development. The Mission will also continue to support enhanced dialogue between the federal Government and the Kurdistan Regional Government, and advocate for the implementation of laws crucial to the consolidation of the relationship between Baghdad and Erbil. Past results in this area include the implementation of the 2019 Federal Budget Law and the implementation of the Reform Bill as adopted by the Parliament of the Kurdistan

Region; the Mission's facilitation of negotiations among key stakeholders to help them restart the process for the development of recommendations concerning the implementation of article 140 of the Constitution of Iraq, on disputed boundaries; and the Mission's development and submission of recommendations, including best practice examples, to national authorities, at their request, on the national constitutional review.

5. To further contribute to the achievement of sustainable peace and security in Iraq, the Mission will monitor, engage and report on human rights norms and standards, which is expected to result in the protection of fundamental human rights and freedoms as guaranteed by the Constitution of Iraq and in accordance with the country's international obligations. UNAMI will continue its advocacy and engagement with relevant stakeholders to strengthen the capacity of State institutions to protect fundamental freedoms, promote due process and fair trial standards, advance security sector reforms and strengthen the rule of law. Past results in this area include consultations held with civil society, women's organizations, the Iraqi High Commission for Human Rights, government representatives and relevant United Nations country team partners to align domestic laws with international norms and principles through the provision of recommendations and technical reviews on measures that could be further included in draft legislation. The Mission's technical assistance to the Supreme Judicial Council and the State Council increased the efficacy of the draft anti-domestic violence law in order to protect victims of domestic violence, within the constitutional framework and in line with international standards.
6. In the area of development and recovery, the Mission will support the Government of Iraq by bringing together United Nations and other development actors to increase synergies and linkages in order to accelerate progress in assisting the Government of Iraq in its response to public demand for basic services, reforming its public institutions, diversifying its economy, creating transparency in governmental processes, achieving the Sustainable Development Goals, mainstreaming the Goals into national and local plans, and monitoring and reporting at all levels. Past results in this area include the completion of the 2020 common country analysis, the completion of the United Nations Sustainable Development Cooperation Framework for the period 2020–2024 and the implementation of the two-year recovery and resilience programme (2018–2019), which helped fast-track the social dimensions of reconstruction with a focus on protection and inclusion of conflict-affected populations, taking into account the different needs of women, men, boys and girls. The Mission will build on lessons learned from the implementation of this programme and recalibrate its focus on strengthening resilience.

### **External factors for 2021**

7. With regard to the external factors, the overall plan for 2021 is based on the following assumptions:
  - (a) A Government is in place with the authority to formulate a clear programme of reforms, and enjoys support to implement them;
  - (b) The security situation remains sufficiently permissive to access all affected populations and key stakeholders in relation to mandate implementation;
  - (c) Stakeholders, especially the Government of Iraq, remain committed to national and social cohesion in Iraq, including through the adoption and implementation of the requisite political, electoral and constitutional reforms;
  - (d) Political leaders reach consensus to implement security sector reforms, including bringing all weapons and armed groups under State control and ensuring the successful integration of the Popular Mobilization Forces into the Iraqi security forces;
  - (e) The Government of Iraq prioritizes and takes active steps towards promoting the full participation of youth in Iraqi society, including by removing bureaucratic obstacles that hinder economic growth in order to foster investment and create adequate job opportunities for youth;

- (f) The Government of Iraq demonstrates political commitment to advancing women's rights and gender equality through creating strong institutional mechanisms to ensure accountability and track and monitor progress on meeting international commitments on the advancement of women;
  - (g) The Government of Iraq works to improve service delivery and meet public expectations, alleviating the causes of recent social unrest, and remains committed to promoting, respecting and protecting human rights and the rule of law;
  - (h) The federal Government and the Kurdistan Regional Government engage in genuine political dialogue to fully normalize relations and resolve outstanding issues;
  - (i) Events unfolding in the wider region do not adversely affect the internal political stability of Iraq;
  - (j) No additional large cross-border population movements occur as a result of conflicts in the region.
8. The Mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In its engagement with political parties, the Mission promotes gender mainstreaming in party programmes and structures to strengthen women's representation and engages with the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission to secure wider and more meaningful participation of women in electoral processes.
  9. With regard to cooperation with other entities, UNAMI supports the coordination of the work of international donors and international financial institutions such as the World Bank, the International Finance Corporation, the European Bank for Reconstruction and Development, the Islamic Development Bank and the International Monetary Fund in reconstruction and assistance programmes, capacity-building, economic reform and setting conditions for sustainable development. In doing so, UNAMI staff lead or participate in critical national development and humanitarian bodies such as the Executive Committee for Recovery, Reconstruction and Development, the Development Partners' Forum, the Stabilization Task Force, the Returns Working Group, the NGO Coordination Committee for Iraq and the Prospects Partnership, with the aim of responding to the country's urgent development needs and achieving the Sustainable Development Goals.
  10. With regard to inter-agency coordination and liaison, UNAMI, as part of its efforts to counter violent extremism in Iraq, works with the United Nations country team, national and local government authorities and religious organizations to raise awareness of the impact of violent extremism on Iraqi society. An integrated task force on social cohesion and reconciliation, comprising UNAMI and the United Nations country team, will share information and coordinate activities in support of sustainable peace, stability and security in Iraq. UNAMI also supports the work of the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL in the implementation of its mandate, under Security Council resolution [2522 \(2020\)](#), to support domestic efforts to hold ISIL accountable by collecting, preserving and storing evidence in Iraq of acts that may amount to war crimes, crimes against humanity and genocide committed by ISIL. In addition, UNAMI and the United Nations Development Programme (UNDP) will assist the Government of Iraq on security sector reform and will continue to work closely together in providing electoral advisory support and coordinating technical assistance to the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission. UNAMI will also engage with the International Organization for Migration, UNDP, the United Nations Population Fund, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the Office of the United Nations High Commissioner for Refugees, the United Nations Children's Fund and the United Nations Office for Project Services in a wide range of activities aimed at the promotion and protection of human rights and the rule of law, including on issues relating to women, ethnic and religious minorities, and grave violations against children in situations of armed conflict.

## Evaluation activities

11. A self-evaluation of mission processes to develop the mission concept, including support from the Department of Political and Peacebuilding Affairs of the Secretariat for such processes, to identify constraints and opportunities is planned for 2021.

## Programme performance in 2019 against planned results

12. A planned result for 2019, which is progress in the implementation and promotion of the Constitution and supporting political stability and progress towards national reconciliation in Iraq, as referred to in the report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council for 2019 (A/73/352/Add.5), was achieved, as evidenced by the Mission's support to the constitutional review process through expert assistance to the parliamentary constitutional review committee and also to the presidential constitutional review committee. In order to support the development of an inclusive, comprehensive legal and institutional framework, UNAMI provided two constitutional experts to offer technical expertise to both committees; they engaged in some 30 advocacy meetings to advance key legislative priorities, exceeding the planned target of 25 such meetings, and consulted with other stakeholders, such as the Women's Advisory Group, on the need for electoral and legal reforms to advance women's rights. UNAMI personnel also held constructive discussions on constitutional reform from October to December 2019 with a wide range of politicians, officials and civil society representatives, including in the Kurdistan Region, with a view to feeding their views into an inclusive reform process.
13. A planned result for 2019, which is progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective elections, as referred to in the report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council for 2019 (A/73/352/Add.5), was achieved, as evidenced by the holding of 18 constructive meetings, exceeding the target of 6 meetings, between UNAMI and the Legal Committee of the Council of Representatives at which two options papers were shared on electoral reform proposals. The Council of Representatives subsequently adopted electoral legislation, including the new Independent High Electoral Commission Law.
14. A planned result for 2019, which is progress towards strengthened sustainable development and humanitarian assistance, as referred to in the report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council for 2019 (A/73/352/Add.5), was achieved, as evidenced by a total of 25 forums supported to facilitate joint programming between the United Nations system and the Government of Iraq, in line with the recovery and resilience framework and the national development plan, against the target of 20 forums. In addition, 200 meetings, exceeding the target of 120 meetings, were held with the Government of Iraq and civil society to support and strengthen the rights of vulnerable populations, in particular internally displaced persons, refugees, returnees, women, girls, youth and minorities. Those meetings allowed humanitarian partners to reach over 1.5 million people.

## Programme performance in 2019

### Inclusive dialogue to strengthen national unity

15. The opportunity to consolidate national unity following the military defeat of ISIL, successfully hold parliamentary elections and achieve the peaceful transition of power diminished as 2019 progressed. Cross-sectarian political alliances formed during the 2018 federal parliamentary elections did not translate into effective cooperation in the Council of Representatives during 2019. Political divisions and weak State institutions significantly impeded the Government's progress in implementing the

2018–2022 national programme. Stalled activities affected the provision of public services, the adoption of key legislation and meaningful progress towards the full normalization of relations between the federal authorities and the Kurdistan Region. The Government's lack of progress in improving overall living standards led to public protests, marked by violence and loss of life, diminished public trust in the State and public calls, joined by youth and women, for a comprehensive reform of the political system. In response, the President and the Council of Representatives established constitutional reform committees to address the public's calls to strengthen governmental accountability, transparency and performance.

16. At the request of the Iraqi institutions, including the Office of the President and the Council of Representatives, UNAMI provided technical assistance and advice, both directly and through constitutional expert consultants, to constitutional reform committees in the Council of Representatives. To ensure that its assistance and advice were as broad and inclusive as possible, UNAMI consulted with a vast range of stakeholders, including government representatives at the national, subregional and Kurdistan Region levels, civil society, youth and women. The Mission consulted the Women's Advisory Group to facilitate women's input into national reform discussions, and convened workshops across the country, which sought to build the capacity of 400 youth activists in the fields of peacebuilding and conflict resolution and to facilitate direct dialogue between youth and local decision-makers. Complementary to the Government's constitutional reform initiatives and as part of the overall objective to improve the resilience of State institutions, UNAMI also developed suggestions for the Government's consideration on electoral reform, security sector reform, combating corruption and the enactment of important legislation to promote, among other issues, good governance, economic diversification and reconstruction. In developing those suggestions, UNAMI conducted broad-based and inclusive engagement with the Government at all levels and with a broad cross-section of Iraqi society, including political parties, religious authorities, civil society, protesters, women's and human rights activists, unions and professional groups.

*Progress towards the attainment of the objective, and performance measure*

17. This work contributed to achieving sustainable peace, security and development while reaffirming the independence, sovereignty and territorial integrity of Iraq, as demonstrated by the broad public input into Government-led reform initiatives aiming to ensure that they meet the differentiated needs of all Iraqis, and the progress towards inclusive political dialogue. The Mission's support to the constitutional review process provided Iraqi decision makers with best practices and examples. The youth workshops held by UNAMI and its consultations with the Women's Advisory Group resulted in a list of recommendations on constitutional and other reform measures that were submitted to relevant government bodies for consideration and adoption in the next round of consultations.
18. Constructive negotiations and dialogue among Kurdish political actors took place with the contribution of the Mission's good offices and assisted in the formation of an inclusive regional government in the Kurdistan Region. UNAMI, through technical expertise in governance and constitutional matters, examined issues affecting the relationship between Baghdad and Erbil, especially those relating to the implementation of Article 140 of the Iraqi Constitution, and presented the findings to the Iraqi authorities for further considerations. Baghdad and Erbil pursued enhanced security cooperation, especially in disputed territories, where ISIL was resurgent; and the Mission continued to advocate for better cooperation in the security sector between Baghdad and Erbil and to support the implementation of the joint security mechanism.

Table 1  
Performance measure

2015	2016	2017	2018	2019
Baghdad-Erbil dialogue aimed at reaching consensus to	Strengthened consensus to	Prevention of deterioration in Baghdad-Erbil	Broadened space for dialogue on critical issues impacting	Steps towards establishment of Baghdad-Erbil

2015	2016	2017	2018	2019
meet threats against territorial integrity	contribute towards national unity	relations post-independence referendum	national unity and political stability	coordination and cooperation mechanisms

### **Electoral reform legislation to promote trust in electoral institutions and processes**

19. In 2019, political discussions on electoral reform took prominence amidst heightened calls by the Iraqi public for independent, impartial electoral management and for a legislature that is more accessible and accountable to constituents. While preparations were under way, Iraq postponed the planned April 2020 governorate council elections to focus on amending electoral legislation. In response to public demands, the Iraqi President convened, in October 2019, an Electoral Reform Committee that drafted a consolidated electoral law. Drawing on that, the Council of Ministers then submitted an amended package of electoral legislation for parliamentary consideration. In early December 2019, the Council of Representatives adopted a new Independent High Electoral Commission Law, which mandated the appointment of new, non-partisan officials for senior and mid-level positions in the restructured Electoral Commission and provided for the appointment of nine judges as electoral commissioners. Following protracted deliberations and negotiations between political blocs, the Council of Representatives Elections Law was approved by parliament on 24 December.
20. UNAMI supported the Presidential Electoral Reform Committee and the Legal Committee of the Council of Representatives during the deliberations on the proposed electoral legislation. UNAMI provided technical assistance and advice on electoral best practices and experience. In several legislative consultations and during meetings with Iraqi leaders, UNAMI expertise was sought on key aspects of legislation, including on the composition of the Electoral Commission, as well as on strengthening electoral oversight, transparency, accountability and representativeness.
21. Meanwhile, UNAMI also extended technical assistance and expert support to the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission as they sought to improve the accuracy of their voter registry databases and the transparency and integrity of their elections result-management systems. UNAMI continued to advise both electoral bodies on mainstreaming gender throughout their programmes and activities, including through workshops in September and October 2019 on gender-responsive electoral processes. At the request of the Kurdistan Region Independent Electoral Commission, UNAMI provided expert support to several institutional capacity-building activities, including staff training in Sulaymaniyah, Erbil and Dahuk.

#### *Progress towards the attainment of the objective, and performance measure*

22. This work contributed to achieving sustainable peace, security and development while reaffirming the independence, sovereignty and territorial integrity of Iraq, as demonstrated by the strengthened capacity of the country's electoral institutions to organize credible elections and adopt electoral legislation that addresses public calls for a more accessible and accountable political system. This work also contributed to the development and adoption of improved policies and practices that promote inclusiveness, professionalism and integrity in electoral processes.

Table 2  
**Performance measure**

2015	2016	2017	2018	2019
Previous elections highlighted an alarming trend of	The Electoral Commission explored options for	The Government of Iraq appointed a new Board of	Lessons learned from 2018 national and regional	The Government of Iraq undertook electoral reform to

2015	2016	2017	2018	2019
decreasing turnout and delays in the announcement of election results, impacting public perception of credibility of elections and trust in electoral institutions	improving voter registry and result-management systems and considered available information technology systems	Commissioners using existing parliamentary selection mechanisms; new commissioners decided to move forward with the use of technologies for election results management	elections highlighted issues and challenges in upholding the inclusiveness and integrity of electoral processes and the credibility of electoral institutions	strengthen the capacity, transparency and impartiality of the Electoral Commission and enhance representation in the electoral system

### **Adherence to normative rights and conventions**

23. From 1 October 2019, demonstrations took place in Baghdad and several governorates in southern and central Iraq, initially beginning as protests over corruption, unemployment, housing issues and lack of basic services, and developing into demonstrations for a comprehensive reform of the political system.
24. The large number of deaths and injuries from demonstration-related violence fuelled tensions, leading to further-intensified violence that continued into 2020. Between 1 October and 31 December 2019, the Mission documented at least 438 deaths and at least 8,761 serious injuries during the demonstrations, excluding the estimated 20,000 people who were harmed by tear gas inhalation.
25. Throughout November and December 2019, the mission documented the use of live ammunition, as well as targeted killings, abductions, arbitrary arrests, violence against the media and detention of civil society activists and human rights defenders. In six governorates, schools and universities have been closed since November, posing a risk to the right to education.
26. UNAMI engaged in active monitoring and reporting of the human rights situation throughout the demonstrations, including by interviewing demonstrators, human rights and civil society activists, media personnel and medical personnel. In addition, UNAMI reviewed allegations of human rights abuses during the demonstrations, monitored social media and engaged with government officials, including in the State security apparatus, to collect information and verify such allegations.
27. UNAMI released three special public reports documenting human rights violations in the context of the ongoing demonstrations, including the use of excessive and improper use of force, ill-treatment and violations of the procedural rights of arrested demonstrators and activists. The reports also raised serious concerns about ongoing impunity for deliberate killings, abductions and arbitrary detention by variously described unknown armed men. The Mission engaged in extensive outreach, including with the Government, demonstrators and human rights defenders, as well as a structured public advocacy campaign that included press releases, tweets and statements raising concern about human rights protection.

### *Progress towards the attainment of the objective, and performance measure*

28. This work contributed to achieving sustainable peace and security in Iraq, as demonstrated by the Government's order to the security forces not to use live ammunition as part of riot control measures. Security forces made progress towards better compliance with international standards on the use of force and firearms in law enforcement contexts in line with the Mission's recommendations and statements.

29. It was also decided to prosecute demonstration-related crimes under the Iraqi Criminal Code, superseding a previous statement by the High Judicial Council that had indicated that demonstrators would be prosecuted under the Federal Anti-Terrorism Law.
30. Engagement by UNAMI with key interlocutors, including the Office of the President, the Office of the Prime Minister, detention facilities, Baghdad Operations Command and the parliamentary human rights committee, contributed to the release of many demonstrators arrested in Baghdad and in other parts of the country. Advocacy efforts also resulted in steps taken by the Government to protect freedom of expression, including restoration of access to social media, and cease interference with media actors aimed at reducing coverage of demonstrations. A revised version of the draft freedom of expression law was submitted in 2019 to the Council of Representatives and went through a first reading in the parliamentary human rights committee. It was subsequently returned to the Speaker of Parliament for follow-up.

Table 3  
Performance measure

2015	2016	2017	2018	2019
Iraqi parliament adopted measures in response to recommendations of the universal periodic review to promote fundamental human rights, including the freedoms of assembly and expression	The Government of Iraq established a human rights office in response to recommendations of the universal periodic review	The Government of Iraq continued to fund the Independent Human Rights Commission to actively promote the protection of fundamental freedoms in close collaboration with civil society	Increased engagement by the Independent Human Rights Commission and civil society to promote freedom of expression and opinion	The Government of Iraq presented a draft freedom of expression law to the Council of Representatives

## Planned results for 2021

### Result 1: implementing the political reform agenda and strengthening democratic governance

31. In October 2019, popular and widespread discontent with growing levels of inequality and the lack of employment opportunities and essential services culminated in large-scale protests on the streets in the country's capital and in regional capitals, with protestors calling for far-reaching political reform. Against this backdrop, political divisions between parliamentary blocs and delayed government action further undermined and eroded public trust in the political institutions and their commitment to implementing reforms. The Government's provision of services, economic activity, and humanitarian assistance were adversely affected. Tensions peaked and resulted in the resignation of the Prime Minister on 1 December 2019, resulting in the formation of a caretaker Government. In this respect, the Government's focus shifted towards containing and addressing the widespread social unrest, which resulted in further delays in the adoption of key legislation and constitutional reforms. The nomination by the President of Iraq of a new Prime Minister-designate on 1 February 2020 paved the way towards the formation of a new Government and the enactment of reforms that meet the aspirations of the Iraqi people.
32. UNAMI will continue to support Iraqi authorities in building consensus among different stakeholders to formulate and implement constitutional and other legal reforms that strengthen the resilience of the country's institutions and improve government performance. UNAMI will also continue to facilitate and promote political consensus towards the full implementation of reform measures adopted by the Iraqi parliament and its institutions in 2019 and 2020. UNAMI will support

the Government and the Council of Representatives in implementing the outcome of their review of the Constitution, particularly any associated reform recommendations, and will ensure that key laws towards this objective are on the parliamentary agenda. UNAMI will support efforts by the federal Government and the Kurdistan Regional Government to resolve their outstanding issues through dialogue and will advocate for the expedited passage of laws pertinent to this relationship, including, notably, a hydrocarbons law that promotes fair revenue-sharing.

33. UNAMI will continue to facilitate dialogue between the Government and society to create space for greater collaboration on key policy issues. Finally, UNAMI will support the Government's pursuit of good neighbourly relations and the reaffirmation of the country's independence, sovereignty and territorial integrity.

*Internal challenge and response*

34. The challenge for UNAMI was associated with the requirement for expertise on constitutional reviews, including relevant comparative lessons learned from other constitutional review processes.
35. In response, UNAMI expanded its expertise on the Iraqi Constitution and its institutional knowledge on the negotiations on the drafting and adoption of the 2005 Constitution and on constitution-making and comparative reviews. The Mission utilized this expertise in its engagement with the national constitutional review teams, providing expert advice and recommendations, making a critical contribution to its national counterparts in this area.

*Expected progress towards the attainment of the objective, and performance measure*

36. This work is expected to contribute to the achievement of sustainable peace, security and development while reaffirming the independence, sovereignty and territorial integrity of Iraq, which would be demonstrated by the implementation of government reform measures that promote good governance and strengthen political partnership and decision-making.

Table 4  
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	The Government of Iraq conducted a constitutional review	The Council of Representatives adopts legislation relating to political and constitutional reform recommendations	The Government of Iraq implements political and constitutional reforms that strengthen good governance and performance

Abbreviation: N/A, not applicable.

**Result 2: building social cohesion and promoting protection**

37. The widespread campaign of terrorism carried out by ISIL between 2014 and 2017 resulted in grave violations of international human rights and humanitarian law against the Iraqi population. These acts may amount to war crimes, crimes against humanity or, possibly, the crime of genocide under international law. Iraq led the global fight against ISIL and took considerable measures to ensure accountability for the atrocities committed against Iraqis by ISIL fighters. From January 2018 to October 2019, the judiciary processed over 23,000 terrorism-related cases against ISIL defendants, with thousands more remaining pending. Iraq has stated its commitment to upholding the right to a fair trial to promote justice.

38. UNAMI will continue to implement a programme focused on promoting respect for human rights and the rule of law in support of the efforts of Iraq to fulfil its human rights obligations and contribute to counter-terrorism activities. In accordance with the Mission's mandate, the objective of this programme is to strengthen the rule of law in support of the efforts of Iraq to counter terrorism, enabling an environment that promotes a more just and fair society. The Mission's human rights mandate enables crucial support in creating an environment for a just and fair society with respect for the human rights of all communities. The Mission's work through trial monitoring and public reporting will seek to promote fair trial standards and due process to strengthen the rule of law. UNAMI will monitor trials to document positive measures and concerns in judicial processes and work with authorities to address shortcomings.
39. The Mission's work in this area will include advocacy with the judicial authorities to conduct a thorough review of trial and sentencing practices with a view to strengthening criminal justice procedures, in line with the Constitution of Iraq and the country's obligations under international law.

*Internal challenge and response*

40. The challenge for the Mission was the limited focus on the Mission's verification of the allegations of violations of fair trial standards relating to fairness of hearings, including ineffective legal representation, lack of adequate time and facilities to prepare a case and limited possibilities to challenge evidence.
41. In response, the Mission will expand detention and trial monitoring to strengthen adherence to the rule of law in the administration of justice.

*Expected progress towards the attainment of the objective, and performance measure*

42. This work is expected to contribute to the achievement of sustainable peace, security and development while reaffirming the independence, sovereignty and territorial integrity of Iraq, which would be demonstrated by progress towards strengthening the rule of law for all citizens in Iraq and compliance with procedural guarantees and fair trial standards to prevent the emergence of new grievances.

Table 5  
Performance measure

2017	2018	2019	2020	2021
Detention and fair trial monitoring highlighted concern and gaps in the implementation of national legislation and challenges to due process and fair trial guarantees; the Government of Iraq drafted the first Anti-Torture Law to promote due process and fair trials	As the Government of Iraq commenced with prosecution of ISIL suspects, UNAMI expanded its trial monitoring	The Anti-Torture Bill was presented to the Council of Representatives while concerns over fair trial standards continued; the Government of Iraq allowed unfettered access to ISIL trials for monitoring	Adoption of the Anti-Torture Law; the Government of Iraq develops the National Action Plan for the Prevention of Torture in line with its national and international commitments	The Government of Iraq implements the National Action Plan for the Prevention of Torture and reports to United Nations human rights mechanisms on concrete measures taken to promote due process and fair trial guarantees

**Result 3: reducing vulnerabilities by strengthening resilience**

43. Iraq is emerging from an intense conflict that resulted in the military defeat of ISIL, and the nation is working to transition towards sustainable development. In a post-conflict environment in which needs are manifold, requests for assistance and strategies for development must be coordinated, substantiated, and not duplicated. At the same time, Iraq is falling behind in its infrastructure, capacity to deliver services, and socioeconomic indicators owing to civil unrest and lack of investment.
44. UNAMI will continue its leadership role among the international community in convening and leading development coordination forums while responding to continuous ad hoc requests for data and advice from the Government and donors. UNAMI will also support the Government's capacity to implement the 2030 Agenda for Sustainable Development with support from the United Nations system and the international community to national aid coordination mechanisms. The United Nations Sustainable Development Cooperation Framework for the period 2020–2024, which is the United Nations country team's planning document for development activities in Iraq, will guide all United Nations programme cycles, from planning to monitoring and evaluation. It will focus on strengthening resilience by supporting national leadership and ownership of the development process of Iraq and championing the rights and well-being of the country's citizens. The Cooperation Framework will be used as a mechanism to convene multidimensional support for initiatives that grow partnerships that are aimed at advancing implementation of the 2030 Agenda.

*Internal challenge and response*

45. The main challenge for UNAMI was to align its coordination and support activities with the fast-changing situation in the country, the evolving needs of the Government of Iraq for United Nations assistance in building resilience and the new Cooperation Framework that will guide all United Nations programme cycles, from planning to implementation, monitoring and evaluation.
46. In response, the Mission has triggered an intensified internal planning process, composed of several planning meetings to ensure effective coordination and implementation of activities, to develop, within the agreed deadlines, a comprehensive framework to be signed with the Government of Iraq.

*Expected progress towards the attainment of the objective, and performance measure*

47. This work is expected to contribute to the achievement of peace, stability and security in Iraq, which would be demonstrated by a reduction in vulnerability in socioeconomic indicators and in the number of people in need of humanitarian assistance. The implementation of the United Nations Sustainable Development Cooperation Framework for the period 2020–2024 is expected to deliver results in building community resilience by: (a) boosting community-level development action in areas where needs, risks and vulnerabilities are highest, with a focus on risks and vulnerability reduction; and (b) strengthening coordination between development and humanitarian partners to help the Government transition to durable solutions for displaced people and to sustainable development.

Table 6  
Performance measure

2017	2018	2019	2020	2021
The United Nations two-year recovery and resilience programme for 2018–2019 was developed	The framework for recovery and development of the Government of Iraq was supported through the promotion and coordination of	The United Nations Development Assistance Framework was developed in coordination with partners of the Government of Iraq	The Development Partner's Forum functions as the overall umbrella for aid coordination mechanisms, through the implementation of	The United Nations Sustainable Development Cooperation Framework for the period 2020–2024 is effectively implemented,

2017	2018	2019	2020	2021
	resilience and stabilization initiatives through the recovery and resilience programme	and aligned with national priorities	the United Nations Sustainable Development Cooperation Framework for the period 2020–2024, and facilitates the delivery of basic social services	reducing the number of people in need

## Deliverables

48. Table 7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7  
Deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	4	4	4	4
1. Reports of the Secretary-General for the Security Council	4	4	4	4
<b>Substantive services for meetings</b> (number of three-hour meetings)	4	4	4	4
2. Meetings of the Security Council	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	5	5	5	7
3. Projects on national reconciliation and the role of women in peace and security	5	5	5	5
4. Country-wide public outreach events to enhance social cohesion and strengthen the rule of law, socioeconomic development and humanitarian assistance	–	–	–	2
<b>Seminars, workshops and training events</b> (number of days)	98	113	90	98
5. Workshops on gender policy, participation of women in electoral and political processes, and the Sustainable Development Goals	26	26	18	18
6. Training events on mediation and negotiation skills, the role of women in peace and security, transparent and inclusive elections, reporting obligations under international treaties, human rights monitoring and reporting, and the rights of women and persons with disabilities	72	72	72	69
7. Workshops on political dialogue and participation	–	15	–	11
<b>Publications</b> (number of publications)	–	–	–	2
8. Report on strengthening women's political participation	–	–	–	2
<b>Technical materials</b> (number of materials)	111	124	104	121
9. Manual on gender-responsive electoral processes and training manual for women in electoral process	–	1	–	1
10. Reports on human rights violations and the human rights situation in Iraq, civilian casualties, the Government's adherence to human rights and international humanitarian law, child protection and conflict-related sexual violence, biometric voter registry and enhancements in election results management, and key development, stabilization and reconstruction issues in governorates	103	108	101	110

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
11. Options papers and technical reports on elections for the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission	3	13	1	8
12. Handbook on human rights for police personnel	1	1	1	1
13. Planning and technical documents on the United Nations Development Assistance Framework for Iraq and the joint United Nations resource mobilization strategy, and strategic support to and progress of the Government's reconstruction and stabilization programme (recovery and resilience programme)	4	1	1	1

### C. Substantive deliverables

**Good offices:** supporting political and civil Iraqi counterparts with regard to national and community reconciliation, devolution of powers, federalism, revenue-sharing and border management, countering violent extremism and terrorism in Iraq and the region and Baghdad-Erbil and regional relations; and supporting the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission on the implementation of provisions of the joint memorandum of cooperation and coordination of electoral events at the regional level.

**Fact-finding, monitoring and investigation missions:** monitoring missions on rule of law institutions, including places of detention; fact-finding mission on administration of justice within the legal system and with law enforcement officials to follow up on alleged human rights violations; and monitoring missions related to conflict-related sexual violence and children in armed conflict and the protection of the rights of minorities, internally displaced persons and persons with disabilities.

**Consultation, advice and advocacy:** consultation on humanitarian, stabilization, reconstruction and development issues and coordination and monitoring of recovery and reconstruction activities; advice on revenue-sharing, hydrocarbon management, boundary disputes, federalism, security sector reform, women's participation in politics, decentralization of administrative and fiscal authority, electoral legislative reform initiatives and parliamentary oversight, child protection and sustainable development; and consultation and advocacy on human rights issues, including the rights of minority communities, equal rights legislation for all Iraqis, and inclusive community and national reconciliation.

### D. Communication deliverables

**External and media relations:** press conferences, press releases and news articles in three languages on the work of the Mission and the United Nations.

**Outreach programmes, special events and information materials:** special events that include relevant United Nations Days, including Human Rights Day, International Women's Day, International Youth Day, International Day for the Elimination of Sexual Violence in Conflict, the 16 Days of Activism against Gender-based Violence campaign and the Global Open Day on Women and Peace; information materials in support of a common United Nations approach; bimonthly newsletter and annual yearbook highlighting the work of the United Nations in Iraq; United Nations system information material on the Sustainable Development Goals; and twice-daily media monitoring reports.

**Digital platforms and multimedia content:** dissemination of information through the Mission's website and social media accounts, including multimedia products (video, photographs and text) on the Mission, the United Nations in Iraq and events with relevance to Iraq and participation in United Nations-wide campaigns, and dissemination of products from United Nations Headquarters.

**External and media relations:** press conferences, press releases and news articles, including op-eds, in three languages on the work of the Mission and the United Nations.

### E. Enabling deliverables

**Safety and security:** assessments, analysis, briefings, reports, plans, drills and rehearsals, close protection support, staff training, and security services in support of the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL and other United Nations entities in Iraq.

**Administration:** administrative and technical support to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL.

**Logistics:** provision of transportation, accommodation, utilities and office space for the United Nations country team, as well as air transportation for the Office of the Special Envoy of the Secretary-General for Yemen.

**Information and communications technology:** provision of information and communications services, including Internet, data and voice services and maintenance of equipment, to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL.

## B. Proposed post and non-post resource requirements for 2021

### 1. Total resource requirements

#### Resource requirements (regular budget)

Table 8

#### Total resource requirements (net of staff assessment)

(Thousands of United States dollars)

Category of expenditure	2019	2020	2021		Variance
	Expenditure (1)	Appropriation (2)	Total requirements (3)	Non-recurrent requirements (4)	2021 vs. 2020 Increase/(decrease) (5) = (3) - (2)
Military and police personnel costs	5 098.6	5 238.2	5 310.2	–	72.0
Civilian personnel costs	80 540.7	79 582.8	79 997.4	–	414.6
Operational costs	22 475.7	15 725.3	14 699.4	–	(1 025.9)
<b>Total</b>	<b>108 115.0</b>	<b>100 546.3</b>	<b>100 007.0</b>	<b>–</b>	<b>(539.3)</b>

Table 9

#### Positions

	Professional and higher categories									General Service and related categories			National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level			
Approved 2020	1	2	1	6	19	51	54	4	138	167	–	305	109	392	2	808	
Proposed 2021	1	2	1	6	18	50	55	4	137	166	–	303	112	390	2	807	
<b>Change</b>	–	–	–	–	(1)	(1)	1	–	(1)	(1)	–	(2)	3	(2)	–	(1)	

49. The proposed resource requirements for 2021 for UNAMI amount to \$100,007,000 (net of staff assessment) and would provide for the deployment of 245 military contingent personnel (\$5,310,200), civilian personnel costs consisting of salaries, common staff costs and danger pay (\$79,997,400) for 807 positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 18 P-5, 50 P-4, 55 P-3, 4 P-2, 166 Field Service, 112 National Professional Officers, 390 Local level and 2 United Nations Volunteers), as well as operational costs (\$14,669,400) comprising consultants and consulting services (\$319,000), official travel (\$1,269,800), facilities and infrastructure (\$3,241,400), ground transportation (\$735,800), air operations (\$3,162,100), communications and information technology (\$3,382,100), medical (\$280,000) and other supplies, services and equipment (\$2,309,200).
50. The proposed resource requirements for UNAMI are estimated at \$100,007,000 (net of staff assessment), reflecting a net decrease of \$539,300 compared with the resources approved for the Mission for 2020. The net variance between the requirements for 2021 and the approved budget for 2020 reflects the result of:
- (a) A net increase of \$72,000 in military and police personnel costs, attributable primarily to higher requirements for rations as a result of the inclusion of a one-time mobilization cost for the new service providers;

- (b) A net increase of \$414,600 in civilian personnel costs, attributable primarily to the increased costs for international staff owing to the application of January 2020 revised salary scales;
- (c) A net decrease of \$1,025,900 in operational costs, attributable primarily to: (i) decreased requirements for official travel as a result of a higher utilization of videoconferencing services; (ii) lower rental costs owing to the Mission constructing its own premises in Mosul; (iii) lower costs for maintenance and other services arising from increased cost-sharing with the United Nations country team; and (iv) decreased bank charges owing to the establishment of a local bank account in Iraq.

### **Vacancy rates**

- 51. The actual deployment of military personnel and all other mission staff in 2019 resulted in the following annual average vacancy rates: 1 per cent for military personnel; 8 per cent for international staff; 8 per cent for National Professional Officers; 7 per cent for Local level staff; and 50 per cent for United Nations Volunteers.
- 52. In 2020, the approved vacancy rates are 1 per cent for military personnel, 8 per cent for international staff, 6 per cent for both National Professional Officer and Local level staff, and 25 per cent for United Nations Volunteers.
- 53. For 2021, a vacancy rate of 1 per cent has been applied for military contingent personnel. A vacancy rate of 8 per cent has been applied for international staff, and vacancy rates of 8 per cent and 7 per cent have been applied for National Professional Officer and Local level staff, respectively. In addition, a vacancy rate of 17 per cent has been applied to United Nations Volunteers.

## **2. Staffing requirements**

- 54. The staffing proposals are made to support the Mission's strategic and operational priorities planned for 2021. Based on the assessment of operational needs, the Mission plans to strengthen its capacity in areas such as logistic coordination, information technology security, occupational safety and staff welfare, largely by reprioritizing existing resources through reassignment, redeployment and reclassification.
- 55. These proposals are also geared towards the current security environment, in which increased use of information technology for telecommuting and virtual meetings and restrictions on staff movement and leisure activities within the mission area are anticipated.
- 56. For 2021, the following staffing changes are proposed:

### **Office of the Special Representative of the Secretary General**

- (a) Reclassification of one position of Special Assistant (P-3) to Special Assistant (P-4) in the Office of the Special Representative of the Secretary-General;
- (b) Reclassification of one position of Mission Planning Officer (P-4) to Mission Planning Officer (P-3) in the Office of the Chief of Staff;
- (c) Reassignment of one position of Legal Assistant (Local level) in the Office of the Chief of Staff in Baghdad to Administrative Assistant (Local level) in the Office of the Head of Office in Erbil;

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

- (d) Reclassification of one position of Political Affairs Officer (P-4) to Political Affairs Officer (P-3) in the Office of Political Affairs;

- (e) Redeployment of one position of Information Analyst (National Professional Officer) in the Joint Analysis Unit from Baghdad to Erbil;

**Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs**

- (f) Reclassification of one position of Senior Programme Management Officer (P-5) to Coordination Officer (P-4) in the Development Coordination Office;
- (g) Abolishment of one position of Programme Management Officer (P-4) in the Front Office of the Deputy Special Representative of the Secretary-General;

**Mission Support**

*Office of the Chief of Mission Support*

- (h) Redeployment of one position of Assistant Welfare Officer (National Professional Officer) from the Human Resources Section in the operations and resource management pillar to the Staff Welfare Unit;
- (i) Redeployment of the Logistics Cell, comprising one position of Logistics Officer (P-3) and one position of Logistics Assistant (Local level), from the operations and resource management pillar;
- (j) Reassignment of one position of Administrative Assistant (Local level) from the Engineering and Facilities Management Section in the operations and resource management pillar as an Occupational Safety Assistant (Local level) in the Front Office;

*Operations and resource management pillar*

- (k) Redeployment of one position of Human Resources Officer (Field Service) in the Human Resources Section from Erbil to Baghdad;
- (l) Redeployment of one position of Assistant Welfare Officer (National Professional Officer) from the Human Resources Section to the Staff Welfare Unit in the Office of the Chief Mission Support;
- (m) Redeployment of one position of Information Systems Officer (P-3) in the Field Technology Section from Erbil to Baghdad;
- (n) Redeployment of two positions consisting of one Information Systems Officer (Field Service) and one Information Systems Assistant (Field Service) in the Field Technology Section from Kuwait to Baghdad and from Erbil to Mosul, respectively;
- (o) Reassignment of one position of Supply Assistant (Local level) to Telecommunications Assistant (Local level) in the Field Technology Section;
- (p) Reclassification of one position of Information Technology Assistant (Local level) to Associate Information Systems Officer (National Professional Officer) in the Field Technology Section;
- (q) Redeployment of the Logistics Cell, comprising one position of Logistics Officer (P-3) and one position of Logistics Assistant (Local level), to the Office of the Chief of Mission Support;

*Service delivery management pillar*

- (r) Reclassification of one position of Generator Mechanic (Local level) to Associate Engineer (National Professional Officer) in the Engineering and Facilities Management Section;
- (s) Reassignment of one position of Administrative Assistant (Local level) to Occupational Safety Assistant (Local level) within the Office of the Chief of Mission Support;

- (t) Reassignment of one position of Heavy Vehicle Operator (Local level) to Transport Assistant (Local level) in the Surface Transport Section and redeployment from Erbil to Baghdad;
- (u) Redeployment of one position of Administrative Assistant (Local level) and one position of Supply Assistant (Local level) in the Life Support Unit from Erbil to Baghdad;

*Supply chain management pillar*

- (v) Reassignment of one position of Movement Control Officer (Field Service) from the Aviation and Movement Control Section to Contract Management Officer (Field Service) in the Acquisition Management Section;
- (w) Conversion of one position of Movement Control Assistant (Field Service) to Movement Control Officer (National Professional Officer) in the Aviation and Movement Control Section and redeployment from Baghdad to Erbil;
- (x) Reassignment of one position of Administrative Assistant (Local level) to Procurement Assistant (Local level) in the Procurement Section and redeployment from Kuwait to Baghdad.
57. Annex II to the present report provides details on the proposed changes in staffing levels by organizational unit, and Annex III provides details on the approved and proposed positions by location.

**(a) Special Representative of the Secretary-General**

Table 10

**Staffing requirements: Office of the Special Representative of the Secretary-General**

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>international</i>	<i>Total Professional Officers</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
<b>Front Office of the Special Representative of the Secretary-General</b>																
Approved 2020	1	–	–	–	1	–	1	–	3	2	–	5	–	1	–	6
Proposed 2021	1	–	–	–	1	1	–	–	3	2	–	5	–	1	–	6
<b>Change</b>	–	–	–	–	–	<b>1</b>	<b>(1)</b>	–	–	–	–	–	–	–	–	–
<b>Women's Protection Unit</b>																
Approved 2020	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
Proposed 2021	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Gender Unit</b>																
Approved 2020	–	–	–	–	1	–	–	–	1	–	–	1	1	–	–	2
Proposed 2021	–	–	–	–	1	–	–	–	1	–	–	1	1	–	–	2
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Child Protection Unit</b>																
Approved 2020	–	–	–	–	–	1	–	–	1	–	–	1	1	–	–	2
Proposed 2021	–	–	–	–	–	1	–	–	1	–	–	1	1	–	–	2
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>			<i>National staff</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>		<i>General Service international</i>	<i>National Professional Officers</i>		<i>Local level</i>		<i>United Nations Volunteers</i>
										<i>Security Service</i>	<i>General Service</i>		<i>Total</i>	<i>Professional Officers</i>			
<b>Office of the Chief of Staff</b>																	
Approved 2020	-	-	1	-	3	2	5	-	11	2	-	13	11	4	-	28	
Proposed 2021	-	-	1	-	3	1	6	-	11	2	-	13	11	4	-	28	
<b>Change</b>	-	-	-	-	(1)	1	-	-	-	-	-	-	-	-	-	-	
<b>Human Rights Office</b>																	
Approved 2020	-	-	-	1	2	5	7	-	15	1	-	16	15	10	-	41	
Proposed 2021	-	-	-	1	2	5	7	-	15	1	-	16	15	10	-	41	
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Public Information Office</b>																	
Approved 2020	-	-	-	1	1	1	1	1	5	-	-	5	9	5	-	19	
Proposed 2021	-	-	-	1	1	1	1	1	5	-	-	5	9	5	-	19	
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Security Section</b>																	
Approved 2020	-	-	-	-	1	5	5	2	13	82	-	95	10	116	-	221	
Proposed 2021	-	-	-	-	1	5	5	2	13	82	-	95	10	116	-	221	
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>																	
Approved 2020	1	-	1	2	10	14	19	3	50	87	-	137	47	136	-	320	
Proposed 2021	1	-	1	2	10	14	19	3	50	87	-	137	47	136	-	320	
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

58. The Special Representative of the Secretary-General is the Head of Mission, supported by the immediate team in the Office. The Special Representative is also the United Nations designated official for security in Iraq. The following organizational units of the Mission have a direct reporting line to the Special Representative: the Front Office of the Special Representative of the Secretary-General; the Women's Protection Unit; the Gender Unit; the Child Protection Unit; the Office of the Chief of Staff; the Human Rights Office; the Public Information Office; and the Security Section.

### Proposed organizational changes

Table 11  
Staffing changes: Office of the Special Representative of the Secretary-General

<i>Office/service/section/unit</i>	<i>Positions</i>				
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Office of the Special Representative of the Secretary General	-1	P-3	Special Assistant	Reclassification	
	+1	P-4	Special Assistant	Reclassification	

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Office of the Chief of Staff:	-1	P-4	Mission Planning Officer	Reclassification	
	+1	P-3	Mission Planning Officer	Reclassification	
	-1	LL	Legal Assistant	Reassignment	
	+1	LL	Administrative Assistant	Reassignment	
<b>Total</b>	-				

59. The following changes in organizational units reporting directly to the Special Representative are proposed for 2021, as reflected in the table above.

- (a) **Office of the Special Representative of the Secretary General:** reclassification of one position of Special Assistant from the P-3 to the P-4 level. The proposed upgrade would allow the Office of the Special Representative to meet the need for increased engagement in certain substantive areas following the serious challenges that Iraq is facing on multiple fronts. Popular demonstrations have highlighted the need for deep and broad systemic change, triggering a process of constitutional and legal reform. In addition, the Government and people of Iraq have requested the United Nations to assist with electoral reforms, with the possibility of early elections. All these developments are foreseen to have an impact on Iraq in the years to come and require increased engagement by the Office of the Special Representative with a multitude of actors, including representatives of the Government of Iraq, political blocs, religious authorities, peaceful protesters and civil society. These activities require a Special Assistant at the P-4 level with a solid substantive and analytical background. The Special Assistant (P-4) will assist in formulating and managing the implementation of the Special Representative's programme of work, particularly with regard to coordinating strategic information flows and leadership decision-making processes;
- (b) **Office of the Chief of Staff:**
- (i) Reclassification of one position of Mission Planning Officer from the P-4 to the P-3 level to align mission planning and support to the appropriate level based on the experience of the mission planning activities in recent years;
- (ii) Reassignment of one position of Legal Assistant (Local level) to Administrative Assistant (Local level) and redeployment from Baghdad to the Office of the Head of the Office in Erbil. Reassigning the position will strengthen the Office's capacity to deliver the additional administrative and organizational support required in the pursuit of the mandated activities in the region.

Table 12

**Staffing requirements: Iraq team of the Middle East Division and the Electoral Assistance Division of the Department of Political and Peacebuilding Affairs**

	Professional and higher categories								General Service and related categories		National staff					
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total international	National		United Nations Volunteers	Total
													Professional Officers	Local level		
Approved 2020	-	-	-	-	-	2	2	-	4	-	-	4	-	-	-	4
Proposed 2021	-	-	-	-	-	2	2	-	4	-	-	4	-	-	-	4
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

60. The Iraq team of the Middle East Division and the Electoral Assistance Division of the Department of Political and Peacebuilding Affairs (2 P-4 and 2 P-3) will provide backstopping support to the Mission from United Nations Headquarters in New York. In view of the continued political, economic and security uncertainties in Iraq and the key involvement of the United Nations in national and regional reconciliation, reform and elections, the capacity of the Department to respond to backstopping demands will remain essential, with its functions ranging from providing operational support, to assisting in identifying and prioritizing critical strategic objectives in line with the Mission's mandate and political needs, to engagement with the Security Council, Member States and other key regional and international partners.

**(b) Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance**

Table 13

**Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance**

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>					
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>international</i>	<i>Total</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
<b>Front Office</b>																	
Approved 2020	–	1	–	–	–	1	1	–	3	1	–	4	–	1	–	–	5
Proposed 2021	–	1	–	–	–	1	1	–	3	1	–	4	–	1	–	–	5
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Tehran Liaison Office</b>																	
Approved 2020	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	–	4
Proposed 2021	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	–	4
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Joint Analysis Unit</b>																	
Approved 2020	–	–	–	–	1	1	3	–	5	–	–	5	6	1	–	–	12
Proposed 2021	–	–	–	–	1	1	3	–	5	–	–	5	6	1	–	–	12
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Office of Political Affairs</b>																	
Approved 2020	–	–	–	1	2	11	7	–	21	1	–	22	26	12	2	–	62
Proposed 2021	–	–	–	1	2	10	8	–	21	1	–	22	26	12	2	–	62
<b>Change</b>	–	–	–	–	–	(1)	1	–	–	–	–	–	–	–	–	–	–
<b>Electoral Assistance Office</b>																	
Approved 2020	–	–	–	1	2	2	–	–	5	–	–	5	2	5	–	–	12
Proposed 2021	–	–	–	1	2	2	–	–	5	–	–	5	2	5	–	–	12
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	Professional and higher categories									General Service and related categories			National staff				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/Security Service		Total international	National Professional Officers		Local level	United Nations Volunteers	Total
										General Service							
<b>Total</b>																	
Approved 2020	-	1	-	3	5	16	11	-	36	2	-	38	35	20		2	95
Proposed 2021	-	1	-	3	5	15	12	-	36	2	-	38	35	20		2	95
<b>Change</b>	-	-	-	-	-	(1)	1	-	-	-	-	-	-	-	-	-	-

61. The Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance leads the political pillar of UNAMI and oversees the work of the Tehran Liaison Office, the Joint Analysis Unit, the Office of Political Affairs and the Electoral Assistance Office.

### Proposed organizational changes

Table 14

#### Staffing changes: Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Office of Political Affairs	-1	P-4	Political Affairs Officer	Reclassification	
	+1	P-3	Political Affairs Officer	Reclassification	
Joint Analysis Unit	-1	NPO	Information Analyst	Redeployment	From Baghdad
	+1	NPO	Information Analyst	Redeployment	To Erbil
<b>Total</b>	-				

62. The following changes are proposed for the organizational units reporting to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance:
- Office of Political Affairs:** reclassification of one position of Political Affairs Officer from the P-4 level to the P-3 level, given the streamlining of work through the support received from the existing office in Erbil and the newly opened office in Ninawa and the increased access to minorities who provide inputs to the preparation of reports for the national reconciliation process;
  - Joint Analysis Unit:** redeployment of one position of Information Analyst (National Professional Officer) from Baghdad to Erbil to reinforce the operational oversight of resurgent ISIL activities in Ninawa and Kirkuk. The incumbent will engage with counter-terrorism partners, and local governments in Ninawa and Kirkuk, in particular Sinjar, Ba'aj and Daquq. This will enhance the Mission's contribution to assisting the Government of Iraq in combating terrorism, with particular focus on addressing its root causes, including its ideology, prevention of radicalization and promotion of a culture of tolerance.

**(c) Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs**

Table 15

**Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs**

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>National staff</i>				
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/</i>	<i>General</i>	<i>Total</i>	<i>National</i>	<i>Local</i>	<i>United</i>	<i>Total</i>
										<i>Security</i>	<i>Service</i>		<i>international</i>	<i>Professional Officers</i>	<i>level</i>	
<b>Front Office</b>																
Approved 2020	–	1	–	–	–	2	1	–	4	1	–	5	–	1	–	6
Proposed 2021	–	1	–	–	–	1	1	–	3	1	–	4	–	1	–	5
<b>Change</b>	–	–	–	–	–	<b>(1)</b>	–	–	<b>(1)</b>	–	–	<b>(1)</b>	–	–	–	<b>(1)</b>
<b>Development Coordination Office</b>																
Approved 2020	–	–	–	–	1	2	4	1	8	–	–	8	17	2	–	27
Proposed 2021	–	–	–	–	–	3	4	1	8	–	–	8	17	2	–	27
<b>Change</b>	–	–	–	–	<b>(1)</b>	<b>1</b>	–	–	–	–	–	–	–	–	–	–
<b>Total</b>																
Approved 2020	–	1	–	–	1	4	5	1	12	1	–	13	17	3	–	33
Proposed 2021	–	1	–	–	–	4	5	1	11	1	–	12	17	3	–	32
<b>Change</b>	–	–	–	–	<b>(1)</b>	–	–	–	<b>(1)</b>	–	–	<b>(1)</b>	–	–	–	<b>(1)</b>

63. The Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs is also the Resident Coordinator and Humanitarian Coordinator, leading the United Nations country team and coordinating international donors in responding to humanitarian crises and in setting strategy and in the planning, implementation and monitoring of both short- and long-term development programmes, as outlined in the Mission's mandate, the United Nations Sustainable Development Cooperation Framework for the period 2020–2024 and the integrated strategic framework.
64. The Development Coordination Office of the Mission and the Resident Coordinator Office provided through the resident coordinator system have distinct areas of responsibility and focus.
65. The Development Coordination Office is responsible for the linkages between the Mission's mandate in the development area and the Mission's other mandated responsibilities. The majority of the staff are field-based and responsible for coordination of mission activities at the regional and provincial levels. They identify local needs and monitor implementation of development projects by United Nations actors, and ensure cross-organizational coordination and information-sharing between UNAMI, the Office for the Coordination of Humanitarian Affairs and the United Nations country team in support of mandate implementation.
66. The Resident Coordinator Office supports the Resident Coordinator in repositioning the United Nations development system to better support national efforts towards the 2030 Agenda. The United Nations system's programming for Agenda 2030 is channelled through the United Nations Sustainable Development Cooperation Framework, which is underpinned by robust national analysis, a renewed push for collective action and partnerships, and a strong focus on progress towards achieving the Sustainable Development Goals. For this purpose, in line with the

repositioning of the development system as approved by the General Assembly, five posts are provided through the special purpose trust fund, covering five core specialized functions: strategic planning, evidence-based programming, partnerships and development finance, data and results management and reporting, and communications and advocacy.

67. While the Development Coordination Office and Resident Coordinator Office staff have different responsibilities and functions, they benefit from sharing information and collaborating on their respective mandated areas, and complement and strengthen each other in joint support of the efforts of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs/Resident Coordinator/Humanitarian Coordinator.

### Proposed organizational changes

Table 16

### Staffing changes: Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs	-1	P-5	Senior Programme Management Officer	Reclassification	
	+1	P-4	Coordination Officer	Reclassification	
	-1	P-4	Programme Management Officer	Abolishment	
<b>Total</b>	<b>(1)</b>				

68. The following changes are proposed for the organizational units reporting to the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs:
- (a) **Front Office:** abolishment of one position of Programme Management Officer (P-4) from the Front Office of the Office of the Deputy Special Representative owing to the increased capacity of the United Nations Mine Action Service. The position was approved in the 2016 programme budget when UNMAS lacked sufficient staffing to assist in removing explosive remnants of war and improvised explosive devices and provide technical support to the Government of Iraq. The functions of this Programme Management Officer can currently be carried out by the Mine Action Service, which has a total staffing complement of 58 personnel;
  - (b) **Development Coordination Office:** reclassification of one position of Senior Programme Management Officer (P-5) to Coordination Officer (P-4). The recent demonstrations and transition to a new Government of Iraq highlight the urgency to mobilize and coordinate more effective development assistance. Hence, it is proposed that this position be retained but reclassified as a Coordination Officer (P-4) to assist the Mission in supporting the Government of Iraq in its efforts to increase its capacity to mitigate the health and economic impacts of the crisis and to deliver basic services.

**(d) Mission support**

Table 17  
Staffing requirements: mission support

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>international</i>	<i>Total Professional Officers</i>	<i>Local level</i>		<i>United Nations Volunteers</i>
<b>Office of the Chief of Mission Support</b>																
Approved 2020	-	-	-	1	-	1	2	-	4	2	-	6	-	1	-	7
Proposed 2021	-	-	-	1	-	1	3	-	5	2	-	7	1	3	-	11
<b>Change</b>	-	-	-	-	-	-	<b>1</b>	-	<b>1</b>	-	-	<b>1</b>	<b>1</b>	<b>2</b>	-	<b>4</b>
<b>Operations and resource management</b>																
Approved 2020	-	-	-	-	1	4	5	-	10	20	-	30	3	42	-	75
Proposed 2021	-	-	-	-	1	4	4	-	9	20	-	29	3	40	-	72
<b>Change</b>	-	-	-	-	-	-	(1)	-	(1)	-	-	(1)	-	(2)	-	(3)
<b>Service delivery management</b>																
Approved 2020	-	-	-	-	1	4	7	-	12	21	-	33	4	107	-	144
Proposed 2021	-	-	-	-	1	4	7	-	12	21	-	33	5	105	-	143
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	<b>1</b>	<b>(2)</b>	-	<b>(1)</b>
<b>Supply chain management</b>																
Approved 2020	-	-	-	-	1	4	2	-	7	27	-	34	3	60	-	97
Proposed 2021	-	-	-	-	1	4	2	-	7	26	-	33	4	60	-	97
<b>Change</b>	-	-	-	-	-	-	-	-	-	<b>(1)</b>	-	<b>(1)</b>	<b>1</b>	-	-	-
<b>Total, mission support</b>																
Approved 2020	-	-	-	1	3	13	16	-	33	70	-	103	10	210	-	323
Proposed 2021	-	-	-	1	3	13	16	-	33	69	-	102	13	208	-	323
<b>Change</b>	-	-	-	-	-	-	-	-	-	<b>(1)</b>	-	<b>(1)</b>	<b>3</b>	<b>(2)</b>	-	-

69. Mission support functions are under the overall responsibility of the Chief of Mission Support, who coordinates and supervises three main workstreams, namely, the operations and resource management, service delivery management, and supply chain management pillars.
70. The Chief of Mission Support acts as the principal adviser to the Head of Mission on all matters pertaining to administrative and technical support and is supported by the Chief of Operations and Resource Management, who has responsibility for undertaking coordination and operational oversight and ensuring that key enabling services are delivered to the clients, and the Chiefs of Supply Chain Management and Service Delivery Management, who have responsibility for managing and coordinating the flow of supply chain goods and the provision of technical services.
71. The operations and resource management pillar is responsible for the provision of general support and the management of operations and UNAMI resources. The Chief of Operations and Resource Management, reporting to the Chief of Mission Support, oversees the Human Resources Section, the Financial Resourcing and Performance Unit, the Field Technology Section and the regional offices in Erbil and Kirkuk.

72. The service delivery management pillar is responsible for the provision of key logistical support services to all mission components and other clients of the mission support organization. The Chief of Service Delivery Management, reporting to the Chief of Mission Support, oversees the Life Support Unit, the Training Section, the Engineering and Facilities Management Section, the Surface Transport Section, the Medical Service Section and the Staff Counselling Unit.
73. The supply chain management pillar is responsible for the end-to-end supply chain processes, namely planning, sourcing and enabling activities related to demand planning, acquisition, procurement, warehousing, asset and inventory management, air transportation, movement control of goods and personnel, business intelligence and contractor performance management. The Chief of Supply Chain Management, reporting to the Chief of Mission Support, oversees the Centralized Warehousing Section, the Acquisition Management Section, the Aviation and Movement Control Section, the Procurement Section and the Property Management Section.

### Office of the Chief of Mission Support

Table 18

#### Staffing changes: Office of the Chief Mission Support

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Office of the Chief of Mission Support	+1	NPO	Assistant Welfare Officer	Redeployment	From Human Resources Section
	+1	P-3	Logistics Officer	Redeployment	From operations and resource management pillar (Logistics Cell)
	+1	LL	Logistics Assistant	Redeployment	From operations and resource management pillar (Logistics Cell)
	+1	LL	Occupational Safety Assistant	Reassignment	From Engineering and Facilities Management Section
<b>Total</b>	<b>4</b>				

74. The following changes are proposed for the organizational units reporting to the Chief of Mission Support:
- Inward redeployment of one position of Assistant Welfare Officer (National Professional Officer) from the Human Resources Section of the operations and resource management pillar to the Staff Welfare Unit in order to coordinate more effectively the management of staff welfare activities in the Mission, which includes the United Nations country team;
  - Reassignment of one position of Administrative Assistant (Local level) from the Engineering and Facilities Management Section as an Occupational Safety Assistant (Local level) in the Front Office to effectively manage occupational safety in the more densely populated compound in Baghdad;
  - Inward redeployment of the Logistics Cell, comprising one position of Logistics Officer (P-3) and one position of Logistics Assistant (Local level) from the operations and resource management pillar. With the establishment of all three pillars in mission support, the redeployment of the Cell in the Office of the Chief of Mission Support will enhance the Logistics Cell's coordination function among all the three pillars.

## Operations and resource management

Table 19

### Staffing changes: operations and resource management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Human Resources Section	-1	FS	Human Resources Officer	Redeployment	From Erbil
	+1	FS	Human Resources Officer	Redeployment	To Baghdad
	-1	NPO	Assistant Welfare Officer	Redeployment	To the Office of the Chief of Mission Support
Field Technology Section	-1	P-3	Information Systems Officer	Redeployment	From Erbil
	+1	P-3	Information Systems Officer	Redeployment	To Baghdad
	-1	FS	Information Systems Officer	Redeployment	From Kuwait
	+1	FS	Information Systems Officer	Redeployment	To Baghdad
	-1	FS	Information Systems Assistant	Redeployment	From Erbil
	+1	FS	Information Systems Assistant	Redeployment	To Mosul
	-1	LL	Supply Assistant	Reassignment	
	+1	LL	Telecommunications Assistant	Reassignment	
	-1	LL	Information Technology Assistant	Reclassification	
Logistics Cell	+1	NPO	Associate Information Systems Officer	Reclassification	
	-1	P-3	Logistics Officer	Redeployment	To the Office of the Chief of Mission Support
	-1	LL	Administrative Assistant	Redeployment	To the Office of the Chief of Mission Support
<b>Total</b>	<b>(3)</b>				

75. The following changes are proposed for the organizational units that are part of the operations and resource management pillar:

(a) **Human Resources Section:**

- (i) Redeployment of one position of Human Resources Officer (Field Service) from Erbil to Baghdad to lead the team responsible for the recruitment of staff, individual contractors and consultants. Constant interaction with programme managers, the majority of whom are stationed in Baghdad, is required;
- (ii) Outward redeployment of one position of Assistant Welfare Officer (National Professional Officer) to the Staff Welfare Unit in the Office of the Chief of Mission Support to coordinate more effectively the management of staff welfare activities in the Mission, which also covers the United Nations country team;

(b) **Field Technology Section:**

- (i) Redeployment of two positions of Information Systems Officer (P-3 and Field Service) from Erbil and Kuwait to Baghdad to handle the additional workload to support the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL, which requires specialized forensic investigations to be available and planned to provide efficient service delivery;

- (ii) Redeployment of one position of Information Systems Assistant (Field Service) from Erbil to Mosul to provide information and communications technology (ICT) service delivery and operation support to staff deployed in Mosul and the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL office in Dahuk;
- (iii) Reassignment of one position of Supply Assistant (Local level) to Telecommunications Assistant (Local level) to support hardware installation, software set-up and configuration and maintenance of the closed-circuit television, the X-Ray machine, the walk-through metal detector, the access control system and the emergency notification system. The incumbent will also work with the network infrastructure team to integrate the above systems into the network and monitoring of the systems;
- (iv) Reclassification of one position of Information Technology Assistant (Local level) to Associate Information Systems Officer (National Professional Officer) to provide a more experienced and qualified staff member in ICT to effectively monitor and manage all security breaches and the handling of security incidents while taking remedial actions to prevent recurrence wherever possible. In addition, the Associate Information Systems Officer (National Professional Officer) will promote education about and awareness of security in ICT and perform ICT security audits to safeguard against cyberthreats;
- (c) **Logistics Cell:** redeployment of the Logistics Cell, comprising one Logistics Officer (P-3) and one Logistics Assistant (Local level), to the Office of the Chief of Mission Support. With the creation and establishment of all the pillars in mission support, placement of the Logistics Cell in the Office of the Chief of Mission Support will enhance the Cell's coordination function among all the three pillars in mission support.

### Service delivery management

Table 20

#### Staffing changes: service delivery management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Engineering and Facilities Management Section	-1	LL	Administrative Assistant	Reassignment	To the Office of the Chief of Mission Support
	-1	LL	Generator Mechanic	Reclassification	
Surface Transport Section	+1	NPO	Associate Engineer	Reclassification	
	-1	LL	Heavy Vehicle Operator	Reassignment	From Erbil
Life Support Unit	+1	LL	Transport Assistant	Reassignment	To Baghdad
	-1	LL	Administrative Assistant	Redeployment	From Erbil
	+1	LL	Administrative Assistant	Redeployment	To Baghdad
	-1	LL	Supply Assistant	Redeployment	From Erbil
	+1	LL	Supply Assistant	Redeployment	To Baghdad
<b>Total</b>	<b>(1)</b>				

76. The following changes are proposed for the organizational units that are part of the service delivery management pillar:

- (a) **Engineering and Facilities Management Section:**
- (i) Reassignment of one position of Administrative Assistant (Local level) to Occupational Safety Assistant (Local level) to the Office of the Chief of Mission Support to manage matters related to occupational safety in the enlarged compound in Baghdad. With the addition of new offices and residential accommodation in the Diwan compound, there is a need for a dedicated position to manage occupational safety owing to the large number of staff operating in the compound;
  - (ii) Reclassification of one position of Generator Mechanic (Local level) to Associate Engineer (National Professional Officer). In keeping with the relocation of all staff from the Tamimi compound in Baghdad at the end of 2020 to the new, sustainable, blast-proof accommodation buildings in the Diwan compound and the implementation of a photovoltaic diesel hybrid energy system as well as the energy-saving inverter-type heating, ventilation and cooling systems, engineering work and functions have increased considerably in technical complexity and scope in the Diwan compound in Baghdad. In this respect, the position of Associate Engineer (National Professional Officer) is necessary to meet the increased responsibilities in the related engineering operations and maintenance work;
- (b) **Surface Transport Section:** reassignment of one position of Heavy Vehicle Operator (Local level) to Transport Assistant (Local level) and redeployment from Erbil to Baghdad to support the increased workload in Baghdad owing to additional support to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL and the United Nations country team, including increased workshop support, and additional work arising from fewer drivers owing to the reassignment of security staff from driving to security-related duties following a security risk assessment review effective January 2019;
- (c) **Life Support Unit:**
- (i) Redeployment of one position of Administrative Assistant (Local level) from Erbil to Baghdad to support the increased workload related to catering service quality assurance, monitoring of expenditure, verification of invoices and coordination of security access clearances, as well as visa, work permit and escort arrangements for international contractors, equipment and supplies;
  - (ii) Redeployment of one position of Supply Assistant (Local level) from Erbil to Baghdad to support the increased workload in Baghdad related to supply release order processing and expediting deliveries; technical inspections and verification of invoices; issuance of supplies to clients; the processing of security access clearances; and the organization of escorts for suppliers' personnel, tools, equipment and materials.

### Supply chain management

Table 21  
Staffing changes: supply chain management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Aviation and Movement Control Section	-1	FS	Movement Control Assistant	Conversion/ redeployment	From Baghdad
	-1	FS	Movement Control Officer	Reassignment	To Acquisition Management Section

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
	+1	NPO	Movement Control Officer	Conversion/ redeployment	To Erbil
Acquisition Management Section	+1	FS	Contracts Management Officer	Reassignment	From Aviation and Movement Control Section
Procurement Section	-1	LL	Administrative Assistant	Reassignment	From Kuwait
	+1	LL	Procurement Assistant	Reassignment	To Baghdad
<b>Total</b>	–				

77. The following changes are proposed for the organizational units that are part of the supply chain management pillar:

(a) **Aviation and Movement Control Section:**

- (i) Reassignment of one position of Movement Control Officer (Field Service) to Contracts Management Officer (Field Service) in the Acquisition Management Section to support the increased workload of the section owing to the additional responsibilities placed upon it in the review of the scope of works and technical specifications to align with the new United Nations environment policy, in addition to support to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL;
- (ii) Conversion of one position of Movement Control Assistant (Field Service) to Movement Control Officer (National Professional Officer) and redeployment from Baghdad to Erbil in order to leverage locally available expertise and knowledge, including native language skills, while providing support for passenger transportation and freight forwarding inside the Kurdistan Region of Iraq;

(b) **Acquisition Management Section:** reassignment of one position of Movement Control Officer (Field Service) from the Aviation and Movement Control Section to Contracts Management Officer (Field Service). The environment strategy of the Department of Operational Support of the Secretariat requires the Acquisition Management Section to review the scope of works and technical specifications to ensure compliance with the strategy. Owing to limited staffing resources, the reviews take longer and hamper the entire procurement process. In addition, the Section is managing major construction contracts and vendor performances. With the establishment of the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL as a new entity for which UNAMI is providing support, it has become imperative to review contracts related to the Investigative Team and the scope of its work as well. This has put further strain on already stretched resources to meet the increased workload;

(c) **Procurement Section:** reassignment of one position of Administrative Assistant (Local level) to Procurement Assistant (Local level) from Kuwait to Baghdad owing to the increased workload arising from the Mission's support to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL. The Procurement Assistant (Local level) will act as the main coordination focal point between all buyers and the Office of the Chief of Procurement, based in Baghdad. The Procurement Assistant (Local level) will deal mainly with the requirements of the Engineering and Facilities Management Section in Baghdad.

## Kuwait Joint Support Office

Table 22

## Staffing requirements: Kuwait Joint Support Office

	Professional and higher categories								General Service and related categories			National staff				Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total inter- national	National Professional Officers	Local level	United Nations Volunteers	
<b>Human Resources Section</b>																
Approved 2020	-	-	-	-	-	1	1	-	2	1	-	3	-	11	-	14
Proposed 2021	-	-	-	-	-	1	1	-	2	1	-	3	-	11	-	14
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Finance Section</b>																
Approved 2020	-	-	-	-	-	1	-	-	1	5	-	6	-	10	-	16
Proposed 2021	-	-	-	-	-	1	-	-	1	5	-	6	-	10	-	16
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Travel Section</b>																
Approved 2020	-	-	-	-	-	-	-	-	-	1	-	1	-	2	-	3
Proposed 2021	-	-	-	-	-	-	-	-	-	1	-	1	-	2	-	3
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>																
Approved 2020	-	-	-	-	-	2	1	-	3	7	-	10	-	23	-	33
Proposed 2021	-	-	-	-	-	2	1	-	3	7	-	10	-	23	-	33
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

78. The Kuwait Joint Support Office will continue to support UNAMI, the United Nations Assistance Mission in Afghanistan (UNAMA) and other missions, namely the Office of the Special Envoy of the Secretary-General for Syria, the Office of the Special Envoy of the Secretary-General for Yemen, the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL, the United Nations Regional Centre for Preventive Diplomacy for Central Asia and the United Nations Integrated Office in Haiti (BINUH). Resources for the Office are based on the number of clients (international and national staff and uniformed personnel) supported.
79. The staffing resources of the Joint Support Office remain incorporated in the budgets of UNAMA, UNAMI and BINUH, and include 39 positions funded by UNAMA, 33 positions funded by UNAMI (2 P-4, 1 P-3, 7 Field Service and 23 Local level) and 2 positions funded by BINUH.

### 3. Financial resources

Table 23

#### Financial resources by category of expenditure

(Thousands of United States dollars)

Category of expenditure	2019	2020	2021	2021	Variance
	Expenditure (1)	Appropriation (2)	Total requirements (3)	Non-recurrent requirements (4)	2021 vs. 2020 Increase / (decrease) (5)=(3)-(2)
<b>I. Military and police personnel</b>					
Military contingents	5 098.6	5 238.2	5 310.2	–	72.0
<b>Subtotal, category I</b>	<b>5 098.6</b>	<b>5 238.2</b>	<b>5 310.2</b>	<b>–</b>	<b>72.0</b>
<b>II. Civilian personnel</b>					
International staff	57 579.3	56 529.1	56 728.4	–	199.3
National staff	22 942.8	23 037.4	23 250.1	–	212.7
United Nations Volunteers	18.6	16.3	18.9	–	2.6
<b>Subtotal, category II</b>	<b>80 540.7</b>	<b>79 582.8</b>	<b>79 997.4</b>	<b>–</b>	<b>414.6</b>
<b>III. Operational costs</b>					
Consultants and consulting services	166.9	309.7	319.0	–	9.3
Official travel	938.6	1 503.1	1 269.8	–	(233.3)
Facilities and infrastructure	4 168.4	3 717.9	3 241.4	–	(476.5)
Ground transportation	2 426.3	733.1	735.8	–	2.7
Air operations	3 471.9	3 162.1	3 162.1	–	–
Communications and information technology	8 476.4	3 436.4	3 382.1	–	(54.3)
Medical	151.5	210.9	280.0	–	69.1
Other supplies, services and equipment	2 675.7	2 652.1	2 309.2	–	(342.9)
<b>Subtotal, category III</b>	<b>22 475.7</b>	<b>15 725.3</b>	<b>14 699.4</b>	<b>–</b>	<b>(1 025.9)</b>
<b>Total</b>	<b>108 115.0</b>	<b>100 546.3</b>	<b>100 007.0</b>	<b>–</b>	<b>(539.3)</b>

### 4. Analysis of resource requirements

#### Military and police personnel costs

(Thousands of United States dollars)

	Expenditure 2019	Appropriation 2020	Total requirements 2021	Variance 2021 vs. 2020
<b>Military contingents</b>	<b>5 098.6</b>	<b>5 238.2</b>	<b>5 310.2</b>	<b>72.0</b>

80. Resources amounting to \$5,310,200 are proposed to provide for the deployment of 245 military contingent personnel and includes requirements for: (a) standard troop cost reimbursement (\$2,743,200); (b) travel on emplacement, rotation and repatriation (\$514,500); (c) recreational leave allowance (\$51,000); (d) daily allowance (\$75,000); (e) death and disability compensation

(\$64,700); (f) rations (\$1,724,100); (g) major equipment (\$5,500); and (h) freight and deployment of contingent-owned equipment (\$132,200). A vacancy rate of 1 per cent has been applied.

81. The increase is attributable mainly to the additional requirements for one-time mobilization costs of the new service providers for rations, which are offset in part by reduced requirements for freight of entitlement baggage for troops during their six-month rotation.

### Civilian personnel costs

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>International staff</b>	57 579.3	56 529.1	56 728.4	199.3

82. Resources amounting to \$56,728,400 are proposed to provide for salaries (\$27,293,200), common staff costs (\$25,990,700) and danger pay (\$3,444,500) for the deployment of 303 international positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 18 P-5, 50 P-4, 55 P-3, 4 P-2 and 166 Field Service). A vacancy rate of 8 per cent has been applied.

83. The increase is attributable mainly to additional requirements resulting from the application of revised salary scales effective 1 January 2020 and the application of a lower vacancy rate of 8 per cent to the 2021 budget proposal compared with the rate of 11 per cent applied to the 2020 approved budget, which is partly offset by the proposed abolishment of one P-4 position, as explained in paragraph 68 (a) above.

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>National staff</b>	22 942.8	23 037.4	23 250.1	212.7

84. Resources amounting to \$23,250,100 are proposed to provide for salaries (\$16,162,600), common staff costs (\$5,059,200), danger pay (\$1,953,300) and overtime (\$75,000) for the deployment of 502 national positions (112 National Professional Officers and 390 Local level). Vacancy rates of 8 per cent and 7 per cent have been applied for National Professional Officer and Local level positions, respectively.

85. The increase is attributable mainly to an increase in the monthly rate for danger pay, from \$585 per person in 2020 to \$650 per person in 2021, revised salary scales effective April 2019 and three new positions at the National Professional Officer level owing to the proposals for conversion and reclassification. The increased requirements are offset by decreased requirements owing to the application in 2021 of higher vacancy rates of 8 per cent and 7 per cent for National Professional Officer and Local level positions, respectively, compared with the vacancy rate of 6 per cent for both National Professional Officer and Local level positions in the 2020 budget, as well as the reduction of two Local level positions owing to the proposals for abolishment and reclassification.

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>United Nations Volunteers</b>	18.6	16.3	18.9	2.6

86. Resources amounting to \$18,900 are proposed to provide for the deployment of two United Nations Volunteers. A vacancy rate of 17 per cent has been applied.
87. The increase is attributable mainly to the application of a lower vacancy rate, of 17 per cent, in 2021 compared with the rate of 25 per cent applied in the 2020 budget.

### Operational costs

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Consultants and consulting services</b>	166.9	309.7	319.0	9.3

88. Resources amounting to \$319,000 are proposed to provide for the services of consultants for the provision of technical and specialized expertise on substantive issues to support the Mission, including joint analysis and electoral issues, public information and training activities for UNAMI personnel.
89. The increase is attributable mainly to the increased requirement for consultants for the Electoral Assistance Office and the Joint Analysis Unit in anticipation of elections.

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Official travel</b>	938.6	1 503.1	1 269.8	(233.3)

90. Resources amounting to \$1,269,800 are proposed to provide for official travel mainly within the mission area for consultations with government counterparts, donors and non-governmental organizations, overseeing regional and field offices, political consultations with local entities and human rights assessment missions. Resources also include requirements for travel outside the mission area for the official travel of the Special Representative of the Secretary-General and senior members of her staff on the implementation of the Mission's mandate, high-level political consultations with various entities, meetings with high-level counterparts at United Nations Headquarters and briefings of the Security Council (\$762,800) and training-related travel (\$507,000).
91. The decrease is attributable mainly to the increased utilization of videoconferencing services to the extent possible for within-Mission consultations.

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Facilities and infrastructure</b>	4 168.4	3 717.9	3 241.4	(476.5)

92. Resources amounting to \$3,241,400 are proposed to provide for the acquisition of: (a) engineering supplies (\$54,600); (b) prefabricated facilities (\$127,000); (c) generators and electrical equipment (\$68,000); (d) furniture (\$20,000); (e) office and other equipment (\$60,000); (f) safety and security equipment (\$335,200); (g) rental of premises (\$250,300); (h) utilities and waste disposal services (\$471,700); (i) maintenance services (\$632,300); (j) security services (\$418,400); (k) construction, alteration, renovation and major maintenance (\$177,400); (l) stationery and office supplies (\$99,400); (m) spare parts and supplies (\$90,300); (n) construction material and field defence

supplies (\$45,000); (o) petrol, oil and lubricants (\$319,800); and (p) sanitation and cleaning materials (\$72,000).

93. The decrease is attributable mainly to reduced requirements for the rental of premises, as the Mission constructed its own accommodation in Mosul, and reduced requirements for maintenance services resulting from the increased cost-sharing arrangement with the United Nations country team that are partly offset by additional requirements for the acquisition of safety and security equipment, as well as generators and electrical equipment.

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Ground transportation</b>	2 426.3	733.1	735.8	2.7

94. Resources amounting to \$735,800 are proposed to provide for: (a) acquisition of vehicles and workshop equipment (\$80,400); (b) rental of vehicles (\$39,300); (c) repairs and maintenance (\$79,600); (d) liability insurance (\$18,800); (e) spare parts (\$377,700); and (f) petrol, oil and lubricants (\$140,000).
95. The increase is attributable mainly to additional requirements for the replacement of armoured glass for armoured vehicles as a result of wear and tear.

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Air operations</b>	3 471.9	3 162.1	3 162.1	–

96. Resources amounting to \$3,162,100 are proposed to provide for the Mission's air transport fleet, which comprises two fixed-wing aircraft, operating an estimated total of 975 flight-hours as follows: (a) services (\$16,000); (b) landing fees and ground handling charges (\$170,700); (c) air crew subsistence allowance (\$10,600); (d) petrol, oil and lubricants (\$525,000); (e) rental and operation (\$2,424,300); and (f) liability insurance (\$15,500).

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Communications and information technology</b>	8 476.4	3 436.4	3 382.1	(54.3)

97. Resources amounting to \$3,382,100 are proposed to provide for: (a) the acquisition of communications and information equipment (\$115,600); (b) telecommunications and network services (\$674,200); (c) maintenance of equipment and communications support services (\$1,571,300); (d) spare parts and supplies (\$363,300); (e) software, licences and fees (\$523,500); and (f) public information and publication services (\$134,200).
98. The decrease is attributable mainly to lower costs for satellite transponder charges and Internet access under telecommunications and network services.

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Medical</b>	151.5	210.9	280.0	69.1

99. Resources amounting to \$280,000 are proposed to provide for the acquisition of equipment (\$15,500), medical services (\$161,700) and supplies (\$102,800).
100. The increase is attributable mainly to the replacement of medical equipment, increased costs of aeromedical evacuations and hospitalization in non-mission hospitals, and provision of contracted psychosocial services for the promotion of the mental health of mission personnel.

(Thousands of United States dollars)

	<i>Expenditure 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Other supplies, services and equipment</b>	2 675.7	2 652.1	2 309.2	(342.9)

101. Resources amounting to \$2,309,200 are proposed to provide for: (a) welfare (\$41,200); (b) training fees, supplies and services (\$136,600); (c) other hospitality (\$25,000); (d) general insurance (\$45,000); (e) bank charges (\$72,200); (f) miscellaneous claims (\$8,000); (g) other freight-related costs (\$365,600); (h) rations (\$137,600); (i) individual contractual services (\$177,600); and (j) other services (\$1,300,400).
102. The decrease is attributable mainly to reduced requirements for other services owing to increased cost-sharing with the United Nations country team and lower bank charges owing to the establishment of a local bank account in Iraq. The decrease is partly offset by additional requirements for freight and related costs related to the acquisition of safety and security equipment and generators and electrical equipment, as well as by additional requirements for individual contractors to augment support to security and airport shuttle services.

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

103. The trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad was established for the construction of an integrated compound in Baghdad that would accommodate all the United Nations agencies, funds and programmes operating in Iraq.
104. On 31 March 2010, the trust fund received \$25,000,000 from the Government of Iraq and \$760,600 from the Governments of the Czech Republic, Greece, Italy, Luxembourg, Poland and Sweden, through the transfer of their funds from the former distinct entity trust fund. In June 2011, a further contribution of \$25,000,000 was received from the Government of Iraq, bringing total contributions received by the trust fund to \$50,760,600.
105. As of March 2020, the trust fund had been allotted a cumulative amount of \$54,699,194 (including interest earned on funds, totalling \$3,938,594), of which \$53,413,372 had been expended on various renovation and construction projects and a further \$9,997 had been committed, leaving an unspent budget of \$1,275,825.
106. The trust fund projects that are ongoing or in the final stages of procurement include the construction of a three-storey office building (\$6,887,594), the refurbishment of the main office building (\$1,530,961), the renovation of the security gate building and the refurbishment of observation towers (\$481,222) and the expansion of laundry facilities (\$509,872), all located in Baghdad.

107. The trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad supports four international staff and three national staff. The positions consist of the following: one Project Budget Officer (P-3), one Project Engineer (P-3), one Administrative Officer (Field Service), one Information and Communications Technology Project Supervisor and Coordinator (Field Service), one Associate Civil Engineer (National Professional Officer), one Mechanical Engineer (National Professional Officer) and one Surveyor (National Professional Officer).

## Annex I

### Summary of follow-up action taken to implement decisions and requests of the General Assembly in its resolution [74/263 A](#), including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

*Brief description of the recommendation*

*Action taken to implement the recommendation*

#### General Assembly resolution [74/263](#), section XVIII

Requests the Secretary-General to continue his efforts to promote the nationalization of positions, whenever appropriate, as well as to build local capacity within the special political missions and report thereon in the context of future budget submissions. (para. 9)

In line with this requirement, the United Nations Assistance Mission for Iraq (UNAMI) is proposing to nationalize one position. In addition, there is a continuing review of international positions that fall vacant with a view to nationalizing them. The Mission has been pursuing this strategy for the past three years and will continue to do the same to optimize the use of local staff.

Requests the Secretary-General to promptly complete the recruitment process for those positions presently encumbered by the use of special post allowances and to include information on temporary assignments with special post allowances, including the length of those assignments and the recruitment status of the related posts, in the context of special political mission budget proposals in 2020. (para. 10)

Special post allowance is given to UNAMI staff or staff from other entities who temporarily perform functions at a higher level when regular recruitment cannot be completed because the incumbent holds a lien on the position. UNAMI continues to make efforts to expedite recruitment to fill positions presently encumbered using special post allowance while reducing recruitment lead times through constant follow-up with programme managers. However, in April 2020, the United Nations Secretariat instituted a suspension of recruitment for all vacancies under the regular budget.

Recalls its stipulation that the use of external consultants should be kept to an absolute minimum and that the Organization should utilize its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term. (para. 11)

External consultants are proposed after determining, through a review of the staffing table, that no specialized expertise is available in the mission area. These are mostly in specialized areas such as electoral support to the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission, as well as information research, technical advice and analysis of trends in insurgency, terrorism, political-military issues and energy to help the Mission formulate recommendations for assistance to the Government of Iraq.

Recalls paragraph 39 of the report of the Advisory Committee and requests the Secretary-General to report the ratios of allocations of vehicles and information technology equipment and to provide specific justification for higher allocations by missions in the context of future budget submissions. (para. 12)

UNAMI has reviewed the allocation of the information technology equipment and vehicle allocation and confirms that the allocations are within the ratios as advised by existing guidelines. All staff are provided with computing equipment at the ratio of 1 to 1. In addition, 40 computers are allocated to the Training Centre, 43 to the Kuwait Joint Support Office, 20 to the United Nations Guard Unit, 26 as spares, 10 for programming of servers and radio equipment, 7 for CarLog System equipment and 5 for high-frequency data transmission systems. The Mission reviews its vehicle requirements annually ahead

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

Recalls paragraph 41 of the report of the Advisory Committee and encourages the Secretary-General to ensure that the cost-sharing arrangements will be enhanced, with a view to maximizing efficiency. (para. 13)

### **Advisory Committee on Administrative and Budgetary Questions**

[A/74/7/Add.6](#)

UNAMI will support the work of the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant in the implementation of its mandate, under Security Council resolution [2379 \(2017\)](#), by sharing information and giving legal advice, as well as by providing operational, security, logistical and administrative support on a cost-recovery basis (see also para. 27 below). The Advisory Committee continues to stress that administrative support provided by one United Nations entity to another should be provided on a cost-reimbursable basis (see [A/73/498/Add.5](#), para. 7). (para. 5)

With regard to the results-based-budgeting framework presented in section 4 of the report of the Secretary-General, the Advisory Committee notes from information received upon request that, for example with regard to the indicator of achievement "Supporting reform of Iraqi electoral institutions and processes", the Mission cannot be responsible for the announcement and certification of election results in a timely manner. The Advisory Committee reiterates its view that there is a need to improve certain indicators of achievement in order to better reflect what could be achieved by United Nations entities and, specifically, for which activities they can be held accountable (see also [A/69/628](#), para. 35, [A/71/595/Add.5](#), para. 5, and [A/73/498/Add.5](#), para. 8). (para. 6)

of the preparation of the proposed programme budget and ensures compliance with mission operational requirements and standard ratios. UNAMI is currently compliant with the ratios of both information technology equipment and vehicles.

The Mission continues to review the cost-sharing arrangements with the United Nations country team and continually updates the arrangements based on the changes in the contractual cost and the United Nations country team's footprint where common services are provided. These services include office and residential accommodation, premises security, airport shuttle services, air transportation and security escorts as determined by the security risk assessment.

UNAMI is providing logistical support to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant in line with Security Council resolution [2379 \(2017\)](#). Support is provided in the areas of financial management, engineering works, information technology, transportation (air and airport transit), medical, life support, property management and procurement. The Investigative Team has embedded staff with UNAMI in most of these areas. Any other support, residential accommodation, security and ad hoc requirements are provided on a cost-reimbursable basis. The support to the Investigative Team is governed by a service-level agreement between the two missions and will continue to be reviewed as the need arises to ensure both parties meet their respective obligations.

In the area of electoral assistance, the Mission's activities are focused on providing advice and support to the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission aimed at improving their capacity to organize and deliver electoral events. The specific activities with which the Mission could be held accountable include the provision of written advisories, technical advice and targeted training activities designed to improve the laws, regulations, processes and staff capacities that enable the Commissions to manage and publish election results. As such, indicators of achievement as formulated in the proposed programme budget for 2021 are based on what could be achieved by the Mission and in line with activities that it has undertaken and for which it could be held accountable.

Table 8 of and annex III to the report of the Secretary-General contain the staffing requirements for the development pillar of UNAMI in terms of the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs, who is also the Resident Coordinator and Humanitarian Coordinator. In section III.B of his report, the Secretary-General indicates that the 33 positions under the Deputy Special Representative remain unchanged as they are required to carry out the development mandate. Upon enquiry, the Advisory Committee was informed that, following a review of the development pillar support functions, UNAMI had, in the view of the Secretary-General, operationalized the provisions of General Assembly resolution 72/279 on the development system and the Resident Coordinator reform and that, as a result, the five positions deemed necessary to support the Resident Coordinator, to be funded from the special purpose trust fund, were currently under recruitment. The Advisory Committee regrets that UNAMI is not proposing any adjustments to its staffing complement as a result of the aforementioned review and is not convinced that the aforementioned positions are sufficiently justified. The Committee is of the view that more clarity is needed with respect to the staffing needs to ensure the full implementation of the reforms of the Resident Coordinator system and the relevant provisions of General Assembly resolution 72/279. The Committee provides its comments and recommendations regarding the Resident Coordinator system in its main report on the estimates in respect of special political missions (A/74/7/Add.1). (para. 13)

With regard to the rental and operation of the fixed-wing aircraft, the Advisory Committee was informed that the cost per flight hour had increased from \$620 per hour in 2019 to \$850 per hour in 2020. Upon enquiry, the

In 2018, the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs/Resident Coordinator/Humanitarian Coordinator comprised 48 staff, including those in the Integrated Coordination Office for Development and Humanitarian Affairs, which at that time supported the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator. Considering the evolving situation in Iraq, an independent, external assessment was established by the Security Council in its resolution 2367 (2017), which made several recommendations for UNAMI, including a rethinking of the role of the Integrated Coordination Office for Development and Humanitarian Affairs.

The Security Council endorsed those recommendations. The Integrated Coordination Office for Development and Humanitarian Affairs was abolished in the subsequent budgetary process (2019 budget) and the Development Coordination Office was established to better align UNAMI with (a) the new mandate, which greatly expanded the Mission's responsibility for coordinating and implementing development programmes and economic reforms; and (b) the increasing urgency of assisting Iraq with growing instability caused by the lack of development and jobs.

The current Development Coordination Office under the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator is responding to the increasing need for urgent development coordination and programming among international donors, United Nations entities and Government counterparts. The five positions (including three national) from the special purpose trust fund address the added long-term workload related to helping Iraq monitor and achieve the Sustainable Development Goals by 2030.

As the Development Coordination Office consolidates this transition, UNAMI proposes in the 2021 proposed programme budget to abolish one position of Programme Management Officer (P-4) that is no longer required to support the United Nations Mine Action Service, and reclassify (downgrade) one position of Senior Programme Management Officer (P-5) to Coordination Officer (P-4). These proposed changes will result in further efficiencies and increase the Mission's effectiveness in the implementation of its mandates, particularly in the development area.

The UNAMI Aviation and Movement Control Section gives its assurances that the shared fixed-wing aircraft will be utilized as efficiently as possible and in line with the Secretary-General's initiative to enhance the

*Brief description of the recommendation*

Committee was informed that the budget for air operations for 2019, with regard to the number and cost of flight hours pertaining to the cost-sharing arrangement of one fixed-wing aircraft between UNAMI and the Office of the Special Envoy of the Secretary-General for Yemen, was based on the cost for 43 flight hours at a rate of \$620 per hour, when it should have been based on the cost of 275 flight hours at a rate of \$850 per hour. The Advisory Committee trusts that the Secretary-General will provide further explanations for the discrepancies between 2019 and 2020 with respect to the number and price of flight hours, and the related impact on the resource requirements under air operations, to the General Assembly at the time of its consideration of the present report. The Committee trusts that the shared fixed-wing aircraft will be utilized as efficiently as possible and recommends that the Assembly request the Secretary-General to provide detailed and accurate information thereon in the context of the next budget proposal. (para. 22)

With regard to compliance with the policy for advance booking of air travel, the Advisory Committee was informed that, as at 30 June 2019, only 23 per cent of air tickets had been purchased at least two weeks before the commencement of travel. The Secretary-General indicates that the low compliance rate is due to the inclusion of data relating to entitlement travel (A/74/6 (Sect. 3)/Add.6, sect. III.B). The Advisory Committee recalls that the General Assembly, on a number of occasions, has expressed concern about the low rate of compliance with the advance purchase policy directive. The Committee reiterates that more efforts are required, in particular in areas where travel can be better planned (see also A/74/7/Add.2, para. 21). Furthermore, the Committee trusts that, in future budget submissions, data related to entitlement travel will be presented separately in the data related to official travel, so as to ensure that the rate of compliance with the policy for advance booking of air travel is reported accurately. The Committee further discusses compliance with the advance purchase policy under official travel in its first report on the proposed programme budget for 2020 (A/74/7, chap. I, paras. 99–100). (para. 26)

*Action taken to implement the recommendation*

efficiency and cost-effectiveness of aviation and that information provided in the 2021 proposed programme budget is accurate and reflects actual requirements to support mandate implementation.

The low compliance rate of 23 per cent for 2019 was mostly due to the late issuance of visas to the United Nations Guard Unit traveling into Iraq on rotation. The Mission will continue to monitor compliance with the advance purchase policy and ensure that travel requests are processed in order to comply with the 16-day policy of advanced booking prior to departure.

## Annex II

## Proposed changes in staffing levels by organizational unit

Organizational unit	Positions approved for 2020	Proposed changes					Positions proposed for 2021
		Abolishment	Reassignment	Redeployment	Conversion	Reclassification	
<b>Office of the Special Representative of the Secretary-General</b>							
Front Office	6	–	–	–	–	<sup>a</sup>	6
Women's Protection Unit	1	–	–	–	–	–	1
Child Protection Unit	2	–	–	–	–	–	2
Gender Unit	2	–	–	–	–	–	2
Office of the Chief of Staff	28	–	<sup>b</sup>	–	–	<sup>c</sup>	28
Human Rights Office	41	–	–	–	–	–	41
Public Information Office	19	–	–	–	–	–	19
Security Section	221	–	–	–	–	–	221
<b>Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance</b>							
Front Office	5	–	–	–	–	–	5
Tehran Liaison Office	4	–	–	–	–	–	4
Joint Analysis Unit	12	–	–	<sup>d</sup>	–	–	12
Office of Political Affairs	62	–	–	–	–	<sup>e</sup>	62
Electoral Assistance Office	12	–	–	–	–	–	12
<b>Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs</b>							
Front Office	6	(1) <sup>f</sup>	–	–	–	–	5
Development Coordination Office	27	–	–	–	–	<sup>g</sup>	27
<b>Office of the Chief of Mission Support</b>							
Front Office	5	–	1 <sup>h</sup>	–	–	–	6
Environment Unit	1	–	–	–	–	–	1
Planning, Monitoring and Compliance Unit	1	–	–	–	–	–	1
Welfare Unit	–	–	–	1 <sup>i</sup>	–	–	1
Logistics Cell	–	–	–	2 <sup>j</sup>	–	–	2
<b>Operations and resource management</b>							
Front Office	6	–	–	–	–	–	6
Logistics Cell	2	–	–	(2) <sup>j</sup>	–	–	–
Regional offices (Erbil, Kirkuk)	4	–	–	–	–	–	4
Field Technology Section	45	–	<sup>k</sup>	<sup>l,m</sup>	–	<sup>n</sup>	45
Human Resources Section	12	–	–	(1) <sup>i</sup>	–	–	11
Financial Resourcing and Performance Unit	6	–	–	–	–	–	6
<b>Supply chain management</b>							
Front Office	2	–	–	–	–	–	2
Centralized Warehousing Section	27	–	–	–	–	–	27
Acquisition Management Section	9	–	1 <sup>o</sup>	–	–	–	10
Aviation and Movement Control Section	32	–	(1) <sup>o</sup>	<sup>p</sup>	<sup>p</sup>	–	31
Procurement Section	16	–	–	<sup>q</sup>	–	–	16
Property Management Section	11	–	–	–	–	–	11
<b>Service delivery management</b>							
Front Office	1	–	–	–	–	–	1

Organizational unit	Positions approved for 2020	Proposed changes					Positions proposed for 2021
		Abolishment	Reassignment	Redeployment	Conversion	Reclassification	
Engineering and Facilities Management Section	56	–	(1) <sup>h</sup>	–	–	<sup>r</sup>	55
Surface Transport Section	50	–	<sup>s</sup>	–	–	–	50
Medical Services Section	13	–	–	–	–	–	13
Staff Counselling Unit	2	–	–	–	–	–	2
Life Support Unit	17	–	–	<sup>t</sup>	–	–	17
Training Section	5	–	–	–	–	–	5
Kuwait Joint Support Office							
Human Resources Section	14	–	–	–	–	–	14
Finance Section	16	–	–	–	–	–	16
Travel Section	3	–	–	–	–	–	3
<b>New York Support Office</b>							
Iraq team of the Middle East Division and the Electoral Assistance Division of the Department of Political and Peacebuilding Affairs	4	–	–	–	–	–	4
<b>Total</b>	<b>808</b>	<b>(1)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>807</b>

<sup>a</sup> One position of Special Assistant (P-3) reclassified to P-4 in the Office of the Special Representative of the Secretary-General.

<sup>b</sup> One position of Legal Assistant (Local level) in the Office of the Chief of Staff in Baghdad reassigned to one position of Administrative Assistant (Local level) in the Office of the Head of Office in Erbil.

<sup>c</sup> One position of Mission Planning Officer (P-4) reclassified to P-3 in the Office of the Special Representative of the Secretary-General.

<sup>d</sup> One position of Information Analyst (National Professional Officer) in the Joint Analysis Unit redeployed from Basrah to Erbil.

<sup>e</sup> One position of Political Affairs Officer (P-4) reclassified to P-3 in the Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance.

<sup>f</sup> One position of Programme Management Officer (P-4) abolished in the Front Office of the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs.

<sup>g</sup> One position of Senior Programme Management Officer (P-5) reclassified to Development Coordination Officer (P-4) in the Development Coordination Office.

<sup>h</sup> One position of Administrative Assistant (Local level) reassigned to one position of Occupational Safety Assistant (Local Level) from the Engineering and Facilities Management Section to the Office of the Chief of Mission Support.

<sup>i</sup> One position of Assistant Welfare Officer (National Professional Officer) redeployed from the Human Resources Section to the Office of the Chief of Mission Support.

<sup>j</sup> Two positions, consisting of one Logistics Officer (P-3) and one Logistics Assistant (Local level), redeployed from the operations and resource management pillar to the Office of the Chief of Mission Support.

<sup>k</sup> One position of Supply Assistant (Local level) reassigned to Telecommunications Assistant (Local level) in the Field Technology Section.

<sup>l</sup> One position of Information Systems Officer (P-3) in the Field Technology Section redeployed from Kuwait to Baghdad.

<sup>m</sup> Two positions, consisting of Information Systems Officer (Field Service) and Information Systems Assistant (Field Service) in the Field Technology Section, redeployed from Kuwait to Baghdad and from Erbil to Mosul, respectively.

<sup>n</sup> One position of Information System Assistant (Local level) reclassified to one Associate Information Systems Officer (National Professional Officer) in the Field Technology Section.

<sup>o</sup> One position of Movement Control Officer (Field Service) reassigned to one position of Contract Management Officer (Field Service) from the Aviation and Movement Control Section to the Acquisition Management Section.

<sup>p</sup> One position of Movement Control Assistant (Field Service) converted to Movement Control Officer (National Professional Officer) in the Aviation and Movement Control Section and redeployed from Baghdad to Erbil.

<sup>q</sup> One position of Procurement Assistant (Local level) in the Procurement Section redeployed from Kuwait to Baghdad.

<sup>r</sup> One position of Generator Mechanic (Local level) reclassified to one position of Associate Engineer (National Professional Officer) in the Engineering and Facilities Management Section.

<sup>s</sup> One position of Heavy Vehicle Operator (Local level) reassigned to Transport Assistant (Local level) in the Surface Transport Section from Erbil to Baghdad.

<sup>t</sup> One position of Administrative Assistant (Local level) and one position of Supply Assistant (Local level) in the Life Support Unit redeployed from Erbil to Baghdad.

## Annex III

## Staffing requirements by location

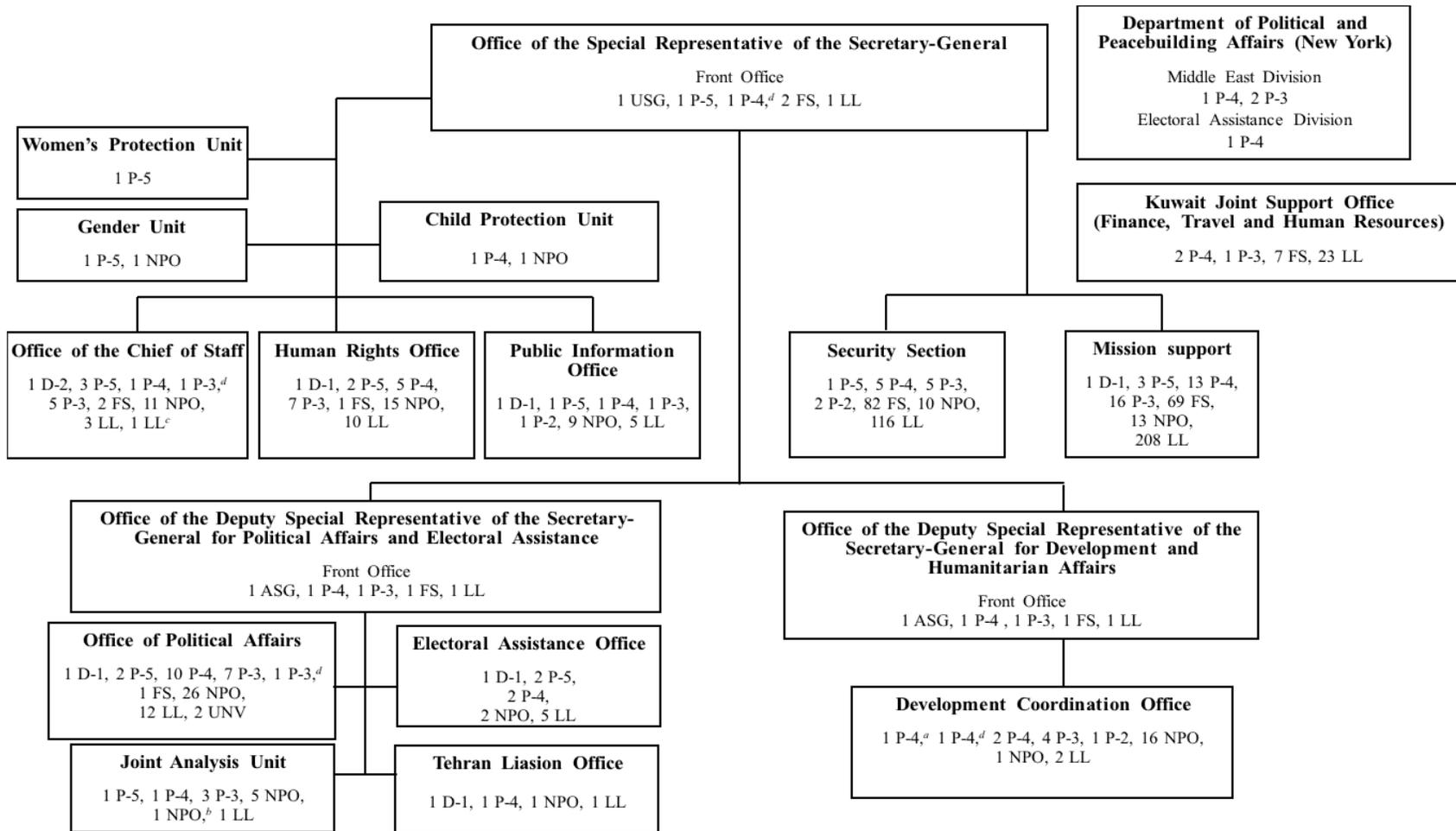
	Professional and higher categories									General Service and related categories			National staff			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service	international	Total	National Professional Officers	Local level		United Nations Volunteers
<b>Approved 2020</b>																	
Baghdad	1	2	1	5	15	34	31	2	91	98	–	189	61	200	–	450	
Baghdad International Airport	–	–	–	–	–	1	1	–	2	15	–	17	1	15	–	33	
Basrah	–	–	–	–	–	1	1	–	2	–	–	2	5	10	1	18	
Erbil	–	–	–	–	4	4	10	2	19	30	–	48	20	81	1	151	
Kirkuk	–	–	–	–	–	3	5	–	8	–	5	13	6	21	–	40	
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4	
Mosul	–	–	–	–	–	2	2	–	4	12	–	16	1	6	–	23	
Najaf	–	–	–	–	–	1	–	–	1	–	–	–	3	2	–	6	
Anbar	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2	
Salah al-Din	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2	
Diyala	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Ninawa	–	–	–	–	–	–	1	–	1	–	–	1	1	–	–	2	
Qadisiyah	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Wasit	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Dhi Qar	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Muthanna	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Kuwait	–	–	–	–	–	2	2	–	4	8	–	12	–	56	–	66	
New York	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4	
<b>Total</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>19</b>	<b>51</b>	<b>54</b>	<b>4</b>	<b>138</b>	<b>167</b>	<b>–</b>	<b>305</b>	<b>109</b>	<b>392</b>	<b>2</b>	<b>808</b>	
<b>Proposed 2021</b>																	
Baghdad	1	2	1	5	14	32	33	2	90	101	–	191	63	196	–	450	
Baghdad International Airport	–	–	–	–	–	1	1	–	2	13	–	15	2	15	–	32	
Basrah	–	–	–	–	–	1	1	–	2	–	–	2	4	10	1	17	
Erbil	–	–	–	–	4	5	8	2	19	26	–	45	22	81	1	149	

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field Service</i>	<i>General Service</i>	<i>Total international</i>	<i>National Professional Officers</i>	<i>Local level</i>		<i>United Nations Volunteers</i>
Kirkuk	–	–	–	–	–	3	5	–	8	–	6	14	6	20	–	40
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4
Mosul	–	–	–	–	–	2	2	–	4	13	–	17	1	6	–	24
Najaf	–	–	–	–	–	1	–	–	1	–	–	–	3	2	–	6
Anbar	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Salah al-Din	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Diyala	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Ninawa	–	–	–	–	–	–	1	–	1	–	–	1	1	–	–	2
Qadisiyah	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Wasit	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Dhi Qar	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Muthanna	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Kuwait	–	–	–	–	–	2	2	–	4	7	–	11	–	59	–	70
New York	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4
<b>Total</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>18</b>	<b>50</b>	<b>55</b>	<b>4</b>	<b>137</b>	<b>166</b>	<b>–</b>	<b>303</b>	<b>112</b>	<b>390</b>	<b>2</b>	<b>807</b>
<b>Change</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>1</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>–</b>	<b>(2)</b>	<b>3</b>	<b>(2)</b>	<b>–</b>	<b>(1)</b>

## Annex IV

## Organizational charts

## A. United Nations Assistance Mission for Iraq



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

<sup>a</sup> Abolishment.

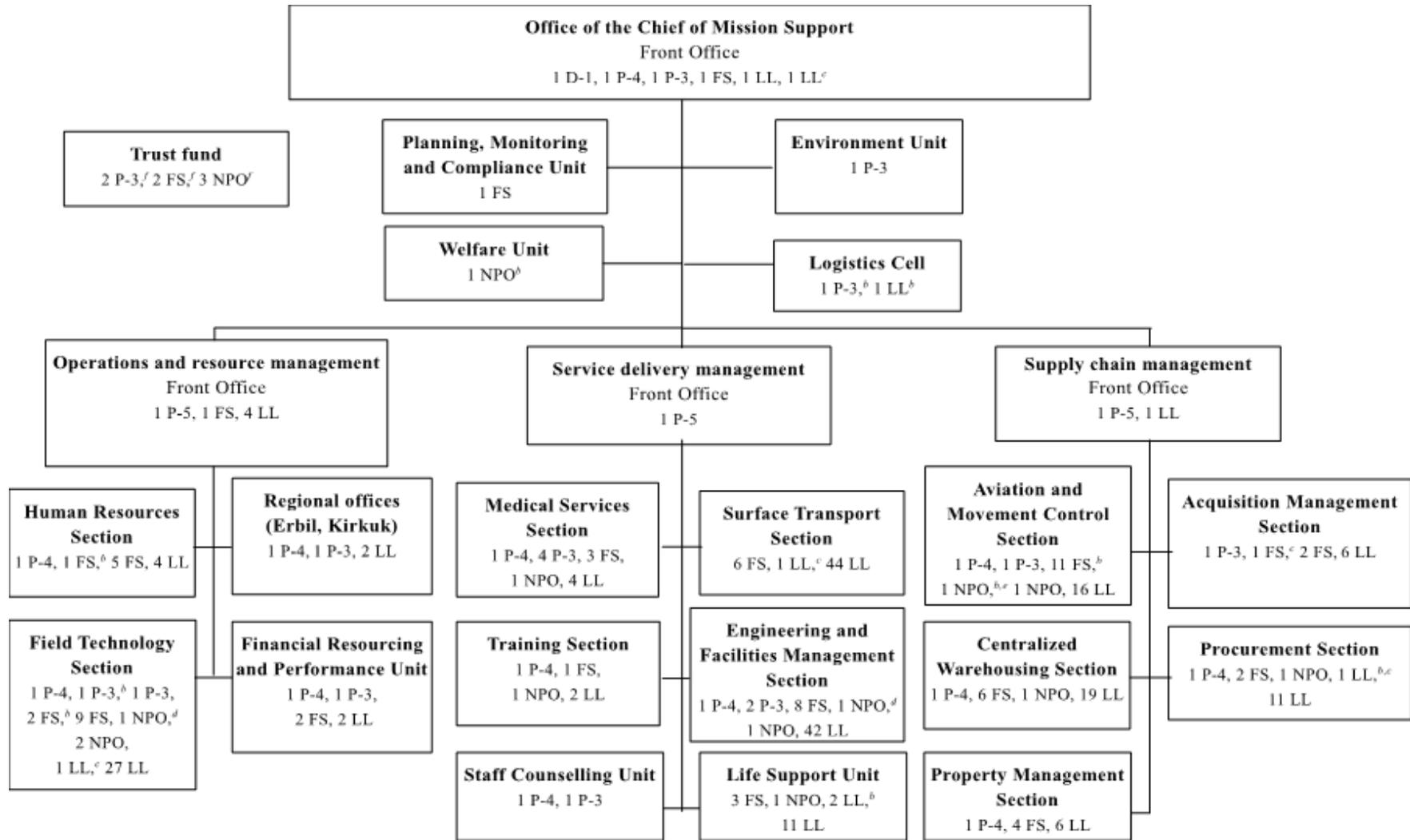
<sup>b</sup> Redeployment.

<sup>c</sup> Reassignment.

<sup>d</sup> Reclassification.

<sup>e</sup> Conversion.

## B. Mission support



Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer.

<sup>a</sup> Abolishment.

<sup>b</sup> Redeployment.

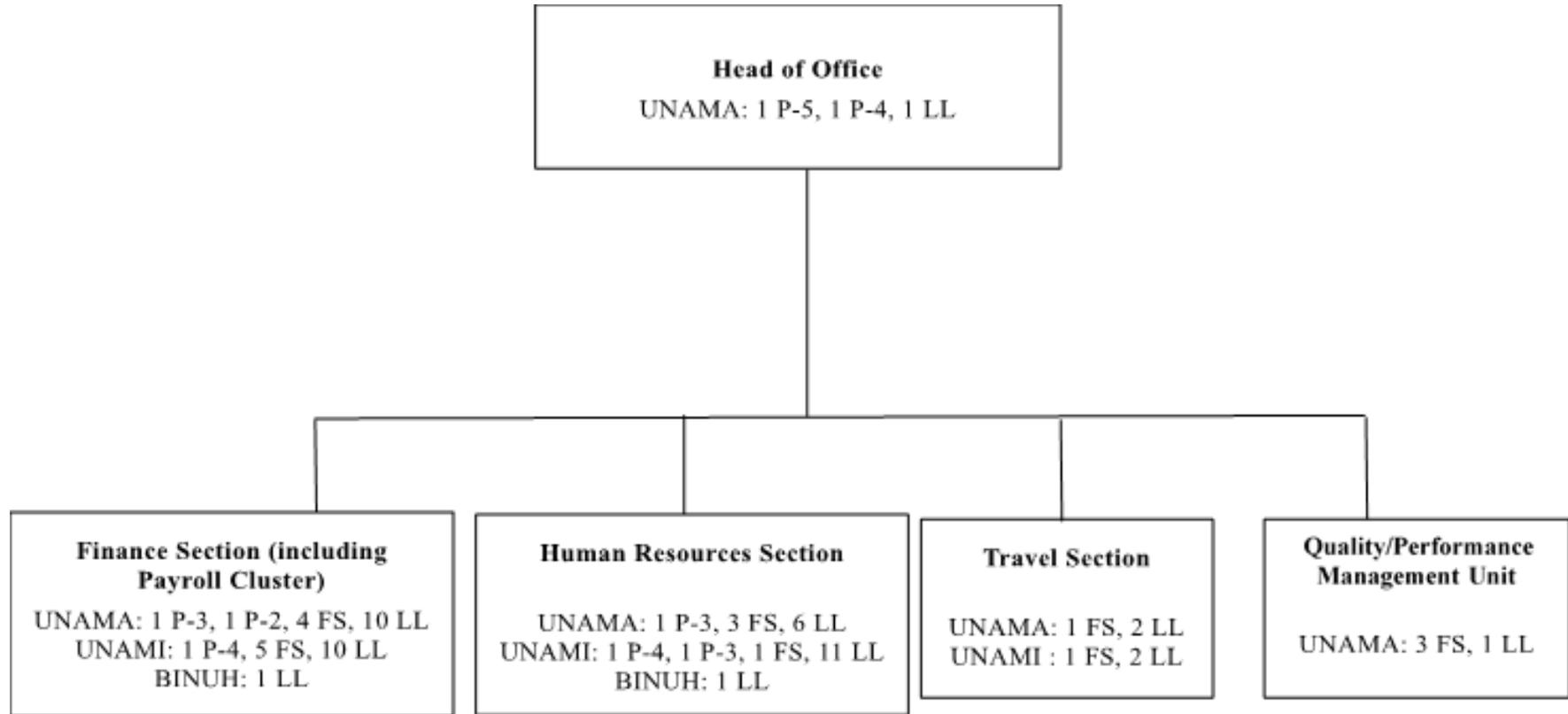
<sup>c</sup> Reassignment.

<sup>d</sup> Reclassification.

<sup>e</sup> Conversion.

<sup>f</sup> Funded from the trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad.

### C. Kuwait Joint Support Office<sup>a</sup>



*Abbreviations:* FS, Field Service; LL, Local level; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; BINUH, United Nations Integrated Office in Haiti.

<sup>a</sup> Including positions from UNAMI, UNAMA and BINUH.

## Annex V

### Contributions provided by host country and/or other United Nations entities (cash and/or in-kind contributions)

<i>Entity</i>	<i>Description</i>	<i>Approximate annual value (United States dollars)</i>
Government of Kuwait	Solid building	4 015 902
Government of Iraq – Baghdad	Solid building	3 754 944
Government of Iraq – Baghdad International Airport	Solid building	5 05 110
Government of Iraq – Erbil	Solid building	152 872
Government of Iraq – Kirkuk	Solid building	617 550
<b>Subtotal</b>		<b>9 046 378</b>
Government of Kuwait	Infrastructure	12 264
Government of Iraq – Baghdad	Infrastructure	764 395
Government of Iraq – Erbil	Infrastructure	9 996
Government of Iraq – Erbil	Infrastructure	79 115
<b>Subtotal</b>		<b>865 770</b>
Government of Iraq	Airport landing rights	379 449
Government of Iraq	Airport embarkation/disembarkation fees	16 736
<b>Subtotal</b>		<b>396 185</b>
<b>Total</b>		<b>10 308 333</b>

## Annex VI

### Security-related costs for 2021

(United States dollars)

	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost</i>	<i>Total cost</i>
<b>A. Acquisition of safety and security equipment</b>					
Ammunition	Baghdad	1	1	22 000	22 000
Arms and ammunition accessories	Baghdad	5	1	530	2 650
Personal safety and control equipment	Baghdad, Kirkuk	283	1	262.38	74 250
Security surveillance and detection	Erbil	97	1	61.85	6 000
Rescue equipment and accessories	Baghdad, Erbil, Kirkuk	11	1	850	9 350
Fire protection	Baghdad, Erbil, Kirkuk	3	1	3 177	9 531
Electronic countermeasure antenna sets	Baghdad, Erbil, Kirkuk, Basrah	15	1	1 500	22 500
Thuraya satellite phone device	Baghdad, Erbil, Kirkuk, Mosul, Basrah	6	1	1 500	9 000
Surveillance and detection system (closed-circuit television/IDS system)	Baghdad, Erbil	2	1	32 500	65 000
Safety and security equipment (X-ray machine)	Baghdad, Baghdad International Airport	1	1	35 000	35 000
Safety and security equipment (walk-through metal detection machine)	Baghdad	1	1	7 000	7 000
Public address system (IP speakers)	Baghdad, Erbil	1	1	6 000	6 000
Access control (RFID system handheld device)	Baghdad, Erbil	4	1	2 500	10 000
Vehicle tracking system device	Baghdad, Erbil, Kirkuk, Mosul, Basrah	20	1	900	18 000
RFID card for badges	Baghdad, Erbil, Kirkuk, Mosul, Basrah	3 000	2	0.7	4 200
Safety apparel	Baghdad	20	4	59	4 720
Safety footwear	Baghdad	20	2	100	4 000
Fall protection and rescue equipment	Baghdad	2	1	1 000	2 000
Uniform	Baghdad	40	4	150	24 000
<b>Subtotal</b>					<b>335 201</b>
<b>B. Security services</b>					
Security guard	Kuwait	22	12	328.94	86 842
Security guard	Erbil	16	12	227.5	43 680
Explosive detection dog	Baghdad/Baghdad International Airport	6	12	2 383.1	244 182
Explosive detection dog	Erbil	3	12	1 213.4	43 683
<b>Subtotal</b>					<b>418 387</b>
<b>C. United Nations Guard Units</b>					
<i>Standard troop cost reimbursement</i>					
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Baghdad	130	12	933	1 455 500
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Baghdad International Airport	38	12	933.11	425 500
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Kirkuk	77	12	933.11	862 200

	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost</i>	<i>Total cost</i>
<i>Travel on emplacement, rotation and repatriation</i>					
Commercial ticket – Fiji	Baghdad	130	1	2 613.6	339 768
Commercial ticket – Fiji	Baghdad International Airport	38	1	2 613.6	99 317
Commercial ticket – Nepal	Kirkuk	77	1	980.1	75 468
<i>Recreational leave allowance</i>					
Recreational leave allowance	Baghdad	130	1	207.9	27 027
Recreational leave allowance	Baghdad International Airport	38	1	207.9	7 900
Recreational leave allowance	Kirkuk	77	1	207.9	16 008
<i>Daily allowance</i>					
Daily allowance for all troops	Baghdad	130	12	25.5	39 794
Daily allowance for all troops	Baghdad International Airport	38	12	25.5	11 632
Daily allowance for all troops	Kirkuk	77	12	25.5	23 570
<i>Death and disability compensation</i>					
Death and disability compensation		1	1	64 700	64 700
<i>Rations</i>					
Rations – 3 meals at Diwan	Baghdad	130	12	555.18	866 078
Rations – midnight meal at Diwan	Baghdad	30	12	198.37	71 412
Rations – 3 meals	Baghdad International Airport	38	12	561.12	255 871
Rations – midnight meal	Baghdad International Airport	12	12	158.76	22 861
Rations – 3 meals	Kirkuk	77	12	513.74	474 699
Rations – midnight meal	Kirkuk	8	12	120.68	11 586
Bottled water	Baghdad	130	12	6.01	9 375
Bottled water	Baghdad International Airport	38	12	3.4	1 551
Bottled water	Kirkuk	77	12	9.57	8 839
Bottled water	Erbil	8	12	19.09	1 833
<i>Contingent-owned equipment: major equipment</i>					
Fiji – signed memorandum of understanding	Baghdad	130	12	2.19	3 429
Nepal – signed memorandum of understanding	Kirkuk	77	12	2.22	2 059
<i>Freight and deployment of contingent-owned equipment</i>					
United Nations Guard Unit – air cargo (cubic meters)	Baghdad	50	1	2 798	92 334
United Nations Guard Unit – air cargo (cubic meters)	Kirkuk	20	1	3 020	39 864
<b>Subtotal</b>					<b>5 310 175</b>
<b>Total</b>					<b>6 603 763</b>

*Abbreviations:* IDS, intrusion detection system; IP, Internet protocol, RFID, radio frequency identification.