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Proposed programme budget for 2023

Proposed programme budget for 2023

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 2023 for the United Nations Assistance Mission for Iraq in the amount of \$97,104,500 (net of staff assessment).

* [A/77/50](#).



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** The part consisting of the proposed programme plan for 2023 is submitted for 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

(\$97,104,500)

Foreword

Following the successful October 2021 elections, protracted government formation negotiations ensued in 2022. The United Nations Assistance Mission for Iraq (UNAMI) provided mediation and good offices across a wide range of areas. Meanwhile, a long list of domestic priorities remains for the new Government to deal with.

Long-standing issues between the federal Government and the Kurdistan Regional Government remain unresolved. UNAMI will continue to advocate for a regular, structured and institutionalized Baghdad-Erbil dialogue to help identify sustainable solutions to issues of mutual concern.

Building on past efforts, UNAMI will continue to support the Government of Iraq in promoting accountability and the protection of fundamental rights. However, more work needs to be done. In addition to monitoring and reporting, UNAMI will also focus on building further institutional capacity.

Da'esh pockets, armed groups operating outside State control, regional tensions and broader geopolitical dynamics all affect the stability of Iraq. Enhanced security sector reform is therefore critical, as well as a regional policy that safeguards the territorial integrity and sovereignty of Iraq. The United Nations in Iraq will furthermore continue its assistance to the Government of Iraq with the returns of Iraqi citizens from north-eastern Syrian Arab Republic, including Al-Hol.

High levels of poverty and weak institutional capacity risk triggering a resurgence of public unrest and violence. Consequently, the United Nations in Iraq will continue to promote the diversification of the economy of Iraq, improve governance, strengthen viable and responsive State institutions and boost public service delivery.

UNAMI will continue to review its posture in the light of its long-term objective to assist Iraq in assuming full ownership of addressing the aforementioned challenges. Meanwhile, ongoing support of the international community remains of great importance.

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

A. Proposed programme plan for 2023 and programme performance for 2021

Overall orientation

Mandates and background

1. The United Nations Assistance Mission for Iraq (UNAMI) is responsible for the provision of advice, support, and assistance to the Government and people of Iraq on advancing inclusive, political dialogue and national and community-level reconciliation. The mandate is defined in Security Council resolution [1483 \(2003\)](#) and [1500 \(2003\)](#) and expanded by the Council through resolutions [1770 \(2007\)](#) and [2107 \(2013\)](#), and renewed by its resolutions [1830 \(2008\)](#), [1883 \(2009\)](#), [1936 \(2010\)](#), [2001 \(2011\)](#), [2061 \(2012\)](#), [2110 \(2013\)](#), [2169 \(2014\)](#), [2233 \(2015\)](#), [2299 \(2016\)](#), [2367 \(2017\)](#), [2421 \(2018\)](#), [2470 \(2019\)](#) and [2522 \(2020\)](#). On 27 May 2021, the mandate was extended until 27 May 2022 by Council resolution [2576 \(2021\)](#).
2. UNAMI will, at the request of the Government of Iraq, continue to provide outreach and good offices for the promotion of an inclusive political system. The Mission will advise the Government on constitutional review and assist with electoral processes and the resolution of disputed internal boundaries. Furthermore, UNAMI will encourage regional dialogue and cooperation, including on issues of border security, energy, environment, water, and refugees. Support will be provided to 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; promoting accountability, 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 (UNITAD), 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. Under Council resolution [2107 \(2013\)](#), UNAMI will also promote, support and facilitate efforts regarding the repatriation or return of all Kuwaiti and third-country nationals or their remains, and the return of Kuwaiti property, including the national archives.

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 objective, the Mission will:
 - (a) Promote inclusive political dialogue among political actors, including through broad engagement with institutional stakeholders and the provision of advice and recommendations on key policy issues and their implementation, which is aimed at resulting in broad consensus among political actors to implement and deepen political and other reforms that strengthen public confidence in the State;
 - (b) Work closely with the legislative and executive institutions of Iraq to support the formulation, adoption and implementation of legislative and constitutional reforms that will underpin longer-term political and socio-economic development;
 - (c) Promote cross-community dialogue and reconciliation, mitigate local tensions and strengthen social cohesion;

- (d) Support institutionalized, structured, time-bound dialogue between the federal Government and the Kurdistan Regional Government on all outstanding issues, such as the federal budget, oil and revenue sharing, border control, security issues and internally disputed boundaries, in order to reach a mutually accepted, sustainable solution in line with article 140 of the Iraqi Constitution;
 - (e) Provide its good offices, technical advice and capacity-building to the electoral institutions of Iraq and support to election processes;
 - (f) Assist the Government of Iraq in promoting accountability for human rights violations, to build trust between the Government, justice institutions, civil society and communities;
 - (g) Monitor and report on human rights developments and support government efforts to protect human rights in accordance with the country's constitution and international obligations;
 - (h) Provide technical support to strengthen institutional capacities, national policies and practices for the protection of fundamental freedoms and rights, including the freedom of expression and the right to peaceful assembly, the rights to liberty and protection of all persons from arbitrary arrests, abductions, enforced disappearances and torture;
 - (i) Advocate for the reform of criminal justice law and policy to ensure respect for due process and fair trial standards and promote accountability for perpetrators and redress for victims, including victims of conflict-related sexual violence;
 - (j) Promote sustainable long-term development by coordinating the efforts of national and international stakeholders;
 - (k) Promote stabilization, recovery and peacebuilding initiatives, including those on countering climate change, together with the United Nations country team;
 - (l) Advocate for development assistance in line with government priorities and the updated United Nations Sustainable Development Cooperation Framework;
 - (m) Promote, support and facilitate efforts regarding the repatriation or return of all Kuwaiti and third-country nationals remains and the return of Kuwaiti property, including the national archives.
5. The above-mentioned work will result in:
- (a) The implementation of a government programme that takes the necessary steps to meet the Iraqi people's desire for reform, including economic reform and counter-corruption measures;
 - (b) The implementation of consensus-driven constitutional reforms developed in the reviews by the presidential and parliamentary constitutional review committees;
 - (c) The implementation of laws and other political and security mechanisms crucial to the consolidation of the relationship between Baghdad and Erbil;
 - (d) Strengthened local governance and community-level reconciliation, notably within the disputed internal boundaries;
 - (e) Respect of fundamental human rights principles and norms;
 - (f) Preservation and expansion of civic and democratic space, including the freedom of expression, the right to peaceful assembly and respect for dissent;
 - (g) Increased accountability for human rights violations and abuses, including in the context of demonstrations, as well as accountability for domestic and gender-based violence, including improved redress for victims;
 - (h) Increased compliance with fair trial standards and procedural guarantees, including the prevention of torture and ill-treatment of detainees;
 - (i) A substantial reduction in protracted internal displacement through the application of an area-based coordination mechanism in pursuit of durable solutions, including for conflict-related climate change displacement;
 - (j) Improved socioeconomic indicators.

External factors for 2023

6. The overall plan for 2023 is based on the following planning assumptions:
 - (a) A Government and a Parliament are in place and develop a programme of work;
 - (b) Stakeholders, especially the Government of Iraq, make progress on the adoption and implementation of political, economic, electoral and constitutional reforms;
 - (c) The federal Government and the Kurdistan Regional Government engage in a structured, regular and genuine political dialogue to fully normalize relations and resolve outstanding issues;
 - (d) The security situation remains sufficiently permissive to gain access to all affected populations and key stakeholders in relation to mandate implementation;
 - (e) The Government of Iraq maintains efforts 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;
 - (f) Events unfolding in the wider region do not adversely affect the internal political stability of Iraq;
 - (g) The Government of Iraq engages fully with the United Nations in Iraq to facilitate the implementation of technical cooperation and monitoring of human rights and remains committed to promoting, respecting and protecting human rights and the rule of law, including through measures to preserve and expand civic space and the enactment of relevant legislation, policy measures and action plans;
 - (h) The Government of Iraq demonstrates commitment to advancing women's rights and gender equality, endorsing relevant draft legislation, creating strong institutional mechanisms to ensure accountability and track and monitor progress on meeting international commitments towards the advancement of women in all spheres of life, including decision-making processes;
 - (i) The Government of Iraq engages fully with the United Nations in Iraq to develop a common strategy for climate change mitigation to reduce gas flaring, improve water management systems, increase investment in renewable energy and provide more incentives for green economy projects, in alignment with the country's national adaptation plan;
 - (j) The Government of Iraq works to improve service delivery and meet public expectations, alleviating the root causes of social unrest, including by actively promoting full youth participation in society and creating job opportunities for young people.
7. Reflecting the importance of continuous improvement and responding to the request of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the coronavirus disease (COVID-19) pandemic. At the same time, the programme plan for 2023 assumes that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.
8. The Mission has adapted its working methods, combining virtual and in-person work modalities to enable continued mandate delivery. For instance, human rights monitoring and reporting were undertaken partially using remote modalities, political participation was fostered through hybrid workshops and engagements, and good offices were conducted through hybrid meetings and other outreach activities. While such hybrid working modalities were implemented to ensure continued mandate delivery in a challenging and restrictive environment, they cannot replace the need for in-person meetings. A significant lesson learned during the pandemic was the importance for the Mission to be present on the ground, in communities and with national counterparts, actively responding to the challenges that its constituents face. The need for in-person meetings, supported by travel, remains particularly manifest with respect to delivering on good offices, reconciliation dialogues and human rights monitoring.
9. With regard to cooperation with other entities, UNAMI works in coordination with international donors and 20 resident and 5 non-resident United Nations agencies, funds and programmes. Areas of work

include reconstruction, economic reform, sustainable development, addressing conflict-related climate change and the COVID-19 response. The Mission also supports coordination with international financial institutions, such as the World Bank, the International Finance Corporation and the International Monetary Fund. In doing so, UNAMI leads or participates 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 non-governmental organization (NGO) Coordination Committee for Iraq and the Prospects Partnership.

10. The Mission will continue to support inter-agency coordination and liaison. As part of its efforts to counter violent extremism in Iraq, UNAMI 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. The Mission also supports the work of UNITAD in the implementation of its mandate. In addition, UNAMI and the United Nations Development Programme (UNDP) will assist the Government of Iraq on security sector reform and on capacity development of the country's electoral institutions. UNAMI will also engage with the United Nations country team 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.
11. The Mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In its engagement with institutional stakeholders at the federal and regional levels, the Mission promotes gender mainstreaming with a focus on strengthening women's representation and participation in political and electoral processes and in decision-making. The Mission co-chairs the United Nations gender taskforce along with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and supports the Women's Advisory Group, using these platforms to synergize efforts to advance women's empowerment and gender equality.
12. In line with the United Nations Disability Inclusion Strategy, UNAMI engages with the Government and disability rights organizations to support policy measures to promote the human rights of persons with disabilities, with a focus on accessibility, employment opportunities and access to social and public services. Through its internal working group on the United Nations Disability Inclusion Strategy and the Mission-specific action plan, UNAMI takes actions to develop a more disability-friendly environment.

Programme performance in 2021

Peaceful conduct of early parliamentary elections

13. On 10 October 2021, Iraq held elections for the Council of Representatives. The elections were conducted in advance of the constitutional deadline of May 2022, in response to widespread public calls for more inclusive representation, accountability and good governance.
14. In line with the enhanced electoral mandate pursuant to Security Council resolution [2576 \(2021\)](#), the Mission promoted an environment conducive to credible and inclusive elections, without fear or intimidation. UNAMI supported and advocated for the development of and adherence to an electoral code of conduct and provided advice, technical support and capacity-building to the Independent High Electoral Commission to enhance all stages of the electoral process. In addition, the Mission organized the deployment of 150 United Nations international experts to monitor the elections in all of the 18 governorates of Iraq and coordinated the provision of logistical and security support to third-party international observers with the Government of Iraq. A strategic messaging campaign and support to the Electoral Commission's communication strategy was provided to inform Iraqi voters of electoral preparations and United Nations support to them. Following the elections, the Mission advocated for the use of the appropriate legal channels for electoral complaints and for respecting the final ratified results.
15. The above-mentioned work contributed to the holding of early national parliamentary elections that took place in a largely peaceful manner. This met a key popular demand voiced through demonstrations in 2019 and gave the opportunity for the formation of a new Government. Progress towards the objective is presented in the performance measure below (see table 1).

Table 1
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
The capacity of the Independent High Electoral Commission and the Kurdistan Independent High Electoral Commission to improve inclusiveness and integrity of electoral processes and systems was strengthened	The Independent High Electoral Commission voter registry was improved, as shown by an increase in biometric data collection coverage and cross-checking of voter data; the Commission reviewed and adjusted its regulations and procedures for the timely announcement of election results and the speedy resolution of electoral disputes, for increased representation of women as electoral officials and staff and for countering hate speech in electoral processes	The Government of Iraq fulfilled its commitment to hold early national parliamentary elections. The electoral authorities adopted improved measures for polling and for the counting and publication of results, which, supported by international efforts to monitor the election, helped promote increased transparency of the electoral process. Electoral complaints were addressed through the correct legal channels prior to the ratification of election results on 27 December 2021

Impact of the pandemic

16. The continuation of the coronavirus disease (COVID-19) pandemic into 2021 affected the implementation of the Mission's mandate. The provision of good offices, advocacy and technical support to political stakeholders, and notably the Independent High Electoral Commission, were interrupted briefly by domestic and international travel restrictions and replaced by adaptive working modalities, such as hybrid, virtual and in-person meetings and capacity-building activities. Similarly, owing to national prevention and mitigation measures, the number of interviews with detainees decreased, as well as the number of trials monitored, while development and humanitarian coordination mechanisms were disrupted. UNAMI was successful in introducing preventive and adaptive measures early in the COVID-19 pandemic, setting-up a crisis management working group chaired by the Chief of Staff for working-level engagements, coordinated by an integrated crisis management team chaired by the Head of Mission. These integrated structures ensured that the Mission addressed the impact of the pandemic in a timely and effective manner throughout 2021. UNAMI managed to maintain a flexible footprint while prioritizing staff well-being and ensuring continued mandate delivery, providing continuous support to the Government of Iraq and effectively providing support to the 2021 elections. In addition, in order to support Member States on issues related to COVID-19, within the overall scope of the objectives, UNAMI, in an integrated manner with the United Nations country team, made best use of their comparative advantages to provide technical support, information campaigns, logistical support and information sharing.

Planned results for 2023

Result 1: enhancing trust through reform

Programme performance in 2021

17. The Mission's work contributed to the holding of early national parliamentary elections through the provision of political engagement, technical support and advice. UNAMI, in close coordination with UNDP and the United Nations Office for Project Services (UNOPS), deployed a total of 90 monitoring teams in all 18 Iraqi governorates on election day. Those efforts significantly bolstered the Commission's technical capacity to plan and successfully implement the elections. Furthermore, the Mission made use of its good offices to ensure continuous engagement with government officials, political leaders and protestors, as well as with the international community. Confidence-building measures and close engagement with government officials and Iraqi political leaders at the federal and regional levels

encouraged dialogue and supported the government formation process. This boosted the opportunity for the formation of a new Government, but affected other activities envisaged for 2021, such as reforms.

Target for 2023

18. The Mission will encourage the implementation of a government programme that delivers reform and advances inclusive political dialogue, as well as national and community-level reconciliation. Furthermore, the Mission will continue to advocate for the implementation of political and constitutional reforms suggested by the Presidential and Council of Representatives' constitutional review, and for the establishment of a Federal Council to oversee parliamentary legislation. In addition, advice, support and assistance will be extended to the federal Government and the Kurdistan Regional Government in their dialogue over power sharing, resource allocation, security management and internally disputed boundaries, with a view to reaching formal and structural agreements under the constitution. Furthermore, the Mission will engage actively with stakeholders on the Sinjar Agreement, advocating for its full implementation.
19. Progress towards the objective and target for 2023 are presented in the performance measure below (see table 2).

Table 2

Performance measure:

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
Government, political leaders and community representatives took steps towards the establishment of the Baghdad-Erbil coordination and cooperation mechanisms	The Sinjar Agreement between the federal and Kurdistan Regional Governments was a positive step towards resolution of issues in an ethnically diverse area and provides a platform to discuss outstanding issues and overcome political differences	In line with the popular call for reforms, the Government of Iraq fulfilled its commitment to hold early national parliamentary elections. The electoral authorities adopted improved measures for polling and for the counting and publication of results, which helped promote wider public acceptance of election results. Electoral complaints were addressed through the correct legal channels prior to the ratification of election results on 27 December 2021	After a peaceful transition of power within constitutional timelines, the new Government of Iraq begins enactment of a reform programme. Agreement on resource revenue sharing between Baghdad and Erbil allows the Council of Representatives to commence adoption of a hydrocarbon law that promotes fair revenue sharing	The Government of Iraq continues to implement a programme that brings constitutional and economic reform and addresses long-standing domestic issues, such as improving the Baghdad-Erbil relationship

Result 2: transitioning to longer-term development

Programme performance in 2021

20. The Mission supported the Government of Iraq in developing durable solutions for internally displaced persons. With the adoption of the Government's national plan for resolving the displacement of internally displaced persons in 2021, the Mission supported implementation of the plan and wider solutions to protracted displacement by working closely with government counterparts, nationally and

locally, through the United Nations durable solutions mechanism. The Mission continued to play a key role in developing that mechanism, organizing area-based coordination groups in eight areas with high levels of displacement. Furthermore, UNAMI, in close consultation and coordination with the Government and the United Nations country team, updated the United Nations Sustainable Development Cooperation Framework to include a new strategic priority for durable solutions in Iraq. The Mission continued to initiate and lead development coordination forums, including international donor coordination, and follow-up on international commitments.

21. The above-mentioned work was essential for the identification of durable solutions for protracted displacement. Through the United Nations Sustainable Development Cooperation Framework, the United Nations plans to implement a programme totalling \$1.7 billion to support durable solutions from 2021 to 2024. Resolving key concerns regarding displaced people and their return will allow the Government to shift focus as humanitarian needs transition towards longer-term development goals, including next steps toward achieving its sustainable development goals by 2030.

Target for 2023

22. As the number of displaced people in Iraq is decreasing and is further expected to diminish in 2022, the work of the Mission will gradually shift in 2023 from humanitarian responses to sustainable development. Geographically speaking, the focus of the United Nations country team and other development actors is expected to shift from the north to the central and southern regions, where poverty and environmental issues are more severe and contribute to instability. UNAMI will encourage officials in 2023 to shift government development planning from short-term goals toward a long-term evidence-based strategy that is coherent with the United Nations Sustainable Development Cooperation Framework. The Mission will coordinate development interventions around poverty reduction, addressing water scarcity and durable solutions through its area-based coordination groups, ensuring integration with United Nations country team partners.
23. Progress towards the objective and target for 2023 are presented in the performance measure below (see table 3).

Table 3
Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
The United Nations Sustainable Development Cooperation Framework was developed in coordination with government partners and aligned with national priorities	A durable solutions task force developed an action plan that promotes area-based coordination, and the Government adopted a national strategy for resolving protracted displacement of internally displaced persons	The United Nations Sustainable Development Cooperation Framework for the period 2020–2024 is effectively implemented, reducing the number of people in need	Area-based coordination results in tailored durable solutions for returning families	In line with the United Nations Sustainable Development Cooperation Framework, the Government adopts an achievable strategy that invests in the longer-term development of Iraq, including climate change mitigation

Result 3: preservation and expansion of civic space and support for accountability

Programme performance in 2021

24. The Mission supported the Government in strengthening the rule of law and promoting respect for human rights in the criminal justice system. UNAMI monitored the human rights of detainees, reviewed allegations of torture and ill-treatment in detention facilities and observed procedural guarantees, detention safeguards and fair trial standards. Advocacy and technical support enabled the finalization of

the guidelines on the rights of suspects and accused and detained persons to promote compliance with international human rights law in official places of detention. UNAMI also engaged in dialogue with senior law enforcement officials with the aim of strengthening the human rights compliance of the domestic legal framework with relevant international human rights law. Furthermore, UNAMI engaged with the Government and United Nations country team partners with the aim of protecting children from the effects of armed conflict, and supported efforts to implement the joint communiqué between the Government and the United Nations for the prevention of and response to conflict-related sexual violence.

25. The above-mentioned work led to the adoption of guidelines by the High Judicial Council for the prevention of torture and ill-treatment, and enhanced capacity and knowledge of government officials to mainstream human rights in law enforcement policies and operations. Despite this important progress to strengthen accountability mechanisms for human rights violations and abuses against political and civic activities, additional efforts are required to ensure that the Government of Iraq adopts and implements legislation to bolster freedom of speech, protect civic space and strengthen accountability for human rights violations.

Target for 2023

26. In 2023, UNAMI will continue to provide technical support, advice and good offices toward the promotion and protection of human rights. The Mission will monitor and report on human rights violations and abuses, in particular in the context of the freedom of expression and the right to peaceful assembly. UNAMI will provide technical support through training for civil society and human rights organizations, as well as capacity-building to the Government for engagement with United Nations human rights mechanisms.

Lessons learned and planned change

27. The lesson learned for the mission was that the effects of shrinking offline civic space could be mitigated by reinforcing online space to exercise fundamental rights. In applying the lesson, UNAMI will continue to support the Government in aligning national legislation with international norms and standards, particularly the draft bill on freedom of expression, and advocate for its endorsement and provide technical assistance to support its implementation. UNAMI will support judiciary, prosecutors, lawyers and law enforcement officials in increasing capacity to implement legal protections and safeguard civic space and media freedom. This work will contribute to the implementation of the national human rights plan and to the adoption of human-rights related legislation and policies, to be demonstrated through the adoption of pending draft legislation on the protection of civic space. Expected progress towards the objective is presented in the performance measure below (see table 4).

Table 4
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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 Da'esh trials for monitoring	Adoption of the Anti-Torture Law; the Government of Iraq developed 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	The Government strengthens and implements legal frameworks for the protection of human rights and promotes accountability for human rights violations and abuses	The draft bill on freedom of expression and the draft information technology law are adopted, compliant with international standards; and plans and policies for the protection of human rights are adopted

Deliverables

28. Table 5 lists the deliverables of the mission.

Table 5

Deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports of the Secretary-General for the Security Council	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
2. Meetings of the Security Council	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	24	7	24
3. Projects on national reconciliation and the role of women in peace and security	2	—	1	—
4. Country-wide public outreach events to enhance social cohesion and strengthen the rule of law, socioeconomic and longer-term development, recovery and reconstruction	5	24	6	24
Seminars, workshops and training events (number of days)	98	143	85	86
5. Workshops on gender policy, participation of women in electoral and political processes, and the Sustainable Development Goals	18	12	14	5
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	69	121	56	66
7. Workshops on political dialogue and participation, political empowerment of young people	11	10	15	15
Publications (number of publications)	2	2	1	—
8. Reports on strengthening women's political participation and the challenges and needs of Iraqi women entering politics	2	2	1	—
Technical materials (number of materials)	121	156	157	139
9. Manual on gender-responsive electoral processes and training manual for women in electoral process; leadership manual for women entering public life	1	1	—	—
10. Manual on gender mainstreaming in electoral processes	—	—	1	1
11. 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	110	141	146	130
12. Manual on elections for the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission	8	12	8	8
13. Handbook on human rights for police personnel	1	1	1	—
14. Planning and technical documents on the United Nations Sustainable Development Cooperation 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)	1	1	1	—

C. Substantive deliverables

Good offices: facilitation sessions and round tables on disputed internal boundaries in Kirkuk Governorate to foster national and community reconciliation and enhance cooperation among interlocutors involved; additional support to political and civil Iraqi counterparts to advance the political process and reconciliation, encompassing at least 800 representatives of civil society, young people and communities; support provided on the devolution of powers, federalism, revenue-sharing and international border management; Baghdad-Erbil and regional relations; electoral reforms; countering violent extremism and terrorism in Iraq

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
and the region; return of missing Kuwaiti and third-country nationals, Kuwaiti missing property and the national archives. Good offices on the implementation of Security Council resolution 1325 (2000) with a focus on advancing the participation, involvement and representation of women and young people in political and electoral processes.				
Fact-finding, monitoring and investigation missions: monitoring missions on rule of law institutions, including missions of detention monitoring; trial monitoring missions in Baghdad and Erbil; fact-finding missions on administration of justice within the legal system and with law enforcement officials to follow up on alleged human rights violations; monitoring missions on conflict-related sexual violence and children in armed conflict and the protection of the rights of minorities, including visits to internally displaced persons camps and documenting incidents of armed conflict and verification of civilian casualties; and monitoring missions on the rights of persons with disabilities, including engagements with organizations working on disability rights issues.				
Consultation, advice and advocacy: consultations 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, youth and women's participation in politics (reaching out to at least 200 young people across 18 governorates) and decentralization of administrative and fiscal authority; consultation and advice on electoral legislative reform initiatives and parliamentary oversight; advice and engagements to support capacity development and enhance confidence in the electoral institutions of Iraq; consultation and advocacy initiatives on human rights issues, including those related to the protection of the freedoms of assembly and expression, women's and minority rights, protection from enforced disappearance, child protection and administration of justice (engaging with at least 100 youth-led and women-led organizations); collaboration with partner organizations of persons with disabilities; advocacy on the implementation of Security Council resolution 1325 (2000) , with a focus on the advancement of women's participation, involvement and representation in reconciliation, political and electoral processes through engagement with the Government of Iraq, the Independent High Electoral Commission and civil society, including the Women's Advisory Group; and engagements across all governorates, with the aim of covering at least 250 members of the Women's Advisory Group, women networks and civil society organizations.				
Databases and substantive digital materials: database on incidents of violence against women in politics in the context of the 2021 legislative elections; implementing and maintaining the Situational Awareness Geospatial Enterprise system to provide the Mission with a standardized information management system for relevant incidents and events.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special events that include relevant United Nations Days; organizing awareness-raising events; 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; twice daily media monitoring reports; capacity-building for Iraqi media professionals on combating misinformation and disinformation on social media.				
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 country team and UNITAD.				
Digital platforms and multimedia content: dissemination of information through the Mission's website and social media accounts, including multimedia products on the Mission, two factsheets and one frequently asked question document on Iraqi elections and United Nations support to the elections, 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.				
E. Enabling deliverables				
Safety and security: risk assessments, analysis, briefings, reports, plans, drills and rehearsals, close protection support, staff training and security services in support of UNITAD and the United Nations country team.				
Administration: administrative and technical support to UNITAD.				
Logistics: provision of transportation, accommodation, utilities and office space for the United Nations country team, procurement services for the United Nations Regional Centre for Preventive Diplomacy for Central Asia and, recently, the United Nations Human Settlements Programme (UN-HABITAT), 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 UNITAD.				
Environment: increase of renewable energy production to achieve self-sufficiency; establishment of a modern system for monitoring, controlling and data analysis of environmental parameters to support the Mission's carbon reduction target; initiatives oriented to make UNAMI a zero-waste mission.				

B. Proposed post and non-post resource requirements for 2023

1. Total resource requirements

Resource requirements (regular budget)

Table 6

Total resource requirements (net of staff assessment)

(Thousands of United States dollars)

Category of expenditure	2021	2022	2023		Variance
	Expenditures	Appropriation	Total requirements	Non-recurrent requirements	2022 vs. 2021 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(3)-(2)
Military and police personnel costs	5 163.9	5 140.3	4 939.7	–	(200.6)
Civilian personnel costs	77 541.6	79 333.5	75 690.2	–	(3 643.3)
Operational costs	13 160.3	13 199.4	16 474.6	2 520.0	3 275.2
Total	95 865.8	97 673.2	97 104.5	2 520.0	(568.7)

Table 7

Positions

	Professional and higher categories									General Service and related categories			National staff			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter- national	National Professional Officers	Local level	United Nations Volunteers	
Approved 2022	1	2 ^a	1	6	18	47	53	4	132	161	–	293	118	391	2	804
Proposed 2023	1	2 ^a	1	6	16	45	51	5	127	151	–	278	122	371	2	773
Change	–	–	–	–	(2)	(2)	(2)	1	(5)	(10)	–	(15)	4	(20)	–	(31)

^a One position is funded at 50 per cent and cost-shared with the Development Coordination Office.

29. The proposed resource requirements for 2023 for UNAMI amount to \$97,104,500 (net of staff assessment) and would provide for the deployment of 245 military contingent personnel (\$4,939,700), civilian personnel costs (\$75,690,200) consisting of salaries, common staff costs, and danger pay for the deployment of 773 positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 16 P-5, 45 P-4, 51 P-3, 5 P-2, 151 Field Service, 122 National Professional Officers, 371 Local level and 2 United Nations Volunteers), including the establishment of 3 National Professional Officer positions, as well as operational costs (\$16,474,600) comprising consultants and consulting services (\$325,200), official travel (\$1,133,000), facilities and infrastructure (\$6,746,400), ground transportation (\$1,056,500), air operations (\$3,150,500), communications and information technology (\$2,707,000), medical (\$334,900) and other supplies, services and equipment (\$1,021,100).
30. The decrease in the requirements for 2023 compared with the appropriation of 2022 is attributable to:
 - (a) A net decrease of \$200,600 in military and police personnel costs, attributable mainly to reduced costs for rations due to lower catering contract costs, offset by increased requirements for travel on emplacement, rotation and repatriation based on the latest letter of assist from the Government of Australia for the rotation of the Guard Unit from Fiji;
 - (b) A net decrease of \$3,643,300 in civilian personnel costs due to (i) the proposed abolishment of 34 positions, as well as the conversion of 6 positions from international to national positions;

and (ii) lower national staff costs resulting from the application of a lower percentage of common staff costs;

- (c) A net increase of \$3,275,200 in operational costs due to higher requirements for: (i) facilities and infrastructure in connection with the planned renovation of the Kuwait office and of facilities related to the United Nations Guard Units; (ii) ground transportation owing to the planned replacement of two medium armoured buses; and (iii) official travel owing to an increase in the number of in-person meetings, especially for within-mission travel, where physical presence is needed to effectively carry out mandated activities.

Vacancy rates

31. The table below outlines the proposed vacancy rates for 2023, which takes into account the 2021 average deployment and vacancy rates, current incumbency and proposed changes in the composition of staff.

Table 8
Vacancy rates
(Percentage)

Category	Actual 2021	Approved 2022	Proposed 2023
Military and police personnel			
Military contingents	2	1	1
Civilian personnel			
International staff	12	8	8
National staff			
National Professional Officers	10	9	9
Local level	9	7	7
United Nations Volunteers			
National	—	—	—

2. Staffing requirements

32. For 2023, building on the experience gained in recent years, a number of reconfigurations and adaptations to the structure and staffing of UNAMI are proposed, resulting from efforts focused on:
- (a) Streamlining the mission support structure with a view to enhancing operational efficiency in the provision of enabling services by responding to the changing realities on the ground, taking in the account lessons learned during the COVID-19 pandemic, and the completion of major projects and the 2021 elections. To this end, it is proposed that: (i) the Supply Chain Management and the Service Delivery Management pillars be merged to form the Supply Chain and Service Delivery Management pillar; (ii) the Procurement Section, Contracts Management Unit and Training Unit be realigned under the Operations and Resource Management Pillar; and (iii) the Engineering and Facilities Management Section be split into the Engineering Section and the Integrated Facilities Management Unit;
- (b) Enhancing the coordination of the Mission's political analysis and reporting on dynamics and developments with a view to providing more in-depth research focused on long-term trends and patterns. In this context, it is proposed that the Joint Analysis Unit be merged with the Office of Political Affairs to form the Office of Political Affairs and Analysis;
- (c) Building national capacity through continuous review of the composition of its civilian staffing to identify opportunities of nationalization when and where possible;

- (d) Optimization of staffing resources to ensure that the Mission's staffing is tailored to the efficient execution of the Mission's mandate, aligned with the functions performed, delivering services where they are needed the most, and that long vacant positions are only retained after critical review for continuing needs.
33. In the context of the above, the staffing complement proposed for 2023 reflects a net decrease of 31 positions. The proposed staffing changes include the proposed establishment of three positions, abolishment of 34 positions, redeployment of 31 positions, reclassification of 3 positions, conversion of 6 international positions to national staff positions and the reassignment of 5 positions.
34. Annex II to the present report provides the organizational charts, and annex III provides details on the approved and proposed positions by location.

(a) Special Representative of the Secretary-General

Table 9

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

	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	General Service	Total international	National Professional Officers	Local level	United Nations Volunteers	Total	
Front Office of the Special Representative of the Secretary-General																	
Approved 2022	1	–	–	–	1	–	1	–	3	2	–	5	–	1	–	6	
Proposed 2023	1	–	–	–	1	–	1	–	3	2	–	5	–	1	–	6	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Women’s Protection Unit																	
Approved 2022	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1	
Proposed 2023	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Gender Unit																	
Approved 2022	–	–	–	–	1	–	–	–	1	–	–	1	1	–	–	2	
Proposed 2023	–	–	–	–	1	–	–	–	1	–	–	1	2	–	–	3	
Change	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Child Protection Unit																	
Approved 2022	–	–	–	–	–	1	–	–	1	–	–	1	1	–	–	2	
Proposed 2023	–	–	–	–	–	1	–	–	1	–	–	1	1	–	–	2	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Office of the Chief of Staff																	
Approved 2022	–	–	1	–	3	1	6	–	11	2	–	13	11	4	–	28	
Proposed 2023	–	–	1	–	2	2	5	–	10	2	–	12	9	4	–	25	
Change	–	–	–	–	(1)	1	(1)	–	(1)	–	–	(1)	(2)	–	–	(3)	
Human Rights Office																	
Approved 2022	–	–	–	1	2	5	7	–	15	1	–	16	15	10	–	41	
Proposed 2023	–	–	–	1	2	4	6	1	14	1	–	15	15	10	–	40	
Change	–	–	–	–	–	(1)	(1)	1	(1)	–	–	(1)	–	–	–	(1)	

	Professional and higher categories									General Service and related categories			National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	international	Total Professional Officers	Local level			
Public Information Office																	
Approved 2022	–	–	–	1	1	1	1	1	5	–	–	5	9	5	–	19	
Proposed 2023	–	–	–	1	1	1	1	1	5	–	–	5	9	5	–	19	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Security Section																	
Approved 2022	–	–	–	–	1	5	5	2	13	81	–	94	10	116	–	220	
Proposed 2023	–	–	–	–	1	5	5	2	13	81	–	94	10	116	–	220	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Total																	
Approved 2022	1	–	1	2	10	13	20	3	50	86	–	136	47	136	–	319	
Proposed 2023	1	–	1	2	9	13	18	4	48	86	–	134	46	136	–	316	
Change	–	–	–	–	(1)	–	(2)	1	(2)	–	–	(2)	(1)	–	–	(3)	

35. 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.

Table 10

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/Gender Unit	+1	NPO	Associate Programme Management Officer	Redeployment	}
Office of the Chief of Staff	-1	NPO	Associate Programme Management Officer	Redeployment	
	-1	P-5	Senior Legal Officer	Reclassification	}
	+1	P-4	Legal Officer	Reclassification	
	-1	P-3	Field Interpreter	Abolishment	Baghdad
	-1	NPO	Associate Field Translator	Abolishment	Baghdad
	-1	NPO	Associate Administrative Officer	Reassignment	}
	+1	NPO	Protocol Officer	Reassignment	
	-1	NPO	Associate Protocol Officer	Reassignment	}
	+1	NPO	Liaison Officer	Reassignment	
Human Rights Office	-1	P-3	Human Rights Officer	Abolishment	Baghdad
	-1	P-4	Human Rights Officer	Reclassification	}
	+1	P-2	Associate Human Rights officer	Reclassification	
	–	P-4	Human Rights Officer	Redeployment	From Kirkuk to Baghdad

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Security Section	-1	FS	Security Officer	Reassignment	}
	+1	FS	Fire and Safety Officer	Reassignment	
	-	P-3	Security Coordination Officer	Redeployment	From Mosul to Baghdad
	-	P-2	Associate Field Security Coordination Officer	Redeployment	From Baghdad to Mosul
	-	P-2	Associate Field Security Coordination Officer	Redeployment	From Erbil to Basra
	-	FS	Close Protection Officer	Redeployment	2 from Mosul and 1 from Kirkuk to Baghdad
	-	NPO	Assistant Security Officer	Redeployment	From Baghdad to Mosul
Total	(3)				

36. The following changes are proposed for 2023:

- (a) **Gender Unit.** Redeployment of one position of Associate Programme Management Officer (National Professional Officer) from the Office of the Chief of Staff to the Gender Unit. In 2023 and beyond, UNAMI is expected to provide stepped-up support to the new Council of Representatives and government authorities to promote legislation and policies that protect and advance women's rights. In accordance with its mandate and in response to Iraqi requests, UNAMI intends to significantly enhance its national engagement on women, peace and security, including by providing technical assistance to newly staffed government institutions at both the federal and regional levels on women, peace and security issues, including gender mainstreaming of policies. The proposed redeployment would support outreach activities, engage with a wide range of interlocutors, including government partners, civil society and the Women's Advisory Group, support documentation and analysis of gender and women, peace and security trends and support the Senior Gender Adviser in providing technical assistance to the Government of Iraq in implementing the National Action Plan on resolution [1325 \(2000\)](#) for the period 2020–2024;
- (b) **Office of the Chief of Staff**
- (i) Reclassification of one position of Senior Legal Officer from P-5 to P-4. The Mission has a well-established and effective working relationship with the Government of Iraq, inclusive of the judiciary and legal institutions. Legal and judicial counterparts continue to engage constructively with UNAMI in a manner that allows the Mission to make tangible progress on operational issues and further its mandate. Within this setting, and taking into account the other existing capacity of the Associate Legal Office (National Professional Officer), the Mission is of the view that the functions can be effectively performed at the P-4 level;
 - (ii) Abolishment of one position of Field Interpreter (P-3) and one position of Associate Field Translator (National Professional officer) in Baghdad. Building on the experience during the COVID-19 pandemic, through which the staff, and in particular the national staff of the Unit, was able to cover the workload efficiently by adapting to new working modalities, it is determined that the functions of these two positions could be effectively discharged by other staff;
 - (iii) Reassignment of one position of Associate Administrative Officer (National Professional Officer) as Protocol Officer (National Professional Officer) in Erbil. The workload of the Regional Office in Kurdistan Region has progressively increased as a result of more United Nations involvement in local political processes in a complex and evolving environment. This demands increasing interaction of the Erbil Office with local communities and coordination with authorities to implement the Mission's mandate. This

reassignment will meet the identified need to have a dedicated focal point capacity for managing engagement and protocol requirements with the Kurdistan Regional Government, organizing high-level official meetings with the local authorities and engagements with local communities, and to provide coordination support with respect to diplomatic and other senior officials visits to the region;

- (iv) Reassignment of one position of Associate Protocol Officer (National Professional Officer) as Liaison Officer (National Professional Officer) in Baghdad. The Liaison Officer function has grown increasingly complex as additional procedures and processes have been introduced by the host country with respect to custom clearances, shipments and flight permissions, requiring the Mission to strengthen its capacity for increased engagement at the high-level within the Ministry of Foreign Affairs and the Prime Minister's Office. In addition, the incumbent will also serve to engage and manage a close relationship with authorities and high-level offices to facilitate meetings, visits and missions for United Nations senior officials, as well as support the Chief of Staff;
- (v) Redeployment of one position of Associate Programme Management Officer (National Professional officer) to the Gender Unit in Baghdad as described in paragraph 35 (a) above;

(c) Human Rights Office

- (i) Abolishment of one position of Human Rights Officer (P-3) in Baghdad as the position has been vacant and the functions can be adequately covered by the existing staff within the Office;
- (ii) Reclassification of one position of Human Rights Officer (P-4) to Associate Human Rights Officer (P-2) in Erbil following a review of the workload of the Unit whereby it has been determined that the functions of the position can effectively be carried out at the P-2 level;
- (iii) Redeployment of one position of Human Rights Officer (P-4) from Kirkuk to Baghdad to enable the establishment and implementation of the UNAMI programme on human rights in the administration of justice, directly contributing to mandate implementation through its work on trial monitoring, detention monitoring, which has enabled fact-based engagement with High Judicial Council and Ministry of Justice, other government entities, United Nations treaty bodies and civil society;

(d) Security Section

- (i) Reassignment of one position of Security Officer (Field Service) in Erbil to one position of Fire and Safety Officer (Field Service) in Baghdad to strengthen and provide supervisory capacity to the Fire and Safety Team in line with operational requirements;
- (ii) Redeployment of one position of Security Coordination Officer (P-3) from Mosul to Baghdad to augment the capacity of the security team in Baghdad to support operational activities, strengthen the Planning and Compliance Unit and to provide effective security support to United Nations personnel, assets and operations at the managerial level;
- (iii) Redeployment of one position of Associate Field Security Coordination Officer (P-2) and one position of Assistant Security Officer (National professional Officer) from Baghdad to Mosul to augment the capacity of the security team in Mosul to support operational activities, monitor security situation, analyse and produce analytical reports and advisories;
- (iv) Redeployment of one position of Associate Society Officer (P-2) from Erbil to Basra to enhance integrated security workforce and to support operational activities, monitor, analyse the security situation, produce analytical reports and advisories and enhance the supervisory capacity on the ground;
- (v) Redeployment of three positions of Close Protection Officer (Field Service) to Baghdad, comprising two from Mosul and one from Kirkuk, to enhance the capacity of the Close Protection Team and retain requisite operational capacity within the Central Region.

Table 11

Staffing requirements: Department of Political and Peacebuilding Affairs

	<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 Services</i>	<i>General Service</i>	<i>international</i>	<i>Total</i>	<i>National</i>		<i>United Nations Volunteers</i>	
														<i>Professional Officers</i>	<i>Local level</i>		
Approved 2022	–	–	–	–	–	2	2	–	4	–	–		4	–	–	–	4
Proposed 2023	–	–	–	–	–	2	2	–	4	–	–		4	–	–	–	4
Change	–	–	–	–	–	–	–	–	–	–	–		–	–	–	–	–

37. 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) 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, 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 12

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

	Professional and higher categories									General Service and related categories			National staff				Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	international	Total Professional Officers	Local level	United Nations Volunteers		
Front Office																	
Approved 2022	–	1	–	–	–	1	1	–	3	1	–		4	–	1	–	5
Proposed 2023	–	1	–	–	–	1	1	–	3	1	–		4	–	1	–	5
Change	–	–	–	–	–	–	–	–	–	–	–		–	–	–	–	–
Tehran Liaison Office																	
Approved 2022	–	–	–	1	–	1	–	–	2	–	–		2	1	1	–	4
Proposed 2023	–	–	–	1	–	1	–	–	2	–	–		2	1	1	–	4
Change	–	–	–	–	–	–	–	–	–	–	–		–	–	–	–	–
Joint Analysis Unit (old)																	
Approved 2022	–	–	–	–	1	1	3	–	5	–	–		5	6	1	–	12
Proposed 2023	–	–	–	–	–	–	–	–	–	–	–		–	–	–	–	–
Change	–	–	–	–	(1)	(1)	(3)	–	(5)	–	–		(5)	(6)	(1)	–	(12)

	Professional and higher categories									General Service and related categories			National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total international	National Professional Officers	Local level			
Office of Political Affairs and Analysis (formerly Office of Political Affairs)																	
Approved 2022	–	–	–	1	2	9	9	–	21	1	–	22	26	12	2	62	
Proposed 2023	–	–	–	1	3	9	12	–	25	1	–	26	32	10	2	70	
Change	–	–	–	–	1	–	3	–	4	–	–	4	6	(2)	–	8	
Electoral Assistance Office																	
Approved 2022	–	–	–	1	2	2	–	–	5	–	–	5	2	5	–	12	
Proposed 2023	–	–	–	1	2	2	–	–	5	–	–	5	2	5	–	12	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Total																	
Approved 2022	–	1	–	3	5	14	13	–	36	2	–	38	35	20	2	95	
Proposed 2023	–	1	–	3	5	13	13	–	35	2	–	37	35	17	2	91	
Change	–	–	–	–	–	(1)	–	–	(1)	–	–	(1)	–	(3)	–	(4)	

38. 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 Office of Political Affairs and the Electoral Assistance Office.

Table 13

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

<i>Office/service/section/unit</i>	<i>Positions</i>					<i>Action</i>	<i>Description</i>
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>				
Joint Analysis Unit	-1	NPO	Information Analyst		Abolishment	}	Baghdad
	-11		(1 P-5, 1 P-4, 3 P-3, 5 NPO and 1 LL)		Redeployment		
Office of Political Affairs and Analysis	+11		(1 P-5, 1 P-4, 3 P-3, 5 NPO and 1 LL)		Redeployment		
	-1	LL	Field Language Assistant		Abolishment	}	Erbil
	-2	LL	Administrative Assistant		Abolishment		Baghdad
	-1	P-3	Political Affairs Officer		Conversion	}	Mosul
	+1	NPO	Political Affairs Officer		Conversion		Mosul
	-1	P-4	Political Affairs Officer		Reclassification	}	Baghdad
	+1	P-3	Political Affairs Officer		Reclassification		Baghdad
Total	(4)						

39. The following changes are proposed for 2023:

(a) **Office of Political Affairs and Analysis (formerly Office of Political Affairs)**

- (i) Merger of the Joint Analysis Unit with the Office of Political Affairs to form the Office of Political Affairs and Analysis, with a consequent redeployment of 11 of the existing positions from the Joint Analysis Unit, namely, one P-5 (Senior Information Analyst, Political Affairs), one P-4 (Information Analyst), three P-3 (one Information Analyst, one

Political Affairs Officer and one Economic Affairs Officer), five National Professional Officers (two Information Analysts and three Associate Information Analysts) and one Local level (Administrative Assistant). This is expected to result in enhanced coordination of the Mission's political analysis and reporting on dynamics and developments, capitalizing on the comparative advantages and competencies of the two teams to achieve closer integration between political developments and in-depth research focusing on long-term trends and patterns;

- (ii) Abolishment of one position of Field Language Assistant (Local level) in Erbil and two positions of Administrative Assistants (Local level) in Baghdad. It has been determined that their functions can effectively be covered by other positions within the Office;
- (iii) Conversion of one position of Political Affairs Officer from P-3 to National Professional Officer to contribute to national capacity-building in Mosul, facilitate regular, close and up-to-date monitoring of the political and security situation in the Ninawa Governorate, including developments concerning its civil society, in particular the various minority communities in the area, communicate with relevant local stakeholders such as different armed groups, and advocate for inclusive dialogue and reconciliation for peace and stability;
- (iv) Reclassification of one position of Political Affairs Officer from P-4 to P-3 in Baghdad. This position provides dedicated support to the ongoing national political dialogue on the constitutional review, a process that requires the Mission's advice and engagement to produce a set of recommendations for political and electoral reforms as demanded by the Iraqi people. This function can be adequately performed at the P-3 level;

(b) Joint Analysis Unit

- (i) Abolishment of one position of Information Analyst (National Professional Officer) in Erbil as the position has been vacant and the functions have been adequately covered by existing staff within the Unit;
- (ii) Redeployment of the 11 remaining positions to merge with the Office of Political Affairs, as described above.

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

Table 14

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

	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	international	Total	National	Local level		United
														Professional Officers			Nations Volunteers
Front Office																	
Approved 2022	–	1	–	–	–	1	–	–	2	1	–		3	–	1	–	4
Proposed 2023	–	1	–	–	–	1	–	–	2	1	–		3	–	1	–	4
Change	–	–	–	–	–	–	–	–	–	–	–		–	–	–	–	–
Development Support Office																	
Approved 2022	–	–	–	–	–	2	2	1	5	–	–		5	20	2	–	27
Proposed 2023	–	–	–	–	–	1	2	1	4	–	–		4	18	2	–	24
Change	–	–	–	–	–	(1)	–	–	(1)	–	–		(1)	(2)	–	–	(3)

	<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>National Professional Officers</i>	<i>Local level</i>	<i>United Nations Volunteers</i>		
Total																	
Approved 2022	–	1	–	–	–	3	2	1	7	1	–	8	20	3	–	31	
Proposed 2023	–	1	–	–	–	2	2	1	6	1	–	7	18	3	–	28	
Change	–	–	–	–	–	(1)	–	–	(1)	–	–	(1)	(2)	–	–	(3)	

40. 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, setting strategies, planning, implementing and monitoring both short- and long-term development programmes, as outlined in the Mission's mandate, the United Nations Sustainable Development Cooperation Framework and the integrated strategic framework.
41. The Development Support Office is responsible for the linkages between the Mission's mandate in the development area and the Mission's other mandated responsibilities. Most of the staff are field-based and responsible for supporting Mission activities at the regional and provincial levels. They identify local needs, monitor the implementation of development projects, 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.
42. The Development Support Office supports the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs/Resident Coordinator/Humanitarian Coordinator in her capacity within senior management of UNAMI to ensure delivery of the Mission's mandate. The Development Support Office supports United Nations agencies, funds and programmes, local governments, NGOs, tribal leaders and other actors to assist the Government of Iraq in meeting its immediate socioeconomic challenges. Similarly, the Office for the Coordination of Humanitarian Affairs supports the Deputy Special Representative in her role as the Humanitarian Coordinator for Iraq through its own staff and mechanisms, such as the humanitarian country team. Finally, the Resident Coordinator system supports the Deputy Special Representative in her role as the Resident Coordinator for Iraq by providing five specialized staff to help the Government achieve the Sustainable Development Goals. The support provided to the Mission's triple-hatted Deputy Special Representative through these separate offices is continuously reviewed and adjusted to ensure that she can deliver the mandate related to development and effectively support the Government of Iraq and its citizens, with coordinated strategies, actions and synergy in all three areas of work.

Table 15

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

<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>
Development Support Office	-1	P-4	Coordination Officer	Abolishment	Erbil
	-2	NPO	Associate Coordination Officer	Abolishment	1 in Erbil, 1 in Salah al-Din
Total	(3)				

43. The following changes are proposed for 2023:

Development Support Office

- (a) Abolishment of one position of Coordination Officer (P-4) in Erbil. Taking into account that by 2023 it is anticipated that the number of internally displaced persons and the workload for the Office in the Kurdistan region will decrease owing to the expected successful implementation of durable solutions through area-based coordination, the functions of the position will no longer be required;
- (b) Abolishment of two positions of Associate Coordination Officer (National Professional Officer), one in Erbil and one in Salah al-Din, reflective of the anticipated reduction in coordination workload by 2023 for the Office in the Kurdistan region and Salah al-Din, taking into account that the number of internally displaced persons will decrease owing to the expected successful implementation of durable solutions through area-based coordination. In this context and looking ahead, the functions and responsibilities of the position in Erbil will be redistributed to other capacities in the Baghdad Office, while the functions of the position in Salah al-Din will be covered by the Assistant Coordination Officer (National Professional Officer) within the Office.

(d) Mission Support

Table 16

Staffing requirements: Mission Support

	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 Services	General Service	international	Total	National	Local		United Nations Volunteers
														Professional Officers			
Office of Chief of Mission Support																	
Approved 2022	–	–	–	1	–	1	3	–	5	2	–	7	1	7	–	15	
Proposed 2023	–	–	–	1	–	1	3	–	5	2	–	7	2	2	–	11	
Change	–	–	–	–	–	–	–	–	–	–	–	–	1	(5)	–	(4)	
Operations and Resource Management																	
Approved 2022	–	–	–	–	1	4	4	–	9	19	–	28	3	36	–	67	
Proposed 2023	–	–	–	–	1	6	5	–	12	19	–	31	8	50	–	89	
Change	–	–	–	–	–	2	1	–	3	–	–	3	5	14	–	22	
Supply Chain and Service Delivery Management (formerly Service Delivery Management)																	
Approved 2022	–	–	–	–	1	4	6	–	11	20	–	31	6	105	–	142	
Proposed 2023	–	–	–	–	1	6	7	–	14	35	–	49	13	142	–	204	
Change	–	–	–	–	–	2	1	–	3	15	–	18	7	37	–	62	
Supply Chain Management (old)																	
Approved 2022	–	–	–	–	1	4	2	–	7	24	–	31	6	61	–	98	
Proposed 2023	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Change	–	–	–	–	(1)	(4)	(2)	–	(7)	(24)	–	(31)	(6)	(61)	–	(98)	
Total, Mission Support																	
Approved 2022	–	–	–	1	3	13	15	–	32	65	–	97	16	209	–	322	
Proposed 2023	–	–	–	1	2	13	15	–	31	56	–	87	23	194	–	304	
Change	–	–	–	–	(1)	–	–	–	(1)	(9)	–	(10)	7	(15)	–	(18)	

44. Mission Support functions are under the overall responsibility of the Chief of Mission Support, who coordinates and supervises three main workstreams, namely, operations and resource management, service delivery management, and supply chain management.
45. The Chief of Mission Support acts as the principal adviser to the Head of Mission on all matters pertaining to administrative and logistical support and is supported by the Chiefs of Operations and Resource Management and the Supply Chain Management and Service Delivery Management pillars.
46. With a view to achieving greater efficiency gains through the streamlining of business processes, optimizing existing staff resources while at the same time enhancing efficiency of services provided to the client missions, taking into account the lessons learned during the COVID-19 pandemic and the completion of major projects, it is proposed that Supply Chain Management and the Service Delivery Management pillars be merged to form the Supply Chain and Service Delivery Management pillar. For 2023, it is also proposed that the Engineering and Facilities Management Section be split into the Engineering Section and the Integrated Facilities Management and Welfare Unit, with a view to achieving greater efficiency, taking into account the larger number of facilities in the compounds. The Engineering Section will focus on repairs and building maintenance, while the Integrated Facilities Management and Welfare Unit will focus on management of the office and accommodation spaces.
47. The Supply Chain and Service Delivery Management pillar will be responsible for managing and coordinating the flow of supply chain goods and services and the provision of key logistical support services to all mission components and other clients. Supply Chain and Service Delivery Management, reporting to the Chief of Mission Support, oversees the Life Support Unit, the Engineering Section, the Integrated Facilities Management and Welfare Unit, the Surface Transport Section, the Medical Services Section, the Staff Counselling Unit, the Centralized Warehousing Section, the Acquisition Planning and Requisitioning Unit, the Aviation and Movement Control Section and the Property Management Section.
48. The Operations and Resource Management pillar will continue to be responsible for the provision of general support and the management of operations and 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. For 2023, it is proposed that the Procurement Section, Contracts Management Unit and Training Unit be moved to the Operations and Resource Management pillar to ensure an appropriate span of management and balanced distribution of labour between the two pillars.

Table 17
Staffing changes: Office of the Chief of Mission Support

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Office of the Chief of Mission Support	-1	LL	Logistics Assistant	Abolishment	} Baghdad
	+1	NPO	Associate Logistics Officer	Establishment	
	+1	NPO	Associate Environment Affairs Officer	Reassignment	From the Property Management Section
	-1	NPO	Assistant Welfare Officer	Redeployment	To the Integrated Facilities Management and Welfare Unit
	-1	LL	Travel Assistant	Redeployment	To the Human Resources Section
	-1	LL	Liaison Assistant	Redeployment	To the Human Resources Section
	-2	LL	Team Assistants	Redeployment	To the Human Resources Section
Total	(4)				

49. The following changes are proposed for 2023:

- (a) Abolishment of one position of Logistics Assistant (Local level) in Baghdad. The Logistics Unit serves as the primary point for the coordination of all Mission Support logistics activities, including full logistics support to the United Nations Guard Units deployed to the Mission area. The functions of the positions have evolved to include increased engagement with government agencies owing to the introduction of new government regulations, training of the incoming United Nations Guard Units Logistics Officer, as well as technical tasks to support the timely implementation of plans and projects. To that end, there is a need to strengthen the capacity of the Unit and it is therefore proposed that the position be abolished and an Associate Logistics Officer (National Professional Officer) be established, as set out the subparagraph below;
- (b) Establishment of one position of Associate Logistics Officer (National Professional Officer) in Baghdad in combination with the abolishment of the Logistics Assistant (Local level). Taking into account new Government regulations with regards to the visas for the United Nations Guard Units and the need for greater and timely coordination with the various Government agencies, the functions of the position have evolved to a higher level of skill set, and the proposed establishment is to provide the Office with the requisite level of capacity commensurate with the duties and responsibilities of the position, which include providing logistics and training support to the United Nations Guard Units deployed to the Mission area;
- (c) Reassignment of one position of Associate Property Control and Inventory Officer (National Professional Officer) from the Property Management Section as Associate Environment Affairs Officer (National Professional Officer) in the Environment Unit in Baghdad to enhance the capacity of the Unit to support the mission-wide environmental plans with respect to waste recycling and waste management within its compound;
- (d) Redeployment of one position of Assistant Welfare Officer (National Professional Officer) to the Integrated Facilities Management and Welfare Unit;
- (e) Redeployment of four positions, comprising one Travel Assistant (Local level) and one Liaison Assistant (Local level), both in Baghdad, and two Team Assistants (Local level) in Kuwait, to the Human Resources Section to enhance central management of the human resources related functions.

Operations and Resource Management

Table 18

Staffing changes: Operations and Resource Management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Human Resources Section	-1	LL	Human Resource Assistant	Abolishment	Baghdad
	-1	FS	Human Resource Assistant	Conversion	
	+1	NPO	Associate Human Resource Officer	Conversion	
	-1	LL	Human Resource Assistant	Abolishment	Baghdad
	+1	NPO	Associate Human Resource Officer	Establishment	
	+1	LL	Travel Assistant	Redeployment	From the Office of the Chief of Mission Support
	+1	LL	Liaison Assistant	Redeployment	From the Office of the Chief of Mission Support
	+2	LL	Team Assistants	Redeployment	From the Office of the Chief of Mission Support

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Field Technology Section	-1	FS	Telecommunication Technician	Abolishment	Baghdad
	-1	FS	Information System Assistant	Abolishment	Baghdad
	-1	LL	Information Technology Assistant	Abolishment	Baghdad
	-1	LL	Telecommunication Assistant	Abolishment	Baghdad
Financial Resourcing and Performance Unit	-1	LL	Administrative Assistant	Reassignment	}
	+1	LL	Finance Assistant	Reassignment	
	-	P-3	Finance and Budget Officer	Redeployment	From Erbil to Baghdad
Procurement Section	+16		(1 P-4, 2 FS, 1 NPO and 12 LL)	Realignment	From Supply Chain and Service Delivery Management
	-	FS	Procurement Assistant	Redeployment	From Baghdad to Erbil
	-	LL	Procurement Assistant	Redeployment	From Kuwait to Erbil
Contracts Management Unit	+2		(1 P-3 and 1 LL)	Realignment	From Supply Chain and Service Delivery Management
	-1	LL	Administrative Assistant	Abolishment	} Erbil
	+1	NPO	Assistant Administrative Officer	Establishment	
Training Section	+5		(1 P-4, 1 FS, 1 NPO and 2 LL)	Realignment	From Supply Chain and Service Delivery Management
Total	22				

50. The following changes are proposed:

(a) **Human Resources Section**

- (i) Abolishment of one position of Human Resources Assistant (Local level) in Baghdad. Based on a review of the section, it has been determined that the functions of the positions can be adequately covered by existing staff within the Section;
- (ii) Conversion of one position of Human Resources Assistant (Field Service) to Associate Human Resources Officer (National Professional Officer) to contribute to local capacity-building in Baghdad. The incumbent will provide capacity to manage client services, act as a dedicated resource to conduct in-depth research and drafting of analysis and responses, advise clients on human resources regulations, rules and policies to ensure they are properly applied, and provide support in the implementation of policies and decision-making through the provision of advisory services on the whole spectrum of operational human resources management issues;
- (iii) Abolishment of one position of Human Resources Assistant (Local level) in Erbil in response to the need to have a more strengthened capacity in response to the need to provide advice to clients with respect to recruitment and selection and provide support to programme managers with respect to staffing development. To that end, it is proposed that the position be abolished and an Associate Human Resources Officer (National Professional Officer) be established;
- (iv) Establishment of one position of Associate Human Resources Officer (National Professional Officer) in Erbil in combination with the abolishment of the Human

Resources Assistant (Local level) to enhance the Section's ability to meet the anticipated increase in both the volume and complexity of the workload. The incumbent will be responsible for all matters related to client services, including the processing of applications, assisting with the recruitment activities, providing clients with information about Umoja time management and providing support in the implementation of policies and decision-making through the provision of advisory services on the whole spectrum of operational human resources management issues;

- (v) Redeployment of four positions, comprising one Travel Assistant (Local level), one Liaison Assistant (Local level) and two Team Assistants (Local level) from the Office of the Chief of Mission Support, as described in para. 49 (d) above;
- (b) **Field Technology Section.** Abolishment of four positions, comprising one Telecommunications Technician (Field Service), one Information System Assistant (Field Service), one Information Technology Assistant (Local level) and one Telecommunication Assistant (Local level) in Baghdad. Following an internal review of the Mission's mode of operations, which has shifted away from service desk and end user support towards greater utilization of virtual, cloud and enterprise solutions, as well as an increase in use of information and communications technology self-service support solution and various collaboration tools in the mission, it was determined that the functions of these positions could be effectively discharged by other existing staff;
- (c) **Financial Resourcing and Performance Unit**
 - (i) Reassignment of one position of Administrative Assistant (Local level) as a Finance Assistant (Local level) to align the functions performed by the position;
 - (ii) Redeployment of one position of Finance and Budget Officer (P-3) from Erbil to Baghdad to support the delivery of the financial management services, advice and stewardship of the mission's financial resources;
- (d) **Procurement Section**
 - (i) Realignment of the Procurement Section, comprising 16 positions (1 P-4, 2 FS, 1 NPO and 12 LL), from the Supply Chain Management pillar;
 - (ii) Redeployment of one Procurement Assistant (Field Service) from Baghdad to Erbil and one position of Procurement Assistant (Local level) from Kuwait to Erbil to strengthen the procurement team in the Kurdistan Region amid increasing operations in Mosul;
- (e) **Contracts Management Unit**
 - (i) Realignment of the Contracts Management Unit, comprising two positions (1 P-3 and 1 Local level), from the former Supply Chain Management pillar;
 - (ii) Abolishment of one position of Administrative Assistant (Local level) as the current position level is not commensurate with the evolving needs of the Unit for a more strengthened capacity to meet the increase in the volume and workload of the Unit;
 - (iii) Establishment of one position of Assistant Administrative Officer (National Professional Officer) in Baghdad, in combination with the abolishment of the Administrative Assistant (Local level), to strengthen the Unit's capacity with respect to the monitoring and management of critical contracts, taking into account the increase in volume, value and complexity of the mission's contracts;
- (f) **Training Section.** Realignment of the Training Section, comprising five positions (1 P-4, 1 FS, 1 NPO and 2 LL), from the former Supply Chain Management pillar.

Supply Chain and Service Delivery Management

Table 19
Staffing changes

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Front Office	-1	P-5	Chief of Supply Chain Management	Abolishment	Baghdad
Engineering Section (new)	-1	FS	Facilities Management Assistant	Abolishment	Baghdad
	-1	LL	Mail Assistant	Abolishment	Baghdad
	-1	LL	Generator Mechanic	Abolishment	Baghdad
	–	FS	Engineering Technician	Redeployment	From Erbil to Mosul
	+35		(1 P-4, 2 P-3, 2 FS, 3 NPO and 27 LL)	Split	
Engineering and Facilities Management Section (old)	-55		(1 P-4, 2P-3, 7 FS, 3 NPO and 42 LL)	Split	}
Integrated Facilities Management and Welfare Unit (new)	+17		(4 FS and 13 LL)	Split	
	+1	NPO	Assistant Welfare Officer	Redeployment	
					From the Office of the Chief of Mission Support
Surface Transport Section	-1	LL	Driver	Abolishment	Baghdad
	-3	LL	Heavy Vehicle Operator	Abolishment	2 in Baghdad and 1 in Erbil
	-1	FS	Vehicle Technician	Conversion	}
	+1	NPO	Assistant Transport Officer	Conversion	
	-1	FS	Transport Assistant	Conversion	
	+1	LL	Transport Assistant	Conversion	}
	–	FS	Transport Assistant	Redeployment	
					From Baghdad to Erbil
Life Support Section	-1	LL	Administrative Assistant	Abolishment	Baghdad
	–	LL	Supply Assistant	Redeployment	From Baghdad to Mosul
Training Section	-5		(1 P-4, 1 FS, 1 NPO and 2 LL)	Realignment	To Operations and Resource Management
Contracts Management Unit	-2		(1 P-3 and 1 NPO)	Realignment	To Operations and Resource Management
Aviation and Movement Control section	-1	LL	Movement Control Assistant	Abolishment	Baghdad
	-1	FS	Movement Control Assistant	Conversion	}
	+1	NPO	Assistant Movement Control Officer	Conversion	
	–	LL	Movement Control Assistant	Redeployment	
					From Erbil to Kirkuk
Procurement Section	-16		(1 P-4, 2 FS, 1 NPO and 12 LL)	Realignment	To Operations and Resource Management
Property Management Section	-1	NPO	Associate Environment Affairs Officer	Reassignment	To the Office of the Chief of Mission Support
Centralized Warehousing Section	-1	FS	Receiving and Inspecting Assistant	Abolishment	Erbil
	-2	LL	Supply Assistant	Abolishment	1 in Baghdad and 1 in Erbil
	-1	FS	Supply Assistant	Conversion	}
	+1	NPO	Associate Supply Officer	Conversion	
Total	(36)				

51. The following changes are proposed for 2023:

(a) **Front Office**

- (i) Merger of the Supply Chain Management pillar with the Service Delivery Management pillar to form the Supply Chain and Service Delivery Management pillar, as described in paragraph 46 above. In this connection, it is proposed that the Aviation and Movement Control Section, the Centralized Warehousing Section, the Property Management Section and the Acquisition Planning and Requisition Unit currently under the Supply Chain Management pillar be subsumed into the new proposed pillar. In addition, to ensure a balanced distribution of labour between the two pillars, it is further proposed that the Procurement Section (16 positions), Contracts Management Unit (2 positions) and Training Section (5 positions) be realigned to the Operations and Resource Management Pillar, as set out in paragraphs 50 (d)–(f) above;
- (ii) Abolishment of one position of Chief of Supply Chain Management (P-5) in Baghdad due to the consolidation of two previously separate pillars;

(b) **Engineering Section**

- (i) Splitting of the Engineering and Facilities Management Section into the Engineering Section, comprising 35 existing positions (1 P-4, 2 P-3, 2 Field Service, 3 National Professional Officers and 27 Local level); and the Integrated Facilities Management and Welfare Unit, comprising 17 existing positions (4 Field Service and 13 Local level);
- (ii) Abolishment of one position of Facilities Management Assistant (Field Service) in Baghdad, as it has been determined that the functions can be effectively covered by the other positions within the section;
- (iii) Abolishment of two Local level positions, comprising one Mail Assistant and one Generator Mechanic in Erbil and in Baghdad, respectively, as the functions of both positions can be effectively covered by other positions within the Section;
- (iv) Redeployment of one position of Engineering Technician (Field Service) from Erbil to Mosul to supervise and manage the United Nations premises, including the allocation of space for offices and accommodation, booking and registration of occupants, overseeing the maintenance of accommodations, offices and common areas and managing the contracts for the services provided;

- (c) **Integrated Facilities Management and Welfare Unit.** Redeployment of one position of Assistant Welfare Officer (National Professional Officer) from the Office of the Chief of Mission Support, as noted in para 49 (c) above;

(d) **Surface Transport Section**

- (i) Abolishment of four positions: one Driver (Local level) and three Heavy Vehicle Operators (Local level), including two in Baghdad and one in Erbil, as these positions have been vacant and the functions have been effectively covered by other positions within the section;
- (ii) Conversion of one position of Vehicle Technician (Field Service) to Assistant Transport Officer (National Professional Officer) in Baghdad, and one position of Transport Assistant (Field Service) to Transport Assistant (Local level) in Erbil, to perform the functions of a transport fleet maintenance manager, and to promote nationalization;
- (iii) Redeployment of one position of Transport Assistant (Field Service) from Baghdad to Erbil to bolster the management of the Transport team in the Kurdistan Region and the growing operations in Mosul;

(e) Life Support Section

- (i) Abolishment of one position of Administrative Assistant (Local level) in Baghdad as this position has been vacant and the functions have been effectively covered by other positions within the section;
- (ii) Redeployment of one position of Supply Assistant (Local level) from Baghdad to Mosul to support the United Nations compound in Mosul;

(f) Aviation and Movement Control Section

- (i) Abolishment of one position of Movement Control Assistant (Local level) in Baghdad as this position has been vacant and the functions have been effectively covered by other positions within the section;
- (ii) Conversion of one Movement Control Assistant (Field Service) to Assistant Movement Control Officer (National Professional Officer) in Baghdad, to promote nationalization;
- (iii) Redeployment of one position of Movement Control Assistant (Local level) from Erbil to Kirkuk to provide a dedicated representative on the ground to liaise with airport authorities and oversee ground handling operations;

- (g) **Property Management Section.** Reassignment of one position of Associate Property Control and Inventory Officer (National Professional Officer) as Associate Environment Affairs Officer (National Professional Officer) in the Environment Unit of the Office of the Chief of Mission Support in Baghdad, as described in para 49 (b) above;

(h) Centralized Warehousing Section

- (i) Abolishment of one position of Receiving and Inspecting Assistant (Field Service) in Erbil and two positions of Supply Assistant (Local level), one in Erbil and one in Baghdad, as the functions can be adequately covered by other positions within the section;
- (ii) Conversion of one Supply Assistant (Field Service) to Associate Supply Officer (National Professional Officer) in Baghdad to promote nationalization.

Kuwait Joint Support Office

Table 20

Staffing requirements: Kuwait Joint Support Office

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officers	Local level		
Human Resources Section																
Approved 2022	–	–	–	–	–	1	1	–	2	1	–	3	–	11	–	14
Proposed 2023	–	–	–	–	–	1	1	–	2	1	–	3	–	11	–	14
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance Section																
Approved 2022	–	–	–	–	–	1	–	–	1	5	–	6	–	10	–	16
Proposed 2023	–	–	–	–	–	1	–	–	1	4	–	5	–	8	–	13
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(2)	–	(3)

	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	General Service	Total inter- national	National Professional Officers	Local level	United Nations Volunteers	Total
Travel Section																
Approved 2022	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2023	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total																
Approved 2022	–	–	–	–	–	2	1	–	3	7	–	10	–	23	–	33
Proposed 2023	–	–	–	–	–	2	1	–	3	6	–	9	–	21	–	30
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(2)	–	(3)

52. The Kuwait Joint Support Office will continue to support UNAMI, the United Nations Assistance Mission in Afghanistan (UNAMA) and other missions. Resources for the Office are based on the number of clients (international, national staff and uniformed personnel) supported.

Table 21

Staffing changes: Kuwait Joint Support Office

<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>
Kuwait Joint Support Office	-1	FS	Finance Assistant	Abolishment	Kuwait
	-2	LL	Finance Assistant	Abolishment	Kuwait
Total	(3)				

53. The following changes are proposed for 2023: Abolishment of three positions, comprising one Finance Assistant (Field Service) and two Finance Assistants (Local level), as part of an effort by the Secretariat to align the funding sources of the Kuwait Joint Support Office to better reflect the workload and the client base that the Support Office services. Such an exercise aims to achieve a more balanced distribution of the workforce of the Support Office among the special political missions, with proposals being made to reduce a total of six positions from UNAMA and UNAMI, and to establish these positions in four other missions, namely, the Office of the Special Envoy of the Secretary-General for Yemen, UNITAD, the United Nations Verification Mission in Colombia and the United Nations Mission to Support the Hudaydah Agreement.

3. Financial resources

Table 22

Financial resources by category of expenditure

(Thousands of United States dollars)

Category of expenditure	2021	2022	2023		Variance
	Expenditures	Appropriation	Total requirements	Non-recurrent requirements	2023 vs. 2022 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(3)-(2)
I. Military and police personnel					
Military contingents	5 163.9	5 140.3	4 939.4	—	(200.6)
Subtotal, category I	5 163.9	5 140.3	4 939.7	—	(200.6)
II. Civilian personnel					
International staff	51 324.9	53 497.8	51 301.3	—	(2 196.5)
National staff	26 133.8	25 773.8	24 324.2	—	(1 449.6)
United Nations Volunteers	82.9	61.9	64.7	—	2.8
Subtotal, category II	77 541.6	79 333.5	75 690.2	—	(3 643.3)
III. Operational costs					
Consultants and consulting services	74.3	136.8	325.2	—	188.4
Official travel	351.3	773.0	1 133.0	—	360.0
Facilities and infrastructure	4 100.1	3 488.2	6 746.4	2 000.0	3 258.2
Ground transportation	1 174.8	535.5	1 056.5	520.0	521.0
Air operations	3 318.3	3 226.1	3 150.5	—	(75.6)
Communications and information technology	3 203.2	2 692.4	2 707.0	—	14.6
Medical	255.7	324.5	334.9	—	10.4
Other supplies, services and equipment	682.8	2 022.9	1 021.1	—	(1 001.8)
Subtotal, category III	13 160.3	13 199.4	16 474.6	2 520.0	3 275.2
Total	95 865.8	97 673.2	97 104.5	2 520.0	(568.7)

4. Analysis of resource requirements

Military and police personnel costs

(Thousands of United States dollars)

	Expenditures 2021	Appropriation 2022	Total requirements 2023	Variance 2023 vs. 2022
Military contingents	5 163.9	5 140.3	4 939.7	(200.6)

54. Resources amounting to \$4,939,700 are proposed to provide for the deployment of 245 military contingent personnel and includes requirements for: (a) standard troop cost reimbursement (\$2,740,400); (b) travel on emplacement, rotation and repatriation (\$611,800); (c) recreational leave allowance (\$50,900); (d) daily allowance (\$76,500); (e) death and disability compensation (\$64,700); (f) rations (\$1,319,200); (g) major equipment (\$5,500); and (h) freight and deployment of contingent-owned equipment (\$70,700). A vacancy rate of 1 per cent has been applied.

55. The decrease is attributable mainly to reduced costs for rations based on the new contract rates, offset by increased requirements for travel on emplacement, rotation and repatriation based on the latest letter of assist from the Government of Australia for the rotation of the Guard Unit from Fiji.

Civilian personnel costs

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
International staff	51 324.9	53 497.8	51 301.3	(2 196.5)

56. Resources amounting to \$51,301,300 are proposed to provide for salaries (\$25,635,400), common staff costs (\$22,427,200) and danger pay (\$3,238,700) for the deployment of 278 international positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 16 P-5, 45 P-4, 51 P-3, 5 P-2 and 151 Field Service). A vacancy rate of 8 per cent has been applied to the cost estimates.
57. The decrease is attributable mainly to the abolishment of nine international positions (1 P-5, 1 P-4, 2 P-3 and 5 Field Service), reclassification of three positions (1 P-5 to P-4, 1 P-4 to P-2, and 1 P-4 to P-3) and the conversion of six international staff positions (1 P-3 and 5 Field Service) to national staff (5 National Professional Officer and 1 Local level).

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
National staff	26 133.8	25 773.6	24 324.2	(1 449.6)

58. Resources amounting to \$24,324,200 are proposed to provide for salaries (\$16,898,100), common staff costs (\$5,248,600) and danger pay (\$2,177,500) for the deployment of 493 national positions (122 National Professional Officers and 371 Local level). Vacancy rates of 9 per cent and 7 per cent have been applied for continuing National Professional Officer and Local level positions, respectively, while a vacancy rate of 50 per cent has been applied to the three positions proposed for establishment in 2023.
59. The decrease is attributable mainly to: (a) the application of a lower percentage of common staff costs of 27 per cent for National Professional Officer positions for 2023, compared with 34 per cent applied to the 2022 budget, and 32 per cent for Local level positions for 2023, compared with 39 per cent applied to the 2022 budget; and (b) the abolishment of 25 national staff positions (4 National Professional Officers and 21 Local level). This decrease is offset by higher requirements for danger pay based on the latest issued monthly danger pay rate.

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
United Nations Volunteers	82.9	61.9	64.7	2.8

60. Resources amounting to \$64,700 are proposed to provide for the deployment of two national United Nations Volunteers. A vacancy rate of 0 per cent has been applied.
61. The increase is attributable mainly to the higher requirements for volunteer living allowance and well-being differential based on the latest standard rates provided by the United Nations Volunteers Programme.

Operational costs

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
Consultants and consulting services	74.3	136.8	325.2	188.4

62. Resources amounting to \$325,200 are proposed to provide for individual consultants and consultant services for the provision of technical and specialized expertise on electoral issues, energy, conflict prevention, counter-terrorism, mental health and training for Mission personnel.
63. The increase is attributable mainly to the additional requirement for individual consultants in the Joint Analysis Unit with greater focus on the energy sector and armed groups, as well as requirements for consulting services for the Staff Counselling Unit, with focus on psychosocial services for the promotion of the mental health of mission personnel.

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
Official travel	351.3	773.0	1 133.0	360.0

64. Resources amounting to \$1,133,000 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 official travel of the Special Representative of the Secretary-General and senior members of her team for high-level political consultations with various entities, meetings with high-level counterparts at United Nations Headquarters and briefings to the Security Council (\$720,400) and training-related travel (\$412,600).
65. The increase is attributable mainly to: (a) an increase in the number of in-person meetings, especially for within-mission travel, reflective of the mission's response to a significant lesson learned during the COVID-19 pandemic, which is the importance for the Mission to be present on the ground, in communities and with national counterparts, actively responding to the challenges that its constituents face, particularly to effectively deliver on good offices, reconciliation dialogues, and human rights monitoring; and (b) increased requirements for training-related travel for requisite in-person training programmes required to strengthen the substantive and technical capacity of Mission staff in various fields.

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
Facilities and infrastructure	4 100.1	3 488.2	6 746.4	3 258.2

66. Resources amounting to \$6,746,400 are proposed to provide for the acquisition of: (a) engineering supplies (\$50,800); (b) prefabricated facilities (\$72,000); (c) generators and electrical equipment (\$154,000); (d) furniture (\$35,000); (e) office and other equipment (\$50,000); (f) safety and security equipment (\$377,700); (g) rental of premises (\$293,500); (h) utilities and waste disposal services (\$678,100); (i) maintenance services (\$1,746,200); (j) security services (\$354,000); (k) construction, alteration, renovation and major maintenance (\$2,560,000); (l) stationery and office supplies (\$89,000); (m) spare parts and supplies (\$85,700); (n) construction material and field defence

supplies (\$40,400); (o) petrol, oil and lubricants (\$94,000); and (p) sanitation and cleaning materials (\$66,000).

67. The increase is attributable mainly to higher requirements for: (a) construction, alteration, renovation and major maintenance for repair of the UNAMI building in Kuwait to ensure continuous usability of the building for the health and safety of personnel, as assessed and recommended by structural engineers; (b) maintenance services owing to the transfer of a provision for cleaning and laundry services for the United Nations Guard Units which were previously provided for under other supplies, services and equipment, offset in part by reduced requirements for petrol, oil and lubricants.

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
Ground transportation	1 174.8	535.5	1 056.5	521.0

68. Resources amounting to \$1,056,500 are proposed to provide for: (a) acquisition of vehicles (\$520,000); (b) rental of vehicles (\$38,700); (c) repairs and maintenance (\$10,000); (d) liability insurance (\$21,400); (e) spare parts (\$350,700); and (f) petrol, oil and lubricants (\$115,700).
69. The increase is attributable mainly to requirements for the replacement of two medium armoured buses that are past their life expectancy. The replacement will ensure continued operational readiness and safety for the transport of staff.

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
Air operations	3 318.3	3 226.1	3 150.5	(75.6)

70. Resources amounting to \$3,150,500 are proposed to provide for the Mission's air transport fleet, which comprises two fixed-wing aircraft, operating an estimated 925 flight-hours, as follows: (a) services (\$7,400); (b) landing fees and ground handling charges (\$173,300); (c) air crew subsistence allowance (\$8,800); (d) petrol, oil and lubricants (\$490,300); (e) rental and operation (\$2,454,800); and (f) liability insurance (\$15,900).
71. The decrease is attributable mainly to the cost-sharing of one fixed-wing aircraft (Learjet 60) with UNITAD, offset in part by higher requirements for petrol, oil and lubricants due to an increase in fuel prices.

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
Communications and information technology	3 203.2	2 692.4	2 707.0	14.6

72. Resources amounting to \$2,707,000 are proposed to provide for: (a) communications and information technology equipment (\$143,300); (b) telecommunications and network services (\$486,700); (c) maintenance of communications and information technology equipment and support services (\$1,219,300); (d) spare parts (\$232,300); (e) software, licences and fees (\$502,300); and (f) public information and publication services (\$123,100).
73. The increase is attributable mainly to higher requirements for software, licences and fees owing to new requirement for network infrastructure licence, offset in part by reduced requirements for spare

parts due to stock availability, as well lower requirements for maintenance of communications and information technology equipment and support services owing to lower contractual rates for Internet access service.

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
Medical	255.7	324.5	334.9	10.4

74. Resources amounting to \$334,900 are proposed to provide for acquisition of equipment (17,000); medical services (\$170,800) and supplies (\$147,100).
75. The increase is attributable mainly to the acquisition of medical equipment, offset by reduced requirement for medical supplies.

(Thousands of United States dollars)

	<i>Expenditures 2021</i>	<i>Appropriation 2022</i>	<i>Total requirements 2023</i>	<i>Variance 2023 vs. 2022</i>
Other supplies, services and equipment	682.8	2 022.9	1 021.1	(1 001.8)

76. Resources amounting to \$1,021,100 are proposed to provide for: (a) welfare (\$63,900); (b) training fees, supplies and services (\$123,000); (c) official functions (\$25,000); (d) other hospitality (\$25,000); (e) general insurance (\$45,000); (f) bank charges (\$72,200); (g) claims/write-offs/adjustments (\$8,000); (h) other freight and related costs (\$339,700); (i) rations (\$119,100); (j) individual contractual services (\$149,300); and (k) other services (\$50,900).
77. The decrease is attributable mainly to the transfer of a provision for cleaning and laundry services for the United Nations Guard Units, which for 2023 are being provided for under facilities and infrastructure.

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

78. 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.
79. 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.
80. As of February 2022, the trust fund had allotted a cumulative amount of \$54,699,200, including interest earned on funds totalling to \$3,938,600, of which \$54,272,000 had been expended on various renovation projects, leaving an unspent balance of \$427,200.
81. All the trust fund projects have been successfully completed and in 2022 the mission will finalize the last project funded by the trust fund, the refurbishment of the main office building. The projects are all located in Baghdad.

Annex I

Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/76/7/Add.6)

The Advisory Committee considers that there is a need for greater clarity and more detailed information on the Mission's plans for outsourcing the staff counselling services, and recommends that the General Assembly request the Secretary-General to provide, in the next budget proposal, a cost-benefit analysis as well as information on similar experiences in other missions, including the possibility of strengthening confidentiality (para. 14).

The Mission has conducted an analysis that shows that replacing the former P-3 Staff Counsellor position with consulting services is not only cost-effective, but also strengthens the support provided by the Staff Counselling Unit.

First, the consulting services cost \$81,700 per year, which, compared with the costs for the former P-3 position of \$173,300, reflects an annual savings of \$91,600.

Second, the approach improves the overall services to staff, offering them access to eight counselling sessions per event with no limit on the number of events. Under this arrangement, staff can choose from eight counsellors, who possess doctorates and a minimum of 10 years of experience in counselling, and can seek support in the language of their choice, such as Arabic, English, Kurdish, etc.

Third, the approach mitigates the capacity constraints of the Unit and ensures the adequate coverage of all duty stations in the Mission, which was not previously possible with one staff counsellor.

In terms of strengthening confidentiality, the Mission has taken measures such as the mandatory use of a secure mobile application, a designated confidential email address and a secure global case management system. In addition, the consulting company is required to adhere to professional standards with regard to non-disclosure of private and personal information.

The outsourcing approach has previously been adopted at the Office of the United Nations High Commissioner for Refugees. So far, no other missions have replicated this approach, as each evaluates its own specific operating environment and staff needs in order to determine the best suitable approach.

Brief description of the recommendation

The Advisory Committee again welcomes the Mission's efforts to promote the nationalization of positions, including in the area of development support, and encourages the Mission to explore additional opportunities for nationalization (para. 17).

The Advisory Committee trusts that all vacant posts will be filled expeditiously, and that an update on the recruitment status will be provided to the General Assembly at the time of its consideration of the present report and in the next budget submission (para. 18).

The Advisory Committee is not convinced that the proposed level of resources is adequately justified, and considers that the Secretary-General should provide greater clarity as well as more detailed and disaggregated information on the consumption of petrol, oil and lubricants by UNAMI and other United Nations entities in Iraq, the amounts borne by UNAMI and the costs to be recovered, as well as the mechanisms for such recovery, including the possibility for a minimum cost recovery level (para. 25).

The Advisory Committee trusts that the Secretary-General will provide more detailed information regarding cost recovery to the General Assembly at the time of its consideration of the present report and in the context of future budget submissions (para. 29).

The Mission was also scaling up its technical assistance to the Independent High Electoral Commission and implementing one of the largest United Nations electoral projects worldwide, entirely funded through extrabudgetary resources and financially administered by the United Nations Development Programme. The Advisory Committee looks forward to receiving updated information in the context of the next budget submission (para. 30).

Action taken to implement the recommendation

The mission continues to review functions performed by international staff that can be considered nationalized. In 2023, the mission is proposing to nationalize six positions.

The Mission has taken measures to ensure that vacant positions are filled expeditiously. The Mission reviewed the positions in its approved staffing complement that have been vacant and, if determined to be not required, they are proposing for abolishment 34 positions, with the aim that only positions required for the fulfilment of the Mission's mandate are retained.

All operational support cost recoveries, including for petrol, oil and lubricants, are based on a cost recovery memorandum of understanding signed by UNAMI and each United Nations agency. The memorandum of understanding on a cost recovery mechanism stipulates the amount of cost recovery, which is based on the monthly UNAMI sales orders processed.

The Mission frequently reviews the calculation of cost recovery and ensures that the charges accurately reflect the costs. Disaggregated information on the consumption of petrol, oil and lubricants for ground transport, and the costs recovered for 2021, is presented below:

<i>Mission</i>	<i>Consumption (litres)</i>		<i>Expenditure (United States dollars)</i>	
	<i>Percentage</i>		<i>Percentage</i>	
UNAMI	242 418	63	170 500	64
United Nations country team	143 861	37	95 600	36
Total	386 279	100	266 100	100

UNAMI successfully reacted swiftly to its mandate within the limited time available, deploying a total of 90 monitoring teams in all 18 Iraqi governorates on election day. UNAMI, in collaboration with UNDP, contracted 150 United Nations international electoral experts and 550 elections support personnel through UNOPS that staffed and supported the 90 monitoring teams. The UNOPS-administered project was funded through extrabudgetary resources and in-kind logistical and technical contributions from UNAMI, totalling \$12 million. In addition, UNDP electoral assistance to Iraq contributed \$33.7 million in support of election preparation efforts. With these integrated efforts, the United Nations system in Iraq significantly bolstered the Commission's technical capacity to plan and implement the Iraqi 2021 elections.

Brief description of the recommendation

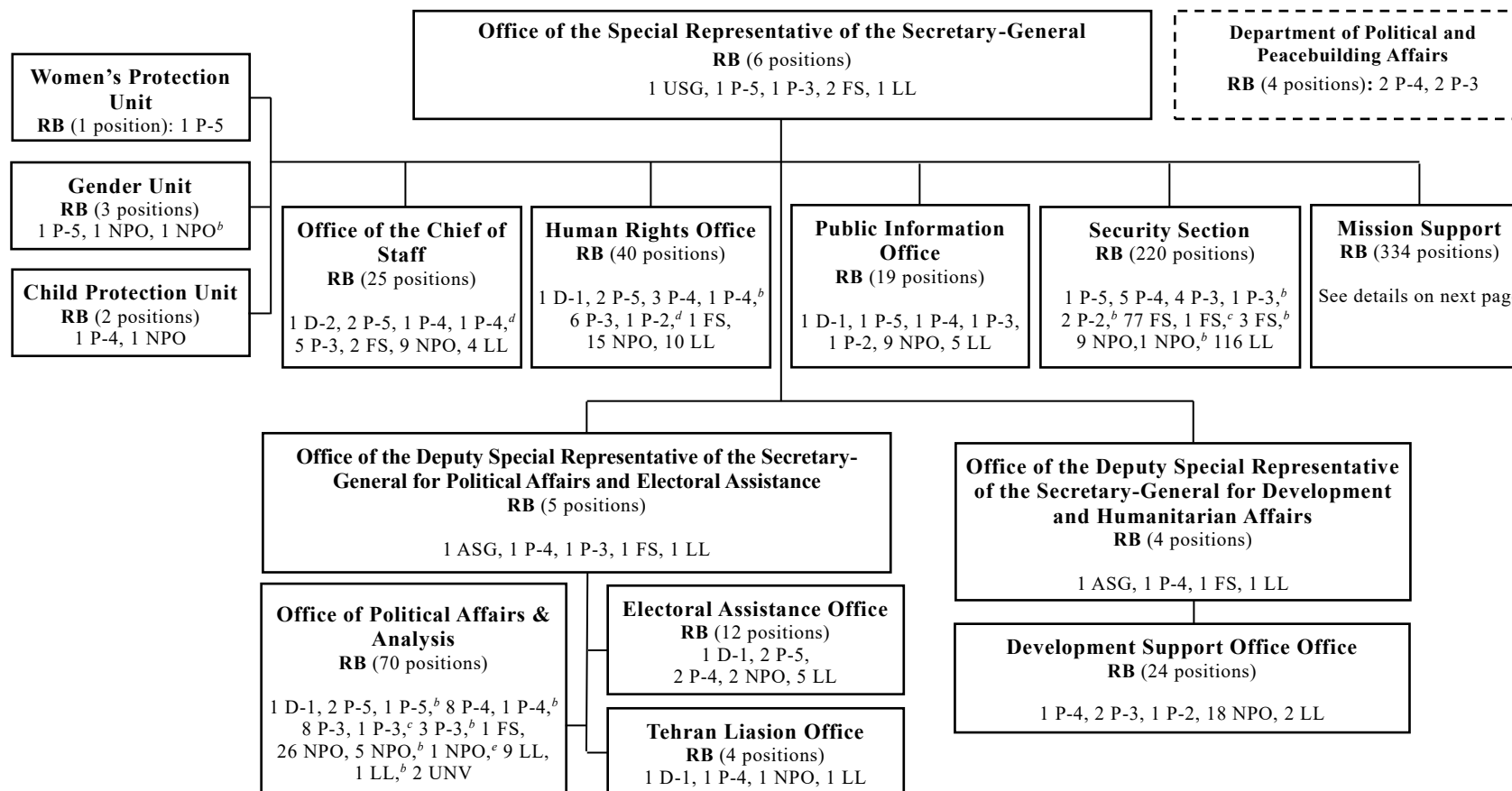
Upon enquiry, the Advisory Committee was informed that, as at 30 June 2021, 79 per cent of UNAMI civilian personnel were male and 21 per cent were female, reflecting no significant change in the gender representation over the past three years. The Advisory Committee trusts that greater efforts will be made to address the gender imbalance in the staffing of UNAMI (para. 31).

Action taken to implement the recommendation

In July 2021, UNAMI updated its gender parity implementation plan to consider the relevant and appropriate recommendations of the field enabling environment guidelines on gender parity issued in March the same year to support missions' efforts at meeting gender parity targets. The UNAMI gender parity working group, chaired by the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance with the membership of the Office of Chief of Staff, Office of Chief of Mission Support, Human Resources Section and Gender Unit, continues to monitor and report on meeting gender parity goals.

Annex II

Organizational charts



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

^a Establishment.

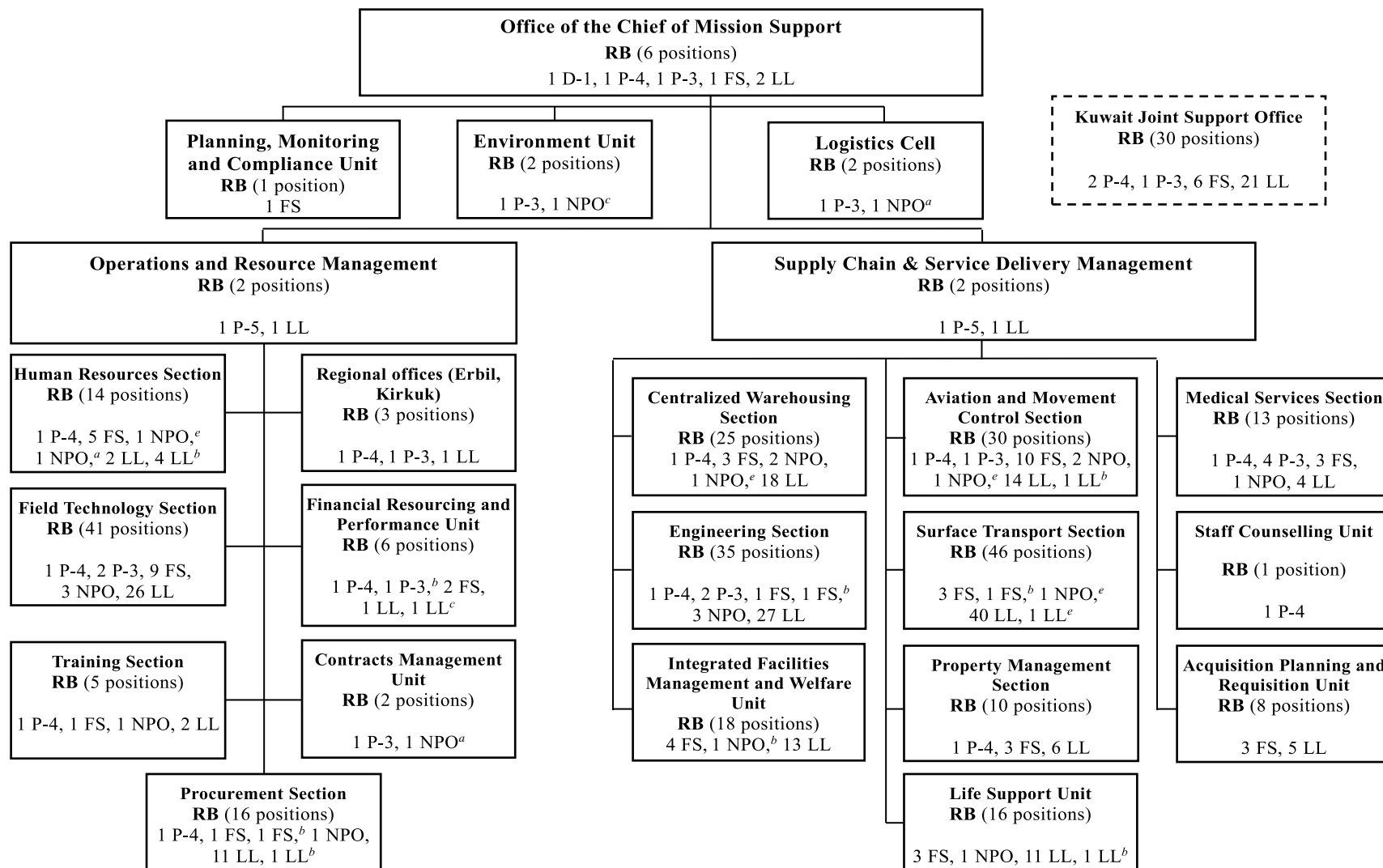
^b Redeployment.

^c Reassignment.

^d Reclassification.

^e Conversion.

UNAMI – Mission Support

^a Establishment.^b Redeployment.^c Reassignment.^d Reclassification.^e Conversion.

Annex III

Staffing requirements by location

	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 Service	General Service	Total international	National Professional Officers	Local level			
Approved 2022																	
Baghdad	1	2	1	5	15	28	32	2	86	102	—	189	59	198	—	448	
Baghdad International Airport	—	—	—	—	—	1	1	—	2	13	—	15	2	15	—	32	
Basrah	—	—	—	—	—	1	2	—	3	—	—	3	4	11	1	19	
Erbil	—	—	—	—	3	6	8	2	19	19	—	38	21	80	1	143	
Kirkuk	—	—	—	—	—	3	4	—	7	7	—	14	6	20	—	40	
Tehran	—	—	—	1	—	1	—	—	2	—	—	2	1	1	—	4	
Mosul	—	—	—	—	—	2	3	—	5	12	—	16	3	7	—	25	
Najaf	—	—	—	—	—	1	—	—	1	1	—	2	3	1	—	6	
Anbar	—	—	—	—	—	—	—	—	—	—	—	—	2	—	—	2	
Salah al-Din	—	—	—	—	—	—	—	—	—	—	—	—	2	—	—	2	
Diyala	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1	
Ninawa	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1	
Qadisiyah	—	—	—	—	—	—	—	—	—	—	—	—	2	—	—	2	
Wasit	—	—	—	—	—	—	—	—	—	—	—	—	2	—	—	2	
Babil	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1	
Dhi Qar	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1	
Dohuk	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1	
Karbala	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1	
Maysan	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1	
Sulaymaniah	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1	
Muthanna	—	—	—	—	—	—	—	—	—	—	—	—	2	—	—	2	
Kuwait	—	—	—	—	—	2	2	—	4	7	—	11	—	58	—	69	
New York	—	—	—	—	—	2	2	—	4	—	—	4	—	—	—	4	
Total	1	2	1	6	18	47	54	4	133	161	—	294	117	391	2	804	
Proposed 2023																	
Baghdad	1	2	1	5	13	29	33	1	85	97	—	182	62	185	—	429	
Baghdad International Airport	—	—	—	—	—	1	1	—	2	12	—	14	2	15	—	31	
Basrah	—	—	—	—	—	1	1	1	3	—	—	3	5	11	1	20	
Erbil	—	—	—	—	3	4	7	2	16	19	—	35	21	76	1	133	
Kirkuk	—	—	—	—	—	2	4	—	6	6	—	12	6	21	—	39	
Tehran	—	—	—	1	—	1	—	—	2	—	—	2	1	1	—	4	
Mosul	—	—	—	—	—	2	1	1	4	10	—	14	5	7	—	26	
Najaf	—	—	—	—	—	1	—	—	1	1	—	2	3	1	—	6	
Anbar	—	—	—	—	—	—	—	—	—	—	—	—	2	—	—	2	

	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 Service	General Service	Total international	National Professional Officers	Local level			
Salah al-Din	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Diyala	–	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Ninawa	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Qadisiyah	–	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Wasit	–	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Muthanna	–	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Babil	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Dohuk	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Karbala	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Maysan	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Sulaymaniah	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Kuwait	–	–	–	–	–	2	2	–	4	6	–	10	–	–	54	–	64
New York	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	–	4
Total	1	2	1	6	16	45	51	5	127	151	–	278	122	371	2	–	773
Change	–	–	–	–	(2)	(2)	(3)	1	(6)	(10)	–	(16)	5	(20)	–	–	(31)