



# General Assembly

Distr.: General  
27 June 2019

Original: English

---

## Seventy-fourth session

Item 137 of the preliminary list\*

### Proposed programme budget for 2020

## Proposed programme budget for 2020

### 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 2020 for the United Nations Assistance Mission for Iraq in the amount of \$100,543,900 (net) (\$110,031,700 gross).

---

\* A/74/50.



## Contents

	<i>Page</i>
I. Overview of the Mission. . . . .	3
A. Proposed programme plan for 2020 and programme performance for 2018** . . . . .	8
B. Proposed post and non-post resource requirements for 2020*** . . . . .	16
1. Total resource requirements. . . . .	16
2. Staffing requirements . . . . .	17
3. Financial resources. . . . .	31
4. Analysis of resource requirements . . . . .	31
II. Status of the planned renovation project for an integrated headquarters compound in Baghdad . . . . .	35
III. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 73/279 A, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly . . . . .	36
A. General Assembly . . . . .	36
B. Advisory Committee on Administrative and Budgetary Questions. . . . .	37
 Annexes	
I. Proposed changes in staffing levels by organizational unit . . . . .	45
II. Staffing requirements by location . . . . .	47
III. Organization charts . . . . .	49
IV. Contributions provided by host country and/or other United Nations entities (cash and/or in-kind contributions) . . . . .	52
V. Security service costs for 2020. . . . .	53

\*\* The part consisting of the proposed programme plan for 2020 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

(\$100,543,900)



### Foreword

The defeat of Islamic State in Iraq and the Levant (ISIL) on the battlefield, the successful holding of parliamentary elections and the formation of a new national government have opened a new chapter in the history of Iraq, laying the foundation for reconciliation and reconstruction after years of conflict. While much progress has been achieved, the road ahead remains challenging.

In spite of its military defeat, ISIL continues to pose a serious security threat to Iraq and the region. More than 1.8 million displaced Iraqis have yet to return to their homes in safety and dignity. Liberated areas, having already suffered untold destruction, are contaminated further by tons of deadly unexploded ordnance. Critical infrastructure remains damaged and the delivery of basic services, including electricity, water, health care, sanitation and education, is in urgent need of improvement.

Yet despite these odds, I am confident that with the necessary determination and spirit of cooperation, as well as international support, the people of Iraq will be able to move forward towards a more peaceful, stable and prosperous future.

I am committed to making the most effective use of my good offices to advance inclusive political dialogue and national and community-level reconciliation, regional dialogue and cooperation to counter terrorism and violent extremism, as well as other issues of mutual concern.

For democracy to truly take root, it is important to recognize that human rights, the rule of law and democracy are interconnected and mutually reinforcing. Bolstering government-led strategies to provide increased opportunities to marginalized minority groups, in particular through promoting greater protection of their civil, political, economic, social and cultural rights, are among my priorities for 2020. Further effort is also required to maximize the potential of women as agents for change, as key actors in the prevention of conflict at all levels of society and as central contributors to the peacebuilding and post-conflict reconstruction efforts of Iraq.

In 2020, the United Nations Assistance Mission for Iraq (UNAMI) will continue to align its programmes and activities with the Government's priorities. We will support the Government's efforts to rehabilitate and reconstruct areas devastated by ISIL, allowing for the return of the displaced to their homes. Furthermore, we will encourage the implementation of meaningful reforms to strengthen effective governance and improve the overall standard of living for all Iraqis. These efforts include fighting corruption, energizing the economy and creating jobs, and ensuring the delivery of basic services.

The continued assistance of the international community is crucial for the realization of these objectives. One of my priorities in 2020 is to engage international and regional partners in the provision of support to Iraq in this critical phase of State-building. UNAMI will also help coordinate the work of international donors and financial institutions in reconstruction and assistance programmes, capacity-building and economic reform.

It is my firm belief that our budget sets out the resource requirements necessary for UNAMI to carry forward its important work in support of a unified, peaceful and prosperous Iraq.

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

## Overall orientation

### Mandates and background

1. The United Nations Assistance Mission for Iraq (UNAMI) is responsible for providing outreach and good offices to promote an inclusive and non-sectarian political system; providing support to the Government on the constitutional review and the development of acceptable processes to resolve disputed internal boundaries; encouraging regional dialogue and cooperation, including on issues of border security, energy, environment, water and refugees; supporting the Government and people of Iraq in advancing community and national reconciliation, including issues related to minorities; implementing the women, peace and security agenda and gender mainstreaming; assisting with the development of processes for holding elections; promoting human rights and the rule of law, including support to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL, pursuant to Security Council resolution 2379 (2017); strengthening child protection, including the rehabilitation and reintegration of children; combating terrorism, including by preventing radicalization; and reforming the security sector.
2. The mandate derives from Security Council resolution 1483 (2003), in which the Council requested the Secretary-General to appoint a Special Representative for Iraq to assist the country in its political transition and in meeting its humanitarian, reconstruction and development needs. Subsequently, in its resolution 1500 (2003), the Council decided to establish UNAMI to support the Special Representative in the fulfilment of the aforementioned mandate. The mandate was recently extended until 31 May 2020 by Council resolution 2470 (2019). Furthermore, pursuant to Council resolution 2107 (2013), UNAMI is mandated to promote, support and facilitate efforts of the Government of Iraq 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, seized by Iraq.
3. Given the lack of political stability, the continued need for regional dialogue and the urgency to rebuild Iraq after decades of conflict, the assistance of UNAMI to the political transition and the role it has in the coordination of the delivery of humanitarian, reconstruction and development assistance remains relevant.

### Alignment with the Charter of the United Nations and the Sustainable Development Goals

4. The mandates of the Mission guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective of UNAMI is aligned with the Organization's purpose to maintain international peace and security, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with a number of Sustainable Development Goals, as reflected in paragraphs 24 and 25.

### Recent developments

5. In 2018, Iraq held national parliamentary (Council of Representatives) elections and parliamentary elections for the Kurdistan Region, the first such elections since the military defeat of the so-called Islamic State in Iraq and the Levant (ISIL), and the fourth under the 2005 Constitution. Under Prime Minister Adil Abd Al-Mahdi, progress was made on government formation, with most cabinet posts confirmed and negotiations ongoing among political parties on candidates for the remaining 4 (of 22) ministries. In the aftermath of the parliamentary elections, the federal Government and the Kurdistan Regional Government resumed political engagement and reached an initial agreement in November 2018 on oil exports from Kirkuk. Other outstanding issues, however, such as Peshmerga and civil servants' salaries, revenue-sharing and the settlement of disputed internal boundaries,

remain unresolved. In the Kurdistan Region, following the parliamentary elections, political parties continued negotiations over the formation of the Kurdistan Regional Government. Since the military defeat of ISIL, almost 4.1 million internally displaced persons have returned to their areas of origin. Nevertheless, more than 1.8 million internally displaced persons were still displaced inside Iraq. Serious protection issues arise frequently, including in internally displaced persons camps, and significant humanitarian, human rights and security challenges remain.

### **Strategy and external factors for 2020**

6. At the request of the Government of Iraq, UNAMI supports the implementation of the government programme for 2018–2022, focusing on strengthening the foundations of a unified federal State. The programme aims to strengthen the country's democratic system, improve its security structures, tackle corruption and strengthen the rule of law. It further focuses on the delivery of basic services, including the implementation of water and electricity projects, as well as the strengthening of the national systems for the delivery of services and the creation of a reconstruction council for the governorates affected by the fight against ISIL.
7. Building on improved relations between Baghdad and Erbil, UNAMI will engage with both stakeholders to address outstanding issues. In particular, UNAMI will provide good office initiatives to reach an agreement on disputed internal boundaries, oil and revenue sharing and border management. UNAMI will work with various committees of the Council of Representatives on the implementation of constitutional provisions and assist with the legislative process in accordance with international standards. The Mission will aim to foster the protection and promotion of the rights of minorities, including their cultural institutions and property. UNAMI will engage with provincial administrations and the federal Government to promote devolution and decentralization to strengthen service delivery in the governorates. With regard to security sector reform, UNAMI will work with all relevant parties to finalize and adopt a legal, regulatory and institutional framework. UNAMI will facilitate regional dialogue and cooperation, including on issues of border security, energy, environment, water and refugees, and will expand its engagement on the issue of Kuwaiti missing persons and property.
8. UNAMI, together with the United Nations country team, will work with the Government of Iraq to strengthen social cohesion by focusing on the most divided communities, including in Sinjar, Tuz Khurmatu and Kirkuk, as well as the ongoing challenges preventing the voluntary return of the remaining displaced populations. UNAMI will support political dialogue, including through mediation and networking at the local level, with the aim to restore peaceful coexistence within and among communities, based on respect for human rights and the rule of law. This dialogue is part of a larger effort by the Government of Iraq to strengthen national unity and the integration of diverse communities through the protection and promotion of the constitutional rights of all Iraqi citizens. In this context, UNAMI will also pursue the advancement of the role of women in shaping the future of Iraq. The Mission's mandate buttresses the need to strengthen the key role women can play in re-establishing the fabric of society through their full and meaningful political participation in peacebuilding efforts and national reconciliation.
9. UNAMI, together with the United Nations Development Programme (UNDP), will extend expertise and technical advisory support for the finalization of the Independent High Electoral Commission and the Kurdistan Independent High Electoral Commission reform initiatives concerning their voter registry systems and election results management. In coordination with other entities promoting the inclusive participation of women, UNAMI will work towards encouraging the adoption of additional legal measures to further enhance the participation of women and minorities as election officials, candidates and voters. UNAMI will also encourage efforts by the Independent High Electoral Commission and the Kurdistan Independent High Electoral Commission to strengthen mechanisms for coordination and support the latter in building its capacities for managing regional-level electoral events. The United Nations will also advise the Council of Representatives committee tasked with the selection of the new Board of Commissioners of the Independent High Electoral Commission.

10. UNAMI will implement programmes aimed at strengthening the country's institutional capacities to respond to human rights violations and to ensure respect for the rule of law, with a view to promoting reconciliation and conflict prevention. In particular, UNAMI will support the Government's efforts in addressing allegations of human rights violations as a means of ensuring accountability for victims, promoting settlement between communities and preventing the recurrence of conflict. With regard to the promotion of the rights of minorities in disputed areas, UNAMI will focus on areas that have a sustainable effect on conflict prevention.
11. Human rights monitoring, reporting and advocacy will focus on, among other issues, due process, fair trials and standards of detention, the protection of minority groups, the rights of women and girls, in particular the prevention of gender-based violence, and child protection, as well as accountability for allegations of past human rights violations.
12. Under the framework of the joint communiqué on prevention of and response to conflict-related sexual violence in Iraq, UNAMI will engage in political advocacy, including by promoting the prevention of conflict-related sexual violence through the use of early warning indicators and strengthened outreach to communities recovering from the impact of the conflict with ISIL.
13. UNAMI will support the Government of Iraq in its endeavours to prevent the use and recruitment of children in armed conflict and support its efforts to be de-listed from the annual report of the Secretary-General on children and armed conflict and, together with the United Nations country team, will support the Government's efforts to adopt and implement a national action plan to prevent and end grave violations against children.
14. UNAMI will work closely with the Iraqi High Commission for Human Rights and the Kurdistan Regional Board of Human Rights to build capacities enabling them to carry out their functions as fully empowered, independent, impartial bodies that actively protect and promote human rights. UNAMI will bolster efforts to expand civic space through increased support to civil society and other relevant actors.
15. The pursuit by Member States of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals will remain integral to these efforts. UNAMI aims to bring development partners, the United Nations and the Government of Iraq together to ensure complementary synergies and linkages among the many activities to ensure the Goals are mainstreamed, and that monitoring and reporting is possible at all levels. UNAMI will actively support coordination of the work of international donors and the international financial institutions (the World Bank and the International Monetary Fund) in reconstruction and assistance programmes, capacity-building, economic reform and setting conditions for sustainable development.
16. With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
  - (a) The Government of Iraq formulates a clear programme of meaningful reforms and has the political will to implement them;
  - (b) The security situation remains sufficiently permissive to access affected populations and key stakeholders in relation to mandate implementation;
  - (c) Stakeholders, especially the Government of Iraq, remain committed to national and social cohesion and settlement in Iraq;
  - (d) Political leaders reach consensus to finalize and adopt the legal, regulatory and institutional framework required to implement security sector reforms and the integration of different militias and non-State actors into the Iraqi security forces;
  - (e) The Government prioritizes and takes active steps towards promoting the full participation of youth in Iraqi society, including by removing bureaucratic obstacles that hinder economic growth in order to foster investments and create adequate job opportunities for youth;

- (f) The Government of Iraq remains committed to promoting the respect and protection of human rights and the rule of law;
  - (g) The federal Government and the Kurdistan Regional Government engage in genuine political dialogue towards the full normalization of relations and a resolution of outstanding issues;
  - (h) Events unfolding in the wider region do not adversely affect the internal political stability of Iraq;
  - (i) No additional large cross-border population movements occur as a result of conflicts in the region.
17. The Mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In its engagement with political parties, the Mission promotes gender mainstreaming in party programmes and structures to strengthen women representation, and engages with the Independent High Electoral Commission and the Kurdistan Independent High Electoral Commission with regard to securing the wider and more meaningful participation of women in the electoral processes.
  18. With regard to cooperation with other entities, UNAMI will support the work of the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL in the implementation of its mandate, under Security Council resolution [2379 \(2017\)](#), to support domestic efforts to hold Da'esh/ISIL accountable by collecting, preserving and storing evidence in Iraq of acts that may amount to war crimes, crimes against humanity and genocide committed by ISIL. The Mission's support will include the sharing of information on mass grave sites and legal advice regarding Iraqi criminal law and procedures. UNAMI will also provide operational, security, logistical and administrative support on a cost-recovery basis.
  19. With regard to inter-agency coordination and liaison, UNAMI, as part of its efforts related to countering violent extremism in Iraq, will work with the United Nations country team and religious organizations to raise awareness of the impact of violent extremism on Iraqi society. An integrated task force on social cohesion and reconciliation, comprising UNAMI and the United Nations country team, will share information and coordinate activities in support of sustainable peace, stability and security in Iraq. While the United Nations country team focuses on community reconciliation, UNAMI will work on reconciliation among political stakeholders at the national and provincial level. UNAMI and UNDP will also assist the Government of Iraq in undertaking security sector reform, including by providing advice on the related legal framework. UNAMI will also engage with the International Organization for Migration, UNDP, the United Nations Population Fund, the Office of the United Nations High Commissioner for Refugees and the United Nations Office for Project Services in a wide range of activities aimed at promoting the protection of human rights and the rule of law, including on issues relating to women as well as ethnic and religious minorities. Pursuant to Security Council resolution [1612 \(2005\)](#), UNAMI will collaborate with the United Nations Children's Fund and other United Nations entities in strengthening the framework for the monitoring and reporting of grave violations against children in situations of armed conflict.

### **Evaluation activities**

20. The following evaluations completed in 2018 have guided the programme plan for 2020: a review of the Integrated Coordination Office for Development and Humanitarian Assistance took place in July 2018, as reflected in the report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council ([A/73/352/Add.5](#)), which subsequently led to a stronger emphasis on recovery and development for the near future.
21. The findings of the evaluation referenced in paragraph 20 above have been taken into account for the programme plan for 2020.
22. The following self-evaluation is planned for 2020: the implementation of the delegation of authority for special political missions led by the Department of Political and Peacebuilding Affairs.

## A. Proposed programme plan for 2020 and performance information for 2018



### 1. Objective

23. 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.

### 2. Alignment with the Sustainable Development Goals

24. The objective is aligned with Sustainable Development Goal 5, which is to achieve gender equality and empower all women and girls. Progress towards the attainment of the objective will help to end all forms of discrimination against all women and girls; eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation; ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life; and adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.
25. The objective is also aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to significantly reduce all forms of violence and related death rates; end abuse, exploitation, trafficking and all forms of violence against and torture of children; promote the rule of law and ensure equal access to justice for all; substantially reduce corruption and bribery in all their forms; develop effective, accountable and transparent institutions at all levels; ensure responsive, inclusive, participatory and representative decision-making at all levels; ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements; strengthen relevant national institutions, including through international cooperation, to build capacity, to prevent violence and combat terrorism; and promote and enforce non-discriminatory laws and policies for sustainable development.

### 3. Highlighted results in 2018

#### Building blocks for peace: breaking sectarian barriers

In 2018, the parliamentary elections held in May constituted a significant milestone for Iraq, as they were the first elections since the military defeat of ISIL and were conducted within the constitutional timeline. In the run-up to the parliamentary elections, UNAMI, at various levels, employed its good offices to encourage and advise political parties to place greater emphasis on a unified, cross-sectarian identity in their electoral campaigns and to abide by an electoral code of honour.

Capitalizing on the positive momentum brought about by the newly formed Government, UNAMI scaled up its outreach to religious, political and tribal leaders, youth and women to promote unity and a collective sense of identity. UNAMI repeatedly emphasized that an Iraqi-led inclusive national and societal reconciliation process was the best answer to defeating and eradicating the ideology of hate promoted by ISIL. UNAMI also advocated for and promoted the establishment of strong, functional institutions that promote sustainable peace and development within a unitary state. UNAMI engaged key stakeholders and acted as a conduit and facilitator in bringing diverse views closer together within the context of promoting reconciliation and a national settlement. In February 2018, UNAMI brought together the Kurds, Arabs and Turkmen of Kirkuk for a dialogue, which resulted in reaching an agreement on the conditions for participating in the provincial council elections for the first time since 2005.



*Signing ceremony of the Electoral Charter of Honour, Baghdad, 28 March 2018.  
Source: UNAMI*

UNAMI also engaged senior religious leaders on countering extremism while convening a series of forums aimed at facilitating dialogue with and among minority communities through intra- and intercommunal dialogue. UNAMI advocated for and assisted minorities in participating in local and federal government and promoted their additional exposure through media conferences and round table forums. UNAMI acted as a conduit to promote the active participation of women in Iraqi political life and enhance the representation of women in government.

UNAMI consistently reiterated the need to promote and build on the country's multi-ethnic heritage within a State governed by the rule of law. UNAMI, as a trusted partner, helped reintroduce these key principles into the political agenda and contributed towards the process for reconciliation. Through its mediation and good offices, UNAMI was supportive of negotiations to promote a new National Settlement Initiative sponsored by several leading Iraqi political leaders. This new political road map, containing input from all components of Iraqi society, serves as a basis for further negotiations on achieving sustainable stability.

#### *Result and evidence*

The deliverable contributed to the result, which is a reduction in sectarian divisions, as demonstrated by the formation of a greater number of diverse political coalitions that campaigned on non-sectarian tickets.

Evidence of the result includes the signing of the Electoral Charter of Honour, which delineated best practices whereby political parties committed to conducting non-sectarian campaigns and rejected hate speech and statements that incited violence. The majority of political parties signed the agreement. The Electoral Charter of Honour was instrumental in promoting an agreement among political parties to place national interests at the heart of their political campaigns.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

### Iraqi Government commits to tackling conflict-related sexual violence

A joint communiqué promoting the prevention of and response to conflict-related sexual violence in Iraq, signed in 2016 by the Government of Iraq and the United Nations, underlined the political commitment and willingness of the Government of Iraq to pursue accountability and justice for the serious and systematic violations of international humanitarian law and gross abuses and violations of human rights, including the sexual slavery of women and girls, committed by Da'esh/ISIL.

In 2018, UNAMI and the United Nations country team engaged with civil society leaders and those working with survivors of sexual violence, including key ministries and religious endowments. In coordination with the United Nations country team, UNAMI facilitated consultative meetings with high-level governmental focal points on an implementation plan of the joint communiqué. The implementation plan includes as priorities the reintegration of and services for survivors of sexual violence and the provision of services and reparations for survivors and children born of rape.



United Nations call for the protection of children born of sexual violence in conflict, Baghdad, 26 June 2018. Source: UNAMI

#### Result and evidence

The deliverable contributed to the result, which is agreement on the implementation of the joint communiqué, which contributes to the strengthening of the rule of law and improving respect for human rights.

Evidence of the result includes the establishment of a pilot mobile registration court to register children born of rape and unregistered marriages. Evidence also includes the endorsement by the Government, during the visit of the Special Representative of the Secretary-General on Sexual Violence in Conflict in March 2018, of the implementation plan for the joint communiqué. Additional evidence includes the decision by the Government in June 2018, on the International Day for the Elimination of Sexual Violence in Conflict, to establish an interministerial task force to oversee the implementation of the plan.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

### Supporting recovery efforts in Iraq

In 2018, UNAMI led the preparation and coordination of a two-year recovery and resilience programme, which was launched by the Secretary-General at the Kuwait International Conference for the Reconstruction of Iraq in February 2018. The recovery and resilience programme illustrates a rebalancing from an intensive humanitarian and stabilization effort to a focus on recovery, reconstruction and development. The programme serves as a platform for the United Nations system and the international community in Iraq to provide targeted and coordinated support to high-priority communities at risk of facing further violent extremism, support the delivery of basic services and expand political and social participation across the nation. The recovery and resilience programme is designed to fast track the social dimensions of reconstruction with activities developed to deliver tangible improvements in people's daily lives early in the reconstruction process, with a focus on the protection and inclusion of the conflict-affected populations, taking into account the different needs of women, men, boys and girls.



Participants cleaning the main Al-Jazeera irrigation canal following the military defeat of ISIL as part of a cash-for-work project, Nineveh, Iraq. Source: Food and Agriculture Organization of the United Nations

UNAMI, through its technical expertise and good offices under the oversight and guidance of the Deputy Special Representative, ensured that the programme is aligned with the country's Vision 2030 and its framework for reconstruction and development. To promote this, UNAMI supported the Government and the international community in developing a national coordination structure, including a development cooperation forum, to ensure that donor support was channelled in a strategic and coordinated manner to the benefit of the people of Iraq.

#### *Result and evidence*

The deliverable contributed to the result, which is the fast tracking of social dimensions of reconstruction, in keeping with the country's Vision 2030 and its framework for reconstruction and development.

Evidence of the result includes the coordinated implementation of projects in line with government priorities in 31 liberated towns and districts and the participation of donors in a newly established national coordination structure: the Executive Committee for Recovery, Reconstruction and Development.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 
26. A planned result for 2018, which is progress towards national reconciliation in Iraq, as referred to in the report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council for 2018 (A/72/371/Add.10), was achieved, as evidenced by the planned 50 high-level engagements in support of improved Baghdad-Erbil relations, which UNAMI facilitated and conducted utilizing its good offices. These engagements covered a wide range of issues, including resource allocation and sharing, political support for integrated security mechanisms, and the discussion of disputed territories through dialogue by building on the positive momentum following the formation of the new Government.

## **4. Highlighted planned results for 2020**

---

### **Political culture of dialogue: key to the future of Iraq**

The rise in the number of cross-sectarian political coalitions in the Iraqi national parliamentary elections, which took place in May 2018, presented an opening to advance and promote a culture of genuine dialogue among the country's political actors, based on the needs and interests of the Iraqi people. The emergence of cross-sectarian political alliances in the newly elected Council of Representatives offers an opportunity to move beyond partisan interests to develop a political culture of dialogue and national interest-based compromise. This improved climate led to an increased receptiveness to the Mission's political advice and technical assistance to the Government of Iraq with regard to the development of reform and service-oriented strategies that strengthen the economy, enhance transparency and serve the fundamental interests of the Iraqi people. The support provided also bolstered the Government's efforts at strengthening its parliamentary legislative and oversight functions.

In 2018, UNAMI devised an initiative aimed at narrowing political differences among the political parties and initiated a process to overcome sectarian divides, facilitating the work of political leaders and stakeholders in devising a four-year government programme in which key policies and priorities will focus on building a prosperous and sustainable future.

#### *Challenge and response*

The challenge is to assist in the identification of entry points for inclusive mechanisms that provide a platform for parties to overcome political differences, which hamper the development and implementation of a government programme, as well as to provide technical advice in this regard.

As a first step, the Mission's leadership convened bilateral meetings with representatives of political blocs to take stock of their vision, priorities and intended programmatic activities and build consensus and buy-in for the duration of the four-year programme. To assist in generating commitment by political blocs at the technical level, UNAMI will advocate for the establishment of a high-level advisory group. Composed of heads of political blocs, the

advisory group would support the Government in programme implementation. Consolidation of efforts will be explored in terms of regular discussions with relevant government counterparts on issues related to programmatic design and delivery. This advisory group could serve as a forum for officials and technical experts to exchange views with designated personnel from United Nations development and specialized agencies that are well positioned to provide programmatic support and technical assistance. While it is expected that by 2020 a more effective balance between the legislative and executive powers, and that coordination and monitoring mechanisms will have been established to support the implementation of government programmes, a number of challenges, including differences among various political parties on rule of law and good governance, will continue to persist.

In response, for 2020, UNAMI will focus its mediation and good offices engagement on overcoming political differences, creating political space for mediation and stimulating informed debate and promoting dialogue as a way of strengthening national reconciliation and political stability. UNAMI will advocate that the Government of Iraq ensure that all community representatives, including minorities, women and youth leaders and religious leaders, gain space for a meaningful role in the dialogue forums to enhance their participation in national reconciliation processes.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is the creation of a political culture of inclusive dialogue in Iraq.

Evidence of the result, if achieved, will include progress towards the establishment of inclusive coordination mechanism(s) between the federal and Kurdistan Regional Governments.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

#### *Performance measures*

2018	2019	2020
Focus on elections and government formation broadening the space for dialogue between the federal and Kurdistan Regional Governments on critical issues, which impacts national reconciliation and political stability.	Government, political leaders and community representatives take steps towards the establishment of coordination mechanisms(s) between the federal and Kurdistan Regional Governments.	The establishment of coordination mechanism(s) between the federal and Kurdistan Regional Governments provides a platform to discuss outstanding issues and overcome political differences.

### **Supporting reform of Iraqi electoral institutions and processes**

In 2018, Iraqi electoral institutions and processes faced severe challenges, particularly in the aftermath of the elections of the Council of Representatives. Questions were raised pertaining to the credibility and independence of the Independent High Electoral Commission, as well as the integrity of the systems and processes adopted for voter registration and counting. In addition, for the first time the Kurdistan Independent High Electoral Commission undertook regional-level parliamentary elections, which UNAMI assisted by providing expertise to help improve its technical and logistical capacities.

#### *Challenge and response*

The challenge is to support reforms that address the lack of credibility, inclusiveness, professionalism and accountability of the country's electoral institutions and processes. There were also outstanding issues concerning the inclusive participation of women and minorities in the electoral management body, while the Kurdistan Independent High Electoral Commission faced challenges in processing election day complaints and providing a timely announcement of the election results.

In response, for 2020, UNAMI will provide support the Council of Representatives on improving the legal framework of the elections. UNAMI will provide expertise, advisory support and high-level policy advice based on the outcome of post-election lessons-learned processes as well as relevant comparative electoral experiences. UNAMI assistance, in coordination with a United Nations integrated gender and elections task force, will also promote the inclusive participation of women as officials of the Independent High Electoral Commission, staff, candidates and voters. Targeted technical assistance will respond to requirements relating to voter registry reform and election results management, in preparation for the upcoming electoral cycle, which will include nationwide district and provincial council elections. UNAMI assistance in 2020 will support reforms of the Independent High Electoral Commission, as well as the systems and processes governing elections. In addition, United Nations assistance to the Independent High Electoral Commission will focus on further developing the Iraqi voter registry system and its mechanisms for facilitating displaced, special needs and out-of-country voting, and on further improvements to its ability to manage and publish election results in a timely manner. UNAMI will also work closely with the Independent High Electoral Commission and the Kurdistan Independent High Electoral Commission to further develop coordination mechanisms and to support institutional capacity-building. In addition, UNAMI will provide targeted technical support to enhance the capacities of the Kurdistan Independent High Electoral Commission to organize regional-level elections.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is: the improved accuracy and comprehensiveness of the voter registry system, the speedy and thorough resolution of electoral disputes and the timely announcement and certification of the results.

Evidence of the result, if achieved, will include reformed electoral laws addressing the voter registry system, the speedy resolution of electoral disputes and the timely announcements of results, as well as more women serving as Independent High Electoral Commission officials.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

#### *Performance measures*

2018	2019	2020
Lessons learned from recent national elections and elections in the Kurdistan Region highlighting issues and challenges on the inclusiveness and integrity of electoral processes and the credibility of electoral institutions are documented.	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 is strengthened.	There is improved accuracy and comprehensiveness in the voter registry system, including an increased percentage of voter information collected and cross-checked for regular, special and displaced voting; the announcement and certification of election results occurs in a timely manner; electoral disputes are dealt with in a thorough and timely manner; and a policy is adapted for increased women representation as electoral officials and staff.

#### **Promoting partnerships in support of the country's development**

In 2018, support was provided to the Government's framework for recovery and development through the implementation of the recovery and resilience programme.

*Challenge and response*

The challenge is that, in the context of the dire recovery needs of Iraq following the military defeat of ISIL, there has been limited focus by the Government of Iraq, the United Nations and the international community on stabilization, prevention and development, and therefore less progress towards addressing those requirements.

In response, for 2020, the focus will be on strengthening the support of the United Nations system and international community to the Government in implementing the 2030 Agenda for Sustainable Development. UNAMI will facilitate aid coordination mechanisms under the overall umbrella of the Development Partners' Forum. It is expected that these efforts will help align international assistance and mainstream the Sustainable Development Goals in development programming. The Development Partners' Forum will bring together the Government of Iraq, the international community, the United Nations and non-governmental organizations engaged in development and residual humanitarian and stabilization work in Iraq under one coordination mechanism. UNAMI will mobilize support and resources, regionally and internationally, to deliver rapid and flexible response support to re-establish the Government's social protection mechanisms and the delivery of basic services. UNAMI will also address the politically sensitive post-conflict transition towards durable solutions for the remaining internally displaced populations by delivering assistance to targeted people in need in 2020 (returnees, internally displaced persons in and out of camps, host communities and refugees).

*Result and evidence*

The planned deliverable is expected to contribute to the result, which is the coordinated implementation of the National Development Plan involving the Government, donors, non-governmental organizations and the United Nations.

Evidence of the result, if achieved, will include the Development Partners' Forum functioning as an overall umbrella for aid coordination mechanisms.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
The Government's framework for recovery and development is supported through the promotion and coordination of resilience and stabilization initiatives through the recovery and resilience programme.	The United Nations Development Assistance Framework is developed in coordination with Government partners and aligned with national priorities.	The Development Partners' Forum functions as the overall umbrella for aid coordination mechanisms which, through the implementation of the United Nations Development Assistance Framework, facilitates the delivery of basic social services.

27. The Mission will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

28. Table 1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1  
**Deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	5	5	5	5
Seminars, workshops and training events (number of days)	80	76	98	90
Technical materials (number of materials)	109	114	121	104
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Good offices				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				
<b>E. Enabling deliverables</b>				
Safety and security				
Administration				
Logistics				
Information and communications technology				
Legal services				
Correspondence and documentation services				

## 6. Most significant relative variances of deliverables

### Variations between the planned figures for 2020 and 2019

29. The variance in seminars, workshops and training events is driven by the number of workshops relating to provincial council elections scheduled to be held in 2019. Workshops focusing on the participation of women in electoral and political processes and on the implementation of gender policies by the Independent High Electoral Commission and the Kurdistan Independent High Electoral Commission will take place in 2019 and will not be required in 2020.

## B. Proposed post and non-post resource requirements for 2020

### 1. Total resource requirements

#### Resource requirements (regular budget)

Table 2

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

(Thousands of United States dollars)

Category of expenditure	2018	2019	2020		Variance
	Expenditure	Appropriation	Total requirements	Non-recurrent requirements	2020 vs. 2019 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5) = (3) - (2)
Military and police personnel costs	7 354.5	5 599.8	5 238.2	200.3	(361.6)
Civilian personnel costs	86 982.7	78 727.0	79 525.1	–	798.1
Operational costs	16 495.9	21 467.6	15 780.7	41.4	(5 686.9)
<b>Total</b>	<b>110 833.0</b>	<b>105 794.4</b>	<b>100 543.9</b>	<b>241.7</b>	<b>(5 250.5)</b>

Table 3

#### Positions

	Professional and higher categories								General Service and related categories			National staff				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level	United Nations Volunteers	Total
	Approved 2019	1	2	1	6	18	51	55	5	139	174	–	313	108	387	2
Proposed 2020	1	2	1	6	19	51	54	4	138	167	–	305	109	392	2	808
<b>Change</b>	–	–	–	–	1	–	(1)	(1)	(1)	(7)	–	(8)	1	5	–	(2)

30. The proposed resource requirements for 2020 for UNAMI amount to \$100,543,900 (net of staff assessment) and would provide for the deployment of 245 military contingent personnel (\$5,238,200), salaries and common staff costs (\$79,525,100) for 808 positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 19 P-5, 51 P-4, 54 P-3, 4 P-2, 167 Field Service, 109 National Professional Officers, 392 Local level and 2 United Nations Volunteers), as well as operational costs (\$15,780,700) comprising costs for consultants and consulting services (\$319,000), official travel (\$1,503,100), facilities and infrastructure (\$3,757,800), ground transportation (\$733,100), air operations (\$3,162,100), communications and information technology (\$3,440,500), medical (\$210,900), and other supplies, services and equipment (\$2,654,200).
31. The proposed resource requirements for UNAMI are estimated at \$100,543,900 (net of staff assessment), reflecting a net decrease of \$5,250,500 compared with the resources approved for the Mission for 2019. The net variance between the requirements for 2020 and the approved budget for 2019 reflects mainly:

*Note:* The following abbreviations may be used in the tables and charts: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; USG, Under-Secretary-General.

- (a) A net decrease for military and police personnel costs, attributable primarily to lower requirements for travel on emplacement, rotation and repatriation of troops, and increased cost recovery from the United Nations country team;
- (b) A net increase for civilian personnel costs, attributable primarily to increased requirements for national staff costs, resulting from the application of revised salary scales based on the deployment location of the positions and the costs related to the net increase of 6 national positions; A net decrease in operational costs, attributable primarily to: (a) the completion in 2019 of most of the acquisition of safety and security equipment, generators and furniture and cost recoveries from the United Nations country team for maintenance services, security services and utilities and waste disposal services; (b) the completion of most of the acquisition for communications and information technology equipment and lower requirements for transponder charges and Internet services based on current contractual arrangements; and (c) decreased requirements for freight costs related to the acquisition of equipment.

### **Vacancy rates**

- 32. The actual deployment of military personnel and all other mission staff in 2018 resulted in the following annual average vacancy rates: 2.0 per cent for military personnel; 7.0 per cent for international staff; 8.0 per cent for National Professional Officers; and 7.0 per cent for Local level staff.
- 33. In 2019, the approved vacancy rates are 1.0 per cent for military personnel, 11.0 per cent for international staff, 6.0 per cent for both National Professional Officer and Local level staff, and 35.0 per cent for United Nations Volunteers.
- 34. For 2020, a vacancy rate of 1.0 per cent has been applied for military contingent personnel. Vacancy rates of 8.0 per cent and 50.0 per cent have been applied for continuing and new international staff, respectively, and vacancy rates of 6.0 per cent and 25.0 per cent have been applied for national positions and United Nations Volunteers, respectively.

## **2. Staffing requirements**

- 35. For 2020, changes in the staffing structure of UNAMI are proposed, resulting from: (a) the phased implementation of Umoja and the streamlining of related administrative functions; (b) the reorganization and streamlining of security-related functions; and (c) the implementation of supplementary guidance on mission support structures from the former Department of Field Support.
- 36. Based on the above, it is proposed that the staffing establishment of UNAMI be adjusted as follows:

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

- (a) Abolishment of a position of Administrative Assistant (Local level) in the Office of the Chief of Staff;
- (b) Reassignment of a position of Security Coordination Officer (P-4) as Deputy Security Adviser for Administration and Support in the Security Section;
- (c) Abolishment of two positions of Close Protection Officer (Field Service) in the Security Section in Baghdad;
- (d) Conversion of five positions of Security Assistant from Field Service to Local level;

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

- (e) Conversion of a position of Information Analyst (P-3) to Information Analyst (National Professional Officer);

- (f) Abolishment of a position of Associate Political Affairs Officer (P-2) in the Office of Political Affairs;
- (g) Reassignment of a position of Language Assistant (Local level) to a Team Assistant (Local level) in the Office of Political Affairs;

**Mission support**

*Operations and resource management pillar*

- (h) Transfer of the Property Management Section and the Procurement Section to the supply chain management pillar;
- (i) Transfer of the Training Section to the service delivery management pillar;
- (j) Establishment of a position of Human Resources Officer (Field Service) in the Human Resources Section;

*Service delivery management pillar*

- (k) Establishment of the service delivery management pillar through the transfer of the Medical Services Section, Surface Transport Section, Engineering and Facilities Management Section, Training Section and Life Support Unit;
- (l) Establishment of the Staff Counselling Unit as a separate organizational unit from the Medical Services Section;
- (m) Redeployment of two positions of Staff Counsellors (1 P-4 and 1 P-3) from the Medical Services Section to the proposed Staff Counselling Unit;
- (n) Establishment of a position of Chief of Service Delivery Management (P-5);

*Supply chain management pillar*

- (o) Transfer of the Property Management Section and the Procurement Section from the operations and resource management pillar;
- (p) Transfer of the Medical Services Section, Surface Transport Section, Engineering and Facilities Management Section and Life Support Unit to the service delivery management pillar;
- (q) Redeployment of a position of Receipt and Inspection Supervisor (Field Service) from the Life Support Unit to the Centralized Warehousing Section;
- (r) Redeployment of four positions of Receipt and Inspection Assistant (1 Field Service and 3 Local level) and three positions of Supply Assistant (Local level) from the Life Support Unit to the Centralized Warehousing Section;
- (s) Redeployment of a position of Supply Assistant (Field Service) from the Centralized Warehousing Section to the Life Support Unit;
- (t) Redeployment of a position of Procurement Officer (Field Service) from the Procurement Section to the Life Support Unit;
- (u) Conversion of a position of Supply Assistant from Field Service to Local level;

37. Annex I to the present report provides details on the proposed changes in staffing levels by organizational unit and annex II provides details on the approved and proposed positions by location.

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

Table 4  
Office of the Special Representative of the Secretary-General

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>					
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>Total international</i>	<i>National Professional Officer</i>		<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
<b>Front Office of the Special Representative of the Secretary-General</b>																	
Approved 2019	1	-	-	-	1	-	1	-	3	2	-	5	-	1	-	-	6
Proposed 2020	1	-	-	-	1	-	1	-	3	2	-	5	-	1	-	-	6
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gender Unit</b>																	
Approved 2019	-	-	-	-	1	-	-	-	1	-	-	1	1	-	-	-	2
Proposed 2020	-	-	-	-	1	-	-	-	1	-	-	1	1	-	-	-	2
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Women's Protection Unit</b>																	
Approved 2019	-	-	-	-	1	-	-	-	1	-	-	1	-	-	-	-	1
Proposed 2020	-	-	-	-	1	-	-	-	1	-	-	1	-	-	-	-	1
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Child Protection Unit</b>																	
Approved 2019	-	-	-	-	-	1	-	-	1	-	-	1	1	-	-	-	2
Proposed 2020	-	-	-	-	-	1	-	-	1	-	-	1	1	-	-	-	2
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Office of the Chief of Staff</b>																	
Approved 2019	-	-	1	-	3	2	5	-	11	2	-	13	11	5	-	-	29
Proposed 2020	-	-	1	-	3	2	5	-	11	2	-	13	11	4	-	-	28
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	-	-	(1)
<b>Human Rights Office</b>																	
Approved 2019	-	-	-	1	2	5	7	-	15	1	-	16	15	10	-	-	41
Proposed 2020	-	-	-	1	2	5	7	-	15	1	-	16	15	10	-	-	41
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Public Information Office</b>																	
Approved 2019	-	-	-	1	1	1	1	1	5	-	-	5	9	5	-	-	19
Proposed 2020	-	-	-	1	1	1	1	1	5	-	-	5	9	5	-	-	19
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Security Section</b>																	
Approved 2019	-	-	-	-	1	5	5	2	13	89	-	102	10	111	-	-	223
Proposed 2020	-	-	-	-	1	5	5	2	13	82	-	95	10	116	-	-	221
<b>Change</b>	-	-	-	-	-	-	-	-	-	(7)	-	(7)	-	5	-	-	(2)

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>					
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>international</i>	<i>National Professional Officer</i>		<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
<b>Total</b>																	
Approved 2019	1	–	1	2	10	14	19	3	50	94	–	144	47	132	–	323	
Proposed 2020	1	–	1	2	10	14	19	3	50	87	–	137	47	136	–	320	
<b>Change</b>	–	–	–	–	–	–	–	–	–	<b>(7)</b>	–	<b>(7)</b>	–	<b>4</b>	–	<b>(3)</b>	

38. The Special Representative of the Secretary-General is the Head of Mission and undertakes the mandate vested in the Mission by the Security Council, 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 Gender Unit; the Women's Protection Unit; the Child Protection Unit; the Office of the Chief of Staff; the Human Rights Office; the Public Information Office and the Security Section.

#### Proposed organizational changes

Table 5

#### Human resources: 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 Chief of Staff	-1	LL	Administrative Assistant	Abolishment	
Security Section	-1	P-4	Security Coordination Officer	Reassignment	
	+1	P-4	Deputy Security Adviser for Administration and Support	Reassignment	
	-2	FS	Close Protection Officers	Abolishment	
	-5	FS	Security Assistants	Conversion	
	+5	LL	Security Assistants	Conversion	
<b>Total</b>	<b>-3</b>				

39. The following changes in organizational units reporting directly to the Special Representative are proposed for 2020, as reflected in table 5 above.
- Office of the Chief of Staff:** abolishment of one vacant position of Administrative Assistant (Local level) as the functions have been absorbed by the remaining staff, with the streamlining of standard administrative tasks resulting in staff members managing their own administrative processes in Umoja;
  - Security Section:** to streamline the Security Section functions, the below changes are proposed:
    - The reassignment of the position of Security Coordination Officer (P-4) as the Deputy Security Adviser for Administration and Support to improve the process of analysing security threat information and the dissemination of security advisories;
    - The abolishment of two positions of Close Protection Officer (Field Service) in Baghdad, as recommended by the security assessment mission regarding the reorganization of the Close Protection Unit into four teams;

- (iii) The conversion of five positions of Security Assistant (Field Service) currently deployed in the Premises Security Unit in Baghdad to Local level. The Unit will also take over access control duties from the Guard Unit in Baghdad.
40. The Iraq team of the Middle East Division and the Electoral Assistance Division of the Department of Political and Peacebuilding Affairs (2 P-4 and 2 P-3) will provide backstopping to the Mission from United Nations Headquarters in New York. In view of the continued political, economic and security uncertainties in Iraq and the key involvement of the United Nations in national and regional reconciliation, reform and elections, the capacity of the Department to respond to backstopping demands will remain essential, with its functions ranging from providing operational support, to assisting in identifying and prioritizing critical strategic objectives in line with the Mission's mandate and political needs, to engagement with 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 6  
**Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance**

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				
	<i>US G</i>	<i>AS G</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>Total international</i>	<i>National Professional Officer</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
<b>Front Office</b>																
Approved 2019	-	1	-	-	-	1	1	-	3	1	-	4	-	1	-	5
Proposed 2020	-	1	-	-	-	1	1	-	3	1	-	4	-	1	-	5
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Tehran Liaison Office</b>																
Approved 2019	-	-	-	1	-	1	-	-	2	-	-	2	1	1	-	4
Proposed 2020	-	-	-	1	-	1	-	-	2	-	-	2	1	1	-	4
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Joint Analysis Unit</b>																
Approved 2019	-	-	-	-	1	1	4	-	6	-	-	6	5	1	-	12
Proposed 2020	-	-	-	-	1	1	3	-	5	-	-	5	6	1	-	12
<b>Change</b>	-	-	-	-	-	-	(1)	-	(1)	-	-	(1)	1	-	-	-
<b>Office of Political Affairs</b>																
Approved 2019	-	-	-	1	2	11	7	1	22	1	-	23	26	12	2	63
Proposed 2020	-	-	-	1	2	11	7	-	21	1	-	22	26	12	2	62
<b>Change</b>	-	-	-	-	-	-	-	(1)	(1)	-	-	(1)	-	-	-	(1)

	Professional and higher categories								General Service and related categories			National staff				
	US G	AS G	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
<b>Electoral Assistance Office</b>																
Approved 2019	-	-	-	1	2	2	-	-	5	-	-	5	2	5	-	12
Proposed 2020	-	-	-	1	2	2	-	-	5	-	-	5	2	5	-	12
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>																
Approved 2019	-	1	-	3	5	16	12	1	38	2	-	40	34	20	2	96
Proposed 2020	-	1	-	3	5	16	11	-	36	2	-	38	35	20	2	95
<b>Change</b>	-	-	-	-	-	-	(1)	(1)	(2)	-	-	(2)	1	-	-	(1)

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

#### Proposed organizational changes

Table 7

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

Office/Service/Section Unit	Positions				
	Change	Level	Functional title	Action	Description
Joint Analysis Unit	-1	P-3	Information Analyst	Conversion	
	+1	NPO	Information Analyst	Conversion	
Office of Political Affairs	-1	P-2	Associate Political Affairs Officer	Abolishment	
	-1	LL	Language Assistant	Reassignment	
	+1	LL	Team Assistant	Reassignment	
<b>Total</b>	<b>-1</b>				

42. The following changes are proposed for the organizational units reporting to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance:
- Joint Analysis Unit:** the conversion of one position of Information Analyst (P-3) to Information Analyst (National Professional Officer) in order to leverage locally available expertise and knowledge, including native language skills. Through research of the local labour market, the Unit has identified a pool of well-trained and highly qualified Iraqi nationals who can assume these duties when recruited;
  - Office of Political Affairs:**
    - The abolishment of one Associate Political Affairs Officer (P-2) position in Baghdad, as it proposed that the tasks previously assigned to the position be undertaken by National Professional Officers to enhance capacity-building;
    - The reassignment of one position of Language Assistant (Local level) to Team Assistant (Local level) to streamline the current reporting structure and to provide support for

transportation and official meetings inside Baghdad in view of the new reform policies and procedures of the Department of Safety and Security of the Secretariat in the Mission.

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

Table 8

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

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>Total international</i>	<i>National Professional Officer</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
<b>Front Office</b>																
Approved 2019	-	1	-	-	-	2	1	-	4	1	-	5	-	1	-	6
Proposed 2020	-	1	-	-	-	2	1	-	4	1	-	5	-	1	-	6
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Development Coordination Office</b>																
Approved 2019	-	-	-	-	1	2	4	1	8	-	-	8	17	2	-	27
Proposed 2020	-	-	-	-	1	2	4	1	8	-	-	8	17	2	-	27
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>																
Approved 2019	-	1	-	-	1	4	5	1	12	1	-	13	17	3	-	33
Proposed 2020	-	1	-	-	1	4	5	1	12	1	-	13	17	3	-	33
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

43. 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 in setting strategy and in the planning, implementation and monitoring of development programmes, as outlined in the United Nations Development Assistance Framework and in the integrated strategic framework. The Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs oversees the Development Coordination Office.

**(d) Mission support**Table 9  
**Staffing requirements: mission support**

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Services</i>	<i>General Service</i>	<i>Total inter- national</i>	<i>National Professional Officer</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	
<b>Office of the Chief of Mission Support</b>																
Approved 2019	-	-	-	1	-	1	2	-	4	2	-	6	-	1	-	7
Proposed 2020	-	-	-	1	-	1	2	-	4	2	-	6	-	1	-	7
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operations and resource management</b>																
Approved 2019	-	-	-	-	1	7	5	-	13	27	-	40	5	62	-	107
Proposed 2020	-	-	-	-	1	4	5	-	10	20	-	30	3	42	-	75
<b>Change</b>	-	-	-	-	-	(3)	-	-	(3)	(7)	-	(10)	(2)	(20)	-	(32)
<b>Service delivery management</b>																
Approved 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	1	4	7	-	12	21	-	33	4	107	-	144
<b>Change</b>	-	-	-	-	1	4	7	-	12	21	-	33	4	107	-	144
<b>Supply chain management</b>																
Approved 2019	-	-	-	-	1	5	9	-	15	41	-	56	5	146	-	207
Proposed 2020	-	-	-	-	1	4	2	-	7	27	-	34	3	60	-	97
<b>Change</b>	-	-	-	-	-	(1)	(7)	-	(8)	(14)	-	(22)	(2)	(86)	-	(110)
<b>Total, mission support</b>																
Approved 2019	-	-	-	1	2	13	16	-	32	70	-	102	10	209	-	321
Proposed 2020	-	-	-	1	3	13	16	-	33	70	-	103	10	210	-	323
<b>Change</b>	-	-	-	-	1	-	-	-	1	-	-	1	-	1	-	2

**Proposed changes to offices within mission support**



Transfer of unit/section →

<sup>a</sup> Unit/section to be renamed

<sup>b</sup> Unit/section to be established

44. Mission support will continue to be focused on the progressive alignment of its organizational structures established under the global mission support restructuring exercise. In 2020, UNAMI proposes to establish the third and final pillar reporting directly to the Chief of Mission Support, namely, service delivery management, hence completing the restructuring exercise.
45. The mission support functions are under the overall responsibility of the Chief of Mission Support, who coordinates and supervises three main workstreams, namely, the operations and resource management, service delivery management and supply chain management pillars.
46. The Chief of Mission Support acts as the principal adviser to the Head of Mission on all matters pertaining to administrative and technical support and is supported by the Chief of Operations and Resource Management, who has responsibility for undertaking coordination and operational oversight and ensuring that key enabling services are delivered to the clients, and the Chiefs of Supply Chain Management and Service Delivery Management, who have responsibility for managing and coordinating the flow of supply chain goods and the provision of technical services.
47. The operations and resource management pillar is responsible for the provision of general support and the management of operations and UNAMI resources. The Chief of Operations and Resource Management, reporting directly to the Chief of Mission Support, in addition to an immediate front office, will oversee the Human Resources Section, the Financial Resourcing and Performance Unit, the regional offices in Erbil and Kirkuk, the Field Technology Section and the Logistics Cell.
48. The service delivery management pillar is responsible for the provision of key logistical support services to all mission components and other clients of the mission support organization. The Chief of Service Delivery Management, reporting directly to the Chief of Mission Support, in addition to an immediate front office, will oversee the Life Support Unit, the Training Section, the Engineering and Facilities Management Section, the Surface Transport Section, the Medical Services Section and the Staff Counselling Unit.
49. The supply chain management pillar is responsible for planning and execution, monitoring and control and guidance and coordination of all supply chain areas that are integrated on the basis of end-to-end processes, namely to plan, source, deliver, return and enable and cover activities related to demand planning, acquisition, procurement, warehousing, asset and inventory management, transportation and freight planning, expediting movement and tracking distribution, business intelligence and performance management. The Chief of Supply Chain Management, reporting directly to the Chief of Mission Support, in addition to an immediate front office, will oversee the Centralized Warehousing Section, the Acquisition Management Section, the Aviation and Movement Control Section, the Procurement Section and the Property Management Section.

## Operations and resource management

Table 10

### Human resources: operations and resource management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Human Resources Section	+1	FS	Human Resources Officer	Establishment	
Training Section	-5		(1 P-4, 1 FS, 1 NPO and 2 LL)	Realignment	To service delivery management pillar
Property Management Section	-11		(1 P-4, 4 FS and 6 LL)	Realignment	To supply chain management pillar
Procurement Section	-17		(1 P-4, 3 FS, 1 NPO and 12 LL)	Realignment	
<b>Total</b>	<b>-32</b>				

50. The following changes in organizational units that are part of the operations and resource management pillar are proposed for 2020:
- Human Resources Section:** establishment of one Human Resources Officer (Field Service) to ensure a dedicated resource to conduct in-depth research and drafting of analysis and responses; and, in the context of the implementation of the new mission structure:
  - Training Section:** realignment with the service delivery management pillar;
  - Property Management Section:** realignment with the supply chain management pillar;
  - Procurement Section:** realignment with the supply chain management pillar;
  - Financial Resourcing and Performance Unit:** name change from the former Budget and Finance Unit.

## Service delivery management

Table 11

### Human resources: service delivery management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Front Office	+1	P-5	Chief of Service Delivery Management	Establishment	
Medical Services Section	+15		(2 P-4, 5 P-3, 3 FS, 1 NPO and 4 LL)	Realignment	From the former supply chain and service delivery pillar
	-1	P-4	Staff Counsellor	Redeployment	To the Staff Counselling Unit
	-1	P-3	Staff Counsellor	Redeployment	
Life Support Unit	+17		(3 FS, 1 NPO and 13 LL)	Realignment	From the former supply chain and service delivery pillar
Engineering and Facilities Management Section	+56		(1 P-4, 2 P-3, 8 FS, 1 NPO and 44 LL)	Realignment	
Surface Transport Section	+50		(6 FS and 44 LL)	Realignment	
Staff Counselling Unit	+1	P-4	Staff Counsellor	Redeployment	From the Medical Services Section
	+1	P-3	Staff Counsellor	Redeployment	
Training Section	+5		(1 P-4, 1 FS, 1 NPO and 2 LL)	Realignment	From the operations and resource management pillar
<b>Total</b>	<b>+144</b>				

51. The following changes in organizational units that are part of the service delivery management pillar are proposed for 2020, in the context of the implementation of the new mission support structure:
- (a) **Front Office of the service delivery management pillar:** establishment of a position of Chief of Service Delivery Management (P-5) to lead the pillar and provide guidance to the sections while ensuring the work programme of the pillar is effectively carried out;
  - (b) **Medical Services Section:** realignment from the former supply chain and service delivery pillar and redeployment of two Staff Counsellor positions (1 P-4 and 1 P-3) to the Staff Counselling Unit;
  - (c) **Surface Transport Section:** realignment from the former supply chain and service delivery pillar;
  - (d) **Engineering and Facilities Management Section:** realignment from the former supply chain and service delivery pillar;
  - (e) **Training Section:** realignment from the operations and resource management pillar;
  - (f) **Life Support Unit:** realignment from the former supply chain and service delivery pillar;
  - (g) **Staff Counselling Unit:** establishment as a separate organizational unit from the Medical Services Section, responsible for providing counselling services to the mission's staff, so as to establish clearer reporting lines. The establishment would be accommodated through the redeployment of two positions of Staff Counsellor (1 P-4 and 1 P-3) from the Medical Services Section.

#### Supply chain management

52. The following changes in organizational units that are part of the supply chain management pillar are proposed for 2020 in the context of the implementation of the new mission support structure:
- (a) **Centralized Warehousing Section:** renamed from the former Central Warehouse Section, and the following changes are proposed:
    - (i) Redeployment of one position of Receipt and Inspection Supervisor (Field Service, Baghdad) and four positions of Receipt and Inspection Assistant (1 Field Service and 1 Local level in Erbil and 1 Field Service and 1 Local level in Baghdad), and three positions of Supply Assistant (Local level, Baghdad) from the Life Support Unit;
    - (ii) Redeployment of one position of Supply Assistant (Field Service) in Baghdad from the Centralized Warehousing Section to the Life Support Unit, with the proposed redeployment of fuel contract management functions;
  - (b) **Procurement Section:** redeployment of one position of Procurement Officer (Field Service) in Baghdad from the Procurement Section to the Life Support Unit;
  - (c) **Life Support Unit:** the following changes are proposed;
    - (i) Redeployment of one position of Procurement Officer (Field Service) in Baghdad from the Procurement Section to the Life Support Unit to strengthen the supervisory capacity and thereby increase controls over the operational process functions within the unit;
    - (ii) Redeployment of one position of Supply Assistant (Field Service) in Baghdad from the Centralized Warehousing Section to the Life Support Unit;
    - (iii) Conversion of one Supply Assistant (Field Service) in Baghdad to Supply Assistant (Local level);
    - (iv) Redeployment of one position of Receipt and Inspection Supervisor (Field Service, Baghdad), four positions of Receipt and Inspection Assistant (1 Field Service and 1 Local level in Erbil and 1 Field Service and 1 Local level in Baghdad) and three positions of Supply Assistant (Local level) from Baghdad to the Centralized Warehousing Section;

- (v) The remaining 17 positions in the Life Support Unit (3 Field Service, 1 National Professional Officer and 13 Local level) are proposed to be redeployed as part of the realignment of the Unit to the service delivery management pillar;
- (d) **Property Management Section:** realignment from the operations and resource management pillar to the supply chain management pillar;
- (e) **Medical Services Section:** realignment to the service delivery management pillar;
- (f) **Engineering and Facilities Management Section:** realignment to the service delivery management pillar;
- (g) **Surface Transport Section:** realignment to the service delivery management pillar.

Table 12  
Human resources: supply chain management

Office/Service/Section Unit	Positions				
	Change	Level	Functional title	Action	Description
Centralized Warehousing Section	+1	FS	Receipt and Inspection Supervisor	Redeployment	From the Life Support Unit
	+1	FS	Receipt and Inspection Assistant	Redeployment	
	+3	LL	Receipt and Inspection Assistant	Redeployment	
	+3	LL	Supply Assistant	Redeployment	
	-1	FS	Supply Assistant	Redeployment	To the Life Support Unit
Procurement Section	+17		(1 P-4, 3 FS, 1 NPO and 12 LL)	Realignment	From the operations and resource management pillar
	-1	FS	Procurement Officer	Redeployment	To the Life Support Unit
Life Support Unit	-1	FS	Receipt and Inspection Supervisor	Redeployment	To the Centralized Warehousing Section
	-1	FS	Receipt and Inspection Assistant	Redeployment	
	-3	LL	Receipt and Inspection Assistant	Redeployment	
	-3	LL	Supply Assistant	Redeployment	
	+1	FS	Supply Assistant	Redeployment	From the Centralized Warehousing Section
	+1	FS	Procurement Officer	Redeployment	From the Procurement Section
	-1	FS	Supply Assistant	Conversion	
	+1	LL	Supply Assistant	Conversion	
<b>Subtotal, Life Support Unit</b>	-17		3 FS, 1 NPO and 13 LL	Realignment	
Medical Services Section	-15		(2 P-4, 5 P-3, 3 FS, 1 NPO and 4 LL)	Realignment	To the service delivery management pillar
Engineering and Facilities Management Section	-56		(1 P-4, 2 P-3, 8 FS, 1 NPO and 44 LL)	Realignment	
Surface Transport Section	-50		(6 FS and 44 LL)	Realignment	
Property Management Section	+11		(1 P-4, 4 FS and 6 LL)	Realignment	From the operations and resource management pillar
<b>Total</b>	<b>-110</b>				

**(e) Kuwait Joint Support Office**Table 13  
Staffing requirements: Kuwait Joint Support Office

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/</i>	<i>General</i>	<i>Total inter-national</i>	<i>National</i>	<i>Local</i>	<i>United Nations</i>	<i>Total</i>
										<i>Security Service</i>	<i>Service</i>		<i>Professional Officer</i>	<i>level</i>	<i>Volunteers</i>	
<b>Human Resources Section</b>																
Approved 2019	-	-	-	-	-	1	1	-	2	1	-	3	-	11	-	14
Proposed 2020	-	-	-	-	-	1	1	-	2	1	-	3	-	11	-	14
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Finance Section</b>																
Approved 2019	-	-	-	-	-	1	-	-	1	5	-	6	-	10	-	16
Proposed 2020	-	-	-	-	-	1	-	-	1	5	-	6	-	10	-	16
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Travel Section</b>																
Approved 2019	-	-	-	-	-	-	-	-	-	1	-	1	-	2	-	3
Proposed 2020	-	-	-	-	-	-	-	-	-	1	-	1	-	2	-	3
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>																
Approved 2019	-	-	-	-	-	2	1	-	3	7	-	10	-	23	-	33
Proposed 2020	-	-	-	-	-	2	1	-	3	7	-	10	-	23	-	33
<b>Change</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

### 3. Financial resources

Table 14

#### Financial resources by class of expenditure

(Thousands of United States dollars)

Category of expenditure	2018	2019	2020		Variance
	Expenditure	Appropriation	Total requirements	Non-recurrent requirements	2020 vs. 2019 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(3)-(2)
<b>I. Military and police personnel</b>					
Military contingents	7 354.5	5 599.8	5 238.2	200.3	(361.6)
<b>Subtotal, category I</b>	<b>7 354.5</b>	<b>5 599.8</b>	<b>5 238.2</b>	<b>200.3</b>	<b>(361.6)</b>
<b>II. Civilian personnel</b>					
International staff	60 905.9	57 255.4	56 471.4	–	(784.0)
National staff	26 076.8	21 457.5	23 037.4	–	1 579.9
United Nations Volunteers	–	14.1	16.3	–	2.2
<b>Subtotal, category II</b>	<b>86 982.7</b>	<b>78 727.0</b>	<b>79 525.1</b>	<b>–</b>	<b>798.1</b>
<b>III. Operational costs</b>					
Consultants and consulting services	191.9	353.5	319.0	–	(34.5)
Official travel	809.2	1 457.7	1 503.1	–	45.4
Facilities and infrastructure	4 192.7	7 445.5	3 757.8	–	(3 687.7)
Ground transportation	934.2	957.3	733.1	36.0	(224.2)
Air operations	3 391.5	3 087.6	3 162.1	–	74.5
Communications and information technology	4 170.3	4 414.7	3 440.5	–	(974.2)
Medical	124.8	310.4	210.9	–	(99.5)
Other supplies, services and equipment	2 681.2	3 440.9	2 654.2	5.4	(786.7)
<b>Subtotal, category III</b>	<b>16 495.9</b>	<b>21 467.6</b>	<b>15 780.7</b>	<b>41.4</b>	<b>(5 686.9)</b>
<b>Total</b>	<b>110 833.0</b>	<b>105 794.4</b>	<b>100 543.9</b>	<b>241.7</b>	<b>(5 250.5)</b>

### 4. Analysis of resource requirements

#### Military and police personnel costs

(Thousands of United States dollars)

	Total requirements 2020	Variance 2019 vs. 2020
<b>Military contingents</b>	<b>5 238.2</b>	<b>(361.6)</b>

55. Resources amounting to \$5,238,200 are proposed to provide for the deployment of 245 military contingent personnel and include requirements for: (a) standard troop cost reimbursement (\$2,743,200); (b) travel on emplacement, rotation and repatriation (\$514,500); (c) recreational leave allowance (\$51,000); (d) daily allowance (\$75,000); (e) death and disability compensation

(\$64,700); (f) rations (\$1,584,100); (g) major equipment (\$5,500); and (h) freight and deployment of contingent-owned equipment (\$200,300). A vacancy rate of 1.0 per cent has been applied.

56. The variance (decrease) between the resources proposed for 2020 and the approved budget for 2019 is mainly attributable to lower ticket prices for travel on emplacement, rotation and repatriation, which is offset by decreased requirements for security services of the United Nations Guard Units as a result of increased cost-sharing with the United Nations country team.

### Civilian personnel costs

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>International staff</b>	56 471.4	(784.0)

57. Resources amounting to \$56,471,400 are proposed to provide for salaries (\$26,916,800) and common staff costs (\$26,095,400) for 305 international positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 19 P-5, 51 P-4, 54 P-3, 4 P-2 and 167 Field Service) and danger pay (\$3,459,200). Vacancy rates of 8 per cent and 50 per cent have been applied for continuing and new international positions, respectively.
58. The variance (decrease) between the resources proposed for 2020 and the 2019 approved budget reflects mainly the net decrease of 8 international positions.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>National staff</b>	23 037.4	1 579.9

59. Resources amounting to \$23,037,400 are proposed to provide for salaries (\$16,481,600) and common staff costs (\$4,666,100) for the continuation of 495 national positions (108 National Professional Officers and 387 Local level) and 6 new positions (1 National Professional Officer and 5 Local level), danger pay (\$1,814,700) and overtime (\$75,000). A vacancy rate of 6 per cent has been applied for national positions.
60. The variance (increase) between the resources proposed for 2020 and the approved budget for 2019 is mainly attributable to an increase in salary scales of 14 per cent for National Professional Officer and 5.6 per cent for Local level positions, effective 1 December 2017, approved in August and November 2018 for Local level and National Professional Officer positions respectively, as well as the costs related to the proposed net increase of 6 national positions.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>United Nations Volunteers</b>	16.3	2.2

61. Resources amounting to \$16,300 are proposed to provide for the deployment of two United Nations Volunteers. A vacancy rate of 25 per cent has been applied.
62. The variance (increase) between the resources proposed for 2020 and the approved budget for 2019 is mainly attributable to the application of a lower vacancy rate of 25 per cent in 2020 compared with 35 per cent approved in 2019.

**Operational costs**

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>Consultants and consulting services</b>	319.0	(34.5)

63. Resources amounting to \$319,000 are proposed to provide for the services of consultants for the provision of technical and specialized expertise on substantive issues to support the Mission, including joint analysis and electoral issues and training activities for UNAMI personnel (\$310,000) and consulting services related to procurement (\$9,000).
64. The variance (decrease) between the resources proposed for 2020 and the approved budget for 2019 is mainly attributable to the exclusion of a provision for consulting services for the Office of Political Affairs as the services will be funded through extrabudgetary resources.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>Official travel</b>	1 503.1	45.4

65. Resources amounting to \$1,503,100 are proposed to provide for official travel mainly within the mission area for consultations with government counterparts, donors and non-governmental organizations for overseeing of regional and field offices, for political consultations with local entities and for human rights assessment missions. Resources also include requirements for travel outside the mission area for the official travel of the Special Representative of the Secretary-General and senior members of his staff on the implementation of the Mission's mandate, high-level political consultations with various entities, meetings with high-level counterparts at United Nations Headquarters and briefings of the Security Council (\$969,000) and training-related travel (\$534,100).
66. The variance (increase) between the resources proposed for 2020 and the 2019 approved budget is mainly attributable to additional requirements for within-mission travel owing to the addition of the Mosul office and the improved security situation in Iraq, permitting more visits from the Mission headquarters to regional and field offices.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>Facilities and infrastructure</b>	3 757.8	(3 687.7)

67. Resources amounting to \$3,757,800 are proposed to provide for the acquisition of: (a) engineering supplies (\$54,600); (b) prefabricated facilities (\$120,500); (c) generators and electrical equipment (\$13,000); (d) furniture (\$69,000); (e) office and other equipment (\$49,100); (f) safety and security equipment (\$201,100); (g) rental of premises (\$546,400); (h) utilities and waste disposal services (\$491,900); (i) maintenance services (\$874,600); (j) security services (\$456,000); (k) construction, alteration, renovation and major maintenance (\$147,500); (l) stationery and office supplies (\$152,900); (m) spare parts and supplies (\$93,800); (n) construction material and field defence supplies (\$49,000); (o) petrol, oil and lubricants (\$364,300); and (p) sanitation and cleaning materials (\$74,100).
68. The variance (decrease) between the resources proposed for 2020 and the approved budget for 2019 is mainly attributable to the completion in 2019 of most of the acquisition of safety and security

equipment, generators and furniture, and cost recoveries from the United Nations country team for maintenance services, security services, utilities and waste disposal services.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>Ground transportation</b>	733.1	(224.2)

69. Resources amounting to \$733,100 are proposed to provide for: (a) the acquisition of vehicles and workshop equipment (\$90,100); (b) rental of vehicles (\$39,300); (c) repairs and maintenance (\$79,600); (d) liability insurance (\$20,200); (e) spare parts (\$363,900); and (f) petrol, oil and lubricants (\$140,000).
70. The variance (decrease) between the resources proposed for 2020 and the approved budget for 2019 is mainly attributable to: (a) the acquisition of fewer vehicles; (b) reduced requirements for petrol due to increased reliance on carpool arrangements; and (c) reduced requirements for repairs and maintenance of vehicles. The variance is offset in part by increased requirements for spare parts as the Mission increases its reliance on in-house resources for the repair and maintenance of its vehicle fleet.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>Air operations</b>	3 162.1	74.5

71. Resources amounting to \$3,162,100 are proposed to provide for the Mission's air transport fleet, which comprises two fixed-wing aircraft, operating an estimated total of 975 flight-hours as follows: (a) services (\$16,000); (b) landing fees and ground handling charges (\$167,900); (c) air crew subsistence allowance (\$12,300); (d) petrol, oil and lubricants (\$589,000); (e) rental and operation (\$2,360,000); and (f) liability insurance (\$16,900).
72. The variance (increase) between the resources proposed for 2020 and the approved budget for 2019 is mainly attributable to the higher projected rental and operation costs for the fixed-wing aircraft, owing to an increase in the cost of flight hours (from \$620 per flight hour in 2019 to \$850 per flight hour in 2020) and an increase in the total number of flight hours from 743 in 2019 to 975 in 2020. The variance is offset in part by reduced requirements for aviation fuel, resulting from the reconfiguration of the fleet to more fuel efficient aircraft.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>Communications and information technology</b>	3 440.5	(974.2)

73. Resources amounting to \$3,440,500 are proposed to provide for: (a) the acquisition of communications and information equipment (\$112,300); (b) telecommunications and network services (\$741,100); (c) maintenance of equipment and communications support services (\$1,577,000); (d) spare parts and supplies (\$366,300); (e) software, licences and fees (\$508,900); and (f) public information and publication services (\$134,900).
74. The variance (decrease) between the resources proposed for 2020 and the approved budget for 2019 is attributable mainly to the completion of most of the acquisition of communications and information technology equipment and lower requirements for transponder charges and Internet services based on current contractual arrangements.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>Medical</b>	210.9	(99.5)

75. Resources amounting to \$210,900 are proposed to provide for medical services (\$105,600) and supplies (\$105,300).
76. The variance (decrease) between the resources proposed for 2020 and the approved budget for 2019 is attributable mainly to the projected lower number of aeromedical evacuations and reduced requirements for medical services in external facilities.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
<b>Other supplies, services and equipment</b>	2 654.2	(786.7)

77. Resources amounting to \$2,654,200 are proposed to provide for: (a) welfare (\$63,700); (b) training fees, supplies and services (\$149,600); (c) other hospitality (\$45,000); (d) general insurance (\$45,000); (e) bank charges (\$191,000); (f) miscellaneous claims (\$8,000); (g) other freight-related costs (\$239,900); (h) rations (\$157,500); (i) individual contractual services (\$103,400); and (j) other services (\$1,651,100);
78. The variance (decrease) between the resources proposed for 2020 and the approved budget for 2019 is attributable mainly to reduced requirements for freight costs related to the acquisition of equipment.

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

79. 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.
80. 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.
81. As at March 2019, the trust fund had been allotted a cumulative amount of \$49,028,400, of which \$48,640,600 had been expended on various renovation and construction projects and a further \$74,000 had been committed, leaving an unspent budget of \$313,800.
82. The trust fund projects that are ongoing or in the final stages of procurement include the construction and furnishing of a four-storey 156-unit accommodation building (Building C) (\$13,537,000), the upgrading of the existing closed-circuit television system (\$288,600) and the construction of a four-storey office building and the refurbishment of three main office buildings (\$8,186,500), all located in Baghdad.
83. The trust fund for construction and renovation in support of UNAMI supports five international staff and four National Professional Officers. The positions consist of the following: one Senior Engineer Architect (P-4), one Project Budget Officer (P-3), one Project Engineer (P-3), one Administrative Officer (Field Service), one Information and Communications Technology Project Supervisor and

Coordinator (Field Service), one Associate Civil Engineer (National Professional Officer), one Mechanical Engineer (National Professional Officer), one Electrical Engineer (National Professional Officer) and one Surveyor (National Professional Officer).

### **III. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution [73/279 A](#), and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly**

#### **A. General Assembly**

##### **Special subjects relating to the programme budget for the biennium 2018–2019**

##### **Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council**

(Resolution [73/279 A](#), section XIV)

---

*Recommendation*

*Action taken to implement the recommendation*

---

Recalls its stipulation that the use of external consultants should be kept to an absolute minimum and that the Organization should utilize its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (para. 8).

UNAMI takes note of this recommendation and proposes the use of consultants only when the need for specialized expertise cannot be met within the Mission.

Underlines the importance of the Secretary-General comprehensively reviewing the civilian staffing requirements for each special political mission, with particular attention to the feasibility of nationalizing Field Service posts and improving the ratio of substantive to support staff, in particular when there is a significant change in mandate or authorized force levels, to ensure that the civilian staffing structure is appropriate to effectively implement the current mission mandate and that it reflects staffing best practices across missions (para. 9).

UNAMI continually reviews its international staffing complement and proposes for nationalization positions that can be nationalized given the functions and levels of responsibility. In 2020, seven posts are proposed for nationalization. In addition, the mission is proposing the abolition of three international staff positions and transferring the functions to existing national staff.

Recalls paragraph 55 of the report of the Advisory Committee, and requests the Secretary-General to review the functions of the Kuwait Joint Support Office and present his findings in the context of the next budget submissions (para. 11).

The report of the Secretary-General on the global service delivery model for the United Nations Secretariat ([A/73/706](#)), which includes the Kuwait Joint Support Office, was deferred to the seventy-fourth session of the General Assembly. Once a decision is made by the Assembly, UNAMI will include the outcome of the decision in the context of the proposed programme budget.

Urges the Secretary-General to continue his efforts to promote the nationalization of positions, whenever appropriate, as well as to build local capacity within the Mission, and to report thereon in the context of future budget submissions (para. 35).

See response above on paragraph 9 of resolution [73/279 A](#).

*Recommendation**Action taken to implement the recommendation*

Recalls paragraph 7 of the report of the Advisory Committee, and stresses that administrative support provided by the Mission to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant should be provided on a reimbursable basis (para. 36).

UNAMI is providing logistical support for the start-up of the Investigative Team and administrative support with regard to finance and procurement services to ensure that the Team is up and running. UNAMI is providing accommodation, transportation, security and medical services on a cost recovery basis.

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

### **Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council**

(A/73/498)

*Recommendation**Action taken to implement the recommendation*

The Advisory Committee pointed out at the time of its consideration of the proposed programme budget for the biennium 2018–2019 that the level of resources approved for special political missions for recent bienniums was between 7 and 10 per cent higher than the amount of \$1,109.6 million set aside in the proposed programme budget for the biennium 2018–2019. The Committee has recognized that funding for special political missions during a biennium is dependent on decisions of the General Assembly and/or the Security Council with respect to establishment or renewal of mandates. As such, a biennial provision approved prior to the start of a biennium is subject to change during that biennium. The Committee has nonetheless considered that past experience indicates an inability to make accurate predictions about ongoing resource requirements of the special political missions. The Committee therefore recommends that the Assembly request the Secretary-General to make further efforts to present more accurate budget estimates of the special political missions with the introduction of the annual programme budget for 2020 (para. 9).

UNAMI takes note of the recommendation and endeavours to provide resource requirements that are as accurate as possible at the time of preparing its annual budget. UNAMI will continue to ensure that this happens in all future budget submissions in line with relevant guidance from the Advisory Committee and the General Assembly.

The comments and recommendations of the Advisory Committee on the vacancy rates and vacant positions of individual missions are contained in its related reports. The Committee reiterates that: (a) budgeted vacancy rates should be based, as much as possible, on actual vacancy rates: in cases where the proposed budgeted rates differ from the actual rates at the time of the budget preparation, clear justification should be provided in related budget documents for the rates applied; (b) vacant posts should be filled expeditiously, as requested by the General Assembly; and (c) as a matter of overall policy, the continuing requirement for posts that have been vacant for two years or longer

UNAMI has applied the latest vacancy rates (based on 2018) in determining the proposed budget for 2020. All vacant posts continue to be filled expeditiously. This has led to a significant drop in the vacancy rates, especially the rate for international staff which has decreased from 11 per cent in 2017 to an average of 7 per cent in 2018. Positions vacant for two years or longer and not required are being proposed for abolition. The Mission continues to review and decide whether to retain such positions given the need. As a result, vacant positions that are not required are

*Recommendation*

should be reviewed and justifications provided for their retention: otherwise, they should be proposed for abolishment (para. 19).

The Advisory Committee also requested and received information on temporary assignments of staff to higher-level vacant positions, involving special post allowances. As at 30 September 2018, a total of 38 such assignments had been granted at special political missions. The Committee recalls that the Board of Auditors, in its report on the United Nations for the year ended 2017, observed that the granting of a special post allowance to staff had not been limited to exceptional cases during the biennium 2016–2017 and that the United Nations had stated that the overuse of temporary job openings was one of the main factors preventing stronger workforce planning in the Organization. The Committee trusts that all vacant positions will be filled expeditiously and recommends that the General Assembly request the Secretary-General to complete the recruitment process for those posts presently encumbered by the use of special post allowances promptly (para. 20).

With respect to the core support capacity for the new resident coordinators at the country level, the Secretary-General proposes a minimum capacity of five substantive staff members in each resident coordinator office to cover the core functions for effective coordination. The budget of the resident coordinator system special purpose trust fund is set out in annex II to the related report of the Secretary-General. However, in the proposed budget for UNAMI for 2019, the Secretary-General indicates that the Development Coordination Office of the mission is responsible for supporting the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator in carrying out the functions of the Resident Coordinator. Taking into account that the reinvigorated resident coordinator system is newly established, with operation to start only from 2019, the Advisory Committee does not object to the proposed resources for the six missions for 2019. However, the Committee recommends that the General Assembly request the Secretary-General to undertake a review, in the context of the next budget submissions, to ensure that the arrangements proposed for the double- or triple-hatted Deputy Special Representatives of the Secretary-General and the related support capacity in the six missions are consistent with the provisions of Assembly resolution [72/279 A](#). In addition, the Committee considers that there is a need to further determine how the related operational costs should be budgeted for those positions in the special political missions (paras. 26 and 27).

*Action taken to implement the recommendation*

proposed for abolition as reflected in the proposed budget for 2020.

UNAMI takes note of this recommendation. There are currently five positions (2 P-5 and 3 Field Service) that are encumbered with the use of a special post allowance. UNAMI is working to recruit and fill these positions as soon as possible.

As part of the review of its civilian staffing complement and preparation of the proposed budget for 2020, UNAMI underwent a review of the functions of the 33 positions included in the Front Office and the Development Coordination Office in support of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs. In addition to peace and security, UNAMI is mandated to support development in accordance with paragraph 2 (c) of Security Council resolution [2421 \(2018\)](#), in which the Council decided that UNAMI shall promote, support and facilitate, in coordination with the Government of Iraq: (i) the coordination and delivery of humanitarian assistance and the safe, orderly and voluntary return of refugees and displaced persons; (ii) the coordination and implementation of programmes to improve Iraq's capacity to provide effective civil, social and essential services for its people and continue active donor coordination of reconstruction and assistance programmes; (iii) economic reform, capacity-building and setting conditions for sustainable development; and (iv) the contributions of United Nations agencies, funds and programmes under the leadership of the Secretary-General, through his Special Representative for Iraq, support by her designated Deputy Special Representative for Development and Humanitarian Affairs. With development being an integral part of the mandate of UNAMI, the 33 positions under the Deputy Special Representative for Development and

*Recommendation**Action taken to implement the recommendation*

The Advisory Committee further notes that the main report of the Secretary-General provides the same explanation as in his previous report, which attributes full compliance to external factors only. The Committee continues to believe that such an explanation is insufficient. While recognizing that, for some missions, the nature of the work involved and the related travel requirements can vary, as can the predictability of certain types of trips, the Committee reiterates its dissatisfaction with the overall low rates of compliance with the 16-day advance booking policy. The Committee reiterates its expectation that the reasons for the low compliance rates will be analysed and the necessary measures taken to improve compliance with the advance purchase policy, thus leading to savings arising from the advance booking of predictable trips, in particular that related to official training (para. 33).

Furthermore, the Advisory Committee continues to be of the view that, given the ever-expanding and improved means of communication offered by available technology, larger reductions in resource requirements for official travel should have been possible. The Committee reiterates its views relating to the judicious use of travel resources, in particular its view that the primary consideration in authorizing official travel should be whether direct face-to-face contact is necessary for mandate implementation. In addition, the Committee reiterates that missions should, wherever feasible, balance the increased requirements for travel in certain work areas by seeking alternative means of communication in others (para. 34).

The Advisory Committee has observed a trend of increasingly higher allocation percentages than those specified by the Standard Cost and Ratio Manual in recent years. The Committee recalls that the vehicle entitlement ratios set out in the Manual were updated following the reduction of excess holdings of vehicles during the 2016/17 period. The Committee notes that, although the ratios of the proposed holdings for 2019 are lower than those proposed for 2018, they remain at the increased levels of 2017, which are still higher than those of 2016. While justification is provided for the

Humanitarian Affairs are deemed necessary to effectively carry out the development mandate. Therefore, all of the positions have remained as part of the staffing in the proposed budget for 2020. Considering the 33 positions are part of the overall staffing of the Mission, the operational costs are budgeted similarly to the costs related to other staff in the Mission as these resources are needed to support the mandate.

For UNAMI, the low compliance rate with this policy is due to the inclusion within the travel compliance report of entitlement travel, which does not require ticketing as most staff opt for the lump-sum option for travel. Nonetheless, UNAMI continues to emphasize advance ticketing to ensure compliance with the policy.

The mission utilizes video/teleconferences, Skype and WebEx business to the extent feasible and only carries out travel that requires person-to-person contact or meetings.

UNAMI's vehicle ratios are distorted by the fact that it has a large pool of armoured special vehicles that are general purpose and not allocated to staff. The remainder of the vehicle fleet follows the ratios contained in the Standard Cost and Ratio Manual. The Mission continues to review the vehicle holdings and applies measures such as carpooling to increase efficiency in their utilization.

proposed higher information technology equipment holdings, such as the need for training facilities, Internet cafés, Car Log systems and time required to repair equipment, no specific justification is provided for the proposed higher holdings of vehicles. The Committee reiterates that the trend of higher-than-standard allocations of vehicles, information technology equipment and spare equipment should be reviewed and reversed. The Committee trusts that information on the review and adjustment to be made to align with the standard will be reflected in the next budget of the Secretary-General (para. 36).

The Advisory Committee has repeatedly stressed the need to have a coherent policy regarding the vehicle holdings of special political missions at family duty stations and has requested, but not received, detailed information in the past. The Committee notes the lack of detailed information on the matter in the proposed budget for 2019, except what is stated in paragraph 57 of the main report of the Secretary-General that, since 2016, measures for the holding and use of vehicles have been formulated with a view to allowing missions to rationalize the need for vehicle usage in family duty stations. The Committee reiterates that a coherent policy regarding the vehicle holdings of special political missions at family duty stations should be formulated and that detailed information by mission should be provided in the proposed budgets for 2020 (para. 37).

The Advisory Committee has discussed, over the years, the status of the Kuwait Joint Support Office and the lack of a business case study, with an independently validated full cost-benefit analysis, for approval by the General Assembly. The Committee has expressed the expectation that the proposal of the Secretary-General on the global service delivery model would also respond to its previous request, endorsed by the Assembly in its resolution [68/247 A](#), to provide such an analysis, both qualitative and quantitative, of the Support Office. Moreover, the Committee has pointed out that the Support Office was established by the Department of Field Support in response to the security situations in Iraq and Afghanistan and was later expanded by the Department to include other missions. The Committee therefore continues to be of the view that the Kuwait Joint Support Office is not a shared service centre approved by the Assembly. The Advisory Committee reiterates that, while it does not object to the proposals for 2019, it recalls that, in accordance with General Assembly resolution [70/248](#), any changes to the existing and future service delivery model must be approved by the Assembly (paras. 54 and 55).

In the family duty stations of Kuwait and Tehran, official vehicles are strictly limited to performing official duties and are not issued to staff for personal use. The vehicles are also reserved for visiting staff from Baghdad.

See response above to paragraph 11 of General Assembly resolution [73/279](#).

*Recommendation**Action taken to implement the recommendation*

The Advisory Committee has noted the trend of the decreasing number of positions nationalized in recent years by the special political missions. Compared with the conversion of 12 international positions to national positions in 2016 (UNSMIL (7), UNAMI (4) and UNIOGBIS (1)), only one position was nationalized in 2017 (UNAMI) and two in 2018 (UNSMIL and UNAMI), as well as the establishment of one new national professional position in UNAMA. The Committee notes from the report of the Secretary-General that a total of five positions are proposed for nationalization for 2019 in three missions (UNSMIL (1), the United Nations Verification Mission in Colombia (1) and UNAMI (3)). Upon enquiry, the Committee was informed that one of the biggest challenges is finding personnel with the right skill sets, which may not be available in the host country or in specific regions of the country, in particular during conflict and post-conflict phases. While recognizing that circumstances on the ground may limit the possibility of nationalizing some positions, the Advisory Committee notes with concern the lack of progress in the implementation of General Assembly resolutions [61/276](#) and [66/264](#) and reiterates its call to the Secretary-General to take all measures necessary to ensure that the resolutions are properly implemented (paras. 56 and 57).

With respect to the formulation of indicators of achievement for individual missions, the Advisory Committee has made comments in its reports on a few missions. The Committee reiterates its view that certain indicators of achievement can be improved in order to better reflect what could be achieved by United Nations entities and the activities for which they can be held accountable (para. 58).

UNAMI continually reviews its international staffing complement and proposes for nationalization positions that can be nationalized given the functions and levels of responsibility. In 2020, seven posts are proposed for nationalization. In addition, the Mission is proposing the abolition of three international staff positions and transferring the functions to existing national staff.

UNAMI takes note of this recommendation and has improved its presentation of results in line with General Assembly resolution [72/266 A](#). The proposed budget now includes programme plan and performance information for 2020.

### **Thematic cluster I: special and personal envoys, advisers and representatives of the Secretary-General**

[\(A/73/498/Add.1\)](#)

*Recommendation**Action taken to implement the recommendation*

The Advisory Committee was informed that the proposed resources for 2019 in the amount of \$1,594,800 under facilities and infrastructure for the Office of the Special Envoy of the Secretary-General (Burundi) include \$1,045,800 for the rental of premises because, following the end of cost-sharing arrangements with other United Nations agencies in Bujumbura, the Office will be responsible, starting in 2019, for the costs of rental, security and maintenance of the premises used. The Advisory Committee encourages the Secretary-General to undertake efforts to seek out cost-sharing arrangements in the future, as appropriate (para. 28).

UNAMI has implemented cost sharing in common services and security with the United Nations country team in locations where the Mission provides the services. There is also a memorandum of understanding that is backed by a service level agreement with each agency specifying the shared resources and services with amounts payable.

**Thematic cluster III: regional offices, offices in support of political processes and other missions**

(A/73/498/Add.3)

<i>Recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>With respect to the conversion of the 17 general temporary assistance positions, the Advisory Committee was informed that 5 of the 17 positions were still vacant as at 30 September 2018, namely 2 Electoral Officer (P-4), 2 Associate Electoral Officer (National Professional Officer) and 1 Administrative Assistant (Local level) positions. The Committee reiterates the view that, as a matter of overall policy, the continuing requirement for vacant positions should be regularly reviewed and justifications provided for their retention (para. 19).</p>	<p>UNAMI continues to fill vacant posts as expeditiously as possible and proposes for abolition those posts whose functions are no longer considered necessary.</p>
<p>The Secretary-General indicates that the Kuwait Joint Support Office provides administrative support to the United Nations Regional Centre for Preventive Diplomacy for Central Asia. The Advisory Committee recalls that in the context of his report on UNAMA, the Secretary-General indicated that in terms of the proposed organizational changes, an evaluation of requirements for the Kuwait Joint Support Office took place and it was determined that the staff required should be redistributed across the Office's major client missions to ensure appropriate sharing of costs. The Secretary-General further indicates that the core client missions of the Office include UNAMA, UNAMI, the Office of the Special Envoy of the Secretary-General for Syria, the Office of the Special Envoy of the Secretary-General for Yemen and the United Nations Regional Centre for Preventive Diplomacy for Central Asia. The Committee was informed, upon enquiry, that the Regional Centre is considered too small to contribute resources to the Kuwait Office. The Committee stresses that administrative support provided by one United Nations entity to another should be provided on a reimbursable basis, as appropriate (para. 20).</p>	<p>UNAMI is currently providing logistical, security and administrative support to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant on a cost reimbursable basis. Similar arrangements exist for the United Nations country team in Iraq and UNAMA in the Kuwait Joint Support Office where common services and security are provided on a cost reimbursable basis.</p>
<p>The Advisory Committee was provided with information indicating that resources for consultants amounting to \$256,900 are proposed to provide for substantive expertise in a number of areas, including pastoralism, security, peace, statistical data analysis support, governance, rule of law, electoral issues and radicalization. The Committee notes that the decrease in resources proposed for 2019 in the amount of \$19,400 reflects the utilization of in-house capacity in areas such as technical field assessment and security sector reform and as such, commends the mission for its use of in-house capacity. The Advisory Committee reiterates its view that, while recognizing that the use of external consultants may be necessary to acquire specialized</p>	<p>UNAMI takes note of this recommendation and proposes the use of consultants only when specialized expertise cannot be met within the Mission.</p>

*Recommendation**Action taken to implement the recommendation*

expertise not readily available in house, reliance on the use of external consultants should be kept to an absolute minimum (paras. 31 and 32).

### **United Nations Assistance Mission for Iraq**

([A/73/498/Add.5](#))

*Recommendation**Action taken to implement the recommendation*

UNAMI will provide support to the incoming Investigative Team in carrying out its mandate under Security Council resolution [2379 \(2017\)](#) to collect, preserve and store evidence of acts that may amount to war crimes, crimes against humanity and genocide committed by ISIL in Iraq. The Advisory Committee provides its comments and recommendations in its report on the Investigative Committee. The Committee stresses that administrative support provided by one United Nations entity to another should be provided on a reimbursable basis (para. 7).

With respect to the results-based-budgeting frameworks contained in section II of the report of the Secretary-General, the Advisory Committee was informed, upon enquiry, that as regards indicator of achievement (e) (ii), there is no causality between the work of the Secretary-General and the visits to Iraq by the special procedures mandate holders of the Human Rights Council. The Committee reiterates its view that certain indicators of achievement can be improved in order to better reflect what could be achieved by United Nations entities and the activities for which they can be held accountable (para. 8).

Concerning the proposed establishment of a Conduct and Discipline Officer (P-3), the Secretary-General indicates that the position would assist with the increased workload of the Integrated Conduct and Discipline Unit brought about by the strengthened and evolving accountability framework for addressing sexual exploitation and abuse and other forms of misconduct through prevention, enforcement and remedial action. Over the past four years, Misconduct Tracking System allegations as well as non-Misconduct Tracking System allegations have increased significantly with respect to UNAMA, particularly regarding infractions of rules and regulations, but have generally remained more stable, and, in some instances, decreased, in respect of UNAMI and other missions served by the Unit. In view of the foregoing, the Committee recommends the establishment of this position, but questions the rationale to fund this position

UNAMI is currently providing logistical, security and administrative support to the Investigative Team on a cost reimbursable basis.

See comment above in response to paragraph 58 of [A/73/498](#).

The conduct and discipline functions for UNAMI and UNAMA were combined with the formation of an Integrated Conduct and Discipline Unit covering UNAMI, UNAMA, the United Nations Military Observer Group in India and Pakistan (UNMOGIP), and the United Nations Regional Centre for Preventive Diplomacy for Central Asia. The Unit is headed by the Chief of the Integrated Conduct and Discipline Unit (P-5), funded by UNAMA, who reports through the UNAMI Chief of Staff to the Head of Mission on all incidents of misconduct related to UNAMI. The Chief is supported by an Administrative Assistant (Local level) in Kuwait funded by UNAMI. Through a cost-sharing agreement, UNAMI is funding one position of Conduct and Discipline Officer (National Professional Officer) based in Kuwait. There are other arrangements for cost sharing that include office space (provided by UNAMI), logistics support (provided by

---

*Recommendation*

under UNAMI and recommends that the funding of the positions of the Integrated Conduct and Discipline Unit be reviewed in the next budget submission (para. 14).

The proposed requirements under air operations for 2019 amount to \$3,087,600, representing a decrease of \$921,200 from the appropriation of \$4,080,000 for 2018, owing mainly to the reduced contract price for rental and operation as well as the introduction of cost-sharing arrangements with the Office of the Special Envoy of the Secretary-General for Yemen for one of the two UNAMI aircraft. Upon enquiry, the Advisory Committee was informed that the Office of the Special Envoy would share the operating costs of the aircraft and pay for 232 flight-hours, thus reducing the amount to be borne by UNAMI under the relevant aircraft rental agreement. The Committee welcomes the reduction achieved through sharing the cost of air operations with the Office of the Special Envoy of the Secretary-General for Yemen and encourages similar arrangements in other missions, where feasible (para. 24).

---

*Action taken to implement the recommendation*

both UNAMI and UNAMA), while travel to UNMOGIP and the Regional Centre is funded by those missions as they are smaller and the workload for them is significantly less. The funding of the positions of the Integrated Conduct and Discipline Unit was reviewed in the context of the proposed budget for 2020. The Conduct and Discipline Officer (P-3) is deemed necessary by UNAMI for inclusion in the proposed budget for 2020.

UNAMI takes note of this recommendation and continues to provide fixed-wing aircraft on an as-needed basis to the Office of the Special Envoy of the Secretary-General for Yemen.

## Annex I

## Proposed changes in staffing levels by organizational unit

Organizational unit	Positions approved for 2019	Proposed changes					Positions proposed for 2020
		Abolishment	Establishment	Redeployment	Conversion	Net change	
<b>Office of the Special Representative of the Secretary-General</b>							
Front Office	6	–	–	–	–	–	6
Gender Unit	2	–	–	–	–	–	2
Women's Protection Unit	1	–	–	–	–	–	1
Child Protection Unit	2	–	–	–	–	–	2
Office of the Chief of Staff	29	(1) <sup>a</sup>	–	–	–	(1)	28
Human Rights Office	41	–	–	–	–	–	41
Public Information Office	19	–	–	–	–	–	19
Security Section	223	(2) <sup>a</sup>	–	–	<sup>b</sup>	(2)	221
<b>Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance</b>							
Front Office	5	–	–	–	–	–	5
Tehran Liaison Office	4	–	–	–	–	–	4
Joint Analysis Unit	12	–	–	–	<sup>c</sup>	–	12
Office of Political Affairs	63	(1) <sup>a</sup>	–	–	–	(1)	62
Electoral Assistance Office	12	–	–	–	–	–	12
<b>Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs</b>							
Front Office	6	–	–	–	–	–	6
Development Coordination Office	27	–	–	–	–	–	27
<b>Office of the Chief of Mission Support</b>							
Front Office	5	–	–	–	–	–	5
Environment Unit	1	–	–	–	–	–	1
Planning, Monitoring and Compliance Unit	1	–	–	–	–	–	1
<b>Operations and resource management</b>							
Front Office	6	–	–	–	–	–	6
Logistics Cell	2	–	–	–	–	–	2
Regional offices (Erbil, Kirkuk)	4	–	–	–	–	–	4
Field Technology Section	45	–	–	–	–	–	45
Human Resources Section	11	–	1 <sup>d</sup>	–	–	1	12
Financial Resourcing and Performance Unit	6	–	–	–	–	–	6
Procurement Section	17	–	–	(17)	–	(17)	–
Training Section	5	–	–	(5)	–	(5)	–
Property Management Section	11	–	–	(11)	–	(11)	–
<b>Supply chain management</b>							
Front Office	2	–	–	–	–	–	2
Centralized Warehousing Section	20	–	–	7	–	7	27
Acquisition Management Section	9	–	–	–	–	–	9
Life Support Unit	23	–	–	(23)	<sup>e</sup>	(23)	–
Engineering and Facilities Management Section	56	–	–	(56)	–	(56)	–
Surface Transport Section	50	–	–	(50)	–	(50)	–

Organizational unit	Positions approved for 2019	Proposed changes					Positions proposed for 2020
		Abolishment	Establishment	Redeployment	Conversion	Net change	
Aviation and Movement Control Section	32	–	–	–	–	–	32
Medical Services Section	15	–	–	(15)	–	(15)	–
Procurement Section	–	–	–	16	–	16	16
Property Management Section	–	–	–	11	–	11	11
<b>Service delivery management</b>							
Front Office	–	–	1 <sup>d</sup>	–	–	1	1
Engineering and Facilities Management Section	–	–	–	56	–	56	56
Surface Transport Section	–	–	–	50	–	50	50
Medical Services Section	–	–	–	13	–	13	13
Staff Counselling Unit	–	–	–	2	–	2	2
Life Support Unit	–	–	–	17	–	17	17
Training Section	–	–	–	5	–	5	5
<b>Kuwait Joint Support Office</b>							
Human Resources Section	14	–	–	–	–	–	14
Finance Section	16	–	–	–	–	–	16
Travel Section	3	–	–	–	–	–	3
<b>New York Support Office</b>							
Iraq team of the Middle East and West Asia Division of the Department of Political and Peacebuilding Affairs	4	–	–	–	–	–	4
<b>Total</b>	<b>810</b>	<b>(4)</b>	<b>2</b>	<b>–</b>	<b>–</b>	<b>(2)</b>	<b>808</b>

<sup>a</sup> One position of Associate Political Affairs Officer (P-2), two positions of Close Protection Officer (Field Service) and one position of Administrative Assistant (Local level) to be abolished.

<sup>b</sup> Five positions of Security Assistant (Field Service) converted to Security Assistant positions (Local level).

<sup>c</sup> One position of Information Analyst (P-3) converted to Information Analyst (National Professional Officer).

<sup>d</sup> One position of Chief of Service Delivery (P-5) and one position of Human Resources Officer (Field Service) to be established.

<sup>e</sup> One position of Supply Assistant (Field Service) converted to Supply Assistant (Local level).

## Annex II

## Staffing requirement by location

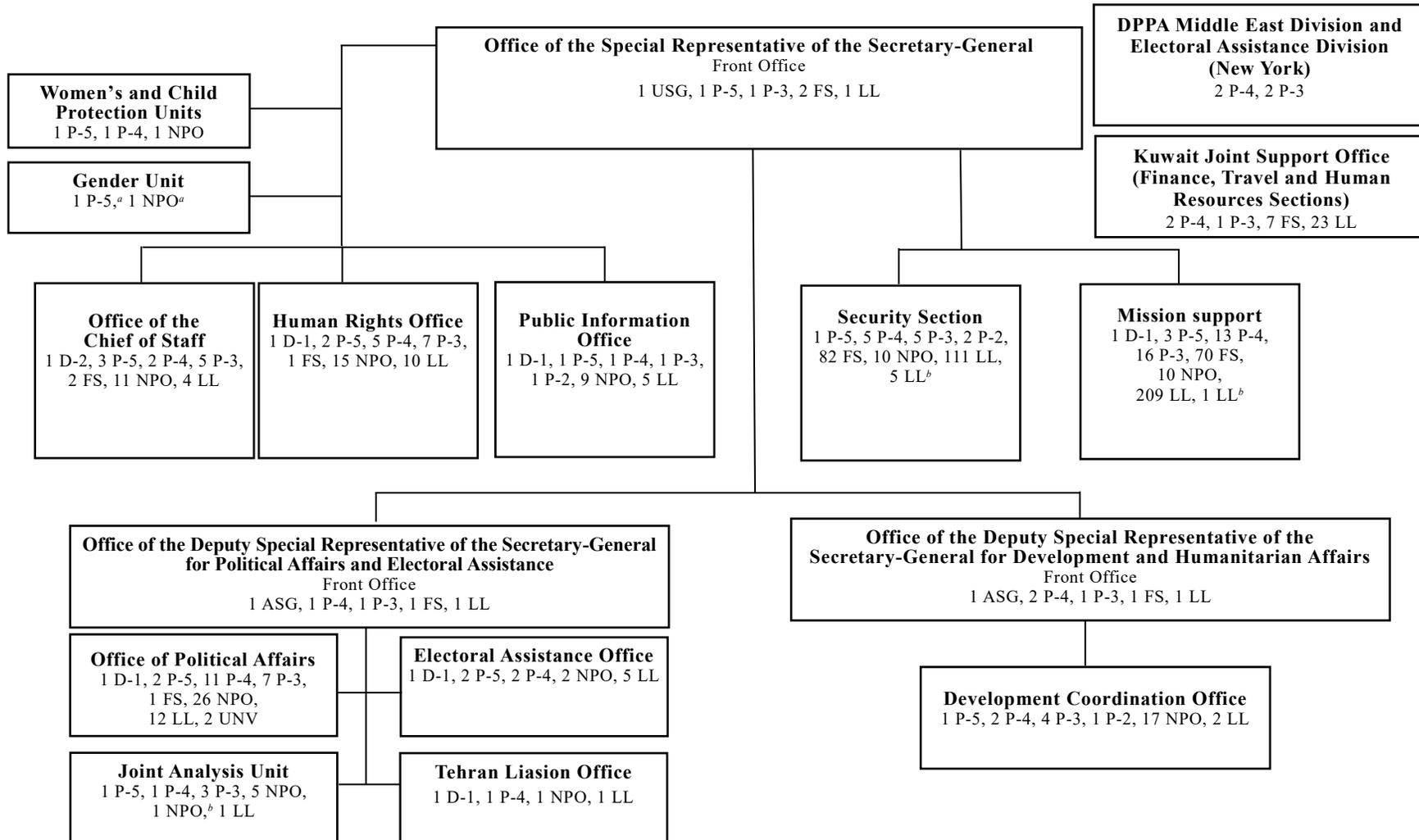
	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field Service</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>		
<b>Approved 2019</b>																
Baghdad	1	2	1	5	14	34	33	3	93	105	–	198	60	195	–	453
Baghdad International Airport	–	–	–	–	–	1	1	–	2	15	–	17	1	15	–	33
Basrah	–	–	–	–	–	1	1	–	2	–	–	2	5	10	1	18
Erbil	–	–	–	–	4	4	9	2	19	29	–	48	21	81	1	151
Kirkuk	–	–	–	–	–	3	5	–	8	5	–	13	6	21	–	40
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4
Mosul	–	–	–	–	–	2	2	–	4	12	–	16	1	6	–	23
Najaf	–	–	–	–	–	1	–	–	1	–	–	1	3	2	–	6
Anbar	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Salah al-Din	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Diyala	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Ninawa	–	–	–	–	–	–	1	–	1	–	–	1	1	–	–	2
Dahuk	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Sulaymaniyah	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Babil	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Karbala'	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Qadisiyah	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Wasit	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Dhi Qar	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Muthanna	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Maysan	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Kuwait	–	–	–	–	–	2	1	–	3	8	–	11	–	56	–	67
New York	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4
<b>Total</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>18</b>	<b>51</b>	<b>55</b>	<b>5</b>	<b>139</b>	<b>174</b>	<b>–</b>	<b>313</b>	<b>108</b>	<b>387</b>	<b>2</b>	<b>810</b>
<b>Proposed 2020</b>																
Baghdad	1	2	1	5	15	34	32	2	92	98	–	190	61	200	–	451
Baghdad International Airport	–	–	–	–	–	1	1	–	2	15	–	17	1	15	–	33
Basrah	–	–	–	–	–	1	1	–	2	–	–	2	5	10	1	18
Erbil	–	–	–	–	4	4	10	2	19	30	–	48	20	81	1	151
Kirkuk	–	–	–	–	–	3	5	–	8	–	5	13	6	21	–	40
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4
Mosul	–	–	–	–	–	2	2	–	4	12	–	16	1	6	–	23
Najaf	–	–	–	–	–	1	–	–	1	–	–	–	3	2	–	6

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field Service</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	
Anbar	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2
Salah al-Din	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2
Diyala	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Ninawa	-	-	-	-	-	-	1	-	1	-	-	1	1	-	-	2
Qadisiyah	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Wasit	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Dhi Qar	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Muthanna	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Kuwait	-	-	-	-	-	2	1	-	3	8	-	11	-	56	-	67
New York	-	-	-	-	-	2	2	-	4	-	-	4	-	-	-	4
<b>Total</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>19</b>	<b>51</b>	<b>54</b>	<b>4</b>	<b>138</b>	<b>167</b>	<b>-</b>	<b>305</b>	<b>109</b>	<b>392</b>	<b>2</b>	<b>808</b>
<b>Change</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(7)</b>	<b>-</b>	<b>(8)</b>	<b>1</b>	<b>5</b>	<b>-</b>	<b>(2)</b>

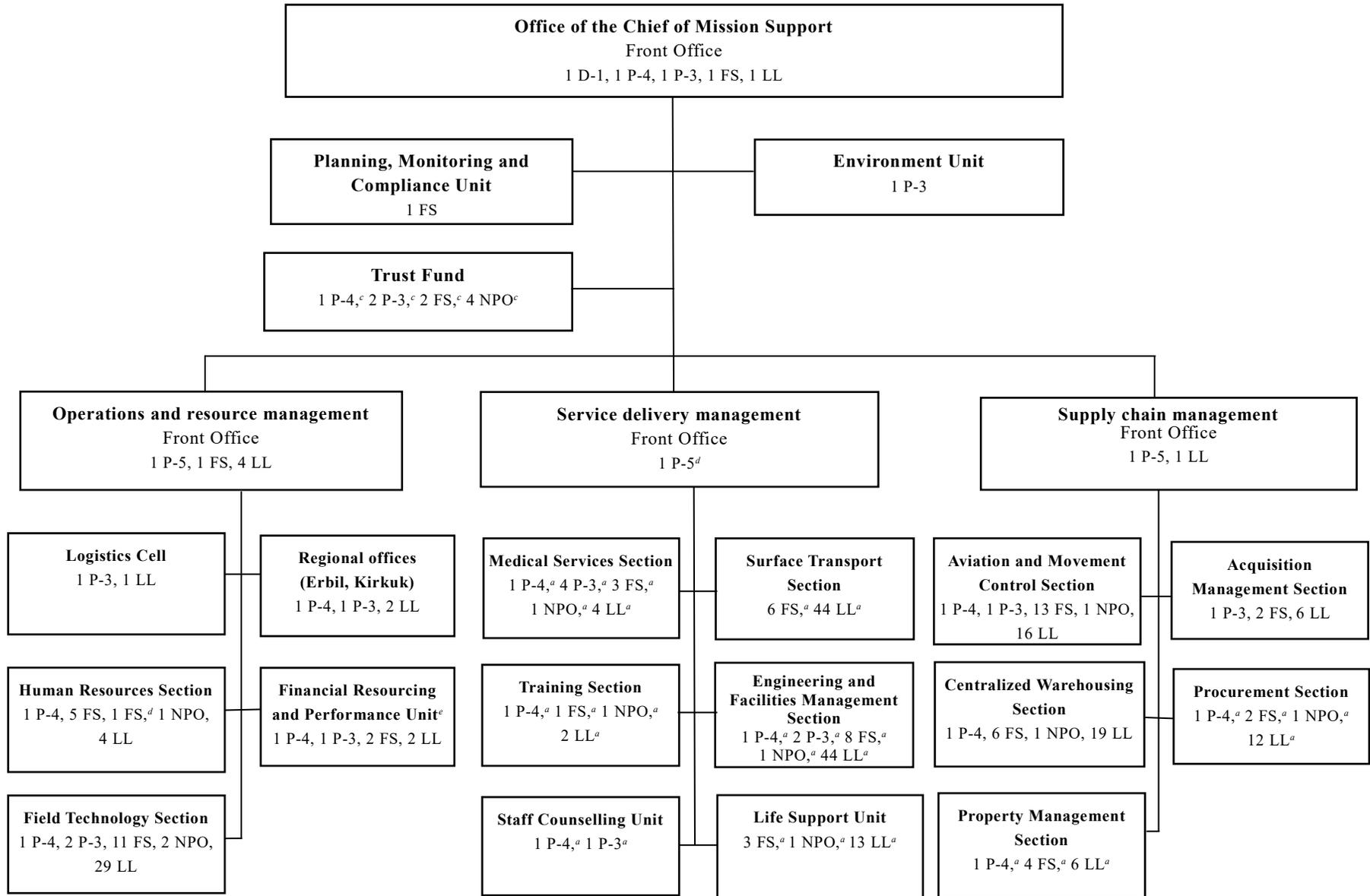
# Annex III

## Organization charts

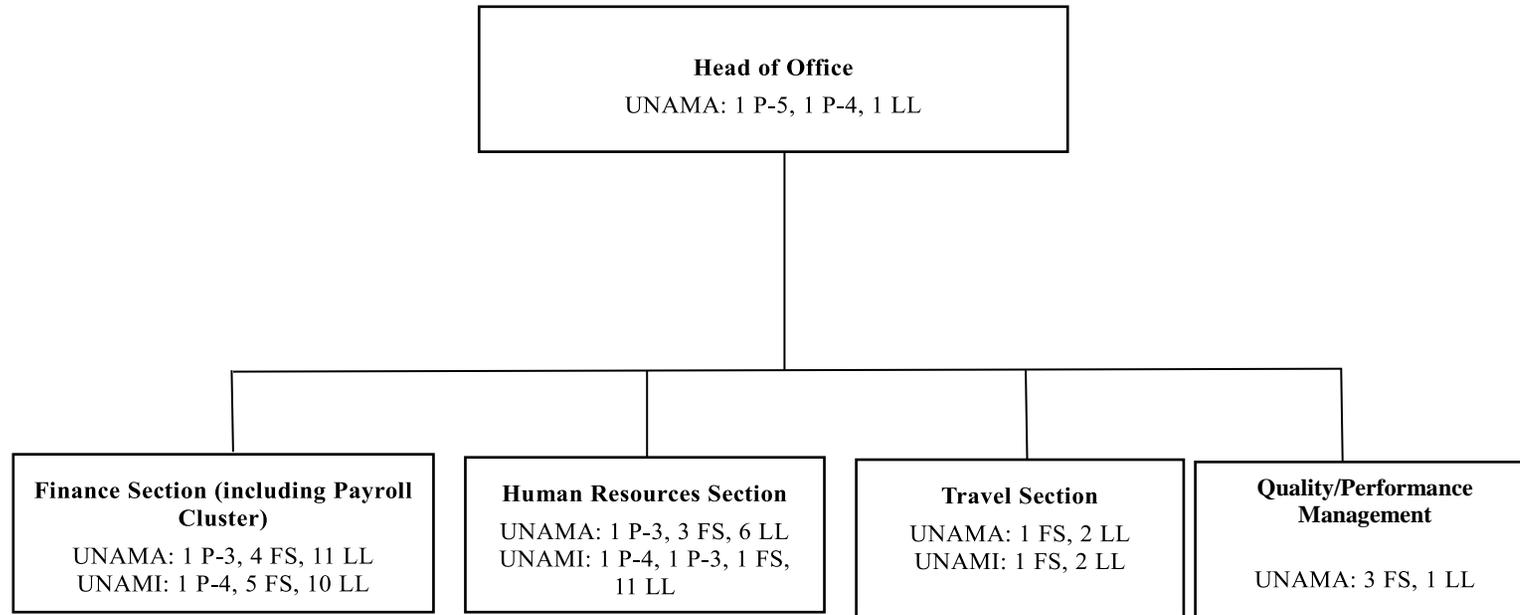
### A. United Nations Assistance Mission for Iraq



**B. Mission support**



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



*Abbreviations:* ASG, Assistant Secretary-General; DPPA, Department of Political and Peacebuilding Affairs; FS, Field Service; LL, Local level; NPO, National Professional Officer; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; USG, Under-Secretary-General.

<sup>a</sup> Redeployment.

<sup>b</sup> Conversion.

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

<sup>d</sup> Establishment.

<sup>e</sup> Unit name change from Budget and Finance Unit to Financial Resourcing and Performance Unit.

<sup>f</sup> Including positions from both UNAMI and UNAMA.

## Annex IV

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

<i>Entity</i>	<i>Description</i>	<i>Approximate annual value (United States dollars)</i>
Government of Kuwait	Solid building	4 015 902
Government of Iraq – Baghdad	Solid building	3 966 067
Government of Iraq – Baghdad International Airport	Solid building	505 110
Government of Iraq – Erbil	Solid building	152 872
Government of Iraq – Kirkuk	Solid building	617 550
<b>Subtotal</b>		<b>9 257 501</b>
Government of Kuwait	Infrastructure	12 264
Government of Iraq – Baghdad	Infrastructure	764 395
Government of Iraq – Erbil	Infrastructure	9 996
Government of Iraq – Erbil	Infrastructure	79 115
<b>Subtotal</b>		<b>865 770</b>
Government of Iraq	Airport landing rights	335 432
Government of Iraq	Airport embarkation/disembarkation fees	1 759
<b>Subtotal</b>		<b>337 191</b>
<b>Total</b>		<b>10 460 462</b>

## Annex V

## Security service costs for 2020

(United States dollars)

	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost</i>	<i>Total cost</i>
<b>A. Acquisition of safety and security equipment</b>					
Uniforms, flags and decals	Baghdad	1	1	40 000	40 000
Ammunition	Baghdad	1	1	23 000	23 000
Arms and ammunition accessories	Baghdad	1	1	15 000	15 000
Firefighting equipment	Erbil	1	1	15 000	15 000
Locks and security hardware and accessories	Baghdad	1	1	9 650	9 650
Personal safety and protection	Baghdad	1	1	10 000	10 000
Security and control equipment	Baghdad	1	1	8 000	8 000
Traffic control	Erbil	1	1	3 000	3 000
Defense/law enforcement/security/safety training equipment	Erbil	1	1	10 000	10 000
Ballistic plate NIJ level III set	Baghdad	30	1	312.5	9 375
Ballistic plate NIJ level III set	Kirkuk	10	1	312.5	3 125
Ballistic plate NIJ level III set	Erbil	10	1	312.5	3 125
Safety and Security equipment – X-ray machine	Baghdad	1	1	20 000	20 000
Safety and Security equipment – walk-through metal detector	Baghdad	1	1	6 000	6 000
Public address system – IP speakers	Baghdad	3	1	500	1 500
Public address system – IP speakers	Erbil	1	1	500	500
Public address system – IP speakers	Kirkuk	1	1	500	500
Access control/RFID system – controller	Baghdad	1	1	600	600
Access control/RFID system – controller	Erbil	1	1	600	600
Access control/RFID system – controller	Kirkuk	1	1	600	600
Access control/RFID system – proximity readers with spares	Baghdad	3	1	250	750
Access control/RFID system – proximity readers with spares	Erbil	3	1	250	750
Access control/RFID system – buildings access control system	Baghdad	1	1	20 000	20 000
<b>Subtotal</b>					<b>201 075</b>
<b>B. Security services</b>					
Security guard	Kuwait	22	12	318	84 000
Security guard	Erbil	16	12	438	84 800
Explosive detection dog	Baghdad/Baghdad International Airport	1	12	12 000	144 000
Explosive detection dog	Erbil	1	12	12 000	144 000
<b>Subtotal</b>					<b>456 000</b>
<b>C. United Nations Guard Unit</b>					
<i>Standard troop cost reimbursement</i>					
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Baghdad	130	12	933	1 455 500
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Baghdad International Airport	38	12	933	425 500

	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost</i>	<i>Total cost</i>
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Kirkuk	77	12	933	862 200
<i>Travel on emplacement, rotation and repatriation</i>					
Commercial ticket – Fiji	Baghdad	130	1	3,960	514 800
Commercial ticket – Fiji	Baghdad International Airport	38	1	3,960	150 480
Commercial ticket – Nepal	Kirkuk	77	1	1,485	114 345
<i>Recreational leave allowance</i>					
Recreational leave allowance	Baghdad	130	1	315	40 950
Recreational leave allowance	Baghdad International Airport	38	1	315	11 970
Recreational leave allowance	Kirkuk	77	1	315	24 255
<i>Daily allowance</i>					
Daily allowance for all troops	Baghdad	130	12	38.65	60 294
Daily allowance for all troops	Baghdad International Airport	38	12	38.65	17 624
Daily allowance for all troops	Kirkuk	77	12	38.65	35 712
<i>Death and disability compensation</i>					
Death and disability compensation		1	1	98 000	98 000
<i>Rations</i>					
Rations – 3 meals at Diwan	Baghdad	130	12	677.5	1 056 949
Rations – midnight meal at Diwan	Baghdad	30	12	225.8	81 304
Bottled water	Baghdad	130	12	35.2	54 961
Bottled water	Baghdad International Airport	38	12	35.2	16 066
Bottled water	Kirkuk	77	12	32.5	30 050
Reserve packs – 3 meals	Baghdad International Airport	38	12	813	370 745
Reserve packs – midnight meal	Baghdad International Airport	12	12	180	26,017
Reserve packs – 3 meals	Kirkuk	77	12	813	751 247
Reserve packs – midnight meal	Kirkuk	8	12	132.5	12 720
<i>Contingent-owned equipment: major equipment</i>					
Fiji – signed memorandum of understanding	Baghdad	130	12	2.5	4 021
Fiji – signed memorandum of understanding	Baghdad International Airport	38	12	2.5	1 175
Nepal – signed memorandum of understanding	Kirkuk	77	12	3.3	3 120
<i>Freight and deployment of contingent-owned equipment</i>					
United Nations Guard Unit – air cargo (cubic meters)	Baghdad	8	1	24 815	198 526
United Nations Guard Unit – air cargo (cubic meters)	Kirkuk	9	1	11 665	104 990
<b>Subtotal</b>					<b>5 238 200</b>
<b>Total (rounded)</b>					<b>5 895 275</b>

*Abbreviations:* NIJ, National Institute of Justice of the United States Department of Justice; RFID, radio frequency identification