



General Assembly

Distr.: General
3 July 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 in Afghanistan

Summary

The present report contains the proposed resource requirements for 2020 for the United Nations Assistance Mission in Afghanistan in the amount of \$136,194,800, net of staff assessment (\$146,342,700 gross).

* A/74/50.



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** 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

(\$136,194,800)



Foreword

I have seen emerging signs of momentum towards peace in Afghanistan, but none of them clearer than during the 2018 Eid-al-Fitr holidays when, for the first time in 17 years, the Afghan Government and the Taliban declared overlapping ceasefires. The declarations led to celebrations between government forces and Taliban combatants in cities across the country, moving people to tears of joy at images of the warring parties embracing. This all-too-short moment shifted the public narrative from war to peace and provided new impetus for national, regional and international efforts to address security, political and development challenges in the country.

In my travels across Afghanistan, it has been abundantly clear to me that ordinary Afghans yearn for a stable and prosperous future. Families, including refugees, returnees and those displaced by the conflict, have expressed gratitude for the work of the United Nations. They believe the future of their country must be one in which civilians are not caught in the crossfire; one in which the fundamental human rights of all Afghans are protected; and one in which the attention and limited development resources of the Government are not diverted by war.

Indeed, while conditions remain difficult for the people of Afghanistan, signs of hope are everywhere. I have spoken with young professionals in Kabul working in media outlets and contributing to the country's thriving news economy. I have spoken with returnees at the Torkham border point, looking for a better future. I have spoken with those registering to vote even after several terrorist attacks at voter registration centres. I have spoken with peace activists who have marched hundreds of miles, barefoot, to make their plea for an end to war.

Several moments stand out for me as emblematic of Afghan resilience. In times of unprecedented challenges – from debilitating droughts and floods, to political disagreement and regional frictions – I have witnessed, first-hand, the absolute and unfettered courage of Afghans undeterred by challenges, threats and intimidation.

For Afghanistan, 2020 marks the mid-point of its transformation decade towards self-reliance. The role of the United Nations Assistance Mission in Afghanistan (UNAMA) remains crucial in supporting donor and government accountability for jointly agreed priorities and the “One United Nations” framework, aligned with the country's development priorities. Afghans look to the United Nations as a source of support, uniquely able to channel their concerns to the international community and well positioned to support coherent international and regional engagement in addressing their country's many challenges.

UNAMA will continue to support Afghan institutions during the transition to self-reliance. But our greater obligation is to support the Afghan people in carrying their country into a hopeful future. In 2001, the former Secretary-General, Kofi Annan, won the Nobel Peace Prize. His speech began with a few simple words: “Today in Afghanistan, a girl will be born”. That girl is now becoming an adult, old enough to vote, old enough to attend university and old enough to pursue the vocation of her dreams. It is for her that UNAMA and the broader international community are working for a safe, prosperous and peaceful Afghanistan.

(Signed) Tadamichi Yamamoto
Special Representative of the Secretary-General for Afghanistan and
Head of the United Nations Assistance Mission in Afghanistan

Overall orientation

Mandates and background

1. The United Nations Assistance Mission in Afghanistan (UNAMA) is responsible for supporting the people and Government of Afghanistan in achieving peace and stability. The mandate is defined in Security Council resolutions [1401 \(2002\)](#) and [1662 \(2006\)](#) and was most recently extended in resolution [2460 \(2019\)](#).
2. In 2018, more civilians were killed in the conflict in Afghanistan than at any time since records have been kept, while 50 per cent of the population was living in poverty and the country was experiencing the worst drought in living memory. Against this backdrop, efforts to pursue a peace process took on a renewed sense of urgency, as did commitments to address the country's interrelated security, governance, human rights and development challenges in a comprehensive way. Given the Mission's mandate, UNAMA will continue to play a role in supporting peace and stability in Afghanistan and in coordinating international civilian efforts in support of national priorities, consistent with the country's long-term agenda and in line with the Transformation Decade (2015–2024).

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

3. The mandate of the Mission guides it in producing the respective deliverables, which contribute to the attainment of the objective. The objective of UNAMA 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 16 to 18 below.

Recent developments

4. In 2018, the Government of Afghanistan renewed its calls to the Taliban to enter into peace talks. The volatility of the security environment intensified, with the civilian population continuing to bear the heaviest toll. Other crises also deepened. The country's refugee and internal displacement problem worsened, government service delivery was further curtailed and the economy declined further. The situation was exacerbated by the worst drought in decades, which further strained the ability of households to maintain basic levels of sustenance and threatened livelihoods beyond the year, given the extensive loss of livestock. Yet, unexpected opportunities for peace took shape, along with shifts in international and regional positions on Afghanistan.
5. In February 2018, the President, Mohammad Ashraf Ghani, offered peace talks to the group without preconditions. In June, the Government announced a unilateral three-day ceasefire over the Eid al-Fitr holiday and released 54 Taliban prisoners as a goodwill gesture. The Taliban announced its own three-day ceasefire for the Eid period and released an unconfirmed number of civil and military captives. This was the first time that either side had announced formal ceasefires during the conflict. Nevertheless, the Taliban did not respond positively to the Government's offer of a second and longer ceasefire in August 2018.
6. In October 2018, an estimated 4 million Afghans braved adverse security conditions and threats from the Taliban to vote in the parliamentary elections. A number of issues, however, such as the last-minute introduction of biometric voter verification, errors in the voter lists and the subsequent need for numerous recounts of the vote, delayed the results and called into question the competence of the electoral management bodies.

7. A new push for peace by Afghanistan received additional impetus with the announcement of the United States Special Representative for Afghanistan Reconciliation, Zalmay Khalilzad, in September 2018. He conducted a number of visits in the region and twice met with the Taliban in late 2018, for face-to-face talks on the future presence of American military forces in Afghanistan and in an attempt to start an intra-Afghan peace dialogue between the Taliban and the Government. Regional countries, notably Pakistan, Russia, the United Arab Emirates and Uzbekistan, also contributed to peace efforts in 2018 by hosting meetings that involved the Taliban and other countries. In addition, meetings of leading Islamic scholars calling for peace were held in Afghanistan, Indonesia and Saudi Arabia.
8. In November 2018, at the Geneva Ministerial Conference on Afghanistan, co-hosted by the Government of Afghanistan and the United Nations, the international community reviewed the Government's progress in meeting national priorities set at the Brussels Conference on Afghanistan, held in 2016. The Geneva Mutual Accountability Framework was adopted to guide actions at the mid-point of the Transformation Decade (2015–2024).

Strategy and external factors for 2020

9. Central to the strategy of UNAMA for 2020 is the Mission's support for sustaining the momentum for an Afghan-owned peace process, including the start of direct negotiations between the Government and the Taliban. To that end, UNAMA will continue its role as an impartial convener and facilitator of meetings between the various stakeholders, so as to maintain internal political stability, support peace and reconciliation processes on the basis of accountability at the national and local levels and further improve regional cooperation in support of peace and stability in Afghanistan. UNAMA will sustain its support for the Government's reform agenda, in particular through advice on normative issues in the areas of human rights, the rule of law and governance, as well as on anti-corruption measures, to address these underlying contributors to the long-standing conflict in the country. As part of its role in leading and coordinating international civilian efforts, UNAMA will enhance the alignment of that support with national priorities, to promote the development of structures that are essential for long-term socioeconomic development in Afghanistan, in line with the 2030 Agenda. The Mission will maintain its focus on human rights monitoring, reporting and advocacy. In addition, UNAMA will increase its support for the capacity-building of national institutions, in particular the Afghanistan Independent Human Rights Commission, and promote the institutionalization of human rights protection within the country's security entities. UNAMA will also strengthen its engagement with Afghan and other institutions to follow up on the recommendations included in its human rights reporting.
10. With regard to external factors, the overall plan for 2020 is based on the following planning assumptions:
 - (a) The 2019 presidential elections will be crucial for ensuring confidence in the Government, which, if perceived as less than credible, combined with the threat of further terrorist attacks in major urban centres, including Kabul, by anti-Government elements, will have a destabilizing effect on the country that will further impede its ability to deliver services to the population and to deliver on the reforms that UNAMA is supporting;
 - (b) Despite ongoing talks between the United States of America and the Taliban, and the Government's articulation of its position regarding peace talks, scepticism remains with regard to the willingness of the Taliban to engage in intra-Afghan talks with the Government;
 - (c) If peace talks between the Government and the Taliban gain traction, the threat from spoilers, such as Islamic State in Iraq and the Levant-Khorasan Province, will increase;
 - (d) The security situation is expected to remain highly volatile, as conflict between government and anti-government elements persists throughout most of the country, which will require continued robust security measures by UNAMA to support its operations, as well as alternative

- modalities for implementing its mandate, when necessary, such as by relying on intermediaries and bringing actors to more secure locations;
- (e) Increased illegal taxation by the Taliban, the exploitation of the illicit economy by multiple Afghan actors, abductions and criminal harassment will contribute to continued instability and complications in the work of UNAMA and make it more difficult for development and humanitarian actors to reach unserved elements of the population in remote rural areas. Those factors will also hamper the extension of State authority and the delivery of sustainable development programmes;
 - (f) The conflict will continue to severely affect civilians, especially women and children, prolonging the high levels of civilian casualties and other human rights violations, including the use and recruitment of children and the misuse of or attacks on schools and health facilities or their personnel. Owing to the Mission's related reporting obligations and follow-up advocacy, its focus with regard to supporting the capacity-building of national sectors, such as civil society and the media, will be limited;
 - (g) The Government's failure to hold current and past perpetrators of grave human rights violations to account will continue to undermine the credibility of its commitment to inalienable human rights and growing trust in the judiciary, both of which UNAMA is supporting;
 - (h) Increased insecurity, rising poverty, unemployment, the economic costs of migration and returnees, continuing humanitarian pressures, challenges to private sector growth and political fragility will further constrain the country's economic development and growth, resulting in its continued reliance on international support, thereby placing further pressure on donor funding and on the Government's ability to deliver basic services to the population;
 - (i) The large illicit economy, driven primarily by illegal taxation, narcotics and control over natural resources, will prolong the distortion of the country's economy and contribute to the conflict, criminal activity, ongoing nepotism in Government and corruption and will, in turn, perpetuate the challenges that UNAMA faces in supporting efforts to strengthen the rule of law and extend State authority.
11. The Mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For peace and reconciliation, the result reflects finding that, through training in mediation as part of local peace initiatives, women develop the skills to participate in conflict prevention, management and resolution, as well as in the peace process itself, and become empowered to do so. For human rights, the Mission's reporting includes disaggregated data on the impact of the armed conflict on women, as well as on accountability and justice for crimes of violence against women and girls. The data collected will enable targeted advocacy, such as recommendations on measures to advance the implementation of the Law on the Elimination of Violence against Women.
 12. With regard to cooperation with other entities, UNAMA assists the Government of Afghanistan in the Heart of Asia-Istanbul Process and related confidence-building measures in cooperation with United Nations entities, including the United Nations Office on Drugs and Crime, the Office of Counter-Terrorism, the United Nations Development Programme (UNDP), the Economic and Social Commission for Asia and the Pacific, the Office for the Coordination of Humanitarian Affairs, the United Nations Office for Disaster Risk Reduction, the World Food Programme, the United Nations Children's Fund and the United Nations Educational, Scientific and Cultural Organization. The Mission also works with the United Nations Regional Centre for Preventive Diplomacy for Central Asia to support the participation of the Government of Afghanistan in various regional forums, in order to facilitate dialogue and cooperation with other Central Asian countries.
 13. With regard to inter-agency coordination and liaison, UNAMA works with the United Nations country team to reinforce alignment, efficiency and effectiveness among United Nations programmes in Afghanistan. The Mission's work is also guided by the Afghanistan National Peace and Development Framework and the country's implementation of the Sustainable Development

Goals. In 2017, the United Nations country team agreed to extend the United Nations Development Assistance Framework 2015–2019 to 2021, to align it with the timeline of the Afghanistan National Peace and Development Framework. As part of the United Nations commitment to deliver more tangibly as one, UNAMA engages with United Nations agencies, funds and programmes through a “One United Nations” approach, providing technical guidance and input to strengthen the humanitarian-development-peacebuilding nexus. In addition, UNAMA collaborates closely with the United Nations country team, in particular in areas relating to the rule of law, governance, human rights and gender, focusing on policy issues and good offices to deliver related programme activities.

Evaluation activities

14. The following evaluations and self-evaluations are planned for 2020:
 - (a) OIOS audits on data classification and privacy, crisis response, leave and attendance and the provision of medical services;
 - (b) Self-evaluation of the implementation of the delegation of authority for special political missions that are led by the Department of Political and Peacebuilding Affairs.

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



1. Objective

15. The objective, to which this Mission contributes, is to achieve peace and stability in Afghanistan.

2. Alignment with the Sustainable Development Goals

16. 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; eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation; 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.
17. 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; promote the rule of law at the national and international levels 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; and promote and enforce non-discriminatory laws and policies for sustainable development.
18. Furthermore, the objective is also aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Progress towards the attainment of the objective will help to strengthen domestic resource mobilization, including through international support; mobilize additional financial resources and enhance international support for implementing effective and targeted capacity-building to support national plans to implement all the Sustainable Development Goals.

3. Highlighted results in 2018

Afghan men and women elect their representatives

In 2018, an estimated 4 million Afghans participated in the long-delayed parliamentary elections, defying security risks and overt threats by the Taliban to exercise their fundamental right to vote. The support, advice, coordination and assistance provided by UNAMA and UNDP played an integral role in the implementation of electoral reforms, including the establishment of the first-ever polling centre-based voter registration process leading up to the elections on 20 October. The sustained technical and procurement support for voter registration, candidate nomination, ballot preparation and printing, logistics, training, technology and public outreach supported the country's electoral management bodies in key activities throughout the electoral process. In addition, advocacy and coordination by UNAMA with the Electoral Support Group helped to secure funding for the polls, which were principally underwritten by the international community. With technical assistance from UNAMA and UNDP, the electoral management bodies were also expected to draw lessons from the parliamentary elections to inform further reforms and adopt other corrective measures to prepare for a credible, transparent and broadly accepted presidential poll in 2019, one that is crucial for the future of the country.



A woman displays her finger, coloured with indelible ink, at a Bamyan polling centre for parliamentary elections in Afghanistan. Source: UNAMA

Result and evidence

The deliverables contributed to the result, which is the full management of the elections by the Afghan authorities. Despite intense preparations, the parliamentary elections were marred by major and avoidable irregularities and more than 108 verified security incidents causing 400 civilian casualties.

Evidence of the result includes the conduct of the polls in October 2018 after a three-year-long delay; the participation by Afghans, demonstrating a firm commitment to democracy, despite the security and technical challenges; and the large number of young candidates across the country, along with an unprecedented number of women, who ran for parliamentary seats. Overall, the 2018 elections marked another milestone in the development of the country's democratic processes and showed the determination of the people of Afghanistan to have their votes count. Evidence of the result also includes the formation of a new Independent Election Commission and an entirely new voter registration process, leading to the first-ever polling station-based voter's list, which was designed to mitigate the largest source of fraud affecting previous elections.

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

Concrete steps towards accountability and self-reliance

In 2018, the Government of Afghanistan and the United Nations co-hosted the Geneva Ministerial Conference on Afghanistan as a platform for the international community to reinvigorate its solidarity with the people of Afghanistan in their efforts for peace and prosperity and for the Government to renew its commitment to development and reform. In all, 96 countries and organizations participated in the event, actively discussing the country's most formidable development challenges in the framework of its movement towards self-reliance, according to the vision set out in the Transformation Decade (2015–2024) and in the context of renewed hopes for peace.

The Conference provided a format for refining strategies to address the high levels of poverty and unemployment, projections of reduced economic growth, stagnating social indicators and substantial



A citizen renews his business license at the customer service centre in Mazar-e Sharif municipality. Built by UNDP, the centre is a convenient one-stop shop for citizens to access government services. Source: UNDP

population movements in Afghanistan, as well as a debilitating drought that has had an impact on the entire country. In that context, the Government presented a plan to achieve peace with the Taliban, a strategy to achieve substantially higher economic growth rates by 2024 and implementation plans for all 10 national priority programmes. The United Nations, for its part, presented the “One United Nations” framework for Afghanistan, demonstrating how its work in the normative, education, food security, nutrition and livelihoods, health, return and reintegration and rule of law thematic areas contributes to outcomes that both the Afghanistan National Peace and Development Framework and the national priority programmes seek to achieve.

Result and evidence

The deliverable contributed to the result, which is the international community’s reaffirmation of its continued assistance to Afghanistan in helping it to achieve self-reliance on the basis of mutual accountability between development partners and the Government, while recognizing the need to make progress on reforms, in particular in the interest of fostering private sector growth and regional economic connectivity. Conference attendees assured the Government of continued international assistance to Afghanistan in the event that a peace agreement is reached with the Taliban.

Evidence of the result includes the adoption by the Government and the international community of a joint communiqué and the Geneva Mutual Accountability Framework for 2019–2020.

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

Evidence-based advocacy to protect Afghan civilians from harm

In 2018, the conflict in Afghanistan continued unabated, displacing families, destroying infrastructure, setting back crucial services and causing untold human suffering. With the exception of the brief period of overlapping ceasefires during Eid-al-Fitr, which brought a temporary respite from war, the conflict continued to cause high levels of civilian casualties, with the most civilian deaths recorded in any year since the systematic documentation of civilian casualties began in 2009. In addition, the absence of functioning courts in some areas and dysfunctional justice institutions in others contributed to a climate of impunity for human rights violations. Compounding those realities, the emergence of operatives of Islamic State in Iraq and the Levant targeting the Shia community heightened concerns about the potential spread of the conflict along sectarian lines.



Funeral ceremony of Samim Faramarz, an Afghan journalist with the Tolo News agency, killed in a suicide attack with three other journalists while reporting at the scene of a car bomb that killed at least 22 civilians and wounded more than 75 others. Source: UNAMA

In that context, UNAMA continued to advocate with all parties to the conflict and provided advice and technical assistance to ensure the protections afforded to civilians under international humanitarian and human rights law and respect for human rights in Afghanistan. The Mission’s evidenced-based advocacy and technical support work was informed by a rigorous data-gathering and data-verification methodology, which also forms a central part of its annual, quarterly and special thematic reports on the protection of civilians.

Result and evidence

The deliverables contributed to the result, which is the adoption of new measures to protect civilians, such as operational plans developed by the parties to the conflict to protect civilians from harm; the Government’s continued implementation of its policy and action plan on civilian casualty prevention and mitigation; public statements by the Taliban ahead of the commencement of its 2018 “spring offensive”, indicating that the group’s leadership had advised its local commanders to avoid carrying out attacks in civilian-populated areas; the full establishment of child protection units within Afghan National Police recruitment centres in all remaining provinces, to prevent the recruitment and use of children; and the establishment by the Afghanistan Independent Human Rights Commission of a database for recording civilian casualties. Following a number of incidents, monitoring and documentation by UNAMA, and its subsequent advocacy with the relevant parties to the conflict, led to an acknowledgement of civilian casualties and reparations for harm suffered. For instance, a UNAMA special

report on an airstrike in the northern region that caused almost 100 civilian casualties, most of whom had been children, resulted in an apology from President Ghani and the payment of compensation to the victims and their families.

While overall civilian casualties remained at high levels owing to significant increases in suicide attacks and aerial operations, the Afghan national security forces, the international military forces and the Taliban took further measures to protect civilians from harm. The Afghan national security forces revised targeting protocols for aerial attacks and began to include legal advisers in their targeting processes. The international military forces reorganized their process for reviewing allegations of civilian casualties, including allowing legal advisers to conduct independent reviews. For their part, the Taliban indicated that they had revised their rules concerning the use of improvised explosive devices and provided awareness training to their members on avoiding civilian casualties.

Evidence of the result includes a revision of protocols and processes by the Government, as well as a review of communications and redress mechanisms by the parties to the conflict.

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

19. A first planned result for 2018, which is for the sociopolitical environment to be increasingly conducive to sustainable peace and stability, 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.9](#)), was partially achieved, as evidenced by the 12 conflict-resolution dialogue facilitation activities, which included a broadening of the knowledge of peace processes and negotiations, conducted with the Taliban Political Commission and other Taliban representatives to facilitate direct talks with the Government of Afghanistan. Beyond the 10 planned, 2 activities were held in support of peace initiatives between the Taliban and authorities at the local level. None of the four planned capacity-building and dialogue facilitation initiatives, to be conducted at the request of the Government with the Afghan High Peace Council and other entities, took place, as they had not been solicited. Initiatives in support of future peace talks and an all-inclusive peace and reconciliation process instead took the form of meetings and proximity talks convened or hosted by the United States and regional stakeholders.
20. A second planned result for 2018, which is increased effectiveness of development and humanitarian assistance to Afghanistan and improvement of Afghan institutions, as referred to in the report of the Secretary-General, was achieved, as evidenced by the convening of four high-level consultations with the Government, which resulted in the finalization of the “One United Nations” framework for Afghanistan and the holding of the Ministerial Conference in Geneva. In order to increase effectiveness and strengthen integration and coherence across the activities of the United Nations system and increase alignment with government development priorities, the Afghanistan National Peace and Development Framework and the Sustainable Development Agenda, regular consultations were undertaken within the United Nations, as well as with government coordination bodies, such as the Executive Committee for the Sustainable Development Goals.
21. A third planned result for 2018, which is increased realization of human rights for all, as referred to in the report, was achieved, as evidenced by the improved coordination of efforts among all stakeholders to ensure that the protection of civilians in armed conflict was in line with international human rights and humanitarian laws. This result was specifically demonstrated by the Government’s implementation of the National Policy on Civilian Casualty Prevention and Mitigation by the National Security Council, with such measures as increased restrictions on the use of indirect weapons in civilian populated areas, resulting in a reduction of civilian casualties by pro-Government forces by 9 per cent during ground engagements in 2018 compared to 2017. In addition, the Government made efforts to meet its obligations under the Protocol on Explosive Remnants of War to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects, to track and mark locations of possible contamination from unexploded ordnance. In addition, it revised targeting protocols for aerial attacks and began to include legal advisers in its targeting processes.

4. Highlighted planned results for 2020

A negotiated peace in Afghanistan

In 2018, despite several positive developments at the national, regional and international levels towards advancing peace in Afghanistan, most notably President Ghani's historic no-preconditions peace offer to the Taliban to engage in talks, the year ended without a lasting breakthrough in resolving the long-standing conflict.

Challenge and response

The challenge is for the Mission to capitalize on the two most notable developments of 2018, the first being the President's offer to talk peace with the Taliban, anywhere and at any time, including with the assistance of the United Nations, and the second being the overlapping ceasefires. The complexity of leveraging what resulted from both developments, namely, an emerging and increasingly popular narrative of peace, was compounded by a fragile political climate, an intensification of battlefield engagements and other pressing national priorities, most notably the parliamentary elections, held in October 2018.

In response, for 2020, UNAMA will strengthen its good offices, building on the gains made in 2019, to engage all parties to the conflict, at their request and in the interests of shaping the environment in which direct negotiations take place, and assist in the implementation and monitoring of any agreements reached. Those intensified efforts will result in a more programmatic approach, including grassroots outreach and peace initiatives developed at the local level, to informing and supporting national and regional peace efforts. Those initiatives, supported by confidence-building measures designed to bring parties together to create the space for them to find solutions, will contribute to an environment that is more conducive to the advancement of peace negotiations, as well as more sustainable agreements.

Result and evidence

The planned deliverables are expected to contribute to the result, which is a lasting commitment by the parties to the conflict to stop fighting and to engage in formal negotiations on the political future of Afghanistan.

Evidence of the result, if achieved, will include a durable and lasting peace agreement that would end nearly two decades of war, as well as local peace initiatives, thereby immediately improving all aspects of life for the people of Afghanistan. In addition, a negotiated peace should provide an incentive for other stakeholders, regionally and globally, to support the long-term stability of Afghanistan and its development objectives in concrete political and socioeconomic areas.

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

Performance measures

2018	2019	2020
Proximity talks held between the parties to the conflict	Increased confidence between the parties, leading to formal negotiations on the political future of Afghanistan	A lasting peace agreement signed between the Government of Afghanistan and the Taliban, ending the war and leading to increased peace, stability and development, as reflected in a greater number of local peace initiatives, reduced casualties from armed conflict and donor commitment to long-term socioeconomic development objectives in Afghanistan

“One United Nations” framework: deepening the Organization’s reach to the subnational level

In 2018, the United Nations in Afghanistan, led by the Deputy Special Representative of the Secretary-General and Resident Coordinator/Humanitarian Coordinator for Afghanistan, finalized a national “One United Nations for Afghanistan” framework that is aligned with the Government’s peace and development agenda and that enables the Organization to provide more efficient and effective support to the Government and people of the country. Nevertheless, there remain further challenges in fully adapting the framework to the country’s subnational realities so as to maximize the Organization’s ability to support progress made towards peace, sustainable development and reforms.

Challenge and response

The challenge is for the United Nations to offer coherent support for the subnational-level planning process, given that, up to now, the focus of the Organization has been on ensuring alignment with national planning processes, including the development of the “One United Nations for Afghanistan” framework and its alignment with national priorities, and on incorporating the Sustainable Development Goals into the Afghanistan National Peace and Development Framework.

In response, for 2020, UNAMA will collaborate with other United Nations agencies to support provincial development committees and other subnational stakeholders in aligning plans and activities with the priorities identified at the subnational level, in line with the country’s peace and development agenda, national priority programmes, the Sustainable Development Goals and other key government policies. At the same time, the Mission will provide technical advice at the national level, aimed at achieving improved coordination between the United Nations and the Government at the subnational level and the implementation of the subnational governance policy. In order to capitalize on the gains of the “One United Nations for Afghanistan” framework, the United Nations in Afghanistan will also refine its planning and coordinating mechanisms around the interlinked areas of peace, humanitarian assistance and development, at both the national and the subnational levels.

Result and evidence

The planned deliverables are expected to contribute to the result, which is the efficient and effective alignment of United Nations and Government activities at the subnational level with national priorities, plans and programmes, in order to deliver tangible peace dividends and services to Afghans across the country.

Evidence of the result, if achieved, will include the implementation of the Afghanistan National Peace and Development Framework and subnational plans and their contributions to improved social and economic development indicators, as reflected in the national priority plans.

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

Performance measures

2018	2019	2020
Incorporation of the Sustainable Development Goals into the Afghanistan National Peace and Development Framework	Reflection of the Afghanistan National Peace and Development Framework in subnational plans	Implementation of the Afghanistan National Peace and Development Framework and subnational plans and their contributions to improved social and economic development indicators, as reflected in the national priority plans

Securing rights and protecting civilians in conflict

In 2018, UNAMA supported progress in several areas of human rights in Afghanistan, most notably in the roll-out of the country’s new penal code, which criminalized torture and *bacha bazi*. At the same time, civilian casualties remained high. The Mission’s technical support and its evidence-based advocacy with all parties to the conflict

contributed to a reduction in civilian casualties caused by both the Taliban and pro-Government forces during ground engagements.

Challenge and response

The challenge is for UNAMA to be able to work effectively with all parties to the conflict, national human rights counterparts and civil society to protect civilians from harm, without a comprehensive and institutionalized national framework for achieving further advances through systematic prevention, mitigation and response measures. UNAMA adopted a strategy of institutionalizing protection within the Afghan national security forces, including strengthening civil-military dialogue; increasing collaboration with the Afghanistan Independent Human Rights Commission and other United Nations partners for joint advocacy to protect civilians; and engaging in dialogue with other parties to the conflict.

In response, for 2020, UNAMA will scale up the policy advice, training and capacity-building support it provides to the Afghan national defence and security forces on international humanitarian and human rights laws and on monitoring and reporting by related entities with human rights responsibilities. UNAMA will provide technical assistance to the Government in adopting and implementing an action plan to meet its international obligations to protect civilians from the harmful impacts of explosive remnants of war, and it will advocate with the international community to encourage support for the Government in the form of related resources. UNAMA will also assist the Government, in collaboration with international military forces, in improving its civilian casualty tracking mechanism. In addition, the Mission will partner with the Afghanistan Independent Human Rights Commission to increase information-sharing and joint advocacy with civil society, in order to prevent conflict-related harm to civilians and reduce the risk of sectarian attacks.

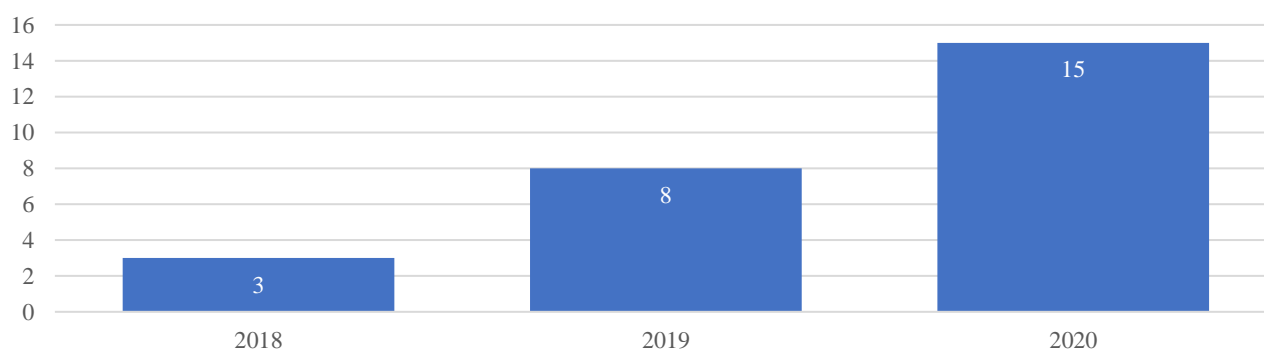
Result and evidence

The planned deliverables are expected to contribute to the result, which is the progressive implementation of human rights obligations, national laws, policies and practices by the Government of Afghanistan and the protection of civilians and civilian infrastructure from physical harm, contributing to the increased realization of human rights for all Afghans.

Evidence of the result, if achieved, will include a reduction in civilian casualties, as shown in the figure below, and a reduction in incidents of violence against women and in the recruitment and use of children in the armed conflict; a decrease in the number of reported cases of torture and ill-treatment; the implementation of recommendations issued by treaty bodies and stemming from the universal periodic review; and the protection of human rights defenders and media workers from harassment, threats and intimidation.

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

Performance measures: percentage of year over year reductions in civilian casualties caused by ground engagements*



* In 2018, UNAMA documented 3,382 civilian casualties by ground engagements, a 3 per cent reduction compared with 2017.

22. 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

23. 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>Category</i>	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	290	259	300	280
Technical materials (number of materials)	7	7	8	7
Non-quantified deliverables				
C. Substantive deliverables				
Good offices				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

24. The variance in seminars, workshops and training events was driven mainly by the decreased number of training sessions on children and armed conflict, primarily owing to the deterioration in the operating security environment, which places constraints on staff with regard to accessing some geographic locations and on the movement of interlocutors to attend the events.

Variances between the planned figures for 2019 and 2020

25. The variance in seminars, workshops and training events is driven mainly by the decreased number of training sessions on peace, civil society and human rights, owing to the completion, by the end of 2019, of capacity-building training for civil society organizations on strengthening their engagement with the United Nations human rights mechanisms.
26. The variance in technical materials is driven by the decreased number of reports on the treatment of conflict-related detainees, owing to the biennial reporting cycle for that report.

B. Proposed post and non-post resource requirements for 2020¹

1. Total resource requirements

Resource requirements (regular budget)

Table 2

Financial resources

(Thousands of United States dollars)

Category of expenditure	2018	2019	2020	Variance	
	Expenditures	Appropriation	Total requirements	Non-recurrent requirements	2020 vs. 2019 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(3)-(2)
Military and police personnel costs	111.3	41.5	41.5	—	—
Civilian personnel costs	101 445.3	96 271.2	94 320.9	—	(1 950.3)
Operational costs	38 154.9	44 382.1	41 832.4	444.1	(2 549.7)
Total (net of staff assessment)	139 711.5	140 694.8	136 194.8	444.1	(4 500.0)

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	7	28	57	61	7	164	145	1	310	124	709	68	1 211
Proposed 2020	1	2	1	7	28	55	58	6	158	142	1	301	125	710	68	1 204
Change	—	—	—	—	—	(2)	(3)	(1)	(6)	(3)	—	(9)	1	1	—	(7)

27. The proposed resource requirements for 2020 for the UNAMA amount to \$136,194,800 (net of staff assessment) and would provide for the deployment of one military observer (\$41,500), salaries and common staff costs (\$94,320,900) for the continuation of 1,200 positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 7 D-1, 27 P-5, 55 P-4, 58 P-3, 6 P-2, 142 Field Service, 1 General Service, 123 National Professional Officer, 709 Local level and 68 United Nations Volunteers) and the proposed establishment of 4 new positions (1 P-5, 2 National Professional Officer and 1 Local level), as well as operational costs in the amount of \$41,832,400, as detailed in table 20 below. The proposed staffing establishment for 2020 includes 90 positions to be cost-shared with the resident coordinator system and agencies, funds and programmes, comprising the Deputy Special Representative for the development pillar (Assistant-Secretary-General), 7 positions of Security Officer (Field Service) in the Guard Force Unit and the Operations and Crisis Coordination Centre, 43 positions of Field Security Guard (Local level) and 39 positions of Field Security Radio Operator (Local level).
28. The proposed resource requirements for 2020 reflect a net decrease of \$4,500,000 compared with the approved budget for 2019, which is attributable mainly to:

¹ The following abbreviations may be used in tables: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer; USG, Under-Secretary-General.

- (a) Reduced requirements for civilian personnel costs, resulting from the proposed abolishment of 10 international positions and 1 national position, offset in part by the proposed establishment of 1 international position and 3 national positions;
- (b) A proposal for the cost-sharing of seven positions of Security Officer (Field Service) in the Guard Force Unit and the Operations and Crisis Coordination Centre with United Nations agencies, funds and programmes. UNAMA will contribute 25 per cent and the other United Nations entities will contribute 75 per cent to the total costs;
- (c) Reduced requirements for operational costs resulting primarily from: (i) the proposed replacement of one fixed-wing aircraft at lower rental costs and lower projected fuel consumption; (ii) the lower volume of acquisition of communications and information technology equipment and lower recurrent requirements for network services and spare parts; and (iii) reduced requirements for freight and related costs resulting from the lower volume of equipment acquisition.

Vacancy rates

- 29. The actual deployment of military personnel and all other mission staff in 2018 resulted in the following annual average vacancy rates: 67 per cent for military observers, 13 per cent for international staff, 10 per cent for National Professional Officers, 4 per cent for Local level staff and 11 per cent for United Nations Volunteers.
- 30. In 2019, the approved vacancy rates are zero per cent for military observers, 7 per cent for international staff, 5 per cent for National Professional Officer, 3 per cent for Local level staff and 7 per cent for United Nations Volunteers.
- 31. For 2020, a vacancy rate of 8 per cent has been applied for continuing international positions in Afghanistan, Kuwait, Pakistan and the Islamic Republic of Iran, while a vacancy rate of 5 per cent has been applied for continuing international positions based in New York. A vacancy rate of 50 per cent has been applied for one proposed international position. For national positions, a vacancy rate of 3 per cent has been applied for continuing national positions in both categories, while vacancy rates of 50 per cent and 35 per cent have been applied for two proposed National Professional Officer positions and one proposed Local level position. A vacancy rate of 7 per cent has been applied for United Nations Volunteer positions.

2. Staffing requirements

- 32. For 2020, changes to the staffing establishment of UNAMA are proposed, as a result of recent developments in the peace process, including the opening of direct talks between the United States and the Taliban, the expansion of intra-Afghan dialogue in support of a peace process and the intensified engagement on peace and reconciliation issues by the regional partners of Afghanistan.
- 33. Regarding mission support, adjustments to its staffing structure were made mainly to align with the structure introduced in 2018. The proposed changes will support the workload in centralized warehousing and realigns the reporting lines of the positions in accordance with their functional structure.
- 34. On the basis of the above, a net decrease of 7 positions is proposed, resulting from the proposed establishment of 4 positions and the proposed abolishment of 11 positions. In addition, the proposed changes in staffing include the redeployment of 11 positions and the reassignment of 1 position, primarily under the mission support structure.
- 35. All of the proposed changes to the staffing structure of UNAMA for 2020 are listed below, by organizational unit, and explained in the paragraphs that follow.

Office of the Special Representative of the Secretary-General for Afghanistan

- (a) Abolishment of one position of Legal Officer (P-3) in the Legal Affairs Unit in the Office of the Chief of Staff;
- (b) Abolishment of one position of Human Rights Officer (P-3) in the Human Rights Service;
- (c) Establishment of one position of Associate Public Information Officer (National Professional Officer) in the Strategic Communications Service;

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

- (d) Redeployment of two positions of Political Affairs Officer (1 P-3 and 1 United Nations Volunteer) from the Political Affairs Service to the Joint Analysis and Reporting Section;
- (e) Establishment of one position of Senior Political Affairs Officer (P-5) in the Peace and Reconciliation Office;

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

- (f) Abolishment of three positions, comprising one position of Senior Mission Planning Officer (P-5), one position of Coordination Officer (P-4) and one position of Associate Coordination Officer (National Professional Officer) in the Resident Coordinator Office/United Nations Country Team Unit;

Mission support

- (g) Reassignment of one position of Driver (local level) to a position of Team Assistant (local level) in the Office of the Chief of Mission Support;
- (h) Abolishment of one position of Human Resources Officer (Field Service) in the Human Resources and Training Section of the operations and resource management pillar;
- (i) Redeployment of one position of Inventory and Warehouse Assistant (United Nations Volunteer) from the Field Technology Section in the operations and resource management pillar to the Centralized Warehousing Unit in the supply chain management pillar;
- (j) Redeployment of two positions of Transport Assistant (Local level) and one position of Inventory and Warehouse Assistant (United Nations Volunteer) from the Transport Unit in the service delivery management pillar to the Centralized Warehousing Unit in the supply chain management pillar;
- (k) Redeployment of one position of Property Control and Inventory Assistant (Local level) from the Property Management Unit to the Centralized Warehousing Unit in the supply chain management pillar;
- (l) Redeployment of one position of Receiving and Inspection Assistant (Local level) from the Centralized Warehousing Unit to the Property Management Unit in the supply chain management pillar;
- (m) Establishment of one position of Supply Chain Business Intelligence Assistant (Local level) in the Property Management Unit in the supply chain management pillar;
- (n) Redeployment of one position of Transport Assistant (Field Service) from the Transport Unit in the service delivery management pillar to the Acquisition Management Unit in the supply chain management pillar;
- (o) Redeployment of one position of Vehicle Technician (Field Service) from the Acquisition Management Unit in the supply chain management pillar to the Transport Unit in the service delivery management pillar;

- (p) Redeployment of one position of Air Operations Officer (Field Service) from the Aviation Section to the General Supply and Fuel Unit in the service delivery management pillar;
- (q) Establishment of one position of Engineering Assistant (National Professional Officer) in the Engineering and Facilities Maintenance Section in the service delivery management pillar;

Regional and Provincial Offices

- (r) Abolishment of one position of Administrative Officer (Field Service) in Herat region;
 - (s) Abolishment of one position of Associate Human Rights Officer (P-2) in Jalalabad region;
 - (t) Abolishment of two positions of Political Affairs Officer (1 P-4 and 1 P-3) and one position of Security Officer (Field Service) in the province of Faryab (Maymana).
36. 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.

1. Special Representative of the Secretary-General for Afghanistan

Table 4

Staffing requirements: Special Representative of the Secretary-General for Afghanistan

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>		<i>Total inter-national</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/ Security Services</i>	<i>General Service</i>	<i>National Professional Officer</i>	<i>Local level</i>			
Front Office of the Special Representative of the Secretary-General for Afghanistan																
Approved 2019	1	–	–	–	1	1	–	–	3	2	–	5	–	4	–	9
Proposed 2020	1	–	–	–	1	1	–	–	3	2	–	5	–	4	–	9
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff																
Approved 2019	–	–	1	–	2	3	4	–	10	1	–	11	10	5	–	26
Proposed 2020	–	–	1	–	2	3	3	–	9	1	–	10	10	5	–	25
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	–	–	(1)
Human Rights Service																
Approved 2019	–	–	–	1	2	4	2	–	9	1	–	10	6	9	–	25
Proposed 2020	–	–	–	1	2	4	1	–	8	1	–	9	6	9	–	24
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	–	–	(1)
Strategic Communications Service																
Approved 2019	–	–	–	1	1	2	1	–	5	1	–	6	3	10	–	19
Proposed 2020	–	–	–	1	1	2	1	–	5	1	–	6	4	10	–	20
Change	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Gender Advisory Unit																
Approved 2019	–	–	–	–	1	–	1	–	2	–	–	2	–	1	–	3
Proposed 2020	–	–	–	–	1	–	1	–	2	–	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service		National Professional Officer	Local level			
Security Section																	
Approved 2019	–	–	–	–	1	2	4	2	9	61	–	70	2	142	4	218	
Proposed 2020	–	–	–	–	1	2	4	2	9	61	–	70	2	142	4	218	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Total, Special Representative of the Secretary-General for Afghanistan																	
Approved 2019	1	–	1	2	8	12	12	2	38	66	–	104	21	171	4	300	
Proposed 2020	1	–	1	2	8	12	10	2	36	66	–	102	22	171	4	299	
Change	–	–	–	–	–	–	(2)	–	(2)	–	–	(2)	1	–	–	(1)	

37. The Mission is headed by the Special Representative of the Secretary-General for Afghanistan, who provides strategic leadership to the political, human rights and development/humanitarian coordination-related work of the United Nations in the country. The Special Representative also provides overall leadership of the Mission and is responsible for overseeing the work of the Front Office of the Special Representative and the political and development pillars and for ensuring their coherence in fulfilment of the Mission's strategic priorities. The Special Representative also serves as Head of Mission and is responsible for the executive management of the Mission's resources and administration.

38. 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 for Afghanistan, which includes the Office of the Chief of Staff, comprising the Front Office of the Chief of Staff, the Mission Planning Unit, the Legal Affairs Unit, the Integrated Conduct and Discipline Unit and the Language Unit; the Human Rights Service; the Gender Advisory Unit; the Strategic Communications Service; and the Security Section.

Proposed organizational changes

Table 5

Human resources: Special Representative of the Secretary-General for Afghanistan

<i>Positions</i>					
<i>Office/Service/Section/Unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Legal Affairs Unit	-1	P-3	Legal Officer	Abolishment	
Human Rights Service	-1	P-3	Human Rights Officer	Abolishment	
Strategic Communications Service	+1	NPO	Associate Public Information Officer	Establishment	
Total	-1				

39. The following changes in organizational units reporting directly to the Special Representative are proposed for 2020, as reflected in table 5 above.

- (a) **Legal Affairs Unit within the Office of the Chief of Staff:** abolishment of one position of Legal Officer (P-3), owing to a reduction in the number of contracts, resulting from the consolidation of multiple requirements into single contracts;

- (b) **Human Rights Service:** abolishment of one position of Human Rights Officer (P-3), following a review of the workload of the Service with the functions of the position, to be undertaken by the remaining members of the team;
- (c) **Strategic Communications Service:** establishment of one position of Associate Public Information Officer (National Professional Officer) to support the Mission's increased focus on outreach for peace and social cohesion, by coordinating regional outreach activities, providing assistance for the implementation of national information campaigns and developing content for the Mission's digital platforms.
40. The Afghanistan Team of the Asia and the Pacific Division of the Department of Political and Peacebuilding Affairs (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)) will continue to provide backstopping to the Mission, including providing operational support, assisting in identifying and prioritizing critical strategic objectives in line with the Mission's mandate and political needs, and engaging with Member States and other key regional and international partners.

2. Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)

Table 6

Staffing requirements: Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)

	Professional and higher categories								General Service and related categories			National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level		
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)																
Approved 2019	–	1	–	–	–	1	1	–	3	1	–	4	–	3	–	7
Proposed 2020	–	1	–	–	–	1	1	–	3	1	–	4	–	3	–	7
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Political Affairs Service																
Approved 2019	–	–	–	1	3	5	6	1	16	–	–	16	8	8	1	33
Proposed 2020	–	–	–	1	3	5	5	1	15	–	–	15	8	8	–	31
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	–	(1)	(2)
Liaison Office in Tehran																
Approved 2019	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Proposed 2020	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Liaison Office in Islamabad																
Approved 2019	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Proposed 2020	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Joint Analysis and Reporting Section																
Approved 2019	–	–	–	–	1	2	1	–	4	–	–	4	1	4	–	9
Proposed 2020	–	–	–	–	1	2	2	–	5	–	–	5	1	4	1	11
Change	–	–	–	–	–	–	1	–	1	–	–	1	–	–	1	2

	Professional and higher categories									General Service and related categories			National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level			
Elections Support Office																	
Approved 2019	—	—	—	1	—	2	2	—	5	—	—	5	—	—	—	5	
Proposed 2020	—	—	—	1	—	2	2	—	5	—	—	5	—	—	—	5	
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Peace and Reconciliation Office																	
Approved 2019	—	—	—	1	1	1	3	—	6	—	—	6	2	1	—	9	
Proposed 2020	—	—	—	1	2	1	3	—	7	—	—	7	2	1	—	10	
Change	—	—	—	—	1	—	—	—	1	—	—	1	—	—	—	1	
Total, Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)																	
Approved 2019	—	1	—	3	5	13	13	1	36	1	—	37	13	21	1	72	
Proposed 2020	—	1	—	3	6	13	13	1	37	1	—	38	13	21	1	73	
Change	—	—	—	—	1	—	—	—	1	—	—	1	—	—	—	1	

41. The Deputy Special Representative advises the Special Representative on political issues and the dynamics affecting the implementation of the mandate of the Mission.
42. The following organizational units of the Mission are part of the political pillar: Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs); Political Affairs Service; Liaison Office in Tehran; Liaison Office in Islamabad; Joint Analysis and Reporting Section; Election Support Office; and Peace and Reconciliation Office.

Proposed organizational changes

Table 7

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

<i>Positions</i>					
<i>Office/Service/Section/Unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Political Affairs Service	-1	P-3	Political Affairs Officer	Redeployment	To the Joint Analysis and Reporting Section
	-1	UNV	Political Affairs Officer	Redeployment	
Joint Analysis and Reporting Section	+1	P-3	Political Affairs Officer	Redeployment	From the Political Affairs Service
	+1	UNV	Political Affairs Officer	Redeployment	
Peace and Reconciliation Office	+1	P-5	Senior Political Affairs Officer	Establishment	
Total	+1				

43. The following changes in organizational units that are part of the political pillar of the Mission are proposed for 2020, as reflected in table 7 above:
 - (a) **Political Affairs Service:** redeployment of two positions of Political Affairs Officer (1 P-3 and 1 United Nations Volunteer) to the Joint Analysis and Reporting Section;

- (b) **Joint Analysis and Reporting Section:** redeployment of two positions of Political Affairs Officer (1 P-3 and 1 United Nations Volunteer) from the Political Affairs Service, as it is proposed that the reporting functions of the Political Affairs Service and the Joint Analysis and Reporting Section be merged by creating a single reporting stream;
- (c) **Peace and Reconciliation Office:** establishment of one position of Senior Political Affairs Officer (P-5), given that the peace process is taking an increasingly central role in the Afghan political sphere. The opening of direct talks between the United States and the Taliban, the expansion of intra-Afghan dialogue in support of a peace process and intensified engagement on peace and reconciliation issues by the regional partners of Afghanistan have all contributed to unprecedented opportunity for the initiation of formal peace negotiations. The establishment of the Senior Political Affairs Officer (P-5) would allow the Office to expand its good offices role in support of the Afghan peace process, including engagement with high-level political leaders, as well as with decision makers within the conflicting parties. The proposed position would also allow the Mission to strengthen its engagement with regional stakeholders on the peace process in both bilateral and multilateral formats, which would require travel to regional capitals, as well as regular working-level engagement with diplomatic counterparts in Kabul. Both functions require an experienced Senior Political Affairs Officer that is capable of liaising with senior Afghan and international interlocutors on politically sensitive issues.

3. Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (development pillar)

Table 8

Staffing requirements: Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (development pillar)

	Professional and higher categories								General Service and related categories			National staff				United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level			
Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)																	
Approved 2019	–	1	–	–	1	3	1	–	6	2	–	8	2	4	–	14	
Proposed 2020	–	1	–	–	1	3	1	–	6	2	–	8	2	4	–	14	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Resident Coordinator Office/United Nations Country Team Unit																	
Approved 2019	–	–	–	–	1	1	1	–	3	–	–	3	2	1	–	6	
Proposed 2020	–	–	–	–	–	–	1	–	1	–	–	1	1	1	–	3	
Change	–	–	–	–	(1)	(1)	–	–	(2)	–	–	(2)	(1)	–	–	(3)	
Donor Coordination Section																	
Approved 2019	–	–	–	–	1	2	1	–	4	–	–	4	1	–	–	5	
Proposed 2020	–	–	–	–	1	2	1	–	4	–	–	4	1	–	–	5	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Total, Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (development pillar)																	
Approved 2019	–	1	–	–	3	6	3	–	13	2	–	15	5	5	–	25	
Proposed 2020	–	1	–	–	2	5	3	–	11	2	–	13	4	5	–	22	
Change	–	–	–	–	(1)	(1)	–	–	(2)	–	–	(2)	(1)	–	–	(3)	

44. The Deputy Special Representative is responsible for maintaining links with the United Nations country team as part of the role of Humanitarian and Resident Coordinator.
45. The following organizational units of the Mission are part of the development pillar: Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator); Resident Coordinator Office/United Nations Country Team Unit; and Donor Coordination Section.

Proposed organizational changes

Table 9

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

<i>Positions</i>					
<i>Office/Service/Section/Unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Resident Coordinator Office/United Nations Country Team Unit	-1	P-5	Senior Mission Planning Officer	Abolishment	
	-1	P-4	Coordination Officer	Abolishment	
	-1	NPO	Associate Coordination Officer	Abolishment	
Total	-3				

46. In 2020, for the organizational units that are part of the development pillar of the Mission, it is proposed that the following three positions be abolished in the Resident Coordinator Office/United Nations Country Team Unit: one position of Senior Mission Planning Officer (P-5), one position of Coordination Officer (P-4) and one position of an Associate Coordination Officer (National Professional Officer).

Mission support

Table 10

Staffing requirements: mission support

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service		National Professional Officer	Local level		
Office of Chief of Mission Support																
Approved 2019	–	–	–	1	–	1	1	–	3	2	–	5	1	1	3	10
Proposed 2020	–	–	–	1	–	1	1	–	3	2	–	5	1	1	3	10
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operations and resource management																
Approved 2019	–	–	–	–	1	3	3	–	7	15	–	22	10	35	10	77
Proposed 2020	–	–	–	–	1	3	3	–	7	14	–	21	10	35	9	75
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	(2)
Supply chain management																
Approved 2019	–	–	–	–	1	2	1	1	5	7	–	12	4	31	7	54
Proposed 2020	–	–	–	–	1	2	1	1	5	7	–	12	4	34	9	59
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	3	2	5

	Professional and higher categories									General Service and related categories		National staff				United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level			
Service delivery management																	
Approved 2019	–	–	–	–	1	3	6	–	10	10	–	20	12	154	33	219	
Proposed 2020	–	–	–	–	1	3	6	–	10	10	–	20	13	152	32	217	
Change	–	–	–	–	–	–	–	–	–	–	–	–	1	(2)	(1)	(2)	
Total, mission support																	
Approved 2019	–	–	–	1	3	9	11	1	25	34	–	59	27	221	53	360	
Proposed 2020	–	–	–	1	3	9	11	1	25	33	–	58	28	222	53	361	
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	1	1	–	1	

47. Mission support is under the overall responsibility of the Chief of Mission Support, who coordinates and supervises the work of four main areas, namely, the Office of the Chief of Mission Support, operations and resource management, supply chain management and service delivery management.
48. The Mission continues to explore possibilities for cost reduction in conjunction with the country team by sharing a number of common services and premises throughout the country. In addition, UNAMA continues to pursue recovery for the cost of services for which the staff of the agencies may have been incidental beneficiaries on a spare capacity and non-recovery basis, in the past.
49. Operational and support requirements will require that the Mission maintain the existing leased properties, with some adjustments to reflect security-driven needs. Asset replacement will be limited to that prescribed by the Department of Operational Support. The size of equipment holdings, such as vehicles and computers, will continue to be reviewed and matched to actual needs, and any surplus will be made available to other Missions.
50. UNAMA and the United Nations country team continue to review security enhancement measures in the same manner as other international organizations and diplomatic missions present in Afghanistan. In 2018 and 2019, UNAMA has taken mitigating measures recommended following a comprehensive blast assessment completed for its Kabul compounds, and security enhancements have also been undertaken in field offices. The Mission will continue to assess the security situation and will consider appropriate measures to mitigate unfolding security risks.

Proposed organizational changes

Office of the Chief of Mission Support

Table 11
Human resources: Office of the Chief of Mission Support

<i>Office/Service/Section/Unit</i>	<i>Positions</i>			<i>Action</i>	<i>Description</i>
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>		
Office of the Chief of Mission Support	-1	LL	Driver	Reassignment	
	+1	LL	Team Assistant	Reassignment	
Total	–				

51. The Chief of Mission Support is responsible for the effective general management of the human, financial and physical resources allocated to the Mission, and is supported by the Chief of Operations and Resource Management, the Chief of Supply Chain Management and the Chief of Service Delivery Management. The Office of the Chief of Mission Support oversees and manages the work of the Audit Unit, the Environmental and Occupational Safety and Health Unit and the Aviation Safety Unit.
52. In 2020, while the number and levels of positions will remain unchanged, it is proposed that one position of Driver (local level) be reassigned as a position of Team Assistant (local level) in the Office of the Chief of Mission Support, to ensure the timely production and processing of documents, the maintenance of accurate records and the appropriate application of relevant policies, guidelines, procedures and processes.

Operations and resource management

Table 12

Human resources: operations and resource management

Office/Service/Section Unit	Positions				
	Change	Level	Functional title	Action	Description
Human Resources and Training Section	-1	FS	Human Resources Officer	Abolishment	
Field Technology Section	-1	UNV	Inventory and Warehouse Assistant	Redeployment	To the Centralized Warehousing Unit of the supply chain management pillar
Total	-2				

53. The following organizational units are part of the operations and resource management pillar of mission support: Office of the Chief of Operations and Resource Management; Human Resources and Training Section; Budget and Finance Unit; and Field Technology Section.
54. The following changes in organizational units that are part of the operations and resource management pillar of mission support are proposed for 2020, as reflected in table 12 above:
 - (a) **Human Resources and Training Section:** abolishment of one position of Human Resources Officer (Field Service), as a result of restructuring in the section, whereby the functions for the recruitment of international and national staff will be combined and the functions and responsibilities of the position will be redistributed among existing staff in the section;
 - (b) **Field Technology Section:** redeployment of one position of Inventory and Warehouse Assistant (United Nations Volunteer) to the Centralized Warehousing Unit of the supply chain management pillar.

Supply chain management

Table 13

Human resources: supply chain management

<i>Positions</i>					
<i>Office/Service/Section Unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Acquisition Management Unit	+1	FS	Transport Assistant	Redeployment	From the Transport Unit of the service delivery management pillar
	-1	FS	Vehicle Technician	Redeployment	To the Transport Unit of the service delivery management pillar
Centralized Warehousing Unit	+1	UNV	Inventory and Warehouse Assistant	Redeployment	From the Field Technology Section of the operations and resource management pillar
	+2	LL	Transport Assistant	Redeployment	From the Transport Unit of the service delivery management pillar
	+1	UNV	Inventory and Warehouse Assistant	Redeployment	
	+1	LL	Property Control and Inventory Assistant	Redeployment	From the Property Management Unit
	-1	LL	Receiving and Inspection Assistant	Redeployment	To the Property Management Unit
Property Management Unit	+1	LL	Receiving and Inspection Assistant	Redeployment	From the Centralized Warehousing Unit
	-1	LL	Property Control and Inventory Assistant	Redeployment	To the Centralized Warehousing Unit
	+1	LL	Supply Chain Business Intelligence Assistant	Establishment	
Total	+5				

55. The following organizational units are part of the supply chain management pillar of mission support: Office of the Chief of Supply Chain Management; Acquisition Management Unit; Procurement Unit; Centralized Warehousing Unit; Movement Control Unit; and Property Management Unit.
56. The following changes in organizational units that are part of the supply chain management pillar of mission support are proposed for 2020, as reflected in table 13 above:
- (a) **Acquisition Management Unit:** redeployment of one position of Transport Assistant (Field Service) from the Transport Unit of the service delivery management pillar, to realign the functions and current reporting lines and to ensure that acquisitions are processed in a timely manner in Umoja, in line with the Financial Regulations and Rules of the United Nations, and redeployment of one position of Vehicle Technician (Field Service) from the Acquisition Management Unit to the Transport Unit of the service delivery management pillar;
 - (b) **Centralized Warehousing Unit:**
 - (i) Redeployment of one position of Inventory and Warehouse Assistant (United Nations Volunteer) from the Field Technology Section of the operations and resource management pillar, and redeployment of two positions of Transport Assistant (Local level) and one position of Inventory and Warehouse Assistant (United Nations Volunteer) from the Transport Unit of the service delivery management pillar, to complete the implementation of the central warehousing function that commenced in 2018, by realigning the functions and current reporting lines of the respective units. The incumbents would manage equipment and inventory records in accordance with warehousing policies, review and

update records in Umoja and assist in the receiving of equipment, assets and spare parts into the mission area;

- (ii) Redeployment of one position of Property Control and Inventory Assistant (Local level) from the Property Management Unit for the receipt of deliveries, storage location management, physical inventory management and order packing for outbound distribution, as well as the property write-off and disposal functions, in order to realign functions and current reporting lines;
- (iii) Redeployment of one position of Receiving and Inspection Assistant (Local level) from the Centralized Warehousing Unit to the Property Management Unit;

(c) **Property Management Unit:**

- (i) Redeployment of one position of Receiving and Inspection Assistant (Local level) from the Centralized Warehousing Unit, to realign functions and current reporting lines;
- (ii) Redeployment of one position of Property Control and Inventory Assistant (Local level) to the Centralized Warehousing Unit;
- (iii) Establishment of one position of Supply Chain Business Intelligence Assistant (Local level), to support performance reporting and to develop and monitor mission-specific key performance indicators through the creation of a new business intelligence function in the supply chain management pillar so as to achieve a 360-degree performance overview of end-to-end supply chain processes.

Service delivery management

Table 14

Human resources: service delivery management

Office/Service/Section Unit	Positions				
	Change	Level	Functional title	Action	Description
Aviation Section	-1	FS	Air Operations Officer	Redeployment	To the General Supply and Fuel Unit
General Supply and Fuel Unit	+1	FS	Air Operations Officer	Redeployment	From the Aviation Section
Engineering and Facilities Maintenance Section	+1	NPO	Engineering Assistant	Establishment	
Transport Unit	+1	FS	Vehicle Technician	Redeployment	From the Acquisition Management Unit of the supply chain management pillar
	-1	FS	Transport Assistant	Redeployment	To the Acquisition Management Unit of the supply chain management pillar
	-1	UNV	Inventory and Warehouse Assistant	Redeployment	To the Centralized Warehousing Unit of the supply chain management pillar
	-2	LL	Transport Assistants	Redeployment	
Total	-2				

57. The following organizational units are part of the service delivery management pillar of mission support: Office of the Chief of Service Delivery Management; Aviation Section; General Supply and Fuel Unit; Engineering and Facilities Maintenance Section; Transport Unit; and Medical, Staff Counselling and Welfare Section.
58. The following changes in organizational units that are part of the service delivery management pillar of mission support are proposed for 2020, as reflected in table 14 above:
 - (a) **Aviation Section:** redeployment of one position of Air Operations Officer (Field Service) to the General Supply and Fuel Unit;

- (b) **General Supply and Fuel Unit:** redeployment of one position of Air Operations Officer (Field Service) from the Aviation Section, to support, through regular inspection and maintenance, the effective use of the electronic fuel management system, which is intended to reduce the risk of instances of fuel fraud and prevent loss;
- (c) **Engineering and Facilities Maintenance Section:** establishment of one position of Engineering Assistant (National Professional Officer), to ensure strict compliance with United Nations and national environmental standards and the mitigation of related risks;
- (d) **Transport Unit:**
 - (i) Redeployment of one position of Vehicle Technician (Field Service) from the Acquisition Management Unit of the supply chain management pillar, to realign the functions and current reporting lines and to provide technical guidance on all armoured vehicle repairs, conduct technical inspections and training and ensure that the Mission's transport workshop facility delivers technical support in line with vehicle manufacturer guidelines;
 - (ii) Redeployment of one position of Transport Assistant (Field Service) to the Acquisition Management Unit of the supply chain management pillar and two positions of Transport Assistant (Local level) and one position of Inventory and Warehouse Assistant (United Nations Volunteer) to the Centralized Warehousing Unit of the supply chain management pillar.

4. Consolidated Kuwait Office

Table 15

Staffing requirements: Consolidated Kuwait 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/ 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>	<i>Total</i>
Approved 2019	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40
Proposed 2020	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

59. The Consolidated Kuwait Office comprises two components, as follows:

- (a) **UNAMA Support Office in Kuwait**, which includes Mission staff located in Kuwait, undertakes support functions that are not related to the Kuwait Joint Support Office and comprises one position of Chief, Integrated Conduct and Discipline Unit (P-5), reporting directly to the Chief of Staff, located in Kabul. The UNAMA Support Office includes temporary office space for possible evacuees from Mission field offices who cannot be accommodated elsewhere within the mission area, or from Kabul in a possible in extremis situation;
- (b) **Kuwait Joint Support Office**, which provides services to UNAMA and the United Nations Assistance Mission for Iraq (UNAMI) in the areas of finance, human resources and travel. The staffing resources of the Joint Support Office remain incorporated in the budgets of UNAMA and UNAMI and include 39 positions funded by UNAMA (1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 Field Service and 20 Local level) and 33 positions funded by UNAMI. Accountability for the performance of the Office remains with both missions. In addition, both UNAMA and UNAMI contribute to covering the operating costs of the Office. The UNAMA Support Office in Kuwait and the Kuwait Joint Support Office are co-located within the premises currently occupied by UNAMI in Kuwait City.

Kuwait Joint Support Office

Table 16

Staffing requirements: Kuwait Joint Support Office

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service		National Professional Officer	Local level		
Head of Office																
Approved 2019	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Proposed 2020	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Human Resources Section																
Approved 2019	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Proposed 2020	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance Section (including Payroll Cluster)																
Approved 2019	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Proposed 2020	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Travel Section																
Approved 2019	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2020	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Quality/Performance Management																
Approved 2019	–	–	–	–	–	–	–	–	–	3	–	3	–	1	–	4
Proposed 2020	–	–	–	–	–	–	–	–	–	3	–	3	–	1	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Kuwait Joint Support Office																
Approved 2019	–	–	–	–	1	1	2	1	5	14	–	19	–	20	–	39
Proposed 2020	–	–	–	–	1	1	2	1	5	14	–	19	–	20	–	39
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

60. The Kuwait Joint Support Office provides a full range of transactional support services for its core client missions, which 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, 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. Resources for the Joint Support Office are determined on the basis of the number of clients (international and national staff and uniformed personnel) that are supported.

5. Field offices in regions and provinces

61. The UNAMA field presence will remain central to its ability to implement its mandate at the subnational level, including through outreach to populations in remote areas and in challenging security environments. As part of the Mission's reinforced political role in support of peace efforts, priority areas of engagement will include good offices and support to inclusive Afghan-led peace and reconciliation processes, including intra-Afghan dialogue and local peace initiatives with civil society, political groups and armed opposition groups.
62. The Mission currently maintains six regional offices, in Kabul, Kandahar, Herat, Balkh (Mazar-e Sharif), Nangarhar (Jalalabad) and Paktiya (Gardez), and five provincial offices, in Bamyan, Faryab (Maymana), Badakhshan (Faizabad), Baghlan (Pul-e Khumri) and Kunduz.
63. Field offices have a direct reporting line to the Chief of Staff.

Table 17

Staffing requirements: regional and provincial offices

	<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/ Security Services</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>		
Regional offices																
Approved 2019	–	–	–	–	6	11	14	1	32	22	–	54	42	170	9	275
Proposed 2020	–	–	–	–	6	11	14	–	31	21	–	52	42	170	9	273
Change	–	–	–	–	–	–	–	(1)	(1)	(1)	–	(2)	–	–	–	(2)
Provincial offices																
Approved 2019	–	–	–	–	–	4	5	1	10	6	–	16	16	101	1	134
Proposed 2020	–	–	–	–	–	3	4	1	8	5	–	13	16	101	1	131
Change	–	–	–	–	–	(1)	(1)	–	(2)	(1)	–	(3)	–	–	–	(3)
Total regional and provincial offices																
Approved 2019	–	–	–	–	6	15	19	2	42	28	–	70	58	271	10	409
Proposed 2020 ^a	–	–	–	–	6	14	18	1	39	26	–	65	58	271	10	404
Change	–	–	–	–	–	(1)	(1)	(1)	(3)	(2)	–	(5)	–	–	–	(5)

^a Including six regional and five provincial offices.

Proposed organizational changes

Regional offices

Table 18

Human resources: regional offices

<i>Office/Service/Section/Unit</i>	<i>Positions</i>			<i>Action</i>	<i>Description</i>
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>		
Herat	-1	FS	Administrative Officer	Abolishment	
Jalalabad	-1	P-2	Associate Human Rights Officer	Abolishment	
Total	-2				

64. The following changes in UNAMA regional offices are proposed for 2020, as reflected in table 18 above:
- (a) **Herat:** abolishment of one position of Administrative Officer (Field Service), as a result of the implementation of the structural grouping of the field offices by sector, thereby reducing the total number of senior administrative positions overseeing administrative and logistical support to the field offices in the implementation of the Mission's mandate;
 - (b) **Jalalabad:** abolishment of one position of Associate Human Rights Officer (P-2), following a review of the workload of the Office.

Provincial offices

Table 19

Human resources: provincial offices

<i>Positions</i>					
<i>Office/Service/Section/Unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Faryab (Maymana)	-1	P-4	Political Affairs Officer	Abolishment	
	-1	P-3	Political Affairs Officer	Abolishment	
	-1	FS	Security Officer	Abolishment	
Total	-3				

65. As a result of the implementation of the recommendation emanating from the strategic review of the Mission in 2017, UNAMA decided to have the functions of the Faryab (Maymana) provincial office be undertaken by national staff only. As result, for 2020 it is proposed that three positions be abolished in the provincial office, comprising one position of Political Affairs Officer (P-4), one position of Political Affairs Officer (P-3) and one position of Security Officer (Field Service).

3. Financial resources

Table 20

Financial resources by class of expenditure

(Thousands of United States dollars)

Category of expenditure	2018	2019	2020		Variance
	Expenditures	Appropriation	Total requirements	Non-recurrent requirements	2020 vs. 2019 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(3)-(2)
I. Military and police personnel					
Military observers	87.1	41.5	41.5	—	—
United Nations police	24.2	—	—	—	—
Total, category I	111.3	41.5	41.5	—	—
II. Civilian personnel					
International staff	56 550.4	60 426.4	57 272.4	—	(3 154.0)
National staff	41 824.0	32 213.8	33 140.7	—	926.9
United Nations Volunteers	3 070.9	3 631.0	3 907.8	—	276.8
Total, category II	101 445.3	96 271.2	94 320.9	—	(1 950.3)
III. Operational costs					
Consultants and consulting services	111.4	186.8	176.3	—	(10.5)
Official travel	1 282.0	1 406.8	1 333.0	—	(73.8)
Facilities and infrastructure	22 595.9	24 326.8	24 051.0	255.0	(275.8)
Ground transportation	294.1	730.0	690.5	—	(39.5)
Air operations	8 511.3	8 741.9	7 591.0	—	(1 150.9)
Communications and information technology	4 436.9	7 116.8	6 498.0	125.0	(618.8)
Medical	(24.1)	285.5	227.1	—	(58.4)
Other supplies, services and equipment	947.4	1 587.5	1 265.5	64.1	(322.0)
Total, category III	38 154.9	44 382.1	41 832.4	444.1	(2 549.7)
Total (net of staff assessment)	139 711.5	140 694.8	136 194.8	444.1	(4 500.0)

4. Analysis of resource requirements

Military and police personnel costs

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
Military observers	41.5	—

66. The proposed resources for 2020 amount to \$41,500 and would provide for the deployment of one senior military adviser, comprising mission subsistence allowance based on the standard rate of \$79 per day as accommodation is provided (\$28,800), travel costs (\$7,500), clothing allowance (\$200) and the provision for death and disability compensation (\$5,000). The estimates are based on the full deployment of the military adviser during 2020.

Civilian personnel costs

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
International staff	57 272.4	(3 154.0)

67. The proposed resources for 2020 amount to \$57,272,400 and would provide for salaries (\$28,910,400), common staff costs (\$23,647,800) and danger pay allowance (\$4,714,200) for the continuation of 300 international staff positions (1 USG, 2 ASG, 1 D-2, 7 D-1, 27 P-5, 55 P-4, 58 P-3, 6 P-2, 142 Field Service and 1 General Service (Other level)), as well as the proposed establishment of one new position (1 P-5). The cost of one position of Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (Assistant Secretary-General) would continue to be provided for at 50 per cent of its total annual cost. The cost estimates take into account the application of a vacancy rate of 8 per cent for positions deployed in Afghanistan, Kuwait, Pakistan and the Islamic Republic of Iran, and a vacancy rate of 5 per cent for positions based in New York. A vacancy rate of 50 per cent has been applied to the cost of the proposed new position at the P-5 level.
68. The variance (decrease) between the proposed resources for 2020 and the approved resources for 2019 is attributable mainly to the proposed abolishment of 10 international positions (1 P-5, 2 P-4, 3 P-3, 1 P-2 and 3 Field Service) and the application of a higher vacancy rate of 8 per cent compared with the vacancy rate of 7 per cent approved for 2019.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
National staff	33 140.7	926.9

69. The proposed resources for 2020 amount to \$33,140,700 and would provide for salaries (\$19,752,900), common staff costs (\$7,199,500), danger pay allowance (\$5,948,300) and overtime (\$240,000) for the continuation of 832 national positions (123 National Professional Officer and 709 Local level), as well as the net proposed establishment of 3 national positions (2 National Professional Officer and 1 Local level). The cost estimates take into account the vacancy rate of 3 per cent for continuing positions for both National Professional Officer and Local level staff. Vacancy rates of 50 per cent and 35 per cent have been applied to the costs of the proposed new National Professional Officer positions and the proposed new position at the Local level, respectively.
70. The variance (increase) between the proposed resources for 2020 and the approved resources for 2019 is attributable mainly to the proposed establishment of three National Professional Officer

positions and one position at the Local level, as well as the application of a lower vacancy rate of 3 per cent for the National Professional Officer positions compared with the vacancy rate of 5 per cent approved for 2019. The increased requirements are offset in part by reduced requirements due to the proposed abolishment of one National Professional Officer position.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
United Nations Volunteers	3 907.8	276.8

71. The proposed resources for 2020 amount to \$3,907,800 and would provide for the deployment of 68 United Nations Volunteers on the basis of the established reimbursement rates contained in the memorandum of understanding between the United Nations and the United Nations Volunteers programme. A vacancy rate of 7 per cent has been applied to the cost estimates.
72. The variance (increase) between the proposed resources for 2020 and the approved resources for 2019 is attributable mainly to the provision of an allowance for rest and recuperation at the cost of \$450 per United Nations Volunteer for each rest and recuperation cycle and the application of a higher rate of programme support costs of 13 per cent compared with the 8 per cent applied for 2019.

Operational costs

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
Consultants and consulting services	176.3	(10.5)

73. The proposed resources for 2020 amount to \$176,300 and would provide for consulting services in respect of technical and specialized expertise for training activities for mission personnel in areas such as elections; political affairs; strategic planning; height safety (rigging) and safety management systems for civil aviation, and certification for both; and the Management Development Programme.
74. The variance (decrease) between the proposed resources for 2020 and the approved resources for 2019 is attributable mainly to reduced requirements for consultancy services on local security assistance training, expert social media training and security risk management implementation. The decrease is offset in part by increased training and certification requirements for safety management systems for civil aviation and height safety (rigging).

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
Official travel	1 333.0	(73.8)

75. The proposed resources for 2020 in the amount of \$1,333,000 would provide for official travel within the mission area for essential technical support to field offices, to attend various high-level conferences on Afghanistan and to ensure that regular programme consultation takes place among the various components of the Mission for the efficient implementation of its mandate; travel outside the mission area by the Special Representative of the Secretary-General and members of his senior staff for the implementation of the Mission's mandate, for meetings with donor countries in their capital cities, for consultations with political counterparts and for briefings to the Security Council at Headquarters (\$1,119,100); and travel for training purposes (\$213,900).
76. The variance (decrease) between the proposed resources for 2020 and the approved resources for 2019 is attributable mainly to an increased reliance on in-house trainers and on conducting training in the mission area, in lieu of having staff travel outside the mission area for formal training. The decrease is offset in part by an increase for non-training travel within the mission area attributable

to a greater requirement for field visits, including retreats for the staff of the two liaison offices in Islamabad and Tehran.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
Facilities and infrastructure	24 051.0	(275.8)

77. The proposed resources for 2020 amount to \$24,051,000 and would provide for: (a) the total estimated cost of acquisitions, valued at \$1,284,300 and comprising engineering supplies (\$255,000), prefabricated facilities, accommodation and refrigeration equipment (\$223,500), generators and electrical equipment (\$47,300), furniture (\$130,200), office and other equipment (\$190,000) and safety and security equipment (\$438,300); (b) the rental of premises in Kabul and in regions and provinces in Afghanistan, as well as in Tehran (\$3,261,200); (c) utilities and waste disposal services (\$141,100); (d) maintenance services (\$3,800,300); (e) security services (\$10,773,900); (f) construction, alteration, renovation and major maintenance (\$471,100); and (g) other costs valued at \$4,319,100, comprising stationery and office supplies (\$90,800), spare parts and supplies (\$352,200), construction material and field defence supplies (\$117,600), petrol, oil and lubricants for generators (\$3,738,400) and sanitation and cleaning materials (\$20,100).
78. The variance (decrease) between the proposed resources for 2020 and the approved resources for 2019 is attributable mainly to reduced requirements for security services, a lower volume of acquisitions for safety and security equipment and lower rental costs for the Alpha compound. The decrease is offset in part by additional requirements for petrol resulting from an increase in the cost of generator fuel from \$0.798 per litre applied in the budget for 2019 to an estimated \$0.866 per litre for 2020.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
Ground transportation	690.5	(39.5)

79. The proposed resources for 2020 amount to \$690,500 and would provide for the rental of vehicles (\$23,300); repair and maintenance of vehicles (\$16,400); liability insurance (\$8,300); spare parts (\$232,600); and petrol, oil and lubricants (\$409,900).
80. The variance (decrease) between the proposed resources for 2020 and the approved resources for 2019 is attributable mainly to reduced requirement for spare parts and supplies, which is offset in part by the additional estimated costs resulting from an increase in the cost of fuel from \$0.798 per litre applied in the budget for 2019 to an estimated \$0.866 per litre for 2020.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
Air operations	7 591.0	(1 150.9)

81. The proposed resources for 2020 amount to \$7,591,000 and would provide for: (a) air safety equipment and supplies related to air safety (\$8,800); (b) air transport services, including air navigation charges for UNAMA flights, charges for air tracking services, subscriptions to aviation planning software and electronic charts to allow for proper planning of internal and international flights and aircraft de-icing services (\$28,600); (c) landing fees and ground handling charges (\$54,000); (d) aircrew subsistence allowance (\$6,000); (e) petrol, oil and lubricants (\$724,600); (f) rental and operation of fixed-wing aircraft (\$2,371,600); (g) rental and operation of rotary-wing aircraft (\$4,362,200); and (h) liability insurance (\$35,200).

82. The variance (decrease) between the proposed resources for 2020 and the approved resources for 2019 is mainly due to the change in the air fleet configuration.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
Communications and information technology	6 498.0	(618.8)

83. The proposed resources for 2020 amount to \$6,498,000 and would provide for: (a) the replacement of communications and information technology equipment that is past life expectancy (\$1,110,200); (b) telecommunications and network services, including transponder charges, the Mission's share of various leased lines established by the Global Service Centre, Internet services, telephone charges and local leased lines, radio frequency licenses, and a post office mailbox in New York (\$3,407,400); (c) maintenance of communications and information technology equipment and support services, including a centralized wide area network communications support service, digital radio support service, and a global support contract with the Global Service Centre for the provision of videoconferencing services, uninterruptible power supply maintenance services, centralized information technology services and communications and information technology security software, licensing and support services (\$588,400); (d) spare parts and supplies (\$333,200); (e) software, licenses and fees, and enterprise licenses (\$590,700); and (f) the acquisition of broadcasting equipment and services, printing and reproduction supplies and maintenance, and subscriptions for public information (\$468,100).
84. The variance (decrease) between the proposed resources for 2020 and the approved resources for 2019 is attributable mainly to reduced requirements for the replacement of aged network service equipment, lower costs for transponder charges and locally leased lines based on new contract rates, lower costs for videoconferencing services and reduced requirements for spare parts.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
Medical	227.1	(58.4)

85. The proposed resources for 2020 amount to \$227,100 and would provide for the acquisition of equipment (\$49,700); medical services (\$95,400); and medical supplies (\$82,000).
86. The variance (decrease) between the proposed resources for 2020 and the approved resources for 2019 reflects mainly reduced requirements for the acquisition of medical equipment and supplies.

(Thousands of United States dollars)

	<i>Total requirements 2020</i>	<i>Variance 2019 vs. 2020</i>
Other supplies, services and equipment	1 265.5	(322.0)

87. The proposed resources for 2020 amount to \$1,265,500 and would provide for welfare items (\$61,000); training fees, supplies and services (\$109,500); official functions (\$23,000); hospitality (\$19,000); general insurance to provide coverage for cash in transit and for the shipment of equipment and supplies to the mission area (\$28,100); bank charges payable to financial institutions in locations where the Mission maintains bank accounts (\$160,000); miscellaneous claims and adjustments to cover third-party claims for incidents caused by mission staff in the course of the performance of their official duties and claims for the loss of personal effects (\$20,600); freight costs, including mail and pouch services, freight forwarding and related costs to cover the shipment of materials and supplies, shipment of equipment and the cost of demurrage and storage (\$788,100); and rations, including the maintenance of the emergency stock of rations and the supply of filtered water in the offices for consumption by staff (\$56,200).

88. The variance (decrease) between the proposed resources for 2020 and the approved resources for 2019 reflects mainly lower estimated costs for freight related charges due to fewer equipment and spare parts acquisitions and to lower bank charges.

5. Extrabudgetary resources

89. No extrabudgetary resources were available in 2019 or are projected for UNAMA for 2020.

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

<i>Decision/request</i>	<i>Action taken to implement the decision/request</i>
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).	UNAMA continues to make every effort to utilize internal resources to perform core activities or functions that are recurrent. Only in cases where it is confirmed that the required skills and expertise are not available within the Mission does UNAMA engage consultants for short periods. The Mission also ensures that consultants build in-house capacity before the completion of their engagement.
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).	With national staff making up 74 per cent of its staff, as set out in the proposed budget for 2020, UNAMA has one of the highest ratios of national to international staff. The Mission will continue to look for opportunities for future nationalization of international staff positions.
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).	Consideration of the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/73/706), which includes a proposal in respect of the Kuwait Joint Support Office, has been deferred to the seventy-fourth session of the General Assembly. Once a decision is made by the General Assembly on the proposal therein, UNAMA will ensure that the outcome of the decision is reflected accordingly in the context of the proposed programme budget.

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)

<i>Request/recommendation</i>	<i>Action taken to implement the request/ recommendation</i>
<p>The Advisory Committee pointed out at the time of its consideration of the proposed programme budget for 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).</p>	<p>UNAMA will continue to work with senior management to ensure accurate budget estimates in the context of the preparation of annual proposed programme budgets.</p>
<p>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 should be reviewed and justifications provided for their retention: otherwise, they should be proposed for abolishment (para. 19).</p>	<p>The proposed resource requirements for 2020 for UNAMA are based on cost estimates that applied actual average vacancy rates. The Mission continues its efforts to ensure that positions are filled expeditiously; it is to be noted that there are no positions that have been vacant for two years or longer in the context of the budget proposal for 2020.</p>

*Request/recommendation**Action taken to implement the request/ recommendation*

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. 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).

UNAMA seeks to expeditiously fill vacant positions and is making every effort to reduce recruitment lead time through rigorous follow-up with programme managers.

The proposed resources requirements for 2020 for UNAMA take into consideration the proposed funding of positions in the Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) from the special purpose trust fund.

Request/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 proposed higher information technology equipment holdings, such as the need for training facilities, Internet cafés, CarLog 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

Action taken to implement the request/ recommendation

UNAMA continues to strengthen its monitoring of compliance with the advance booking requirements. The Mission's senior leadership has reminded all staff to submit all official business travel requests sufficiently in advance to enable travel bookings to be made 16 days prior to departure and to otherwise provide compelling reasons to support travel requests that are not submitted in time to enable travel to be booked 16 days in advance. Certifying officers in UNAMA have been requested not to approve late travel requests submitted without satisfactory justification.

UNAMA has developed an official travel request form, by means of which the staff member, prior to receiving approval from the Chief of Mission Support, has a discussion and receives confirmation through the staff member's supervisor that all virtual means of attending training sessions, workshops and meetings, such as videoconference, WebEx, email and teleconference, have been exhausted. The Mission will continue to explore those options for all future official travel.

The proposed programme budget for 2020 projects a future holding of 171 vehicles as at 31 December 2020, which is 6 units above the standard cost ratio. The UNAMA security posture demands that all ground transport movement be in armoured vehicles. In the event of forced extraction, all passengers must be extracted by road. With regard to information and communication technology, the Mission periodically reviews its information technology equipment and spare parts allocation and applies the standard ratios set out in the relevant budget guidelines of the Information and Communications Technology Division of the former Department of Field Support (now the Department of Operational Support) of the Secretariat, which were used as the basis for the preparation of the budget proposal for 2020.

*Request/recommendation**Action taken to implement the request/ recommendation*

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).

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 (the United Nations Support Mission in Libya (UNSMIL) (7), UNAMI (4) and the United Nations Integrated Peacebuilding Office in Guinea-Bissau (1)), only one position was nationalized in 2017 (UNAMI) and two in 2018 (UNSMIL and UNAMI), as

UNAMA has one vehicle for official duties in Tehran. The vehicle is used for official duties and not authorized for personal use. UNAMA does not have any vehicles assigned to its staff in Kuwait.

See above response under General Assembly resolution [73/279](#), part XIV, paragraph 11.

See above response under General Assembly resolution [73/279](#), part XIV, paragraph 9.

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).

Thematic cluster I: special and personal envoys, advisers and representatives of the Secretary-General
(A/73/498/Add.1)

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).

UNAMA has taken efforts to improve the presentation of results, in line with General Assembly resolution 72/266 A. The proposed programme budget for 2020, presented in section I.A of the present document, includes programme plan and performance information for 2020.

UNAMA continues to explore possibilities for cost reduction in conjunction with the United Nations country team by sharing a number of common services and premises throughout the country. In addition, UNAMA cost-shares 90 positions, including the Deputy Special Representative of the Secretary-General (Development) (Assistant Secretary-General) 7 positions of Security Officer (Field Service) in the Guard Force Unit and the Operations and Crisis Coordination Centre, 43 positions of Security Guard (Local level) and 39 positions of Field Radio Operator (Local level). Other cost-sharing initiatives include the joint medical services, established in 2018; the United Nations medical emergency response teams in the field; one position of United Nations Volunteer Programme Manager (P-3) and cost recovery for the transportation of on-board mission aviation assets.

*Request/recommendation**Action taken to implement the request/ recommendation*

Under the leadership of the designated official, the Security Management Team, in coordination with the Department of Safety and Security of the Secretariat, has developed a local cost-shared security budget in accordance with the guidelines of the Inter-Agency Security Management Network.

Thematic cluster III: regional offices, offices in support of political processes and other missions
(A/73/498/Add.3)

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).

UNAMA continues to monitor all vacant positions and provide justification for their retention.

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).

See above response under [A/73/498/Add.1](#), paragraph 28.

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 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 in Afghanistan
(A/73/498/Add.4)

The Advisory Committee was informed, upon enquiry, that, in making its proposal for 2019, the Mission had endeavoured to ensure through an assessment conducted by security professionals that the transfer of specific functions from the Mission security service to private security contractors could be achieved without compromising staff safety. The Committee was provided, upon enquiry, with additional information relating to the cost of security guards provided by the private security contractor and the increased requirements for security services with regard to canine and other services. The Advisory Committee trusts that any arrangement regarding the outsourcing of security services will not affect the safety and security of staff and premises (para. 14).

The proposed resource requirements for communications and information technology for 2019 amount to \$7,116,800. The Advisory Committee was provided with additional information relating to the replacement of communications and information technology equipment that was past its life expectancy (\$1,403,000) and was informed that the requirements were attributable to proposed acquisitions of equipment as a result of the replacement strategy for equipment past its life expectancy. The Committee was informed that the replacement was in accordance with the Organization's information and communications technology (ICT) strategy. The Advisory Committee notes with concern that the Mission does not appear to have fully followed the ICT strategy in a timely manner and encourages the Mission to take the necessary

See above response under General Assembly resolution [73/279](#), part XIV, paragraph 8.

The Mission does not propose to outsource any additional security services in the context of the proposed programme budget for 2020.

Pursuant to the United Nations ICT strategy and the second progress report on the status of implementation of the ICT strategy for the United Nations (A/71/400), as well as follow-on information received from Headquarters on refreshing aged ICT assets, UNAMA proposes resources in the amount of \$1.1 million to replace 60 per cent of its assets that are past their life expectancy to avoid threats arising in connection with aged equipment, in particular high-end, mission-critical equipment associated with the delivery of core ICT services and no longer supported by manufacturers, especially in relation to the resilience of those products to cybersecurity threats.

*Request/recommendation**Action taken to implement the request/ recommendation*

replacement action required by the ICT strategy in the future. The Committee recommends that the detailed information relating to requirements for communications and information technology be provided to the General Assembly at the time of its consideration of the report of the Secretary-General (para. 19).

The Secretary-General indicates in his report that the proposed resource requirements for official travel amount to \$1,480,800, reflecting requirements for official travel to carry out non-training activities (\$1,103,500), training activities (\$316,400) and other travel requirements (\$60,900). The Advisory Committee was provided additional information, upon request, relating to the travel requirements and notes the incomplete nature of the information provided, including details relating to the number of staff travelling, the number of travel days, the nature of the travel and other relevant details. The Advisory Committee trusts that the complete information regarding official travel requirements will be provided to the Committee in the context of future budget submissions for UNAMA. The Committee recommends that detailed information relating to official travel requirements be provided to the General Assembly at the time of its consideration of the report of the Secretary-General. The Committee also recommends that a reduction of 5 per cent, in the amount of \$74,000, be applied to the proposed resource requirements for official travel (para. 20).

United Nations Assistance Mission for Iraq
([A/73/498/Add.5](#))

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).

UNAMA completed a detailed analysis of planned trips to determine accurate resource requirements for official travel in the context of the proposed programme budget for 2020.

UNAMA currently shares the cost of the UNAMA air terminal in Kabul with the United Nations Humanitarian Air Service and will continue to explore opportunities for cost-sharing with other United Nations entities.

Annex I

Proposed changes in staffing levels by organizational unit

Organizational unit	Positions approved for 2019	Proposed changes					Positions proposed for 2020
		Abolishment ^a	Establishment ^b	Redeployment ^{c,d}	Reassignment	Net change	
Special Representative of the Secretary-General for Afghanistan							
Front Office of the Special Representative of the Secretary-General for Afghanistan	9	—	—	—	—	—	9
Office of the Chief of Staff	26	(1)	—	—	—	(1)	25
Human Rights Service	25	(1)	—	—	—	(1)	24
Strategic Communications Service	19	—	1	—	—	1	20
Gender Advisory Unit	3	—	—	—	—	—	3
Security Section	218	—	—	—	—	—	218
Office of the Deputy Special Representative of the Secretary-General for Afghanistan (Political Affairs) (political pillar)							
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)	7	—	—	—	—	—	7
Political Affairs Service	33	—	—	(2)	—	(2)	31
Liaison Office in Tehran	4	—	—	—	—	—	4
Liaison Office in Islamabad	5	—	—	—	—	—	5
Joint Analysis and Reporting Section	9	—	—	2	—	2	11
Elections Support Office	5	—	—	—	—	—	5
Peace and Reconciliation Office	9	—	1	—	—	1	10
Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (development pillar)							
Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)	14	—	—	—	—	—	14
Resident Coordinator Office/United Nations Country Team Unit	6	(3)	—	—	—	(3)	3
Donor Coordination Section	5	—	—	—	—	—	5
Mission support							
(a) Office of the Chief of Mission Support	10	—	—	—	—	—	10
(b) Operations and resource management							
Office of the Chief of Operations and Resource Management	3	—	—	—	—	—	3
Human Resources and Training Section	20	(1)	—	—	—	(1)	19
Budget and Finance Unit	6	—	—	—	—	—	6
Field Technology Section	48	—	—	(1)	—	(1)	47
(c) Supply chain management							
Office of the Chief of Supply Chain Management	3	—	—	—	—	—	3
Acquisition Management Unit	5	—	—	—	—	—	5
Procurement Unit	7	—	—	—	—	—	7
Centralized Warehousing Unit	24	—	—	4	—	4	28
Movement Control Unit	9	—	—	—	—	—	9
Property Management Unit	6	—	1	—	—	1	7

Organizational unit	Positions approved for 2019	Proposed changes					Positions proposed for 2020
		Abolishment ^a	Establishment ^b	Redeployment ^{c,d}	Reassignment	Net change	
(d) Service delivery management							
Office of the Chief of Service Delivery Management	5	—	—	—	—	—	5
Aviation Section	29	—	—	(1)	—	(1)	28
General Supply and Fuel Unit	10	—	—	1	—	1	11
Engineering and Facilities Maintenance Section	32	—	1	—	—	1	33
Transport Unit	121	—	—	(3)	—	(3)	118
Medical, Staff Counselling and Welfare Section	22	—	—	—	—	—	22
Consolidated Kuwait Office							
(a) UNAMA Support Office in Kuwait							
Integrated Conduct and Discipline Unit	1	—	—	—	—	—	1
(b) Kuwait Joint Support Office							
Office of the Head of the Kuwait Joint Support Office	3	—	—	—	—	—	3
Human Resources Section	13	—	—	—	—	—	13
Finance Section (including Payroll Cluster)	16	—	—	—	—	—	16
Travel Section	3	—	—	—	—	—	3
Quality/Performance Management	4	—	—	—	—	—	4
Field offices in regions and provinces							
(a) Regional offices							
Kabul	26	—	—	—	—	—	26
Kandahar	56	—	—	—	—	—	56
Herat	42	(1)	—	—	—	(1)	41
Balkh (Mazar-e Sharif)	52	—	—	—	—	—	52
Nangarhar (Jalalabad)	55	(1)	—	—	—	(1)	54
Paktiya (Gardez)	44	—	—	—	—	—	44
(b) Provincial offices							
Bamyan	37	—	—	—	—	—	37
Faryab (Maymana)	17	(3)	—	—	—	(3)	14
Badakhshan (Fayzabad)	14	—	—	—	—	—	14
Baghlan (Pul-e Khumri)	27	—	—	—	—	—	27
Kunduz	39	—	—	—	—	—	39
Department of Political and Peacebuilding Affairs, New York							
Afghanistan Team of the Asia and the Pacific Division	5	—	—	—	—	—	5
Total	1 211	(11)	4	—	—	(7)	1 204

(Footnotes on following page)

(Footnotes to table)

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- ^a Abolishment of the following positions: 1 Senior Mission Planning Officer (P-5), 1 Coordination Officer (P-4), 1 Political Affairs Officer (P-4), 1 Legal Officer (P-3), 1 Human Rights Officer (P-3), 1 Political Affairs Officer (P-3), 1 Associate Human Rights Officer (P-2), 1 Administrative Officer (Field Service), 1 Human Resources Officer (Field Service), 1 Security Officer (Field Service) and 1 Associate Coordination Officer (National Professional Officer).
- ^b Establishment of the following positions: 1 Senior Political Affairs Officer (P-5), 1 Associate Public Information Officer (National Professional Officer), 1 Engineering Assistant (National Professional Officer) and 1 Supply Chain Business Intelligence Assistant (Local level).
- ^c Redeployment of the following positions: 1 Political Affairs Officer (P-3) and 1 Political Affairs Officer (United Nations Volunteer) from the Political Affairs Service to the Joint Analysis and Reporting Section; 1 Inventory and Warehouse Assistant (United Nations Volunteer) from the Field Technology Section to the Central Warehousing Unit; 1 Vehicle Technician (Field Service) from the Acquisition Management Unit to the Transport Unit; 1 Receiving and Inspection Assistant (Local level) from the Centralized Warehousing Unit to the Property Management Unit; 1 Property Control and Inventory Assistant (Local level) from the Property Management Unit to the Centralized Warehousing Unit; 1 Air Operations Officer (Field Service) from the Aviation Section to the General Supply and Fuel Unit; 1 Transport Assistant (Field Service) from the Transport Unit to the Acquisition Management Unit; and 2 Transport Assistant (Local level) and 1 Inventory and Warehouse Assistant (United Nations Volunteer) from the Transport Unit to the Centralized Warehousing Unit.
- ^d It is anticipated that the functions of the positions proposed for redeployment would remain the same and that the proposed redeployments would have no negative impact on the programme delivery of the releasing organizational unit.

Annex II

Staffing requirements by location

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
										Field/ Security Services	General Service		National Professional Officer	Local level		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal							
Approved 2019																
Headquarters																
Kabul	1	2	1	6	19	38	39	4	110	103	–	213	64	413	58	748
Islamabad	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Offices in regions and provinces ^a																
Kabul	–	–	–	–	1	2	2	–	5	2	–	7	6	12	1	26
Bamyan	–	–	–	–	–	1	2	–	3	2	–	5	3	29	–	37
Kandahar	–	–	–	–	1	2	2	–	5	5	–	10	9	35	2	56
Herat	–	–	–	–	1	2	2	–	5	5	–	10	6	25	1	42
Balkh (Mazar-e Sharif)	–	–	–	–	1	2	3	–	6	4	–	10	6	35	1	52
Faryab (Maymana)	–	–	–	–	–	1	1	–	2	1	–	3	2	12	–	17
Nangarhar (Jalalabad)	–	–	–	–	1	2	3	1	7	4	–	11	8	35	1	55
Kunduz	–	–	–	–	–	1	1	1	3	2	–	5	7	26	1	39
Badakhshan (Fayzabad)	–	–	–	–	–	–	–	–	–	–	–	–	2	12	–	14
Baghlan (Pul-e Khumri)	–	–	–	–	–	1	1	–	2	1	–	3	2	22	–	27
Paktiya (Gardez)	–	–	–	–	1	1	2	–	4	2	–	6	7	28	3	44
Kuwait Office	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40
New York (Department of Political and Peacebuilding Affairs)																
	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5
Total 2019	1	2	1	7	28	57	61	7	164	145	1	310	124	709	68	1 211
Proposed 2020																
Headquarters																
Kabul	1	2	1	6	19	37	37	4	106	102	–	208	65	414	58	745
Islamabad	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Offices in regions and provinces ^a																
Kabul	–	–	–	–	1	2	2	–	5	2	–	7	6	12	1	26
Bamyan	–	–	–	–	–	1	2	–	3	2	–	5	3	29	–	37
Kandahar	–	–	–	–	1	2	2	–	5	5	–	10	9	35	2	56
Herat	–	–	–	–	1	2	2	–	5	4	–	9	6	25	1	41
Balkh (Mazar-e Sharif)	–	–	–	–	1	2	3	–	6	4	–	10	6	35	1	52
Faryab (Maymana)	–	–	–	–	–	–	–	–	–	–	–	–	2	12	–	14

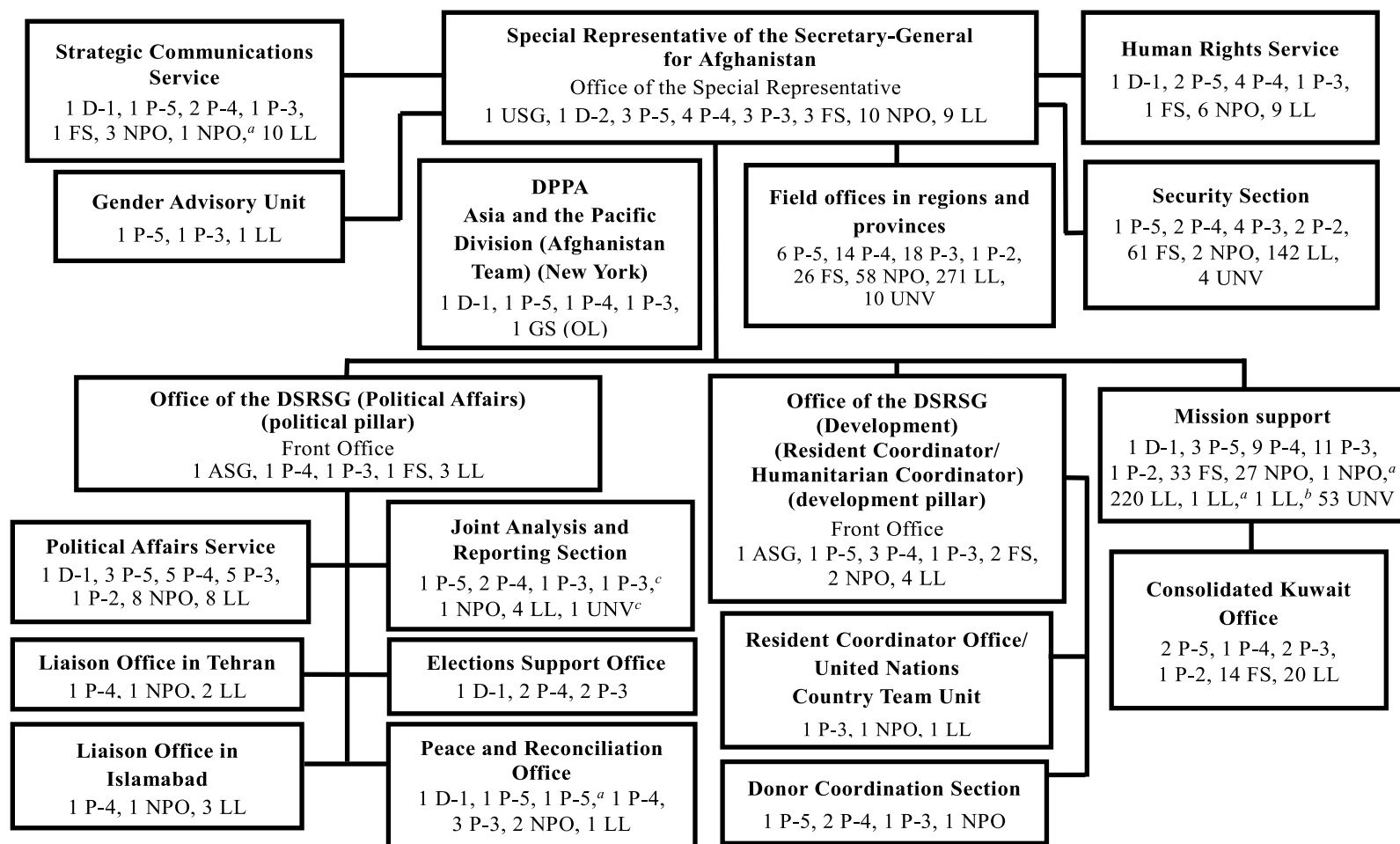
	Professional and higher categories									General Service and related categories			National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level			
Nangarhar (Jalalabad)	–	–	–	–	1	2	3	–	6	4	–	10	8	35	1	54	
Kunduz	–	–	–	–	–	1	1	1	3	2	–	5	7	26	1	39	
Badakhshan (Fayzabad)	–	–	–	–	–	–	–	–	–	–	–	–	2	12	–	14	
Baghlan (Pul-e Khumri)	–	–	–	–	–	1	1	–	2	1	–	3	2	22	–	27	
Paktiya (Gardez)	–	–	–	–	1	1	2	–	4	2	–	6	7	28	3	44	
Kuwait Office	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40	
New York (Department of Political and Peacebuilding Affairs)	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5	
Total 2020	1	2	1	7	28	55	58	6	158	142	1	301	125	710	68	1 204	
Change	–	–	–	–	–	(2)	(3)	(1)	(6)	(3)	–	(9)	1	1	–	(7)	

^a The table shows the provincial offices falling under the respective regional offices by which they are managed.

Annex III

Organization charts

A. United Nations Assistance Mission in Afghanistan



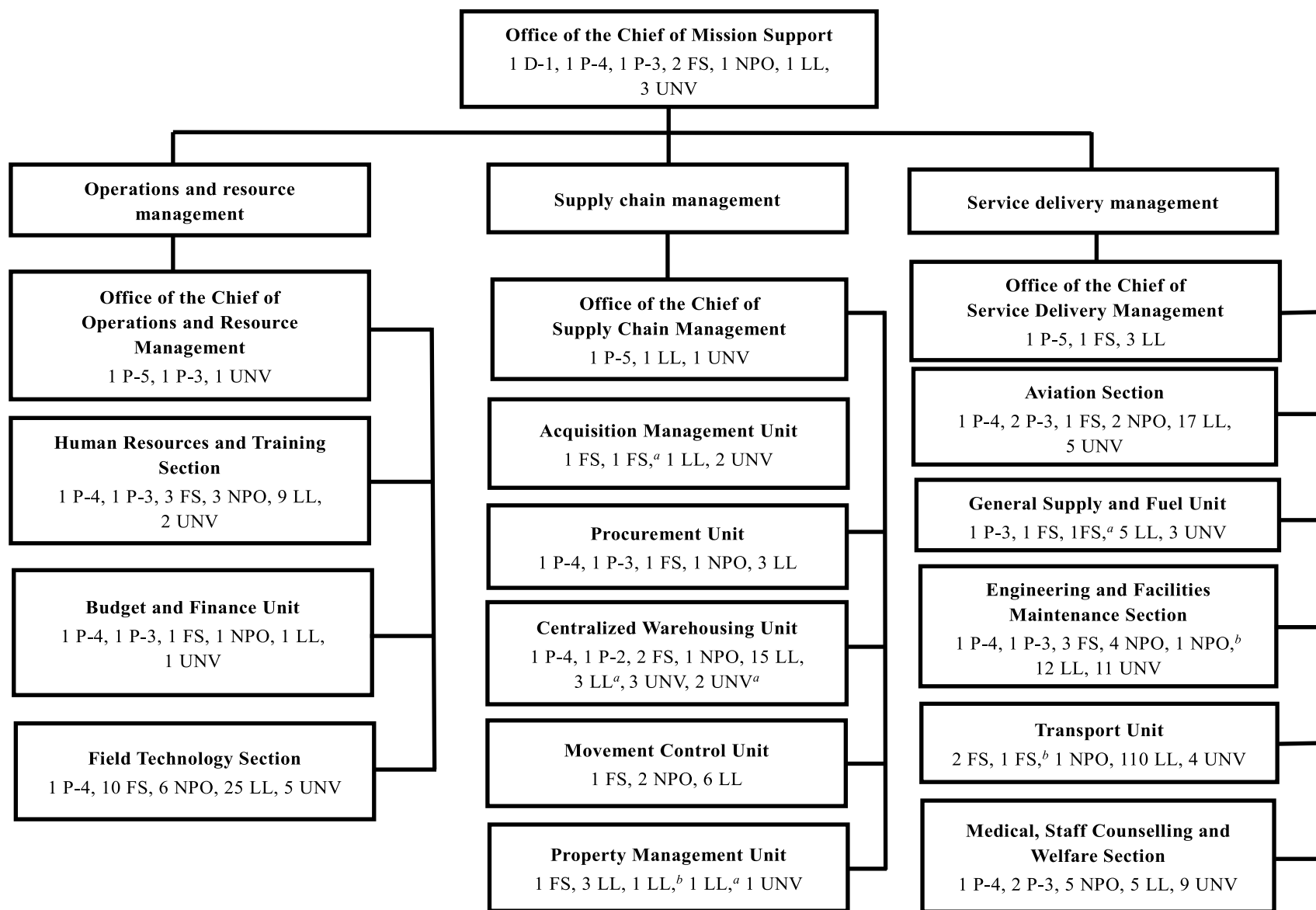
Abbreviations: ASG, Assistant Secretary-General; DPPA, Department of Political and Peacebuilding Affairs; DSRSG, Deputy Special Representative of the Secretary-General; FS, Field Service; GS, General Service; LL, Local level; OL, Other level; NPO, National Professional Officer; UNV, United Nations Volunteer; USG, Under-Secretary-General.

^a Establishment.

^b Reassignment.

^c Redeployment.

B. Mission support

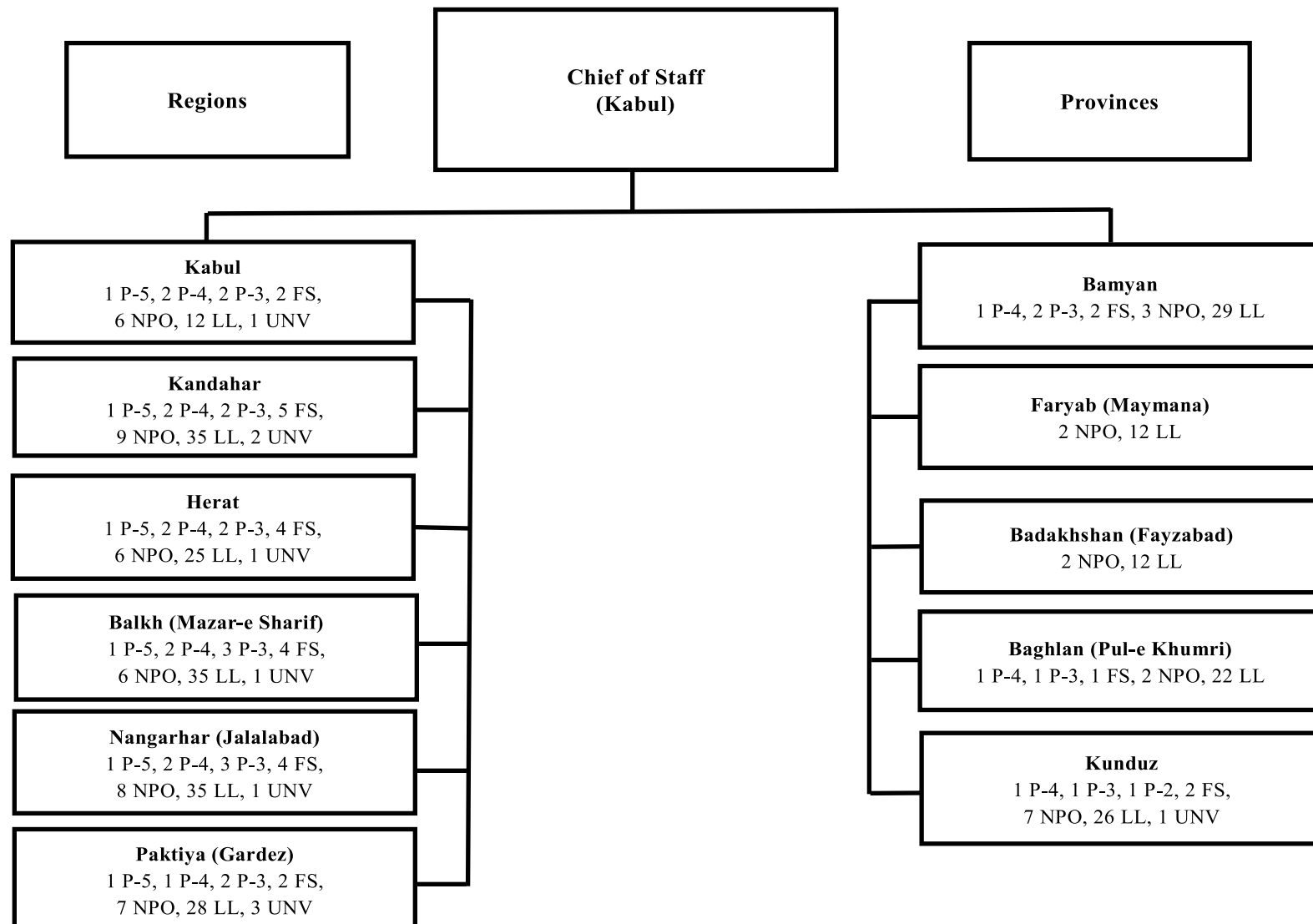


Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

^a Redeployment.

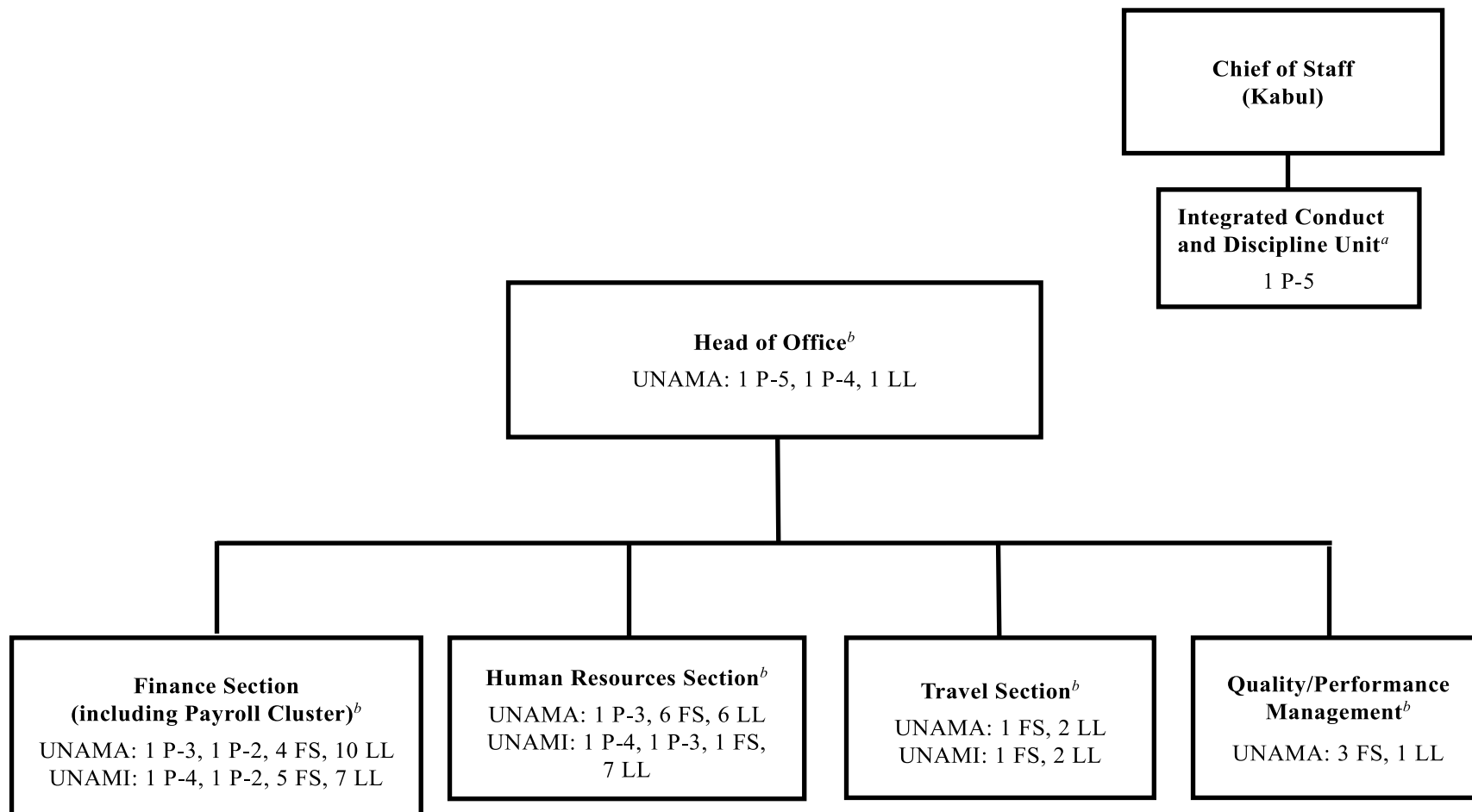
^b Establishment.

C. Field offices in regions and provinces



Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

D. Consolidated Kuwait Office



Abbreviations: FS, Field Service; LL, Local level.

^a Component of the UNAMA Support Office in Kuwait.

^b Component of the Kuwait Joint Support Office.

Annex IV

Information on 2019 substantive activities of the United Nations agencies, funds and programmes working on programmatic matters (integrated when applicable) in collaboration with the United Nations Assistance Mission in Afghanistan

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
Platform to launch substantive activities of the United Nations agencies, funds and programmes	<ul style="list-style-type: none"> • Food and Agriculture Organization of the United Nations • International Atomic Energy Agency • International Fund for Agricultural Development • International Labour Organization • International Organization for Migration • Joint United Nations Programme on HIV/AIDS • Mine Action Service of the United Nations • Office for the Coordination of Humanitarian Affairs • Office of the United Nations High Commissioner for Human Rights (OHCHR) • Office of the United Nations High Commissioner for Refugees • United Nations Children's Fund • United Nations Conference on Trade and Development 	<p>The reform of the United Nations development system was approved on 1 June 2018 with the adoption by the General Assembly of its resolution 72/279, with 2019 being the transition year. The Development Coordination Office, through the special purpose trust fund, is providing \$1,381,600 in funding for 2019 to support one P-5, one P-4 and three National Professional Officer positions, as well as transition staffing and coordination funding, including for the “One United Nations” framework for Afghanistan and related coordination functions, such as the framework working groups and related integrated annual workplans developed by the United Nations country team.</p>	<p>The Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator), as part of an integrated structure, is housed at the United Nations Assistance Mission in Afghanistan (UNAMA). The Office coordinates United Nations development activities and provides guidance to all United Nations agencies, funds and programmes in Afghanistan. Existing mechanisms comprise working groups for United Nations programme delivery frameworks, including the “One United Nations” framework for Afghanistan and related integrated annual workplans. The United Nations country team is the overall national mechanism by which the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) leads and coordinates all United Nations agencies, funds and programmes.</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
	<ul style="list-style-type: none"> • United Nations Development Programme (UNDP) • United Nations Educational, Scientific and Cultural Organization • United Nations Entity for Gender Equality and the Empowerment of Women • United Nations Environment Programme • United Nations Human Settlements Programme • United Nations Industrial Development Organization • United Nations Office for Project Services • United Nations Office on Drugs and Crime (UNODC) • United Nations Population Fund • United Nations Secretariat (Department of Safety and Security) • World Food Programme • World Health Organization 		

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
United Nations elections support	<ul style="list-style-type: none"> • UNDP • UNAMA 	<p>A total of \$160 million has been mobilized for the 2018/19 electoral cycles, including voter registration, parliamentary elections in 2018 and the presidential election in 2019. Additional resources will be mobilized, if required, as soon as the electoral operational plan and budget are prepared and approved by electoral management bodies.</p>	<p>Under the political leadership of UNAMA, and with technical support from UNDP, the United Nations electoral support project was launched in the fourth quarter of 2017.</p> <p>The project was created to channel international community support to the Independent Election Commission and the Electoral Complaints Commission of Afghanistan and to support voter registration activities. To this end, the project provides technical assistance and capacity-building support to both Commissions to build self-reliance, public accountability and public confidence in the electoral process.</p> <p>The project has two objectives: (a) to build the capacity of the Independent Election Commission and the Electoral Complaints Commission to implement elections in line with the national electoral legal framework and the international commitments of Afghanistan; and (b) to establish a programming mechanism for the international community to partially fund the elections in line with the request of the Government of Afghanistan.</p> <p>Overall, the project will have five outputs: (a) administration of credible elections is facilitated by meeting key Independent Election Commission structural and planning milestones; (b) credible electoral dispute resolution is provided by the Electoral Complaints Commission; (c) public outreach, along with support for civil society, to encourage citizen engagement in the electoral process; (d) a polling centre-specific voter list for the upcoming elections</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
Human rights	OHCHR	For 2019, OHCHR approved \$266,700 for operational costs to support the United Nations human rights programme in Afghanistan. That funding is intended to support programme-related activities for the period from 1 January to 31 December 2019.	<p>is produced by the Independent Election Commission; and (e) the Independent Election Commission and the Electoral Complaints Commission provide credible administration of and electoral dispute resolution for the Wolesi Jirga and District Council elections, respectively. Mainstreaming of the gender perspective throughout the project is evident in key output indicators related to the participation of women in all five project outputs, reflecting the importance placed by the project on increasing the position of women in Afghan electoral and political life.</p> <p>A sixth output will be developed in 2019, as soon as the presidential election calendar is prepared and approved by the Independent Election Commission.</p> <p>OHCHR is an agency whose function is integrated within the Human Rights Service of UNAMA. Pursuant to Human Rights Council decision 2/113 (2006), it is mandated to continue, in cooperation with UNAMA, to monitor the human rights situation in Afghanistan, provide and expand advisory services and technical cooperation in the field of human rights and the rule of law, and report regularly to the Human Rights Council on the situation of human rights in Afghanistan. Funding from OHCHR supports the human rights mandate of UNAMA, pursuant to Security Council resolution 2405 (2018) and previous Security Council resolutions on Afghanistan.</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
			<p>OHCHR programme funding mainly supports outreach, technical cooperation and advocacy activities in the core priority areas of work, including the protection of civilians in the armed conflict; monitoring and reporting on grave child rights violations in armed conflict; the promotion and protection of women's rights and the elimination of violence against women; the prevention of torture in detention and arbitrary detention of conflict-related detainees; support for civil society actors, including human rights defenders and women's rights activists, in their work in the areas of peace, reconciliation and accountability; and cooperation with the Afghanistan Independent Human Rights Commission in promoting and protecting human rights, promoting civil society space and freedom of expression and promoting the centrality of human rights in the peace process.</p> <p>OHCHR also promotes the implementation of international human rights norms and standards, takes a human rights-based approach to development and mainstreams human rights in programmes of United Nations entities in Afghanistan, including UNAMA.</p> <p>The human rights programme is implemented through a broad approach that includes monitoring, documentation and reporting on mandated priorities; technical support to enhance the capacity of the Government and civil society for the promotion and protection of human rights; the use of accurate, independently verified data to enable</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
Support for the High Peace Council	UNDP	<p>The Project Initiation Plan is a funding mechanism for the use of the international community to support the High Peace Council. The Plan was set up in September 2017 to provide support for the initiation and pilot implementation of the Government's new strategy for peace and reconciliation in Afghanistan.</p> <p>The total proposed budget of the Project Initiation Plan as at April 2019 was \$13,000,000. Funding is provided by the United States of America, the United Kingdom of Great Britain and Northern Ireland and the Republic of Korea.</p>	<p>effective engagement with relevant stakeholders for advocacy on targeted and strategic recommendations; regular public updates, press statements and thematic public and special reports on human rights issues, providing impartial, substantive and expert analysis of the human rights situation; raising issues of concern and advocating changes in laws, policies and practices to improve human rights protection; dialogue with the Government, other parties to the conflict and the international community in order to raise human rights issues and concerns relating to the protection of civilians; and advocacy on the protection-related concerns of the most vulnerable, namely, women, children, detainees and civilians in conflict-affected communities, as well as human rights defenders.</p> <p>UNAMA supported the Project Initiation Plan through participation in technical committee meetings comprising donors, government representatives and UNDP. Among other duties, the technical committee worked on policy issues and reviewed and approved the Plan.</p> <p>Using the Project Initiation Plan, UNAMA and UNDP, in partnership with the High Peace Council, are developing a new project document entitled "Support to Peace and Reconciliation in Afghanistan." The aims of the project are to: (a) enhance the ability of the High Peace Council to promote a national consensus for peace; (b) build credible networks of interlocutors and strengthen the</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
Coordination and advocacy on counter-narcotics issues	UNODC	To date, donors have provided \$14 million for 2019 to the ongoing country programme of UNODC in support of projects to build the Government's capacity on counter-narcotics and alternatives to narcotics cultivation and production. In addition, to date, donors have provided \$4,015,700 for 2019 to the ongoing UNODC Regional Programme for Afghanistan and Neighbouring Countries.	<p>capacities of local actors to mediate conflict in Afghanistan; and (c) identify the drivers of localized conflict and peace and reconciliation programming through research and data collection. Donors have not yet decided to fund this project, and there may still be substantive changes.</p> <p>The UNODC country programme for Afghanistan, 2016–2019, is aimed at contributing to the stability and development of Afghanistan by strengthening the criminal justice system and counter-narcotics efforts, including the building of the Government's capacity in the areas of health, alternative development (to poppy cultivation), crop monitoring, research, inter-agency cooperation and provincial outreach. The country programme for Afghanistan is implemented through four subprogrammes:</p> <p>Subprogramme 1, Law enforcement</p> <p>Subprogramme 2, Criminal justice</p> <p>Subprogramme 3, Health and alternative development</p> <p>Subprogramme 4, Advocacy, policy and research</p> <p>The UNODC Regional Programme for Afghanistan and Neighbouring Countries, 2016–2019, is a framework for supporting the countries of West and Central Asia in developing regional and international joint responses to counter the harmful impact of illicit narcotics trafficking and transnational organized crime on security, governance and social and economic development. The</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
			<p>overall aim of the Regional Programme is to facilitate regional cooperation and to improve and streamline coordination between the eight Regional Programme member countries in addressing illicit drug trafficking, illicit drug use and crime. The Regional Programme also contributes to the enhancement of regional-level counter-narcotics capacities by improving coordination, such as through confidence-building measures in the Heart of Asia-Istanbul Process; conducting joint counter-narcotics operations; increasing practical and case-based training on legal matters and on countering illicit financial flows and transnational crimes, including trafficking in human migrants and drugs; the expansion and provision of international drug prevention and treatment standards and harm reduction services; the promotion of alternative development initiatives between Afghanistan and its neighbours; additional research into drug trafficking routes and illicit financial flows; and strengthening awareness of and advocacy against drugs and crime.</p> <p>UNODC is also coordinating closely with UNAMA and the Government of Afghanistan to address the illicit economy in the country.</p>

Annex V

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

<i>Entity providing the contribution</i>	<i>Description of cash and/or in-kind contribution provided</i>	<i>Approximate annual value of contribution provided (United States dollars)</i>
Government of Afghanistan	Landing rights at airports	120 545.8
Government of Afghanistan	Airport fees (embarkation/disembarkation)	566 907.0
Government of Afghanistan	Regional office in Jalalabad: building, total area 1,409 m ²	3 888.8
Ministry of the Interior, Afghanistan	Regional office in Kunduz: building, total area 2,164 m ²	77 913.0
Government of Afghanistan	Air terminal (Kabul): land, total area 4,700 m ²	6 204.6
Government of Afghanistan	Air terminal (Kunduz): land, total area 20 m ²	240.0
Government of Afghanistan	Air terminal (Mazar-e Sharif): land, total area 2,184 m ²	65 520.0
Ministry of the Interior, Afghanistan	Regional office in Kunduz: land, total area 15,126 m ²	181 509.0
Government of Afghanistan	Regional office in Jalalabad: land, total area 21,772 m ²	8 491 080.0
Government of Afghanistan	Regional office in Kandahar: land, total area 41,558 m ²	224 413.2
Government of Afghanistan	Regional office in Mazar-e Sharif: land, total area 55,234 m ²	1 657 020.0
Government of Afghanistan	Provincial office in Bamyan: land, total area 13,200 m ²	17 424.0
Total		11 412 665.4

Annex VI

Security service costs for 2020

<i>Description</i>	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
A. UNAMA share of the cost of armed static guards provided by DPS					
Guards	Compound A, Kabul	86	13	276.00	308 568
Supervisors	Compound A, Kabul	4	13	319.00	16 588
Guards	Compound A, Kabul (7 barriers)	17	13	276.00	60 996
Supervisors	Compound A, Kabul (7 barriers)	3	13	319.00	12 441
Guards	Compound A, Kabul (Khurshid TV or back road)	6	12	276.00	21 528
Supervisors	UNAMA Terminal, Kabul International Airport	4	13	319.00	8 294
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	126	13	89.10	145 946
Supervisors	United Nations office complex, cost-shared budget with common services (32.281%)	3	13	102.98	4 016
Guards	Kandahar office	47	13	276.00	168 636
Supervisors	Kandahar office	7	13	319.00	29 029
Guards	Cost-shared budget with common services in Herat (85%)	41	13	234.60	125 042
Guards	Mazar-e Sharif office	29	13	276.00	104 052
Guards	Pul-e Khumri office	10	10	276.00	35 880
Supervisors	Mazar-e Sharif office	3	13	319.00	12 441
Guards	Mazar-e Sharif terminal	3	13	276.00	10 764
Supervisor	Mazar-e Sharif terminal	1	13	319.00	4 147
Guards	Maymana office	4	13	276.00	14 352
Supervisor	Maymana office	1	13	319.00	4 147
Guards	Jalalabad office	25	13	276.00	89 700
Supervisors	Jalalabad office	4	13	319.00	16 588
Guards	Kunduz office	24	13	276.00	86 112
Guards	Pul-e Khumri office	12	13	276.00	43 056
Supervisor	Pul-e Khumri office	1	13	319.00	4 147
Guards	Bamyan office	15	13	276.00	53 820
Supervisors	Bamyan office	3	13	319.00	12 441
Guards	Gardez office	28	13	276.00	100 464
Supervisors	Gardez office	5	13	319.00	20 735
Subtotal					1 513 930
B. Special meal allowance for DPS armed static guards deployed to field offices					
	Bamyan office	18	12	90.00	19 440
	Gardez office	33	12	90.00	35 640
	Jalalabad office	29	12	90.00	31 320
	Kandahar office	54	12	90.00	58 320
	Kunduz office	24	12	90.00	25 920
	Pul-e Khumri office	13	12	90.00	14 040
	Mazar-e Sharif office	32	12	90.00	34 560

<i>Description</i>	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
	Mazar-e Sharif terminal	4	12	90.00	4 320
	Maymana office	5	12	90.00	5 400
Subtotal					228 960
C. Private security company unarmed guard services					
Guards	Liaison Office in Islamabad	6	12	350.00	25 200
Guards	Gardez office, cost-shared budget with agencies, funds and programmes (72.63%)	11	12	404.00	53 304
Guards	Dispatch hub, Kabul	26	12	556.00	173 472
Supervisor	Dispatch hub, Kabul	1	12	653.00	7 836
Guards	UNAMA shooting range, Kabul	8	12	556.00	53 376
Guards	Air terminal	6	12	556.00	40 032
Guards	Bamyan office	2	12	556.00	13 344
Guards	Gardez office	2	12	556.00	13 344
Guards	Jalalabad office	4	12	556.00	26 688
Guards	Kunduz office	3	12	556.00	20 016
Guards	Maymana office	2	12	556.00	13 344
Guards	Mazar-e Sharif office	2	12	556.00	13 344
Guards	Pul-e Khumri office	2	12	556.00	13 344
Guards	UNAMA Compound Alpha, Kabul	10	12	556.00	66 720
Guards	Palace No. 7	5	12	556.00	33 360
Guards	UNAMA Terminal, Kabul International Airport	8	12	556.00	53 376
Guards	Maymana office	4	12	556.00	26 688
Guards	Faizabad office	4	12	556.00	26 688
Guards	Palace No. 7	5	12	556.00	33 360
Guards, female	Palace No. 7	2	12	556.00	13 344
Guards	Kandahar office	10	12	556.00	66 720
Guards, female	Mazar-e Sharif office	5	12	556.00	33 360
Guards, female	Pul-e Khumri office	3	12	556.00	20 016
Guards, female	Maymana office	2	12	556.00	13 344
Guards	Bamyan office	3	12	556.00	20 016
Guards	Additional 11 unarmed guards for the United Nations Operations Centre in Afghanistan complex, cost-shared budget with common services (32.281%), due to critical security situation (blast vulnerability assessment)	11	12	179.00	23 692
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	133	12	179.00	286 454
Supervisors	United Nations office complex, cost-shared budget with common services (32.281%)	4	12	212.00	10 119
Subtotal					1 193 901

<i>Description</i>	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
D. Deployment of private security company armed guards in UNAMA compounds countrywide					
Guards	Compound A and dispatch hub, Kabul	21	12	2 196.00	553 299
Supervisors	Compound A and dispatch hub, Kabul	3	12	2 685.00	96 665
Guards	Palace No. 7	8	12	2 196.00	210 780
Supervisor	Palace No. 7	1	12	2 685.00	32 222
Guards	Kandahar office	22	12	2 210.00	583 406
Supervisors	Kandahar office	3	12	2 699.00	97 177
Guards	Jalalabad office	17	12	2 210.00	450 813
Supervisors	Jalalabad office	2	12	2 699.00	64 785
Guards	Kunduz office	22	12	2 210.00	583 406
Supervisors	Kunduz office	2	12	2 699.00	64 785
Guards	Bamyan office	16	12	2 210.00	424 295
Supervisors	Bamyan office	2	12	2 699.00	64 785
	Bamyan office	4	12	2 210.00	106 074
Guards	Pul-e Khumri office	8	12	2 254.00	216 336
Supervisor	Pul-e Khumri office	1	12	2 763.00	33 156
Guards	Herat office, cost-shared budget with Herat multi-agency compound (85%)	15	12	1 878.00	338 110
Supervisors	Herat office, cost-shared budget with Herat multi-agency compound (85%)	2	12	2 294.00	55 067
Guards	Mazar-e Sharif office	24	12	2 210.00	636 443
Supervisors	Mazar-e Sharif office	2	12	2 699.00	64 785
Guards	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	22	12	1 605.00	423 728
Supervisors	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	2	12	1 961.00	47 053
Project Manager	Country office	1	12	8 900.00	106 800
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	78	12	709.00	663 409
Supervisors	United Nations office complex, cost-shared budget with common services (32.281%)	8	12	867.00	83 212
Subtotal					6 000 589
E. Road missions, including meal allowances for armed escorts and the rental of escort vehicles					
	Gardez office	1	12	833.00	9 996
	Kandahar office	1	12	460.00	5 520
	Jalalabad office	1	12	2 500.00	30 000
	Mazar-e Sharif office	1	12	2 500.00	30 000
	Kabul office, including VIP/Headquarters missions	1	12	5 834.00	70 008
	Bamyan office	1	12	200.00	2 400
	Kunduz office	1	12	1 084.00	13 008
	Herat office	1	12	1 000.00	12 000
Subtotal					172 932

<i>Description</i>	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
F. UNAMA portion of the cost-shared budget of the Department of Safety and Security administered by UNDP					
UNAMA portion (for operation support) of one-year cost-shared budget administered by UNDP		1	1	732 820.00	732 820
UNAMA portion (for local security assistant fee) of one-year cost-shared budget administered by UNDP		1	1	21 754.00	21 754
UNAMA portion (for administration fee) of one-year cost-shared budget administered by UNDP		1	1	31 441.00	31 441
Subtotal					786 015
G. Canine services, including dogs and dog handlers based in Kabul and Kandahar					
Compound A, Kabul		3	12	3 325.00	119 700
Palace No. 7		2	12	3 325.00	79 800
UNAMA Terminal		2	12	3 325.00	79 800
Kandahar office		2	12	3 325.00	79 800
Gardez office, cost-shared with agencies, funds and programmes (72.63%)		2	12	2 415.00	57 960
Mobilization cost for 6 additional K-9 units for UNAMA field offices (Mazar-e Sharif, Jalalabad and Herat)		6	1	11 500.00	—
Project Manager, country office		1	12	9 771.00	117 252
Operational cost for 2 K-9 units, for implementation along the west perimeter wall		2	12	1 073.00	25 752
Mobilization cost of implementation of blast vulnerability assessment along west perimeter wall (Afghan Construction Unit Kabul DPS-K9 checkpoint), cost-shared budget (32.281%) with common services		2	0.5	7 425.00	7 425
United Nations office complex, cost-shared budget with common services (32.281%)		5	12	1 073.00	64 400
Subtotal					631 889
H. UNAMA share of the cost of security under common security arrangements					
UNAMA contribution to World Food Programme for Faizabad office (50%)		1	1	68 498.00	68 498
UNAMA contribution to Neli office (Daykundi)		1	1	11 942.00	11 942
UNAMA share of security-related cost of Kuwait office		1	1	160 000.00	160 000
Subtotal					240 440
I. UNAMA share of the cost of security under common security arrangements for Tehran and Islamabad					
Security common services, cost-shared budget Islamabad office, administered by UNDP		1	1	4 000.00	4 000
UNAMA share of security-related cost of Liaison Office in Tehran		1	1	1 275.00	1 275
Subtotal					5 275
Total security services cost for 2020 (rounded)					10 773 931

Abbreviations: DPS, Afghan Directorate of Protection and Security; UNDP, United Nations Development Programme.