



# General Assembly

Distr.: General  
5 June 2020

Original: English

---

## Seventy-fifth session

Item 141 of the preliminary list\*

### Proposed programme budget for 2021

## Proposed programme budget for 2021

### Part II

#### Political affairs

### Section 3

#### Political affairs

### United Nations Assistance Mission in Afghanistan

#### *Summary*

The present report contains the proposed resource requirements for 2021 for the United Nations Assistance Mission in Afghanistan in the amount of \$137,921,000 (net of staff assessment).

---

\* A/75/50.



## Contents

	<i>Page</i>
I. Overview of the Mission. ....	3
A. Proposed programme plan for 2021 and programme performance for 2019** ....	4
B. Proposed post and non-post resource requirements for 2021*** ....	17
1. Total resource requirements. ....	17
2. Staffing requirements. ....	19
3. Financial resources. ....	32
4. Analysis of resource requirements ....	33
5. Extrabudgetary resources. ....	36
 Annexes	
I. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 74/263 A, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly ....	37
II. Proposed changes in staffing levels by organizational unit ....	40
III. Staffing requirements by location ....	43
IV. Organization charts ....	45
V. Information on 2020 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 ....	49
VI. Contributions provided by host country and/or other United Nations entities (cash and/or in-kind contributions) ....	57
VII. Security related costs for 2021 ....	58

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

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

## I. Overview of the Mission

(\$137,921,000)

### Foreword

Afghanistan remains in conflict, characterized by a volatile security situation and ongoing high levels of civilian casualties. In 2019, the number of civilian casualties from the conflict reached a grim milestone, surpassing 100,000 since the Mission began systematic documentation in 2009. The humanitarian situation remains grave, with an estimated 9.38 million people in need in 2020, and over 80 per cent of Afghans continue to live in conditions of grinding poverty, on less than \$1.90 per day.

The signing of the Joint Declaration between the Islamic Republic of Afghanistan and the United States of America for Bringing Peace to Afghanistan, and the Agreement for Bringing Peace to Afghanistan between the United States of America and the Taliban in February 2020, marked significant developments aimed at opening the door for formal intra-Afghan negotiations. The United States also sought concrete assurances from the Taliban regarding reductions in violence, towards the comprehensive ceasefire, which remains a consistent demand of the Afghan public and the Government. Afghans have voiced concern about the potential concessions that may be made in a peace process, which could risk the gains of almost two decades, particularly with respect to human rights, women's empowerment, the rule of law, as well as freedom of expression and the media.

Following the elections for the Lower House of the National Assembly in October 2018 that had been deferred since 2015, the new assembly was inaugurated in late April 2019. Presidential elections were held in September 2019, which concluded with the President, Mohammad Ashraf Ghani, being inaugurated for a second term in March 2020. With the active support of the Government under its national action plan on Security Council resolution [1325 \(2000\)](#), Afghan women continued to make progress with respect to political participation and representation in government structures. Reforms were announced in the justice sector, along with anti-corruption measures and new subnational governance policy. However, progress in the implementation of these reforms was slow, and State institutions remained weak. Despite some improvement in domestic revenue collection, the Government of Afghanistan remained largely dependent on international donors to finance basic services, and economic growth was insufficient to deliver real improvements in the material living conditions of most Afghans.

In 2021, UNAMA will continue to assist Afghanistan in its efforts to achieve peace and stability, underpinned by improved socioeconomic conditions, stronger protections for the fundamental rights of all Afghans, rule of law and more accountable institutions. In line with its mandate, the Mission will use its good offices in supporting the peace process, for regional cooperation and for building the capacity of local institutions on human rights. In 2020, the planned Ministerial Conference on Afghanistan will address donor funding for the period from 2021 to 2024, along with a revised national development programme and mutual accountability framework. In follow-up, UNAMA will continue as part of the One United Nations for Afghanistan to assist the Government to realize its objective of economic and social self-reliance through the Transformation Decade (2015–2024).

*(Signed)* Deborah Lyons

Special Representative of the Secretary-General for Afghanistan and  
Head of the United Nations Assistance Mission in Afghanistan

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

### **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 promoting peace and stability. The mandate is defined in Security Council resolutions [1401 \(2002\)](#) and [1662 \(2006\)](#), and renewed by its resolutions [1746 \(2007\)](#), [1806 \(2008\)](#), [1868 \(2009\)](#), [1917 \(2010\)](#), [1974 \(2011\)](#), [2041 \(2012\)](#), [2096 \(2013\)](#), [2145 \(2014\)](#), [2210 \(2015\)](#), [2274 \(2016\)](#), [2344 \(2017\)](#), [2405 \(2018\)](#) and [2460 \(2019\)](#). On 17 September 2019, the mandate was extended until 17 September 2020 by Council resolution [2489 \(2019\)](#).
2. UNAMA will continue to perform its good offices role in supporting peace and stability in Afghanistan and in coordinating international civilian efforts in supporting national priorities, consistent with the Government's long-term agenda and achieving self-reliance in line with the Transformation Decade (2015–2024). The strategic priorities for UNAMA in 2021 are to support an Afghan-led and Afghan-owned peace process, if requested by the Government; promote political stability; support the promotion and protection of human rights and fundamental freedoms; lead and coordinate international civilian efforts in support of the Government's reform agenda; support regional cooperation in relation to peace and stability in Afghanistan; and achieve greater coherence of the United Nations in Afghanistan. The Mission will implement the women and peace and security agenda and mainstream gender perspectives in the pursuit of each of these priorities.

### **Programme of work**

#### **Objective**

3. The objective, to which the Mission contributes, is to create the conditions for peace and stability, with foundations established for inclusive and representative government and functioning and accountable institutions, and a coherent and sustainable path towards the economic and social conditions for self-reliance.

#### **Strategy**

4. To contribute to the creation of the conditions for peace and stability in Afghanistan, the Mission will, at the request of the Government of Afghanistan, support through outreach and good offices an Afghan-led and Afghan-owned peace process, including proposing and supporting confidence-building measures and promoting consensus and cooperation for peace and stability at the international, regional, national and subnational levels. This will include supporting efforts to protect the gains made over the past years, implement local peace and outreach initiatives, build capacity and strengthen the role of peace entities and civil society and ensure that women, youth and minorities are effectively represented in nationally owned peace processes and peacebuilding efforts. The Mission will also strengthen the capacity of the Government, the Afghanistan Independent Human Rights Commission and civil society in the promotion of, respect for and protection of human rights and fundamental freedoms and in complying with international human rights frameworks, including the protection of women and children, the rights of detainees and a victim-centred approach to transitional justice. This is expected to result in an inclusive intra-Afghan peace process with national dialogue and constructive regional engagement and demonstrated national commitment to respect, protect, fulfil and promote human rights. Past results in this area include a more active role for women, youth, minorities and other vulnerable groups in political processes, preparation for an intra-Afghan peace process, the settlement of local conflicts and increased

capacity of national institutions to ensure compliance with human rights obligations, as well as advocating for and supporting a reduction in civilian casualties.

5. To contribute to establishing the foundations for inclusive and representative government and functioning and accountable institutions, the Mission will facilitate Afghan political processes through good offices; support credible and inclusive elections, including electoral reforms, the building of capacity of the electoral management bodies and increasing women's participation; support the Government in its ongoing efforts on anti-corruption and justice sector reform, as well as the implementation of its subnational governance policy; and facilitate cooperation between the Government, civil society and other stakeholders on key policy issues. This is expected to result in the improved functioning, representativeness and increased accountability of national and subnational government institutions that can deliver more equitable basic services to the population; and improvement in Afghanistan's ability to enforce laws through the formal justice sector, in line with international standards and norms. Past results in this area include the formation of the first new parliament since 2011 following the 2018 election, through good offices and United Nations technical support, the reforms of electoral procedures and improved technical capacity in the conduct of the 2019 presidential election; the development of the 2017 anti-corruption strategy; and the adoption of a new penal code.
6. To contribute to establishing a coherent and sustainable path towards the economic and social conditions for self-reliance, the Mission will work with the Government of Afghanistan and donors towards securing continued international funding for the remainder of the Transformation Decade (2021–2024), and, with a view to maximizing the collective effectiveness of One United Nations for Afghanistan and, in close consultation and coordination with national, development and humanitarian entities, regional organizations and international financial institutions, support the Government of Afghanistan in implementing its reform agenda. This is expected to result in coherent support by the United Nations and the international community to address the needs for development in Afghanistan for the remainder of the Transformation Decade (2021–2024), within a mutual accountability framework agreed at the 2020 Pledging Conference on Afghanistan; and the establishment of mechanisms for international development assistance to accompany a peace process. The Mission will promote the ongoing implementation and sequencing of the Government's reform agenda, the mobilization of resources and coordination of international donors and organizations; and reinforce the role of Afghan institutions to perform their responsibilities, including in the areas of governance, the rule of law and the fight against corruption. Past results in this area include the hosting of the senior officials meeting of the 2018 Geneva Conference on Afghanistan, resulting in renewed commitments under a revised mutual accountability framework, co-chairing the Joint Coordination and Monitoring Board to promote coherent support by the international community for the development and governance priorities of the Government of Afghanistan, and facilitation of international political and material support for reforms in the areas of justice, rule of law and public security, anti-corruption measures, private sector development, local governance and human rights.

### **External factors for 2021**

7. With regard to external factors, the overall plan for 2021 is based on the following assumptions:
  - (a) The diverse interests of domestic stakeholders will present a significant challenge in securing a coherent policy for negotiations in the event of intra-Afghan negotiations, and in pursuing an inclusive political settlement. The potential for spoilers, direct and indirect, poses a risk for reaching a lasting peace agreement and its successful implementation;
  - (b) Progress in intra-Afghan negotiations may necessitate efforts to ensure broad-based ownership and commitment to the outcomes of the negotiations and their implementation. Protection of fundamental rights and freedoms, including for women and girls, justice, freedom of expression and access to services are of particular concern;

- (c) The security situation will remain volatile as conflict persists between government and anti-government elements, along with criminality. Insecurity will continue to impede access for the Mission and development and humanitarian actors to reach parts of the population. Illegal taxation, the burgeoning illicit economy, abductions and criminal harassment will also contribute to continued instability. This will hamper the extension of State authority, complicate the work of the Mission and perpetuate the reliance on robust security measures and the use of intermediaries;
  - (d) Political fragility, lack of capacity in governance, corruption, inadequate economic growth, recurring humanitarian pressures, poverty, displacement, unemployment, migration and returns will constrain the social and economic development of Afghanistan and perpetuate reliance on international support;
  - (e) The economy and national development will rely extensively on donor funding, with the equivalent of 45 per cent of the gross domestic product and 75 per cent of government spending being externally funded. Declining donor and external investment will compromise the ability of Afghanistan to move towards greater self-reliance by the end of the Transformation Decade in 2024, and to achieve its Sustainable Development Goals by 2030;
  - (f) The illicit economy, accounting for at least 25 per cent of gross domestic product, will continue to distort Afghanistan's economy, undermine legitimate revenue collection and contribute to the persistence of conflict, criminal activity and corruption.
8. The Mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In its engagement with political parties, the Mission promotes gender mainstreaming in party programmes and structures to strengthen women's representation and engages with the Independent Electoral Commission to secure wider and more meaningful participation of women in electoral processes. In close cooperation with other entities, the Mission also supports the implementation of the national action plan on Security Council resolution [1325 \(2000\)](#), in particular, gender equality and women's and girls' empowerment, education and human rights. The full, safe, equal, effective and meaningful participation, engagement and leadership of women at all levels of decision-making are central to Mission activities. The Mission will continue its advocacy for women's meaningful participation in peace processes at the national, regional, and international levels. For human rights, the Mission's reporting includes disaggregated data on the impact of the armed conflict on women and children, 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 Elimination of Violence against Women.
  9. With regard to cooperation with other entities, the Mission assists the Government of Afghanistan in the Heart of Asia-Istanbul Process and related confidence-building measures in cooperation with relevant United Nations entities. The Mission also supports the participation of the Government of Afghanistan in various regional processes and initiatives and to maintain dialogue and cooperation with Central Asian countries, including in realizing the potential of Afghanistan as a connector for the region.
  10. With regard to inter-agency coordination and liaison, the Mission 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, in order to align it with the timeline of the Afghanistan National Peace and Development Framework. This will be updated during 2021 through the development of a United Nations Sustainable Development Cooperation 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, including by providing technical guidance and input to strengthen the humanitarian-development-peacebuilding nexus. Close collaboration between UNAMA and the United Nations country team includes areas relating

to the rule of law, anti-corruption, governance, human rights and gender, focusing on policy issues and good offices to deliver related programme activities.

### **Evaluation activities**

11. The following evaluations and self-evaluations are planned for 2021: self-evaluation of mission processes to develop the mission concept, including Department of Political and Peacebuilding Affairs support for such processes, to identify constraints and opportunities.

### **Programme performance in 2019 against planned results**

12. A planned result for 2019, which is that the sociopolitical environment is increasingly conducive to sustainable peace and stability, as referred to in the proposed budget for 2019, was partially achieved, as evidenced by the conduct of the 2019 presidential election and the improved institutional capacity of election management bodies, both having been facilitated by the good offices and technical advice provided by UNAMA and the United Nations Development Programme (UNDP).
13. A planned result for 2019, which is increased realization of human rights for all, as referred to in the proposed budget for 2019, was achieved, as evidenced by the reduction in civilian casualties caused by ground engagements and an overall reduction in civilian casualties as compared with 2018, a reduction in the number of casualties among human rights defenders, accountability for allegations of sexual abuse against children, review of the Law on Elimination of Violence against Women (2009), and the promulgation of the Child Rights Protection Law (2019).
14. A planned result for 2019, which is increased effectiveness of development and humanitarian assistance to Afghanistan and improvement of Afghan institutions, as referred to in the proposed budget for 2019, was achieved, as evidenced by the roll-out of the subnational governance policy, progress in the implementation of civil service reforms and increased engagement of civil society in governance, as well as the alignment of the activities of the United Nations system with government development and reform priorities.
15. A planned result for 2019, which is enhanced implementation of the commitments of the conferences on Afghanistan held in Kabul (2010), Tokyo (2012), London (2014) and Brussels (2016), Afghanistan National Peace and Development Framework benchmarks and national priority programmes, as referred to in the proposed budget for 2019, was achieved, as evidenced by the promotion of more coherent support by the international community for the development and governance priorities of the Government of Afghanistan through the co-convening of the Joint Coordination and Monitoring Board, reported progress between government entities and donors on the Geneva Mutual Accountability Framework, as well as continued international political and material support for the Afghanistan National Peace and Development Framework and the Afghanistan Sustainable Development Goals.

### **Programme performance in 2019**

#### **Advancing peace and stability for Afghanistan**

16. Amid ongoing armed conflict, the Taliban movement continues to exert control or influence over significant territory. Other armed groups, including the Haqqani Network, Islamic State in Iraq and the Levant-Khorasan Province, criminal groups and pro-government militias, continue to perpetrate violent incidents in parts of the country. Talks between the United States Special Representative for Afghanistan Reconciliation and the Taliban resumed in late 2019 and led to the signing of the Agreement for Bringing Peace to Afghanistan in February 2020. The Government of Afghanistan has repeated its calls for the Taliban to enter into direct, formal negotiations, with a ceasefire as a precondition. Civilian casualties caused by the conflict have surpassed 100,000 since the Mission began systematic documentation of civilian casualties in 2009.

17. Against this background, UNAMA provided good offices and technical support to help build international, regional and national consensus for peace, and to create an environment in which direct negotiations can take place. Meetings were held with the Taliban Political and Protection of Civilians Commissions throughout the year to discuss ongoing efforts to begin intra-Afghan negotiations, as well as to advocate with parties to the conflict for a reduction of violence and compliance with international human rights and humanitarian laws. UNAMA continued engagement with Afghan political leaders and governmental peace bodies to encourage the Government and other political stakeholders to build consensus among Afghans for the peace process, as well as to prepare for intra-Afghan negotiations. It also engaged with civil society to help advance Afghan-led and Afghan-owned peace efforts. Through outreach with regional and international partners, the Mission supported consensus building on peace in Afghanistan. The Mission participated in several gatherings of special representatives and envoys and convened meetings of the regional and international diplomatic community both in Kabul and outside Afghanistan. The Mission continued its support to multilateral processes, including through active participation in the Heart of Asia-Istanbul Process and the International Contact Group on Afghanistan. At the subnational level, UNAMA field offices undertook local peace initiatives and political outreach to facilitate and support the meaningful participation of women, youth and civil society representatives in local peace efforts and to provide platforms for them to express their views on the national peace process.

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

18. This work contributed to creating the conditions for peace and stability, as demonstrated by the development, by the Government, with the support of UNAMA, of its peace strategy, which encompasses negotiations between conflict parties, regional and international consensus-building and grass-roots peacebuilding and community outreach. In addition, through its local peace initiative programme, UNAMA, together with local government authorities, contributed to establishing platforms for women to express their views on national peace processes and to strengthening the capacity of communities to address tribal conflicts and land and water disputes by facilitating consultations, dialogues and support for effective traditional or subnational dispute resolution mechanisms.

Table 1  
Performance measure

2015	2016	2017	2018	2019
N/A	N/A	The Government of Afghanistan, with the support of UNAMA, set up the first meeting of the Kabul Process for Peace and Security Cooperation	Key partners convene to assist in preparations for the second Kabul Process meeting on 28 February, at which President Ghani shared his vision for a new approach to peace	Development, by the Government, with the support of UNAMA, of its peace strategy, which encompasses negotiations between conflict parties, regional and international consensus-building and grass-roots peacebuilding and community outreach

**Strengthening good governance and rule of law**

19. In 2019, the Government continued to implement its priority governance reforms. A national dialogue was commenced on the draft district administration guidelines to ensure improved



coordination between local authorities and line ministries for effective service delivery at the local level. The Independent Directorate of Local Governance has continued the introduction of the Law on Local Councils with subnational authorities and civil society, with the Independent Administrative Reform and Civil Service Commission implementing civil service reforms, including increased recruitment of women. The entry into force of the country's first comprehensive Penal Code in 2018 helped improve its compliance with international standards and norms in criminal justice. Implementation, however, remains deficient. Afghanistan has also made efforts to coordinate the work of the formal and the informal justice sectors in line with human rights standards.

20. UNAMA supported the Independent Directorate of Local Governance to strengthen policy and regulatory frameworks in cooperation with international community partners. This included development of the Law on Local Councils, its corresponding local council law guidelines and the draft local administration law. In tandem, UNAMA continued to support the Civil Society Joint Working Group to increase the accountability of the Government countrywide, including through extending its network to five major regional hubs. UNAMA also worked closely with the Independent Administrative Reform and Civil Service Commission in support of its efforts to ensure merit-based recruitment and appointments of senior civil servants, both through reforms in legal frameworks and in recruitment systems and procedures. This has included supporting key government partners to increase the number of women in the civil service.
21. The third annual anti-corruption report of UNAMA, released in May 2019, highlighted progress and shortcomings observed during the year, with recommendations for the Government, donors and civil society. The Mission also worked with the new Commissioners, government interlocutors and international stakeholders to support the operationalization of the Access to Information Oversight Commission, which was completely revamped at the start of 2019 with new commissioners and an independent budget. The issue and execution of arrest warrants by the Government was also tracked, with the Mission providing coordinated comments on legislation and regulations. In September 2019, UNAMA, in coordination with international partners and UNDP, supported the Supreme Court in convening a conference to review the implementation of the 2017 Penal Code by courts throughout Afghanistan; subsequently, guidelines were issued to judges to clarify the application of the Code. Lessons learned and best practices from the first year of implementation of the new Penal Code were discussed at the initial conference in Kabul, followed by targeted regional training for judges and prosecutors throughout 2019. The first regional conference was held in December 2019 for all judges and prosecutors from four provinces. With respect to the new Penal Code, UNAMA also provided technical guidance to the Attorney General's Office on the implementation of novel aspects of the new Penal Code, including the criminalization of war crimes, crimes against humanity, genocide and aggression, and facilitated training for prosecutors. The Mission also provided more than 20 legal opinions to the Ministry of Justice, the Chief Justice and the Supreme Court on new legislation and the implementation of the new Penal Code, to the Second Vice-President, Mohammad Sarwar Danish, on the drafting of the law on the conciliation of civil disputes by jirgas and shuras, and to the Independent Commission for Oversight of the Implementation of the Constitution on the provisions of the Constitution that have not been fully implemented.

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

22. This work contributed to creating the conditions for peace and stability, as demonstrated by the Government implementing civil service reforms, and developing a substantial revision to the existing Afghanistan National Strategy for Combating Corruption and the release of a draft anti-corruption reform accelerating plan in October 2019, which should provide a bridge to a new strategy being developed in 2020 with the support of UNAMA. Following a recommendation from UNAMA, the Anti-Corruption Justice Centre decided to revise its practice and include reasons in its judgments, rather than simply communicating a finding.

Table 2  
Performance measure

2015	2016	2017	2018	2019
2015 Anti-Corruption Strategy and Plan	N/A	2017 Anti-Corruption Strategy	N/A	Release of a draft Anti-Corruption Reform Accelerating Plan in October 2019

**Strengthening international coordination in support of Afghan economic and social self-reliance**

23. More than 80 per cent of Afghans live below the internationally recognized poverty line, wealth inequality is extreme, and health basic services are poor. Food insecurity affects 19 million people and access to basic services is far from universal. Economic development and job creation for an overwhelmingly young population remain essential for sustainable peace, but social and economic development has been hindered by governance deficiencies, conflict and the inability to extend functional sovereignty beyond the urban centres, which perpetuates the isolation of rural communities and impedes the delivery of basic services. Natural disasters, including drought and flooding, are repeatedly experienced. There is large-scale displacement of people due to armed conflict and natural disaster; the number of people who have fled their homes since the beginning of 2019 exceeds 365,000, with more than half of those being children. Many displaced families live in informal settlements with limited access to basic services beyond initial humanitarian assistance and have no immediate prospect of returning to their homes. In this context, international donors continue to be an essential source of revenue for the Afghan economy; the international community continued to finance the equivalent of 45 per cent of gross domestic product and 75 per cent of government spending in 2019.
24. Afghanistan facilitated alignment between development partners, including donors, and the Government for planning, implementation and mutual accountability mechanisms. With the Government, the United Nations jointly convened the Joint Coordination and Monitoring Board to review and monitor progress in development and to coordinate responses to key challenges. Three quarterly progress reports on the Geneva Mutual Accountability Framework were prepared by the Government after intense consultations between relevant government entities and donors. The Mission closely engaged with the World Bank, the United Kingdom of Great Britain and Northern Ireland and other donors on preparation of economic and other plans for the period after an expected peace agreement. The Mission commenced coordination with the Government and key donors in preparation for the 2020 Ministerial Conference on Afghanistan to mobilize donor funding for the final four years of the Transformation Decade (2015–2024). A number of events were planned in support of the conference, including a Senior Officials/Joint Coordination and Monitoring Board Meeting, and meetings in the margins of the World Bank Spring Meetings and the United Nations General Assembly. In the lead-up to the conference, UNAMA has coordinated with donors, the World Bank and the Government to advocate for current levels of development assistance to be maintained until 2024. UNAMA advocated with the Government, the Regional Economic Cooperation Conference on Afghanistan and regional countries to facilitate exports from Afghanistan and enhance regional cooperation, including on trade connectivity, which received a further boost with the inauguration of a freight train route from Afghanistan to China, in cooperation with Kazakhstan and Uzbekistan. In 2019, Afghanistan and Pakistan initiated round-the-clock operations at the Torkham border crossing (previous operation was for 12 hours daily). In the following two weeks, trade through Torkham increased by 50 per cent. The border crossing facilitates the crossing of some 10,000 people per day.

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

25. This work contributed to a coherent and sustainable path towards the country's economic and social conditions for self-reliance, as demonstrated by the inauguration of infrastructure that enables Afghanistan to improve its economic relations with its regional partners. The steady and intense coordination role that UNAMA has been playing also contributed to advance government programmes and investments that will enable Afghanistan to leverage international support to put in place the economic and social conditions for self-reliance.

Table 3  
Performance measure

2017	2018	2019	2020	2021
Launch of the national priority programmes of the Afghanistan National Peace and Development Framework	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	Development by the Government of a new five-year development plan towards economic and social self-reliance

## Planned results for 2021

### Result 1: Intra-Afghan negotiations

26. Building on efforts throughout 2019, the beginning of 2020 witnessed the signing of the Joint Declaration between the Islamic Republic of Afghanistan and the United States of America for Bringing Peace to Afghanistan and the Agreement for Bringing Peace to Afghanistan between the United States of America and the Taliban. These marked significant steps towards ending the war and opened the door to intra-Afghan negotiations. The protracted process of forming an inclusive government following the 2019 presidential election, and the slow and sometimes controversial progression of confidence-building measures between the Islamic Republic of Afghanistan and the Taliban, compounded the challenges for a swift start of intra-Afghan negotiations. Positive actions were taken by the parties to the conflict in 2019 to reduce the number of civilian casualties from ground engagements. However, without continued efforts by the parties to the conflict, including for addressing the rising civilian casualties from airstrikes and search operations, the trend of civilian casualty reductions is likely to reverse.
27. UNAMA will support an Afghan-led and Afghan-owned inclusive and representative peace process leading to a political settlement, in compliance with the country's international human rights obligations, and with the full and meaningful participation of women at all stages. Key areas of intervention for UNAMA include: engagement with conflict parties, including on confidence-building measures and the shaping of an inclusive pre-negotiations process; support for inclusive intra-Afghan negotiations, including the promotion of the participation of women, youth and minorities, and the provision of technical guidance; mitigation of local conflicts and the provision of platforms to channel rural voices through Field Office-implemented local peace initiatives;

supporting normative frameworks for women and peace and security; and facilitating constructive regional engagement on peace.

28. UNAMA will provide good offices support, technical and normative advice, advocacy, coordination and capacity-building as appropriate and utilize its convening function, in the service of all stakeholders at the international, national and subnational levels, in pursuit of a comprehensive peace agreement and an end to the war in Afghanistan. UNAMA will continue to foster a regional and international consensus on peace and stability in Afghanistan, including through support to multilateral processes. This will include using its good offices, as well as proposing and shaping confidence-building measures. Fundamental to sustainable peace and stability in Afghanistan is the promotion for respect, protection and fulfilment of human rights, without which conflict may recur. This encompasses victim-centred justice, as well as the protection of civilians, which includes women, children, persons deprived of their liberty and human rights defenders. Closer engagement with regional countries will be used to explore the possibilities of also widening channels of communication with and between parties to the conflict. Using its convening authority and ability to facilitate initiatives at the national and subnational levels, the United Nations will also create the space for different constituencies to discuss peace, including women's meaningful participation, support subnational mediation and dispute resolution efforts and strengthen the relationship between local and national approaches. UNAMA will build its technical expertise and capacities across its substantive areas and field offices, also drawing on the wider United Nations system, for areas of the peace process where it can provide meaningful advice and/or support, such as transitional security modalities, inclusion of civil society, including marginalized groups such as women, youth, minorities, the disabled and other underrepresented constituencies, governance options and transitional justice mechanisms.

*Internal challenge and response*

29. The challenge for the Mission was devising targeted support for intra-Afghan negotiations, under an internally coherent plan of action and through a dynamic exercise, also in the light of the fact that the negotiations were yet to convene and the requests by the parties and resulting requirements were yet to be formulated. In addition, the continued volatility of the security environment continued to test commitments towards talks and undermine momentum, with the result that the Mission worked to sustain existing efforts while attempting to anticipate new and potentially different demands. In response, UNAMA will increase coordination within the Mission and with relevant partners, to address emerging crises as well as opportunities. The Mission will also undertake continuous review of its posture, to ensure that it fully responds to the demands of the emerging environment around negotiations, with reference to the conflict parties and stakeholders across Afghan society, as well as the peace infrastructure as it evolves. These efforts will be coordinated with the United Nations country team and development partners, to ensure the appropriate complementarity, mutual reinforcement and sustainability of gains.

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

30. This work is expected to contribute to creating the conditions for peace and security, which would be demonstrated by a lasting commitment by the parties to the conflict to end violence and to engage in formal negotiations on the political future of Afghanistan, measured by a reduction in the number and severity of violent attacks and a reduction in casualties, including civilian casualties caused by the conflict; a reduction in the recruitment and use of children in the armed conflict; a decrease in the number of reported cases of torture and ill-treatment; and a reduction in the number of cases of intimidation of human rights defenders and media workers. This would also be demonstrated qualitatively by the presence of an intra-Afghan negotiations process and the coordinated implementation of recommendations issued by the United Nations human rights mechanisms. Ultimately, the progressive implementation by the national authorities of national and international human rights obligations will contribute to the protection of civilians and civilian infrastructure from physical harm and the effective realization of human rights.

Table 4  
Performance measure

2017	2018	2019	2020	2021
Increased regional cooperation initiatives and confidence-building measures, and increased inter- and intra-community dialogue and initiatives to promote peace, stability, and conflict resolution	Further steps towards peace including commencement of talks between the United States and the Taliban and increased engagement between political stakeholders and parties to the conflict on the peace process	Consensus for United States-Taliban talks and subsequent intra-Afghan negotiations reached among international and regional stakeholders	Signing of the Joint Declaration between the Islamic Republic of Afghanistan and the United States of America for Bringing Peace to Afghanistan, and the Agreement for Bringing Peace to Afghanistan between the United States of America and the Taliban, opening the door for the start of intra-Afghan negotiations, precipitating an increase in peace initiatives, reduced casualties from armed conflict and continued donor commitment to long-term socioeconomic development objectives in Afghanistan	Negotiations among Afghan political stakeholders, including the Government and the Taliban, continue to progress towards a comprehensive peace agreement and cessation of hostilities, which also creates conditions for further economic and human development

## Result 2: Promoting political stability and inclusive governance

31. When the new government is established following the outcome of the 2019 presidential election, peace will remain an issue of paramount importance for the administration in 2021. Inclusive representation in national governance and peace processes will continue to be critical for the administration in 2021. Competition over appointments of senior officials, at the national and subnational levels, is common. In addition, inadequate resource flow from the centre to the provinces, coupled with limited delegation of decision-making, impedes the effective delivery of basic services to the population, and restricted and intermittent access by State agencies negatively affects equitable delivery of services to marginalized populations in contested districts. There has been some progress in consolidating the legal and regulatory frameworks, but practical implementation of laws and regulations remains deficient across all sectors.
32. UNAMA will continue to offer its good offices in 2021 to encourage inclusive governance and the equal provision of services to all of the population as an element of political stability. This will include support for the continued implementation of the Government's subnational governance policy and civil service reforms and to facilitate closer cooperation between government entities and civil society on key aspects of the reform agenda. If requested by the Government, UNAMA, with the assistance of UNDP, will support elections for provincial and, possibly, district councils, along

with the outstanding parliamentary elections in Ghazni province. Additional technical support will also be provided on key electoral reforms ahead of the planned elections.

*Internal challenge and response*

33. The challenge for the Mission was that, in the context of political instability surrounding the 2019 presidential election and the delay in the electoral timetable for provincial and district councils and the remaining parliamentary elections in Ghazni province, there was a need for UNAMA to reprioritize by refocusing efforts to promote inclusive governance at the national and subnational levels and continuing support to the electoral management bodies according to the changed timetable. Amid increased donor criticism over the governance deficiencies in the country, UNAMA also needs to further promote a politically stable environment, partly by coordinating and facilitating, with United Nations agencies and international actors, technical assistance to the Government and electoral management bodies for the conduct of the remaining elections.

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

34. This work is expected to contribute to establishing the foundations for inclusive and representative government with functioning and accountable institutions; strengthening the legitimacy of Afghan institutions by improving the transparency and accountability of the processes, which would be demonstrated by the peaceful formation and operation of a stable government into 2021 as the result of the 2019 presidential election; reduced selectivity in the implementation of the Penal Code, measured by the monitoring and verification of a reduction in the incidence of Code violations; and improved subnational governance, as evidenced by increased and improved delivery of basic services to local communities and increased geographical reach of local government services to communities.

Table 5  
Performance measure

2017	2018	2019	2020	2021
Preparations for parliamentary elections	Conduct of parliamentary elections	Finalization of parliamentary elections and preparation for, and conduct of, presidential elections	Finalization of presidential elections and preparation for remaining parliamentary, provincial and district council elections	Conduct of remaining parliamentary, provincial and district council elections

**Result 3: Advancing economic and social self-reliance**

35. The adverse humanitarian situation is likely to persist and could potentially worsen. It has been estimated that, in 2020, 14.3 million people will be in crisis or at emergency levels of food insecurity (level 3 or 4 of the Integrated Phase Classification); this pattern seems likely to persist into 2021. Widespread insecurity, mine contamination and prohibitive terrain will continue to present challenges for humanitarian access and the safety of personnel. Continuing conflict and governance deficiencies will have a negative impact on access and on domestic and international investment. If violent conflict intensifies, the borders of the Islamic Republic of Iran and Pakistan may become the focus of increased outward migration. Key issues for Afghanistan in 2021 will be economic and social development and the reduction of poverty as a key conflict driver. In order to be successful, pathways to peace and development must counter entrenched corruption and impunity, criminal interests and cultural resistance to social change, particularly with respect to the rights of women

and girls. Another issue for Afghanistan in 2021 will be meeting the increasing development needs while donor funding is expected to decline and the gross domestic product struggles to match the rising population. Additional efforts will be needed to meet post-peace settlement demands. Mobilizing donor funding for Afghanistan is a major activity for UNAMA and has gained further importance, given the indications of possible future reductions in contributions. UNAMA has coordinated with donors, the World Bank and the Government to encourage donors to maintain their development investments until 2024, in particular for the expected additional demands of a post-peace settlement. A fresh round of pledges for the final four years of the Transformation Decade (2021–2024) is anticipated at the Ministerial Conference on Afghanistan in 2020. A new five-year development plan is then likely to build on the Afghanistan National Peace and Development Framework.

36. The Mission will continue to focus on the strengthening of institutional capacities in service of the Afghan Sustainable Development Goals, including on public health, education, women's rights, climate change, food security, economic development and livelihood generation. It will also continue to promote a rights-based approach in the State's delivery of development cooperation and humanitarian assistance, in tandem with peace and security priorities. Improved coordination between humanitarian and development actors and actions is likely to assume even greater importance going forward, if sustainable development is to supplant short-term humanitarian crisis response. The Mission will continue to coordinate development assistance through existing mechanisms, including through the convening and facilitation of the Joint Coordination and Monitoring Board and Senior Officials Meetings. UNAMA will work closely with the Government and donors on the formulation, implementation and monitoring of mutual accountability frameworks, with a new framework for 2021–2022 expected to be negotiated before the 2020 pledging conference. The delivery of assistance in follow-up to the 2020 Ministerial Conference on Afghanistan will be coordinated, monitored and reported, and facilitated consultations between the Government, development partners and donors will be continued and, if appropriate, intensified. UNAMA will work closely with the Government and donors to address challenges faced by Afghanistan in the Government's new five-year development plan and focus on its implementation and accountability. Regional economic cooperation will continue to be supported through facilitated events and strategic communication. In addition, the Mission will continue to reinforce One United Nations coordination and alignment of country programme activities with the Afghanistan Sustainable Development Goals.

*Internal challenge and response*

37. The challenge for the Mission was that, as the political context evolves, UNAMA must work to recalibrate existing mechanisms for international support to a possible post-peace environment, which will present significant opportunities and challenges for future development assistance. Declining donor interest and low domestic investment are likely to persist, along with weak governance, endemic corruption and impunity. In response, UNAMA will need to increase its advocacy, use its convening authority and work more closely with donors and the Government to maintain commitments and refine mutual accountability expectations. The Mission will work jointly with the United Nations country team for the timely identification of evolving circumstances and trends and the development of appropriate and feasible responses. It will also analyse the implications for post-peace development assistance, in collaboration with the Government, international donors and other development partners.

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

38. This work is expected to contribute to a coherent and sustainable path towards the economic and social conditions for self-reliance, which would be demonstrated by maintained levels of donor engagement, including continued political and material support for the country's social and economic reform agenda, which would be evidenced by the metrics for a renewed mutual accountability framework and the advancement of a new five-year development plan towards economic and social development, leading to self-reliance.

Table 6  
Performance measure

2017	2018	2019	2020	2021
Launch of the national priority programmes of the Afghanistan National Peace and Development Framework	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	Development by the Government of a new five-year development plan towards economic and social self-reliance

## Deliverables

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

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

Deliverables	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	4	4	4	4
1. Reports of the Secretary-General for the Security Council	4	4	4	4
<b>Substantive services for meetings</b> (number of three-hour meetings)	4	4	4	4
2. Meetings of the Security Council	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops, and training events</b> (number of days)	300	374	280	220
3. Training sessions on protection of civilians; women's rights and elimination of violence against women; children and armed conflict; human rights of conflict-related detainees; and peace, civil society and human rights	300	374	280	220
<b>Technical materials</b> (number of materials)	8	8	7	7
4. Reports on anti-corruption; protection of civilians; treatment of conflict-related detainees; elimination of violence against women; children in armed conflict; and thematic special reports.	8	8	7	5
<b>C. Substantive deliverables</b>				
<b>Good offices:</b> good offices with the Government, political parties, civil society, armed opposition and countries in the region in support of: credible and sustainable elections, peace and stability at the national, subnational and local levels, and humanitarian access; good offices through direct peace talks and confidence-building measures between the Government and the Taliban for a lasting peace agreement; and good offices for enhanced regional cooperation on security-political matters, economic development, disaster management and people-to-people contacts.				



**Consultation, advice and advocacy:** consultations with the Government, civil society and the international community on electoral and political issues, the implementation of the country's accountability framework commitments and the implementation of the Geneva Mutual Accountability Framework and national priority programmes; consultations with the Government on One United Nations for Afghanistan, the Sustainable Development Goals and related commitments; advice to the Government, the Taliban and other stakeholders in support of the peace process; advice to the Government and other stakeholders on subnational governance, development and humanitarian planning, development coordination and aid effectiveness; advice to and support for the relevant government ministries and departments and cooperation with the Afghanistan Independent Human Rights Commission on human rights issues, including civilian protection, child rights, the elimination of discrimination and violence against women, the promotion of gender equality, the prevention of torture and engagement with United Nations human rights mechanisms; advice on international human rights treaty obligations so as to ensure compliance with human rights provisions in the Constitution of Afghanistan; advocacy with State institutions, local authorities, civil society and other stakeholders on women's participation in elections, the involvement of women and youth in peace initiatives, normative issues related to governance and judicial reforms and anti-corruption measures; advice and advocacy for increased respect for human rights, including civil society space, and adherence to international humanitarian law and human rights law; and advice and advocacy on the implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces.

**Fact-finding, monitoring and investigation missions:** monitoring and verification of conflict-related incidents resulting in civilian harm and other human rights violations

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** outreach activities with Afghans, opinion leaders, the media, civil society and other agents of change to support the implementation of the Mission's mandate

**External and media relations:** press conferences, statements, advisories, backgrounders, interviews and other media engagements related to the Mission's objectives

**Digital platforms and multimedia content:** dissemination of the Mission's mandated work through the Mission's website and social media accounts

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

### 1. Total resource requirements

#### Resource requirements (regular budget)

Table 8

#### Financial resources

(Thousands of United States dollars)

Category of expenditure	2019	2020	2021		Variance
	Expenditures	Appropriation	Total requirements	Non-recurrent requirements	2021 vs. 2020 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(3)-(2)
Military and police personnel costs	28.2	41.5	41.5	—	—
Civilian personnel costs	98 448.7	94 377.4	98 007.0	—	3 629.6
Operational costs	45 235.1	40 371.3	39 872.5	—	(498.8)
<b>Total (net of staff assessment)</b>	<b>143 712.0</b>	<b>134 790.2</b>	<b>137 921.0</b>	<b>—</b>	<b>3 130.8</b>

Table 9  
Positions

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total international</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>		
Approved 2020	1	2	1	7	28	55	58	6	158	142	1	301	125	710	68	1 204
Proposed 2021	1	2	1	7	28	55	58	6	158	137	1	296	125	674	68	1 163
<b>Change</b>	–	–	–	–	–	–	–	–	–	<b>(5)</b>	–	<b>(5)</b>	–	<b>(36)</b>	–	<b>(41)</b>

40. The proposed resource requirements for 2021 for UNAMA amount to \$137,921,000 (net of staff assessment) and would provide for the deployment of one military observer (\$41,500), salaries and common staff costs (\$98,007,000) for the deployment of 1,163 positions (1 Under-Secretary-General, 2 Assistant Secretary-General, 1 D-2, 7 D-1, 28 P-5, 55 P-4, 58 P-3, 6 P-2, 137 Field Service, 1 General Service, 125 National Professional Officer, 674 Local level and 68 United Nations Volunteers), as well as operational costs in the amount of \$39,872,500, as detailed in table 23 below. The proposed staffing for 2021 includes 41 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) and 40 positions of Field Security Guard (Local level).
41. The proposed resource requirements for 2021 reflect a net increase of \$3,130,800 compared with the approved budget for 2020, which is attributable mainly to:
- (a) Increased requirements of \$3,629,600 for civilian personnel costs attributable mainly to: (a) the adjustment of the average grade/step levels for National Professional Officer and Local level from NOB/IV and GS4/II in 2020 to NOB/VIII and GS4/V in 2021, respectively, to reflect actual average costs in 2019; (b) the provision for 39 existing security positions (Local level) for 12 months in 2021 compared with seven months budgeted in 2020, as well as the provision for seven existing Security Officer (Field Service) positions proposed for 12 months in 2021 compared with three months provided for in 2020; and (c) the application of a lower vacancy rate of 6 per cent compared with 8 per cent in 2020 for international staff;
  - (b) Reduced net requirements of \$498,800 for operational costs consisting mainly of air operations with the discontinuation of one rotary-wing aircraft and official travel due to the increased reliance on virtual technology to carry out meetings and telework.

### Vacancy rates

42. The actual deployment of military personnel and all other mission staff in 2019 resulted in the following annual average vacancy rates: zero per cent for military observers, 8 per cent for international staff, 4 per cent for National Professional Officers, 3 per cent for Local level staff and 7 per cent for United Nations Volunteers.
43. In 2020, the approved vacancy rates are zero per cent for military observers, 8 per cent for international staff, 3 per cent for National Professional Officers, 3 per cent for Local level staff and 7 per cent for United Nations Volunteers.
44. For 2021, a vacancy rate of zero per cent has been applied for military observers. In addition, a vacancy rate of 6 per cent has been applied for international positions. For national positions, a vacancy rate of 3 per cent has been applied for both National Professional Officer and Local level staff. A vacancy rate of 7 per cent has been applied for United Nations Volunteers.

## 2. Staffing requirements

45. The staffing complement proposed for 2021 reflects a net decrease of 41 positions. The proposed staffing changes include the proposed abolishment of 41 positions (5 Field Service and 36 Local level), the redeployment of eight positions and the reassignment of two positions, as detailed below by organizational unit.

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

- (a) Reassignment of one position of Administrative Assistant (Local level) to Programme Management Assistant (Local level) in the Mission Planning Unit of the Office of the Chief of Staff; and one position of Driver (Local level) to Administrative Assistant (Local level) in the Field Coordination Team of the Office of the Chief of Staff;
- (b) Abolishment of four positions of Security Officer (Field Service) and 22 positions of Field Security Guard (Local level) in the Security Section;
- (c) Redeployment of two positions of Driver (Local level) from the Transport Unit in the service delivery management pillar under Mission Support to the Security Section;

### Mission support

- (d) Redeployment of one position of Administrative Assistant (United Nations Volunteer) from the Office of the Chief of Supply Chain Management to the Centralized Warehousing Unit in the supply chain management pillar;
- (e) Redeployment of one position of Procurement Assistant (Local level) from the Procurement Unit to the Acquisition Management Unit in the supply chain management pillar;
- (f) Redeployment of one position of Supply Assistant (Local level) from the Centralized Warehousing Unit in the supply chain management pillar to the General Supply and Fuel Unit in the service delivery management pillar;
- (g) Abolishment of two positions of Movement Control Assistant (Local level) in the Aviation Section in the service delivery management pillar;

### Regional and provincial offices

- (h) Abolishment of one position of Air Operations Officer (Field Service) in the Kandahar regional office;
  - (i) Redeployment of one position of Security Logistics Officer (United Nations Volunteer) from the Security Section to the Herat regional office;
  - (j) Abolishment of five positions of Field Security Guard (Local level), comprising one in the Kandahar regional office, one in the Balkh (Mazar-e Sharif) regional office, one in the Nangarhar (Jalalabad) regional office and two in the Paktiya (Gardez) regional office;
  - (k) Redeployment of one position of Medical Doctor (United Nations Volunteer) from the Medical, Staff Counselling and Welfare Section in Mission Support to the Bamyan provincial office;
  - (l) Abolishment of seven positions of Field Security Guard (Local level), comprising two in the Bamyan provincial office, one in the Faryab (Maymana) provincial office, two in the Baghlan (Pul-e Khumri) provincial office and two in the Kunduz provincial office;
  - (m) Redeployment of one position of Political Affairs Officer (P-3) from the Baghlan (Pul-e Khumri) provincial office to the Kunduz provincial office.
46. 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.

## Special Representative of the Secretary-General for Afghanistan

Table 10

### Staffing requirement: Office of the Special Representative of the Secretary-General for Afghanistan

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level		
Front Office of the Special Representative of the Secretary-General for Afghanistan																
Approved 2020	1	–	–	–	1	1	–	–	3	2	–	5	–	4	–	9
Proposed 2021	1	–	–	–	1	1	–	–	3	2	–	5	–	4	–	9
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff																
Approved 2020	–	–	1	–	2	3	3	–	9	1	–	10	10	5	–	25
Proposed 2021	–	–	1	–	2	3	3	–	9	1	–	10	10	5	–	25
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Human Rights Service																
Approved 2020	–	–	–	1	2	4	1	–	8	1	–	9	6	9	–	24
Proposed 2021	–	–	–	1	2	4	1	–	8	1	–	9	6	9	–	24
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Strategic Communications Service																
Approved 2020	–	–	–	1	1	2	1	–	5	1	–	6	4	10	–	20
Proposed 2021	–	–	–	1	1	2	1	–	5	1	–	6	4	10	–	20
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Gender Advisory Unit																
Approved 2020	–	–	–	–	1	–	1	–	2	–	–	2	–	1	–	3
Proposed 2021	–	–	–	–	1	–	1	–	2	–	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Security Section																
Approved 2020	–	–	–	–	1	2	4	2	9	61	–	70	2	142	4	218
Proposed 2021	–	–	–	–	1	2	4	2	9	57	–	66	2	122	3	193
Change	–	–	–	–	–	–	–	–	–	(4)	–	(4)	–	(20)	(1)	(25)
Total, Special Representative of the Secretary-General for Afghanistan																
Approved 2020	1	–	1	2	8	12	10	2	36	66	–	102	22	171	4	299
Proposed 2021	1	–	1	2	8	12	10	2	36	62	–	98	22	151	3	274
Change	–	–	–	–	–	–	–	–	–	(4)	–	(4)	–	(20)	(1)	(25)

47. 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.

48. 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 Strategic Communications Service; the Gender Advisory Unit; and the Security Section.

### Proposed organizational changes

Table 11

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

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Mission Planning Unit	-1	LL	Administrative Assistant	Reassignment	
	+1	LL	Programme Management Assistant	Reassignment	
Office of the Chief of Staff	-1	LL	Driver	Reassignment	
	+1	LL	Administrative Assistant	Reassignment	
Security Section	-4	FS	Security Officer	Abolishment	
	-22	LL	Field Security Guards	Abolishment	
	+2	LL	Driver	Redeployment	From Transport Unit
	-1	UNV	Security Logistics Officer	Redeployment	To Herat regional office
<b>Total</b>	<b>(25)</b>				

49. The following changes in organizational units reporting directly to the Special Representative are proposed for 2021, as reflected in table 11 above.

#### (a) Office of the Chief of Staff

- (i) Reassignment of one position of Administrative Assistant (Local level) to Programme Management Assistant (Local level) in the Mission Planning Unit of the Office of the Chief of Staff to provide additional programmatic support to the Mission Planning Unit, which includes assisting in the coordination of planning, monitoring and evaluation and engagement with senior level stakeholders for the solicitation, preparation and coordination of inputs to planning documents;
- (ii) Reassignment of one position of Driver (Local level) to Administration Assistant (Local level) in the Field Coordination Team of the Office of the Chief of Staff to assist with the compilation of inputs from field offices for the weekly forecast meeting; coordinating with the Aviation and Field Technology Sections on extended ground time required for UNAMA flights for day trips to the 11 UNAMA field offices by Mission leadership, senior management and other staff from UNAMA Headquarters (substantive, mission support and security components);

#### (b) Security Section

- (i) Abolishment of four positions of Security Officer (Field Service) from the Crisis Control Centre is proposed following a review of the workload of the section. The remaining functions and responsibilities will be redistributed among the existing staff in the section; abolishment of 22 positions of Field Security Guard (Local level) following a review of the section;

- (ii) Inward redeployment of two positions of Driver (Local level) from the Transport Unit to enhance the capability of the Close Protection Unit to improve safety and security during road movements of UNAMA principals and allow Close Protection Officers to concentrate on protecting personnel; and redeployment of one position of Security Logistics Officer (United Nations Volunteer) to the Herat Regional Office to enhance coordination with other relevant support offices within the office and the Security Administration Office in Kabul and to serve as the focal point on all logistical issues between the field office and Kabul headquarters, which would enable the Field Security Coordination Officer to perform primary functions.

Table 12

**Afghanistan Team of the Asia and the Pacific Division of the Department of Political and Peacebuilding Affairs**

	<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 Service</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2020	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	–	5
Proposed 2019	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	–	5
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

50. 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.

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

Table 13

**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		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			
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)																	
Approved 2020	–	1	–	–	–	1	1	–	3	1	–	4	–	3	–	7	
Proposed 2021	–	1	–	–	–	1	1	–	3	1	–	4	–	3	–	7	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Political Affairs Service																	
Approved 2020	–	–	–	1	3	5	5	1	15	–	–	15	8	8	–	31	
Proposed 2021	–	–	–	1	3	5	5	1	15	–	–	15	8	8	–	31	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	

	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		
Liaison Office in Tehran																
Approved 2020	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Proposed 2021	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Liaison Office in Islamabad																
Approved 2020	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Proposed 2021	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Joint Analysis and Reporting Section																
Approved 2020	–	–	–	–	1	2	2	–	5	–	–	5	1	4	1	11
Proposed 2021	–	–	–	–	1	2	2	–	5	–	–	5	1	4	1	11
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Elections Support Office																
Approved 2020	–	–	–	1	–	2	2	–	5	–	–	5	–	–	–	5
Proposed 2021	–	–	–	1	–	2	2	–	5	–	–	5	–	–	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Peace and Reconciliation Office																
Approved 2020	–	–	–	1	2	1	3	–	7	–	–	7	2	1	–	10
Proposed 2021	–	–	–	1	2	1	3	–	7	–	–	7	2	1	–	10
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)																
Approved 2020	–	1	–	3	6	13	13	1	37	1	–	38	13	21	1	73
Proposed 2021	–	1	–	3	6	13	13	1	37	1	–	38	13	21	1	73
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

51. The Deputy Special Representative advises the Special Representative on political issues and the dynamics affecting the implementation of the mandate of the Mission.
52. 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.

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

Table 14

**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 2020	–	1	–	–	1	3	1	–	6	2	–	8	2	4	–	14
Proposed 2021	–	1	–	–	1	3	1	–	6	2	–	8	2	4	–	14
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Resident Coordinator Office/United Nations Country Team Unit																
Approved 2020	–	–	–	–	–	–	1	–	1	–	–	1	1	1	–	3
Proposed 2021	–	–	–	–	–	–	1	–	1	–	–	1	1	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Donor Coordination Section																
Approved 2020	–	–	–	–	1	2	1	–	4	–	–	4	1	–	–	5
Proposed 2021	–	–	–	–	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 2020	–	1	–	–	2	5	3	–	11	2	–	13	4	5	–	22
Proposed 2021	–	1	–	–	2	5	3	–	11	2	–	13	4	5	–	22
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

53. 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.
54. 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.



**Mission support**

Table 15

**Staffing requirements: mission support**

	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			
Office of the Chief of Mission Support																	
Approved 2020	–	–	–	1	–	1	1	–	3	2	–	5	1	1	3	10	
Proposed 2021	–	–	–	1	–	1	1	–	3	2	–	5	1	1	3	10	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Operations and resource management																	
Approved 2020	–	–	–	–	1	3	3	–	7	14	–	21	10	35	9	75	
Proposed 2021	–	–	–	–	1	3	3	–	7	14	–	21	10	35	9	75	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Supply chain management																	
Approved 2020	–	–	–	–	1	2	1	1	5	7	–	12	4	34	9	59	
Proposed 2021	–	–	–	–	1	2	1	1	5	7	–	12	4	33	9	58	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	(1)	
Service delivery management																	
Approved 2020	–	–	–	–	1	3	6	–	10	10	–	20	13	152	32	217	
Proposed 2021	–	–	–	–	1	3	6	–	10	10	–	20	13	149	31	213	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(3)	(1)	(4)	
Total, mission support																	
Approved 2020	–	–	–	1	3	9	11	1	25	33	–	58	28	222	53	361	
Proposed 2021	–	–	–	1	3	9	11	1	25	33	–	58	28	218	52	356	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(4)	(1)	(5)	

55. 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.
56. The Mission continues to explore possibilities for further 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.
57. Operational and support requirements will require that the Mission maintain the existing leased properties, with some adjustments to reflect security-driven needs. 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.
58. UNAMA and the United Nations country team continue to review security-related infrastructure enhancement measures to compounds in the same manner as other international organizations and diplomatic missions present in Afghanistan, and the Mission will continue to assess the security situation and will consider appropriate measures to mitigate unfolding security risks.

**Proposed organizational changes****Supply chain management**

Table 16

**Human resources: supply chain management**

<i>Office/service/section/unit</i>	<i>Positions</i>				
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Office of the Chief of Supply Chain Management	-1	UNV	Administrative Assistant	Redeployment	To the Centralized Warehousing Unit
Acquisition Management Unit	+1	LL	Procurement Assistant	Redeployment	From the Procurement Unit
Procurement Unit	-1	LL	Procurement Assistant	Redeployment	To the Acquisition Management Unit
Centralized Warehousing Unit	-1	LL	Supply Assistant	Redeployment	To the General Supply and Fuel Unit
	+1	UNV	Administrative Assistant	Redeployment	From the Office of the Chief of Supply Chain Management
<b>Total</b>	<b>(1)</b>				

59. 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.
60. The following changes in organizational units that are part of the supply chain management pillar are proposed for 2021 as reflected in table 16 above:
- (a) **Office of the Chief of Supply Chain Management:** outward redeployment of one position of Administrative Assistant (United Nations Volunteer) to the Centralized Warehousing Unit to perform warehouse management functions which will include ensuring: the timeliness and quality of warehousing transactions; a high level of inventory record accuracy; increased product availability and customer satisfaction; and enhanced utilization of resources and effective capacity management;
  - (b) **Acquisition Management Unit:** inward redeployment of one position of Procurement Assistant (Local level) from the Procurement Unit following a review of the unit's workload which identified a need for additional support at the national level to reinforce the contract compliance performance management function of the Unit;
  - (c) **Procurement Unit:** outward redeployment of one position of Procurement Assistant (Local level) to the Acquisition Management Unit following a review of the unit, which identified a need for additional support at the national level to reinforce the contract compliance performance management functions of the Unit;
  - (d) **Centralized Warehousing Unit:** outward redeployment of one position of Supply Assistant (Local level) to the General Supply and Fuel Unit to perform inventory and asset management functions which were transferred from the Centralized Warehousing Unit to organizational units within mission support effective 1 January 2020; inward redeployment of one position of Administrative Assistant (United Nations Volunteer) from the Office of the Chief of Supply Chain Management to support the Centralized Warehousing Unit, which has a central role in the "deliver" and "return" supply chain processes with a focus on operations that involve goods receipt, storage location management, physical inventory management including cycle counts, putting away, order picking and packing for outbound distribution, key reporting functions and write-off of property and property disposal functions.

### Service delivery management

Table 17

#### Human resources: service delivery management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Aviation Section	-2	LL	Movement Control Assistant	Abolishment	
General Supply and Fuel Unit	+1	LL	Supply Assistant	Redeployment	From the Centralized Warehousing Unit
Transport Unit	-2	LL	Driver	Redeployment	To the Security Section
Medical, Staff Counselling and Welfare Section	-1	UNV	Medical Doctor	Redeployment	To the Bamyan provincial office
<b>Total</b>	<b>(4)</b>				

61. 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.
62. The following changes in organizational units that are part of the service delivery management pillar are proposed for 2021, as reflected in table 17 above:
- (a) **Aviation Section:** abolishment of two positions of Movement Control Assistant (Local level) following a review of the workload of the Section and efficiencies leading from the earlier integration of aviation and movement control air terminal functions. The remaining functions and responsibilities will be redistributed among the existing staff in the section;
  - (b) **General Supply and Fuel Unit:** inward redeployment of one position of Supply Assistant (Local level) from the Central Warehousing Unit to perform inventory and asset management functions which were transferred from the Central Warehousing Unit to organizational units within mission support effective 1 January 2020;
  - (c) **Transport Unit:** outward redeployment of two positions of Driver (Local level) to the Security Section to enhance the capability of the Close Protection Unit to support the Unit in improving safety and security during road movements of UNAMA Principals and allowing Close Protection Officers to concentrate on protecting personnel;
  - (d) **Medical, Staff Counselling and Welfare Section:** outward redeployment of one position of Medical Doctor (United Nations Volunteer) to the Bamyan provincial office, as part of the Medical Emergency Response Team that provides 24/7 medical coverage.

### Consolidated Kuwait Office

Table 18

#### Staffing requirements: Consolidated Kuwait Office

	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 Officers	Local level	United Nations Volunteers	Total
Approved 2020	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40
Proposed 2021	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

63. 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. 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), 33 positions funded by UNAMI and 2 positions funded by the United Nations Integrated Office in Haiti (BINUH). 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.

Table 19  
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 2020	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Proposed 2021	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Human Resources Section																
Approved 2020	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Proposed 2021	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance Section (including Payroll Cluster)																
Approved 2020	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Proposed 2021	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Travel Section																
Approved 2020	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2021	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	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		
Quality/Performance Management																
Approved 2020	–	–	–	–	–	–	–	–	–	3	–	3	–	1	–	4
Proposed 2021	–	–	–	–	–	–	–	–	–	3	–	3	–	1	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Kuwait Joint Support Office																
Approved 2020	–	–	–	–	1	1	2	1	5	14	–	19	–	20	–	39
Proposed 2021	–	–	–	–	1	1	2	1	5	14	–	19	–	20	–	39
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

64. 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, the United Nations Regional Centre for Preventive Diplomacy for Central Asia and the United Nations Integrated Office in Haiti.

#### Field Offices in regions and provinces

65. 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.
66. 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 Bamyán, Faryab (Maymana), Badakhshan (Faizabad), Baghlan (Pul-e Khumri) and Kunduz.
67. All field offices have a direct reporting line to the Chief of Staff.

Table 20  
Staffing requirements: regional and provincial offices

	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			
Regional offices																	
Approved 2020	–	–	–	–	6	11	14	–	31	21	–	52	42	170	9	273	
Proposed 2021	–	–	–	–	6	11	14	–	31	20	–	51	42	165	10	268	
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(5)	1	(5)	
Provincial offices																	
Approved 2020	–	–	–	–	–	3	4	1	8	5	–	13	16	101	1	131	

	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			
Proposed 2021	–	–	–	–	–	3	4	1	8	5	–	13	16	94	2	125	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(7)	1	(6)	
Total regional and provincial offices																	
Approved 2020	–	–	–	–	6	14	18	1	39	26	–	65	58	271	10	404	
Proposed 2021 <sup>a</sup>	–	–	–	–	6	14	18	1	39	25	–	64	58	259	12	393	
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(12)	2	(11)	

<sup>a</sup> Including six regional and five provincial offices.

### Proposed organizational changes

#### Regional offices

Table 21

#### Human resources: regional offices

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Kandahar	-1	FS	Air Operation Officer	Abolishment	
	-1	LL	Field Security Guard	Abolishment	
Herat	+1	UNV	Security Logistics Officer	Redeployment	From the Security Section
Balkh (Mazar-e Sharif)	-1	LL	Field Security Guard	Abolishment	
Nangarhar (Jalalabad)	-1	LL	Field Security Guard	Abolishment	
Paktiya (Gardez)	-2	LL	Field Security Guard	Abolishment	
<b>Total</b>	<b>(5)</b>				

68. The following changes in UNAMA regional offices are proposed for 2021, as reflected in table 21 above:

(a) **Kandahar:**

- (i) Abolishment of one position of Air Operations Officer (Field Service) as the functional responsibilities assigned to this position were related to the coordination of United Nations air operations in Kandahar and Herat, where UNAMA had previously positioned one of its helicopters. This was justified as an additional security mitigating measure (evacuation and medical evacuation capability), and to avoid the threat associated with the road movement between the UNAMA Kandahar compound and the airport, as well as to meet the operational requirements of the region. All aircraft were eventually positioned in Kabul and the functional responsibilities originally assigned to the position have become redundant;
- (ii) Abolishment of one position of Field Security Guard (Local level) following a review of the office with the position proposed to be outsourced;

- (b) **Herat:** inward redeployment of one position of Security Logistics Officer (United Nations Volunteer) from the Security Section in Kabul to enhance coordination with other relevant/support offices within the Field Office and the Security Administration Office in

Kabul and to serve as the focal point on all logistical issues between the Field Office and Kabul headquarters, as well as to enable the Field Security Coordination Officer to perform his/her primary functions;

- (c) **Balkh (Mazar-e Sharif)**: abolishment of one position of Field Security Guard (Local level) following a review of the office with the position proposed to be outsourced;
- (d) **Nangarhar (Jalalabad)**: abolishment of one position of Field Security Guard (Local level) following a review of the office, with the position proposed to be outsourced;
- (e) **Paktiya (Gardez)**: abolishment of two positions of Field Security Guard (Local level) following a review of the office, with the positions proposed to be outsourced.

### Provincial offices

Table 22

#### Human resources: provincial offices

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Bamyan	+1	UNV	Medical Doctor	Redeployment	From the Medical, Staff Counselling and Welfare Section
	-2	LL	Field Security Guard	Abolishment	
Faryab (Maymana)	-1	LL	Field Security Guard	Abolishment	
Baghlan (Pul-e Khumri)	-1	P-3	Political Affairs Officer	Redeployment	To the Kunduz provincial office
	-2	LL	Field Security Guard	Abolishment	
Kunduz	+1	P-3	Political Affairs Officer	Redeployment	From the Baghlan (Pul-e Khumri) provincial office
	-2	LL	Field Security Guard	Abolishment	
<b>Total</b>	<b>(6)</b>				

69. The following changes in UNAMA provincial offices are proposed for 2021, as reflected in table 22 above:

(a) **Bamyan:**

- (i) Inward redeployment of one position of Medical Doctor (United Nations Volunteer) with an emergency medicine background, to the Medical Emergency Response Team from the Medical, Staff Counselling and Welfare Section (Kabul), who will be resident in the compound, providing 24/7 medical coverage;
- (ii) Abolishment of two positions of Field Security Guard (Local level) following a review of the office, with the positions proposed to be outsourced;

(b) **Faryab (Maymana)**: abolishment of one position of Field Security Guard (Local level) following a review of the office, with the position proposed to be outsourced;

(c) **Baghlan (Pul-e Khumri)**:

- (i) Outward redeployment of one position of Political Affairs Officer (P-3) to the Kunduz Provincial Office to regularize the temporary redeployment of the position;
- (ii) Abolishment of two positions of Field Security Guard (Local level) following a review of the office, with the positions proposed to be outsourced;

(d) **Kunduz:**

- (i) Inward redeployment of one position of Political Affairs Officer (P-3) from the Baghlan (Pul-e Khumri) Provincial Office would regularize the temporary redeployment of the position to enable greater engagement with stakeholders in Kunduz and Takhar provinces, particularly in areas considered as security hotspots, where the field office has been requested to expand its local engagement on conflict prevention and resolution. The primary focus would be to: lead the monitoring and analysis of political, security and conflict developments and dynamics, trends and emerging issues in the area of responsibility and their impact on the Mission's mandate; lead/coordinate the design and implementation of local peace initiatives and outreach activities in priority districts; and ensure sustained dialogue with provincial and district officials, civil society organizations, communities and relevant stakeholders for situational awareness and outreach activities;
- (ii) Abolishment of two positions of Field Security Guard (Local level) following a review of the office with the positions proposed to be outsourced.

### 3. Financial resources

Table 23

#### Financial resources by category of expenditure

(Thousands of United States dollars)

Category of expenditure	2019	2020	2021		Variance
	Expenditures	Appropriation	Total requirements	Non-recurrent requirements	2021 vs. 2020 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(3)-(2)
<b>I. Military and police personnel</b>					
Military observers	28.2	41.5	41.5	–	–
<b>Total, category I</b>	<b>28.2</b>	<b>41.5</b>	<b>41.5</b>	<b>–</b>	<b>–</b>
<b>II. Civilian personnel</b>					
International staff	57 725.8	57 241.0	58 024.5	–	783.5
National staff	36 747.9	33 228.6	36 074.7	–	2 846.1
United Nations Volunteers	3 975.0	3 907.8	3 907.8	–	–
<b>Total, category II</b>	<b>98 448.7</b>	<b>94 377.4</b>	<b>98 007.0</b>	<b>–</b>	<b>3 629.6</b>
<b>III. Operational costs</b>					
Consultants and consulting services	44.1	176.3	145.4	–	(30.9)
Official travel	648.3	1 293.1	1 185.0	–	(108.1)
Facilities and infrastructure	26 556.5	22 898.7	23 358.2	–	459.5
Ground transportation	2 443.2	656.0	576.3	–	(79.7)
Air operations	8 333.9	7 591.0	6 950.8	–	(640.2)
Communications and information technology	6 493.6	6 303.0	6 271.6	–	(31.4)
Medical	14.2	227.1	214.4	–	(12.7)
Other supplies, services and equipment	701.3	1 226.1	1 170.8	–	(55.3)
<b>Total, category III</b>	<b>45 235.1</b>	<b>40 371.3</b>	<b>39 872.5</b>	<b>–</b>	<b>(498.8)</b>
<b>Total (net of staff assessment)</b>	<b>143 712.0</b>	<b>134 790.2</b>	<b>137 921.0</b>	<b>–</b>	<b>3 130.8</b>



## 4. Analysis of resource requirements

### Military and police personnel costs

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Military observers</b>	28.2	41.5	41.5	–

70. Resources amounting to \$41,500 are proposed to provide for the deployment of one military observer, which includes requirements for: (a) mission subsistence allowance based on the standard rate of \$79 per day, as accommodation is provided (\$28,800); (b) travel costs for placement, rotation and repatriation to and/or from the military observer's country of residence (\$7,500); (c) clothing allowance based on a standard rate of \$100 for every six-month period of service (\$200); and (d) provision for death and disability claims (\$5,000). The estimates are based on the full deployment of the military observer during 2021.

### Civilian personnel costs

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>International staff</b>	57 725.8	57 241.0	58 024.5	783.5

71. Resources amounting to \$58,024,500 are proposed to provide for salaries (\$29,450,700), common staff costs (\$24,592,800) and danger pay (\$3,981,000) for the continuation of 296 international positions (1 Under-Secretary-General, 2 Assistant Secretary-General, 1 D-2, 7 D-1, 28 P-5, 55 P-4, 58 P-3, 6 P-2 and 137 Field Service and 1 General Service (Other level)). 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 estimate takes into account the application of a vacancy rate of 6 per cent.
72. The increase is attributable mainly to: (a) the application of a lower vacancy rate of 6 per cent as compared with the rate of 8 per cent applied in the 2020 budget; (b) the provision of 7 positions of Security Officer (Field Service) proposed for 12 months as compared with 3 months in the 2020 budget; partly offset by (c) the proposed abolishment of five positions, comprising four posts of Security Officer (Field Service) and one post of Air Operations Officer (Field Service); and (d) reduced requirements for danger pay, owing to the lower number of staff in locations subject to the entitlement to danger pay.

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>National staff</b>	36 747.9	33 228.6	36 074.7	2 846.1

73. Resources amounting to \$36,074,700 are proposed to provide for salaries (\$22,082,100), common staff costs (\$8,073,300), danger pay (\$5,679,300) and overtime (\$240,000) for the continuation of 799 national positions (125 National Officers, 674 Local level). A vacancy rate of 3 per cent has been applied for both National Professional Officer and Local level staff.
74. The increase is attributable mainly to the following factors:

- (a) Adjustment of the average grade/step level used as the basis for costing for National Professional Officer and Local level positions to NOB/VIII and GS4/V respectively, based on 2019 actual expenditures, as compared with NOB/IV for National Professional Officer and GS4/II for Local level applied in the 2020 budget;
- (b) Provision of 39 Field Security Radio Operators (Local level) for 12 months in 2021 compared with 7 months budgeted in 2020, as the agencies, funds and programmes did not agree to the proposed cost-sharing arrangement; partly offset by;
- (c) The proposed abolishment of 34 positions of Field Security Guard (Local level) and 2 positions of Movement Control Assistant (Local level).

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>United Nations Volunteers</b>	3 975.0	3 907.8	3 907.8	–

75. Resources amounting to \$3,907,800 are proposed to 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 for 2021, the same rate as applied in 2020.

### Operational costs

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Consultants and consulting services</b>	44.1	176.3	145.4	(30.9)

76. Resources amounting to \$145,400 are proposed to provide for individual consultants and consulting services in respect of technical and specialized expertise for training activities for mission personnel in areas such as human rights, political affairs, elections, security certification (X-ray technician training), aviation safety management, movement control (International Air Transport Association standards and guidelines) and medical recertification courses.
77. The decrease is attributable mainly to the exclusion of the requirement for the executive management development programme.

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Official travel</b>	648.3	1 293.1	1 185.0	(108.1)

78. Resources amounting to \$1,185,000 are proposed to provide for within-mission travel for essential technical support to field offices and to attend various high-level conferences on Afghanistan 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 includes that of the Special Representative of the Secretary-General and senior staff for the implementation of the Mission's mandate, as well as for meetings and consultations with political counterparts, and for briefings to the Security Council (\$971,300) including expert panel fees and travel for training purposes (\$213,700).

79. The decrease is attributable mainly to reduced requirements for non-training travel within the mission area as a result of increased use of videoconferences to the extent possible.

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Facilities and infrastructure</b>	26 556.5	22 898.7	23 358.2	459.5

80. Resources amounting to \$23,358,200 are proposed to provide for: acquisition of engineering supplies (\$255,200); acquisition of prefabricated facilities, accommodation and refrigeration equipment (\$194,600); acquisition of generators and electrical equipment (\$220,000); acquisition of furniture (\$110,500); acquisition of office and other equipment (\$171,900); acquisition of safety and security equipment (\$425,200); rental of premises (\$3,134,900); utilities and waste disposal services (\$136,900); maintenance services (\$3,362,900); security services (\$10,329,100); alteration and construction services (\$505,600); stationery and office supplies (\$87,700); spare parts and supplies (\$349,400); field defence supplies (\$81,700); petrol, oil and lubricants (\$3,980,600) and sanitation and cleaning materials (\$12,000).
81. The increase is attributable mainly to the procurement of five small capacity generators and increased requirements for petrol, oil and lubricants, as well as construction, alteration, renovation and major maintenance to enhance security in the regional compounds of UNAMA offices.

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Ground transportation</b>	2 443.2	656.0	576.3	(79.7)

82. Resources amounting to \$576,300 are proposed to provide for the rental of vehicles (\$27,200); repairs and maintenance (\$15,800); liability insurance (\$7,700); spare parts (\$231,800); and petrol, oil and lubricants (\$293,800).
83. The decrease is attributable mainly to lower requirements for vehicle fuel, as well as to a projected decrease in the cost of fuel, from \$0.866 per litre applied in the budget for 2020 to \$0.737 per litre for 2021.

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Air operations</b>	8 333.9	7 591.0	6 950.8	(640.2)

84. Resources amounting to \$6,950,800 are proposed to provide for: services (\$27,400); landing fees and ground handling charges (\$54,000); air crew subsistence allowance (\$6,000); petrol, oil and lubricants (\$1,197,000); liability insurance (\$35,000); rental and operation costs for two fixed-wing aircraft (\$3,638,400) and one rotary-wing aircraft (\$1,993,000).
85. The decrease is attributable mainly to the discontinuation of one rotary-wing aircraft, which is partly offset by the replacement of one Beechcraft 1900D fixed-wing aircraft with a more costly Jet CL604 aircraft, resulting in higher requirements for petrol, oil and lubricants, in order for senior mission management to travel from Kabul for peace discussions and high-level meetings.

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Communications and information technology</b>	6 493.6	6 303.0	6 271.6	(31.4)

86. Resources amounting to \$6,271,600 are proposed to provide for: acquisition of communications and information technology equipment (\$1,073,700); commercial communications (\$3,060,100); maintenance of equipment and communications support services (\$698,300); spare parts (\$355,100); software, licences and fees (\$530,600); and public information and publication services (\$553,800).

87. The decrease is attributable mainly to reduced charges for telecommunications and network services, software, licences and fees, which are partly offset by increases under public information services related to political outreach activities to the community and its leaders in the field offices, as well as the increased requirement for maintenance of communication and information technology equipment and support services.

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Medical</b>	14.2	227.1	214.4	(12.7)

88. Resources amounting to \$214,400 are proposed to provide for: acquisition of equipment (\$37,000); medical services, including aeromedical evacuations, specialist consultations, laboratory tests, X-rays, hospitalization and mortuary services (\$95,400); and medical supplies, including vaccines and medical drugs (\$82,000).

89. The decrease is due to reduced requirements for the acquisition of medical equipment.

(Thousands of United States dollars)

	<i>Expenditures 2019</i>	<i>Appropriation 2020</i>	<i>Total requirements 2021</i>	<i>Variance 2021 vs. 2020</i>
<b>Other supplies, services and equipment</b>	701.3	1 226.1	1 170.8	(55.3)

90. Resources amounting to \$1,170,800 are proposed to provide for: (a) welfare (\$61,000); (b) training fees, supplies and services (\$104,000); (c) official functions (\$23,000); (d) hospitality (\$19,000); (e) general insurance to provide coverage for cash in-transit and for the shipment of equipment and supplies to the Mission area (\$28,100); (f) bank charges payable to financial institutions in locations where the Mission maintains bank accounts (\$80,000); (g) 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); (h) 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 (\$779,900); and (i) rations, including the maintenance of the emergency stock of rations and the supply of filtered water in the offices for consumption by staff (\$55,200).

91. The decrease is attributable mainly to decreased bank charges on the basis of 2019 expenditure.

## 5. Extrabudgetary resources

92. There is no extrabudgetary funding projected for 2020 and 2021.

## Annex I

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

*Brief description of the recommendation*

*Action taken to implement the recommendation*

#### General Assembly, resolution **74/263**, Sect. XVIII

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

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

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

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

As at 1 January 2020, 2 out of 10 field offices which were previously led and managed by international staff are now staffed and run entirely by national staff. The Mission will continue to look for opportunities for future nationalization of international staff positions.

Special post allowances are granted to staff who apply to temporarily perform functions at a higher level than their own grade and when recruitment for the position cannot be completed because the incumbent of that position holds a lien on the existing position. The Mission seeks to expeditiously fill vacant positions and continues to make every effort to reduce recruitment lead time through rigorous follow-up with programme managers.

The Mission continues to make every effort to utilize internal resources to perform core activities and functions that are recurrent. It is only in cases where it is confirmed that the required skills and expertise are not available within the Mission that the Mission decides to hire consultants for short periods, mostly to deliver in-house training to large groups for mandatory training. This is a better alternative than sending a staff member on training outside of the mission area.

The Mission is currently proposing 1,162 positions for the 2021 proposed programme budget which includes the provision of 1,344 computers in the Mission's inventory. Currently, a total of 227 personnel have multiple computers which is primarily attributable to the following:

Department of Safety and Security staff who are not reflected in the Mission's staffing table; computers for training purposes; computers for security contractors; computers for monitoring, programming, testing and tracking; and a small number of spare computers in the field offices in case of computer breakdowns and to avoid delays in replacements from Kabul.

Notwithstanding that the ratio is 1.1 computers per staff member, the Mission is making further efforts to reduce the number of personnel with multiple computers and is aiming to have this exercise completed by the end of first quarter of 2020.

Furthermore, of the 1,344 computers on hand, 756 have reached their past life expectancy and an additional 131 will reach PLE by September 2020. This results in a total of 887 computers which will require write-off, in addition to the 527 computers currently being written off.

In 2021, the Mission expects to be compliant with the standard ratio of 1.0 (1 computer per staff member) by reducing computers on hand with staff who hold multiple devices and by reducing the number of spares.

The allocation of vehicles is determined by the Vehicle Allocation Committee. For the 2021 proposed programme budget, the Mission will be in compliance with the standard ratios for each category of staff. A total of 175 vehicles are expected to be on hand in 2021, with 445 personnel eligible for issuance of a vehicle.

### **Advisory Committee on Administrative and Budgetary Questions (A/74/7/Add.5)**

Upon enquiry, the Advisory Committee was informed that the requirements for security services are cost-shared between UNAMA and the United Nations agencies, funds and programmes at the locations where the services are rendered, namely, Kabul, Faizabad, Gardez and Herat. Furthermore, the costs for the acquisition of medical equipment and medical supplies are cost-shared, on the basis of historical utilization of equipment and supplies by each participating agency, while the proposed costs for medical services are fully budgeted by UNAMA, given that they relate to services which are directly utilized by UNAMA personnel. The Advisory Committee requests that more information on the modalities of cost-sharing, including past relevant data, with respect to medical services be provided to the General Assembly at the time of its consideration of the present report (para. 26)

With regard to compliance with the policy for advance booking of air travel, the Advisory Committee was informed that, as at 30 June 2019, only 57 per cent of air tickets were purchased at least two weeks before the commencement of travel. The Committee further discusses compliance with the advance purchase policy under official travel in its first report on the proposed programme budget for 2020 (A/74/7, chap. I, paras. 99 and 100).

UNAMA cost shares the joint medical services with agencies, funds and programmes located in Kabul. The joint medical services are funded by annual contributions from the participating entities on the basis of the number of staff that UNAMA and each participating agencies, funds and programmes have in Kabul. UNAMA costs and agencies, funds and programmes contributions are offset by the 80 per cent reimbursement from health insurers (direct billing agreement with the joint medical services) and 20 per cent paid by the patients, or 100 per cent reimbursements in the case of United Nations Volunteers.

The Medical Emergency Response Team comprises medical doctors with emergency expertise who are based in field offices. As UNAMA comprises the majority of the staff in the field offices, UNAMA covers 60 per cent of the cost and the remaining 40 per cent is shared by the agencies, funds and programmes according to the number of their staff working outside of Kabul.

UNAMA continues to strengthen its monitoring of compliance with the advance booking requirements and Mission senior leadership continually reminds all staff, through regular issuance of (monthly and/or quarterly) broadcast reminders, 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

---

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

---

The Committee recalls that the General Assembly, on a number of occasions, has expressed concern about the low rate of compliance with the advance purchase policy directive. The Committee reiterates that more efforts are required, in particular in areas where travel can be better planned (see also [A/73/779](#), para. 16) (para. 27)

---

16 days in advance. Certifying Officers in UNAMA are instructed not to approve late travel requests submitted without satisfactory justification.

## Annex II

## Proposed changes in staffing levels by organizational unit

Organizational unit	Positions approved for 2020	Proposed changes					Positions proposed for 2021
		Abolishment	Reassignment	Redeployment	Conversion	Reclassification	
<b>1. Special Representative of the Secretary-General for Afghanistan</b>							
Front Office of the Special Representative of the Secretary-General for Afghanistan	9	—	—	—	—	—	9
Office of the Chief of Staff	25	—	<i>a,b</i>	—	—	—	25
Human Rights Service	24	—	—	—	—	—	24
Strategic Communications Service	20	—	—	—	—	—	20
Gender Advisory Unit	3	—	—	—	—	—	3
Security Section	218	(26) <sup>c</sup>	—	1 <sup>d</sup>	—	—	193
<b>2. Office of the Deputy Special Representative of the Secretary-General for Afghanistan (Political Affairs) (political pillar)</b>							
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)	7	—	—	—	—	—	7
Political Affairs Service	31	—	—	—	—	—	31
Liaison Office in Tehran	4	—	—	—	—	—	4
Liaison Office in Islamabad	5	—	—	—	—	—	5
Joint Analysis and Reporting Section	11	—	—	—	—	—	11
Elections Support Office	5	—	—	—	—	—	5
Peace and Reconciliation Office	10	—	—	—	—	—	10
<b>3. Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/ Humanitarian Coordinator) (development pillar)</b>							
Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/ Humanitarian Coordinator)	14	—	—	—	—	—	14
Resident Coordinator/United Nations Country Team Unit	3	—	—	—	—	—	3
Donor Coordination Section	5	—	—	—	—	—	5
<b>4. Mission support</b>							
(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	19	—	—	—	—	—	19
Budget and Finance Unit	6	—	—	—	—	—	6
Field Technology Section	47	—	—	—	—	—	47
(c) Supply chain management	—	—	—	—	—	—	—
Office of the Chief of Supply Chain Management	3	—	—	(1) <sup>e</sup>	—	—	2
Acquisition Management Unit	5	—	—	1 <sup>f</sup>	—	—	6
Procurement Unit	7	—	—	(1) <sup>f</sup>	—	—	6
Centralized Warehousing Unit	28	—	—	<i>h,e</i>	—	—	28



Organizational unit	Positions approved for 2020	Proposed changes					Positions proposed for 2021
		Abolishment	Reassignment	Redeployment	Conversion	Reclassification	
Movement Control Unit	9	—	—	—	—	—	9
Property Management Unit	7	—	—	—	—	—	7
(d) Service delivery	—	—	—	—	—	—	—
Office of the Chief of Service Delivery Management	5	—	—	—	—	—	5
Aviation Section	28	(2) <sup>g</sup>	—	—	—	—	26
General Supply and Fuel Unit	11	—	—	1 <sup>h</sup>	—	—	12
Engineering and Facilities Maintenance Section	33	—	—	—	—	—	33
Transport Unit	118	—	—	(2) <sup>d</sup>	—	—	116
Medical, Staff Counselling and Welfare Section	22	—	—	(1) <sup>i</sup>	—	—	21
<b>5. Consolidated Kuwait Office</b>							
(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
<b>6. Field offices in regions and provinces</b>							
(a) Regional offices	—	—	—	—	—	—	—
Kabul	26	—	—	—	—	—	26
Kandahar	56	(2) <sup>j</sup>	—	—	—	—	54
Herat	41	—	—	1 <sup>d</sup>	—	—	42
Balkh (Mazar-e Sharif)	52	(1) <sup>k</sup>	—	—	—	—	51
Nangarhar (Jalalabad)	54	(1) <sup>l</sup>	—	—	—	—	53
Paktiya (Gardez)	44	(2) <sup>m</sup>	—	—	—	—	42
(b) Provincial offices	—	—	—	—	—	—	—
Bamyan	37	(2) <sup>n</sup>	—	1 <sup>i</sup>	—	—	36
Faryab (Maymana)	14	(1) <sup>o</sup>	—	—	—	—	13
Badakhshan (Faizabad)	14	—	—	—	—	—	14
Baghlan (Pul-e Khumri)	27	(2) <sup>p</sup>	—	(1) <sup>q</sup>	—	—	24
Kunduz	39	(2) <sup>r</sup>	—	1 <sup>q</sup>	—	—	38
<b>7. Department of Political and Peacebuilding Affairs, New York</b>							
Afghanistan Team of the Asia and the Pacific Division	5	—	—	—	—	—	5
<b>Total</b>	<b>1 204</b>	<b>(41)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1 163</b>

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.

(Footnotes to table on following page)

## (Footnotes to Annex II table)

- 
- <sup>a</sup> One position of Administrative Assistant (Local level) reassigned to Programme Management Assistant (Local level) in the Mission Planning Unit of the Office of the Chief of Staff.
- <sup>b</sup> One position of Light Vehicle Driver (Local level) reassigned to Administration Assistant (Local level) in the Field Coordination Team of the Office of the Chief of Staff.
- <sup>c</sup> Twenty-six positions (4 Security Officer (Field Service) and 22 positions of Field Security Guard (Local level)) abolished in the Security Section.
- <sup>d</sup> Two Positions of Driver (Local level) redeployed from the Transport Unit to the Security Section and 1 position of Security Logistics Officer (United Nations Volunteer) from the Security Section to the Herat regional office.
- <sup>e</sup> One position of Administrative Assistant (United Nations Volunteer) redeployed from the Office of the Chief of Supply Chain Management to the Centralized Warehousing Unit in the supply chain management pillar.
- <sup>f</sup> One position of Procurement Assistant (Local level) redeployed from the Procurement Unit to the Acquisition Management Unit in the supply chain management pillar.
- <sup>g</sup> Two positions of Movement Control Assistant (Local level) abolished in the Aviation Section.
- <sup>h</sup> One position of Supply Assistant (Local level) redeployed from the Centralized Warehousing Unit in the supply chain management pillar to the General Supply and Fuel Unit in the service delivery management pillar.
- <sup>i</sup> One position of Medical Doctor (United Nations Volunteer) redeployed from the Medical, Staff Counselling and Welfare Section to the Bamyan provincial office.
- <sup>j</sup> Two positions abolished from the Kandahar regional office; one position of Air Operations Officer (Field Service) and one Field Security Guard (Local level).
- <sup>k</sup> One position of Field Security Guard (Local level) abolished in the Balkh (Mazar-e-Sharif) regional office.
- <sup>l</sup> One position of Field Security Guard (Local level) abolished in the Nangarhar (Jalalabad) regional office.
- <sup>m</sup> Two positions of Field Security Guard (Local level) abolished in the Paktiya (Gardez) regional office.
- <sup>n</sup> Two positions of Field Security Guard (Local level) abolished in the Bamyan provincial office.
- <sup>o</sup> One position of Field Security Guard (Local level) abolished in the Faryab (Maymana) provincial office.
- <sup>p</sup> Two positions of Field Security Guard (Local level) abolished in the Baghlan (Pul-e Khumri) provincial office.
- <sup>q</sup> One position of Political Affairs Officer (P-3) redeployed from the Baghlan (Pul-e Khumri) provincial office to the Kunduz provincial office.
- <sup>r</sup> Two positions of Field Security Guard (Local level) abolished in the Kunduz provincial office.

## Annex III

## Staffing requirements by location

	Professional and higher categories								General Service and related categories			National staff				Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total inter- national	National	Local	United	
													Professional Officer	level	Nations Volunteers	
Approved 2020																
Headquarters																
Kabul	1	2	1	6	19	37	37	4	107	103	–	210	64	414	58	746
Islamabad	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Offices in regions and provinces																
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
Nangarhar (Jalalabad)	–	–	–	–	1	2	3	–	6	4	–	10	8	35	1	54
Kunduz	–	–	–	–	–	1	1	1	3	2	–	5	7	26	1	39
Badakhshan (Faizabad)	–	–	–	–	–	–	–	–	–	–	–	–	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	143	1	301	125	710	68	1 204

**Proposed 2021***Headquarters*

Kabul	1	2	1	6	19	37	37	4	107	98	–	205	65	390	56	716
Islamabad	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4

*Offices in regions and provinces*

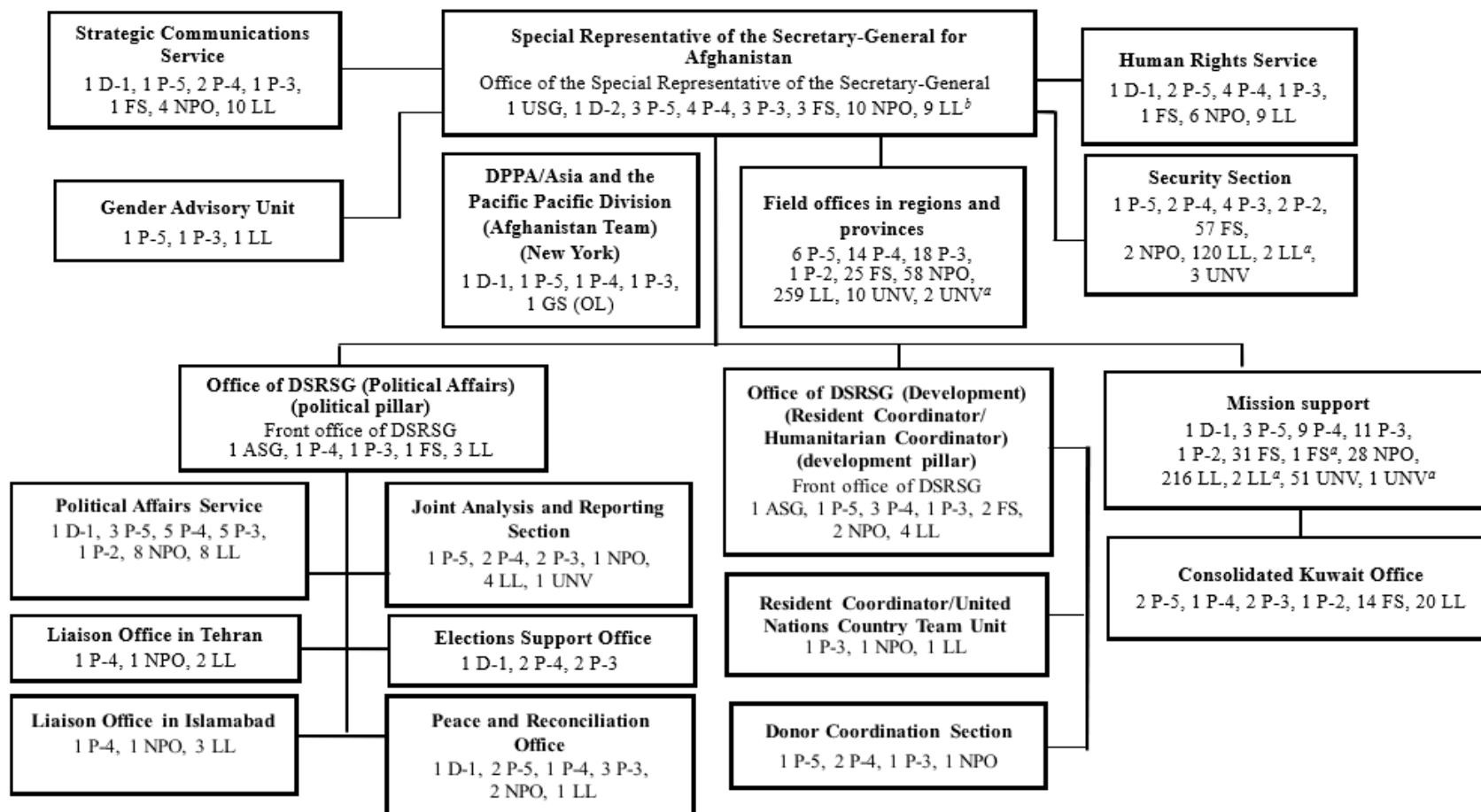
Kabul	–	–	–	–	1	2	2	–	5	2	–	7	6	12	1	26
Bamyan	–	–	–	–	–	1	2	–	3	2	–	5	3	27	1	36
Kandahar	–	–	–	–	1	2	2	–	5	4	–	9	9	34	2	54
Herat	–	–	–	–	1	2	2	–	5	4	–	9	6	25	2	42
Balkh (Mazar-e Sharif)	–	–	–	–	1	2	3	–	6	4	–	10	6	34	1	51
Faryab (Maymana)	–	–	–	–	–	–	–	–	–	–	–	–	2	11	–	13

	Professional and higher categories								General Service and related categories			National staff					Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total inter- national	National	Local level	United		
													Professional Officer		Nations Volunteers		
Nangarhar (Jalalabad)	–	–	–	–	1	2	3	–	6	4	–	10	8	34	1	53	
Kunduz	–	–	–	–	–	1	2	1	4	2	–	6	7	24	1	38	
Badakhshan (Faizabad)	–	–	–	–	–	–	–	–	–	–	–	–	2	12	–	14	
Baghlan (Pul-e Khumri)	–	–	–	–	–	1	–	–	1	1	–	2	2	20	–	24	
Paktiya (Gardez)	–	–	–	–	1	1	2	–	4	2	–	6	7	26	3	42	
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	
<b>Total 2021</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>7</b>	<b>28</b>	<b>55</b>	<b>58</b>	<b>6</b>	<b>158</b>	<b>137</b>	<b>1</b>	<b>296</b>	<b>125</b>	<b>674</b>	<b>68</b>	<b>1 163</b>	
<b>Change</b>	–	–	–	–	–	–	–	–	–	<b>(5)</b>	–	<b>(5)</b>	–	<b>(36)</b>	–	<b>(41)</b>	

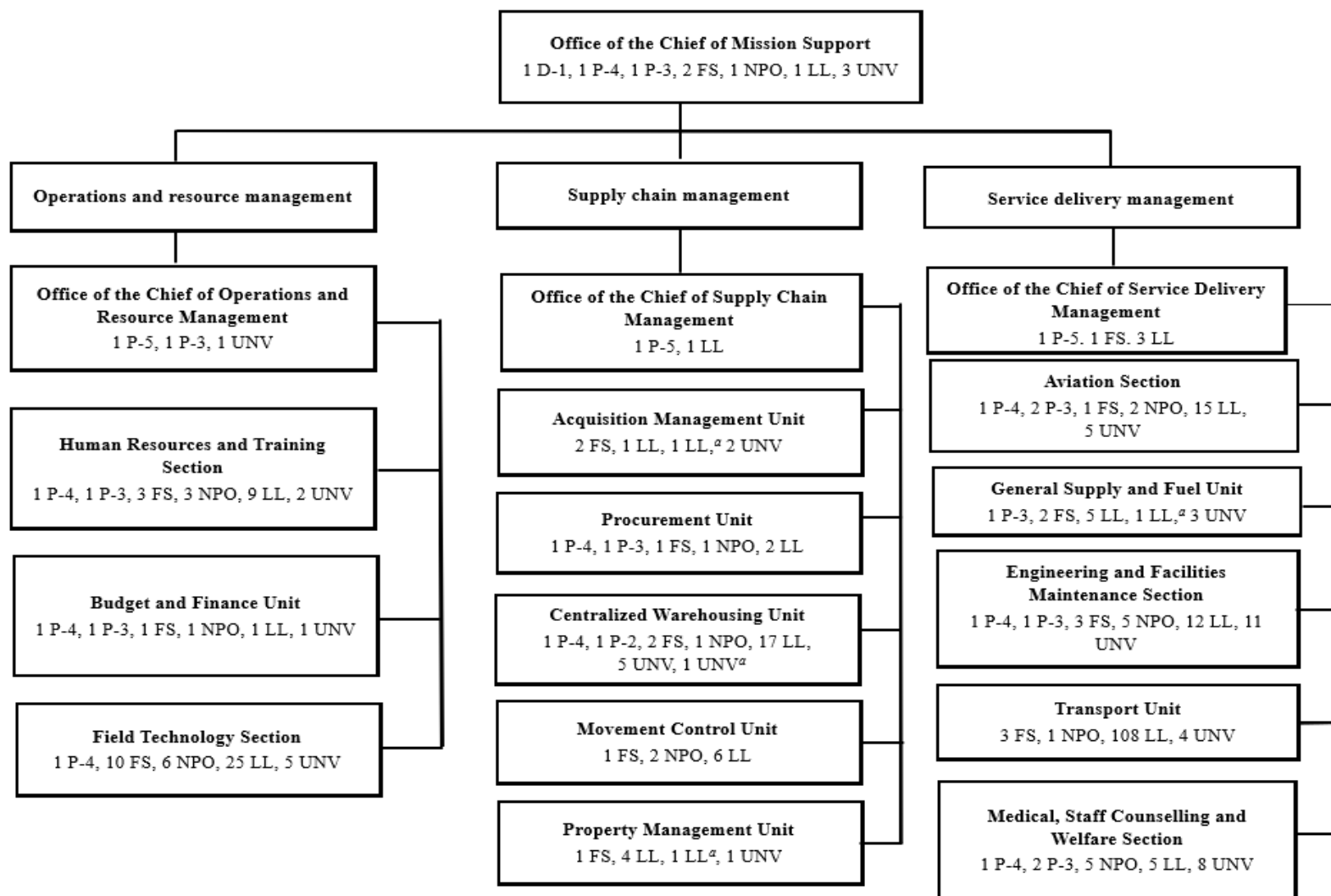
## Annex IV

## Organization charts

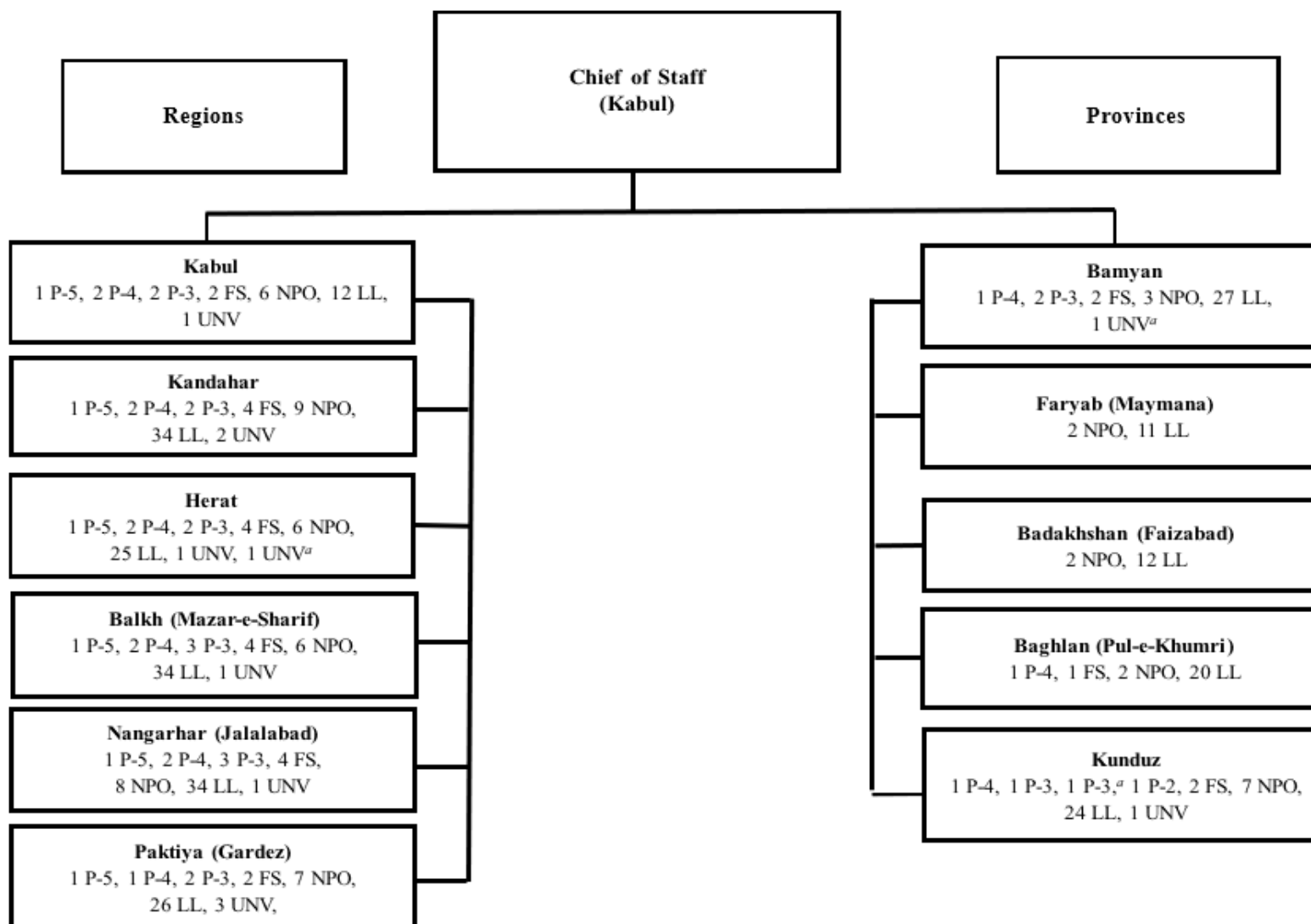
## A. United Nations Assistance Mission in Afghanistan



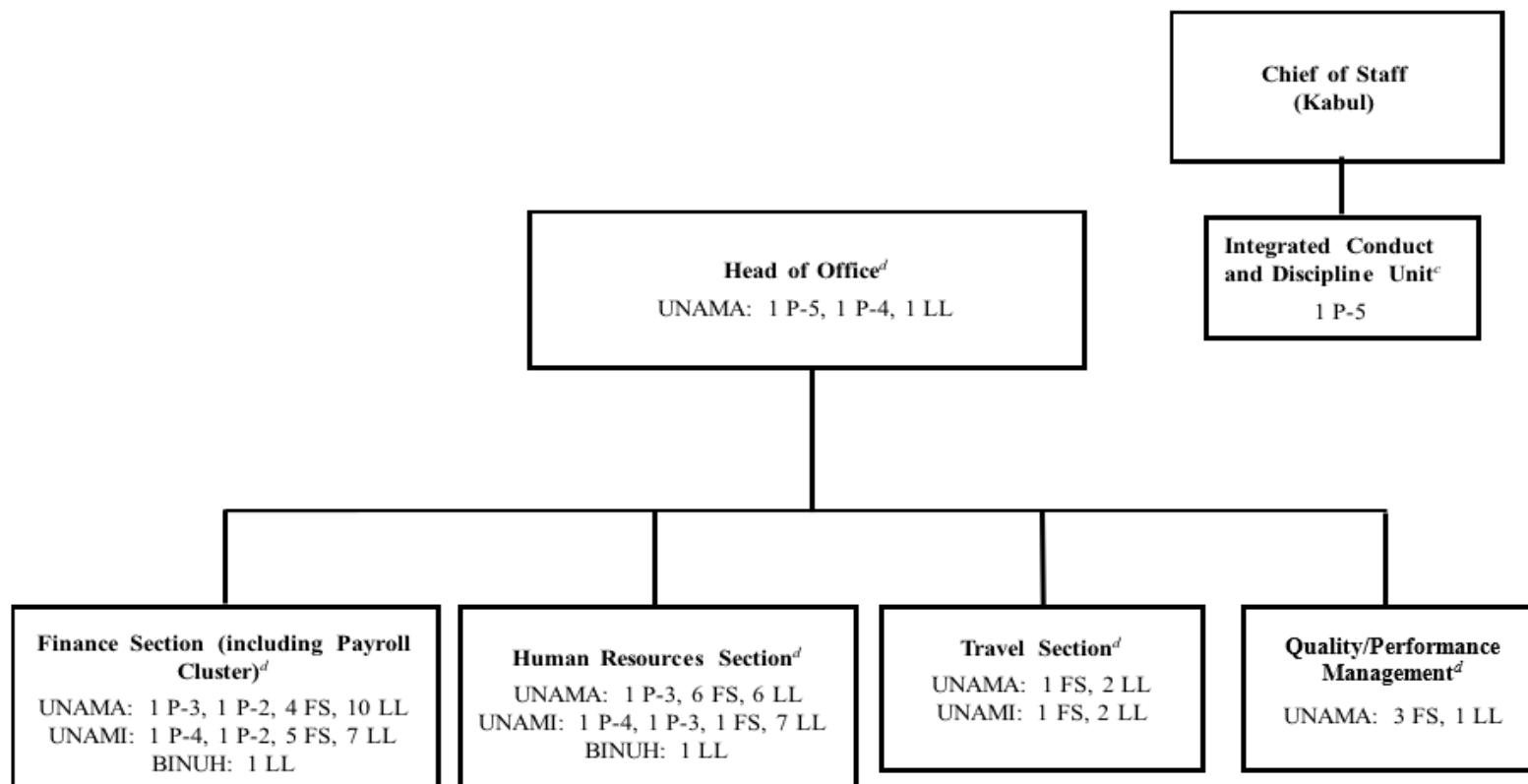
## B. Mission support



### C. Field offices in regions and provinces



## D. Consolidated Kuwait Office



*Abbreviations:* ASG, Assistant Secretary-General; BINUH, United Nations Integrated Office in Haiti; DPPA, Department of Political and Peacebuilding Affairs;

DSRSG, Deputy Special Representative of the Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NPO, National Professional Officer; OL, Other level; UNV, United Nations Volunteer; USG, Under-Secretary-General.

<sup>a</sup> Redeployment; <sup>b</sup> Reassignment; <sup>c</sup> Component of the UNAMA Support Office in Kuwait; <sup>d</sup> Component of the Kuwait Joint Support Office.



## Annex V

## Information on 2020 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"> <li>• Food and Agriculture Organization of the United Nations</li> <li>• International Atomic Energy Agency</li> <li>• International Fund for Agricultural Development</li> <li>• International Labour Organization</li> <li>• International Organization for Migration</li> <li>• Joint United Nations Programme on HIV/AIDS</li> <li>• Mine Action Service of the United Nations</li> <li>• Office for the Coordination of Humanitarian Affairs</li> <li>• Office of the United Nations High Commissioner for Human Rights (OHCHR)</li> <li>• Office of the United Nations High Commissioner for Refugees</li> <li>• United Nations Children's Fund</li> <li>• United Nations Conference on Trade and Development</li> <li>• United Nations Development Programme (UNDP)</li> </ul>	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 is the United Nations country team. The Office of the Resident Coordinator, now a part of the resident coordinator system under the United Nations development system reform, approved on 31 May 2018 with the adoption of resolution <a href="#">72/279</a> by the General Assembly, 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 for Afghanistan framework and related integrated annual workplans.	Key activities impacting the United Nations overall during 2020 include the programme criticality renewal exercise and the common country analysis, both of which inform the work of the United Nations in Afghanistan. Additionally, the United Nations Sustainable Development Cooperation Framework will be developed for implementation in 2022, when the current framework ends, to ensure the full engagement and coordination of UNAMA and the United Nations agencies, funds and programmes 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>
	<ul style="list-style-type: none"> <li>• United Nations Educational, Scientific and Cultural Organization</li> <li>• United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)</li> <li>• United Nations Environment Programme</li> <li>• United Nations Human Settlements Programme (UN-Habitat)</li> <li>• United Nations Industrial Development Organization</li> <li>• United Nations Office for Project Services</li> <li>• United Nations Office on Drugs and Crime (UNODC)</li> <li>• United Nations Population Fund</li> <li>• United Nations Secretariat (Department of Safety and Security)</li> <li>• World Food Programme</li> <li>• World Health Organization</li> </ul>		
United Nations elections support	<ul style="list-style-type: none"> <li>• UNDP</li> <li>• UNAMA</li> </ul>	A total of \$160.4 million was mobilized for the 2018–2019 electoral cycles, including voter registration, the 2018 parliamentary and 2019 presidential elections. 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>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 of Afghanistan and the Independent Electoral Complaints Commission and to support voter registration activities. To this end, the project provides technical assistance and capacity-building support</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>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 Independent 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 has six outputs: (a) administration of credible elections is facilitated by the meeting of key Election Commission structural and planning milestones; (b) credible electoral dispute resolution is provided by the Electoral Complaints Commission; (c) public outreach (together with support for civil society) to encourage citizen engagement in the electoral process; (d) a polling centre-specific voter list for the upcoming elections is produced by the IEC; (e) the Election Commission and the Electoral Complaints Commission provide credible administration of and electoral dispute resolution for the Wolesi Jirga and District Council elections; and (f) the Election Commission and Electoral Complaints Commission are able to provide credible administration of and electoral dispute resolution, respectively, for the 2019 presidential elections. Mainstreaming of gender throughout the project is evident in</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 2020, OHCHR approved \$250,000 for operational costs to support the United Nations human rights programme in Afghanistan. This funding is to support programme-related activities for the period 1 January to 31 December 2020.	<p>key output indicators related to women's participation in all six project outputs, reflecting the importance that the United Nations Electoral Support Project places on increasing the role and participation of women in Afghan electoral and political life.</p> <p>An additional output (output 7) is currently being developed to support the provincial council, district council and Wolesi Jirga elections for Ghazni province. A Needs Assessment Mission is being planned for late Q1 and Q2 of 2020.</p> <p>OHCHR is integrated within the United Nations Assistance Mission in Afghanistan under the Human Rights Service, and is mandated under Human Rights Council decision 2/113 (2006) 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 Council on the situation of human rights in Afghanistan. Funding from OHCHR supports the human rights mandate of UNAMA under Security Council resolution <a href="#">2489 (2019)</a> and its preceding resolutions.</p> <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</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>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 and persons deprived of their liberty; support for civil society, including human rights defenders and women's rights activists, to work in the area of peace, reconciliation and accountability; cooperation with the Afghanistan Independent Human Rights Commission in the promotion and protection of human rights, promoting civil society space and freedom of expression and promoting the centrality of human rights in the peace process, including a victim-centred approach to transitional justice; and cooperation with the Government of Afghanistan in the promotion and protection of human rights through regular State treaty reporting through a national mechanism for reporting and follow-up of charter and treaty bodies' recommendations.</p> <p>Through the mainstreaming of human rights considerations and a human rights-based approach to development, OHCHR also promotes the implementation of international human rights norms and standards in the programmes of United Nations agencies, funds and programmes in Afghanistan, as well as 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</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 to the State Ministry for Peace	• UNDP	<p>The Project Initiation Plan is a funding mechanism for the use of the international community to support the State Ministry for Peace, as well as other entities and structures representing Afghanistan in the lead-up to and during intra-Afghan negotiations.</p> <p>At the time of writing, discussions are still ongoing to approve the Plan, with no budget figure finalized.</p>	<p>Government and civil society for the promotion and protection of human rights; the use of accurate, independently verified data to enable 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 reforms in laws, policies and practices to improve human rights protection; evidence-based dialogue with the Government, other parties to the conflict and the international community on human rights issues and concerns relating to the protection of civilians in particular the most vulnerable: women, children, detainees and civilians in conflict-impacted communities, as well as human rights defenders at risk.</p> <p>The Plan will consist of two parts: (a) a capacity-development programme, and (b) support for communications and outreach.</p> <p>The capacity-development programme will focus on developing and fine-tuning negotiating and analytical skills and building solid knowledge in technical areas relevant to the peace negotiations, international standards and good practices.</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	Donors have contributed \$16,350,000 for 2020 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, donors have provided \$3,957,000 for 2020 to the ongoing UNODC regional programme for Afghanistan and neighbouring countries.	<p>Communications and outreach support will be an effective peace communications and outreach strategy of the State Ministry for Peace, as well creating opportunities for the public to be informed of developments in the process and to feed their concerns and expectations into the negotiation and peace process.</p> <p>The UNODC country programme for Afghanistan, 2016–2020, 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, 2016–2020, is a framework to support 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,</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>governance and social and economic development. The 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 VI

### 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	246 301
Government of Afghanistan	Airport fees (embarkation/disembarkation)	27 399
Government of Afghanistan	Regional office in Jalalabad: building, total area 1,409 m <sup>2</sup>	3 888
Ministry of the Interior, Afghanistan	Regional office in Kunduz: building, total area 2,164 m <sup>2</sup>	77 913
Government of Afghanistan	Air terminal (Kabul): land, total area 4,700 m <sup>2</sup>	6 204
Government of Afghanistan	Air terminal (Kunduz): land, total area 20 m <sup>2</sup>	240
Government of Afghanistan	Air terminal (Mazar-e Sharif): land, total area 2,184 m <sup>2</sup>	65 520
Ministry of the Interior, Afghanistan	Regional office in Kunduz: land, total area 15,126 m <sup>2</sup>	181 509
Government of Afghanistan	Regional office in Jalalabad: land, total area 21,772 m <sup>2</sup>	8 491 080
Government of Afghanistan	Regional office in Kandahar: land, total area 41,558 m <sup>2</sup>	224 413
Government of Afghanistan	Regional office in Mazar-e Sharif: land, total area 55,234 m <sup>2</sup>	1 657 020
Government of Afghanistan	Provincial office in Bamyan: land, total area 13,200 m <sup>2</sup>	17 424
Government of Afghanistan	Vehicle registration	28 000
<b>Total</b>		<b>11 026 911</b>

## Annex VII

## Security-related costs for 2021

<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>
<b>A. Acquisition of safety and security equipment</b>					
Ammunition		1	1	35 000	35 000
Arms and ammunition accessories		1	1	42 000	42 000
Firefighting equipment		1	1	20 000	20 000
Firearms		1	1	45 000	45 000
Forensic equipment and supplies and accessories		1	1	50 000	50 000
Locks and security hardware and accessories		1	1	15 000	15 000
Security and control equipment		1	1	85 670	85 670
Uniforms, flags and decals		1	1	132 530	132 530
<b>Subtotal</b>					<b>425 200</b>
<b>B. UNAMA share of the cost of armed static guards provided by DPS</b>					
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	2	13	319.00	8 294
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	140	13	89.10	162 154
Supervisors	United Nations office complex, cost-shared budget with common services (32.281%)	3	13	102.98	4 016
Guards	Kandahar office	47	13	140.00	85 819
Supervisors	Kandahar office	7	13	162.00	14 773
Guards	Cost-shared budget with common services in Herat (85%)	41	13	234.60	125 042
Guards	Mazar-e Sharif office	29	13	241.00	90 733
Supervisors	Mazar-e Sharif office	3	13	278.00	10 849
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	267.00	13 891
Supervisor	Maymana office	1	13	309.00	4 014
Guards	Jalalabad office	25	13	243.00	78 873
Supervisors	Jalalabad office	4	13	280.00	14 586
Guards	Kunduz office	24	13	224.00	70 009
Guards	Pul-e Khumri office	24	13	276.00	86 112

<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>
Supervisor	Pul-e Khumri office	2	13	319.00	8 294
Guards	Bamyan office	15	13	226.00	44 143
Supervisors	Bamyan office	3	13	262.00	10 204
Guards	Gardez office	28	13	276.00	100 464
Supervisors	Gardez office	5	13	319.00	20 735
<b>Subtotal</b>					<b>1 388 037</b>

**C. Special meal allowance for DPS armed static guards deployed to field offices**

	Bamyan office	18	12	74.00	15 945
	Gardez office	33	12	65.00	25 885
	Jalalabad office	29	12	79.00	27 540
	Kandahar office	54	12	46.00	29 679
	Kunduz office	24	12	73.00	21 073
	Pul-e Khumri office	26	12	90.00	28 080
	Mazar-e Sharif office	32	12	78.00	30 136
	Mazar-e Sharif terminal	4	12	90.00	4 320
	Maymana office	5	12	87.00	5 227
<b>Subtotal</b>					<b>187 885</b>

**D. 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	415.00	54 743
Supervisor	Gardez office, cost-shared budget with agencies, funds and programmes (72.63%)	1	12	493.00	5 918
Guards	Dispatch hub, Kabul	39	12	565.00	264 556
Supervisor	Dispatch hub, Kabul	1	12	672.00	8 067
Guards	UNAMA shooting range, Kabul	8	12	565.00	54 268
Guards	Mazar-e Sharif office	7	12	493.00	41 406
Guards	Pul-e Khumri office	5	12	565.00	33 917
Guards	UNAMA field offices	12	12	565.00	81,402
Guards	UNAMA Compound Alpha, Kabul	8	12	565.00	54,268
Guards	UNAMA Palace No. 7	5	12	286.00	17 130
Guards	UNAMA Terminal, Kabul International Airport	5	12	571.00	34,260
Guards	Maymana office	8	12	547.00	52 526
Guards	Bamyan office	5	12	464.00	27 819
Guards	Palace No. 7	15	12	284.00	51 090
Guards	UNAMA Terminal, Kabul International Airport	14	12	565.00	94 969
Guards	Faizabad office	8	12	565.00	54 268
Guards	Jalalabad office	4	12	497.00	23 859
Guards	Kandahar office	10	12	288.00	34 521

<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>
Guards	Gardez office	2	12	565.00	13 567
Guards	Kunduz office	3	12	460.00	16 545
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	4	12	184.00	8 848
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	144	12	184.00	318 513
Supervisors	United Nations office complex, cost-shared budget with common services (32.281%)	4	12	219.00	10 521
<b>Subtotal</b>					<b>1 382 178</b>
<b>E. Deployment of private security company armed guards in UNAMA compounds countrywide</b>					
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	1 102.00	105 833
Supervisor	Palace No. 7	1	12	1 348.00	16 178
Guards	Kandahar office	22	12	1 125.00	296 913
Supervisors	Kandahar office	3	12	1 374.00	49 447
Guards	Jalalabad office	17	12	1 943.00	396 424
Supervisors	Jalalabad office	2	12	2 373.00	56 958
Guards	Kunduz office	22	12	1 797.00	474 337
Supervisors	Kunduz office	2	12	2 194.00	52 663
Guards	Pul-e Khumri office	8	12	2 254.00	216 384
Supervisor	Pul-e Khumri office	1	12	2 744.00	32 928
Guards	Herat office, cost-shared budget with Herat multi-agency compound (85%)	15	12	1 879.00	338 130
Supervisors	Herat office, cost-shared budget with Herat multi-agency compound (85%)	2	12	2 294.00	55 060
Guards	Mazar-e Sharif office	24	12	1 927.00	555 011
Supervisors	Mazar-e Sharif office	2	12	2 354.00	56 485
Guards	Bamyan office	20	12	1 813.00	435 034
Supervisors	Bamyan office	2	12	2 214.00	53 129
Guards	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	22	12	1 605.00	423 752
Supervisors	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	2	12	1 960.00	47 047
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	663 522
Supervisors	United Nations office complex, cost-shared budget with common services (32.281%)	8	12	867.00	83 208

<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>
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	9	12	709.00	76 560
<b>Subtotal</b>					<b>5 241 764</b>
<b>F. Road missions, including meal allowances for armed escorts and the rental of escort vehicles</b>					
	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
<b>Subtotal</b>					<b>172 932</b>
<b>G. UNAMA portion of the cost-shared budget of the Department of Safety and Security administered by UNDP</b>					
	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
<b>Subtotal</b>					<b>786 015</b>
<b>H. Canine services, including dogs and dog handlers based in Kabul and Kandahar</b>					
	Compound A, Kabul	3	12	3 482.00	125 344
	Palace No. 7	2	12	1 748.00	41 957
	UNAMA Terminal	2	12	3 482.00	83 563
	Kandahar office	2	12	1 772.00	42 524
	Bamyan Office	2	12	2 856.00	68 538
	Herat Office	2	12	2 960.00	71 029
	Mazar Office	2	12	3 036.00	72 867
	Kunduz Office	2	12	2 831.00	67 937
	Jalalabad Office	2	12	3 062.00	73 477
	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	2	12	2 507.00	60 165
	Project Manager, country office	1	12	10 230.00	122 760
	United Nations office complex, cost-shared budget with common services (32.281%)	2	12	1 124.00	94 414
<b>Subtotal</b>					<b>924 575</b>

<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>
<b>I. UNAMA share of the cost of security under common security arrangements</b>					
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
<b>Subtotal</b>					<b>240 440</b>
<b>J. UNAMA share of the cost of security under common security arrangements for Tehran and Islamabad</b>					
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
<b>Subtotal</b>					<b>5 275</b>
<b>Total security services cost</b>					<b>10 329 100</b>
<b>Total security-related costs for 2021 (rounded)</b>					<b>10 754 300</b>

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