



General Assembly

Distr.: General
21 May 2021

Original: English

Seventy-sixth session

Item 140 of the preliminary list*

Proposed programme budget for 2022

Proposed programme budget for 2022

Part II Political affairs

Section 3 Political affairs

Special political missions United Nations Assistance Mission for Iraq

Summary

The present report contains the proposed resource requirements for 2022 for the United Nations Assistance Mission for Iraq in the amount of \$98,179,700 (net of staff assessment).

* A/76/50.



Contents

	<i>Page</i>
I. Overview of the Mission	3
A. Proposed programme plan for 2022 and programme performance for 2020**	4
B. Proposed post and non-post resource requirements for 2022***	16
1. Total resource requirements	16
2. Staffing requirements	17
3. Financial resources	33
4. Analysis of resource requirements	33
II. Status of the planned renovation project for an integrated headquarters compound in Baghdad	37
 Annexes	
I. Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly	39
II. Proposed changes in staffing levels by organizational unit	40
III. Staffing requirements by location	43
IV. Organizational charts	45
V. Contributions provided by host country and/or other United Nations entities (cash and/or in-kind contributions)	48
VI. Security-related costs for 2022	49

** The part consisting of the proposed programme plan for 2022 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

(\$98,179,700)

Foreword

In the year 2022, many Iraqis hope to see the outcome of credible and inclusive elections, planned for late 2021, to pave the way for the country and its citizens – the youth of Iraq in particular – to look ahead towards a brighter future.

Starting in October 2019, popular protests swept through the country, born out of the Iraqi people's desire to build a more just and prosperous country. This led to the installation of a new Government that aimed to translate these popular demands into tangible political outcomes, including early elections that would reflect the will of the people. Iraqi-led and Iraqi-owned elections are scheduled to be held in October 2021.

Assuming that these processes remain on track, one of the main tasks of the United Nations Assistance Mission for Iraq (UNAMI) for 2022 will be to advance inclusive political dialogue in order to support the new Government in implementing its programme swiftly and decisively. Within this context, the Mission will advocate for women's full, equal and meaningful participation and representation in the new Government and the wider political arena.

Iraq will continue to face a range of critical political, security, human rights, humanitarian and economic challenges. To help address these challenges, UNAMI will continue to work on several fronts.

Numerous issues between the federal Government and the Kurdistan Regional Government, such as oil and revenue sharing and the disputed internal boundaries, remain unresolved and contentious. National reconciliation also remains a work in progress. UNAMI will therefore promote constructive political dialogue between both Governments in order to identify durable solutions to these outstanding issues. UNAMI will also continue its support for national reconciliation efforts involving all communities in Iraq.

I am hopeful that recovery from the coronavirus disease (COVID-19) pandemic will be well under way in 2022. On the economic front, UNAMI will continue to support efforts by the Government and international partners to address the economic recovery from the COVID-19 pandemic and kickstart economic reform. In this regard, the Mission will encourage the Government to diversify its economy, create jobs, improve governance, reform its public services and strengthen viable, responsive State institutions.

Justice and accountability in the context of popular protests are essential to pave the way for national reconciliation. UNAMI will therefore continue to promote accountability and the protection of human rights, as well as judicial and legal reform, in order to strengthen the rule of law in Iraq.

The lack of progress in the areas of national reconciliation and justice and accountability, as well as in tackling poverty and promoting economic recovery and reform, increases the risk of marginalization and radicalization of vulnerable groups, and thus the possibility of a resurgence in violence and instability. Outstanding security reforms also continue to undermine the security of Iraq. Meanwhile, regional tensions and broader geopolitical dynamics also continue to pose challenges to Iraq's stability. UNAMI remains ready to assist the Government with security sector reform. In addition, the Mission will facilitate regional dialogue and cooperation to support the Government in building a foreign policy that serves the country's national interests and safeguards its sovereignty.

More than a million Iraqis remain displaced and/or in acute need of humanitarian assistance. Sustainable development, recovery and reconstruction are important preconditions for the safe, orderly and voluntary return or local integration of refugees and displaced persons. UNAMI, together with the United Nations country team, will continue to help improve basic service delivery and raise the living standards of Iraqis.

In order to overcome the aforementioned challenges, the support of the international community for Iraq remains crucial. UNAMI, together with the United Nations country team, will therefore continue to facilitate and coordinate the efforts of civil society, donors and other international institutions and organizations in support of the Iraqi people.

This budget sets out the resource requirements that will enable UNAMI to undertake its important work in pursuit of a peaceful, prosperous and forward-looking Iraq.

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

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

1. The United Nations Assistance Mission for Iraq (UNAMI) is responsible for the provision of advice, support and assistance to the Government and people of Iraq on advancing inclusive, political dialogue and national and community-level reconciliation. The mandate is defined in Security Council resolution [1483 \(2003\)](#) and [1500 \(2003\)](#), and reviewed and expanded by the Council through resolutions [1770 \(2007\)](#) and [2107 \(2013\)](#), and renewed by its resolutions [1830 \(2008\)](#), [1883 \(2009\)](#), [1936 \(2010\)](#), [2001 \(2011\)](#), [2061 \(2012\)](#), [2110 \(2013\)](#), [2169 \(2014\)](#), [2233 \(2015\)](#), [2299 \(2016\)](#), [2367 \(2017\)](#), [2421 \(2018\)](#), [2470 \(2019\)](#) and [2522 \(2020\)](#). On 27 May 2021, the mandate was extended until 27 May 2022 by Council resolution [2576 \(2021\)](#).
2. UNAMI will, at the request of the Government of Iraq, continue to provide outreach and good offices for the promotion of an inclusive and non-sectarian political system. It will support the Government on the constitutional review, assist with the development of electoral processes and with the resolution of disputed internal boundaries. The Mission will encourage regional dialogue and cooperation, including on issues of border security, energy, environment, water and refugees. Support will be provided to the Government and people of Iraq in advancing community and national reconciliation, including issues related to minorities; implementing the women and peace and security agenda and gender mainstreaming; promoting accountability, the protection of human rights and the rule of law, in addition to supporting the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant (ISIL) (UNITAD), pursuant to Security Council resolution [2379 \(2017\)](#); strengthening child protection, including the rehabilitation and reintegration of children; combating terrorism, including by preventing radicalization; and reforming the security sector.

Programme of work

Objective

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

Strategy

4. To contribute to the objective, the Mission will promote inclusive political dialogue, including through broad engagement with institutional stakeholders and the provision of advice and recommendations on key policy issues and mechanisms for implementation, which is expected to result in a broad consensus to implement political and other reforms that strengthen public confidence in the State, increase accountability and improve governance. It will work closely with the legislative and executive institutions of Iraq to support the formulation, adoption and implementation of legislative and constitutional reforms that will underpin longer-term political and socioeconomic development. The Mission also plans to continue to support enhanced dialogue between the federal Government and the Kurdistan Regional Government and advocate for formal agreement on outstanding issues, which include: a mutually acceptable solution on the federal budget; oil and revenue sharing; border control; security issues; and internally disputed boundaries, in line with article 140 of the Iraqi Constitution. It will continue to provide capacity development for the country's electoral institutions.

5. The Mission will seek to build trust between the Government of Iraq, justice institutions, civil society and communities to promote meaningful accountability for human rights violations. It will continue to monitor and report on human rights developments and support Government efforts to protect human rights in accordance with the country's constitution and international obligations. The Mission will provide technical support to strengthen institutional capacities, national policies and practices for the protection of fundamental freedoms and rights, including the rights to freedom of assembly and expression, and the rights to freedom from arbitrary arrest, abduction, disappearance and torture. It will advocate for the reform of criminal justice law and policy to ensure respect for due process and fair trial standards and will promote accountability for perpetrators and redress for victims, including victims of conflict-related sexual violence.
6. The coronavirus disease (COVID-19) pandemic and recent economic setbacks have increased the need for basic services and jobs. The Mission will accordingly increase its role in coordinating development actors to support the next Government in its efforts to diversify its economy, reform public institutions, reconstruct war-damaged communities, manage natural resources and enable internally displaced families to return. It will advocate for focused development assistance in line with Government priorities and the United Nations Sustainable Development Cooperation Framework. It will also serve as a trusted information source on the development needs and responses of Iraq, while convening forums for development actors at the national and local levels to reach consensus on the most pressing development concerns. In addition, the Mission will play an advisory role in assisting the Government to achieve the Sustainable Development Goals, mainstream the Goals into national and local plans and transparently monitor and report progress at all levels.
7. The above-mentioned work is expected to result in:
 - (a) The implementation of a Government programme that takes positive steps to meet the Iraqi people's desire for reform, including economic reform and counter-corruption measures;
 - (b) The implementation of constitutional reforms developed in the reviews by the Presidential Electoral Reform Committee and the Legal Committee of the Council of Representatives;
 - (c) The implementation of laws crucial to the consolidation of the relationship between Baghdad and Erbil;
 - (d) Respect for fundamental human rights principles and norms;
 - (e) Increased accountability for human rights violations and abuses, including domestic and gender-based violence, and improved redress for victims;
 - (f) Increased compliance with fair trial standards and procedural guarantees, including protection for the rights of detainees;
 - (g) New governmental development strategies based on post-COVID-19 needs assessments;
 - (h) A substantial reduction in protracted internal displacement through the application of an area-based coordination mechanism in pursuit of durable solutions;
 - (i) Improved socioeconomic indicators.

External factors for 2022

8. With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
 - (a) A Government is in place and makes progress on a programme of reforms;
 - (b) The security situation remains sufficiently permissive to access all affected populations and key stakeholders in relation to mandate implementation;

- (c) Stakeholders, especially the Government of Iraq, make progress on the adoption and implementation of political, electoral and constitutional reforms;
 - (d) The federal Government and the Kurdistan Regional Government engage in genuine political dialogue to fully normalize relations and resolve outstanding issues;
 - (e) Political leaders reach consensus to implement security sector reforms, including bringing all weapons and armed groups under State control and ensuring the successful integration of the Popular Mobilization Forces into the Iraqi security forces;
 - (f) Events unfolding in the wider region do not adversely affect the internal political stability of Iraq;
 - (g) The Government of Iraq engages fully with the United Nations in Iraq to facilitate the implementation of technical cooperation and monitoring of human rights and remains committed to promoting, respecting and protecting human rights and the rule of law, including through measures to preserve and expand civic space and the enactment of relevant legislation, policy measures and action plans;
 - (h) The Government of Iraq demonstrates political commitment to advancing women's rights and gender equality, creating strong institutional mechanisms to ensure accountability and track and monitor progress on meeting international commitments towards the advancement of women;
 - (i) The Government of Iraq works to improve service delivery and meet public expectations, alleviating the root causes of recent social unrest, including by actively promoting full youth participation in society and creating job opportunities for youth.
9. With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
 10. The Mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In its engagement with institutional stakeholders at the federal and regional levels, the Mission promotes gender mainstreaming, with a focus on strengthening women's representation and participation in political and electoral processes and in decision-making. The Mission co-chairs the United Nations gender task Force with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and uses the platform to synergize efforts to advance women's empowerment and gender equality.
 11. In line with the United Nations Disability Inclusion Strategy, UNAMI engages with the Government and disability rights organizations to support policy measures to promote the human rights of persons with disabilities, with a focus on accessibility, employment opportunities and access to social and public services. Through its internal working group on the United Nations Disability Inclusion Strategy and the Mission-specific action plan, UNAMI monitors the implementation of the Strategy and identifies actions to develop a more disability-friendly environment.
 12. With regard to cooperation with other entities, UNAMI plays a leading role in coordinating the work of international donors and 18 resident and 4 non-resident United Nations agencies, funds and programmes in reconstruction, capacity-building, economic reform and setting conditions for sustainable development. It also supports coordination with international financial institutions such as the International Finance Corporation, the International Monetary Fund and the World Bank. UNAMI thereby leads or participates in critical national development and humanitarian bodies such as the Executive Committee for Recovery, Reconstruction and Development, the Development Partners' Forum, the Stabilization Task Force, the Returns Working Group, the NGO Coordination Committee for Iraq and the Prospects Partnership.

13. With regard to inter-agency coordination and liaison, UNAMI, as part of its efforts to counter violent extremism in Iraq, works with the United Nations country team, national and local government authorities and religious organizations to raise awareness of the impact of violent extremism on Iraqi society. UNAMI also supports the work of UNITAD in the implementation of its mandate. In addition, UNAMI and the United Nations Development Programme (UNDP) will assist the Government of Iraq on security sector reform and on capacity development of the country's electoral institutions. UNAMI will also engage with the United Nations country team in a wide range of activities aimed at the promotion and protection of human rights and the rule of law, including on issues relating to women, ethnic and religious minorities, and grave violations against children in situations of armed conflict.

Evaluation activities

14. The Department of Political and Peacebuilding Affairs will lead a systematic assessment with the overall purpose of improving the gender sensitivity of the political analyses developed by the Department and the special political missions.

Programme performance in 2020

Political culture of dialogue: key to the future of Iraq¹

15. Iraq entered 2020 with a caretaker Government. Political disagreements delayed the designation of a new Government until 7 May. The new Government of Iraq has since laid down plans for broad economic reforms and started preparation for early elections in October 2021, meeting a key popular demand. The Mission has provided good offices to promote dialogue and encourage agreement on a new Government to allow more effective governance and to promote political stability in Iraq. The Mission also facilitated the Government's enactment of amended electoral legislation, with the aim of restoring public trust in the electoral process and encouraging broad and inclusive political participation in the upcoming early elections. In this regard, the Mission advocated that the Government of Iraq ensure that all community representatives, including minorities, women and youth leaders and religious leaders, are given space to play a meaningful role in national reconciliation and electoral processes. Capacity-building projects led or supported by the Mission, have advanced the ability of community representatives to positively engage in these processes. Furthermore, the Mission used its good offices with both the federal and Kurdistan Regional Governments, as well as representatives of local communities, to facilitate an agreement to establish a stable security and governance framework for Sinjar, and facilitated political dialogue and mediation in Kirkuk governorate.

Progress towards the attainment of the objective, and performance measure

16. The above-mentioned work contributed to the objective, as demonstrated by an agreement between the federal and Kurdistan Regional Governments on security, administration and service provision in the Sinjar area, which met the planned target of the establishment of coordination mechanism(s) between the federal and Kurdistan Regional Governments providing a platform to discuss outstanding issues and overcome political differences, as reflected in the proposed programme budget for 2020 (see table 1).

¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)/Add.6 and A/74/6 (Sect. 3)/Add.6/Corr.1).

Table 1
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Focus on elections and Government formation broadened the space for dialogue between the federal and Kurdistan Regional Governments on critical issues, which impacts national reconciliation and political stability	Government, political leaders and community representatives took steps towards the establishment of the Baghdad-Erbil coordination and cooperation mechanisms	The Sinjar Agreement between the federal and Kurdistan Regional Governments was a positive step towards resolution of issues in an ethnically diverse area and provides a platform to discuss outstanding issues and overcome political differences

Supporting reform of Iraqi electoral institutions and processes²

17. Iraq continued to pursue a range of electoral reforms amid heightened public demand for an independent electoral institution, changes to the electoral system and early elections. The Independent High Electoral Commission was restructured, resulting in a new Board of Commissioners assuming office and new senior and mid-level officials recruited at its national and field offices. Iraq also enacted new legislation for electing its parliament, the Council of Representatives. The new electoral law revises the electoral system used in previous elections in response to public calls for improved accessibility and accountability of elected officials. Amid these institutional and legal changes, an early Council of Representatives election has been announced to take place on 10 October 2021.
18. The Mission provided technical inputs to the Presidential Electoral Reform Committee and the Legal Committee of the Council of Representatives during the review and finalization of the electoral legal framework. It also continued to support the Independent High Electoral Commission on its technical preparations for the early Council of Representatives elections. In response to the request of Iraq for expanded electoral assistance, UNAMI, with UNDP, developed an electoral project that is focused on capacity development and the provision of direct technical support for electoral preparations. The Mission also continued to support efforts within the Independent High Electoral Commission to develop its institutional gender policy and to improve mechanisms for greater participation of women, youth, minorities, displaced voters and persons with disabilities at all stages of the electoral process. In addition, the Commission was supported in developing its communication strategies and in strengthening linkages with civil society and electoral stakeholders.

Progress towards the attainment of the objective, and performance measure

19. The above-mentioned work contributed to the objective, as demonstrated by increased capacities of electoral institutions and progress on technical preparations of the Independent High Electoral Commission for the upcoming Council of Representatives elections, which met the planned target of improvement in accuracy and comprehensiveness of the voter registry system, including an increased percentage of voter information collected and cross-checked for regular, special and displaced voting, and the announcement and certification of election results in a timely manner as reflected in the proposed programme budget for 2020. In this regard, the Independent High Electoral Commission also reviewed and adjusted its regulations and procedures for the timely announcement of election results. Progress in terms of the timely resolution of disputes, and increased representation of women will be achieved when the election for the Council of Representatives takes place in 2021 (see table 2).

² As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)/Add.6 and A/74/6 (Sect. 3)/Add.6/Corr.1).

Table 2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Lessons were learned from recent national elections and elections in the Kurdistan Region highlighting issues and challenges on the inclusiveness and integrity of electoral processes and the credibility of electoral institutions were documented	The capacity of the Independent High Electoral Commission and the Kurdistan Independent High Electoral Commission to improve inclusiveness and integrity of electoral processes and systems was strengthened	The Independent High Electoral Commission voter registry was improved, as shown by an increase in biometric data collection coverage and cross-checking of voter data; the Commission reviewed and adjusted its regulations and procedures for the timely announcement of election results and the speedy resolution of electoral disputes, for increased representation of women as electoral officials and staff and for countering hate speech in electoral processes

Promoting partnerships in support of the country's development³

20. Progress on development aspects of the Government's reform package was hindered in 2020 owing to the COVID-19 pandemic, which impacted the capacity of the Government to deliver services and improve the livelihood of Iraqis. Nevertheless, the Mission continued to ensure strategic coordination among the international donor community, both bilaterally and through meetings of the Development Partners' Forum. UNAMI, in coordination with the United Nations country team, also played a critical role in informing the donor community and non-governmental organizations about rapidly changing governmental health measures and travel restrictions during the COVID-19 crisis, thereby facilitating international and domestic travel to deliver critical humanitarian and development programmes. The United Nations Sustainable Development Cooperation Framework for the period 2020–2024 was adopted by the Government of Iraq in 2020, with the understanding that the socioeconomic response plan and durable solutions would be included in the 2021 updates.

Progress towards the attainment of the objective, and performance measure

21. The above-mentioned work contributed to the objective, as demonstrated by the coordination of the implementation of the national development plan. The Development Partners' Forum functions as an aid coordination mechanism which, through the implementation of the United Nations Development Assistance Framework, facilitates the delivery of basic social services, as reflected in the proposed programme budget for 2020. While the Mission maintained dialogue with donors through the Development Partners' Forum and effectively coordinated and assisted the implementation of development and humanitarian activities, the forum was unable to fulfil its main purpose of advising the Government's Executive Committee for Recovery, Reconstruction and Development, as the change in Government and the COVID-19 pandemic delayed the appointment of ministers and convocation of the Committee. However, the Development Partner's Forum assisted in coordinating activities among the donor community and served as a mechanism for information sharing and dialogue on the COVID-19 health and economic crises. The pandemic and economic setbacks have impacted the country and prompted the Government to reassess its national development plan, which will be reflected in the update of the United Nations Sustainable Development Cooperation Framework (see table 3).

³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)/Add.6 and A/74/6 (Sect. 3)/Add.6/Corr.1).

Table 3
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
The framework for recovery and development of the Government of Iraq was supported through the promotion and coordination of resilience and stabilization initiatives through the recovery and resilience programme	The United Nations Sustainable Development Cooperation Framework was developed in coordination with Government partners and aligned with national priorities	The Development Partners' Forum coordinated activities between development donors, UNAMI and the United Nations country team and served as a mechanism for information-sharing and dialogue on the COVID-19 health and economic crises. The United Nations Sustainable Development Cooperation Framework was signed by the newly formed Government

Impact of COVID-19 on programme delivery

22. During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Mission. Large events promoting peacebuilding and mediation were successfully held online, including youth workshops in every governorate and a concluding national youth conference at which young people presented a wide range of actionable recommendations to Iraqi senior officials and lawmakers on strengthening opportunities for greater political partnership. A planned training session targeting 45 women aspiring to enter public office was converted into a series of online training sessions held in specific governorates (Baghdad, Basrah, Diwaniyah, Erbil, Kirkuk, Najaf and Salah al-Din) that reached a total of 67 women. The Mission adjusted its approach in its public outreach events to mark Human Rights Day, International Women's Day, International Youth Day, the International Day for the Elimination of Sexual Violence in Conflict and the 16 Days of Activism against Gender-based Violence and moved these events to online platforms, making it possible to encompass a much larger number of Iraqis. Prevention measures, public offices being temporarily closed, lengthy lockdowns and a reduced Mission staffing footprint impacted the capacity for direct outreach. This resulted in the delay of certain human rights capacity-building initiatives and programmes such as the technical cooperation to suspend detention and trial monitoring. Meanwhile, UNAMI successfully advocated for measures to reduce overcrowding in prisons to prevent COVID-19 transmission. UNAMI also continued to release public reports on human rights concerns in all thematic areas under its purview.
23. At the same time, however, some new activities were identified during 2020, within the overall scope of the objectives of the Mission, in order to support Member States on issues related to the COVID-19 pandemic. Those new activities addressed the human rights dimensions of COVID-19 through multi-faceted public outreach and awareness-raising campaigns aimed at reducing the stigma and consequent discrimination against persons affected by COVID-19, reducing the number of cases of domestic violence and increasing outreach to marginalized communities to enhance understanding of the spread of COVID-19 and adoption of preventive measures. The campaign included an online awareness-raising effort with 28 cartoons/messaging, the dissemination of 28,500 posters and 10,000 postcards, 35 massive murals in public spaces and the production and online release of three rap songs, with all materials and songs produced by Iraqi artists and musicians. The cartoons reached 500,000 people on Iraqi social media platforms alone, with thousands of retweets and reposts.

Planned results for 2022

Deepening reforms

24. Following large-scale public demonstrations that emphasized the desire of the people of Iraq for reforms on several fronts – political, constitutional, economic and service delivery – the Government of Iraq laid out an ambitious reform agenda and set a date for early elections in October 2021. The Council of

Representatives finalized electoral legislation that incorporated changes to the electoral system and voting process, while the legislation necessary to certify the results of the election is still outstanding. Elections will bring about the process of Government formation, which will require political dialogue and compromise from all parties and is expected to result in a new Government with its own priorities and programme. The Mission's good offices and support will be exercised to encourage a peaceful transition of authority within the constitutional deadline and the development of a government programme that delivers reform and advances inclusive political dialogue, as well as national and community-level reconciliation with the aim of consolidating political stability. As part of these efforts, the Mission will continue to advocate for the adoption of legislation to allow the implementation of political and constitutional reforms suggested by the Presidential and Council of Representatives' constitutional review, and for the establishment of a Federal Council to oversee parliamentary legislation. Additionally, advice, support and assistance will be extended to the Governments of Iraq and the Kurdistan Region in their dialogue over power sharing, resource allocation, security management and internally disputed boundaries, with a view to reaching formal and structural agreements on these issues under the constitution that lead towards a stable, united, federal and democratic Iraq.

Lessons learned and planned change

25. The lesson for the Mission was the need for continuous, broad engagement at senior, decision-making levels, supported and complemented by working-level interaction with interlocutors from many spheres (for example, party leaders, Council of Representative committee members, ministry officials, non-governmental organizations and other elements of civil society). In applying the lesson, the Mission will work to ensure that engagement is fully coordinated, has a common theme and that information gained is shared vertically within the Mission to ensure efficient engagement at all levels.

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

26. This work is expected to contribute to the objective, as demonstrated by the formation of a federal Government within constitutional timelines and enactment of a reform programme. A firm agreement between the federal and Kurdistan Regional Governments on the sharing of revenues from natural resources, with supporting legislation, will provide evidence of improving relations between the two Governments (see table 4).

Table 4
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Not available	The Government of Iraq conducted a constitutional review	The Council of Representatives adopted electoral legislation related to demands for political reform	The Government of Iraq implements political and constitutional reforms that strengthen good governance and performance	After a peaceful transition of power within constitutional timelines, the new Government of Iraq begins enactment of a reform programme. Agreement on resource revenue sharing between Baghdad and Erbil allows the Council of Representatives to commence adoption of a hydrocarbon law that promotes fair revenue sharing

Strengthening the rule of law and accountability for human rights violations and abuses

27. Notwithstanding the efforts of Iraq to strengthen the rule of law and respect for human rights, Iraqi society remains affected by the legacy of ISIL and decades of conflict, which have undermined social cohesion and the enjoyment of human rights. Societal tensions, political and economic uncertainty, as well as insecurity, continue to hinder efforts to institutionalize human rights and the rule of law.
28. During the widespread public protests that began in October 2019, UNAMI published five special reports documenting demonstration-related human rights violations which impacted on fundamental freedoms of expression and peaceful assembly. The reports included concrete recommendations to the Government to prevent further violations and to provide accountability. However, demonstration-related violations and abuses continue, and efforts for meaningful accountability and redress remain largely absent. UNAMI supports the Government's efforts to strengthen accountability for human rights violations and abuses, including in the context of demonstrations, domestic violence, detention and enforced disappearance. UNAMI further supports the Government's efforts to promote inclusive, victim-centred, gender-responsive and human rights-based policies and national systems that contribute to gender equality, social cohesion and protection for all components of Iraqi society, including women, youth, minorities and people with disabilities. UNAMI will continue to assist the Government of Iraq to address the root causes of human rights violations through systematic and structured recommendations and technical support grounded in evidence-based advocacy.

Lessons learned and planned change

29. The lesson for the Mission was how to engage effectively with diverse interlocutors in an environment impacted on by insecurity, to gather first-hand credible accounts about alleged human rights violations and abuses. The Mission in most cases did not have access to the demonstration sites or to persons injured, and there was an absence of information from public sources. The Mission adapted its outreach strategy and broadened the use of information and communications technology sources, social media, video footage and accounts received from verified sources. The Mission also engaged with the Government to advocate for measures for the protection of peaceful demonstrators and the release of protestors detained by the security forces and continued close monitoring of the situation in places of detention. In applying the lesson, the Mission will continue to expand its network of interlocutors for monitoring demonstrations and detention facilities. The Mission will also provide technical support to align relevant legislation with international standards for the protection of human rights and fundamental freedoms.

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

30. This work is expected to contribute to the objective, as demonstrated by the promotion of policies and practices to address human rights gaps in the areas of accountability, protection of democratic space, including freedoms of assembly and expression, the administration of justice and protection from enforced disappearances. These activities will contribute to the broader objective of the United Nations in Iraq in the areas of protection, promoting social cohesion and preventing violence (see table 5).

Table 5
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
As the Government of Iraq commenced with prosecution of ISIL suspects, UNAMI expanded its trial monitoring	The Anti-Torture Bill was presented to the Council of Representatives while concerns over fair trial standards continued; the Government of Iraq allowed unfettered access to ISIL trials for monitoring	Adoption of the Anti-Torture Law; the Government of Iraq developed the National Action Plan for the Prevention of Torture in line with its national and international commitments	The Government of Iraq implements the National Action Plan for the Prevention of Torture and reports to United Nations human rights mechanisms on concrete measures taken to promote due process and fair trial guarantees	The Government strengthens and implements legal frameworks for the protection of human rights and promotes accountability for human rights violations and abuses

Coordinating at the area level to return internally displaced families

31. Iraq is in the process of transitioning from humanitarian efforts towards sustainable development. The United Nations Sustainable Development Cooperation Framework 2020–2024, which is the United Nations country team’s planning document for development activities in Iraq, is aimed at strengthening resilience by supporting national leadership and ownership of the country’s development process. The COVID-19 pandemic reached Iraq in early 2020, and the United Nations system provided support as outlined in the updated Humanitarian Response Plan and in a socioeconomic response plan presenting a five-pillar approach (Health first, Protecting people, Economic response, Social cohesion and Macro-economic Growth) to address vulnerabilities. Towards the end of 2020, internally displaced persons’ camps in Iraq were being closed, bringing the need for durable solutions for internally displaced persons to the forefront. The Mission and the United Nations country team supported the Government of Iraq in the development of durable solutions for those leaving the camps and advised the Government on its national plan for reintegration of the displaced into their original liberated areas. A Durable Solutions Task Force was established, and area-specific solutions identified for those able to return to their homes and for those who had to settle elsewhere. To facilitate and coordinate these efforts, the Mission introduced area-based coordination, whereby development actors will come together and jointly identify solutions suitable for the specific area and conditions.

Lessons learned and planned change

32. The lesson for the Mission is the importance of developing tailored solutions targeting specific areas and groups in order to effectively reduce vulnerabilities and linking these efforts with Government plans and policies to ensure sustainability. In applying the lesson, the Mission will collaborate closely with the United Nations country team and with Government counterparts at the governorate and national levels.

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

33. This work is expected to contribute to the objective, as demonstrated by a reduction in the vulnerability of people returning to their areas of origin or alternate areas, through durable solutions programming. This should lead to enhanced development opportunities. The Mission will serve as the secretariat for the area-based coordination groups of development actors, support the identification of challenges and solutions and ensure timely information-sharing and reporting. Using the well-established Development Partners’ Forum at the national level, the Mission, with the United Nations country team, will be demonstrating the value of tailored area-specific planning and the implementation of durable solutions and will mobilize donor support (see table 6).

Table 6
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
The framework for recovery and development of the Government of Iraq was supported through the promotion and coordination of resilience and stabilization initiatives through the recovery and resilience programme	The United Nations Sustainable Development Cooperation Framework was developed in coordination with Government partners and aligned with national priorities	A durable solutions task force developed an action plan that promotes area-based coordination, and the Government adopted a national strategy for resolving protracted displacement of internally displaced persons	The United Nations Sustainable Development Cooperation Framework for the period 2020–2024 is effectively implemented, reducing the number of people in need	Area-based coordination results in tailored durable solutions for returning families

Table 7
Deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports of the Secretary-General for the Security Council	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
2. Meetings of the Security Council	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	–	7	7
3. Projects on national reconciliation and the role of women in peace and security	5	–	2	1
4. Country-wide public outreach events to enhance social cohesion and strengthen the rule of law, socioeconomic development and humanitarian assistance	–	–	5	6
Seminars, workshops and training events (number of days)	90	65	98	85
5. Workshops on gender policy, participation of women in electoral and political processes, and the Sustainable Development Goals	18	23	18	14
6. Training events on mediation and negotiation skills, the role of women in peace and security, transparent and inclusive elections, reporting obligations under international treaties, human rights monitoring and reporting, and the rights of women and persons with disabilities	72	31	69	56
7. Workshops on political dialogue and participation	–	11	11	15
Publications (number of publications)	–	2	2	1
8. Report on strengthening women's political participation	–	2	2	1
Technical materials (number of materials)	104	122	121	157
9. Manual on gender-responsive electoral processes – training manual for women in electoral process; leadership manual for women entering public life	–	1	1	–
10. Reports on human rights violations and the human rights situation in Iraq, civilian casualties, the Government's adherence to human rights and international humanitarian law, child protection and conflict-related sexual violence, biometric voter registry and enhancements in election results management, and key development, stabilization and reconstruction issues in governorates	101	110	110	146
11. Options papers and technical reports on elections for the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission	1	10	8	8

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
12. Handbook on human rights for police personnel	1	–	1	1
13. Planning and technical documents on the United Nations Sustainable Development Cooperation Framework for Iraq and the joint United Nations resource mobilization strategy, and strategic support to and progress of the Government's reconstruction and stabilization programme (recovery and resilience programme)	1	1	1	1

C. Substantive deliverables

Good offices: facilitation sessions and round tables on disputed internal boundaries in Kirkuk Governorate to foster national and community reconciliation and enhance cooperation among the interlocutors involved; additional support for political and civil Iraqi counterparts to advance political processes and reconciliation, devolution of powers, federalism, revenue-sharing and international border management; Baghdad-Erbil and regional relations; countering violent extremism and terrorism in Iraq and the region; and advocacy on the implementation of Security Council resolution 1325 (2000) with a focus on the advancement of women's participation, involvement and representation in political and electoral processes.

Fact-finding, monitoring and investigation missions: monitoring missions on rule of law institutions, including detention monitoring missions; trial monitoring missions in Baghdad and Erbil; fact-finding missions on administration of justice within the legal system and with law enforcement officials to follow up on alleged human rights violations; and monitoring missions related to conflict-related sexual violence and children in armed conflict and the protection of the rights of minorities, internally displaced persons and persons with disabilities, including engagements with approximately four organizations working on disability rights issues.

Consultation, advice and advocacy: consultations on humanitarian, stabilization, reconstruction and development issues and coordination and monitoring of recovery and reconstruction activities; advice on revenue-sharing, hydrocarbon management, boundary disputes, federalism, security sector reform, youth and women's participation in politics, including engagement with 24 new youth-led organizations and 32 women's rights organizations, decentralization of administrative and fiscal authority, electoral legislative reform initiatives and parliamentary oversight, child protection and sustainable development; and consultation and 96 advocacy initiatives on human rights issues, including those related to the protection of the freedoms of assembly and expression, women's and minority rights, protection from enforced disappearance, child protection, administration of justice and protection of human rights. Advocacy on the implementation of Security Council resolution 1325 (2000) with a focus on the advancement of women's participation, involvement and representation in reconciliation, political and electoral processes through engagement with the Government of Iraq, the Independent High Electoral Commission and civil society including the Women's Advisory Group.

Databases and substantive digital materials: database on incidents of violence against women in politics in the context of the 2021 legislative elections.

D. Communication deliverables

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

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

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

E. Enabling deliverables

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

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

Logistics: provision of transportation, accommodation, utilities and office space for the United Nations country team, procurement services for the United Nations Regional Centre for Preventive Diplomacy for Central Asia and, recently, the United Nations Human Settlements Programme (UN-Habitat), as well as air transportation for the Office of the Special Envoy of the Secretary-General for Yemen.

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

B. Proposed post and non-post requirements for 2022

1. Total resource requirements

Resource requirements (regular budget)

Table 8

Total resource requirements (net of staff assessment)

(Thousands of United States dollars)

Category of expenditure	2020	2021	2022		Variance
	Expenditure	Appropriation	Total requirements	Non-recurrent requirements	2022 vs. 2021 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5) = (3) - (2)
Military and police personnel costs	5 080.8	5 310.2	5 140.3	–	(169.9)
Civilian personnel costs	78 710.1	80 123.2	79 388.9	–	(734.3)
Operational costs	16 166.7	13 643.4	13 650.5	–	7.1
Total	99 957.6	99 076.8	98 179.7	–	(897.1)

Table 9

Positions

	Professional and higher categories								General Service and related categories			National staff				Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officers	Local level	United Nations Volunteers	
Approved 2021	1	2	1	6	18	49	56	4	137	166	–	303	112	390	2	807
Proposed 2022	1	2	1	6	18	47	54	4	133	161	–	294	117	391	2	804
Change	–	–	–	–	–	(2)	(2)	–	(4)	(5)	–	(9)	5	1	–	(3)

34. The proposed resource requirements for 2022 for UNAMI amount to \$98,179,700 (net of staff assessment) and would provide for the deployment of 245 military contingent personnel (\$5,140,300), civilian personnel costs (\$79,388,900) consisting of salaries, common staff costs and danger pay for the deployment of 804 positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 18 P-5, 47 P-4, 54 P-3, 4 P-2, 161 Field Service, 117 National Professional Officers, 391 Local level and 2 United Nations Volunteers), as well as operational costs (\$13,650,500) comprising consultants and consulting services (\$136,800), official travel (\$909,400), facilities and infrastructure (\$3,554,400), ground transportation (\$555,900), air operations (\$3,298,300), communications and information technology (\$2,834,100), medical (\$324,500) and other supplies, services and equipment (\$2,037,100).
35. The proposed resource requirements for UNAMI are estimated at \$98,179,700 (net of staff assessment), reflecting a net decrease of \$897,100 compared with the resources approved for the Mission for 2021. The net variance between the requirements for 2022 and the approved budget for 2021 reflects the result of:
- (a) A net decrease of \$169,900 in military and police personnel costs, attributable mainly to reduced costs for: (i) rations resulting from a one-time mobilization cost in 2021; and (ii) freight and deployment of contingent-owned equipment and emplacement, rotation and

Note: The following abbreviations are used in tables: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

repatriation as a result of a letter of assist signed with the Government of Australia for the rotation of the United Nations Guard Unit from Fiji;

- (b) A net decrease of \$734,300 in civilian personnel costs as a result of: (i) lower international staff costs resulting from the application of a lower percentage of common staff costs; and (ii) a reduction in the number of international staff positions, offset in part by the increase in national staff costs owing to the application of a higher percentage of common staff costs.

Vacancy rates

- 36. The actual deployment of military personnel and all other mission staff in 2020 resulted in the following annual average vacancy rates: 1 per cent for military personnel, 8 per cent for international staff, 10 per cent for National Professional Officers, 8 per cent for Local level staff and 0 per cent for United Nations Volunteers.
- 37. In 2021, the approved vacancy rates are 1 per cent for military personnel, 8 per cent for international staff, 8 per cent and 7 per cent for National Professional Officers and Local level staff, respectively, and 17 per cent for United Nations Volunteers.
- 38. For 2022, a vacancy rate of 1 per cent has been applied for military personnel. A vacancy rate of 8 per cent has been applied for international staff, while vacancy rates of 9 per cent and 7 per cent have been applied for National Professional Officers and Local level staff, respectively. A vacancy rate of zero per cent has been applied to United Nations Volunteers.

2. Staffing requirements

- 39. The proposed 2022 staffing requirements will support the efficient execution of the Mission's mandate. They include proposals for adjustments to positions in development support to align them with the functions performed, for nationalization of positions in continuation of efforts to build national capacity and for reassignments and redeployments to ensure operational efficiency in the provision of services such as safety and security, travel, facilities management, logistics and supply chain management.
- 40. The staffing complement proposed for 2022 reflects a net decrease of three positions. The proposed staffing changes include the proposed abolishment of three positions, the redeployment of 10 positions, the reclassification of two positions, the conversion and reassignment of four international positions as national staff positions, the conversion of two international positions to national staff positions and the reassignment of 24 positions, as detailed below by organizational unit.

Office of the Special Representative of the Secretary-General

Security Section

- (a) Redeployment of one position of Security Officer (Field Service) from Baghdad to Erbil;
- (b) Redeployment of one position of Security Assistant (Local level) from Baghdad to Basrah;
- (c) Abolishment of one position of Close Protection Officer (Field Service);

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

- (d) Reclassification of one position of Political Affairs Officer (P-4) to Political Affairs Officer (P-3) in the Office of Political Affairs;
- (e) Reassignment of one position of Language Assistant (Local level) as Team Assistant (Local level) in the Office of Political Affairs;

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

- (f) Renaming of the Development Coordination Office as the Development Support Office to align the functions of the office with the Mission's mandate for development;

Front Office

- (g) Abolishment of one position of Special Assistant (P-3) in the Front Office;

Development Support Office

- (h) Reassignment of 21 Humanitarian Liaison Officers as Coordination Officers in the Development Support Office, comprising:
 - (i) Two positions of Humanitarian Liaison Officer (P-4) as Coordination Officer (P-4);
 - (ii) One position of Humanitarian Liaison Officer (P-3) as Coordination Officer (P-3);
 - (iii) One position of Humanitarian Liaison Officer (P-3) as Coordination Officer (P-3) and redeployment from Kirkuk to Mosul;
 - (iv) One position of Associate Humanitarian Liaison Officer (P-2) as Associate Coordination Officer (P-2);
 - (v) A total of 11 positions of Associate Humanitarian Liaison Officer (National Professional Officer) as Associate Coordination Officer (National Professional Officer);
 - (vi) Five positions of Assistant Humanitarian Liaison Officer (National Professional Officer) as Assistant Coordination Officer (National Professional Officer);
- (i) Reclassification of one position of Coordination Officer (P-4) to Coordination Officer (P-3);
- (j) Conversion and reassignment of one position of Humanitarian Liaison Officer (P-3) as Coordination Officer (National Professional Officer);
- (k) Conversion and reassignment of one position of Humanitarian Liaison Officer (P-3) as Associate Coordination Officer (National Professional Officer);

Mission Support

Office of the Chief of Mission Support

- (l) Redeployment of four positions: one Travel Assistant (Local level), one Liaison Assistant (Local level) and two Team Assistants (Local level) from the Office of the Chief of Operations and Resource Management;

Operations and Resource Management pillar

- (m) Conversion of one position of Administrative Assistant (Field Service) to Administrative Assistant (Local level);
- (n) Redeployment of four positions: one Travel Assistant (Local level), one Liaison Assistant (Local level) and two Team Assistants (Local level) to the Office of the Chief of Mission Support;

Regional offices

- (o) Redeployment of one position of Team Assistant (Local Level) from the regional office in Erbil to the Centralized Warehousing Section in Erbil;

Supply Chain Management pillar

- (p) Reorganization of the Acquisition Management Section into the Acquisition Planning and Requisitioning Unit and the Contracts Management Unit;

Acquisition Planning and Requisitioning Unit

- (q) Reassignment of one position of Contracts Management Officer (Field Service) as Acquisition Planning Officer (Field Service);
- (r) Redeployment of one position of Contracts Management Officer (P-3) and one position of Administrative Assistant (Local level) to the Contracts Management Unit;

Contracts Management Unit

- (s) Redeployment of one position of Contracts Management Officer (P-3) and one position of Administrative Assistant (Local level) from the Acquisition Planning and Requisitioning Unit;

Property Management Section

- (t) Conversion of one position of Property Control and Inventory Assistant (Field Service) to Associate Property Control and Inventory Officer (National Professional Officer);

Centralized Warehousing Section

- (u) Conversion and reassignment of one position of Property Control and Inventory Assistant (Field Service) as Associate Supply Officer (National Professional Officer);
- (v) Redeployment of one position of Team Assistant (Local level) from the regional office in Erbil to the Centralized Warehousing Section in Erbil;

*Service Delivery Management pillar**Engineering and Facilities Management Section*

- (w) Conversion and reassignment of one position of Facilities Management Assistant (Field Service) as Engineer (National Professional Officer);
- (x) Reassignment of one position of Generator Mechanic (Local level) as Engineering Assistant (Local level);

Staff Counselling Unit

- (y) Abolishment of one position of Staff Counsellor (P-3).

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

(a) Special Representative of the Secretary-General

Table 10

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

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>Total international</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Front Office of the Special Representative of the Secretary-General																
Approved 2021	1	–	–	–	1	–	1	–	3	2	–	5	–	1	–	6
Proposed 2022	1	–	–	–	1	–	1	–	3	2	–	5	–	1	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Women's Protection Unit																
Approved 2021	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
Proposed 2022	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Gender Unit																
Approved 2021	–	–	–	–	1	–	–	–	1	–	–	1	1	–	–	2
Proposed 2022	–	–	–	–	1	–	–	–	1	–	–	1	1	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Child Protection Unit																
Approved 2021	–	–	–	–	–	1	–	–	1	–	–	1	1	–	–	2
Proposed 2022	–	–	–	–	–	1	–	–	1	–	–	1	1	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff																
Approved 2021	–	–	1	–	3	1	6	–	11	2	–	13	11	4	–	28
Proposed 2022	–	–	1	–	3	1	6	–	11	2	–	13	11	4	–	28
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Human Rights Office																
Approved 2021	–	–	–	1	2	5	7	–	15	1	–	16	15	10	–	41
Proposed 2022	–	–	–	1	2	5	7	–	15	1	–	16	15	10	–	41
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public Information Office																
Approved 2021	–	–	–	1	1	1	1	1	5	–	–	5	9	5	–	19
Proposed 2022	–	–	–	1	1	1	1	1	5	–	–	5	9	5	–	19
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Security Section																
Approved 2021	–	–	–	–	1	5	5	2	13	82	–	95	10	116	–	221

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>		<i>General Service international</i>	<i>National Professional Officers</i>		<i>Local level</i>		<i>United Nations Volunteers</i>
										<i>Field/ Security Service</i>	<i>General Service</i>		<i>Total</i>	<i>Professional Officers</i>			
Proposed 2022	-	-	-	-	1	5	5	2	13	81	-	94	10	116	-	220	
Change	-	-	-	-	-	-	-	-	-	(1)	-	(1)	-	-	-	(1)	
Total																	
Approved 2021	1	-	1	2	10	13	20	3	50	87	-	137	47	136	-	320	
Proposed 2022	1	-	1	2	10	13	20	3	50	86	-	136	47	136	-	319	
Change	-	-	-	-	-	-	-	-	-	(1)	-	(1)	-	-	-	(1)	

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

Proposed organizational changes

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

<i>Office/service/section/unit</i>	<i>Positions</i>				
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Security Section	-1	FS	Security Officer	Redeployment	From Baghdad
	+1	FS	Security Officer	Redeployment	To Erbil
	-1	LL	Security Assistant	Redeployment	From Baghdad
	+1	LL	Security Assistant	Redeployment	To Basrah
	-1	FS	Close Protection Officer	Abolishment	
Total	(1)				

43. The following changes in the Security Section are proposed for 2022, as reflected in table 11 above:
- Redeployment of one position of Security Officer (Field Service) from Baghdad to Erbil to augment the capacity of the security team in Erbil and to monitor and analyse the security situation;
 - Redeployment of one position of Security Assistant (Local level) from Baghdad to Basrah to augment the capacity of the security team in Basrah and to effectively monitor and analyse the security situation;
 - Abolishment of one position of Close Protection Officer (Field Service), given that the position has been vacant for an extended period of time and that close protection services have been effectively provided by close protection personnel assigned in Erbil.

Table 12
Staffing requirements: Department of Political and Peacebuilding Affairs

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total international	National Professional Officers	Local level	United Nations Volunteers	Total
Approved 2021	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4
Proposed 2022	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

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

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

Table 13
Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total international	National Professional Officers	Local level	United Nations Volunteers	Total
Front Office																
Approved 2021	–	1	–	–	–	1	1	–	3	1	–	4	–	1	–	5
Proposed 2022	–	1	–	–	–	1	1	–	3	1	–	4	–	1	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Tehran Liaison Office																
Approved 2021	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4
Proposed 2022	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Joint Analysis Unit																
Approved 2021	–	–	–	–	1	1	3	–	5	–	–	5	6	1	–	12
Proposed 2022	–	–	–	–	1	1	3	–	5	–	–	5	6	1	–	12
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>			<i>National staff</i>				
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>international</i>	<i>Total</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Office of Political Affairs																	
Approved 2021	-	-	-	1	2	10	8	-	21	1	-	22	26	12	2	62	
Proposed 2022	-	-	-	1	2	9	9	-	21	1	-	22	26	12	2	62	
Change	-	-	-	-	-	(1)	1	-	-	-	-	-	-	-	-	-	
Electoral Assistance Office																	
Approved 2021	-	-	-	1	2	2	-	-	5	-	-	5	2	5	-	12	
Proposed 2022	-	-	-	1	2	2	-	-	5	-	-	5	2	5	-	12	
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total																	
Approved 2021	-	1	-	3	5	15	12	-	36	2	-	38	35	20	2	95	
Proposed 2022	-	1	-	3	5	14	13	-	36	2	-	38	35	20	2	95	
Change	-	-	-	-	-	(1)	1	-	-	-	-	-	-	-	-	-	

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

Table 14

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

<i>Office/service/section/unit</i>	<i>Positions</i>					
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>	
Office of Political Affairs	-1	P-4	Political Affairs Officer	Reclassification		
	+1	P-3	Political Affairs Officer	Reclassification		
	-1	LL	Language Assistant	Reassignment		
	+1	LL	Team Assistant	Reassignment		
Total	-					

Proposed organizational changes

46. The following changes are proposed for the Office of Political Affairs and Electoral Assistance, as shown in table 14 above:
- Reclassification of one position of Political Affairs Officer from the P-4 to the P-3 level on the basis of the workload of the Office and the functions of the position, which can be sufficiently performed at the P-3 level;
 - Reassignment of one position of Language Assistant (Local level) as Team Assistant (Local level) to support the work of the Office by performing such duties as transport, logistics and other administrative tasks;

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

Table 15

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

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>					
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>international</i>	<i>Total</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Front Office																	
Approved 2021	-	1	-	-	-	1	1	-	3	1	-	4	-	1	-	-	5
Proposed 2022	-	1	-	-	-	1	-	-	2	1	-	3	-	1	-	-	4
Change	-	-	-	-	-	-	(1)	-	(1)	-	-	(1)	-	-	-	-	(1)
Development Support Office																	
Approved 2021	-	-	-	-	-	3	4	1	8	-	-	8	17	2	-	-	27
Proposed 2022	-	-	-	-	-	2	3	1	6	-	-	6	19	2	-	-	27
Change	-	-	-	-	-	(1)	(1)	-	(2)	-	-	(2)	2	-	-	-	-
Total																	
Approved 2021	-	1	-	-	-	4	5	1	11	1	-	12	17	3	-	-	32
Proposed 2022	-	1	-	-	-	3	3	1	8	1	-	9	19	3	-	-	31
Change	-	-	-	-	-	(1)	(2)	-	(3)	-	-	(3)	2	-	-	-	(1)

47. The Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs is also the Resident Coordinator and Humanitarian Coordinator, leading the United Nations country team and coordinating international donors in responding to humanitarian crises and in setting strategy, as well as in the planning, implementation and monitoring of both short- and long-term development programmes, as outlined in the Mission's mandate, the United Nations Sustainable Development Cooperation Framework for the period 2020–2024 and the integrated strategic framework.
48. The Development Support Office (formerly the Development Coordination Office) is responsible for the linkages between the UNAMI mandate in the development area and the Mission's other mandated responsibilities. Most of the staff are field-based and responsible for supporting Mission activities at the regional and provincial levels. They identify local needs, monitor the implementation of development projects and ensure cross-organizational coordination and information-sharing between UNAMI, the Office for the Coordination of Humanitarian Affairs and the United Nations country team in support of mandate implementation.
49. The Resident Coordinator Office supports the Resident Coordinator in repositioning the United Nations development system to better support national efforts towards the 2030 Agenda for Sustainable Development. The United Nations system's programming for the 2030 Agenda is channelled through the United Nations Sustainable Development Cooperation Framework. For this purpose, in line with the repositioning of the development system as approved by the General Assembly, five posts are provided through the special purpose trust fund, covering five core specialized functions: strategic planning, evidence-based programming, partnerships and development finance, data and results management and reporting and communications and advocacy.

50. While the Development Support Office and Resident Coordinator Office staff have different responsibilities and functions, they complement each other's work by sharing information, collaborating on their respective mandated areas and strengthening joint support for the efforts of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs/Resident Coordinator/Humanitarian Coordinator.

Proposed organizational changes

Table 16

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

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Front Office	-1	P-3	Special Assistant	Abolishment	
Development Support Office	-2	P-4	Humanitarian Liaison Officers	Reassignment	
	+2	P-4	Coordination Officers	Reassignment	
	-1	P-3	Humanitarian Liaison Officer	Reassignment	
	+1	P-3	Coordination Officer	Reassignment	
	-1	P-3	Humanitarian Liaison Officer	Reassignment/ redeployment	From Kirkuk
	+1	P-3	Coordination Officer	Reassignment/ redeployment	To Mosul
	-1	P-2	Associate Humanitarian Liaison Officer	Reassignment	
	+1	P-2	Associate Coordination Officer	Reassignment	
	-11	NPO	Associate Humanitarian Liaison Officers	Reassignment	
	+11	NPO	Associate Coordination Officers	Reassignment	
	-5	NPO	Assistant Humanitarian Liaison Officers	Reassignment	
	+5	NPO	Assistant Coordination Officers	Reassignment	
	-1	P-3	Humanitarian Liaison Officer	Conversion/ reassignment	
	+1	NPO	Coordination Officer	Conversion/ reassignment	
	-1	P-3	Humanitarian Liaison Officer	Conversion/ reassignment	
	+1	NPO	Associate Coordination Officer	Conversion/ reassignment	
-1	P-4	Coordination Officer	Reclassification		
+1	P-3	Coordination Officer	Reclassification		
Total	(1)				

51. The Development Support Office supports the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs/Resident Coordinator/Humanitarian Coordinator in her capacity within UNAMI senior management to ensure delivery of the Mission's mandate. The Development Support Office supports United Nations agencies, funds and programmes, local governments, NGOs, tribal leaders and other actors to assist the Government of Iraq in meeting its immediate socioeconomic challenges. Similarly, the Office for the Coordination

of Humanitarian Affairs supports the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator in her role as the Humanitarian Coordinator for Iraq through its own staff and mechanisms, such as the humanitarian country team. Finally, the resident coordinator system supports the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator in her role as the Resident Coordinator for Iraq by providing five specialized staff to help the Government to achieve the Sustainable Development Goals. The support provided to the Mission's triple-hatted Deputy Special Representative through those separate offices is continuously reviewed and adjusted to ensure that the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator can deliver the mandate related to development and effectively support the Government of Iraq and its citizens.

52. The Advisory Committee on Administrative and Budgetary Questions, in its third report on estimates in respect of special political missions ([A/75/7/Add.2](#)), as endorsed by the General Assembly in its resolution [75/252](#), requested the Secretary-General to continue to review, and adjust as appropriate, the relevant organizational structures and support capacity in the offices of the Deputy Special Representatives of the Secretary-General in the integrated special political missions.
53. In response to the above-mentioned request, the Mission has reviewed the organizational structure and support capacity in the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs and, in terms of structural and organizational changes in 2022, proposes the renaming of the Development Coordination Office as the Development Support Office to better align the title of the Office with the Mission's mandate and avoid its confusion with the Development Coordination Office at United Nations Headquarters in New York. The mandate for development in UNAMI is defined in paragraph 2 (c) of Security Council resolution [2522 \(2020\)](#), in which it is specified that UNAMI should promote, support and facilitate various subsidiary activities. While the Office has been following that broad mandate for years, development coordination implies a more limited role. In paragraphs 2 (c) (i) and (ii) of the same resolution, reference is made to responsibilities beyond coordination (delivery and implementation), thereby necessitating that the UNAMI development office be assigned a name that accurately reflects those non-coordination activities. In addition, the Development Coordination Office at United Nations Headquarters, the resident coordinator system, was sometimes confused with the UNAMI office that bears the same name by national authorities, Member States and other development actors during discussions and in documents.
54. The following changes are proposed for the organizational units reporting to the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs:
 - (a) **Front Office.** Abolishment of one position of Special Assistant (P-3). The Front Office is currently staffed with one position of Political Affairs Officer (P-4), as well as one position of Special Assistant (P-3) that is funded by the Department of Economic and Social Affairs, while the position of Political Affairs Officer (P-3) approved as part of the Mission's staffing has been vacant. The tasks of the Political Affairs Officer (P-3) are currently performed by the Special Assistant (P-3) from the Department;
 - (b) **Development Support Office**
 - (i) Reassignment of 21 positions of Humanitarian Liaison Officer as 21 positions of Coordination Officer. The positions were recruited when the Office had greater humanitarian responsibilities. Over the years, the incumbents have slowly adjusted to their roles and are currently focusing more on development, and the profiles of Coordination Officers better reflect their actual work in supporting the Government of Iraq with regard to its urgent development needs. The reassignment of the positions is consistent with the transition in Iraq from emergency humanitarian assistance to development solutions for the remaining 1.4 million displaced persons. For example, Field Officers in the Development Support Office are now responsible for convening area-based teams to implement practical interventions that will sustainably reduce displacement;

- (ii) The proposal to reassign Humanitarian Liaison Officers as Coordination Officers, as discussed in paragraph 54 (b) (i) above, includes reassignment of one position of Humanitarian Liaison Officer (P-3) as Coordination Officer (P-3) and redeployment from Kirkuk to Mosul to cover both the Ninawa and Kirkuk governorates, which will address the urgent need to provide development coordination in Ninawa and rebalance the distribution of responsibilities among international staff in the Office;
- (iii) Conversion and reassignment of one position of Humanitarian Liaison Officer (P-3) as Coordination Officer (National Professional Officer) to build local capacity in Baghdad and support the proposed Coordination Officer (P-3) proposed for reassignment (see para. 54 (b) (i) above);
- (iv) Conversion and reassignment of one position of Humanitarian Liaison Officer (P-3) as Associate Coordination Officer (National Professional Officer) to build local capacity in Mosul and provide one additional national staff member to support the Coordination Officer (P-3) proposed for redeployment from Kirkuk to Mosul (see para. 54 (b) (ii) above);
- (v) Reclassification of one position of Coordination Officer from P-4 to P-3 to align the levels of the four Coordination Officers in the Development Support Office with the P-3 level that are currently supervising field staff in the governorates.

(c) Mission Support

Table 17

Staffing requirements: Mission Support

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>international</i>	<i>Total</i>	<i>National Professional Officers</i>	<i>Local level</i>		<i>United Nations Volunteers</i>
Office of the Chief of Mission Support																	
Approved 2021	-	-	-	1	-	1	3	-	5	2	-	7	1	3	-	11	
Proposed 2022	-	-	-	1	-	1	3	-	5	2	-	7	1	7	-	15	
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	4	-	4	
Operations and Resource Management																	
Approved 2021	-	-	-	-	1	4	4	-	9	20	-	29	3	40	-	72	
Proposed 2022	-	-	-	-	1	4	4	-	9	19	-	28	3	36	-	67	
Change	-	-	-	-	-	-	-	-	-	(1)	-	(1)	-	(4)	-	(5)	
Service Delivery Management																	
Approved 2021	-	-	-	-	1	4	7	-	12	21	-	33	5	105	-	143	
Proposed 2022	-	-	-	-	1	4	6	-	11	20	-	31	6	105	-	142	
Change	-	-	-	-	-	-	(1)	-	(1)	(1)	-	(2)	1	-	-	(1)	
Supply Chain Management																	
Approved 2021	-	-	-	-	1	4	2	-	7	26	-	33	4	60	-	97	
Proposed 2022	-	-	-	-	1	4	2	-	7	24	-	31	6	61	-	98	
Change	-	-	-	-	-	-	-	-	-	(2)	-	(2)	2	1	-	1	

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>international</i>	<i>Total Professional Officers</i>	<i>Local level</i>		<i>United Nations Volunteers</i>
Total, Mission Support																
Approved 2021	-	-	-	1	3	13	16	-	33	69	-	102	13	208	-	323
Proposed 2022	-	-	-	1	3	13	15	-	32	65	-	97	16	209	-	322
Change	-	-	-	-	-	-	(1)	-	(1)	(4)	-	(5)	3	1	-	(1)

55. Mission Support functions are under the overall responsibility of the Chief of Mission Support, who coordinates and supervises three main workstreams: the Operations and Resource Management, Service Delivery Management and Supply Chain Management pillars.
56. The Chief of Mission Support acts as the principal adviser to the Head of Mission on all matters pertaining to administrative and technical support and is supported by the Chief of Operations and Resource Management, who has responsibility for undertaking coordination and operational oversight and ensuring that key enabling services are delivered to clients, and the Chiefs of Supply Chain Management and Service Delivery Management, who have responsibility for managing and coordinating the flow of supply chain goods and the provision of technical services, respectively.
57. The Operations and Resource Management pillar is responsible for the provision of general support and the management of operations and resources. The Chief of Operations and Resource Management, reporting to the Chief of Mission Support, oversees the Human Resources Section, the Financial Resourcing and Performance Unit, the Field Technology Section and the regional offices in Erbil and Kirkuk.
58. The Service Delivery Management pillar is responsible for the provision of key logistical support services to all mission components and other clients of the mission support organization. The Chief of Service Delivery Management, reporting to the Chief of Mission Support, oversees the Life Support Unit, the Training Section, the Engineering and Facilities Management Section, the Surface Transport Section, the Medical Services Section and the Staff Counselling Unit.
59. The Supply Chain Management pillar is responsible for the end-to-end supply chain processes, namely planning, sourcing and enabling activities related to demand planning, acquisition, procurement, warehousing, asset and inventory management, air transportation, movement control of goods and personnel, business intelligence and contractor performance management. The Chief of Supply Chain Management, reporting to the Chief of Mission Support, oversees the Centralized Warehousing Section, the Acquisition Planning and Requisitioning Unit, the Contracts Management Unit, the Aviation and Movement Control Section, the Procurement Section and the Property Management Section.

Office of the Chief of Mission Support

Table 18
Staffing changes: Office of the Chief Mission Support

<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 Mission Support	+1	LL	Travel Assistant	Redeployment	From the Office of Chief of Operations and Resource Management
	+1	LL	Liaison Assistant	Redeployment	From the Office of Chief of Operations and Resource 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>
	+2	LL	Team Assistant	Redeployment	From the Office of Chief of Operations and Resource Management
Total	4				

60. The following changes are proposed for the organizational units reporting to the Chief of Mission Support: redeployment of four positions, comprising one Travel Assistant (Local level), one Liaison Assistant (Local level) and two Team Assistants (Local level), from the Office of the Chief of Operations and Resource Management. The four positions will be in the Travel and Visa Unit in the Office of the Chief of Mission Support and will work closely with the Office of the Chief of Staff in discharging its functions, which include travel and visa processing.

Operations and Resource Management

Table 19
Staffing changes: Operations and Resource 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 Operations and Resource Management	-1	LL	Travel Assistant	Redeployment	To the Office of the Chief of Mission Support
	-1	LL	Liaison Assistant	Redeployment	To the Office of the Chief of Mission Support
	-2	LL	Team Assistant	Redeployment	To the Office of the Chief of Mission Support
	-1	LL	Team Assistant	Redeployment	To the Centralized Warehousing Section
	-1	FS	Administrative Assistant	Conversion	
	+1	LL	Administrative Assistant	Conversion	
Total	(5)				

61. The following changes are proposed for the organizational units that are part of the Operations and Resource Management pillar:
- Redeployment of four positions, comprising one Travel Assistant (Local level), one Liaison Assistant (Local level) and two Team Assistants (Local level), to the Office of the Chief of Mission Support, as described in paragraph 60 above;
 - Redeployment of one position of Team Assistant (Local level) from the Regional Mission Support Office (Erbil) in the Operations and Resource Management pillar to the Centralized Warehousing Section (Erbil) in the Supply Chain Management pillar to support increased supply operations in Erbil as a result of increased activities by UNAMI and UNITAD in the Kurdistan and Ninewa governorates;
 - Conversion of one position of Administrative Assistant (Field Service) to Administrative Assistant (Local Level), given that similar functions are already being performed by national staff at the Mission and that there is a pool of Iraqi nationals who are capable of performing such administrative functions.

Service Delivery Management

Table 20

Staffing changes: Service Delivery Management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Engineering and Facilities Management Section	-1	FS	Facilities Management Assistant	Conversion/reassignment	
	+1	NPO	Engineer	Conversion/reassignment	
	-1	LL	Generator Mechanic	Reassignment	
	+1	LL	Engineering Assistant	Reassignment	
Staff Counselling Unit	-1	P-3	Staff Counsellor	Abolishment	
Total	(1)				

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

(a) **Engineering and Facilities Management Section**

- (i) Conversion and reassignment of one position of Facilities Management Assistant (Field Service) as Engineer (National Professional Officer) to effectively oversee and carry out the technical and complex duties and responsibilities related to engineering operations and maintenance;
- (ii) Reassignment of one position of Generator Mechanic (Local level) as Engineering Assistant (Local level) to meet the increased need for the operations and maintenance of buildings in the D1, D2 and Tamimi compounds, as well as to provide administrative and supervisory support for the skilled crafts workers;

(b) **Staff Counselling Unit.** Abolishment of one position of Staff Counsellor (P-3) owing to the outsourcing of counselling services since 2021.

Supply Chain Management

Table 21

Staffing changes: Supply Chain Management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Property Management Section	-1	FS	Property Control and Inventory Assistant	Conversion	
	+1	NPO	Associate Property Control and Inventory Officer	Conversion	
Acquisition Planning and Requisitioning Unit	-1	FS	Contracts Management Officer	Reassignment	
	+1	FS	Acquisition Planning Officer	Reassignment	
	-1	P-3	Contracts Management Officer	Redeployment	To the Contracts Management Unit
	-1	LL	Administrative Assistant	Redeployment	To the Contracts Management Unit

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Contracts Management Unit	+1	P-3	Contracts Management Officer	Redeployment	From the Acquisition Planning and Requisitioning Unit
	+1	LL	Administrative Assistant	Redeployment	From the Acquisition Planning and Requisitioning Unit
Centralized Warehousing Section	-1	FS	Property Control and Inventory Assistant	Conversion/reassignment	
	+1	NPO	Associate Supply Officer	Conversion/reassignment	
	+1	LL	Team Assistant	Redeployment	From the Regional Mission Support Office
Total	1				

63. The following changes are proposed for the Supply Chain Management pillar: reorganization of the Acquisition Management Section into two units, the Acquisition Planning and Requisitioning Unit and the Contracts Management Unit, to enable the Mission to separate the oversight function that is performed by the Contracts Management Unit from the acquisition management functions performed by the Acquisition Planning and Requisitioning Unit, enabling better supervision and control of those functions at the Mission. The Acquisition Planning and Requisitioning Unit would perform the duties of developing and monitoring the Mission's annual acquisition plan, initiate procurement actions and administer supply contracts. The Contracts Management Unit would oversee the performance of the contracts for the provision of various goods and services and evaluate the draft scope of work for new solicitations.
64. The following changes are proposed for the organizational units in the Supply Chain Management pillar:
- (a) **Property Management Section.** Conversion of one position of Property Control and Inventory Assistant (Field Service) to Associate Property Control and Inventory Officer (National Professional Officer) as a result of a review of the functions of the position, which can be performed at the national level;
 - (b) **Acquisition Planning and Requisitioning Unit**
 - (i) Reassignment of one position of Contracts Management Officer (Field Service) as Acquisition Planning Officer (Field Service) to align the functions of the position with the focus of the Unit, which is to develop and monitor the Mission's acquisition plans;
 - (ii) Redeployment of one position of Contracts Management Officer (P-3) and one position of Administrative Assistant (Local level) to the Contracts Management Unit to oversee the performance of contracts and review the scope of work for new solicitations;
 - (c) **Contracts Management Unit.** Redeployment of one position of Contracts Management Officer (P-3) and one position of Administrative Assistant (Local level) to the Contracts Management Unit to oversee the performance of contracts and review the scope of work for new solicitations;
 - (d) **Centralized Warehousing Section**
 - (i) Conversion and reassignment of one position of Property Control and Inventory Assistant (Field Service) as Associate Supply Officer (National Professional Officer) as a result of a review of the functions of the position, which can be performed at the national level;

- (ii) Redeployment of one position of Team Assistant (Local level) from the Regional Mission Support Office in Erbil in the Operations and Resource Management pillar to the Centralized Warehousing Section in Erbil to support increased supply operations in Erbil as a result of increased activities by UNAMI and UNITAD in the Kurdistan and Ninewa governorates.

Kuwait Joint Support Office

Table 22
Staffing requirements: Kuwait Joint Support Office

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>				<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Service</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	
Human Resources Section																
Approved 2021	-	-	-	-	-	1	1	-	2	1	-	3	-	11	-	14
Proposed 2022	-	-	-	-	-	1	1	-	2	1	-	3	-	11	-	14
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Section																
Approved 2021	-	-	-	-	-	1	-	-	1	5	-	6	-	10	-	16
Proposed 2022	-	-	-	-	-	1	-	-	1	5	-	6	-	10	-	16
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel Section																
Approved 2021	-	-	-	-	-	-	-	-	-	1	-	1	-	2	-	3
Proposed 2022	-	-	-	-	-	-	-	-	-	1	-	1	-	2	-	3
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total																
Approved 2021	-	-	-	-	-	2	1	-	3	7	-	10	-	23	-	33
Proposed 2022	-	-	-	-	-	2	1	-	3	7	-	10	-	23	-	33
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

3. Financial resources

Table 23

Financial resources by category of expenditure

(Thousands of United States dollars)

Category of expenditure	2020		2021		2022		Variance
	Expenditure	Appropriation	Total requirements	Non-recurrent requirements	2022 vs. 2021		
					Increase /	(decrease)	
	(1)	(2)	(3)	(4)	(5)=(3)-(2)		
I. Military and police personnel							
Military contingents	5 080.8	5 310.2	5 140.3	–	(169.9)		
Subtotal, category I	5 080.8	5 310.2	5 140.3	–	(169.9)		
II. Civilian personnel							
International staff	54 234.2	56 847.5	53 629.8	–	(3 217.7)		
National staff	24 412.2	23 256.8	25 697.2	–	2 440.4		
United Nations Volunteers	63.7	18.9	61.9	–	43.0		
Subtotal, category II	78 710.1	80 123.2	79 388.9	–	(734.3)		
III. Operational costs							
Consultants and consulting services	109.1	255.2	136.8	–	(118.4)		
Official travel	164.7	1 015.8	909.4	–	(106.4)		
Facilities and infrastructure	4 771.0	3 241.4	3 554.4	–	313.0		
Ground transportation	569.4	735.8	555.9	–	(179.9)		
Air operations	2 614.7	3 162.1	3 298.3	–	136.2		
Communications and information technology	4 730.6	2 874.8	2 834.1	–	(40.7)		
Medical	591.6	280.0	324.5	–	44.5		
Other supplies, services and equipment	2 615.6	2 078.3	2 037.1	–	(41.2)		
Subtotal, category III	16 166.7	13 643.4	13 650.5	–	7.1		
Total	99 957.6	99 076.8	98 179.7	–	(897.1)		

4. Analysis of resource requirements

Military and police personnel costs

(Thousands of United States dollars)

	Expenditure 2020	Appropriation 2021	Total requirements 2022	Variance 2022 vs. 2021
Military contingents	5 080.8	5 310.2	5 140.3	(169.9)

67. Resources amounting to \$5,140,300 are proposed to provide for the deployment of 245 military contingent personnel and include requirements for: (a) standard troop cost reimbursement (\$2,740,400); (b) travel on emplacement, rotation and repatriation (\$491,700); (c) recreational leave allowance (\$50,900); (d) daily allowance (\$74,900); (e) death and disability compensation (\$64,700); (f) rations (\$1,641,500); (g) major equipment (\$5,500); and (h) freight and deployment of contingent-owned equipment (\$70,700). A vacancy rate of 1 per cent has been applied.

68. The decrease is attributable mainly to lower costs for rations as a result of a one-time mobilization cost in 2021, reduced costs for freight and the deployment of contingent-owned equipment and lower requirements for travel on emplacement, rotation and repatriation resulting from the utilization of a letter of assist from the Government of Australia for the rotation of the Guard Unit from Fiji.

Civilian personnel costs

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
International staff	54 234.2	56 847.5	53 629.8	(3 217.7)

69. Resources amounting to \$53,629,800 are proposed to provide for salaries (\$26,542,700), common staff costs (\$23,515,500) and danger pay (\$3,571,600) for the deployment of 294 international positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 18 P-5, 47 P-4, 54 P-3, 4 P-2 and 161 Field Service). A vacancy rate of 8 per cent has been applied.
70. The decrease is attributable mainly to the application of a lower percentage of common staff costs to salary of 87 per cent for 2022, compared with 95 per cent applied to the 2021 budget, as well as to the abolishment of two P-3 positions and the conversion of six international staff positions (2 P-3 and 4 Field Service) to national staff (5 National Professional Officer and 1 Local level).

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
National staff	24 412.2	23 256.8	25 697.2	2 440.4

71. Resources amounting to \$25,697,200 are proposed to provide for salaries (\$17,321,700), common staff costs (\$6,398,200) and danger pay (\$1,977,300) for the deployment of 508 national positions (117 National Professional Officers and 391 Local level). Vacancy rates of 9 per cent and 7 per cent have been applied for National Professional Officer and Local level positions, respectively.
72. The increase is attributable mainly to increased staffing arising from the conversion and reassignment of four positions and the conversion of two positions from international to national staff (five National Professional Officers and one Local Level), as well as the application of a higher percentage of common staff costs of 34 per cent for National Professional Officer positions for 2022, compared with 27 per cent applied to the 2021 budget, and 39 per cent for Local level positions for 2022, compared with 32 per cent applied to the 2021 budget.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
United Nations Volunteers	63.7	18.9	61.9	43.0

73. Resources amounting to \$61,900 are proposed to provide for the deployment of two United Nations Volunteers. A vacancy rate of 0 per cent has been applied.
74. The increase is attributable mainly to the application of a lower vacancy rate, zero per cent, in 2022 compared with the vacancy rate of 17 per cent applied to the 2021 budget, as well as an increase in the monthly living allowance, from \$600 in 2021 to \$1,396 in 2022, an increase in the resettlement allowance, from \$600 in 2021 to \$1,395 in 2022, and a new settling-in grant of \$1,395.

Operational costs

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
Consultants and consulting services	109.1	255.2	136.8	(118.4)

75. Resources amounting to \$136,800 are proposed to provide for individual consultants for the provision of technical and specialized expertise in electoral issues and training for Mission personnel.
76. The decrease is attributable mainly to the reduced need for consultants in the Joint Analysis Unit, with greater focus being placed on elections capacity and on support for the Independent High Electoral Commission.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
Official travel	164.7	1 015.8	909.4	(106.4)

77. Resources amounting to \$909,400 are proposed to provide for official travel mainly within the Mission area for consultations with government counterparts, donors and NGOs, overseeing regional and field offices, political consultations with local entities and human rights assessment missions. Resources also include requirements for travel outside the Mission area for the official travel of the Special Representative of the Secretary-General and senior members of her staff related to the implementation of the Mission's mandate, high-level political consultations with various entities, meetings with high-level counterparts at United Nations Headquarters and briefings to the Security Council (\$556,400) and training-related travel (\$353,000).
78. The decrease is attributable mainly to the increased utilization of videoconference services to the extent possible for meetings. Most training sessions and within-Mission meetings are now held through videoconference or on virtual technology platforms. Travel is restricted to situations in which a physical presence is needed to effectively carry out mandated activities.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
Facilities and infrastructure	4 771.0	3 241.4	3 554.4	313.0

79. Resources amounting to \$3,554,400 are proposed to provide for the acquisition of: (a) engineering supplies (\$50,800); (b) prefabricated facilities (\$101,100); (c) generators and electrical equipment (\$154,000); (d) water treatment and fuel distribution equipment (\$3,000); (e) furniture (\$35,000); (f) office and other equipment (\$57,000); (g) safety and security equipment (\$337,000); (h) rental of premises (\$268,000); (i) utilities and waste disposal services (\$535,700); (j) maintenance services (\$693,600); (k) security services (\$418,400); (l) construction, alteration, renovation and major maintenance (\$162,000); (m) stationery and office supplies (\$97,200); (n) spare parts and supplies (\$87,900); (o) construction material and field defence supplies (\$40,400); (p) petrol, oil and lubricants (\$441,300); and (q) sanitation and cleaning materials (\$72,000).
80. The increase is attributable mainly to: (a) projected higher requirements for petrol, oil and lubricants as a result of less offset from cost recovery from the United Nations country team and other entities

as those entities have in recent years curtailed their within-Mission travel and road missions, resulting in an increase in the share of UNAMI in such costs; (b) higher requirements for generators and electrical equipment as a result of the acquisition of solar panels in Kirkuk and two heavy-duty incinerators to improve waste management at the United Nations compound in Baghdad; and (c) higher monthly charges for utilities, waste disposal services and maintenance services.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
Ground transportation	569.4	735.8	555.9	(179.9)

81. Resources amounting to \$555,900 are proposed to provide for: (a) rental of vehicles (\$38,700); (b) repairs and maintenance (\$10,000); (c) liability insurance (\$20,400); (d) spare parts (\$350,700); and (e) petrol, oil and lubricants (\$136,100).
82. The decrease is attributable mainly to there being no acquisitions planned for vehicles, as well as lower expenditure for repairs and maintenance and spare parts resulting from there being a newer fleet in inventory.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
Air operations	2 614.7	3 162.1	3 298.3	136.2

83. Resources amounting to \$3,298,300 are proposed to provide for the Mission's air transport fleet, which comprises two fixed-wing aircraft operating an estimated 975 flight hours, as follows: (a) services (\$11,700); (b) landing fees and ground handling charges (\$170,100); (c) aircrew subsistence allowance (\$11,800); (d) petrol, oil and lubricants (\$481,300); (e) rental and operation (\$2,612,000); and (f) liability insurance (\$11,400).
84. The increase is attributable mainly to revision of the cost-sharing arrangement of one fixed-wing aircraft (Learjet 60) between UNAMI and the Office of the Special Envoy of the Secretary-General for Yemen, from 40 per cent in 2021 to 30 per cent in 2022, on the basis of actual usage in 2020, offset in part by a decrease in fuel consumption.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
Communications and information technology	4 730.6	2 874.8	2 834.1	(40.7)

85. Resources amounting to \$2,834,100 are proposed to provide for: (a) communications and information technology equipment (\$123,200); (b) telecommunications and network services (\$508,100); (c) maintenance of communications and information technology equipment and support services (\$1,322,400); (d) spare parts (\$289,200); (e) software, licences and fees (\$468,000); and (f) public information and publication services (\$123,200).
86. The decrease is attributable mainly to lower costs for telecommunications and network services resulting from lower contract costs, lower maintenance of communications and information technology equipment and support services as a result of lower contract costs from Internet service providers and reduced requirements for public information and publication services as a result of

reduced public events planned for 2022. The decreased requirements are offset in part by increased requirements for spare parts and software and licenses and fees as a result of providing users with access to Mission computing applications on the Internet.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
Medical	591.6	280.0	324.5	44.5

87. Resources amounting to \$324,500 are proposed to provide for medical services (\$170,800) and supplies (\$153,700).
88. The increase is attributable mainly to higher requirements for medical supplies based on actual expenditure patterns.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
Other supplies, services and equipment	2 615.6	2 078.3	2 037.1	(41.2)

89. Resources amounting to \$2,037,100 are proposed to provide for: (a) welfare (\$66,100); (b) training fees, supplies and services (\$142,100); (c) official functions (\$25,000); (d) other hospitality (\$25,000); (e) general insurance (\$45,000); (f) bank charges (\$72,200); (g) claims, write-offs and adjustments (\$8,000); (h) other freight and related costs (\$343,400); (i) rations (\$139,700); (j) individual contractual services (\$156,500); and (k) other services (\$1,014,100).
90. The decrease is attributable mainly to reduced requirements for other services as a result of lower cleaning costs and reduced requirements for individual contractual services resulting from reduced security requirements. The reduced requirements are offset in part by increased requirements in other freight and related costs as a result of higher acquisitions of field technology equipment and generators and electrical equipment.

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

91. The trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad was established for the construction of an integrated compound in Baghdad that would accommodate all the United Nations agencies, funds and programmes operating in Iraq.
92. On 31 March 2010, the trust fund received \$25,000,000 from the Government of Iraq and \$760,600 from the Governments of the Czech Republic, Greece, Italy, Luxembourg, Poland and Sweden through the transfer of their funds from the former distinct entity trust fund. In June 2011, a further contribution of \$25,000,000 was received from the Government of Iraq, bringing total contributions received by the trust fund to \$50,760,600.
93. As at March 2021, the trust fund had been allotted a cumulative amount of \$54,699,194 (including interest earned on funds, totalling \$3,938,594), of which \$53,533,721 had been expended on various renovation projects, leaving an unspent budget of \$1,165,473.

94. The trust fund projects that have either been completed in 2021 or are in the final stages of construction include a three-storey office building (\$7,069,438, completed), the refurbishment of the main office building (\$1,530,961, ongoing) and the renovation of a security gate building and the refurbishment of observation towers (\$481,222, completed). The projects are all located in Baghdad.
95. The trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad supports one international staff member and three national staff. The positions consist of the following: one Information and Communications Technology Project Supervisor and Coordinator (Field Service), one Associate Civil Engineer (National Professional Officer), one Mechanical Engineer (National Professional Officer) and one Surveyor (National Professional Officer).

Annex I

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions [A/75/7/Add.7](#)

The Advisory Committee welcomes the efforts made by UNAMI over the years to promote the nationalization of positions as well as the building of national capacity, and encourages the Mission to explore opportunities to strengthen the national staffing complement also in additional areas, where appropriate (para. 13).

The Advisory Committee notes that most of the vacant positions are national positions and trusts that they will be filled expeditiously. The Committee also trusts that the Secretary-General will provide information on recruitment for national positions in the context of the next budget submission (para. 14).

The Advisory Committee trusts that greater efforts will be made to address the gender imbalance in the staffing of UNAMI (para. 16).

The Advisory Committee reiterates that administrative support provided by one United Nations entity to another should be provided on a cost-reimbursable basis (see [A/74/7/Add.6](#), para. 5, and [A/73/498/Add.5](#), para. 7) (para. 27).

The Advisory Committee trusts that the Secretary-General will provide more detailed information regarding cost recovery to the General Assembly at the time of its consideration of the present report and in the context of future budget submissions (para. 28).

The Mission continues to review functions performed by international staff that can be considered nationalized. The 2022 budget includes the proposal to nationalize six positions.

Despite the liquidity situation and its effects on recruitment, the Mission is reviewing vacant positions, including national positions, to ensure that critical positions are filled expeditiously.

The Mission is enforcing the implementation by the Secretary-General of temporary special measures for the achievement of gender parity, as outlined in document [ST/AI/2020/5](#). Senior managers are encouraged to consider selecting women candidates who are equally suitable for regular job openings.

The Mission continues to recover the costs for services provided to UNITAD and the United Nations country team through the cost-recovery mechanisms in place. An administrative fee is charged for transactions involving the use of Mission staff except for UNITAD, where staff assigned to UNAMI are embedded in the Mission.

UNAMI continues to provide residential accommodation, office space, airport transfers, within-Mission air transportation, security and other ad hoc services to agencies, funds and programmes on a cost-reimbursable basis. There is a memorandum of understanding and a service-level agreement for the services provided to each agency, fund and programme, which are reviewed annually.

Annex II

Proposed changes in staffing levels by organizational unit

Organizational unit	Positions approved for 2021	Proposed changes					Positions proposed for 2022
		Abolishment	Reassignment	Redeployment	Reclassification	Conversion	
Office of the Special Representative of the Secretary-General							
Front Office	6	–	–	–	–	–	6
Women's Protection Unit	1	–	–	–	–	–	1
Child Protection Unit	2	–	–	–	–	–	2
Gender Unit	2	–	–	–	–	–	2
Office of the Chief of Staff	28	–	–	–	–	–	28
Human Rights Office	41	–	–	–	–	–	41
Public Information Office	19	–	–	–	–	–	19
Security Section	221	(1) ¹	–	2,3	–	–	220
Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance							
Front Office	5	–	–	–	–	–	5
Tehran Liaison Office	4	–	–	–	–	–	4
Joint Analysis Unit	12	–	–	–	–	–	12
Office of Political Affairs	62	–	4	–	5	–	62
Electoral Assistance Office	12	–	–	–	–	–	12
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs							
Front Office	5	(1) ⁶	–	–	–	–	4
Development Support Office ⁷	27	–	8,9,10,11,12,13, 14,15	10	16	14,15	27
Office of the Chief of Mission Support							
Front Office	6	–	–	4 ¹⁷	–	–	10
Environment Unit	1	–	–	–	–	–	1
Planning, Monitoring and Compliance Unit	1	–	–	–	–	–	1
Welfare Unit	1	–	–	–	–	–	1
Logistics Cell	2	–	–	–	–	–	2
Operations and Resource Management							
Front Office	6	–	–	(4) ¹⁸	–	19	2
Regional offices (Erbil, Kirkuk)	4	–	–	(1) ²⁰	–	–	3
Field Technology Section	45	–	–	–	–	–	45
Human Resources Section	11	–	–	–	–	–	11
Financial Resourcing and Performance Unit	6	–	–	–	–	–	6
Supply Chain Management							
Front Office	2	–	–	–	–	–	2
Centralized Warehousing Section	27	–	21	1 ²²	–	21	28
Acquisition Planning and Requisitioning Unit ²³	10	–	24	(2) ²⁵	–	–	8
Contracts Management Unit ²³	–	–	–	2 ²⁶	–	–	2
Aviation and Movement Control Section	31	–	–	–	–	–	31
Procurement Section	16	–	–	–	–	–	16
Property Management Section	11	–	–	–	–	27	11

Organizational unit	Positions	Proposed changes					Positions
	approved for 2021	Abolishment	Reassignment	Redeployment	Reclassification	Conversion	proposed for 2022
Service Delivery Management							
Front Office	1	–	–	–	–	–	1
Engineering and Facilities Management Section	55	–	28,29	–	–	29	55
Surface Transport Section	50	–	–	–	–	–	50
Medical Services Section	13	–	–	–	–	–	13
Staff Counselling Unit	2	(1) ³⁰	–	–	–	–	1
Life Support Unit	17	–	–	–	–	–	17
Training Section	5	–	–	–	–	–	5
Kuwait Joint Support Office							
Human Resources Section	14	–	–	–	–	–	14
Finance Section	16	–	–	–	–	–	16
Travel Section	3	–	–	–	–	–	3
New York Support Office							
Department of Political and Peacebuilding Affairs	4	–	–	–	–	–	4
Total	807	(3)	–	–	–	–	804

¹ Abolishment of one position of Close Protection Officer (Field Service).

² Redeployment of one position of Security Officer (Field Service) from Baghdad to Erbil.

³ Redeployment of one position of Security Assistant (Local level) from Baghdad to Basrah.

⁴ Reassignment of one position of Language Assistant (Local level) as Team Assistant (Local level) in the Office of Political Affairs.

⁵ Reclassification of one position of Political Affairs Officer (P-4) to Political Affairs Officer (P-3) in the Office of Political Affairs.

⁶ Abolishment of one position of Special Assistant (P-3) in the Front Office of the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs.

⁷ Renaming of the Development Coordination Office as the Development Support Office.

⁸ Reassignment of two positions of Humanitarian Liaison Officer (P-4) as Coordination Officer (P-4).

⁹ Reassignment of one position of Humanitarian Liaison Officer (P-3) as Coordination Officer (P-3).

¹⁰ Reassignment of one position of Humanitarian Liaison Officer (P-3) as Coordination Officer (P-3) and redeployment from Kirkuk to Mosul.

¹¹ Reassignment of one position of Associate Humanitarian Liaison Officer (P-2) as Associate Coordination Officer (P-2).

¹² Reassignment of 11 positions of Associate Humanitarian Liaison Officer (National Professional Officer) as Associate Coordination Officer (National Professional Officer).

¹³ Reassignment of five positions of Assistant Humanitarian Liaison Officers (National Professional Officer) as Assistant Coordination Officer (National Professional Officer).

¹⁴ Conversion and reassignment of one position of Humanitarian Liaison Officer (P-3) as Coordination Officer (National Professional Officer).

¹⁵ Conversion and reassignment of one position of Humanitarian Liaison Officer (P-3) as Associate Coordination Officer (National Professional Officer).

¹⁶ Reclassification of one position of Coordination Officer (P-4) to Coordination Officer (P-3).

¹⁷ Redeployment of four positions: one Travel Assistant (Local level), one Liaison Assistant (Local level) and two Team Assistants (Local level) from the Office of the Chief of Operations and Resource Management.

¹⁸ Redeployment of four positions: one Travel Assistant (Local level), one Liaison Assistant (Local level) and two Team Assistants (Local level) to the Office of the Chief of Mission Support.

¹⁹ Conversion of one position of Administrative Assistant (Field Service) to Administrative Assistant (Local Level).

²⁰ Redeployment of one position of Team Assistant (Local Level) from the regional office in Erbil to the Centralized Warehousing Section in Erbil.

²¹ Conversion and reassignment of one position of Property Control and Inventory Assistant (Field Service) as Associate Supply Officer (National Professional Officer).

²² Redeployment of one position of Team Assistant (Local level) from the regional office in Erbil to the Centralized Warehousing Section in Erbil.

(Footnotes to Annex II continued)

-
- ²³ Reorganization of the Acquisition Management Section into the Acquisition Planning and Requisitioning Unit and the Contracts Management Unit.
- ²⁴ Reassignment of one position of Contracts Management Officer (Field Service) as Acquisition Planning Officer (Field Service).
- ²⁵ Redeployment of one position of Contracts Management Officer (P-3) and one position of Administrative Assistant (Local level) to the Contracts Management Unit.
- ²⁶ Redeployment of one position of Contracts Management Officer (P-3) and one position of Administrative Assistant (Local level) from the Acquisition Planning and Requisitioning Unit.
- ²⁷ Conversion of one position of Property Control and Inventory Assistant (Field Service) to Associate Property Control and Inventory Officer (National Professional Officer).
- ²⁸ Reassignment of one position of Generator Mechanic (Local level) as Engineering Assistant (Local level).
- ²⁹ Conversion and reassignment of one position of Facilities Management Assistant (Field Service) to Engineer (National Professional Officer).
- ³⁰ Abolishment of one position of Staff Counsellor (P-3).

Annex III

Staffing requirements by location

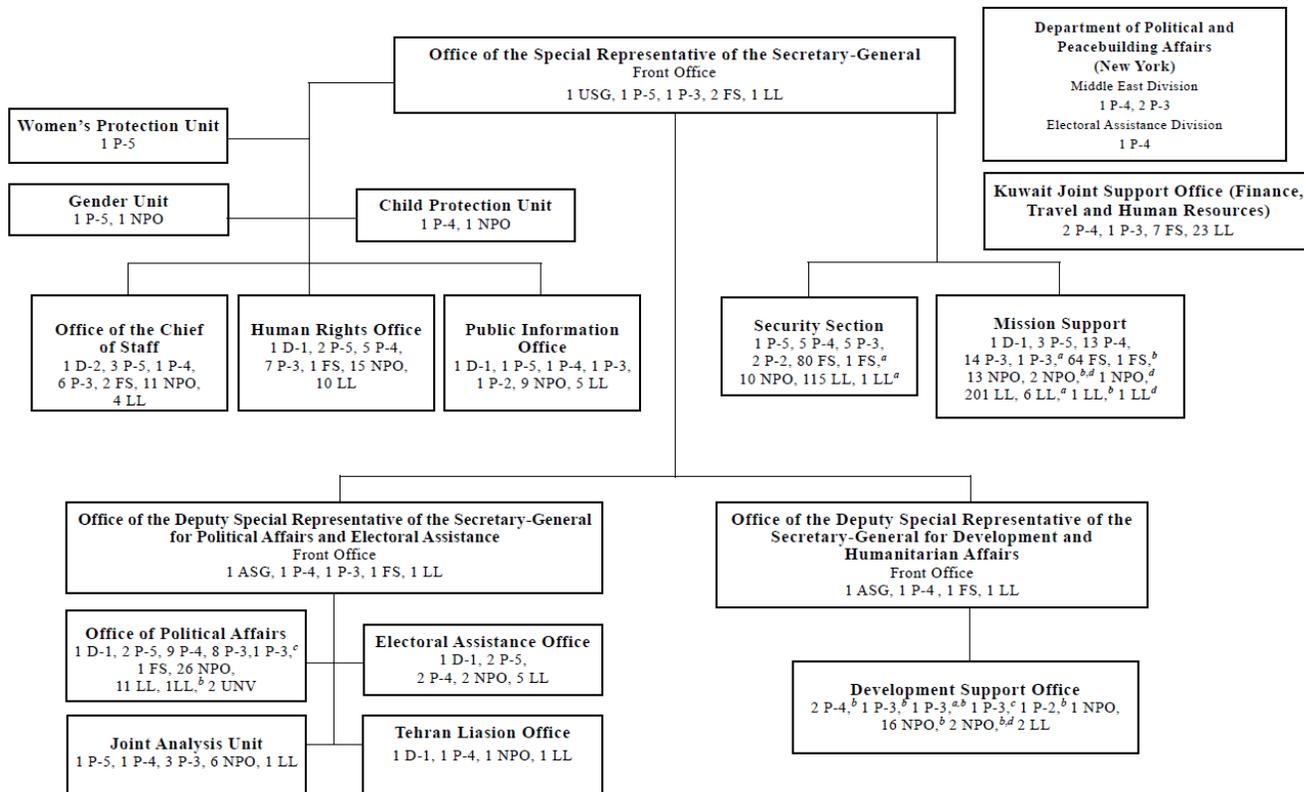
	<i>Professional and higher categories</i>									<i>General Service and related categories</i>			<i>National staff</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field Service</i>	<i>General Service</i>	<i>international</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>United Nations Volunteers</i>		
Approved 2021																	
Baghdad	1	2	1	5	14	31	34	2	90	101	–	191	63	196	–	450	
Baghdad International Airport	–	–	–	–	–	1	1	–	2	13	–	15	2	15	–	32	
Basrah	–	–	–	–	–	1	1	–	2	–	–	2	4	10	1	17	
Erbil	–	–	–	–	4	5	8	2	19	26	–	45	22	81	1	149	
Kirkuk	–	–	–	–	–	3	5	–	8	6	–	14	6	20	–	40	
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4	
Mosul	–	–	–	–	–	2	2	–	4	13	–	17	1	6	–	24	
Najaf	–	–	–	–	–	1	–	–	1	–	–	–	3	2	–	6	
Anbar	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2	
Salah al-Din	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2	
Diyala	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Ninawa	–	–	–	–	–	–	1	–	1	–	–	1	1	–	–	2	
Qadisiyah	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Wasit	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Dhi Qar	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Muthanna	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Kuwait	–	–	–	–	–	2	2	–	4	7	–	11	–	59	–	70	
New York	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4	
Total	1	2	1	6	18	49	56	4	137	166	–	303	112	390	2	807	
Proposed 2022																	
Baghdad	1	2	1	5	15	28	32	2	86	102	–	189	59	198	–	448	
Baghdad International Airport	–	–	–	–	–	1	1	–	2	13	–	15	2	15	–	32	
Basrah	–	–	–	–	–	1	2	–	3	–	–	3	4	11	1	19	
Erbil	–	–	–	–	3	6	8	2	19	19	–	38	21	80	1	143	
Kirkuk	–	–	–	–	–	3	4	–	7	7	–	14	6	20	–	40	
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4	
Mosul	–	–	–	–	–	2	3	–	5	12	–	16	3	7	–	25	
Najaf	–	–	–	–	–	1	–	–	1	1	–	2	3	1	–	6	
Anbar	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2	
Salah al-Din	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2	
Diyala	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2	
Ninawa	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1	
Qadisiyah	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2	

	<i>Professional and higher categories</i>								<i>General Service and related categories</i>			<i>National staff</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field Service</i>	<i>General Service</i>	<i>international</i>	<i>National Professional Officers</i>	<i>Local level</i>		<i>United Nations Volunteers</i>
Wasit	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2
Muthanna	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2
Babil	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Dahuk	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Karbala	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Maysan	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Sulaymaniyah	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
Kuwait	-	-	-	-	-	2	2	-	4	7	-	11	-	58	-	69
New York	-	-	-	-	-	2	2	-	4	-	-	4	-	-	-	4
Total	1	2	1	6	18	47	54	4	133	161	-	294	117	391	2	804
Change	-	-	-	-	-	(2)	(2)	-	(4)	(5)	-	(9)	5	1	-	(3)

Annex IV

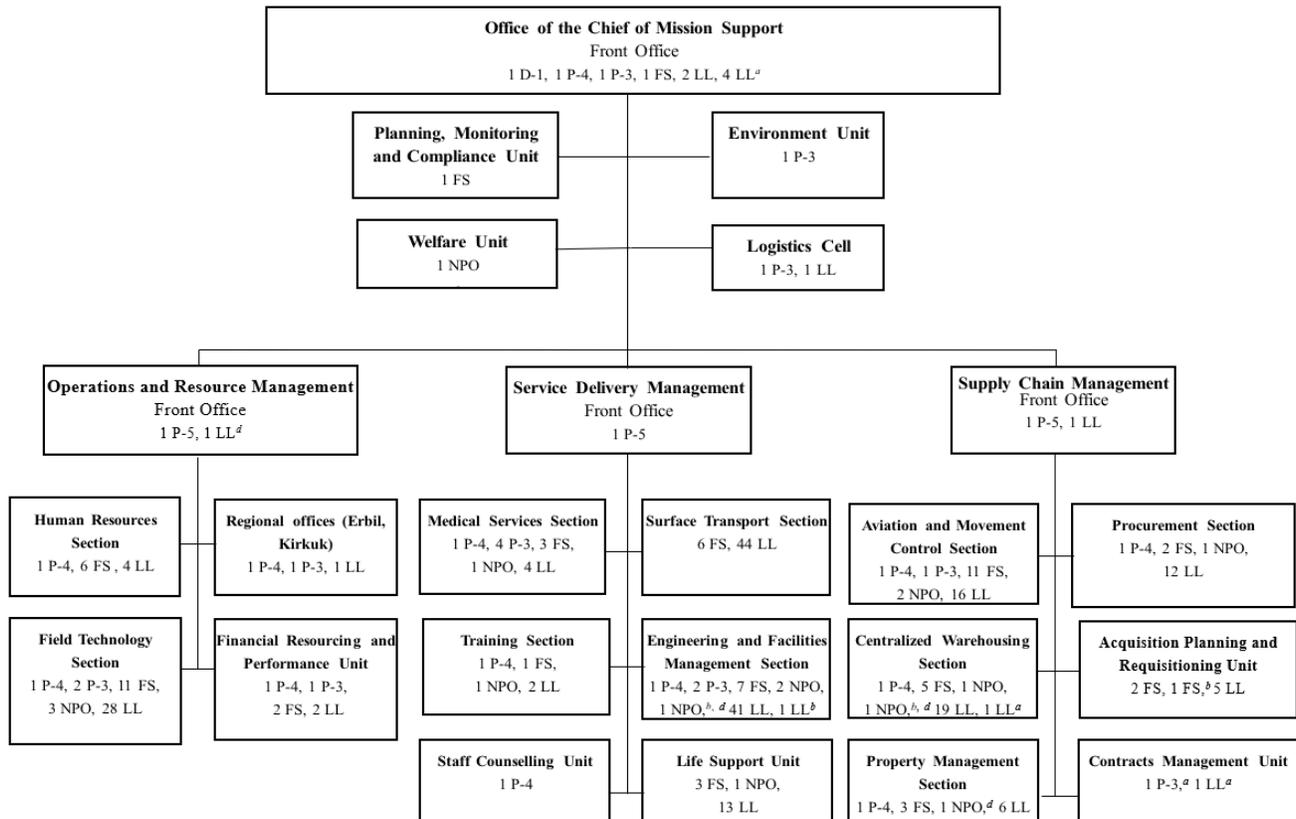
Organizational charts

A. United Nations Assistance Mission for Iraq



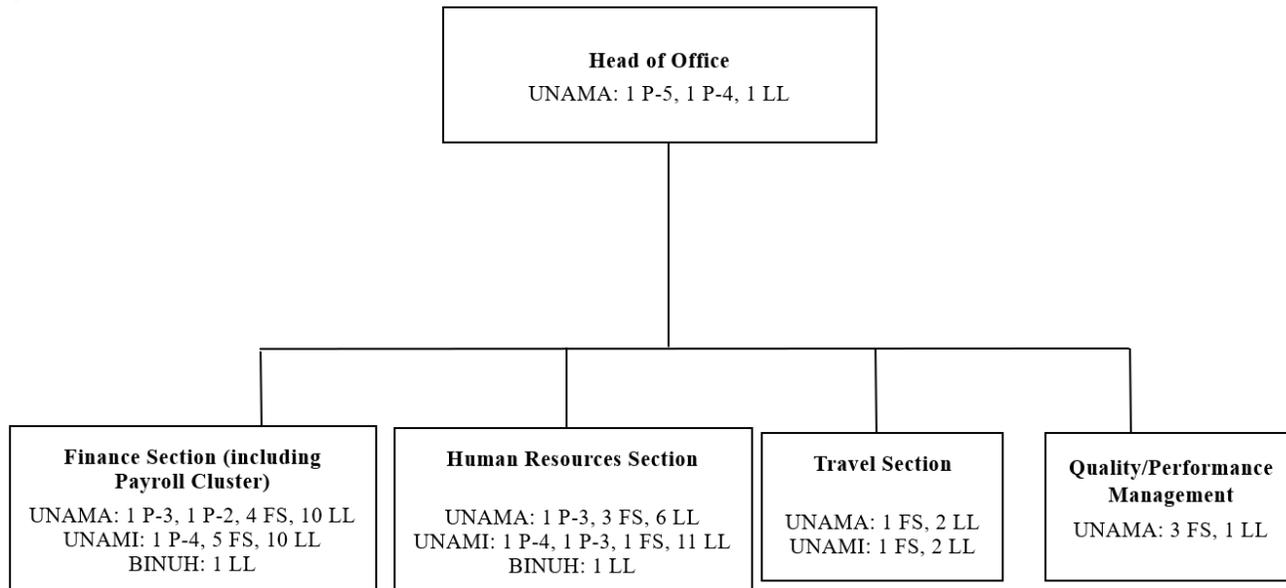
- ^a Redeployment.
- ^b Reassignment.
- ^c Reclassification.
- ^d Conversion.

B. Mission Support



- ^a Redeployment.
- ^b Reassignment.
- ^c Reclassification.
- ^d Conversion.

C. Kuwait Joint Support Office^a



Abbreviations: ASG, Assistant Secretary-General; BINUH, United Nations Integrated Office in Haiti; FS, Field Service; LL, Local level; NPO, National Professional Officer; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; UNV, United Nations Volunteers; USG, Under-Secretary-General.

^a Includes positions from UNAMI, UNAMA and BINUH.

Annex V

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

<i>Entity</i>	<i>Description</i>	<i>Approximate annual value (United States dollars)</i>
Government of Kuwait	Solid building	4 015 902
Government of Iraq – Baghdad	Solid building	3 754 944
Government of Iraq – Baghdad International Airport	Solid building	505 110
Government of Iraq – Erbil	Solid building	152 872
Government of Iraq – Kirkuk	Solid building	617 550
Subtotal		9 046 378
Government of Kuwait	Infrastructure	12 264
Government of Iraq – Baghdad	Infrastructure	764 395
Government of Iraq – Erbil	Infrastructure	9 996
Government of Iraq – Kirkuk	Infrastructure	79 115
Subtotal		865 770
Government of Iraq	Airport landing rights	165 513
Government of Kuwait	Airport landing rights	169
Subtotal		165 682
Total		10 077 830

Annex VI

Security-related costs for 2022

	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
A. Acquisition of safety and security equipment					
Ammunition	Baghdad	51 000		0.54	27 500
Arms and ammunition accessories	Baghdad	10		405	4 000
Firefighting equipment	Baghdad	1		8 000	8 000
Locks and security hardware and accessories	Baghdad, Erbil, Kirkuk	21		1 009.05	21 200
Personal safety and protection equipment	Baghdad, Kirkuk	106		582.08	61 700
Security and control equipment		35		654.06	22 900
Surveillance and detection system (closed-circuit television with intrusion detection system)	Mosul	1		96 000	96 000
Safety and security equipment (X-ray machine)	Baghdad, Baghdad International Airport	2		20 390	40 800
Safety and security equipment (walk-through metal detection machine)	Baghdad	2		2 431	4 900
Public address system (Internet protocol speakers)	Baghdad, Erbil	2		1 900	3 800
Thuraya satellite phone device	Baghdad, Erbil, Kirkuk, Mosul, Basrah	1		1 700	1 700
Electronic countermeasure antenna sets	Baghdad, Erbil, Kirkuk, Basrah	12		379.58	4 500
Vehicle tracking system device	Baghdad, Erbil, Kirkuk, Mosul, Basrah	8		850	6 800
Access control (door lock device)	Baghdad, Erbil	12		437.5	5 300
(a) Badges and gear					
Radio frequency identification cards for badges		3 003		1.40	4 200
(b) Uniforms					
Safety apparel		24		196.67	4 700
Safety footwear		23		173.91	4 000
Uniforms		44		340.91	15 000
Subtotal					337 000
B. Security services					
Security guard	Kuwait	22	12	328.94	86 800
Security guard	Erbil	16	12	227.5	43 700
Explosive detection dog	Baghdad/Baghdad International Airport	6	12	3 391.4	244 200
Explosive detection dog	Erbil	3	12	1 213.4	43 700
Subtotal					418 400
C. United Nations Guard Units					
<i>Standard troop cost reimbursement</i>					
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Baghdad	130	12	932.00	1 454 000

	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Baghdad International Airport	38	12	932.00	425 100
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Kirkuk	77	12	932.00	861 300
<i>Travel on emplacement, rotation and repatriation</i>					
Letter of assist – Fiji	Baghdad	130	1	2 465.81	320 400
Letter of assist – Fiji	Baghdad International Airport	38	1	2 465.81	93 500
Commercial ticket – Nepal	Kirkuk	77	1	1 012.77	77 800
<i>Recreational leave allowance</i>					
Recreational leave allowance	Baghdad	130	1	207.90	27 000
Recreational leave allowance	Baghdad International Airport	38	1	207.90	7 900
Recreational leave allowance	Kirkuk	77	1	207.90	16 000
<i>Daily allowance</i>					
Daily allowance for all troops	Baghdad	130	12	25.50	39 700
Daily allowance for all troops	Baghdad International Airport	38	12	25.50	11 600
Daily allowance for all troops	Kirkuk	77	12	25.50	23 600
<i>Death and disability compensation</i>					
Death and disability compensation		1	1	64 700.00	64 700
<i>Rations</i>					
Rations – three meals	Baghdad	130	12	555.18	762 000
Rations – three meals	Baghdad International Airport	38	12	561.12	343 300
Rations – three meals	Kirkuk	77	12	513.74	516 500
Bottled water	Baghdad	130	12	6.01	9 300
Bottled water	Baghdad International Airport	38	12	3.40	1 600
Bottled water	Kirkuk	77	12	9.57	8 800
<i>Contingent-owned equipment: major equipment</i>					
Fiji – signed memorandum of understanding	Baghdad	130	12	2.19	3 400
Nepal – signed memorandum of understanding	Kirkuk	77	12	2.22	2 100
<i>Freight and deployment of contingent-owned equipment</i>					
United Nations Guard Unit – air cargo (cubic metres)	Kirkuk	20	1	3 020.00	70 700
Subtotal					5 140 300
Total					5 895 700