



# 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 in Afghanistan

### *Summary*

The present report contains the proposed resource requirements for 2022 for the United Nations Assistance Mission in Afghanistan in the amount of \$135,139,200 (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*** . . . . .	15
1. Total resource requirements . . . . .	15
2. Staffing requirements . . . . .	17
3. Financial resources . . . . .	38
4. Analysis of resource requirements . . . . .	39
5. Extrabudgetary resources . . . . .	43
 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 . . . . .	44
II. Proposed changes in staffing levels by organizational unit . . . . .	46
III. Staffing requirements by location . . . . .	50
IV. Organizational charts . . . . .	52
V. Information on 2021 substantive activities of the United Nations agencies, funds and programmes working on programmatic matters (integrated when applicable) in collaboration with the United Nations Assistance Mission in Afghanistan . . . . .	56
VI. Contributions provided by host country and/or other United Nations entities (cash and/or in-kind contributions) . . . . .	63
VII. Security-related costs for 2022 . . . . .	64

\*\* 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

*(\$135,139,200)*

### Foreword

Afghanistan is facing a pivotal year in 2021, with the Afghanistan peace negotiations entering a critical phase, overshadowed by persistent insecurity and a deepening humanitarian crisis exacerbated by the socioeconomic impact of the coronavirus disease (COVID-19) pandemic.

In 2020, after decades of conflict, Afghans finally saw a glimmer of hope for peace, as negotiations moved forward. The start of the Afghanistan peace negotiations in Doha on 12 September was a first step towards a lasting political settlement, and the agreement between the two parties on a code of conduct represented genuine progress in the negotiations. As the parties moved towards substantive negotiations in early 2021, they prepared to overcome fundamentally divergent visions for the country's future political and governance arrangements. Both parties, in particular the Islamic Republic of Afghanistan, have expanded their consultations with Afghan constituencies to consolidate their negotiating positions. The formation, in late 2020, of the High Council for National Reconciliation and the outreach conducted by the State Ministry for Peace were important steps towards building an inclusive national peace infrastructure. Despite these efforts, many Afghans continued to voice deep concerns over potential concessions that may be made during the negotiations, in particular on human rights, the empowerment of women, the rule of law and freedom of expression and the media.

Following the presidential election held in September 2019 and a protracted political crisis, a new Government was formed on the basis of the political agreement of 17 May 2020 between the President, Ashraf Ghani, and Abdullah Abdullah. International donors renewed their financial support during the 2020 Afghanistan Conference held in Geneva on 23 and 24 November, pledging at least \$3.3 billion for the first year of the quadrennial period 2021–2024, with annual commitments expected to stay at the same level year on year. However, the full disbursement of these funds will depend on progress in key areas, including peace negotiations, governance, women's rights and anti-corruption. Meanwhile, the COVID-19 pandemic caused the economy to contract and increased poverty rates. The humanitarian situation also continued to worsen, with an estimated 18.4 million people in need in 2021.

All this took place against the backdrop of a volatile security environment, characterized by record levels of violence amid evolving battlefield dynamics. Civilians continued to suffer greatly, with the United Nations Assistance Mission in Afghanistan (UNAMA) recording thousands of civilians killed and injured in the conflict in 2020 alone. Particularly egregious were the high levels of harm to women and children, who comprised a combined 43 per cent of civilian casualties in 2020. Three brief periods of respite – during an agreed “reduction in violence” in February and ceasefires over the two Eid festivals in 2020 – generated hope for a sustained reduction in violence, but a comprehensive ceasefire did not materialize. The ongoing drawdown of international military forces in line with the Agreement for Bringing Peace to Afghanistan between the United States of America and the Taliban, of February 2020, added to public apprehension about the security situation.

In 2022, UNAMA will continue to assist Afghanistan in its efforts to achieve peace and stability, underpinned by strong support from the region, socioeconomic recovery and the protection of civilians. The Mission will intensify its efforts to support the parties in finding a peaceful settlement to the conflict, reflecting the aspirations of all Afghans and all segments of society, including at the local level. In line with its mandate, the Mission will use its good offices to foster enhanced regional cooperation, including through increased cooperation with the United Nations country team on the regional dimensions of development issues. In parallel, the Mission will provide technical and normative advice to parties to the conflict on issues related to the peace process, including victim-centred justice and the ongoing obligations of Afghanistan under international human rights instruments. UNAMA will also work closely with the Government and development partners to ensure progress on the delivery of the Government's peacebuilding, development and reform agendas, as well as continued levels of international assistance, for the benefit of all Afghans.

*(Signed)* Deborah Lyons  
Special Representative of the Secretary-General for Afghanistan and  
Head of the United Nations Assistance Mission in Afghanistan

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

### **Overall orientation**

#### **Mandates and background**

1. The United Nations Assistance Mission in Afghanistan (UNAMA) is responsible for supporting the people and Government of Afghanistan in promoting peace and stability. The mandate is defined in Security Council resolutions [1401 \(2002\)](#) and [1662 \(2006\)](#), and renewed by its resolutions [1746 \(2007\)](#), [1806 \(2008\)](#), [1868 \(2009\)](#), [1917 \(2010\)](#), [1974 \(2011\)](#), [2041 \(2012\)](#), [2096 \(2013\)](#), [2145 \(2014\)](#), [2210 \(2015\)](#), [2274 \(2016\)](#), [2344 \(2017\)](#), [2405 \(2018\)](#), [2460 \(2019\)](#) and [2489 \(2019\)](#). On 15 September 2020, the mandate was extended until 17 September 2021 by Council resolution [2543 \(2020\)](#).
2. UNAMA will continue to perform its good offices role in supporting peace and stability in Afghanistan. It will also continue to coordinate international civilian efforts in supporting national priorities, consistent with the Government's long-term agenda and achieving self-reliance in line with the Transformation Decade (2015–2024). The strategic priorities for UNAMA in 2022 are to: (a) support an Afghan-led and Afghan-owned peace process; (b) support the promotion and protection of human rights and fundamental freedoms for all; (c) support regional cooperation and consensus for peace, stability and economic opportunity in Afghanistan; and (d) promote the political framework and support the coordination and implementation of development and accountability frameworks to facilitate continued levels of donor assistance required for humanitarian, development and peacebuilding programmes to underpin peace gains.

### **Programme of work**

#### **Objective**

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

#### **Strategy**

4. To contribute to the objective, the Mission will promote an inclusive Afghan-led and Afghan-owned peace process. It will engage in good offices and outreach at the international, national and subnational levels to promote an environment conducive to negotiations. In addition, it will offer technical assistance on issues arising in the peace process, promote respect for human rights and propose and support confidence-building measures, including the reduction of violence.
5. The Mission will support the inclusion of civil society, young people, women, victims of conflict and other potentially marginalized actors in the peace process at the national and subnational levels by facilitating dialogues, offering technical advice and support and facilitating consensus on a vision for peace and advisory support on elements of a peace agreement. At the local level, the Mission will facilitate an environment for peace to take hold, supporting local conflict resolution efforts and facilitating linkages between local communities and the national peace process. It will also work with the United Nations country team on local solutions to humanitarian and development needs.
6. The Mission will advise stakeholders on human rights issues in relation to the peace process, specifically a victim-centred approach, and promote the incorporation of human rights commitments into peace negotiations and any resulting agreements. It will prioritize the protection of fundamental rights in accordance with national legislation and international laws and strengthen the capacity of the Government, the Afghanistan Independent Human Rights Commission and civil society to promote

respect for human rights, especially pertaining to the protection of civilians, children affected by armed conflict, women, the treatment of those deprived of their liberty, victims of the conflict and civic space. In addition, the Mission will partner with the United Nations country team to promote the protection and fulfilment of the rights of women and girls and the implementation of the national action plan for the implementation of Security Council resolution 1325 (2000) on women and peace and security.

7. The Mission will increase its support for peace and stability in Afghanistan through consultations and by utilizing its convening power for dialogues with high-level political decision makers, leading societal figures and civil society groupings. It will use existing mechanisms to advance regional cooperation on economic development, infrastructure, trade and security and leverage those ties to foster a regional environment conducive to peace. The Mission will also work with the United Nations country team and regional United Nations entities to identify issues to be addressed as part of a comprehensive peace process. In addition, it will propose and support regional approaches to such issues, including: the return and reintegration of refugees, internally displaced persons and former fighters; combating illicit drugs and trafficking; and reducing the illegal economy and its impact.
8. The Mission will continue to promote accountable governance in Afghanistan, in coordination with the international community and in support of national priorities; and facilitate cooperation between the Government, parliament, opposition leaders, civil society and other stakeholders on governance and policy issues. It will continue to support efforts to reform electoral processes and institutions, build the capacity of electoral management bodies and increase the participation of women in electoral processes. In addition, the United Nations and international partners will provide normative advice on legislative and justice sector reforms and support the country's efforts in preventing and prosecuting corruption, in alignment with the Afghanistan National Peace and Development Framework II and the Afghanistan Partnership Framework.
9. The United Nations will intensify its work on the humanitarian-development-peace nexus, collaborating with the Government, civil society and the media to facilitate the transition of society from conflict to peace and to realize the 2030 Agenda for Sustainable Development. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) will ensure a coherent approach by the United Nations to development programming and promoting its alignment with national priorities. The United Nations will support the Government and donors to deliver revised and new national priority programmes for the Afghanistan National Peace and Development Framework II. The Mission will improve mechanisms for the implementation, monitoring and reporting of the Afghanistan Partnership Framework, in collaboration with the Government and international partners. It will also assist the Government in managing critical aid management information for the annual development cooperation report.
10. The Mission will provide political support to assist the Government and development and humanitarian partners in addressing humanitarian and socioeconomic needs. It will also support the mobilization of resources to assist in humanitarian activities and economic recovery. It will continue to work with the Government to facilitate United Nations support for the emergency and recovery response to the coronavirus disease (COVID-19) pandemic, and with the World Bank and international development partners on the socioeconomic recovery from the pandemic.
11. The above-mentioned work is expected to result in:
  - (a) An inclusive peace process broadly supported by the Afghan people;
  - (b) Progressively increased compliance by all parties to the conflict with international humanitarian law and human rights obligations, with accountability for human rights violations and abuses;
  - (c) Sustained international political and financial support for the development and governance priorities of Afghanistan.

## External factors for 2022

12. With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:
  - (a) The diverse interests of national stakeholders will present a significant challenge in securing a coherent policy for negotiations and in pursuing an inclusive political settlement. The potential for spoilers, direct and indirect, poses a risk for reaching a lasting peace agreement and its successful implementation;
  - (b) The security situation will remain volatile while conflict persists between government and anti-government elements, with an impact for the Mission and development and humanitarian actors in terms of access;
  - (c) Even in the event of a comprehensive peace agreement, enduring threats, such as terrorism, will continue. Other threats, which include organized crime, illicit trafficking including in narcotics, and resource competition, may expand. Threats will also emerge from issues such as land rights, unemployment and conflict arising following the return of refugees, internally displaced persons and former fighters;
  - (d) The economy and national development will continue to rely extensively on donor funding. Donor funding for a post-conflict environment will also depend on agreements in the peace process meeting international norms, especially as they relate to the protection of fundamental rights, including for women and girls, justice, freedom of expression and access to services. Declining donor assistance and external investment will compromise the ability of Afghanistan to achieve the Sustainable Development Goals by 2030;
  - (e) The United Nations may be expected to take an increasing role in the peace process, implementation of an eventual peace agreement and post-peace development planning;
  - (f) The drawdown and announced withdrawal of international military forces may affect the Mission's ability and requirements to operate (e.g., in terms of security and in extremis medical and logistical support).
13. 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.
14. The Mission integrates a gender perspective in its operational activities, deliverables and results. In its engagement with government and political stakeholders, UNAMA promotes gender mainstreaming in programmes and structures to strengthen the representation of women. The Mission supports the implementation of the national action plan for the implementation of Security Council resolution [1325 \(2000\)](#), in particular on gender equality, the empowerment of women and girls and human rights. UNAMA will continue its advocacy for the full and meaningful participation of women in the peace process at the local, national and international levels. It also engages with the electoral management bodies to secure wider participation of women in electoral processes. The Mission's human rights reporting includes disaggregated data on the impact of the armed conflict on women, as well as on accountability for crimes of violence against women and girls, enabling targeted advocacy, such as recommendations to strengthen the implementation of the Law on Elimination of Violence against Women.
15. In line with the United Nations Disability Inclusion Strategy, the Mission will review the Strategy with a view to reinforcing an organizational culture that respects the human rights and supports the inclusion of persons with disabilities; further advancing disability inclusion in strategic planning and management, knowledge and information management and staff career development; and addressing the barriers to accessibility in the workplace and in the performance of functions.

16. The Mission cooperates with other United Nations and international and regional entities, including the United Nations Regional Centre for Preventive Diplomacy for Central Asia, to provide good offices and expert advice on confidence-building measures in the region. It also supports the participation of the Government in various regional processes and initiatives in order to maintain dialogue and cooperation with regional countries, including in realizing the potential of Afghanistan as a connector for the region.
17. With regard to inter-agency coordination and liaison, as part of the commitment of the United Nations to deliver as one, UNAMA engages with agencies, funds and programmes through a “One United Nations” approach to strengthen the humanitarian-development-peace nexus. Close collaboration between UNAMA and the United Nations country team includes areas related to the rule of law, anti-corruption, elections, governance, human rights and gender, focusing on policy issues and good offices. In this context, the Mission’s work is also guided by the Afghanistan National Peace and Development Framework II and the country’s implementation of the Sustainable Development Goals.

### **Evaluation activities**

18. 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**

#### **A negotiated peace in Afghanistan<sup>1</sup>**

19. UNAMA has continued its engagement with national, regional and international stakeholders, deploying its good offices to advocate a reduction of violence and build momentum for the Afghanistan peace negotiations. It also advocated the establishment of a broadly representative Government and inclusive participation in the High Council for National Reconciliation, pursuant to the political agreement. Following the signing of the Agreement for Bringing Peace to Afghanistan between the United States of America and the Taliban on 29 February 2020 and the concurrent joint declaration between the United States and the Government of Afghanistan, the Mission engaged with the negotiating teams of the Islamic Republic of Afghanistan and the Taliban to promote the timely initiation of the Afghanistan peace negotiations. The Mission also engaged with both parties and other stakeholders to discuss confidence-building measures, including the release of prisoners and detainees and a reduction in violence, and carried out efforts to curb the spread of COVID-19 and ensure humanitarian access. UNAMA has provided technical advice and support to the two negotiating teams, the host country, Qatar, and other stakeholders. Throughout the year, the Special Representative of the Secretary-General for Afghanistan convened meetings with special envoys and representatives for Afghanistan and engaged to promote coherent support for the peace process.
20. The Mission deepened its work on conflict resolution and peacebuilding with subnational authorities and local communities through 26 local peace initiatives and peace outreach projects. In four northern provinces, it implemented a local peace initiative that supported a group of youth activists, whose subsequent engagements with more than 120 youth representatives led to a youth peace declaration. At the regional level, UNAMA initiated a working group of diplomatic representatives of the six countries neighbouring Afghanistan to discuss trade and transit, infrastructure connectivity, counter-narcotics, people movements and knowledge transfer. In addition, it worked closely with United Nations partners in Afghanistan and neighbouring countries, contributing to existing regional formats and to enhance cross-border coordination in support of economic connectivity projects.

<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)/Add.5 and A/74/6 (Sect. 3)/Add.5/Corr.1).

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

21. The above-mentioned work contributed to: (a) shaping an environment in which peace negotiations started on 12 September 2020; and (b) a 15 per cent decrease in the number of civilian casualties in 2020 compared with 2019. However, it did not fully meet the target of a lasting peace agreement signed between the Government of Afghanistan and the Taliban, ending the war and leading to increased peace, stability and development, a greater number of local peace initiatives, reduced casualties from armed conflict and donor commitment to long-term socioeconomic development objectives in Afghanistan, as reflected in the proposed programme budget for 2020. While the onset of the Afghan peace negotiations was delayed, both the Islamic Republic of Afghanistan and the Taliban formed negotiating teams that agreed on a set of rules and procedures and proposed agendas outlining substantive issues to be discussed, which provide a framework for further peace negotiations. Moreover, the Government formed new and strengthened existing peace entities, which have increased engagement with a broad range of constituencies to enable a more inclusive peace process (see table 1).

Table 1  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Proximity talks held between the parties to the conflict	Increased confidence between the parties, leading to formal negotiations on the political future of Afghanistan	Start of the Afghanistan peace negotiations following the agreement and joint declaration of February 2020, including implementation of confidence-building measures

**“One United Nations” framework: deepening the Organization’s reach to the subnational level<sup>2</sup>**

22. UNAMA and the United Nations country team, with international partners, continued to support the Government in its implementation of the subnational governance policy. Examples of progress included: the participation of provincial governors in cabinet meetings; the devolution of some financial authorities to provincial administrations to enhance the Government’s response to the pandemic; the orientation of members of all 34 provincial councils on the Law on Local Councils; and the finalization of a draft local administration law, clarifying institutional roles at the national and subnational levels with a focus on subnational planning and budgeting, which will be submitted to parliament for approval in 2021.
23. The United Nations, together with the Governments of Afghanistan and Finland, co-hosted the 2020 Afghanistan Conference in November 2020, mobilizing better than anticipated pledges, despite the global economic impact of the COVID-19 pandemic. The conference resulted in the adoption of a joint communiqué and support for the Afghanistan National Peace and Development Framework II, which provides the vision, strategy and plan of the Government of Afghanistan for the next five years (2021–2125), as well as the adoption of the Afghanistan Partnership Framework, which articulates a new phase of partnership between the Government and the international community. These documents broadly reference Sustainable Development Goal targets, achievement strategies and indicators. The United Nations contributed significantly to the incorporation of the Goals and the 2030 Agenda into the Afghanistan National Peace and Development Framework II to promote meaningful impact in the areas of service delivery, inclusive governance and human rights.
24. The adoption of the Afghanistan National Peace and Development Framework II necessitated the realignment of the new “One United Nations” framework for Afghanistan. The United Nations common country analysis was initiated in 2020 for completion in 2021, and the evaluation of the

<sup>2</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)/Add.5 and A/74/6 (Sect. 3)/Add.5/Corr.1).



current “One United Nations” framework was initiated in late 2020. Both create the evidentiary basis for the development of the United Nations Sustainable Development Cooperation Framework in 2021. This work would deepen the implementation of United Nations reforms in Afghanistan through more integrated and complementary humanitarian-development-peace programming.

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

25. The above-mentioned work contributed to efforts to align United Nations and Government of Afghanistan activities at the subnational level with national priorities, plans and programmes to deliver services to Afghans across the country, which did not fully meet the target of implementation of the Afghanistan National Peace and Development Framework and subnational plans and their contributions to improved social and economic development indicators reflected in the national priority plans, as reflected in the proposed programme budget for 2020. This was due to significant delays in the formation of the Government, the shortfall in government revenue generation and a marked reduction in donor funding for subnational governance projects. In addition, the Government developed the Afghanistan National Peace and Development Framework II, with which other national planning processes, including the national priority programmes of the Government, were to be aligned (see table 2).

**Table 2**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Incorporation of the Sustainable Development Goals into the Afghanistan National Peace and Development Framework	Reflection of the Afghanistan National Peace and Development Framework in subnational plans	Partial implementation of the Afghanistan National Peace and Development Framework and subnational plans and related improvements in social and economic development indicators, as reflected in the national priority plans

**Securing rights and protecting civilians in conflict<sup>3</sup>**

26. UNAMA has continued to provide policy advice for the Afghanistan National Peace and Development Framework on international humanitarian law and human rights obligations through case deconfliction meetings with the Afghan National Army, the Afghan Air Force and the Afghan National Police. Similar policy advice was offered to the Taliban during human rights dialogues. In collaboration with the international military forces, UNAMA also assisted the Government in establishing a Civilian Casualty Tracking and Mitigation Committee. Furthermore, UNAMA trained 30 human rights officers of the National Directorate for Security on monitoring and reporting methodologies regarding the protection of children from recruitment and use and from violence. It also supported a committee established by the Office of the Attorney General to investigate allegations of sexual abuse of boys in schools in Logar Province, resulting in the conviction of eight persons. Through remote monitoring of juvenile rehabilitation centres, UNAMA found that children accused or convicted of security-related crimes were routinely excluded from the presidential decrees granting pardons or commutations. UNAMA and the United Nations Children’s Fund continued to work with State authorities to address the physical and psychological protection of such children. UNAMA also advocated the adoption and implementation by law enforcement agencies of guidelines on non-coercive interviewing techniques. By monitoring the implementation of the Law on Elimination of Violence Against Women, the Mission found that, while there had been improvements in prosecution and conviction rates for certain crimes, much more remained to be addressed, and the Mission provided recommendations for the strengthened implementation of the

<sup>3</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 3\)/Add.5](#) and [A/74/6 \(Sect. 3\)/Add.5/Corr.1](#)).

Law. UNAMA continued its long-standing engagement with the Afghanistan Independent Human Rights Commission on the protection of civilians, children and armed conflict, women's rights and detention monitoring.

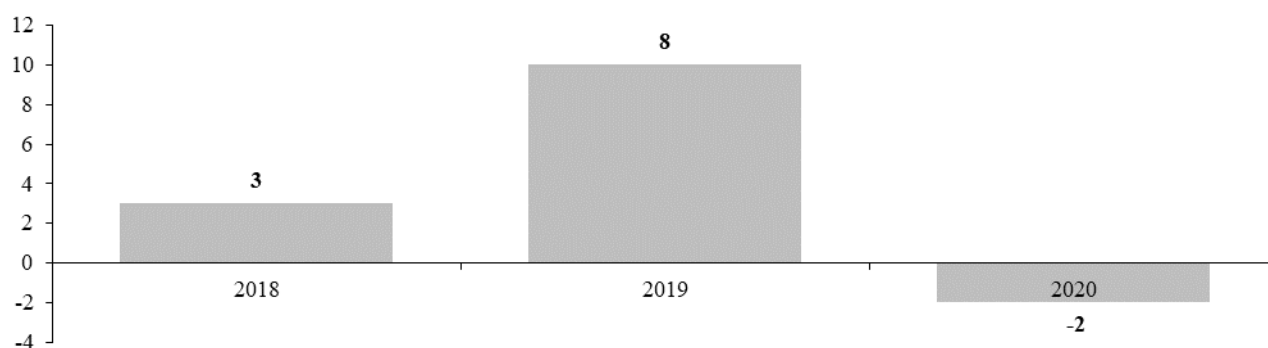
*Progress towards the attainment of the objective, and performance measure*

27. The above-mentioned work contributed to an overall 15 per cent reduction in civilian casualties in 2020 compared with 2019. However, there was an 8 per cent increase in civilian casualties from ground engagements compared with 2019, which did not meet the target of a 15 per cent year-over-year reduction in civilian casualties caused by ground engagements, as reflected in the proposed programme budget for 2020. This was due to increased ground engagements between the Afghan National Defence and Security Forces and the Taliban, following a significant reduction in air support to the former by international military forces (see figure I).

Figure I

**Performance measure: percentage of year-over-year reduction in civilian casualties caused by ground engagements**

(Percentage)



**Impact of COVID-19 on programme delivery**

28. Owing to the impact of the COVID-19 pandemic during 2020, UNAMA temporarily reduced its footprint of national staff physically reporting to the office as well as the number of international staff in Afghanistan at any given time, limiting its physical presence to critical location-dependent functions for which the mandate could not be delivered remotely owing to the inadequacy of the country's medical capacities, in addition to flight suspensions and country lockdowns. The use of virtual communications increased significantly. The Mission's transition to virtual workspaces for internal communications was largely successful, with minor challenges. However, the use of technology with external interlocutors is challenging given the instability of electricity supply and Internet connections across the country. Field offices conducted most activities remotely or through reverse outreach, inviting interlocutors from different provinces or districts to attend events at UNAMA compounds or other selected venues. This made it difficult for the Mission to: maintain comprehensive, reliable and timely situational awareness; verify sensitive information directly with interlocutors; maintain relationships that depend on trust; and engage in outreach initiatives. The reliance on virtual modalities disproportionately affected the Mission's outreach to marginalized groups, including women, ethnic minorities, persons with disabilities, nomadic communities, displaced persons and returnees, as well as those living in remote areas. There is evidence that some of these impacts are, for example, affecting the support provided to the electoral management bodies, which have been significantly challenged by the inability to conduct regular in-person meetings with interlocutors. Much of the in-person human rights monitoring, verification and advocacy engagement had to be telephone-based. Face-to-face human rights capacity-building work with government and non-government partners as well as the Afghanistan Independent Human Rights Commission, including 219 planned training sessions, on the protection of civilians, women's rights and the elimination of violence against women, children and armed conflict, human rights of

conflicted-related detainees, and peace, civil society and human rights did not take place, resulting in slower improvement in mitigation measures. The 2020 Afghanistan Conference, co-hosted by the Governments of Afghanistan and Finland and the United Nations, adopted a hybrid format using digital technology to connect participants.

## **Planned results for 2022**

### **A negotiated peace in Afghanistan**

29. Peace remains the overriding priority for the Afghan people and the Government and is important for the stability and economic prospects of the wider region. The Mission engaged with both parties and international stakeholders to help to prepare for negotiations, including through the provision of guidance and expertise in collaboration with the Department of Political and Peacebuilding Affairs; helped to facilitate international support for the parties to be trained in lessons learned from comparative peace process contexts; and convened regional stakeholders in support of a consensus on peace. The Afghanistan peace negotiations, which started in September 2020, continued into 2021. They are likely to be protracted and will increase in complexity as substantive issues are introduced and discussed. In 2022, the Mission could therefore face different scenarios, such as supporting implementation if a peace agreement is reached, continuing to provide critical support for the parties to discuss increasingly complex substantive issues or supporting the resuscitation of talks if negotiations stall.

#### *Lessons learned and planned change*

30. The lesson for UNAMA was the need to further strengthen coordination with other major international and regional stakeholders that have influence over the parties and to leverage its convening power to encourage greater cooperation in support of peace and stability in Afghanistan. In applying the lesson, the Mission will expand outreach and consultations with international and regional stakeholders and reinforce existing coordination mechanisms. It will strengthen integration of the work of the Political Affairs Service of UNAMA on promoting regional cooperation with that of the Peace and Reconciliation Office, engage regularly with the UNAMA Liaison Offices in Islamabad and Tehran in support of peace efforts and increase cooperation between the Mission and United Nations country teams in regional countries in support of the humanitarian-development-peace nexus.

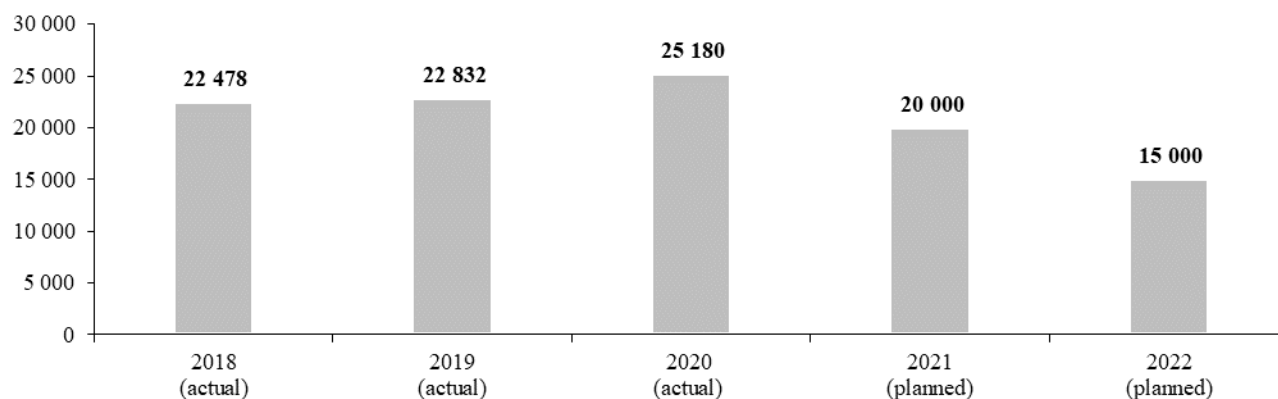
#### *Expected progress towards the attainment of the objective, and performance measure*

31. This work is expected to contribute to the objective, as demonstrated by negotiations among Afghan political stakeholders, including the Government and the Taliban, progress towards a comprehensive peace agreement and cessation of hostilities, and a lasting commitment by the parties to the conflict to end violence, measured by a reduction in the number and severity of violent incidents. Specific commitments are reflected in peace negotiations and agreement on human rights, women's rights and victim-centred justice. Increased consensus-building on peace through regional formats and track 1.5, 2 and 3 dialogue results in expressions of support for the Afghan peace negotiations and any agreement (see figure II).

Figure II

**Performance measure: number of security incidents as recorded by the United Nations integrated security workforce in Afghanistan**

(Number of incidents)

**Securing rights and protecting civilians in conflict**

32. Fundamental to the creation of conditions for peace and security in Afghanistan is the Afghan people's enjoyment of their fundamental rights. UNAMA supported efforts to protect civilians during conflict through monitoring and reporting on the impact of the conflict on civilians and advocacy with parties to the conflict on mitigation measures to reduce civilian harm. Through technical advice informed by its monitoring work, UNAMA also supported State efforts to secure rights for all Afghans with regard to: maintenance of civic space; protection of women, children, persons deprived of their liberty, human rights defenders, media workers and journalists, and other vulnerable groups such as persons with disabilities and minorities; and equitable access to justice and health services, and services afforded to victims of the conflict.

*Lessons learned and planned change*

33. The lesson for UNAMA was the need for swift adjustments to its human rights monitoring, documentation, advocacy and awareness-raising work, in the light of the impact of the COVID-19 pandemic. The Mission successfully switched to remote monitoring based on long-standing work relationships with interlocutors, facilitating confidence in information-sharing through virtual modalities. With regard to places of detention and prisons, the Mission's range of interlocutors was expanded, some of whom were not accessible in person before the pandemic owing to the security situation or for logistical reasons. The Mission leveraged technology for remote human rights monitoring and advocacy interactions with interlocutors, including the development of offline human rights documentation systems. It also changed its human rights awareness-raising activities modality from in-person sessions in combination with radio programmes to radio programmes only, resulting in longer airtime and reach to an expanded audience. In applying the lesson, UNAMA will strengthen the use of its combined remote and in-person interaction with interlocutors and fully utilize the range of interactive digitized platforms internally, all aimed at maintaining regular monitoring of human rights that informs improvements in the Government's implementation of rights-enabling laws and policies.

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

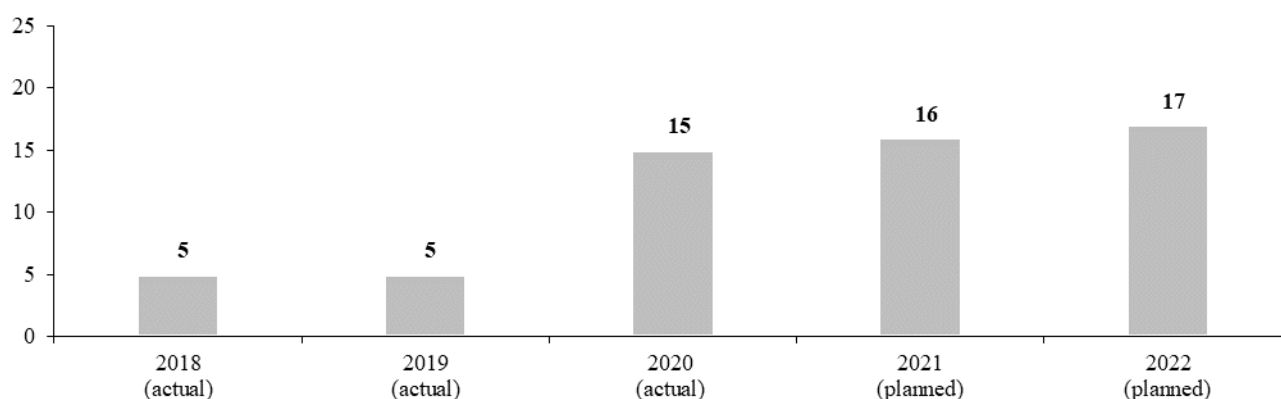
34. This work is expected to contribute to the objective, as demonstrated by increased compliance by all parties to the conflict with international humanitarian law and human rights obligations, including implementation of the recommendations issued by the United Nations human rights mechanisms. This is measured by a reduction in civilian casualties and other conflict-related harm, such as the use of schools and attacks on health personnel and facilities; a reduction in the recruitment and use of children in the armed conflict and the strengthening of child protection measures in relation to

the conflict; a reduction in the number of reported cases of torture and ill-treatment; a reduction in harassment, threats and intimidation of human rights defenders and media workers; progress on women's rights and the strengthening of access for women and girls to justice for crimes of violence and harmful traditional practices; and progress in the prosecution and adjudication of serious (and conflict-related) human rights violations and abuses (see figure III).

Figure III

**Performance measure: percentage of year-over-year reduction in civilian casualties**

(Percentage)



#### **Advancing economic and social self-reliance**

35. Economic sustainability is a major challenge for Afghanistan, largely due to its dependence on external aid. The country is therefore particularly vulnerable to economic shocks following the likely reduction in donor funding owing to the global economic impact of the COVID-19 pandemic. UNAMA continued to provide advice and support for the Government's efforts to generate more national revenue and manage its public finances, as well as to create the conditions for private sector growth. In parallel, UNAMA has supported Afghanistan in mobilizing international civilian assistance and implementing development and accountability frameworks to facilitate continued donor support.

#### *Lessons learned and planned change*

36. The lesson for UNAMA was the need to leverage its convening power and technical expertise to support closer alignment between national priorities and those of the donor community. This contributed to substantive and constructive consultations between the Government and donors prior to the 2020 Afghanistan Conference, and in doing so played a major role in the success of the Conference. The Conference and associated consultations positioned the United Nations for improved cooperation with the Government on key governance and reform priorities. In applying the lesson, UNAMA will continue to support the United Nations country team in its work with the Government and international partners for the institutionalization of verifiable reporting mechanisms for the accountability framework (i.e., the Afghanistan Partnership Framework), and assist the Government in developing a monitoring system and results framework system for the Afghanistan National Peace and Development Framework that would allow the Government to report against the Sustainable Development Goals and its national and international obligations. The Government's fulfilment of these obligations will, in turn, help in meeting the condition for obtaining future financial support.

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

37. This work is expected to contribute to the objective, as demonstrated by: (a) the organization of the ministerial donor conference in 2022, as envisaged in the Afghanistan Partnership Framework of 2020, which will review progress on the Framework, consider changes and decide on future pledges;

(b) revised and new national priority programmes for the Afghanistan National Peace and Development Framework II supported by implementation and coordination mechanisms working towards the goal of self-reliance; (c) systems and mechanisms in place for the implementation, coordination, monitoring and reporting of the Afghanistan Partnership Framework, leading to the continuation of the level of assistance indicated at the 2020 Afghanistan Conference; (d) ability of the Government to manage critical aid management information and publish an annual development cooperation report; and (e) development of a post-peace settlement package for both economic and non-economic issues, which complements the Government's growth strategy (see table 3).

Table 3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Approval of 10 national priority Programmes under the Afghanistan National Peace and Development Framework by high development councils	Further development of 10 national priority programmes into detailed action plans and costing to prepare for implementation	Development of the Afghanistan National Peace and Development Framework II with five additional national priority programmes	Implementation of existing national priority programmes following completion of prioritization and sequencing and beginning of preparation for new programmes	Completion of preparation of new national priority programmes and monitoring system and results framework for the Afghanistan National Peace and Development Framework II and their implementation

## Deliverables

38. Table 4 below lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4  
Deliverables for the period 2020–2022, by category and subcategory

Deliverables	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	4	4	4	4
1. Reports of the Secretary-General to the Security Council	4	4	4	4
<b>Substantive services for meetings</b> (number of three-hour meetings)	4	4	4	4
2. Meetings of the Security Council	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	280	61	220	160
3. Training sessions on protection of civilians; women's rights and elimination of violence against women; children and armed conflict; human rights of conflict-related detainees; and peace, civil society and human rights	280	61	220	160
<b>Technical materials</b> (number of materials)	7	7	7	4
4. Reports on anti-corruption; protection of civilians; treatment of conflict-related detainees; elimination of violence against women; children in armed conflict; and thematic special reports	7	7	7	4

<i>Deliverables</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
---------------------	-------------------------	------------------------	-------------------------	-------------------------

### C. Substantive deliverables

**Good offices:** good offices with the Government, political parties, civil society, armed opposition and countries in the region in support of: credible and sustainable elections, peace and stability at the national, subnational and local levels and humanitarian access; good offices through direct peace talks and confidence-building measures between the Government and the Taliban for a lasting peace agreement; and good offices for enhanced regional cooperation on security-political matters, economic development, disaster management and people-to-people contacts.

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

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

### D. Communication deliverables

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

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

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

## B. Proposed post and non-post resource requirements for 2022

### 1. Total resource requirements

#### Resource requirements (regular budget)

Table 5

#### Financial resources

(Thousands of United States dollars)

<i>Category of expenditure</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>		<i>Variance</i>
	<i>Expenditure</i>	<i>Appropriation</i>	<i>Total requirements</i>	<i>Non-recurrent requirements</i>	<i>2022 vs. 2021 Increase/(decrease)</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)=(3)-(2)</i>
Military and police personnel costs	24.3	41.5	41.5	—	—
Civilian personnel costs	95 687.3	98 285.1	97 638.8	—	(646.3)
Operational costs	39 600.9	38 548.6	37 458.9	—	(1 089.7)
<b>Total (net of staff assessment)</b>	<b>135 312.5</b>	<b>136 875.2</b>	<b>135 139.2</b>	<b>—</b>	<b>(1 736.0)</b>

Table 6  
Positions

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>Total inter-national</i>	<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Services</i>	<i>General Service</i>		<i>National Professional Officer</i>	<i>Local level</i>			
Approved 2021	1	2	1	7	28	55	58	6	158	137	1	296	125	674	68	1 163	
Proposed 2022	1	2	1	7	28	55	58	5	157	138	1	296	127	676	100	1 199	
Change	–	–	–	–	–	–	–	(1)	(1)	1	–	–	2	2	32	36	

39. The proposed resource requirements for 2022 for UNAMA amount to \$135,139,200 (net of staff assessment) and would provide for the deployment of one military observer (\$41,500) and salaries and common staff costs (\$97,638,800) for the deployment of 1,199 positions (1 Under-Secretary-General, 2 Assistant Secretary-General, 1 D-2, 7 D-1, 28 P-5, 55 P-4, 58 P-3, 5 P-2, 138 Field Service, 1 General Service, 127 National Professional Officers, 676 Local level and 100 United Nations Volunteers), as well as operational costs in the amount of \$37,458,900, as detailed in table 23 below. The proposed staffing for 2022 includes 40 positions to be cost-shared with the resident coordinator system and agencies, funds and programmes, comprising the Deputy Special Representative of the Secretary-General for the development pillar (Assistant Secretary-General) and 39 positions of Field Security Guard (Local level).
40. The proposed resource requirements for 2022 reflect a net decrease of \$1,736,000 compared with the approved budget for 2021, which is attributable mainly to:
- (a) A reduction of \$646,300 for civilian personnel costs, reflecting the net effect of:
    - (i) A decrease of \$2,248,400 for international staff due to the application of a higher vacancy rate of 8 per cent, compared with 6 per cent applied to the approved budget for 2021, and the application of a lower percentage of common staff costs, based on 2020 expenditure patterns, of 80 per cent for 2022, compared with 83 per cent applied to the approved 2021 budget;
    - (ii) An increase of \$1,001,500 for national staff due to the application of a higher percentage of common staff costs, based on 2020 expenditure patterns, of 41 per cent for 2022, compared with 37 per cent applied to the approved 2021 budget; and the proposed establishment of four national staff positions;
    - (iii) An increase of \$600,600 for United Nations Volunteers due to the proposed establishment, abolishment and conversion in this personnel category resulting in a net increase of 32 United Nations Volunteer positions, as shown in table 6 above and further detailed in paragraphs 45 and 46 below;
  - (b) A reduction of \$1,089,700 for operational costs consisting mainly of:
    - (i) Reduced requirement for private security services due to the proposed nationalization of the Bamyán and Baghlan (Pul-e Khumri) field offices;
    - (ii) Reduced consumption and cost per litre for petrol, oil and lubricants;
    - (iii) Reduced number of flights, reduced aircraft fuel price per litre and lower annual operating costs.

#### Vacancy rates

41. The actual deployment of military personnel and all other Mission staff in 2020 resulted in the following annual average vacancy rates: 0 per cent for military observers, 10 per cent for



international staff, 6 per cent for National Professional Officers, 3 per cent for Local level staff and 15 per cent for United Nations Volunteers.

42. In 2021, the approved vacancy rates are 0 per cent for military observers, 6 per cent for international staff, 3 per cent for National Professional Officers, 3 per cent for Local level staff and 7 per cent for United Nations Volunteers.
43. For 2022, a vacancy rate of 0 per cent has been applied for military observers. In addition, a vacancy rate of 8 per cent has been applied for international staff. For national positions, a vacancy rate of 3 per cent has been applied for both National Professional Officer and Local level staff. A vacancy rate of 7 per cent has been applied for United Nations Volunteers. For new positions at the National Professional Officer and Local level, vacancy rates of 50 per cent and 35 per cent, respectively, have been applied. In addition, a vacancy rate of 25 per cent has been applied for new United Nations Volunteer positions.

## **2. Staffing requirements**

44. The Mission continues to explore the feasibility of further nationalizing functions in the remaining five provincial offices without compromising mandate implementation or the safety of staff. The UNAMA leadership assessed the relative merits of nationalizing each of the Mission's provincial offices, taking into account a range of factors, including Mission priorities, local political and security dynamics, the ability of the office to maintain an impartial role in the local context and ease of access for international staff to undertake support visits. On the basis of these considerations and the need to pursue the further prioritization of resources, the Mission proposes that the Bamyān and Baghlān (Pul-e Khumri) field offices are suitable to be nationalized.
45. With the support of the Department of Political and Peacebuilding Affairs, the Mission carried out a national youth United Nations Volunteers programme targeting female national university graduates to give them on-the-job training, strengthen their technical and professional skills and provide them with professional work experience. For 2022, the Mission is proposing to convert 26 national United Nations Volunteer positions from extrabudgetary resources to regular budget funding to continue to support the programme of work in various offices across the Mission, given that these positions play a critical role in the activities of the Mission, which are required in the longer term.
46. In addition, to enhance the nationalization of positions, the Mission proposes the conversion of three international United Nations Volunteer positions to national United Nations Volunteer positions.
47. The Transport Unit has a pool of drivers in addition to drivers dedicated to a section. While the pool of drivers provides transport services to all staff in the missions, including transport to and from the airport, shuttle services and other requested services, there are dedicated drivers providing services to particular sections, including when staff members of those sections undertake road missions to field offices. It is proposed that four dedicated drivers be deployed from the Transport Unit to the substantive sections to provide better and more timely support.
48. In addition, in view of the announced withdrawal of international military forces in 2021, the Mission is augmenting its presence and medical capabilities in the field offices by proposing the establishment of four Medical Officers (United Nations Volunteers) and six Paramedics (United Nations Volunteers) in order to bridge the gap between the medical requirements in the field and the existing medical staff as recommended by the Division of Health-care Management and Occupational Safety and Health. The United Nations Medical Emergency Response Team consists of seven field-based Medical Officers (United Nations Volunteers) and two roving Medical Officers (United Nations Volunteers) to provide backup support from Kabul.
49. The staffing complement proposed for 2022 reflects a net increase of 36 positions. The proposed staffing changes include the abolishment of four United Nations Volunteer positions, the establishment of 14 positions (2 National Professional Officers, 2 Local level and 10 United Nations Volunteers), the conversion of three international United Nations Volunteer positions to national

United Nations Volunteer positions and 26 United Nations Volunteer positions from extrabudgetary resources to regular budget funding, the redeployment of 25 positions, the reclassification of 1 position from the P-2 level to the Field Service level, and the reassignment of 7 positions, as detailed below by organizational unit.

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

- (a) Redeployment of one position of Human Rights Officer (P-3) from the Bamyan provincial office to the Human Rights Service in Kabul;
- (b) Redeployment of one position of Associate Human Rights Officer (P-2) from the Kunduz provincial office to the Human Rights Service in Kabul;
- (c) Redeployment of one position of Driver (Local level) from the Transport Unit to the Human Rights Service, with reference to paragraph 47;
- (d) Abolishment of one position of Associate Information and Communications Technology Officer (United Nations Volunteer) in the Security Section;
- (e) Reassignment of one position of Driver (Local level) to Field Security Guard (Local level) in the Security Section;
- (f) Redeployment of two positions of Security Officer (Field Service) from the Bamyan provincial office to the Security Section in Kabul;
- (g) Conversion of three positions of Field Security Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Security Section, with reference to paragraph 45;

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

- (h) Redeployment of one position of Political Affairs Officer (P-4) from the Bamyan provincial office to the Political Affairs Service in Kabul;
- (i) Redeployment of one position of Driver (Local level) from the Transport Unit to the Political Affairs Service, with reference to paragraph 47;
- (j) Conversion of two positions of Judicial Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Political Affairs Service, with reference to paragraph 45;
- (k) Conversion of four positions of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Political Affairs Service, with reference to paragraph 45;
- (l) Conversion of one position of Political Affairs Officer (United Nations Volunteer) to Political Affairs Assistant (United Nations Volunteer) in the Joint Analysis and Reporting Section, with reference to paragraph 46;
- (m) Redeployment of one position of Driver (Local level) from the Transport Unit to the Elections Support Office, with reference to paragraph 47;
- (n) Conversion of one position of Peace and Reconciliation Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Peace and Reconciliation Office, with reference to paragraph 45;

**Office of the Deputy Special Representative of the Secretary-General for Afghanistan (Development)**

- (o) Redeployment of one position of Driver (Local level) from the Transport Unit to the Front Office of the Deputy Special Representative of the Secretary-General for Afghanistan (Development), with reference to paragraph 47;

**Operations and Resource Management pillar**

- (p) Conversion of three positions, one of Human Resources Assistant (United Nations Volunteer), one of Administration and Programme Assistant (United Nations Volunteer) and one of Administration and Coordination Assistant (United Nations Volunteer), from extrabudgetary resources to regular budget funding in the Human Resources and Training Section, with reference to paragraph 45;
- (q) Establishment of one position of Finance and Budget Assistant (Local level) in the Budget and Finance Unit;
- (r) Conversion of one position of Finance Officer (United Nations Volunteer) to Finance and Budget Assistant (United Nations Volunteer) in the Budget and Finance Unit, with reference to paragraph 46;
- (s) Conversion of two positions of Information Management Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Field Technology Section, with reference to paragraph 45;

**Supply Chain Management pillar**

- (t) Reassignment of one position of Transport Assistant (Field Service) to Procurement Assistant (Field Service) in the Acquisition Management Unit;
- (u) Conversion of one position of Assistant Procurement Officer (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Procurement Unit, with reference to paragraph 45;
- (v) Reassignment of one position of Receiving and Inspection Assistant (Local level) to Property Management Assistant (Local level) in the Property Management Unit;
- (w) Reclassification of one position of Associate Supply Officer (P-2) to Supply Officer (Field Service) in the Centralized Warehousing Unit;
- (x) Redeployment of the Movement Control Unit to the Aviation Section in the Service Delivery Management pillar, comprising nine positions: one position of Movement Control Assistant (Field Service), one of Associate Movement Control Officer (National Professional Officer), one position of Assistant Movement Control Officer (National Professional Officer) and six positions of Movement Control Assistant (Local level);

**Service Delivery Management pillar**

- (y) Redeployment of the Passenger Booking Team from the Office of the Chief of Service Delivery Management to the Aviation Section, comprising three positions of Movement Control Assistant (Local level);
- (z) Abolishment of two positions, one of Fire Safety Officer (United Nations Volunteer) and one of Air Operations Officer (United Nations Volunteer), in the Aviation Section;
- (aa) Establishment of one position of Finance and Budget Assistant (Local level) and four positions of Medical Officer (United Nations Volunteer) in the Medical, Staff Counselling and Welfare Section, with reference to paragraph 48;
- (ab) Reassignment of one position of Air Operations Officer (Field Service) to Fuel Assistant (Field Service) in the General Supply and Fuel Unit;

- (ac) Abolishment of one position of Vehicle Technician (United Nations Volunteer) in the Transport Unit;
- (ad) Conversion of one position of Data Management Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Transport Unit, with reference to paragraph 45;
- (ae) Conversion of one position of Facilities Management Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Engineering and Facilities Maintenance Section, with reference to paragraph 45;

**Regional and provincial offices**

- (af) Reassignment of one position of Team Assistant (Local level) to Facilities Management Assistant (Local level) in the Kabul regional office;
- (ag) Redeployment of one position of Political Affairs Officer (P-3) from the Balkh (Mazar-e Sharif) regional office to the Kabul regional office;
- (ah) Conversion of two positions, one of Political Affairs Assistant (United Nations Volunteer) and one of Human Rights Assistant (United Nations Volunteer), from extrabudgetary resources to regular budget funding in the Kabul regional office, with reference to paragraph 45;
- (ai) Reassignment of one position of Administrative Assistant (Local level) to Facilities Management Assistant (Local level) in the Kandahar regional office;
- (aj) Redeployment of one position of Political Affairs Officer (P-3) from the Bamyán provincial office to the Kandahar regional office;
- (ak) Establishment of two positions, one of Associate Political Affairs Officer (National Professional Officer) and one of Paramedic (United Nations Volunteer), with reference to paragraph 48, in the Kandahar regional office;
- (al) Conversion of one position of Political Affairs Officer (United Nations Volunteer) to Political Affairs Assistant (United Nations Volunteer) in the Kandahar regional office, with reference to paragraph 46;
- (am) Establishment of one position of Paramedic (United Nations Volunteer) in the Herat regional office, with reference to paragraph 48;
- (an) Redeployment of one position of Political Affairs Officer (P-4) from the Baghlan (Pul-e Khumri) provincial office to the Balkh (Mazar-e Sharif) regional office;
- (ao) Establishment of one position of Paramedic (United Nations Volunteer) in the Balkh (Mazar-e Sharif) regional office, with reference to paragraph 48;
- (ap) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Balkh (Mazar-e Sharif) regional office, with reference to paragraph 45;
- (aq) Reassignment of one position of Administrative Assistant (Local level) to Facilities Management Assistant (Local level) in the Nangarhar (Jalalabad) regional office;
- (ar) Redeployment of one position of Security Officer (Field Service) from the Baghlan (Pul-e Khumri) provincial office to the Nangarhar (Jalalabad) regional office;
- (as) Establishment of one position of Paramedic (United Nations Volunteer) in the Nangarhar (Jalalabad) regional office, with reference to paragraph 48;
- (at) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Nangarhar (Jalalabad) regional office, with reference to paragraph 45;
- (au) Establishment of one position of Paramedic (United Nations Volunteer) in the Paktiya (Gardez) regional office, with reference to paragraph 48;

- (av) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Paktiya (Gardez) regional office, with reference to paragraph 45;
  - (aw) Establishment of one position of Political Affairs Officer (National Professional Officer) in the Bamyan provincial office;
  - (ax) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Bamyan provincial office, with reference to paragraph 45;
  - (ay) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Faryab (Maymana) provincial office, with reference to paragraph 45;
  - (az) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Baghlan (Pul-e Khumri) provincial office, with reference to paragraph 45;
  - (ba) Establishment of one position of Paramedic (United Nations Volunteer) in the Kunduz provincial office, with reference to paragraph 48.
50. 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.

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

Table 7

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

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Front Office of the Special Representative of the Secretary-General for Afghanistan																	
Approved 2021	1	–	–	–	1	1	–	–	3	2	–	5	–	4	–	9	
Proposed 2022	1	–	–	–	1	1	–	–	3	2	–	5	–	4	–	9	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Office of the Chief of Staff																	
Approved 2021	–	–	1	–	2	3	3	–	9	1	–	10	10	5	–	25	
Proposed 2022	–	–	1	–	2	3	3	–	9	1	–	10	10	5	–	25	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Human Rights Service																	
Approved 2021	–	–	–	1	2	4	1	–	8	1	–	9	6	9	–	24	
Proposed 2022	–	–	–	1	2	4	2	1	10	1	–	11	6	10	–	27	
Change	–	–	–	–	–	–	1	1	2	–	–	2	–	1	–	3	
Strategic Communications Service																	
Approved 2021	–	–	–	1	1	2	1	–	5	1	–	6	4	10	–	20	
Proposed 2022	–	–	–	1	1	2	1	–	5	1	–	6	4	10	–	20	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service		National Professional Officer	Local level			
Gender Advisory Unit																	
Approved 2021	–	–	–	–	1	–	1	–	2	–	–	2	–	1	–	3	
Proposed 2022	–	–	–	–	1	–	1	–	2	–	–	2	–	1	–	3	
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Security Section																	
Approved 2021	–	–	–	–	1	2	4	2	9	57	–	66	2	122	3	193	
Proposed 2022	–	–	–	–	1	2	4	2	9	59	–	68	2	122	5	197	
Change	–	–	–	–	–	–	–	–	–	2	–	2	–	–	2	4	
Total, Special Representative of the Secretary-General for Afghanistan																	
Approved 2021	1	–	1	2	8	12	10	2	36	62	–	98	22	151	3	274	
Proposed 2022	1	–	1	2	8	12	11	3	38	64	–	102	22	152	5	281	
Change	–	–	–	–	–	–	1	1	2	2	–	4	–	1	2	7	

51. The Mission is headed by the Special Representative of the Secretary-General for Afghanistan, who provides strategic leadership to the political, human rights and development/humanitarian coordination-related work of the United Nations in the country. The Special Representative also provides overall leadership of the Mission and is responsible for overseeing the work of the Front Office of the Special Representative and the political and development pillars and for ensuring their coherence in fulfilment of the Mission's strategic priorities. The Special Representative also serves as Head of Mission and is responsible for the executive management of the Mission's resources and administration.
52. The following organizational units of the Mission have a direct reporting line to the Special Representative: the Front Office of the Special Representative of the Secretary-General for Afghanistan, which includes the Office of the Chief of Staff, comprising the Front Office of the Chief of Staff, the Mission Planning Unit, the Legal Affairs Unit, the Integrated Conduct and Discipline Unit and the Language Unit; the Human Rights Service; the Strategic Communications Service; the Gender Advisory Unit; the Security Section; and Mission Support.

### Proposed organizational changes

Table 8

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

<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>
Human Rights Service	+1	P-3	Human Rights Officer	Redeployment	From Bamyan provincial office
	+1	P-2	Associate Human Rights Officer	Redeployment	From Kunduz provincial office
	+1	LL	Driver	Redeployment	From Transport Unit
Security Section	-1	UNV	Associate Information and Communications Technology Officer	Abolishment	
	+3	UNV	Field Security Assistant	Conversion	From extrabudgetary resources
	+2	FS	Security Officer	Redeployment	From Bamyan provincial office

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
	-1	LL	Driver	Reassignment	
	+1	LL	Field Security Guard	Reassignment	
<b>Total</b>	<b>7</b>				

53. The following changes in organizational units reporting directly to the Special Representative are proposed for 2022, as reflected in table 8 above.

- (a) **Human Rights Service:** redeployment of three positions, comprising one position of Human Rights Officer (P-3) from the Bamyan provincial office to support the nationalization of the office and reinforce the technical capability of the Service; one position of Associate Human Rights Officer (P-2) from the Kunduz provincial office to reinforce the technical capability of the Service with regard to its child protection efforts in Kabul; and one position of Driver (Local level) from the Transport Unit, with reference to paragraph 47, to provide better and more timely support to the Service;
- (b) **Security Section**
  - (i) Abolishment of one position of Associate Information and Communications Technology Officer (United Nations Volunteer), as the functions of the position can be absorbed by existing staff;
  - (ii) Conversion of three positions of Field Security Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to provide coherent and effective administrative, logistical and operational support;
  - (iii) Redeployment of two positions of Security Officer (Field Service) from the Bamyan provincial office to support the nationalization of the office while ensuring full continuity of operations and implementation of recommended security measures;
  - (iv) Reassignment of one position of Driver (Local level) to Field Security Guard (Local level) to align with the functions currently performed by the position and to correct for the incorrect classification of the position during the 2015 post classification exercise.

Table 9

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

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

54. The Afghanistan Team of the Asia and the Pacific Division of the Department of Political and Peacebuilding Affairs (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)) will continue to provide backstopping to the Mission, including providing operational support, assisting in identifying and prioritizing critical strategic objectives in line with the Mission's mandate and political needs and engaging with Member States and other key regional and international partners.

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

Table 10

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

	Professional and higher categories								General Service and related categories			Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service		National Professional Officer	Local level		
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)																
Approved 2021	–	1	–	–	–	1	1	–	3	1	–	4	–	3	–	7
Proposed 2022	–	1	–	–	–	1	1	–	3	1	–	4	–	3	–	7
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Political Affairs Service																
Approved 2021	–	–	–	1	3	5	5	1	15	–	–	15	8	8	–	31
Proposed 2022	–	–	–	1	3	6	5	1	16	–	–	16	8	9	6	39
Change	–	–	–	–	–	1	–	–	1	–	–	1	–	1	6	8
Liaison Office in Tehran																
Approved 2021	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Proposed 2022	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Liaison Office in Islamabad																
Approved 2021	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Proposed 2022	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Joint Analysis and Reporting Section																
Approved 2021	–	–	–	–	1	2	2	–	5	–	–	5	1	4	1	11
Proposed 2022	–	–	–	–	1	2	2	–	5	–	–	5	1	4	1	11
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Elections Support Office																
Approved 2021	–	–	–	1	–	2	2	–	5	–	–	5	–	–	–	5
Proposed 2022	–	–	–	1	–	2	2	–	5	–	–	5	–	1	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Peace and Reconciliation Office																
Approved 2021	–	–	–	1	2	1	3	–	7	–	–	7	2	1	–	10
Proposed 2022	–	–	–	1	2	1	3	–	7	–	–	7	2	1	1	11
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1
Total, Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)																
Approved 2021	–	1	–	3	6	13	13	1	37	1	–	38	13	21	1	73
Proposed 2022	–	1	–	3	6	14	13	1	38	1	–	39	13	23	8	83
Change	–	–	–	–	–	1	–	–	1	–	–	1	–	2	7	10



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

Table 11

**Human resources: Deputy Special Representative of the Secretary-General (Political)**

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Political Affairs Service	+4	UNV	Political Affairs Assistant	Conversion	From extrabudgetary resources
	+2	UNV	Judicial Affairs Assistant	Conversion	From extrabudgetary resources
	+1	P-4	Political Affairs Officer	Redeployment	From Bamyan provincial office
	+1	LL	Driver	Redeployment	From Transport Unit
Joint Analysis and Reporting Section	-1	UNV	Political Affairs Officer	Conversion	From international to national UNV
	+1	UNV	Political Affairs Assistant	Conversion	
Elections Support Office	+1	LL	Driver	Redeployment	From Transport Unit
Peace and Reconciliation Office	+1	UNV	Peace and Reconciliation Assistant	Conversion	From extrabudgetary resources
<b>Total</b>	<b>10</b>				

57. The following changes in organizational units reporting directly to the Deputy Special Representative are proposed for 2022, as reflected in table 11 above.

**(a) Political Affairs Service**

- (i) Conversion of four positions of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to address peace and reconciliation issues with the inclusion of different sectors of civil society, especially women and victim's representatives;
- (ii) Conversion of two positions of Judicial Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to gather, select and analyse information from diverse sources, including publications and the media, with special attention to access to justice and anti-corruption reforms;
- (iii) Redeployment of two positions, comprising one position of Political Affairs Officer (P-4) from the Bamyan provincial office as a result of the nationalization of the office and to support the increased focus on security sector monitoring, and one position of Driver (Local level) from the Transport Unit, with reference to paragraph 47, to support the staff in the Service to travel to government offices for meetings related to the implementation of the mandate;

- (b) **Joint Analysis and Reporting Section:** conversion of one position of Political Affairs Officer (United Nations Volunteer) to Political Affairs Assistant (United Nations Volunteer), with reference to paragraph 46, to engage and analyse different sectors of civil society, women's groups and victim's representatives, which can be carried out more effectively at the national level;

- (c) **Elections Support Office:** redeployment of one position of Driver (Local level) from the Transport Unit, with reference to paragraph 47, to support the staff in the Office to travel to government offices for meetings related to the implementation of the mandate;

- (d) **Peace and Reconciliation Office:** conversion of one position of Peace and Reconciliation Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to conduct outreach to women and government officials, security sector actors, civil society and think tank representatives.

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

Table 12

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

	Professional and higher categories									General Service and related categories		Total inter-national	National staff		United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service		National Professional Officer	Local level		
Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)																
Approved 2021	–	1	–	–	1	3	1	–	6	2	–	8	2	4	–	14
Proposed 2022	–	1	–	–	1	3	1	–	6	2	–	8	2	5	–	15
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Resident Coordinator Office/United Nations Country Team Unit																
Approved 2021	–	–	–	–	–	–	1	–	1	–	–	1	1	1	–	3
Proposed 2022	–	–	–	–	–	–	1	–	1	–	–	1	1	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Donor Coordination Section																
Approved 2021	–	–	–	–	1	2	1	–	4	–	–	4	1	–	–	5
Proposed 2022	–	–	–	–	1	2	1	–	4	–	–	4	1	–	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/ Humanitarian Coordinator) (development pillar)																
Approved 2021	–	1	–	–	2	5	3	–	11	2	–	13	4	5	–	22
Proposed 2022	–	1	–	–	2	5	3	–	11	2	–	13	4	6	–	23
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1

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

Table 13

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

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Front Office of the Deputy Special Representative	+1	LL	Driver	Redeployment	From Transport Unit
<b>Total</b>	<b>1</b>				

60. The following change in organizational units reporting directly to the Deputy Special Representative is proposed for 2022, as reflected in table 13 above. Front Office of the Deputy Special Representative: redeployment of one position of Driver (Local level) from the Transport Unit, with reference to paragraph 47, to support the staff in the Front Office to travel to government offices for meetings related to the implementation of the mandate.

**Mission Support**

Table 14

**Staffing requirements: Mission Support**

	Professional and higher categories								General Service and related categories			National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level		
Office of the Chief of Mission Support																
Approved 2021	–	–	–	1	–	1	1	–	3	2	–	5	1	1	3	10
Proposed 2022	–	–	–	1	–	1	1	–	3	2	–	5	1	1	3	10
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operations and Resource Management																
Approved 2021	–	–	–	–	1	3	3	–	7	14	–	21	10	35	9	75
Proposed 2022	–	–	–	–	1	3	3	–	7	14	–	21	10	36	14	81
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	1	5	6
Supply Chain Management																
Approved 2021	–	–	–	–	1	2	1	1	5	7	–	12	4	33	9	58
Proposed 2022	–	–	–	–	1	2	1	–	4	7	–	11	2	27	10	50
Change	–	–	–	–	–	–	–	(1)	(1)	–	–	(1)	(2)	(6)	1	(8)
Service Delivery Management																
Approved 2021	–	–	–	–	1	3	6	–	10	10	–	20	13	149	31	213
Proposed 2022	–	–	–	–	1	3	6	–	10	11	–	21	15	152	34	222
Change	–	–	–	–	–	–	–	–	–	1	–	1	2	3	3	9
Total, Mission Support																
Approved 2021	–	–	–	1	3	9	11	1	25	33	–	58	28	218	52	356
Proposed 2022	–	–	–	1	3	9	11	–	24	34	–	58	28	216	61	363
Change	–	–	–	–	–	–	–	(1)	(1)	1	–	–	–	(2)	9	7

61. Mission Support is under the overall responsibility of the Chief of Mission Support, who coordinates and supervises the work of four main areas, namely, the Office of the Chief of Mission Support, Operations and Resource Management, Supply Chain Management and Service Delivery Management.

### Proposed organizational changes

#### Operations and Resource Management

Table 15

#### Human resources: Operations and Resource Management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Human Resources and Training Section	+1	UNV	Human Resources Assistant	Conversion	From extrabudgetary resources
	+1	UNV	Administration and Programme Assistant	Conversion	From extrabudgetary resources
	+1	UNV	Administration and Coordination Assistant	Conversion	From extrabudgetary resources
Budget and Finance Unit	-1	UNV	Finance Officer	Conversion	From international to national UNV
	+1	UNV	Finance and Budget Assistant	Conversion	
	+1	LL	Finance and Budget Assistant	Establishment	
Field Technology Section	+2	UNV	Information Management Assistant	Conversion	From extrabudgetary resources
<b>Total</b>	<b>6</b>				

62. The following organizational units are part of the Operations and Resource Management pillar of Mission Support: Human Resources and Training Section; Budget and Finance Unit; and Field Technology Section. The Office of the Chief of Operations and Resource Management is also responsible for Mission Support field office coordination.
63. The following changes in organizational units that are part of the Operations and Resource Management pillar are proposed for 2022, as reflected in table 15 above:
- Human Resources and Training Section:** conversion of three positions from extrabudgetary resources to regular budget funding, with reference to paragraph 45, comprising one position of Human Resources Assistant (United Nations Volunteer) to mainly focus on recruiting for national staff positions; one position of Administration and Programme Assistant (United Nations Volunteer) within the United Nations Volunteers support team to manage and coordinate national United Nations Volunteers assignment tasks such as recruitment, deployment and onboarding; and one position of Administration and Coordination Assistant (United Nations Volunteer) to mainly support front office activities of the Human Resources Section;
  - Budget and Finance Unit**
    - Conversion of one position of Finance Officer (United Nations Volunteer) to Finance and Budget Assistant (United Nations Volunteer), with reference to paragraph 46, to support the work of the Unit in reviewing cash advances, monitoring and reporting on common services and preparing financial statements;
    - Establishment of one position of Finance and Budget Assistant (Local level) to support the work of the Unit in the areas of budget preparation and cost recovery;
  - Field Technology Section:** conversion of two positions of Information Management Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to support the digitization of existing paper records and migration of standard forms to a digital platform.

## Supply Chain Management

Table 16

### Human resources: Supply Chain Management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Acquisition Management Unit	-1	FS	Transport Assistant	Reassignment	
	+1	FS	Procurement Assistant	Reassignment	
Procurement Unit	+1	UNV	Assistant Procurement Officer	Conversion	From extrabudgetary resources
Property Management Unit	-1	LL	Receiving and Inspection Assistant	Reassignment	
	+1	LL	Property Management Assistant	Reassignment	
Centralized Warehousing Unit	-1	P-2	Associate Supply Officer	Reclassification	
	+1	FS	Supply Officer	Reclassification	
Movement Control Unit	-1	FS	Movement Control Assistant	Redeployment	To Service Delivery Management pillar, Aviation Section
	-1	NPO	Associate Movement Control Officer	Redeployment	To Service Delivery Management pillar, Aviation Section
	-1	NPO	Assistant Movement Control Officer	Redeployment	To Service Delivery Management pillar, Aviation Section
	-6	LL	Movement Control Assistant	Redeployment	To Service Delivery Management pillar, Aviation Section
<b>Total</b>	<b>(8)</b>				

64. The following organizational units are part of the Supply Chain Management pillar of Mission Support: Office of the Chief of Supply Chain Management; Acquisition Management Unit; Procurement Unit; Centralized Warehousing Unit; Movement Control Unit; and Property Management Unit.
65. The following changes in the organizational units that are part of the Supply Chain Management pillar are proposed for 2022, as reflected in table 16 above:
- Acquisition Management Unit:** reassignment of one position of Transport Assistant (Field Service) to Procurement Assistant (Field Service) to align the functions of the position and the position title, which were not updated when the position was approved for redeployment in a previous budget proposal;
  - Procurement Unit:** conversion of one position of Assistant Procurement Officer (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to provide support in the areas of processing and delivery of procurement cases;
  - Property Management Unit:** reassignment of one position of Receiving and Inspection Assistant (Local level) to Property Management Assistant (Local level) to align the functions with the position, which will ensure compliance with the Financial Regulations and Rules of the United Nations, policies and procedures for property management and fixed asset management as part of the International Public Sector Accounting Standards, as well as reporting on property, plant and equipment and financial inventory;
  - Centralized Warehousing Unit:** reclassification of one position of Associate Supply Officer (P-2) to Supply Officer (Field Service) to strengthen the Unit's capacity with a position held by a person who has in-depth knowledge and experience of warehouse operations and management and will also supervise centralized warehousing and daily operations;
  - Movement Control Unit:** redeployment of the Movement Control Unit to the Aviation Section in the Service Delivery Management pillar comprising nine positions: one position of

Movement Control Assistant (Field Service); one position of Associate Movement Control Officer (National Professional Officer), one position of Assistant Movement Control Officer (National Professional Officer) and six positions of Movement Control Assistant (Local level), to streamline the Mission's organizational structure for more agile and efficient support and to reorganize the management structures across the three Mission Support pillars to ensure equitable sharing of staff management responsibility as well as to enhance capacity to move cargo and process customs clearances for inbound deliveries.

### Service Delivery Management

Table 17

#### Human resources: Service Delivery Management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Office of the Chief of Service Delivery Management	-3	LL	Movement Control Assistant	Redeployment	Passenger Booking Team to Aviation Section
Aviation Section	-1	UNV	Fire Safety Officer	Abolishment	
	-1	UNV	Air Operations Officer	Abolishment	
	+3	LL	Movement Control Assistant	Redeployment	Passenger Booking Team from Office of the Chief of Service Delivery Management
	+1	FS	Movement Control Assistant	Redeployment	From Supply Chain Management pillar, Movement Control Unit
	+1	NPO	Associate Movement Control Officer	Redeployment	From Supply Chain Management pillar, Movement Control Unit
	+1	NPO	Assistant Movement Control Officer	Redeployment	From Supply Chain Management pillar, Movement Control Unit
	+6	LL	Movement Control Assistant	Redeployment	From Supply Chain Management pillar, Movement Control Unit
Medical, Staff Counselling and Welfare Section	+1	LL	Finance and Budget Assistant	Establishment	
	+4	UNV	Medical Officer	Establishment	
General Supply and Fuel Unit	-1	FS	Air Operations Officer	Reassignment	
	+1	FS	Fuel Assistant	Reassignment	
Transport Unit	-1	UNV	Vehicle Technician	Abolishment	
	+1	UNV	Data Management Assistant	Conversion	From extrabudgetary resources
	-4	LL	Driver	Redeployment	To Elections Support Office, Political Affairs Service, Office of Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) and Human Rights Service
Engineering and Facilities Maintenance Section	+1	UNV	Facilities Management Assistant	Conversion	From extrabudgetary resources
<b>Total</b>	<b>9</b>				

66. The following organizational units are part of the Service Delivery Management pillar of Mission Support: Office of the Chief of Service Delivery Management; Aviation Section; Medical, Staff Counselling and Welfare Section; General Supply and Fuel Unit; Transport Unit; and Engineering and Facilities Maintenance Section.

67. The following changes in the organizational units that are part of the Service Delivery Management pillar are proposed for 2022, as reflected in table 17 above:
- (a) **Office of the Chief of Service Delivery Management:** redeployment of the Passenger Booking Team, comprising three positions of Movement Control Assistant (Local level), to the Aviation Section to align the Team more closely with the Aviation Section, which has a direct working relationship with passengers, including booking passengers for air transport;
  - (b) **Aviation Section**
    - (i) Abolishment of two positions, comprising one position of Fire Safety Officer (United Nations Volunteer) and one position of Air Operations Officer (United Nations Volunteer), following a review of the workload of the Section;
    - (ii) Redeployment of the Movement Control Unit from the Supply Chain Management pillar, comprising nine positions: one position of Movement Control Assistant (Field Service); one position of Associate Movement Control Officer (National Professional Officer), one position of Assistant Movement Control Officer (National Professional Officer) and six positions of Movement Control Assistant (Local level), to streamline the Mission's organizational structure for more agile and efficient support;
    - (iii) Redeployment of the Passenger Booking Team, comprising three positions of Movement Control Assistant (Local level) from the Office of the Chief of Service Delivery Management to align the Passenger Booking Team more closely with the Aviation Section, which has a direct working relationship with passengers, including booking passengers for air transport;
  - (c) **Medical, Staff Counselling and Welfare Section**
    - (i) Establishment of one position of Finance and Budget Assistant (Local level) for the financial management of the cost sharing and recovery arrangements of the Joint Medical Services and the United Nations Medical Emergency Response Teams;
    - (ii) Establishment of four positions of Medical Officer (United Nations Volunteer), with reference to paragraph 48, following a health risk assessment and gap analysis of medical support in all duty stations in Afghanistan;
  - (d) **General Supply and Fuel Unit:** reassignment of one position of Air Operations Officer (Field Service) to Fuel Assistant (Field Service) to strengthen fuel management and prevent fraud/loss;
  - (e) **Transport Unit**
    - (i) Abolishment of one position of Vehicle Technician (United Nations Volunteer) following a review of the workload of the Unit;
    - (ii) Conversion of one position of Data Management Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to support the creation and maintenance of office data electronically with the use of an internal database;
    - (iii) Redeployment of four positions of Driver (Local level), comprising one position to the Elections Support Office, one position to the Political Affairs Service, one position to the Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) and one position to the Human Rights Service, to regularize the loans of these positions where an assigned driver had not been previously assigned;
  - (f) **Engineering and Facilities Maintenance Section:** conversion of one position of Facilities Management Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to monitor and ensure completion of assigned tasks and work orders.

**Field offices in regions and provinces**

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

Table 18

**Staffing requirements: regional and provincial offices**

	Professional and higher categories								General Service and related categories			National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level		
Regional offices																
Approved 2021	–	–	–	–	6	11	14	–	31	20	–	51	42	165	10	268
Proposed 2022	–	–	–	–	6	12	15	–	33	21	–	54	43	165	20	282
Change	–	–	–	–	–	1	1	–	2	1	–	3	1	–	10	14
Provincial offices																
Approved 2021	–	–	–	–	–	3	4	1	8	5	–	13	16	94	2	125
Proposed 2022	–	–	–	–	–	1	2	–	3	2	–	5	17	94	6	122
Change	–	–	–	–	–	(2)	(2)	(1)	(5)	(3)	–	(8)	1	–	4	(3)
Total regional and provincial offices																
Approved 2021	–	–	–	–	6	14	18	1	39	25	–	64	58	259	12	393
Proposed 2022 <sup>a</sup>	–	–	–	–	6	13	17	–	36	23	–	59	60	259	26	404
Change	–	–	–	–	–	(1)	(1)	(1)	(3)	(2)	–	(5)	2	–	14	11

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



**Proposed organizational changes**  
**Regional offices**

Table 19  
**Human resources: regional offices**

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Kabul	-1	LL	Team Assistant	Reassignment	
	+1	LL	Facilities Management Assistant	Reassignment	
	+1	P-3	Political Affairs Officer	Redeployment	From Balkh (Mazar-e Sharif) regional office
	+1	UNV	Political Affairs Assistant	Conversion	From extrabudgetary resources
	+1	UNV	Human Rights Assistant	Conversion	From extrabudgetary resources
Kandahar	-1	UNV	Political Affairs Officer	Conversion	From international to national UNV
	+1	UNV	Political Affairs Assistant	Conversion	
	+1	NPO	Associate Political Affairs Officer	Establishment	
	+1	UNV	Paramedic	Establishment	
	+1	P-3	Political Affairs Officer	Redeployment	From Bamyan provincial office
	-1	LL	Administrative Assistant	Reassignment	
	+1	LL	Facilities Management Assistant	Reassignment	
Herat	+1	UNV	Paramedic	Establishment	
Balkh (Mazar-e Sharif)	+1	UNV	Political Affairs Assistant	Conversion	From extrabudgetary resources
	+1	UNV	Paramedic	Establishment	
	+1	P-4	Political Affairs Officer	Redeployment	From Baghlan (Pul-e Khumri) provincial office
Nangarhar (Jalalabad)	-1	P-3	Political Affairs Officer	Redeployment	To Kabul regional office
	+1	UNV	Political Affairs Assistant	Conversion	From extrabudgetary resources
	+1	UNV	Paramedic	Establishment	
	+1	FS	Security Officer	Redeployment	From Baghlan (Pul-e Khumri) provincial office
	-1	LL	Administrative Assistant	Reassignment	
Paktiya (Gardez)	+1	LL	Facilities Management Assistant	Reassignment	
	+1	UNV	Political Affairs Assistant	Conversion	From extrabudgetary resources
	+1	UNV	Paramedic	Establishment	
<b>Total</b>	<b>14</b>				

71. The following changes in the UNAMA regional offices are proposed for 2022, as reflected in table 19 above:

(a) **Kabul**

- (i) Reassignment of one position of Team Assistant (Local level) to Facilities Management Assistant (Local level) to align the functions with the position, which will provide logistical support and manage accommodation units and conference room activities;
- (ii) Conversion of two positions from extrabudgetary resources to regular budget funding, with reference to paragraph 45, comprising one position of Political Affairs Assistant (United Nations Volunteer) to provide political analysis, advice and outreach to women's

and youth groups, political leaders, academics and civil society representatives; and one position of Human Rights Assistant (United Nations Volunteer) to support of the work of the office to reinforce the technical capability of the Human Rights Service;

- (iii) Redeployment of one position of Political Affairs Officer (P-3) from the Balkh (Mazar-e Sharif) regional office to meet the increased demand for the Mission's political engagement in the central region.

(b) **Kandahar**

- (i) Conversion of one position of Political Affairs Officer (United Nations Volunteer) to Political Affairs Assistant (United Nations Volunteer), with reference to paragraph 46, to engage women's groups in the peace process, especially involving women and young people in local peace initiatives in the southern region;
- (ii) Establishment of two positions, comprising one position of Associate Political Affairs Officer (National Professional Officer) to support the office in the development and implementation of peace and reconciliation initiatives; and one position of Paramedic (United Nations Volunteer), with reference to paragraph 48, following a health risk assessment and gap analysis of medical support in all duty stations in Afghanistan;
- (iii) Redeployment of one position of Political Affairs Officer (P-3) from the Bamyan provincial office to focus on political outreach and peacemaking in Kandahar and engage with a range of local stakeholders to ascertain shifting perceptions and priorities;
- (iv) Reassignment of one position of Administrative Assistant (Local level) to Facilities Management Assistant (Local level) to align the functions with the position, which will provide logistical support and manage accommodation units and conference room activities;

- (c) **Herat:** establishment of one position of Paramedic (United Nations Volunteer), with reference to paragraph 48, following a health risk assessment and gap analysis of medical support in all duty stations in Afghanistan;

(d) **Balkh (Mazar-e Sharif)**

- (i) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to address peace and reconciliation issues, with the inclusion of different sectors of civil society, especially women and victim's representatives;
- (ii) Establishment of one position of Paramedic (United Nations Volunteer), with reference to paragraph 48, following a health risk assessment and gap analysis of medical support in all duty stations in Afghanistan;
- (iii) Redeployment of one position of Political Affairs Officer (P-4) from the Baghlan (Pul-e Khumri) provincial office to increase the capacity of the Political Affairs Unit in the Balkh regional office;
- (iv) Redeployment of one position of Political Affairs Officer (P-3) to the Kabul regional office to meet the increased demand for the Mission's political engagement in the central region;

(e) **Nangarhar (Jalalabad)**

- (i) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to address peace and reconciliation issues with the inclusion of different sectors of civil society, especially women and victim's representatives;

- (ii) Establishment of one position of Paramedic (United Nations Volunteer), with reference to paragraph 48, following a health risk assessment and gap analysis of medical support in all duty stations in Afghanistan;
  - (iii) Redeployment of one position of Security Officer (Field Service) from the Baghlan (Pul-e Khumri) provincial office as a result of the nationalization of the Baghlan (Pul-e Khumri) field office;
  - (iv) Reassignment of one position of Administrative Assistant (Local level) to Facilities Management Assistant (Local level) to align the functions with the position, which will provide logistical support and manage accommodation units and conference room activities;
- (f) **Paktiya (Gardez)**
- (i) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to address peace and reconciliation issues with the inclusion of different sectors of civil society, especially women and victim's representatives;
  - (ii) Establishment of one position of Paramedic (United Nations Volunteer), with reference to paragraph 48, following a health risk assessment and gap analysis of medical support all duty stations in Afghanistan.

### Provincial offices

Table 20

#### Human resources: provincial offices

Office/service/section/unit	Positions				Description
	Change	Level	Functional title	Action	
Bamyan	+1	NPO	Political Affairs Officer	Establishment	
	+1	UNV	Political Affairs Assistant	Conversion	From extrabudgetary resources
	-1	P-4	Political Affairs Officer	Redeployment	To Political Affairs Service
	-1	P-3	Human Rights Officer	Redeployment	To Human Rights Service
	-1	P-3	Political Affairs Officer	Redeployment	To Kandahar regional office
	-2	FS	Security Officer	Redeployment	To Security Section
Faryab (Maymana)	+1	UNV	Political Affairs Assistant	Conversion	From extrabudgetary resources
Baghlan (Pul-e Khumri)	+1	UNV	Political Affairs Assistant	Conversion	From extrabudgetary resources
	-1	P-4	Political Affairs Officer	Redeployment	To Balkh (Mazar-e Sharif) regional office
	-1	FS	Security Officer	Redeployment	To Nangarhar (Jalalabad) regional office
Kunduz	+1	UNV	Paramedic	Establishment	
	-1	P-2	Associate Human Rights Officer	Redeployment	To Human Rights Service
<b>Total</b>	<b>(3)</b>				

72. The following changes in the UNAMA provincial offices are proposed for 2022, as reflected in table 20 above:

(a) **Bamyan**

- (i) Establishment of one position of Political Affairs Officer (National Professional Officer) to perform as the Head of Office following the proposed nationalization of the field office;

- (ii) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to conduct political outreach, local peace initiatives and other programme activities;
- (iii) Redeployment of five positions, comprising one position of Political Affairs Officer (P-4) to the Political Affairs Service in Kabul, one position of Human Rights Officer (P-3) to the Human Rights Service in Kabul, one position of Political Affairs Officer (P-3) to the Kandahar regional office and two positions of Security Officer (Field Service) to the Security Section in Kabul, as a result of the nationalization of the Bamyan regional office and to increase capacity in each of the locations;
- (b) **Faryab (Maymana)**: conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to address peace and reconciliation issues with the inclusion of different sectors of civil society, especially women and victim's representatives;
- (c) **Baghlan (Pul-e Khumri)**
  - (i) Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to address peace and reconciliation issues with the inclusion of different sectors of civil society, especially women and victim's representatives;
  - (ii) Redeployment of two positions, comprising one position of Political Affairs Officer (P-4) to the Balkh (Mazar-e Sharif) regional office to increase the capacity of the Political Affairs Unit in the office and one position of Security Officer (Field Service) to the Nangarhar (Jalalabad) regional office, as a result the nationalization of the Baghlan (Pul-e Khumri) field office;
- (d) **Kunduz**
  - (i) Establishment of one position of Paramedic (United Nations Volunteer), with reference to paragraph 48, following a health risk assessment and gap analysis of medical support in all duty stations in Afghanistan;
  - (ii) Redeployment of one position of Associate Human Rights Officer (P-2) to the Human Rights Service in Kabul to reinforce the technical capability of the Service with regard to its child protection efforts in Kabul.

### Consolidated Kuwait Office

Table 21  
Staffing requirements: Consolidated Kuwait Office

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>National staff</i>				
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Services</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Approved 2021	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40
Proposed 2022	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

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

- (a) **UNAMA Support Office in Kuwait**, which includes Mission staff located in Kuwait, undertakes support functions that are not related to the Kuwait Joint Support Office and

comprises one position of Chief, Integrated Conduct and Discipline Unit (P-5), reporting directly to the Chief of Staff;

- (b) **Kuwait Joint Support Office**, which provides services to UNAMA and the United Nations Assistance Mission for Iraq (UNAMI), the Office of the Special Envoy of the Secretary-General for Syria, the Office of the Special Envoy of the Secretary-General for Yemen, the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant, the United Nations Regional Centre for Preventive Diplomacy for Central Asia and the United Nations Integrated Office in Haiti (BINUH) in the areas of finance, human resources and travel. 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 (1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 Field Service and 20 Local level), 33 positions funded by UNAMI and 2 positions funded by BINUH. In addition, both UNAMA and UNAMI contribute to covering the operating costs of the Office.

74. The UNAMA Support Office in Kuwait and the Kuwait Joint Support Office are co-located within the premises currently occupied by UNAMI in Kuwait City.

Table 22

**Staffing requirements: Kuwait Joint Support Office**

	Professional and higher categories									General Service and related categories		National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Services	General Service	Total inter-national	National Professional Officer	Local level		
Head of Office																
Approved 2021	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Proposed 2022	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Human Resources Section																
Approved 2021	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Proposed 2022	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance Section (including Payroll Cluster)																
Approved 2021	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Proposed 2022	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Travel Section																
Approved 2021	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2022	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Quality/Performance Management																
Approved 2021	–	–	–	–	–	–	–	–	–	3	–	3	–	1	–	4
Proposed 2022	–	–	–	–	–	–	–	–	–	3	–	3	–	1	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>National staff</i>			<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Field/ Security Services</i>	<i>General Service</i>	<i>Total inter-national</i>	<i>National Professional Officer</i>	<i>Local level</i>		
<b>Total, Kuwait Joint Support Office</b>																
Approved 2021	–	–	–	–	1	1	2	1	5	14	–	19	–	20	–	39
Proposed 2022	–	–	–	–	1	1	2	1	5	14	–	19	–	20	–	39
<b>Change</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

### 3. Financial resources

Table 23

#### Financial resources by category of expenditure

(Thousands of United States dollars)

<i>Category of expenditure</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>Variance</i>
	<i>Expenditure</i>	<i>Appropriation</i>	<i>Total requirements</i>	<i>2022 vs. 2021 Increase/(decrease)</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(5)=(3)-(2)</i>
<b>I. Military and police personnel</b>				
Military observers	24.3	41.5	41.5	–
<b>Subtotal, category I</b>	<b>24.3</b>	<b>41.5</b>	<b>41.5</b>	<b>–</b>
<b>II. Civilian personnel</b>				
International staff	54 614.6	58 296.0	56 047.6	–
National staff	37 643.9	36 081.3	37 082.8	–
United Nations Volunteers	3 428.8	3 907.8	4 508.4	–
<b>Subtotal, category II</b>	<b>95 687.3</b>	<b>98 285.1</b>	<b>97 638.8</b>	<b>–</b>
<b>III. Operational costs</b>				
Consultants and consulting services	19.2	116.3	110.0	–
Official travel	307.1	948.0	886.4	–
Facilities and infrastructure	21 223.6	23 358.2	21 325.7	–
Ground transportation	2 104.2	576.3	467.8	–
Air operations	6 102.8	6 950.8	6 499.1	–
Communications and information technology	6 173.1	5 330.9	5 937.0	–
Medical	248.3	214.4	1 256.9	–
Other supplies, services and equipment	3 422.5	1 053.7	976.0	–
<b>Subtotal, category III</b>	<b>39 600.9</b>	<b>38 548.6</b>	<b>37 458.9</b>	<b>–</b>
<b>Total (net of staff assessment)</b>	<b>135 312.5</b>	<b>136 875.2</b>	<b>135 139.2</b>	<b>–</b>

#### 4. Analysis of resource requirements

##### Military and police 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>
<b>Military observers</b>	24.3	41.5	41.5	–

75. Resources amounting to \$41,500 are proposed to provide for the deployment of one military observer, which includes requirements for: (a) mission subsistence allowance based on the standard rate of \$79 per day, as accommodation is provided (\$28,800); (b) travel costs for placement, rotation and repatriation to and/or from the military observer's country of residence (\$7,500); (c) clothing allowance based on a standard rate of \$100 for every 6-month period of service (\$200); and (d) provision for death and disability claims (\$5,000). The estimates are based on the full deployment of the military observer during 2022.

##### 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>
<b>International staff</b>	54 614.6	58 296.0	56 047.6	(2 248.4)

76. Resources amounting to \$56,047,600 are proposed to provide for salaries (\$28,869,800), common staff costs (\$23,224,800) and danger pay (\$3,953,000) for the continuation of 295 international positions (1 Under-Secretary-General, 2 Assistant Secretary General, 1 D-2, 7 D-1, 28 P-5, 55 P-4, 58 P-3, 5 P-2, 137 Field Service and 1 General Service (Other level)) and the reclassification of one position from P-2 to Field Service. The cost estimate takes into account the application of a vacancy rate of 8 per cent for 2022.
77. The decrease is attributable mainly to: (a) the application of a higher vacancy rate of 8 per cent as compared with the rate of 6 per cent applied in the 2021 budget; and (b) reduced common staff costs, from 83 per cent of net salaries in 2021 to 80 per cent of net salaries in 2022.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
<b>National staff</b>	37 643.9	36 081.3	37 082.8	1 001.5

78. Resources amounting to \$37,082,800 are proposed to provide for salaries (\$22,234,100), common staff costs (\$9,045,800) and danger pay (\$5,802,900) for the continuation of 799 national positions (125 National Officers and 674 Local level) and the establishment of 4 national positions (2 National Professional Officer and 2 Local level). A vacancy rate of 3 per cent has been applied to the estimates for both National Professional Officer and Local level staff. For proposed new positions at the National Professional Officer level and the Local level, vacancy rates of 50 per cent and 35 per cent, respectively, have been applied.
79. The increase is attributable mainly to the following factors:
- (a) Establishment of four positions: one Political Affairs Officer (National Professional Officer), one Associate Political Affairs Officer (National Professional Officer) and two Finance and Budget Assistants (Local level);

- (b) Increase in common staff costs, from 37 per cent of net salaries in 2021 to 41 per cent of net salaries in 2022.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
<b>United Nations Volunteers</b>	3 428.8	3 907.8	4 508.4	600.6

80. Resources amounting to \$4,508,400 are proposed to provide for the deployment of 100 United Nations Volunteers, which includes a net increase of 32 United Nations Volunteer positions from 2021, based on the established reimbursement rates contained in the memorandum of understanding between the United Nations and the United Nations Volunteers programme. A vacancy rate of 7 per cent has been applied for existing positions, while a vacancy rate of 25 per cent has been applied for proposed new positions.
81. The increase is attributable mainly to a net increase of 32 United Nations Volunteer positions, reflecting the following changes:
- (a) The net increase of 6 United Nations Volunteer positions, resulting from the proposed establishment of 10 United Nations Volunteer medical positions, comprising four Medical Officers (international United Nations Volunteer) and six Paramedics (national United Nations Volunteer), and the abolishment of four international United Nations Volunteer positions;
  - (b) The conversion of 26 United Nations Volunteer positions from extrabudgetary resources to regular budget funding, with reference to paragraph 45, to continue to support the programme of work in various offices across the Mission, as these positions play a critical role in the activities of the Mission, which are required for the longer term;
  - (c) The conversion of three international United Nations Volunteer positions to national United Nations Volunteer positions, with reference to paragraph 46, which, although not changing the total number of positions, results in lower resource requirements while also promoting capacity-building and the increased utilization of national and local expertise.

### 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>
<b>Consultants and consulting services</b>	19.2	116.3	110.0	(6.3)

82. Resources amounting to \$110,000 are proposed to provide for individual consultants and consulting services in respect of technical and specialized expertise for training activities for Mission personnel in areas such as political affairs, rule of law, security firearms training officers recertification, human resources language and supervisory skills, aviation station ground handling management, recertification for installing information and communications technology equipment, and medical recertification courses.
83. The decrease is attributable mainly to decreased consultancy fee rates.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
<b>Official travel</b>	307.1	948.0	886.4	(61.6)



84. Resources amounting to \$886,400 are proposed to provide for official business travel; within-mission travel for essential technical support for field offices and to attend various high-level conferences on Afghanistan to ensure that regular programme consultation takes place among the various components of the Mission for the efficient implementation of its mandate (\$241,000); travel outside the Mission area, which includes the Special Representative of the Secretary-General and senior staff for the implementation of the Mission's mandate as well as meetings and consultations with political counterparts and for briefings to the Security Council (\$475,100); and travel for training purposes (\$170,300).
85. The decrease is attributable mainly to reduced requirements for non-training-related travel within the Mission area as a result of increased use of videoconferences to the extent possible.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
<b>Facilities and infrastructure</b>	21 223.6	23 358.2	21 325.7	(2 032.5)

86. Resources amounting to \$21,325,700 are proposed to provide for acquisition of engineering supplies (\$218,200); acquisition of prefabricated facilities, accommodation and refrigeration equipment (\$100,100); acquisition of furniture (\$105,000); acquisition of office and other equipment (\$162,900); acquisition of safety and security equipment (\$422,800); rental of premises (\$3,074,100); utilities and waste disposal services (\$136,900); maintenance services (\$3,327,700); security services (\$9,780,300); construction, alteration, renovation and major maintenance (\$415,000); stationery and office supplies (\$75,000); spare parts and supplies (\$180,000); field defence supplies (\$67,000); petrol, oil and lubricants (\$3,249,300); and sanitation and cleaning materials (\$11,400).
87. The decrease is attributable mainly to: (a) the reduced price per litre of fuel, from \$0.737 cents in 2021 to \$0.665 cents in 2022, as well as lower fuel consumption forecast for 2022; (b) the reduced requirement for private security company international armed guards due to the proposed nationalization of the Baghlan (Pul-e Khumri) and Bamiyan field offices; (c) reduced requirements for spare parts and supplies, acquisition of prefabricated facilities and construction, alteration, renovation and major maintenance; and (d) decreased requirements for acquisition of generators and electrical equipment as some equipment has been recently replaced.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
<b>Ground transportation</b>	2 104.2	576.3	467.8	(108.5)

88. Resources amounting to \$467,800 are proposed to provide for the rental of vehicles (\$20,000); repairs and maintenance (\$15,200); liability insurance (\$7,700); spare parts (\$218,300); and petrol, oil and lubricants (\$206,600).
89. The decrease is attributable mainly to: (a) the reduced price per litre of fuel, from \$0.737 in 2021 to \$0.673 cents in 2022, as well as lower fuel consumption forecast for 2022; and (b) reduced requirements for vehicle spare parts.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
<b>Air operations</b>	6 102.8	6 950.8	6 499.1	(451.7)

90. Resources amounting to \$6,499,100 are proposed to provide for services (\$20,800); landing fees and ground handling charges (\$67,000); air crew subsistence allowance (\$7,100); petrol, oil and lubricants (\$870,400); rental and operation costs for two fixed-wing aircraft (\$3,646,700); rental and operational costs for one rotary-wing aircraft (\$1,860,000); and liability insurance (\$27,100).
91. The decrease is attributable mainly to the reduced price per litre of fuel, from \$0.991 cents in 2021 to \$0.747 cents in 2022, reduced flight hours projected for 2022 and lower operating and flight hour 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>
<b>Communications and information technology</b>	6 173.1	5 330.9	5 937.0	606.1

92. Resources amounting to \$5,937,000 are proposed to provide for communications and information technology equipment (\$914,500); telecommunications and network services (\$2,957,500); maintenance of communications and information technology support services (\$648,500); spare parts (\$302,000); software, licences and fees (\$530,600); and public information and publication services (\$583,900).
93. The increase is attributable mainly to the increased requirement for telecommunications and network services, software, licences and fees and the inclusion of a new requirement under public information and publication services related to local peace initiatives and outreach activities previously funded by the United Nations Office for Project 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>
<b>Medical</b>	248.3	214.4	1 256.9	1 042.5

94. Resources amounting to \$1,256,900 are proposed to provide for: acquisition of equipment (\$36,600); medical services, including aeromedical evacuations, specialist consultations, additional proposed cost-shared medical capacity comprising a forward surgical team and an aeromedical evacuation team to provide additional medical capacity in view of the planned withdrawal of international military forces, with the assumption that agencies, funds and programmes will contribute the remaining two thirds of the budget to cover the total estimated costs of these services, and annual EarthMed licences (the United Nations electronic health record management system holding patient information, with a licence fee of \$120 per user per month) (\$1,077,100); and medical supplies, including vaccines and medical drugs (\$143,200).
95. The increase is attributable mainly to additional requirements for medical services as a result of the establishment of a forward surgical team and an aeromedical evacuation team to provide additional medical capacity in view of the planned withdrawal of international military forces in 2021, as well as an increase in the requirements for medical supplies.

(Thousands of United States dollars)

	<i>Expenditure 2020</i>	<i>Appropriation 2021</i>	<i>Total requirements 2022</i>	<i>Variance 2022 vs. 2021</i>
<b>Other supplies, services and equipment</b>	3 422.5	1 053.7	976.0	(77.7)

96. Resources amounting to \$976,000 are proposed to provide for: (a) training fees, supplies and services (\$91,400); (b) official functions (\$20,700); (c) hospitality (\$17,100); (d) general insurance to provide coverage for cash in transit and for the shipment of equipment and supplies to the Mission area (\$25,300); (e) bank charges payable to financial institutions in locations where the Mission maintains bank accounts (\$85,500); (f) miscellaneous claims and adjustments to cover third-party claims for incidents caused by Mission staff in the course of the performance of their official duties and claims for the loss of personal effects (\$18,500); (g) freight costs, including mail and pouch services, freight forwarding and related costs to cover the shipment of materials and supplies, shipment of equipment and the cost of demurrage and storage (\$631,200); (h) rations, including the maintenance of the emergency stock of rations and the supply of filtered water in offices for consumption by staff (\$49,700); and (i) other services related to the Mission's share of the costs of expert panels conducting assessment and rostering of candidates for generic job openings used by field missions (\$36,600).
97. The decrease is attributable mainly to the exclusion of welfare and reduced freight and related charges.

## **5. Extrabudgetary resources**

98. For 2021, extrabudgetary funding in the amount of \$313,000 has been made available for the national youth United Nations Volunteers programme, which supports the hiring of 30 Afghan female university graduates. The objective of the programme is in line with the Mission's mandate and contributes to advancing inclusive peacemaking, sustained peacebuilding with reinforced local capacities, learning from past practices and incorporating innovative approaches and resources for peacebuilding.
99. The main outputs/deliverables are:
  - (a) Provision of needed capacities to the Mission to carry out its mandate;
  - (b) Number of females trained, in particular in the male-dominated occupational categories, with an objective of inclusion and empowerment of women and increased representation of Afghan women within the United Nations system as staff and United Nations Volunteers.
100. There is no extrabudgetary funding projected for 2022.

## 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 recommendation*

#### Advisory Committee on Administrative and Budgetary Questions

##### [A/75/7/Add.6](#)

The Advisory Committee recommends that the General Assembly request the Secretary-General to develop a multi-year generator replacement plan, including detailed requirements, such as those pertaining to energy efficiency, and projected costs, and to present this information in the next budget proposal (para. 21).

The Mission has developed its multi-year plan (2022–2025) to replace 16 heavy capacity generators that are inefficient and past life expectancy with new generators that have better technology and are environmentally friendly to mitigate the risk of power supply failure at the United Nations Operations Centre in Afghanistan compound and at compound Alpha in Kabul.

Owing to the passage of time and continuous use, the generators on hand are performing less efficiently, causing high fuel consumption, affecting the environment with increased carbon emissions and causing more sound pollution. There is always a high risk of unstable power generation, with frequent mechanical failure causing increased maintenance costs, security threats and communications equipment failure.

To mitigate against these issues, the United Nations Assistance Mission in Afghanistan (UNAMA) plans to acquire five 500 kVA generators in 2022, eight in 2023 and three in 2024.

The Advisory Committee trusts that the Secretary-General will provide to the General Assembly, at the time of its consideration of the Committee's report, an update on payments made. Furthermore, the Committee recommends that the Assembly request the Secretary-General to include an update thereon in the next budget proposal (para. 26).

All contributions by the Mission to the United Nations Medical Emergency Response Team have been made for 2019 and 2020.

The Advisory Committee trusts that UNAMA will continue its efforts to ensure cost-sharing arrangements of security-related support provided to agencies, funds and programmes and is of the view that the Secretary-General, in his role as Chair of the United Nations System Chief Executives Board for Coordination, would be best placed to support UNAMA in these efforts. The Committee looks forward to an update thereon in the next budget proposal (para. 28).

As a mission with one of the most robust civilian security presences, which includes positions in the Mission's budget as well as 15 international and 15 national positions funded by the Department of Safety and Security, there is an element of cross-subsidization of agencies, funds and programmes, which are incidental beneficiaries of certain security services by virtue of the Mission's deployment but without which they could probably not be safely deployed, but they do not contribute to the cost of the underlying services. While significant progress has

---

*Brief description of the recommendation*

---

---

*Action taken to implement recommendation*

---

been made in this respect over the past few years, there is additional work to be done on cost-sharing. To exacerbate the situation, it was decided in 2018 that support for Department personnel in countries where missions are deployed would be provided by the missions at no cost to the Department or other entities benefiting from its services (regardless of the fact that mission personnel may account for only 25 per cent of the total United Nations personnel in the country, as is the case for Afghanistan).

---

## 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	Establishment	Reclassification	Conversion	
<b>1. Special Representative of the Secretary-General for Afghanistan</b>								
Front Office of the Special Representative of the Secretary-General for Afghanistan	9	—	—	—	—	—	—	9
Office of the Chief of Staff	25	—	—	—	—	—	—	25
Human Rights Service	24	—	—	3 <sup>1,2,3</sup>	—	—	—	27
Strategic Communications Service	20	—	—	—	—	—	—	20
Gender Advisory Unit	3	—	—	—	—	—	—	3
Security Section	193	(1) <sup>4</sup>	<sup>5</sup>	2 <sup>6</sup>	—	—	3 <sup>7</sup>	197
<b>2. Office of the Deputy Special Representative of the Secretary-General for Afghanistan (Political Affairs) (political pillar)</b>								
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)	7	—	—	—	—	—	—	7
Political Affairs Service	31	—	—	2 <sup>8,9</sup>	—	—	6 <sup>10,11</sup>	39
Liaison Office in Tehran	4	—	—	—	—	—	—	4
Liaison Office in Islamabad	5	—	—	—	—	—	—	5
Joint Analysis and Reporting Section	11	—	—	—	—	—	<sup>12</sup>	11
Elections Support Office	5	—	—	1 <sup>13</sup>	—	—	—	6
Peace and Reconciliation Office	10	—	—	—	—	—	1 <sup>14</sup>	11
<b>3. Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (development pillar)</b>								
Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)	14	—	—	1 <sup>15</sup>	—	—	—	15
Resident Coordinator Office/United Nations Country Team Unit	3	—	—	—	—	—	—	3
Donor Coordination Section	5	—	—	—	—	—	—	5
<b>4. Mission Support</b>								
(a) Office of the Chief of Mission Support	10	—	—	—	—	—	—	10
(b) Operations and Resource Management								
Office of the Chief of Operations and Resource Management	3	—	—	—	—	—	—	3
Human Resources and Training Section	19	—	—	—	—	—	3 <sup>16</sup>	22
Budget and Finance Unit	6	—	—	—	1 <sup>17</sup>	—	<sup>18</sup>	7
Field Technology Section	47	—	—	—	—	—	2 <sup>19</sup>	49

Organizational unit	Positions approved for 2021	Proposed changes						Positions proposed for 2022
		Abolishment	Reassignment	Redeployment	Establishment	Reclassification	Conversion	
(c) Supply Chain Management								
Office of the Chief of Supply Chain Management	2	—	—	—	—	—	—	2
Acquisition Management Unit	6	—	20	—	—	—	—	6
Procurement Unit	6	—	—	—	—	—	1 <sup>21</sup>	7
Property Management Unit	7	—	22	—	—	—	—	7
Centralized Warehousing Unit	28	—	—	—	—	23	—	28
Movement Control Unit	9	—	—	(9) <sup>24</sup>	—	—	—	—
(d) Service Delivery Management								
Office of the Chief of Service Delivery Management	5	—	—	(3) <sup>25</sup>	—	—	—	2
Aviation Section	26	(2) <sup>26</sup>	—	12 <sup>24,25</sup>	—	—	—	36
Medical, Staff Counselling and Welfare Section	21	—	—	—	5 <sup>27</sup>	—	—	26
General Supply and Fuel Unit	12	—	28	—	—	—	—	12
Transport Unit	116	(1) <sup>29</sup>	—	(4) <sup>3,9,13,15</sup>	—	—	1 <sup>30</sup>	112
Engineering and Facilities Maintenance Section	33	—	—	—	—	—	1 <sup>31</sup>	34
5. Consolidated Kuwait Office								
(a) UNAMA Support Office in Kuwait								
Integrated Conduct and Discipline Unit	1	—	—	—	—	—	—	1
(b) Kuwait Joint Support Office								
Office of the Head of the Kuwait Joint Support Office	3	—	—	—	—	—	—	3
Human Resources Section	13	—	—	—	—	—	—	13
Finance Section (including Payroll Cluster)	16	—	—	—	—	—	—	16
Travel Section	3	—	—	—	—	—	—	3
Quality/Performance Management	4	—	—	—	—	—	—	4
6. Field offices in regions and provinces								
(a) Regional offices								
Kabul	26	—	32	1 <sup>33</sup>	—	—	2 <sup>34</sup>	29
Kandahar	54	—	35	1 <sup>36</sup>	2 <sup>37</sup>	—	38	57
Herat	42	—	—	—	1 <sup>39</sup>	—	—	43
Balkh (Mazar-e Sharif)	51	—	—	33,40	1 <sup>41</sup>	—	1 <sup>42</sup>	53
Nangarhar (Jalalabad)	53	—	43	1 <sup>44</sup>	1 <sup>45</sup>	—	1 <sup>46</sup>	56
Paktiya (Gardez)	42	—	—	—	1 <sup>47</sup>	—	1 <sup>48</sup>	44
(b) Provincial offices								
Bamyan	36	—	—	(5) <sup>1,6,8,36</sup>	1 <sup>49</sup>	—	1 <sup>50</sup>	33
Faryab (Maymana)	13	—	—	—	—	—	1 <sup>51</sup>	14
Badakhshan (Faizabad)	14	—	—	—	—	—	—	14

Organizational unit	Positions approved for 2021	Proposed changes						Positions proposed for 2022
		Abolishment	Reassignment	Redeployment	Establishment	Reclassification	Conversion	
Baghlan (Pul-e Khumri)	24	—	—	(2) <sup>40,44</sup>	—	—	1 <sup>52</sup>	23
Kunduz	38	—	—	(1) <sup>2</sup>	1 <sup>53</sup>	—	—	38
<b>7. Department of Political and Peacebuilding Affairs, New York</b>								
Afghanistan Team of the Asia and the Pacific Division	5	—	—	—	—	—	—	5
<b>Total</b>	<b>1 163</b>	<b>(4)</b>	<b>—</b>	<b>—</b>	<b>14</b>	<b>—</b>	<b>26</b>	<b>1 199</b>

It is anticipated that the functions of the positions proposed for redeployment would remain the same and that the proposed redeployments would have no negative impact on the programme delivery of the releasing organizational unit.

- <sup>1</sup> Redeployment of one position of Human Rights Officer (P-3) from the Bamyan provincial office to the Human Rights Service in Kabul.
- <sup>2</sup> Redeployment of one position of Associate Human Rights Officer (P-2) from the Kunduz provincial office to the Human Rights Service in Kabul.
- <sup>3</sup> Redeployment of one position of Driver (Local level) from the Transport Unit to the Human Rights Service.
- <sup>4</sup> Abolishment of one position of Associate Information and Communications Technology Officer (United Nations Volunteer) in the Security Section.
- <sup>5</sup> Reassignment of one position of Driver (Local level) to Field Security Guard (Local level) in the Security Section.
- <sup>6</sup> Redeployment of two positions of Security Officer (Field Service) from the Bamyan provincial office to the Security Section in Kabul.
- <sup>7</sup> Conversion of three positions of Field Security Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Security Section.
- <sup>8</sup> Redeployment of one position of Political Affairs Officer (P-4) from the Bamyan provincial office to the Political Affairs Service in Kabul.
- <sup>9</sup> Redeployment of one position of Driver (Local level) from the Transport Unit to the Political Affairs Service.
- <sup>10</sup> Conversion of two positions of Judicial Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Political Affairs Service.
- <sup>11</sup> Conversion of four positions of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Political Affairs Service.
- <sup>12</sup> Conversion of one position of Political Affairs Officer (United Nations Volunteer) to Political Affairs Assistant (United Nations Volunteer) in the Joint Analysis and Reporting Section.
- <sup>13</sup> Redeployment of one position of Driver (Local level) from the Transport Unit to the Elections Support Office.
- <sup>14</sup> Conversion of one position of Peace and Reconciliation Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Peace and Reconciliation Office.
- <sup>15</sup> Redeployment of one position of Driver (Local level) from the Transport Unit to the Front Office of the Deputy Special Representative of the Secretary-General for Afghanistan (Development).
- <sup>16</sup> Conversion of three positions, comprising one position of Human Resources Assistant (United Nations Volunteer), one position of Administration and Programme Assistant (United Nations Volunteer) and one position of Administration and Coordination Assistant (United Nations Volunteer), from extrabudgetary resources to regular budget funding in the Human Resources and Training Section.
- <sup>17</sup> Establishment of one position of Finance and Budget Assistant (Local level) in the Budget and Finance Unit.
- <sup>18</sup> Conversion of one position of Finance Officer (United Nations Volunteer) to Finance and Budget Assistant (United Nations Volunteer) in the Budget and Finance Unit.
- <sup>19</sup> Conversion of two positions of Information Management Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Field Technology Section.
- <sup>20</sup> Reassignment of one position of Transport Assistant (Field Service) to Procurement Assistant (Field Service) in the Acquisition Management Unit.
- <sup>21</sup> Conversion of one position of Assistant Procurement Officer (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Procurement Unit.
- <sup>21</sup> Conversion of one position of Assistant Procurement Officer (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Procurement Unit.
- <sup>22</sup> Reassignment of one position of Receiving and Inspection Assistant (Local level) to Property Management Assistant (Local level) in the Property Management Unit.
- <sup>23</sup> Reclassification of one position of Associate Supply Officer (P-2) to Supply Officer (Field Service) in the Centralized Warehousing Unit.



## (Footnotes to annex II continued)

- <sup>24</sup> Redeployment of the Movement Control Unit to the Aviation Section in the Service Delivery Management pillar, comprising nine positions: one position of Movement Control Assistant (Field Service); one position of Associate Movement Control Officer (National Professional Officer), one position of Assistant Movement Control Officer (National Professional Officer) and six positions of Movement Control Assistant (Local level).
- <sup>25</sup> Redeployment of the Passenger Booking Team from the Office of the Chief of Service Delivery Management to the Aviation Section, comprising three positions of Movement Control Assistant (Local level).
- <sup>26</sup> Abolishment of two positions, comprising one position of Fire Safety Officer (United Nations Volunteer) and one position of Air Operations Officer (United Nations Volunteer) in the Aviation Section.
- <sup>27</sup> Establishment of one position of Finance and Budget Assistant (Local level) and four positions of Medical Officer (United Nations Volunteer) in the Medical, Staff Counselling and Welfare Section.
- <sup>28</sup> Reassignment of one position of Air Operations Officer (Field Service) to Fuel Assistant (Field Service) in the General Supply and Fuel Unit.
- <sup>29</sup> Abolishment of one position of Vehicle Technician (United Nations Volunteer) in the Transport Unit.
- <sup>30</sup> Conversion of one position of Data Management Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Transport Unit.
- <sup>31</sup> Conversion of one position of Facilities Management Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Engineering and Facilities Maintenance Section.
- <sup>32</sup> Reassignment of one position of Team Assistant (Local level) to Facilities Management Assistant (Local level) in the Kabul regional office.
- <sup>33</sup> Redeployment of one position of Political Affairs Officer (P-3) from the Balkh (Mazar-e Sharif) regional office to the Kabul regional office.
- <sup>34</sup> Conversion of two positions, comprising one position of Political Affairs Assistant (United Nations Volunteer) and one position of Human Rights Assistant (United Nations Volunteer), from extrabudgetary resources to regular budget funding in the Kabul regional office.
- <sup>35</sup> Reassignment of one position of Administrative Assistant (Local level) to Facilities Management Assistant (Local level) in the Kandahar regional office.
- <sup>36</sup> Redeployment of one position of Political Affairs Officer (P-3) from the Bamyan provincial office to the Kandahar regional office.
- <sup>37</sup> Establishment of two positions, comprising one position of Associate Political Affairs Officer (National Professional Officer) and one position of Paramedic (United Nations Volunteer), in the Kandahar regional office.
- <sup>38</sup> Conversion of one position of Political Affairs Officer (United Nations Volunteer) to Political Affairs Assistant (United Nations Volunteer) in the Kandahar regional office.
- <sup>39</sup> Establishment of one position of Paramedic (United Nations Volunteer) in the Herat regional office.
- <sup>40</sup> Redeployment of one position of Political Affairs Officer (P-4) from the Baghlan (Pul-e Khumri) provincial office to the Balkh (Mazar-e Sharif) regional office.
- <sup>41</sup> Establishment of one position of Paramedic (United Nations Volunteer) in the Balkh (Mazar-e Sharif) regional office.
- <sup>42</sup> Conversion of one position of Political Affairs Assistant (United Nations Volunteer) in the Balkh (Mazar-e Sharif) regional office from extrabudgetary resources to regular budget funding.
- <sup>43</sup> Reassignment of one position of Administrative Assistant (Local level) to Facilities Management Assistant (Local level) in the Nangarhar (Jalalabad) regional office.
- <sup>44</sup> Redeployment of one position of Security Officer (Field Service) from the Baghlan (Pul-e Khumri) provincial office to the Nangarhar (Jalalabad) regional office.
- <sup>45</sup> Establishment of one position of Paramedic (United Nations Volunteer) in the Nangarhar (Jalalabad) regional office.
- <sup>46</sup> Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Nangarhar (Jalalabad) regional office.
- <sup>47</sup> Establishment of one position of Paramedic (United Nations Volunteer) in the Paktiya (Gardez) regional office.
- <sup>48</sup> Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Paktiya (Gardez) regional office.
- <sup>49</sup> Establishment of one position of Political Affairs Officer (National Professional Officer) in the Bamyan provincial office.
- <sup>50</sup> Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Bamyan provincial office.
- <sup>51</sup> Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Faryab (Maymana) provincial office.
- <sup>52</sup> Conversion of one position of Political Affairs Assistant (United Nations Volunteer) from extrabudgetary resources to regular budget funding in the Baghlan (Pul-e Khumri) provincial office.
- <sup>53</sup> Establishment of one position of Paramedic (United Nations Volunteer) in the Kunduz provincial office.

## Annex III

## Staffing requirements by location

	Professional and higher categories								General Service and related categories			National staff				Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total inter- national	National	Local level	United	
													Professional Officer		Nations Volunteers	
Approved 2021																
Headquarters																
Kabul	1	2	1	6	19	37	37	4	107	98	–	205	65	390	56	716
Islamabad	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4
Offices in regions and provinces																
Kabul	–	–	–	–	1	2	2	–	5	2	–	7	6	12	1	26
Bamyan	–	–	–	–	–	1	2	–	3	2	–	5	3	27	1	36
Kandahar	–	–	–	–	1	2	2	–	5	4	–	9	9	34	2	54
Herat	–	–	–	–	1	2	2	–	5	4	–	9	6	25	2	42
Balkh (Mazar-e Sharif)	–	–	–	–	1	2	3	–	6	4	–	10	6	34	1	51
Faryab (Maymana)	–	–	–	–	–	–	–	–	–	–	–	–	2	11	–	13
Nangarhar (Jalalabad)	–	–	–	–	1	2	3	–	6	4	–	10	8	34	1	53
Kunduz	–	–	–	–	–	1	2	1	4	2	–	6	7	24	1	38
Badakhshan (Faizabad)	–	–	–	–	–	–	–	–	–	–	–	–	2	12	–	14
Baghlan (Pul-e Khumri)	–	–	–	–	–	1	–	–	1	1	–	2	2	20	–	24
Paktiya (Gardez)	–	–	–	–	1	1	2	–	4	2	–	6	7	26	3	42
Kuwait office	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40
New York (Department of Political and Peacebuilding Affairs)	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5
Total 2021	1	2	1	7	28	55	58	6	158	137	1	296	125	674	68	1 163

**Proposed 2022***Headquarters*

Kabul	1	2	1	6	19	38	38	4	109	101	–	210	65	392	74	741
Islamabad	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Tehran	–	–	–	–	–	1	–	–	1	–	–	1	1	2	–	4

*Offices in regions and provinces*

Kabul	–	–	–	–	1	2	3	–	6	2	–	8	6	12	3	29
Bamyan	–	–	–	–	–	–	–	–	–	–	–	–	4	27	2	33
Kandahar	–	–	–	–	1	2	3	–	6	4	–	10	10	34	3	57
Herat	–	–	–	–	1	2	2	–	5	4	–	9	6	25	3	43
Balkh (Mazar-e Sharif)	–	–	–	–	1	3	2	–	6	4	–	10	6	34	3	53
Faryab (Maymana)	–	–	–	–	–	–	–	–	–	–	–	–	2	11	1	14

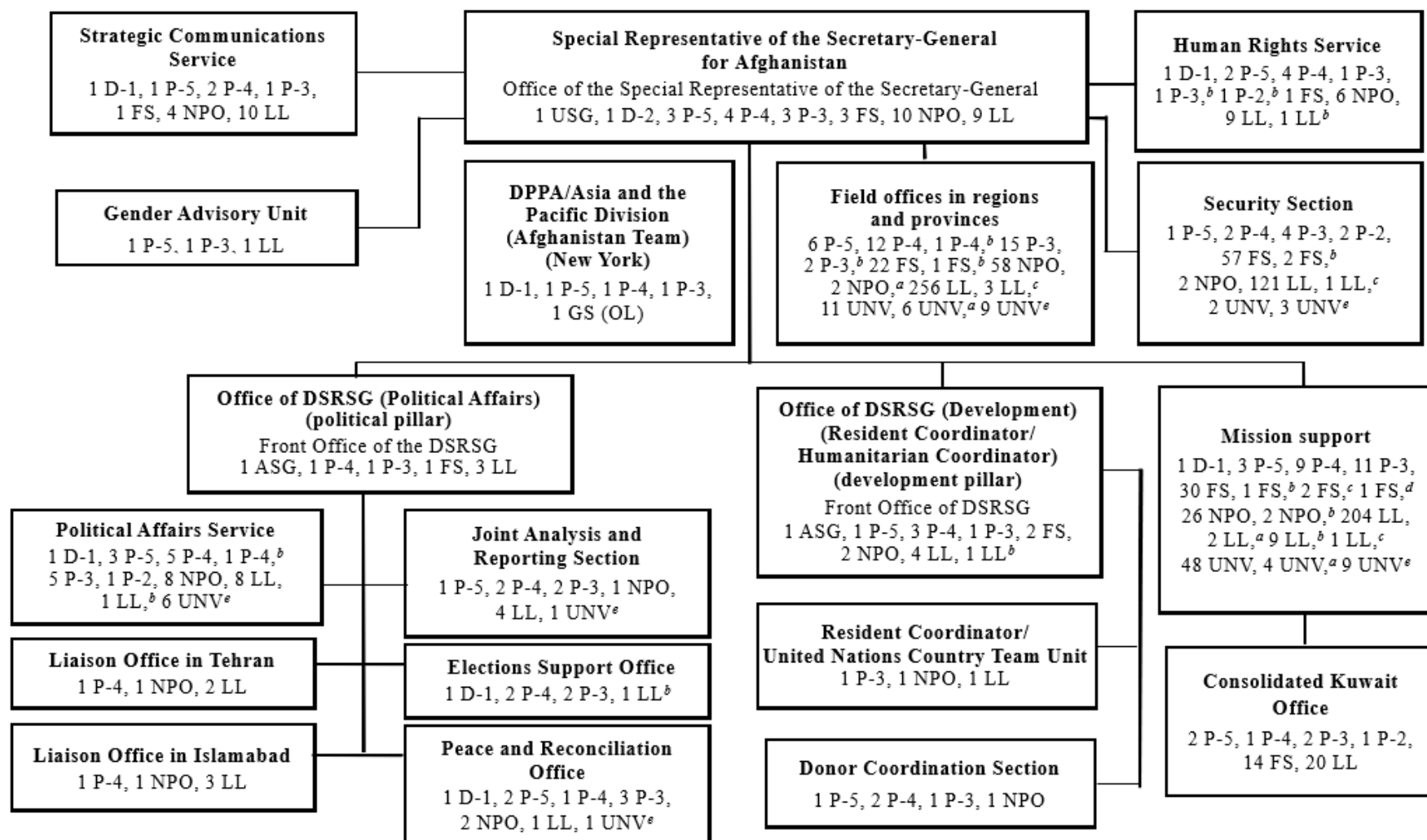
	Professional and higher categories									General Service and related categories		National staff					Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field/ Security Service	General Service	Total inter- national	National	Local level	United		
													Professional Officer		Nations Volunteers		
Nangarhar (Jalalabad)	–	–	–	–	1	2	3	–	6	5	–	11	8	34	3	56	
Kunduz	–	–	–	–	–	1	2	–	3	2	–	5	7	24	2	38	
Badakhshan (Faizabad)	–	–	–	–	–	–	–	–	–	–	–	–	2	12	–	14	
Baghlan (Pul-e Khumri)	–	–	–	–	–	–	–	–	–	–	–	–	2	20	1	23	
Paktiya (Gardez)	–	–	–	–	1	1	2	–	4	2	–	6	7	26	5	44	
Kuwait office	–	–	–	–	2	1	2	1	6	14	–	20	–	20	–	40	
New York (Department of Political and Peacebuilding Affairs)	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5	
<b>Total 2022</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>7</b>	<b>28</b>	<b>55</b>	<b>58</b>	<b>5</b>	<b>157</b>	<b>138</b>	<b>1</b>	<b>296</b>	<b>127</b>	<b>676</b>	<b>100</b>	<b>1 199</b>	
<b>Change</b>	–	–	–	–	–	–	–	(1)	(1)	1	–	–	2	2	32	36	

*Abbreviations:* ASG, Assistant Secretary-General; USG, Under-Secretary-General.

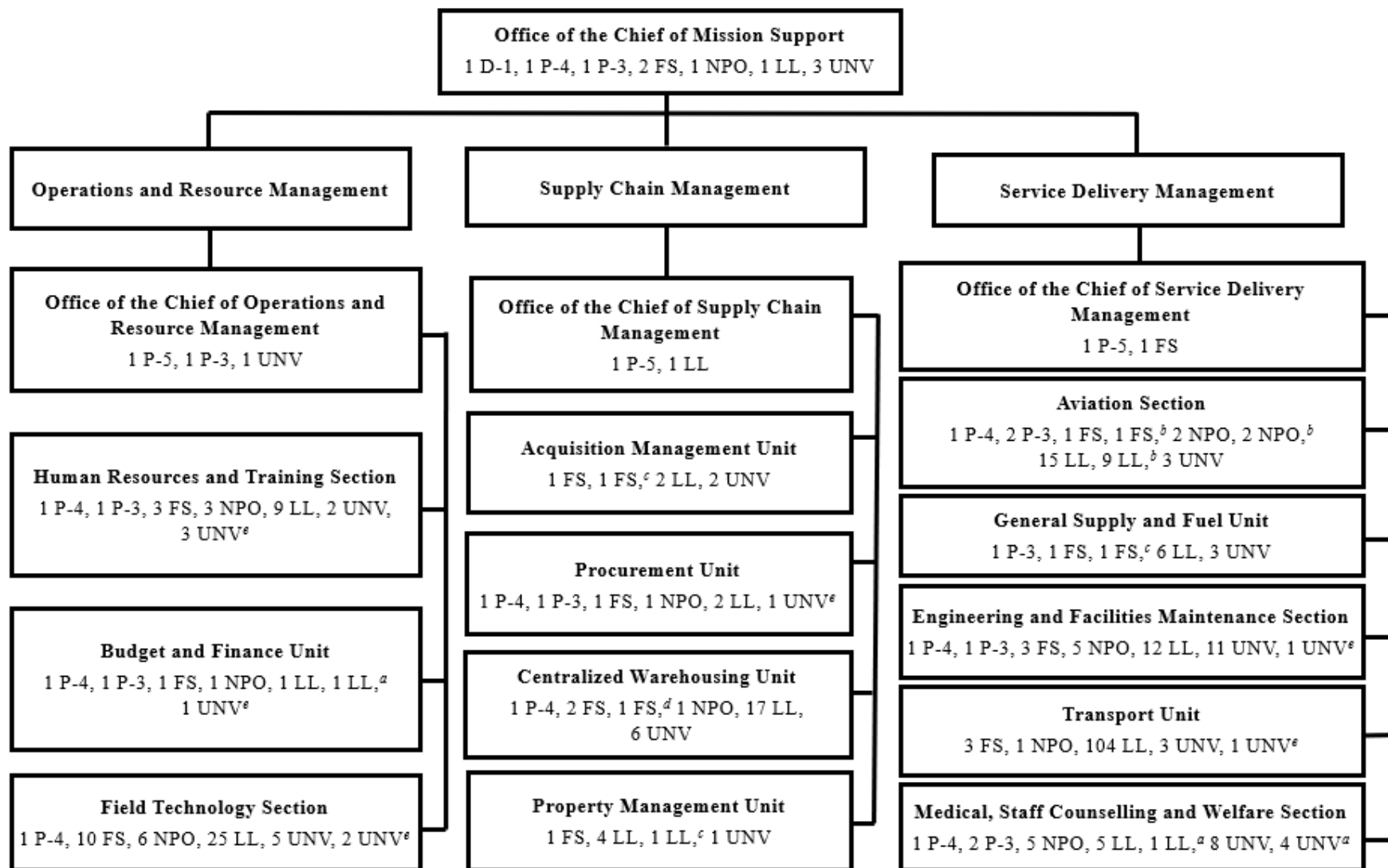
## Annex IV

## Organizational charts

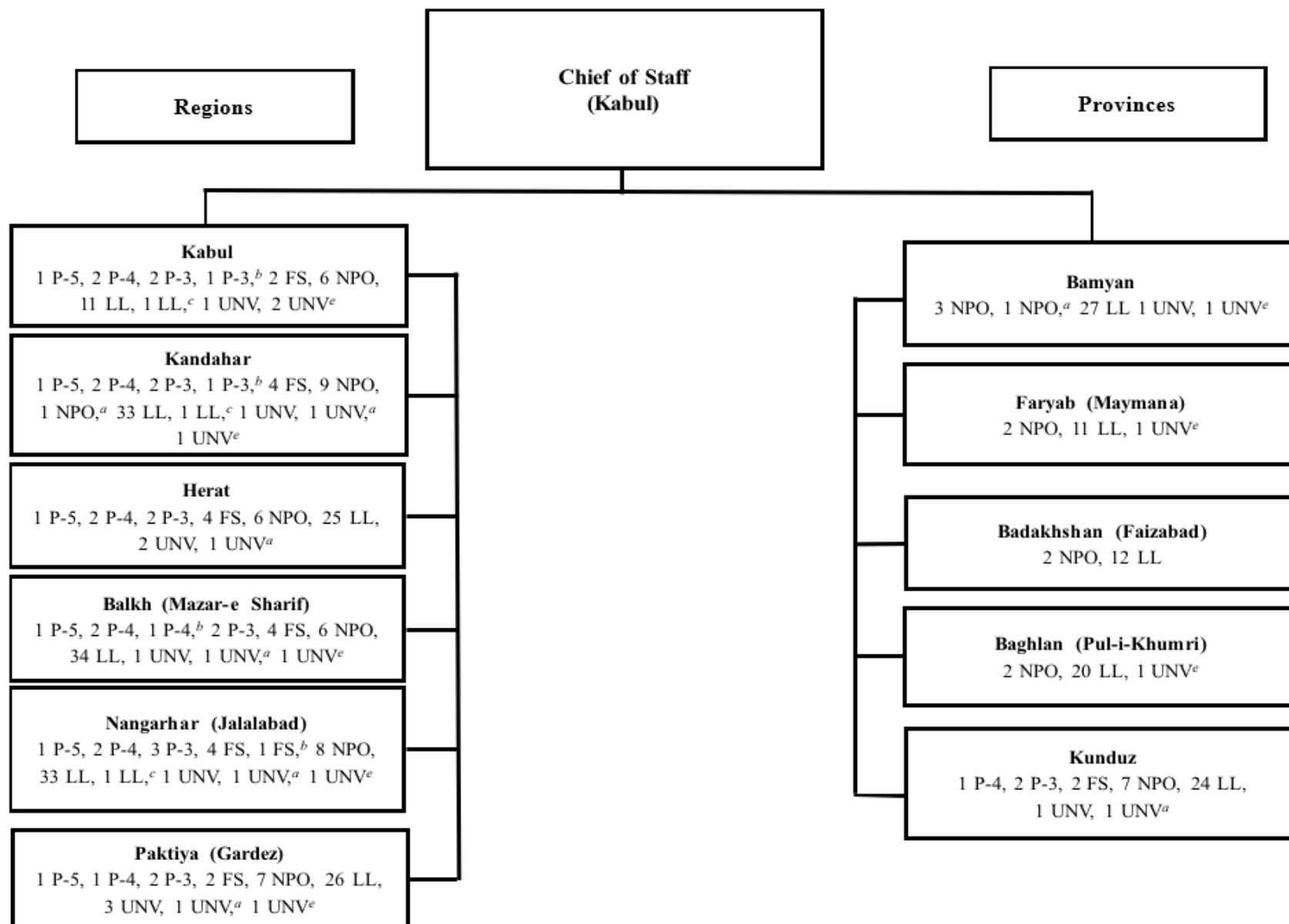
## A. United Nations Assistance Mission in Afghanistan



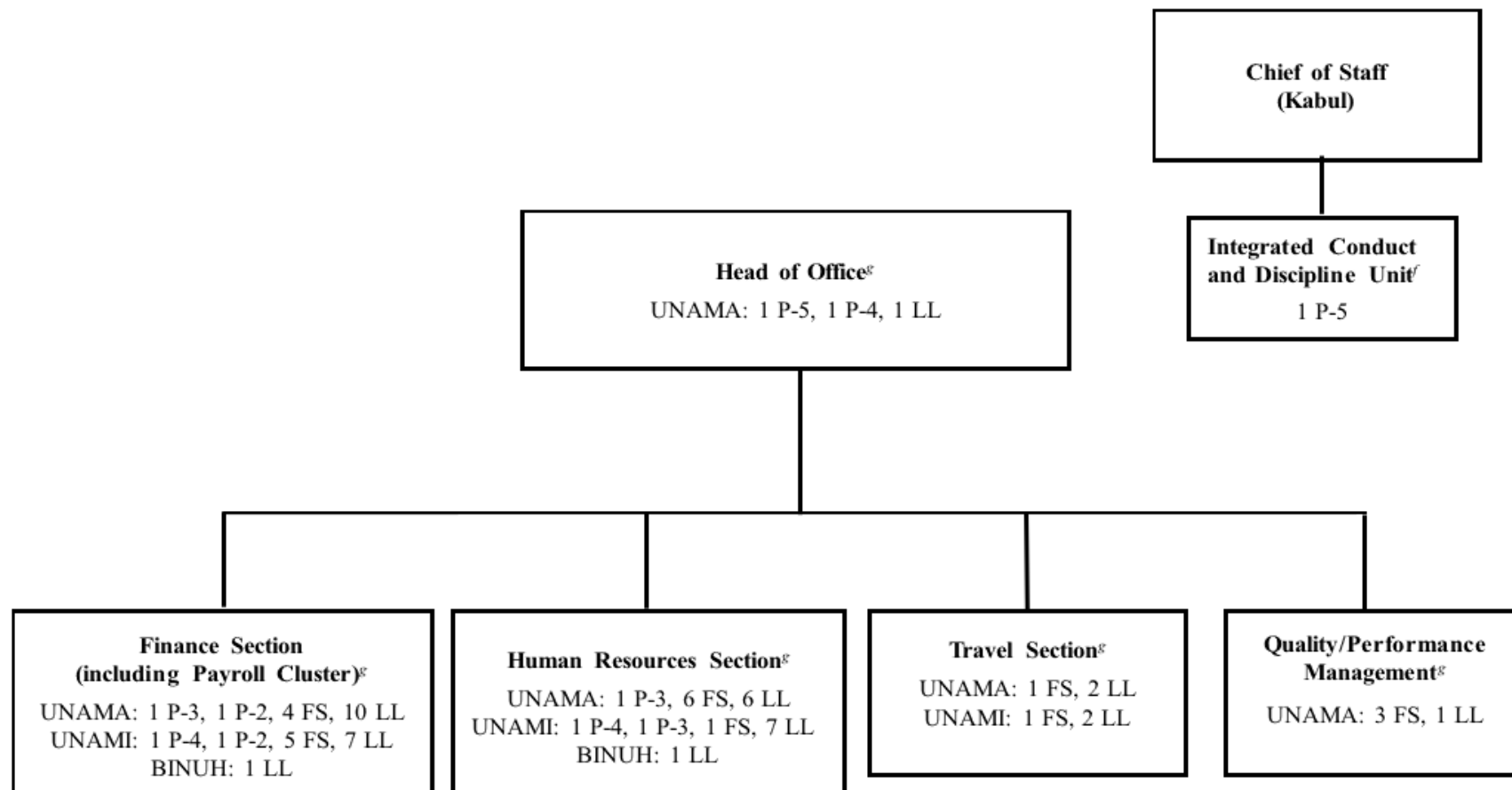
## B. Mission Support



### C. Field offices in regions and provinces



## D. Consolidated Kuwait Office



*Abbreviations:* ASG, Assistant Secretary-General; BINUH, United Nations Integrated Office in Haiti; DPPA, Department of Political and Peacebuilding Affairs; DSRSG, Deputy Special Representative of the Secretary-General; FS, Field Service; GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; OL, Other level; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; UNV, United Nations Volunteers; USG, Under-Secretary-General.

<sup>a</sup> Establishment.

<sup>b</sup> Redeployment.

<sup>c</sup> Reassignment.

<sup>d</sup> Reclassification.

<sup>e</sup> Conversion.

<sup>f</sup> Component of the UNAMA Support Office in Kuwait.

<sup>g</sup> Component of the Kuwait Joint Support Office.

## Annex V

## Information on 2021 substantive activities of the United Nations agencies, funds and programmes working on programmatic matters (integrated when applicable) in collaboration with the United Nations Assistance Mission in Afghanistan

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
Platform to launch substantive activities of the United Nations agencies, funds and programmes	<ul style="list-style-type: none"> <li>• Food and Agriculture Organization of the United Nations</li> <li>• International Atomic Energy Agency</li> <li>• International Fund for Agricultural Development</li> <li>• International Labour Organization</li> <li>• International Organization for Migration</li> <li>• Joint United Nations Programme on HIV/AIDS</li> <li>• Mine Action Service</li> <li>• Office for the Coordination of Humanitarian Affairs</li> <li>• Office of the United Nations High Commissioner for Human Rights (OHCHR)</li> <li>• Office of the United Nations High Commissioner for Refugees</li> <li>• United Nations Children's Fund</li> <li>• United Nations Conference on Trade and Development</li> <li>• United Nations Development Programme (UNDP)</li> </ul>	The overall national mechanism by which the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator) leads and coordinates all United Nations agencies, funds and programmes is the United Nations country team. The Office of the Resident Coordinator coordinates United Nations development activities and provides guidance to all United Nations agencies, funds and programmes in Afghanistan. Existing mechanisms comprise working groups for United Nations programme delivery frameworks, including the "One United Nations" framework for Afghanistan and related integrated annual workplans.	Key activities affecting the United Nations overall during 2021 include the programme criticality assessment and the common country analysis, both of which inform the work of the United Nations in Afghanistan. In addition, the United Nations Sustainable Development Cooperation Framework will be developed for implementation in 2022, when the current framework ends, to ensure the full engagement and coordination of UNAMA and the United Nations agencies, funds and programmes in the country.



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

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
United Nations elections support	<ul style="list-style-type: none"> <li>• UNDP</li> <li>• United Nations Assistance Mission in Afghanistan (UNAMA)</li> </ul>	<p>A total of \$149.9 million was mobilized, of which the donor released \$133.4 million for the 2018–2019 electoral cycles, including for voter registration, and the 2018 parliamentary and 2019 presidential elections. Additional resources will be mobilized, if required, as soon as the electoral operational plan and budget are prepared and approved by electoral management bodies. The available cash for 2021 is \$23.8 million, which is planned and budgeted for electoral support in 2021. The budget is subject to change.</p>	<p>Under the political leadership of UNAMA, and with technical support from UNDP, the United Nations Electoral Support Project was launched in the fourth quarter of 2017.</p> <p>The project was created to channel international community support to the Independent Election Commission of Afghanistan and the Independent Electoral Complaints Commission and to support voter registration activities. To this end, the project provides technical assistance and capacity-building support to both Commissions to build self-reliance, public accountability and public confidence in the electoral process.</p> <p>The project has two objectives: (a) to build the capacity of the Independent Election Commission and the Independent Electoral Complaints Commission to implement elections in line with the national electoral legal framework and the international commitments of Afghanistan; and (b) to establish a programming mechanism for the international community to partially fund the elections in line with the request of the Government of Afghanistan.</p> <p>Overall, the project has six outputs: (a) administration of credible elections is facilitated by the meeting of key Independent Election Commission structural and planning milestones; (b) credible electoral dispute resolution is provided by the Independent Electoral Complaints Commission; (c) public outreach (together with support for civil society) to encourage citizen engagement in the electoral process; (d) a polling centre-specific voter list for the upcoming elections is produced by the Independent Election Commission; (e) the Independent Election Commission and the</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
Human rights	• OHCHR	For 2021, OHCHR approved \$250,000 for programme-related activities for the period from 1 January to 31 December 2021 to support the United Nations human rights programme in Afghanistan.	<p>Independent Electoral Complaints Commission provide credible administration of and electoral dispute resolution for the Wolesi Jirga and district council elections; and (f) the Independent Election Commission and the Independent Electoral Complaints Commission are able to provide credible administration and electoral dispute resolution, respectively, for the 2019 presidential elections. Mainstreaming of gender throughout the project is evident in key output indicators related to the participation of women in all six project outputs, reflecting the importance that the United Nations Electoral Support Project places on increasing the role and participation of women in Afghan electoral and political life.</p> <p>An additional output (output 7) is currently being developed to support the provincial council, district council and Wolesi Jirga elections for Ghazni Province. A needs assessment mission is being planned for 2021.</p> <p>OHCHR is integrated within UNAMA under the Human Rights Service and is mandated under Human Rights Council decision 2/113 (2006) to continue, in cooperation with UNAMA, to monitor the human rights situation in Afghanistan, provide and expand advisory services and technical cooperation in the field of human rights and the rule of law, and victim-centred justice in relation to the Afghanistan peace negotiations, and report regularly to the Council on the situation of human rights in Afghanistan. Funding from OHCHR supports the human rights mandate of UNAMA under Security Council resolution <a href="#">2543 (2020)</a> and its preceding resolutions.</p> <p>OHCHR programme funding mainly supports outreach, technical cooperation, awareness-raising and advocacy activities in the core priority areas of</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
			<p>work, including the protection of civilians in the armed conflict; monitoring and reporting on grave child rights violations in armed conflict; the promotion and protection of women's rights and the elimination of violence against women; the prevention of arbitrary detention and torture in detention of security-related detainees and persons deprived of their liberty, including children; support for civil society in relation to the Afghanistan peace negotiations, as well as for human rights defenders, media workers and women's rights activists, in ensuring and safeguarding civic space for human rights and peace dialogues; cooperation with the Afghanistan Independent Human Rights Commission in the promotion and protection of human rights, promoting civil society space and freedom of expression and promoting the centrality of human rights in the peace process, including a victim-centred approach to transitional justice; and cooperation with the Government of Afghanistan in the promotion and protection of human rights through regular State treaty reporting through a national mechanism for reporting and follow-up of the recommendations of charter and treaty bodies.</p> <p>Through the mainstreaming of human rights considerations and a human rights-based approach to development, OHCHR also promotes the implementation of international human rights norms and standards in the programmes of United Nations agencies, funds and programmes in Afghanistan, as well as UNAMA.</p> <p>The human rights programme is implemented through a broad approach that includes: monitoring, documentation and reporting on mandated priorities; technical support and advice to enhance the capacity of the Government and civil society for the promotion and protection of human rights; the use</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
Support for the State Ministry for Peace	• UNDP	<p>The Project Initiation Plan is a funding mechanism for use by the international community to support the State Ministry for Peace, as well as other entities and structures representing Afghanistan in the lead-up to and during intra-Afghan negotiations.</p> <p>The total available resources are \$5.2 million, of which the Project Initiation Plan was extended as at April 2021 with an approved budget allocation of \$1.2 million.</p>	<p>of evidence-based public reports as an advocacy and dialogue tool to promote the protection and respect of human rights in Afghanistan.</p> <p>The Plan will consist of two parts: (a) a capacity-development programme; and (b) support for communications and outreach.</p> <p>The capacity-development programme will focus on developing and fine-tuning negotiating and analytical skills and building solid knowledge in technical areas relevant to the peace negotiations, international standards and good practices.</p> <p>Communications and outreach support will be an effective peace communications and outreach strategy of the State Ministry for Peace and create opportunities for the public to be informed of developments in the process and to feed their concerns and expectations into the negotiation and peace process.</p>
Coordination and advocacy on counter-narcotics issues	• UNODC	<p>Donors have contributed \$14.4 million for 2021 to the ongoing country programme of UNODC in support of projects to build the Government's capacity on counter-narcotics and alternatives to narcotics cultivation and production. In addition, donors have provided \$2.4 million for 2021 to the ongoing UNODC regional programme for Afghanistan and neighbouring countries.</p>	<p>The UNODC country programme for Afghanistan for 2016–2021 is aimed at contributing to the stability and development of Afghanistan by strengthening the criminal justice system and counter-narcotics efforts, including the building of the Government's capacity in the areas of health, alternative development (to poppy cultivation), crop monitoring, research, inter-agency cooperation and provincial outreach. The country programme for Afghanistan is implemented through four subprogrammes:</p> <p>Subprogramme 1 – Law enforcement</p> <p>Subprogramme 2 – Criminal justice</p> <p>Subprogramme 3 – Health and alternative development</p> <p>Subprogramme 4 – Advocacy, policy and research</p>

<i>Programme</i>	<i>Agencies, funds and programmes</i>	<i>Reporting period and financial resources available to the agencies, funds and programmes for the activity</i>	<i>Description</i>
			<p>The UNODC regional programme for Afghanistan and neighbouring countries for 2016–2021 is a framework to support the countries of West and Central Asia in developing regional and international joint responses to counter the harmful impact of illicit narcotics trafficking and transnational organized crime on security, governance and social and economic development. The overall aim of the programme is to facilitate regional cooperation and to improve and streamline coordination between the eight programme member countries in addressing illicit drug trafficking, illicit drug use and crime. The programme also contributes to the enhancement of regional-level counter-narcotics capacities by improving coordination, such as through confidence-building measures in the Heart of Asia-Istanbul Process; conducting joint counter-narcotics operations; increasing practical and case-based training on legal matters and on countering illicit financial flows and transnational crimes, including trafficking in human migrants and drugs; the expansion and provision of international drug prevention and treatment standards and harm reduction services; the promotion of alternative development initiatives between Afghanistan and its neighbours; additional research into drug trafficking routes and illicit financial flows; and strengthening awareness of and advocacy against drugs and crime.</p> <p>UNODC is also coordinating closely with UNAMA and the Government of Afghanistan to address the illicit economy in the country.</p>

## Annex VI

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

<i>Entity providing the contribution</i>	<i>Description of cash and/or in-kind contribution provided</i>	<i>Approximate annual value of contribution provided (United States dollars)</i>
Government of Afghanistan	Landing rights at airports	106 454.0
Government of Afghanistan	Airport fees (embarkation/disembarkation)	28 589.0
Government of Afghanistan	Airport fees (import duties)	1 061 639.0
Government of Afghanistan	Regional office in Jalalabad: building, total area 1,409 m <sup>2</sup>	3 888.8
Ministry of the Interior, Afghanistan	Regional office in Kunduz: building, total area 2,164 m <sup>2</sup>	77 913.0
Government of Afghanistan	Air terminal (Kabul): land, total area 4,700 m <sup>2</sup>	6 204.6
Government of Afghanistan	Air terminal (Kunduz): land, total area 20 m <sup>2</sup>	240.0
Government of Afghanistan	Air terminal (Mazar-e Sharif): land, total area 2,184 m <sup>2</sup>	65 520.0
Ministry of the Interior, Afghanistan	Regional office in Kunduz: land, total area 15,126 m <sup>2</sup>	181 509.0
Government of Afghanistan	Regional office in Jalalabad: land, total area 21,772 m <sup>2</sup>	8 491 080.0
Government of Afghanistan	Regional office in Kandahar: land, total area 41,558 m <sup>2</sup>	224 413.2
Government of Afghanistan	Regional office in Mazar-e Sharif: land, total area 55,234 m <sup>2</sup>	1 657 020.0
Government of Afghanistan	Provincial office in Bamyan: land, total area 13,200 m <sup>2</sup>	17 424.0
<b>Total</b>		<b>11 921 895.0</b>

## Annex VII

## Security-related costs for 2022

<i>Description</i>	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
<b>A. Acquisition of safety and security equipment</b>					
Ammunition		1	1	35 000	35 000
Arms and ammunition accessories		1	1	42 000	42 000
Firefighting equipment		1	1	20 000	20 000
Firearms		1	1	45 000	45 000
Forensic equipment and supplies and accessories		1	1	50 000	50 000
Locks and security hardware and accessories		1	1	15 000	15 000
Security and control equipment		1	1	85 670	85 670
Uniforms, flags and decals		1	1	130 130	130 130
<b>Subtotal</b>					<b>422 800</b>
<b>B. UNAMA share of the cost of armed static guards provided by DPS</b>					
Guards	Compound Alpha, Kabul	86	13	276.00	308 568
Supervisors	Compound Alpha, Kabul	4	13	319.00	16 588
Guards	Compound Alpha, Kabul (7 barriers)	17	13	276.00	60 996
Supervisors	Compound Alpha, Kabul (7 barriers)	3	13	319.00	12 441
Guards	Compound Alpha, Kabul (Khurshid TV or back road)	6	13	276.00	21 528
Supervisors	UNAMA terminal, Hamid Karzai International Airport	2	13	319.00	8 294
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	140	13	89.06	162 154
Supervisors	United Nations office complex, cost-shared budget with common services (32.281%)	3	13	102.98	4 016
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	12	13	89.10	13 899
Guards	Kandahar office	47	13	138.00	84 318
Supervisors	Kandahar office	7	13	159.50	14 515
Guards	Cost-shared budget with common services in Herat (85%)	41	13	234.60	125 042
Guards	Mazar-e Sharif office (85.22%)	29	13	235.21	88 673
Supervisors	Mazar-e Sharif office (85.22%)	3	13	271.85	10 602
Guards	Mazar-e Sharif terminal	3	13	276.00	10 764
Supervisor	Mazar-e Sharif terminal	1	13	319.00	4 147
Guards	Maymana office (96.79%)	4	13	267.14	13 891
Supervisor	Maymana office (96.79%)	1	13	308.76	4 014
Guards	Jalalabad office (84.60%)	25	13	233.50	75 886
Supervisors	Jalalabad office (84.60%)	4	13	269.87	14 033
Guards	Kunduz office (77.87%)	24	13	214.92	67 055
Guards	Pul-e Khumri office	24	13	276.00	86 112
Supervisor	Pul-e Khumri office	2	13	319.00	8 294
Guards	Bamyan office (79.43%)	15	13	219.23	42 749
Supervisors	Bamyan office (79.43%)	3	13	253.38	9 882
Guards	Bamyan office (79.43%)	9	13	219.23	25 650



<i>Description</i>	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
Guards	Gardez office	29	13	276.00	104 052
Supervisors	Gardez office	4	13	319.00	16 588
<b>Subtotal</b>					<b>1 414 751</b>

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

	Bamyan office (79.43%)	18	12	71.49	15 441
	Bamyan office (79.43%)	9	12	71.49	7 721
	Gardez office	33	12	90.00	35 640
	Jalalabad office (84.60%)	29	12	76.14	26 497
	Kandahar office (50%)	54	12	45.00	29 160
	Kunduz office (77.87%)	24	12	70.08	20 184
	Pul-e Khumri office	26	12	90.00	28 080
	Mazar-e Sharif office (85.22%)	32	12	76.70	29 452
	Mazar-e Sharif terminal	4	12	90.00	4 320
	Maymana office (96.79%)	5	12	87.11	5 227
<b>Subtotal</b>					<b>201 722</b>

**D. Private security company unarmed guard services**

Guards	Liaison Office in Islamabad	6	12	350.00	25 200
Guards	Gardez office, cost-shared budget with agencies, funds and programmes (72.63%)	11	12	420.53	55 510
Guards	Gardez office, cost-shared budget with agencies, funds and programmes (72.63%)	1	12	493.16	5 918
Guards	Dispatch hub, Kabul	39	12	565.29	264 556
Supervisor	Dispatch hub, Kabul	1	12	672.21	8 067
Guards	UNAMA shooting range, Kabul	8	12	565.29	54 268
Guards	Mazar-e Sharif office	7	12	481.74	40 466
Guards	Pul-e Khumri office	5	12	565.29	33 917
Guards	UNAMA field offices	12	12	565.29	81 402
Guards	UNAMA compound Alpha, Kabul	8	12	565.29	54 268
Guards	UNAMA Palace No. 7	5	12	571.00	34 260
Guards	UNAMA terminal, Hamid Karzai International Airport	5	12	571.00	34 260
Guards	Maymana office (96.79%)	8	12	547.14	52 526
Guards	Bamyan office (79.43%)	5	12	449.01	26 941
Guards	Bamyan office (79.43%)	8	12	449.01	43 105
Guards	UNAMA Palace No. 7	15	12	565.29	101 752
Guards	UNAMA terminal, Hamid Karzai International Airport	14	12	565.29	94 969
Guards	UNAMA office, Faizabad	8	12	565.29	54 268
Guards	Jalalabad office (84.60%)	4	12	478.24	22 955
Guards	Kandahar office	10	12	282.65	33 917
Guards	Gardez office	2	12	565.29	13 567
Guards	Kunduz office	3	12	440.19	15 847
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	4	12	184.32	8 848

<i>Description</i>	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	144	12	184.32	318 513
Supervisors	United Nations office complex, cost-shared budget with common services (32.281%)	4	12	219.19	10 521
<b>Subtotal</b>					<b>1 489 819</b>
<b>E. Deployment of private security company armed guards in UNAMA compounds countrywide</b>					
Guards	Compound Alpha and dispatch hub, Kabul	21	12	2 195.63	553 299
Supervisors	Compound Alpha and dispatch hub, Kabul	3	12	2 685.13	96 665
Guards	Palace No. 7	8	12	2 196.00	210 816
Supervisor	Palace No. 7	1	12	2 685.00	32 220
Guards	Kandahar office (50%)	23	12	1 105.00	304 980
Supervisors	Kandahar office (50%)	3	12	1 348.35	48 541
Guards	Jalalabad office (84.60%)	17	12	1 869.66	381 411
Supervisors	Jalalabad office (84.60%)	2	12	2 283.35	54 800
Guards	Kunduz office	22	12	1 720.93	454 325
Supervisors	Kunduz office	2	12	2 101.71	50 441
Guards	Herat office, cost-shared budget with Herat multi-agency compound (85%)	15	12	1 878.50	338 130
Supervisors	Herat office, cost-shared budget with Herat multi-agency compound (85%)	2	12	2 294.15	55 060
Guards	Mazar-e Sharif office	24	12	1 883.36	542 408
Supervisors	Mazar-e Sharif office	2	12	2 300.09	55 202
Guards	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	22	12	1 605.12	423 752
Supervisors	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	2	12	1 960.28	47 047
Project Manager	Country office	1	12	8 900.00	106 800
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	78	12	708.89	663 522
Supervisors	United Nations office complex, cost-shared budget with common services (32.281%)	8	12	866.74	83 208
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	9	12	708.89	76 560
<b>Subtotal</b>					<b>4 579 186</b>
<b>F. Road missions, including meal allowances for armed escorts and the rental of escort vehicles</b>					
	Gardez office	1	12	833.00	9 996
	Kandahar office	1	12	460.00	5 520
	Jalalabad office	1	12	2 500.00	30 000
	Mazar-e Sharif office	1	12	2 500.00	30 000
	Kabul office, including VIP/Headquarters missions	1	12	5 834.00	70 008
	Bamyan office	1	12	200.00	2 400
	Kunduz office	1	12	1 084.00	13 008
	Herat office	1	12	1 000.00	12 000
<b>Subtotal</b>					<b>172 932</b>

<i>Description</i>	<i>Location</i>	<i>Number</i>	<i>Months</i>	<i>Unit cost (United States dollars)</i>	<i>Total cost (United States dollars)</i>
<b>G. UNAMA portion of the cost-shared budget of the Department of Safety and Security administered by the United Nations Development Programme (UNDP)</b>					
UNAMA portion (for operation support) of one-year cost-shared budget administered by UNDP		1	1	732 820.00	732 820
UNAMA portion (for local security assistant fee) of one-year cost-shared budget administered by UNDP		1	1	21 754.00	21 754
UNAMA portion (for administration fee) of one-year cost-shared budget administered by UNDP		1	1	31 441.00	31 441
<b>Subtotal</b>					<b>786 015</b>
<b>H. Canine services, including dogs and dog handlers based in Kabul and Kandahar</b>					
Compound Alpha, Kabul		3	12	3 481.79	125 344
Palace No. 7		2	12	3 481.79	83 563
UNAMA terminal		2	12	3 481.79	83 563
Kandahar office (50%)		2	12	1 740.90	41 781
Herat office (85%)		2	12	2 959.52	71 029
Mazar office (85.22%)		2	12	2 967.18	71 212
Kunduz office (77.87%)		2	12	2 711.27	65 070
Jalalabad office (84.60%)		2	12	2 945.59	70 694
Gardez office, cost-shared with agencies, funds and programmes (72.63%)		2	12	2 528.82	60 692
Project manager, country office		1	12	10 230.00	122 760
United Nations office complex, cost-shared budget with common services (32.281%)		7	12	1 123.96	94 412
<b>Subtotal</b>					<b>890 122</b>
<b>I. UNAMA share of the cost of security under common security arrangements</b>					
UNAMA contribution to World Food Programme for Faizabad office (50%)		1	1	68 498.00	68 498
UNAMA contribution to Nili office (Daykundi)		1	1	11 942.00	11 942
UNAMA share of security-related cost of Consolidated Kuwait Office		1	1	160 000.00	160 000
<b>Subtotal</b>					<b>240 440</b>
<b>J. UNAMA share of the cost of security under common security arrangements for Tehran and Islamabad</b>					
Security common services, cost-shared budget Islamabad office, administered by UNDP		1	1	4 000.00	4 000
UNAMA share of security-related cost of Liaison Office in Tehran		1	1	1 275.00	1 275
<b>Subtotal</b>					<b>5 275</b>
<b>Total security services cost</b>					<b>9 780 302</b>
<b>Total security services-related costs for 2022 (rounded)</b>					<b>10 203 063</b>

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