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Part XII

Safety and security

Section 34

Safety and security

Programme 28

Safety and security

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* Second reissue for technical reasons (10 June 2019).

** [A/74/50](#).

*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

**** 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.





Foreword

As the global security environment grows increasingly complex, the Department of Safety and Security has led and collaborated with more than 50 organizations within the United Nations security management system. Under my strategic guidance, the Department and United Nations security management system entities have developed system-wide security policies while promoting compliance and best practices.

The Department's contributions to the efforts of the United Nations on sustainable development, peace, security and humanitarian and human rights are evidenced in its ability to manage security risks, which makes it possible to carry out those efforts. Last year, the Department's security support enabled the conduct of more than 1,000 high-risk humanitarian operations in active conflict zones, including those controlled by non-State armed actors. While the number of attacks against the Organization was unprecedented in 2017 and again in 2018, the number of casualties among United Nations personnel has declined. The General Assembly continues to underline the urgent need to allocate adequate and predictable resources to the safety and security of United Nations and associated personnel to maintain that level of effectiveness.

The Department has devised its gender equality strategy, human resources strategy and learning strategy to ensure the further development of a highly professionalized, agile and mobile global workforce. Pursuant to General Assembly resolution [72/131](#), we have made progress in integrating all Secretariat security resources under my authority and will forge ahead in realigning the Department to form greater synergies, balance roles and responsibilities and enhance coordination. Finally, we started a review of the security funding arrangements of the United Nations system with a view to responding more efficiently and effectively to the resource challenges of operating in this dynamic global security environment.

My Department will continue to further strengthen its partnership with Member States and all partners to ensure that the Organization's security management system remains fit for its purpose of enabling the United Nations system to support the international community in achieving the goals of the 2030 Agenda and to keep the United Nations safe.

(Signed) Peter **Drennan**
Under-Secretary-General for Safety and Security

Overall orientation

Mandates and background

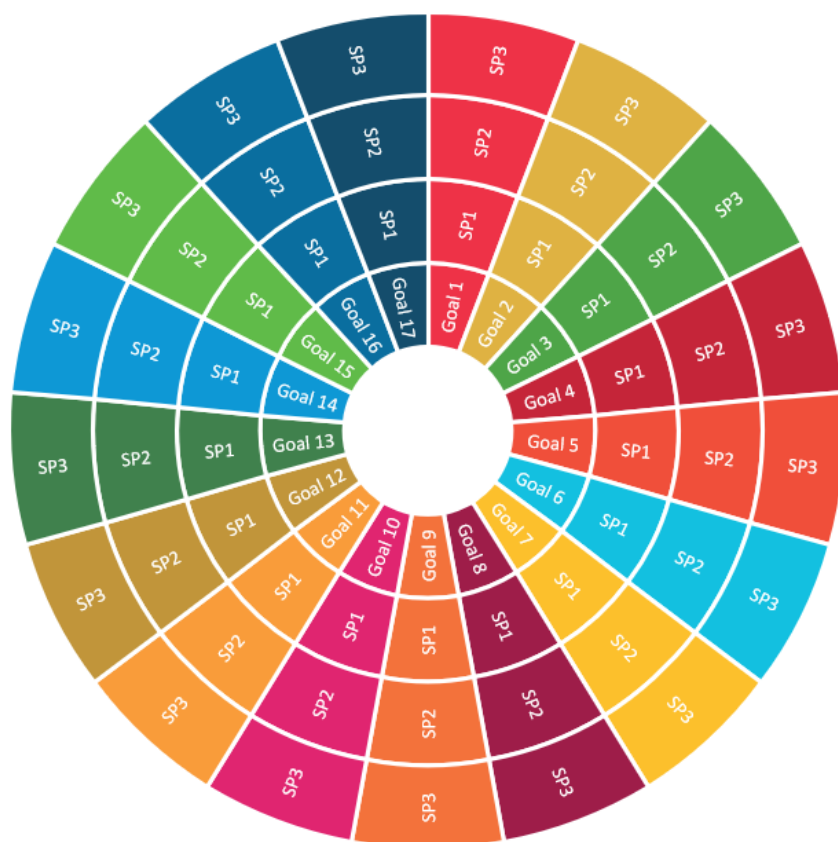
- 34.1 The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the United Nations security management system. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, starting with resolution 59/276. The Department provides support to United Nations operations and programmes across the United Nations security management system and to the 180,000 personnel and 400,000 of their dependants covered by the system in more than 125 countries, with a view to ensuring a safe and secure environment at Headquarters and in the field, while providing commensurate support to security operations globally.

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

- 34.2 The mandates of the Department guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme's objective. The objectives of the subprogrammes are aligned with the Organization's purpose to be a centre for harmonizing the actions of nations in the attainment of common ends, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 34.I summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 34.I

Safety and security: alignment of subprogrammes with Sustainable Development Goals



Recent developments

- 34.3 The global security environment has become increasingly complex, and that situation is unlikely to improve in the near future. Armed conflict, terrorism and organized crime are increasingly interconnected, while political discontent continues to manifest itself in civil unrest, creating multifaceted and complex threats. In addition, new areas of the world have been affected by dramatic security developments. Some countries registered a spike in violent crime, while a string of terrorist attacks revealed the durable nature of the extremist threat, exacerbated by inequality and ideology.
- 34.4 By the end of 2018, some 135 million people required emergency assistance for their survival and protection, almost 200 per cent more than a decade earlier. In some areas, food insecurity and natural disasters have had an impact on communities that were already vulnerable, owing to poverty, isolation or inequality. In response to the call of the international community, the United Nations is carrying out more programmes and operations, not only in complex and dangerous areas of armed conflict, but also in all 125 countries where the United Nations is normally deployed to fulfil mandates in the areas of development, human rights and peace and security. In addition, United Nations personnel, together with humanitarian partners, respond to an increasing number of natural disasters, which affect most particularly small countries and vulnerable areas. In September 2017 alone, three major hurricanes (Irma, Jose and Maria) hit Antigua and Barbuda, Anguilla, the Bahamas, the British Virgin Islands, Cuba, Puerto Rico, Saint Barthelemy, Saint Martin/Sint Maarten and the Turks and Caicos Islands. Approximately 2.6 million people were affected. It is anticipated that the demands of the international community and the pace of United Nations operations and programmes will continue to grow in this complex environment.

Strategy and external factors for 2020

- 34.5 Pursuant to General Assembly resolutions [71/314](#) on a comprehensive review of the whole question of peacekeeping operations in all their aspects and [73/137](#) on the safety and security of humanitarian personnel and protection of United Nations personnel, in which the Assembly expressed its support for the progress made in integrating all security personnel of the Secretariat under the leadership of the Under-Secretary-General for Safety and Security, the Department will work towards the full achievement of that long-term goal. Furthermore, in its resolution [72/271](#) on improving global road safety as well as in resolution [73/137](#), the Assembly welcomed the efforts of the Secretary-General and the United Nations system to enhance road safety, including through the United Nations system road safety strategy, and to reduce casualties of United Nations personnel and civilians, and requested the Secretary-General to continue to collect and analyse data. As the leader in the United Nations system and for its personnel for carrying out the road safety strategy, the Department will step up its engagement to facilitate the effective implementation of the strategy across the system.
- 34.6 Notwithstanding the progress achieved in strengthening the security management system, carrying out United Nations operations in the increasingly complex security environment remains challenging. While the number of deaths resulting from violent attacks or other safety-related incidents is trending downward, the fast pace of change in the security environment is generating rising demand for security services and operational support. The Department has worked strategically to respond effectively to the changing global security environment while striving for the most effective and efficient use of safety and security resources.
- 34.7 In the first stage of departmental reforms, completed in June 2018, the Secretariat's security resources and responsibilities were integrated, in a workforce reform anchored on the departmental strategies on human resources, gender and security training and the conduct of a workforce-planning exercise. In the second stage, the Department is reviewing its internal structure to ensure greater effectiveness. In that context, the Department will be consolidating under a new Division of Specialized Operational Support, to include the Protection Coordination Unit, the Physical Security Unit, the Critical Incident Stress Management Unit, the Commercial Air Travel Safety Unit, the Training and Development Section and the Compliance, Evaluation and Monitoring Unit, together

with the addition of road safety expertise, in order to reap the benefits of the changes implemented in 2018–2019. Additional reforms would require a review of the security structures of the United Nations security management system.

- 34.8 Through its ongoing reform efforts, the Department is continuing to improve the management of resources. Its support for the security management system has enabled the United Nations to increase its implementation of humanitarian programmes.
- 34.9 In the increasingly complex security environment, effective security management has enabled the delivery of United Nations programmes and activities in high-threat environments, such as in Afghanistan, Iraq, Libya, Nigeria, Somalia, the Syrian Arab Republic and Yemen. In 2018, the Department enabled the conduct of more than 2,500 humanitarian missions in Iraq, Libya, the Syrian Arab Republic and Yemen. It is the role of the Department to facilitate United Nations operations everywhere in the world, no matter how harsh the security situation may be.
- 34.10 With regard to external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) There is no major change in the current level of threat and risk to United Nations personnel, assets and operations;
 - (b) Emergency operational requirements, such as response to catastrophic natural disasters, armed conflicts or terrorist attacks affecting United Nations personnel, assets and operations, do not involve the substantial redirection of resources from their original purpose.
- 34.11 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate, and in collaboration with the Inter-Agency Security Management Network. For example, under subprogramme 2, Regional field operations, the Department increased the participation of women in its surge deployment programme from 8 to 13 year-over-year, and the ratio of women in that programme reached 14.6 per cent in 2018, which is estimated to be about 20 per cent above the ratio in the respective staff pool in the United Nations security management system.
- 34.12 With regard to cooperation with other entities, pursuant to the General Assembly's request that the Secretary-General enhance collaborative initiatives to address the security needs of implementing partners, including through enhanced information-sharing, and its invitation to Member States to consider increasing support for those initiatives, the Department will make an effort to broaden strategic partnerships with other entities beyond those included in the United Nations security management system through the establishment of a mechanism and the organization of a security symposium to strengthen collaboration with humanitarian partners, regional organizations and academia.
- 34.13 With regard to inter-agency coordination and liaison, the Department, through the Inter-Agency Security Management Network, plays a central role in ensuring effective cooperation and collaboration among United Nations departments, organizations, funds, programmes and affiliated international organizations, including between their headquarters and field offices, in the planning and implementation of measures aimed at improving personnel security, training and awareness, including a system-wide policy on the security of locally recruited personnel. In addition, the Department has established strong partnerships with networks of non-governmental organizations (NGOs) through the implementation of the revised Saving Lives Together framework. The number of NGOs, international organizations and other partners with Saving Lives Together focal points at the headquarters level has doubled since 2013, to 150. In addition, the Department is regularly approached by other international organizations facing similar challenges in the global security environment. While those organizations are seeking more operational support at the local level, partnership and cooperation are being developed.

Evaluation activities

- 34.14 The following self-evaluations completed in 2018 have guided the programme plan for 2020:
- (a) Security operations in Ethiopia and Myanmar;
 - (b) Organizational realignment review.
- 34.15 The findings of the self-evaluations referenced in paragraph 34.14 (a) have been taken into account in the programme plan for 2020. The findings covered a broad range of issues, such as host country arrangements, training, security risk management and staffing. The findings and ensuing recommendations were accepted by designated officials at each location, and the recommendations are being implemented. In Myanmar, for example, the evaluation recommended that the designated official, in consultation with the Security Management Team and with the support of the Security Adviser, develop a strategy to enhance collaboration with the Government on security matters, with an emphasis on the detailed objectives, roles and neutrality of the United Nations in its security-related activities. That recommendation was implemented at the country level.
- 34.16 The findings of the self-evaluation referenced in paragraph 34.14 (b) have been taken into account for all subprogrammes of the programme plan for 2020, in particular subprogramme 3. In the past few years, following efforts to professionalize the security workforce, the challenge has been for the various areas of expertise dispersed throughout the Department to provide, consistently and more efficiently, integrated and specialized support to field operations. In response, for 2020, that subprogramme will focus on its consolidation under the new Division of Specialized Operational Support.

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

Programme of work



Subprogramme 1 Security and safety services

1. Objective

- 34.17 The objective, to which this subprogramme contributes, is to ensure a safe and secure environment within which staff members, delegates, dignitaries and other visitors can conduct their activities while at United Nations Headquarters, offices away from Headquarters and regional commissions and while attending special events hosted by the United Nations at external locations.

2. Alignment with the Sustainable Development Goals

- 34.18 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Safety and security at United Nations Headquarters, regional commissions and international tribunals

In 2018, the subprogramme was responsible for the strategic management of safety and security operations at 11 major duty stations, comprising a contingent of more than 1,400 security officers, providing policy guidance and primary operational and technical support. Altogether, in 2018 the subprogramme provided security for more than 36,000 staff members (and 58,000 of their dependants) and over 3 million visitors, including more than 1,000 Heads of State and Government. Perhaps the most visible yet least noticed element of programme delivery is ensuring the security and safety of people within United Nations premises. People are reassured by the presence of uniformed officers, who are ready to respond in case of need. It takes effort to ensure the seamless daily conduct of the officers' business in the midst of sometimes complex contextual and operational circumstances. For example, from 12 to 23 March 2018, the United Nations hosted the sixty-second session of the Commission on the Status of Women at Headquarters, including representatives of Member States, United Nations entities and NGOs accredited by the Economic and Social Council and their children, to discuss challenges and opportunities in achieving gender equality and the empowerment of rural women and girls, among other important issues. During that week, more than 8,000 visitors from all parts of the world attended the event, including young children and babies in strollers all proudly wearing United Nations grounds passes. United Nations security officers at the gates assisted mothers going through the security screening and chaperoned the visitors with special care during those 10 days, helping them find their way to meetings, round-



*Attendee at a meeting of the Commission on the Status of Women.
Source: United Nations*

table discussions, plenary sessions and the more than 300 side events held. Meanwhile, the Security Council met on such topics as the Central African Republic and chemical weapons in the Syrian Arab Republic, the Secretary-General hosted several Heads of State, and the Deputy Secretary-General and the President of the General Assembly were both travelling with their security details. All the while, 5,000 staff members and 13,000 visitors moved smoothly in and out of the building without any incidents occurring.

Result and evidence

The deliverables contributed to the result, which is the safe proceeding of major conferences and special events.

Evidence of the result includes the fact that all events and operations proceeded successfully with no security incident.

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

- 34.19 A planned result for 2018, which is improved coordination of the close protection of senior United Nations officials, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by the assessment of more than 3,000 travel notifications received by the Protection Coordination Unit and their coordination with close protection details worldwide in 2018. This accounts for 100 per cent of the movements of senior and specific other United Nations officials recorded in the travel request information processing system. That achievement required extensive and complex coordination of multiple elements at Headquarters and in the field, including United Nations close protection details and host Government law enforcement and security officials. To improve the coordination of all of those elements, the Unit conducted a workshop for close protection coordinators in New York, as well as six close protection officer certification courses in which more than 100 close protection officers were trained in 2018; another four courses are planned for 2019.

4. Highlighted planned result for 2020

Timeliness through the integration of accreditation and badging of visitors and participants in special events

In recent years, including in 2018, the subprogramme provided accreditation and badging of visitors and participants in special events.

Challenge and response

The challenge was enabling access to the large number of visitors who were showing up at events without prior registration or accreditation. Civil society participation in United Nations events has intensified, requiring the subprogramme to find more efficient and effective ways of coordinating with accrediting entities to give access to participants and visitors. That development has been accompanied by the advent of terrorist tactics of low sophistication, which continue to evolve, although high-lethality attacks have had a direct impact on access control procedures. Decentralized solutions were put in place in 2019 to confront the common challenge, and the need for a platform on which to register, vet and accredit participants and subsequently issue United Nations grounds passes has become a priority. Collaboration mechanisms to address that challenge have been put in place, and the development of a common, worldwide solution is progressing.

In response, for 2020, as part of the development of Umoja Extension 2, the subprogramme will implement changes in the process of accrediting and badging visitors and participants in special events held both on United Nations premises and externally. A global database of visitors will be shared by all duty stations and event organizers, allowing for the cross-checking of related security information and thereby increasing the level of security, while at the same time facilitating the access of frequent trusted visitors.

Result and evidence

The planned deliverables are expected to contribute to the result, which is the speedier accreditation of visitors and participants in special events.

Evidence of the result, if achieved, will include a measurable decrease in the time required to accredit visitors and participants. Furthermore, there will be a reduction in the number of complaints regarding the timelines associated with accreditation.

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

Performance measures

2018	2019	2020
More efficient and effective ways to coordinate with accrediting entities to enable access to event participants and visitors	A measurable decrease in the time required to accredit visitors and participants in special events; this will be measured through a combination of qualitative assessments and post-event surveys	A further measurable decrease in the time required to accredit visitors and participants in special events as well as qualitative improvement in the vetting process; this will be measured through a combination of qualitative assessments and post-event surveys

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

5. Deliverables for 2020

- 34.21 Table 34.1 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 34.1

Subprogramme 1: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Safety and security

Close protection

Security of premises



Subprogramme 2 Regional field operations

1. Objective

- 34.22 The objective, to which this subprogramme contributes, is to ensure the safety and security of personnel and the security of United Nations premises and assets to enable the conduct of United Nations activities.

2. Alignment with the Sustainable Development Goals

- 34.23 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Enabling the United Nations response in crisis situations

In 2018, the subprogramme conducted 89 surge deployments in 30 countries and areas, including those with high risk, such as Chad, Iraq, Libya, Myanmar, Nigeria, Papua New Guinea, Somalia, the Syrian Arab Republic and Yemen. The deployment of surge security officers increased by 14 per cent over the previous year and had expanded by 64 per cent since 2016. The subprogramme supported 30 designated officials and security management teams for a variety of crisis purposes, including hostage incident management, election security, security analysis, response to natural disasters and the conduct of humanitarian operations in countries where security challenges had expanded rapidly and where security capacity for the normal tempo of operations was unavailable or insufficient. Through the deployment of surge officers, the subprogramme was able to enhance the response of the United Nations security management system to crises, provide accurate assessments and identify appropriate security requirements needed to enable the United Nations to carry out its programmes. In that context, the subprogramme was able to increase the participation of women in the surge deployment programme from 8 to 13 personnel year-over-year. The ratio of women in the surge deployment programme reached 14.6 per cent in 2018, which is estimated to be about 20 per cent above the ratio in the respective staff pool in the United Nations security management system.



*Internal surge capacity to quickly deploy staff where the needs are.
Source: Department of Safety and Security*

Result and evidence

The deliverables contributed to the result, which is the maintenance, enhancement or development of United Nations programmes and operations in countries or areas with high risk.

Evidence of the result includes the continuation of United Nations operations in 30 countries, including Chad, Libya, Myanmar, Nigeria, Papua New Guinea, Somalia, the Syrian Arab Republic, Venezuela (Bolivarian Republic of) and Yemen.

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

- 34.24 A planned result for 2018, which is improved safety and security arrangements for the United Nations, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the implementation of the new security risk management system (e-SRM). The subprogramme fully implemented the shift from country-based assessments to assessments based on areas within each country (from 174 country assessments to 564 area assessments) in order to provide more accurate and timelier assessments. The transition from the previous mechanism to the new one was fully completed; the previous mechanism is no longer used anywhere in the United Nations system. The subprogramme accomplished 496 out of 564 security risk management system documents, achieving a compliance rate of 88 per cent, despite the large increase in the number of outputs.

4. Highlighted planned result for 2020

Maintaining an acceptable level of security planning and preparedness

Security plans have been instrumental in accomplishing the evacuation and relocation of staff members, the operation of the warden system and the conduct of emergency medical evacuations and in resolving other issues involving unique security features at such duty stations as Afghanistan, Colombia, Ethiopia, Libya, Venezuela (Bolivarian Republic of) and Yemen.

Challenge and response

The challenge was to maintain an acceptable number of updated security plans. Each country has its own cycle for the review and approval of security documents. The completion of security plans is reliant on the availability of security risk management documents, among other documents. They also depend on several other factors, namely, the period of validity (1 year maximum), the measures specified in the security risk management documents, the availability of data from the United Nations security management system organizations in a country (e.g. United Nations offices, personnel, logistics) and the security situation of countries with operational links (e.g. safe haven in other countries). The security plans include subplans for various contingencies.

In response, for 2020, the subprogramme will focus on streamlining the development of security-planning documents. In line with the adjustment of the country security risk assessments to area security risk management documents, the new security-planning policy (effective 1 January 2019) requires a transition from security plans for an entire country to specific plans within the country, which are much more precise geographically. That change will increase the number of security-planning documents from 174 country security plans to an estimated 380 area security plans (each of which can encompass one or more area assessments) in 2019, or an increase of 118 per cent.

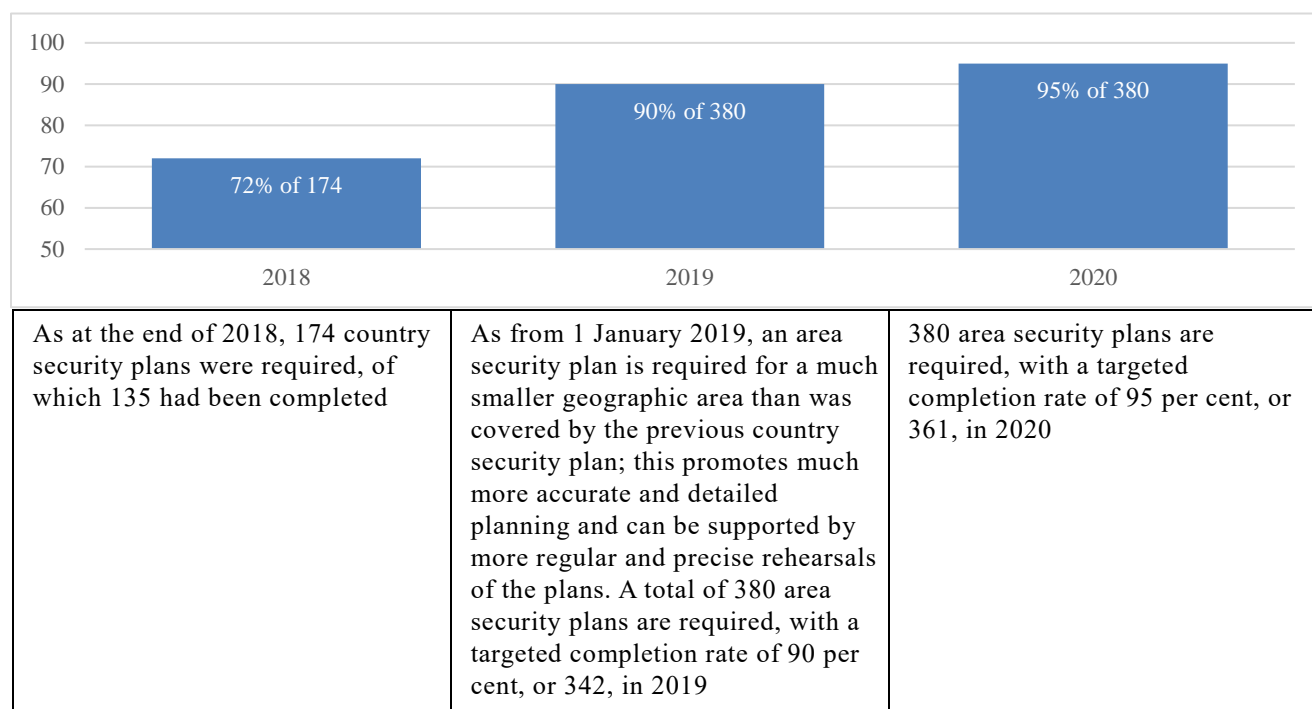
Result and evidence

The planned deliverables are expected to contribute to the result, which is enhanced security preparedness for contingencies and crisis response to security incidents of the entities that are part of the United Nations security management system.

Evidence of the result, if achieved, will be a level of at least 90 per cent of security plans having been updated, approved and endorsed.

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

Performance measures: increased percentage of endorsed security plans updated, approved and endorsed



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

5. Deliverables for 2020

- 34.26 Table 34.2 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 34.2

Subprogramme 2: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Safety and security

Security assessments

Training and capacity-building



Subprogramme 3 Specialized operational support

1. Objective

- 34.27 The objective, to which this subprogramme contributes, is to enable the security operations and the security management system of the United Nations to fulfil their mandates more effectively and efficiently.

2. Alignment with the Sustainable Development Goals

- 34.28 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Surviving critical incidents

In 2018, the subprogramme provided training on safe and secure approaches in field environments (SSAFE) to 12,000 United Nations staff in the field throughout the world. In the courses, which include realistic simulations, staff are trained to react calmly and professionally to critical incidents. Those skills were applied in real situations, for example when a United Nations housing compound was attacked. During that frightening incident, personnel hid in place, turning off the sound of their mobile phones to avoid detection. Their location was identified by security professionals, and they were extracted from the incident and survived. The staff knew what to do, as, just weeks earlier, they had received SSAFE programme training. Despite the successful outcome, the trauma of the event lingered on. The Department dispatched highly trained critical incident stress counsellors to support the survivors and their colleagues, who were also traumatized. This example illustrates the importance of the Department's attentiveness to the human factor.



Somalia SSAFE training. Source: Department of Safety and Security

Result and evidence

The deliverables contributed to the result, which is the strengthened capacity among organizations of the United Nations security management system, managers (designated officials and security management team members) and United Nations personnel to react to critical incidents.

Evidence of the result includes the completion by 13,400 United Nations security management system personnel across 45 countries of SSAFE training, which provided them with the skills necessary to prevent or avoid critical incidents and, for personnel involved in critical incidents, increased their level of skill in navigating such incidents as safely as possible.

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

- 34.29 A planned result for 2018, which is enhanced information on air travel safety to all United Nations security management system personnel, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by improved timeliness of services and advice relating to the suitability and use of air operators worldwide to assigned air travel focal points.

4. Highlighted planned result for 2020

Consolidation of specialized operational support

In 2018, the focus was on induction courses for entry-level security professionals. Learning opportunities for security personnel and the delivery of training for mid- to senior-level leadership roles will now be a priority. A new learning and development strategy was adopted to address the challenges, and a new online basic security training course (BSAFE) was launched.

Challenge and response

Following efforts to professionalize the security workforce, the challenge was to provide, consistently and more efficiently, integrated and specialized support to field operations from the various areas of expertise dispersed throughout the Department.

In response, for 2020, the subprogramme will focus on consolidating and streamlining the work of specialized units, including those in the areas of protection coordination, physical security, critical incident stress management, commercial air travel safety, training and development, and compliance, evaluation and monitoring, with the addition of road safety expertise, in order to reap the benefits of the changes implemented in 2018–2019.

The consolidated subprogramme will aim to improve security information management by cultivating a data-driven approach to security management through better data analysis and the provision of training programmes and specialized security support and advice to the members of the United Nations security management system. Such an integrated approach to providing specialized support for security operations will create synergies and improve the efficiency of security operations worldwide. Revised core security courses are to be piloted to provide more integrated training for entry-, mid- and senior-level security professionals, with additional capacity created through realignment aimed at enabling the simultaneous delivery of both core and specialized courses. Security awareness courses (SSAFE) and the induction programme for United Nations security management system personnel will be updated to enhance their impact so as to complement the positive impact of the BSAFE programme. In 2020, a coherent learning path will be established for the integrated security workforce, which will comprise updated core courses for entry-, mid- and senior-level security personnel, with enhanced opportunities for both core and specialized learning. United Nations security management system personnel will be able to gain access systematically to induction training programmes, BSAFE and SSAFE upon joining the system or upon reassignment.

Result and evidence

The planned deliverables are expected to contribute to the result, which is enhanced operations of the United Nations security management system worldwide.

Evidence of the result, if achieved, will include the following of a coherent learning path by the integrated security workforce, resulting in greater consistency of the performance of security personnel globally. United Nations security management system personnel in countries that have implemented the improved SSAFE programme have increased security awareness and coping skills as a result.

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

Performance measures

2018	2019	2020
No structured approach to security learning; adoption of a learning and development strategy for the integrated security workforce; new learning methodologies piloted with the launch of BSAFE for all United Nations security management system personnel in November 2018, resulting in more than 15 per cent of the United Nations security management system gaining updated security policy knowledge and awareness by the end of 2018	Piloting of new learning opportunities and methodologies for the integrated security workforce; 100 per cent of United Nations security management system personnel complete BSAFE, gaining updated security policy knowledge and awareness; SSAFE programme updated and improved in line with new policies	A coherent learning path followed by the integrated security workforce, resulting in greater consistency of the performance of security personnel globally; United Nations security management system personnel in countries that have implemented the improved SSAFE programme have increased security awareness and coping skills as a result

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

5. Deliverables for 2020

- 34.31 Table 34.3 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 34.3

Subprogramme 3: deliverables for 2020, by category and subcategory

Non-quantified deliverables

E. Enabling deliverables

Safety and security

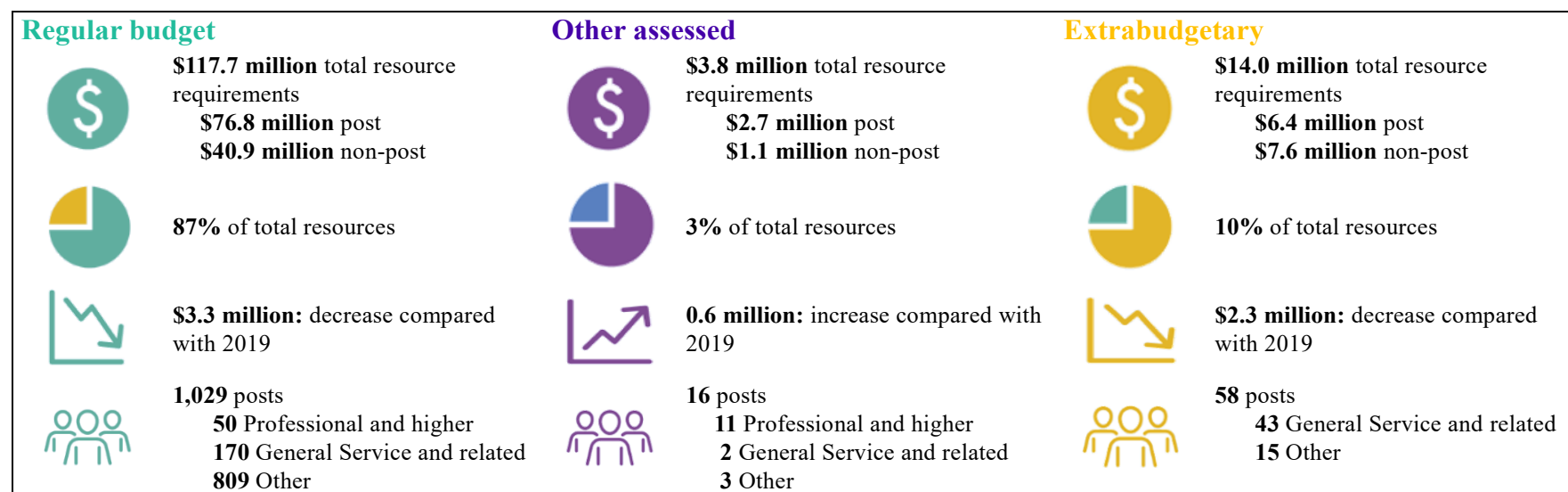
Training and capacity-building

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

Overview

34.32 The total resource requirements for 2020, comprising the regular budget and projected other assessed and extrabudgetary resources, are reflected in figure 34.II and table 34.4.

Figure 34.II
2020 in numbers



Note: Estimates before recosting.

Table 34.4

Overview of financial and post resources by component, subprogramme and funding source

(Thousands of United States dollars/number of posts)

<i>Component</i>	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
Financial resources												
Executive direction and management	3 271.2	2 846.8	(424.4)	–	306.5	306.5	–	–	–	3 271.2	3 153.3	(117.9)
Programme of work												
1. Security and safety services	87 961.3	85 347.8	(2 613.5)	590.6	733.5	142.9	13 977.7	13 977.7	–	102 529.6	100 059.0	(2 470.6)
2. Regional field operations	25 026.0	24 011.1	(1 014.9)	2 343.7	2 287.0	(56.7)	2 104.8	–	(2 104.8)	29 474.5	26 298.1	(3 176.4)
3. Specialized operational support	1 668.0	2 678.7	1 010.7	249.3	424.4	175.1	224.1	–	(224.1)	2 141.4	3 103.1	961.7
Subtotal, programme of work	114 655.3	112 037.6	(2 617.7)	3 183.6	3 444.9	261.3	16 306.6	13 977.7	(2 328.9)	134 145.5	129 460.2	(4 685.3)
Programme support	3 136.1	2 856.4	(279.7)	–	–	–	–	–	–	3 136.1	2 856.4	(279.7)
Total	121 062.6	117 740.8	(3 321.8)	3 183.6	3 751.4	567.8	16 306.6	13 977.7	(2 328.9)	140 552.8	135 469.9	(5 082.9)
Post resources												
Executive direction and management	18	16	(2)	–	–	–	–	–	–	18	16	(2)
Programme of work												
1. Security and safety services	1 008	991	(17)	4	4	–	58	58	–	1 070	1 053	(17)
2. Regional field operations	–	–	–	11	11	–	–	–	–	11	11	–
3. Specialized operational support	–	7	7	1	1	–	–	–	–	1	8	7
Subtotal, programme of work	1 008	998	(10)	16	16	–	58	58	–	1 082	1 072	(10)
Programme support	15	15	–	–	–	–	–	–	–	15	15	–
Total	1 041	1 029	(12)	16	16	–	58	58	–	1 115	1 103	(12)

Overview of resources

- 34.33 The proposed regular budget resources, as well as the gross budget for jointly funded activities for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 34.5 and 34.6. The proposals reflect reductions that were made possible, in part, by the redistribution of work, improved planning of travel, increased use of videoconferencing and the leveraging of economies of scale in contracts management. Further details are provided under the respective components. The proposed resource level provides for the full, efficient and effective implementation of mandates.
- 34.34 Given the dual responsibility of the Department of Safety and Security to provide for both the safety and security of staff, delegates and visitors at the main locations of the United Nations, as well as the premises, and the safety and security of the United Nations system field operations, the activities of the Department are financed both from the regular budget and on a cost-sharing basis with other organizations covered by the security management system in the field.
- 34.35 The functions and activities of the Department that are jointly financed are those under:
- (a) Regional field operations (subprogramme 2);
 - (b) Specialized operational support (subprogramme 3).
- 34.36 With regard to the jointly financed activities of the United Nations security management system, the financial responsibility of each participating organization is based on its proportional share of the personnel operating in the field. The principles of the cost-sharing arrangement were adopted by the General Assembly in its resolution [56/255](#). Following the recommendation of the Assembly, in its resolution [61/263](#), on achieving a workable cost-sharing arrangement, the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) agreed that field-related security costs would be apportioned on the basis of actual percentages of staff according to data provided by CEB. Subsequently, the Secretary-General outlined revised cost-sharing arrangements and established the share of each participating organization in the cost of the United Nations security management system (see [A/62/641](#)). The share of the Secretariat is 21.5 per cent for 2020 (22.4 per cent in 2019), based on the CEB field staff census as at 31 December 2017.
- 34.37 In addition to the jointly financed field activities described above, separate local cost-sharing arrangements govern the provision of security and safety services at the United Nations Office at Vienna. The cost-sharing arrangements in Vienna are based on a formula agreed upon by the four organizations located at the Vienna International Centre. The share of the Secretariat is 22.7 per cent for 2020 (unchanged from 2019). Those security and safety services relate to subprogramme 1.

Table 34.5

Evolution of financial resources by component and main category of expenditure (regular budget)

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate before recosting		2020 estimate after recosting
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	Recosting	Recosting	
Component										
Executive direction and management	3 208.7	3 271.2	–	–	(424.4)	(424.4)	(13.0)	2 846.8	132.5	2 979.3
Programme of work	119 200.4	114 655.3	(1 159.9)	–	(1 457.8)	(2 617.7)	(2.3)	112 037.6	2 769.0	114 806.6
Programme support	2 943.0	3 136.1	–	–	(279.7)	(279.7)	(8.9)	2 856.4	145.8	3 002.2
Total	125 352.1	121 062.6	(1 159.9)	–	(2 161.9)	(3 321.8)	(2.7)	117 740.8	3 047.3	120 788.1

Part XII Safety and security

	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Changes		2020 estimate before recosting	2020 estimate after recosting
						Total	Percentage		
Main category of expenditure									
Post	78 020.1	77 692.1	–	–	(904.0)	(904.0)	(1.2)	76 788.1	2 599.4
Non-post	47 332.0	43 370.5	(1 159.9)	–	(1 257.9)	(2 417.8)	(5.6)	40 952.7	447.9
Total	125 352.1	121 062.6	(1 159.9)	–	(2 161.9)	(3 321.8)	(2.7)	117 740.8	3 047.3

Note: Resources include the United Nations Secretariat share of jointly financed activities, amounting to \$30,486,800 in 2019 and \$29,403,700 for 2020.

Table 34.6

Evolution of financial resources by component and main category of expenditure (jointly financed activities)

(Thousands of United States dollars)

	2018 expenditure	2019 approved	Technical adjustments	New/ expanded mandates	Other	Changes		2020 estimate before recosting	2020 estimate after recosting
						Total	Percentage		
Component									
Programme of work	128 855.9	137 464.1	–	–	–	–	–	137 464.1	1 386.9
Total	128 855.9	137 464.1	–	–	–	–	–	137 464.1	1 386.9
Main category of expenditure									
Post	102 315.3	103 911.9	–	–	–	–	–	103 911.9	835.2
Non-post	26 540.6	33 552.2	–	–	–	–	–	33 552.2	551.7
Total	128 855.9	137 464.1	–	–	–	–	–	137 464.1	1 386.9

Table 34.7

Evolution of established post resources by category

	Changes											
	2019 approved		Technical adjustments		New/expanded mandates		Other		2020 estimate		Variance	
	RB	JFA	RB	JFA	RB	JFA	RB	JFA	RB	JFA	RB	JFA
Professional and higher												
USG	1	–	–	–	–	–	–	–	1	–	–	–
ASG	1	–	–	–	–	–	–	–	1	–	–	–
D-2	1	1	–	–	–	–	–	–	1	1	–	–
D-1	4	9	–	–	–	–	–	–	4	9	–	–
P-5	6	28	–	–	–	–	–	–	6	28	–	–
P-4	16	197	–	–	–	–	–	–	16	197	–	–
P-3	15	115	–	–	–	–	–	–	15	115	–	–
P-2/1	6	14	–	–	–	–	–	–	6	14	–	–
Subtotal	50	364	–	–	–	–	–	–	50	364	–	–

	Changes											
	2019 approved		Technical adjustments		New/expanded mandates		Other		2020 estimate		Variance	
	RB	JFA	RB	JFA	RB	JFA	RB	JFA	RB	JFA	RB	JFA
General Service												
Principal level	8	4	–	–	–	–	–	–	8	4	–	–
Other level	164	26	–	–	–	–	(2)	–	162	26	(2)	–
Subtotal	172	30	–	–	–	–	(2)	–	170	30	(2)	–
Other												
Security Service	307	153	–	–	–	–	–	–	307	153	–	–
Local level	512	410	–	–	–	–	(10)	–	502	410	(10)	–
Subtotal	819	563	–	–	–	–	(10)	–	809	563	(10)	–
Total	1 041	957	–	–	–	–	(12)	–	1 029	957	(12)	–

Note: The breakdown of post changes by component, subprogramme and post level is provided in annex II.

Abbreviations: ASG, Assistant Secretary-General; JFA, jointly financed activities; RB, regular budget; USG, Under-Secretary-General.

Executive direction and management

- 34.38 The Under-Secretary-General for Safety and Security is responsible for the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work. The Under-Secretary-General is the Chair of the United Nations security management system and is assisted in the internal functioning and day-to-day management of the Department by the Assistant Secretary-General.
- 34.39 In managing the Department, the Under-Secretary-General is supported by the Policy and Compliance Service, which is responsible for developing, promulgating and advising on common policies and standards in all parts of the security management system, drafting and updating the United Nations Security Management System Security Policy Manual and the Security Management Operations Manual, drafting reports for legislative bodies and acting as the secretariat for the Inter-Agency Security Management Network. The Service also analyses security management system policy requirements on the basis of lessons learned and best practices.
- 34.40 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. In 2018, a highlight was the implementation of e-SRM worldwide to facilitate the paperless review and approval of security plans and documents electronically. In 2020, the Office will continue to use new technology to minimize the paper used for security documents worldwide.
- 34.41 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 34.8.

Table 34.8
Compliance rate
(Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	39	100	100

34.42 The proposed regular budget resources for 2020 amount to \$2,846,800 and reflect a decrease of \$424,400 compared with the appropriation for 2019. Additional details are provided in figures 34.III to 34.V and table 34.9.

Figure 34.III
Resources for executive direction and management as a percentage of the regular budget
(Millions of United States dollars)

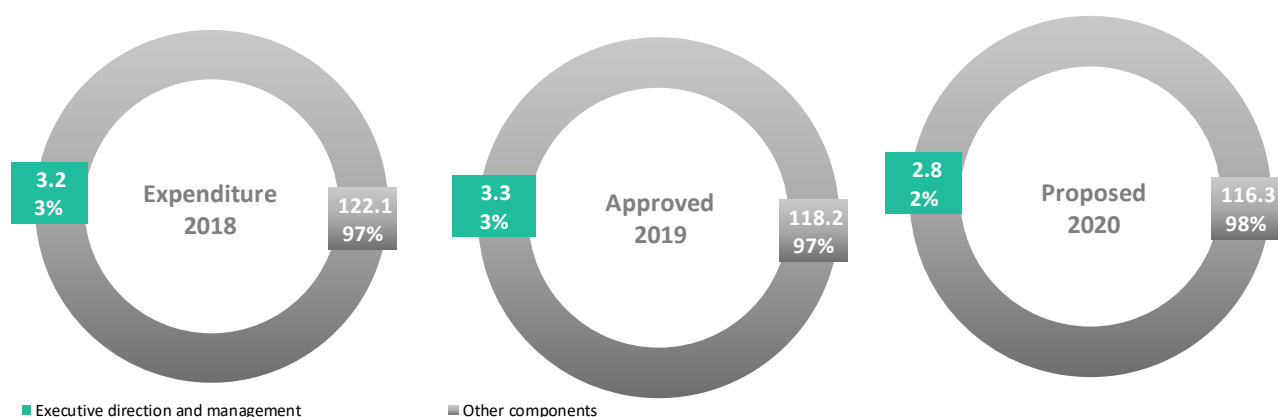


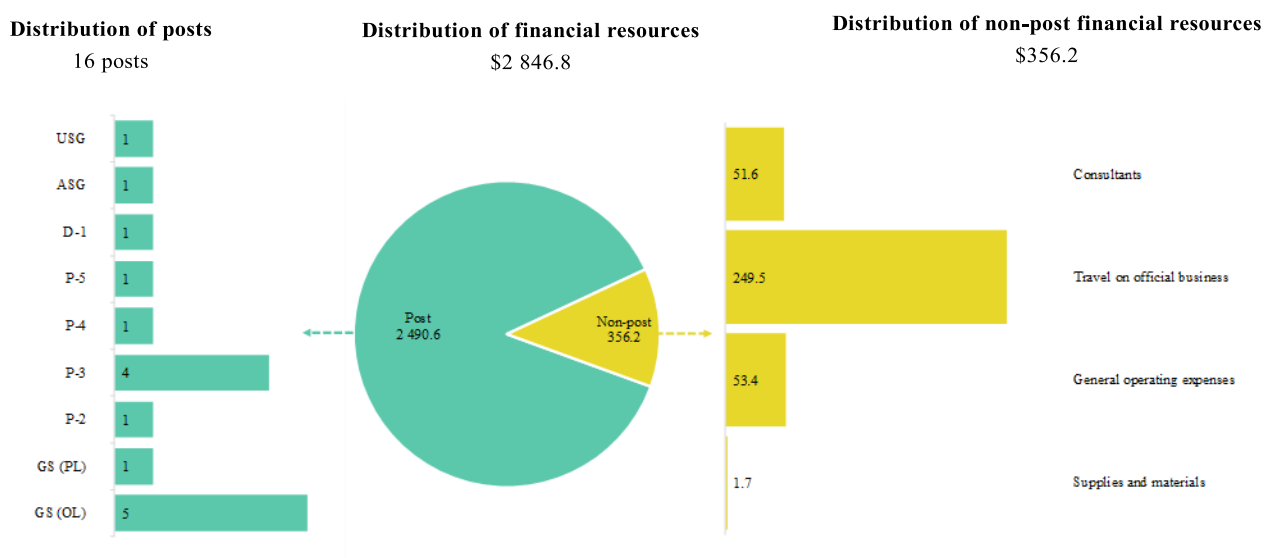
Table 34.9
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 798.9	2 835.0	—	—	(344.4)	(344.4)	(12.1)	2 490.6
Non-post	409.8	436.2	—	—	(80.0)	(80.0)	(18.3)	356.2
Total	3 208.7	3 271.2	—	—	(424.4)	(424.4)	(13.0)	2 846.8
Post resources by category								
Professional and higher		12	—	—	(2)	(2)	(16.7)	10
General Service and related		6	—	—	—	—	—	6
Total		18	—	—	(2)	(2)	(11.1)	16

Figure 34.IV

Executive direction and management: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

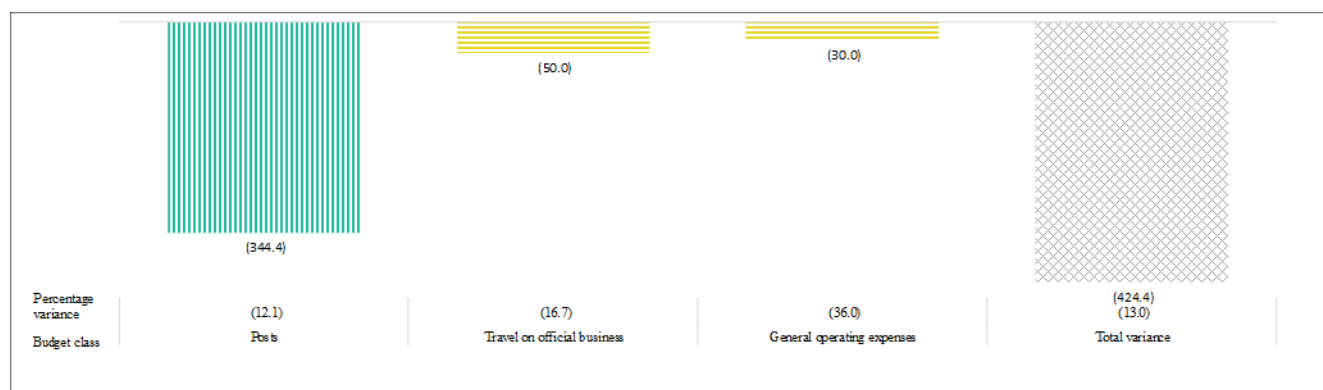


Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

Figure 34.V

Executive direction and management: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



34.43 The net decrease of \$424,400 reflects mainly:

Other changes. The proposed redeployment of two posts of Security Coordination Officer (1 P-4 and 1 P-3) from the Office of the Under-Secretary-General (\$344,400) to the proposed new Division of Specialized Operational Support under subprogramme 3 in line with the realignment of functions and responsibilities within the Department. Furthermore, non-post reductions amounting to \$80,000 are proposed under travel on official business and general operating expenses.

34.44 The subprogramme is supported by other assessed resources amounting to \$306,500 that would provide for non-post resources under the support account for peacekeeping operations.

Programme of work

Regular budget resource requirements

- 34.45 The proposed regular budget resources for 2020 amount to \$112,037,600 and reflect a decrease of \$2,617,700 compared with the appropriation for 2019. Additional details are provided in figures 34.VI and 34.VII and table 34.10.

Figure 34.VI

Resources for the programme of work as a percentage of the regular budget

(Millions of United States dollars)

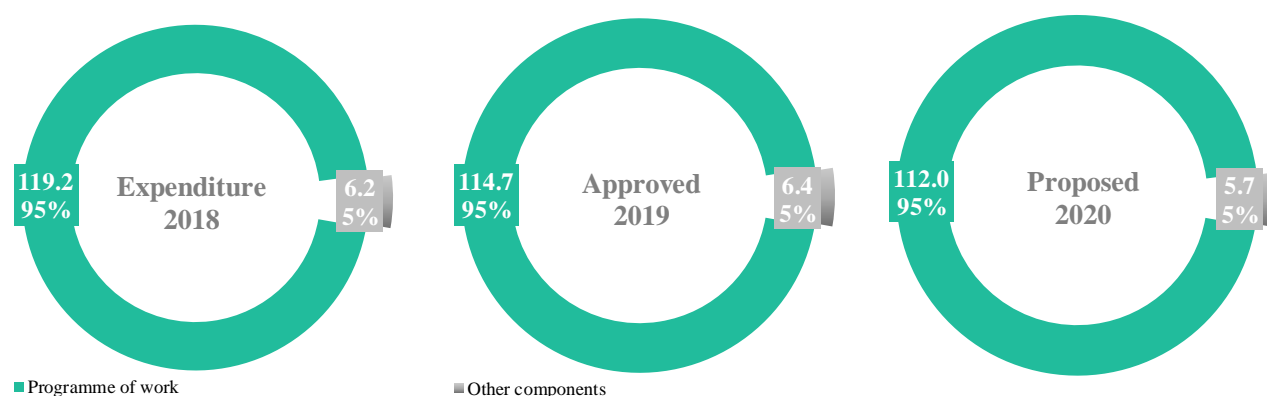


Table 34.10

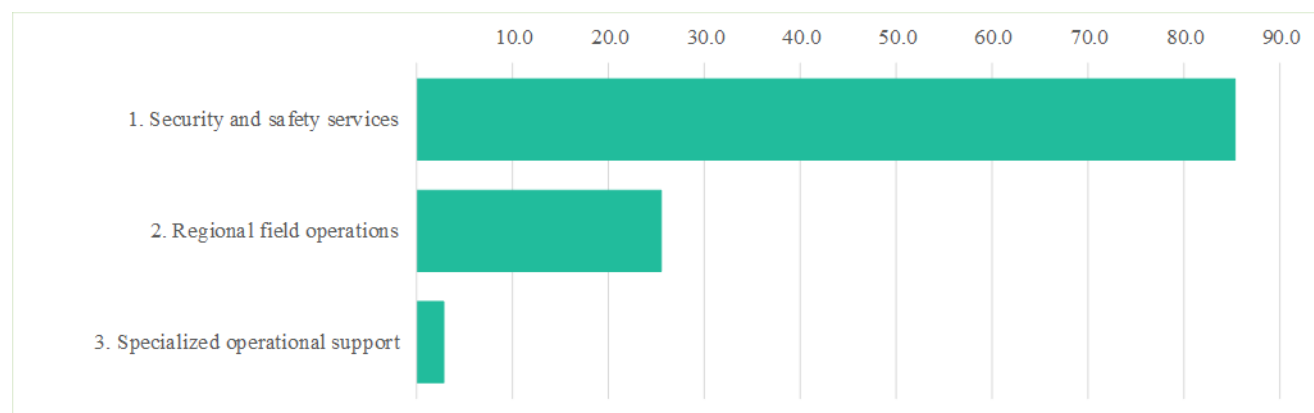
Programme of work: evolution of financial and post resources (regular budget)

(Thousands of United States dollars/number of posts)

		Changes						2020 estimate (before recosting)	
		2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by subprogramme									
1.	Security and safety services	92 801.4	87 961.3	(76.8)		(2 536.7)	(2 613.5)	(3.0)	85 347.8
2.	Regional field operations	24 809.9	25 026.0	(1 014.9)			(1 014.9)	(4.1)	24 011.1
3.	Specialized operational support	1 589.1	1 668.0	(68.2)		1 078.9	1 010.7	60.5	2 678.7
Total		119 200.4	114 655.3	(1 159.9)	–	(1 457.8)	(2 617.7)	(2.3)	112 037.6
Financial resources by main category of expenditure									
Post		73 281.6	72 863.0	–	–	(559.6)	(559.6)	(0.8)	72 303.4
Non-post		45 918.8	41 792.3	(1 159.9)	–	(898.2)	(2 058.1)	(4.9)	39 734.2
Total		119 200.4	114 655.3	(1 159.9)	–	(1 457.8)	(2 617.7)	(2.3)	112 037.6
Post resources by subprogramme									
1.	Security and safety services		1 008	–	–	(17)	(17)	(1.7)	991
2.	Regional field operations		–	–	–	–	–	–	–
3.	Specialized operational support		–	–	–	7	7	–	7
Total			1 008	–	–	(10)	(10)	(1.0)	998

Figure 34.VII
Distribution of proposed resources for 2020 by subprogramme (regular budget)

(Millions of United States dollars)



Resource requirements for jointly financed activities

34.46 The resources proposed for jointly financed activities for 2020 amount to \$137,464,100 and reflect no change compared with 2019. Additional details are provided in figures 34.VIII and 34.IX and table 34.11.

Figure 34.VIII
Resources for the programme of work as a percentage of the jointly financed activities budget

(Millions of United States dollars)

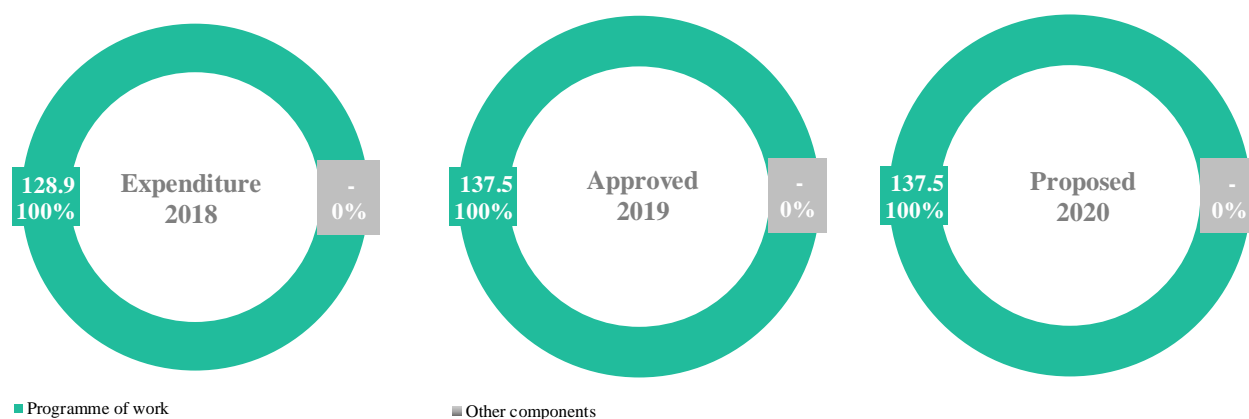


Table 34.11

Programme of work: evolution of financial and post resources (jointly financed activities)

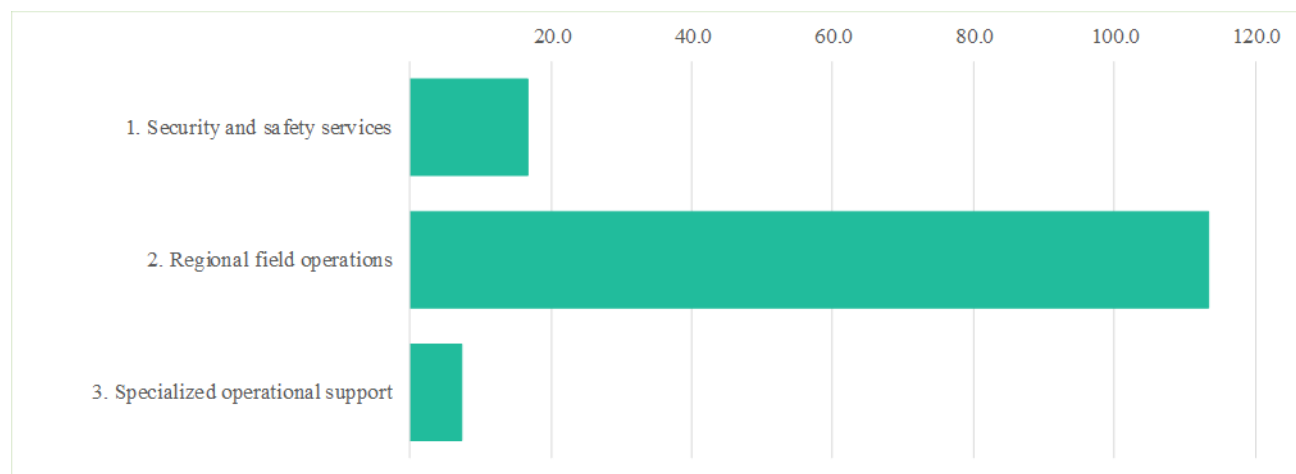
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 approved	Changes					2020 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by subprogramme								
1. Security and safety services	16 170.5	16 825.6	—	—	(187.6)	(187.6)	(1.2)	16 638.0
2. Regional field operations	106 050.9	113 310.9	—	—	—	—	—	113 310.9
3. Specialized operational support	6 634.5	7 327.6	—	—	187.6	187.6	2.6	7 515.2
Total	128 855.9	137 464.1	—	—	—	—	—	137 464.1
Financial resources by main category of expenditure								
Post	102 315.3	103 911.9	—	—	—	—	—	103 911.9
Non-post	26 540.6	33 552.2	—	—	—	—	—	33 552.2
Total	128 855.9	137 464.1	—	—	—	—	—	137 464.1
Post resources by subprogramme								
1. Security and safety services		160	—	—	(1)	(1)	(0.6)	159
2. Regional field operations		764	—	—	—	—	—	764
3. Specialized operational support		33	—	—	1	1	3.0	34
Total		957	—	—	—	—	—	957

Figure 34.IX

Distribution of proposed resources for 2020 by subprogramme (jointly financed activities)

(Millions of United States dollars)



Subprogramme 1 Security and safety services

Regular budget resource requirements

- 34.47 The proposed regular budget resources for 2020 amount to \$85,347,800 and reflect a decrease of \$2,613,500 compared with the appropriation for 2019. Additional details are provided in table 34.12 and figures 34.X and 34.XI.

Table 34.12

Subprogramme 1: evolution of financial and post resources (regular budget)

(Thousands of United States dollars/number of posts)

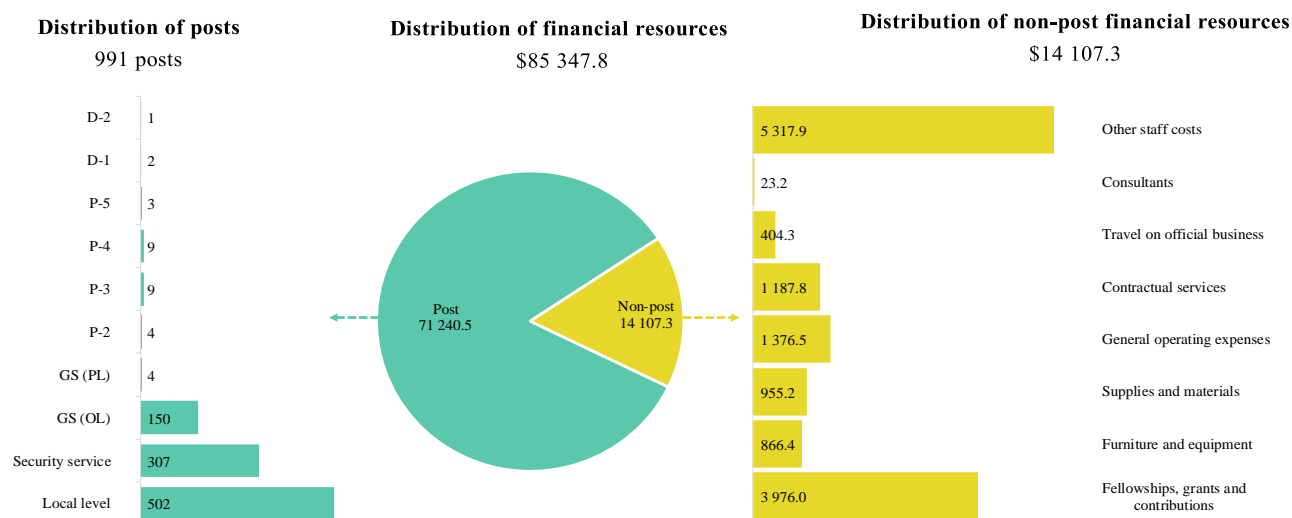
	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	73 281.6	72 863.0	–	–	(1 622.5)	(1 622.5)	(2.2)	71 240.5
Non-post	19 519.8	15 098.3	(76.8)	–	(914.2)	(991.0)	(6.6)	14 107.3
Total	92 801.4	87 961.3	(76.8)	–	(2 536.7)	(2 613.5)	(3.0)	85 347.8
Post resources by category								
Professional and higher		31	–	–	(3)	(3)	(9.7)	28
General Service and related		977	–	–	(14)	(14)	(1.4)	963
Total		1 008	–	–	(17)	(17)	(1.7)	991

Note: Resources include the Secretariat's share of the jointly financed Security and Safety Service in Vienna in the estimated amounts of \$3,819,400 for 2019 and \$3,776,800 for 2020.

Figure 34.X

Subprogramme 1: distribution of proposed resources for 2020 (regular budget) (before recosting)

(Number of posts/thousands of United States dollars)

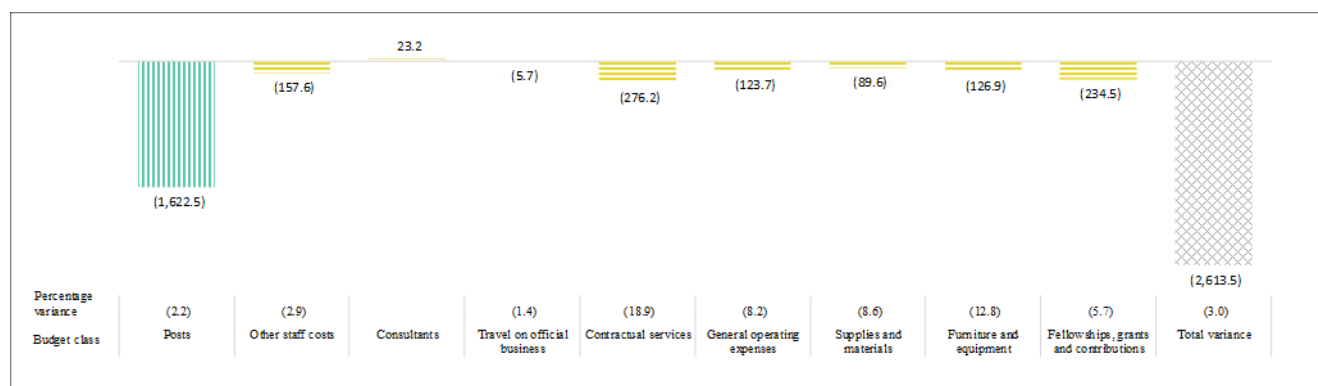


Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 34.XI

Subprogramme 1: variance between proposed resources for 2020 and appropriation for 2019, by budget class (regular budget)

(Thousands of United States dollars)



34.48 The net decrease of \$2,613,500 reflects mainly:

- Technical adjustments.** The net decrease of \$76,800 under non-post resources relates to the removal of non-recurrent requirements approved for 2019 by the General Assembly in its resolutions [73/279 A](#) relating to the renovation of the Africa Hall at the Economic Commission for Africa (\$29,000) and [71/257](#) relating to oceans and the law of the sea (\$47,800);
- Other changes.** The decrease of \$2,536,700 is due to: (i) the proposed abolishment of two posts of Security Assistant (General Service (Other level)) in the Security and Safety Service in Geneva and 10 posts of Security Officer (Local level) in the Security and Safety Service in Beirut following an operational analysis of the staffing levels of the Services; (ii) the redeployment of five posts (2 P-4, 1 P-3, 1 General Service (Principal level) and 1 (General Service (Other level)) to the proposed new Division of Specialized Operational Support under subprogramme 3 in line with the realignment of functions and responsibilities within the Department; (iii) proposed reductions (\$871,600) under other staff costs, contractual services, general operating expenses and furniture and equipment; and (iv) adjustments in the Secretariat's share of jointly financed activities under the established cost-sharing arrangements (\$42,600).

Resource requirements for jointly financed activities

34.49 The proposed resources under jointly financed activities (the gross budget for the Security and Safety Service in Vienna) amount to \$16,638,000 and reflect a net decrease of \$187,600 redeployed to subprogramme 3, compared with 2019. Additional details are reflected in table 34.13 and figures 34.XII and XIII.

Table 34.13

Subprogramme 1: evolution of financial and post resources (jointly financed Security and Safety Service, Vienna)

(Thousands of United States dollars/number of posts)

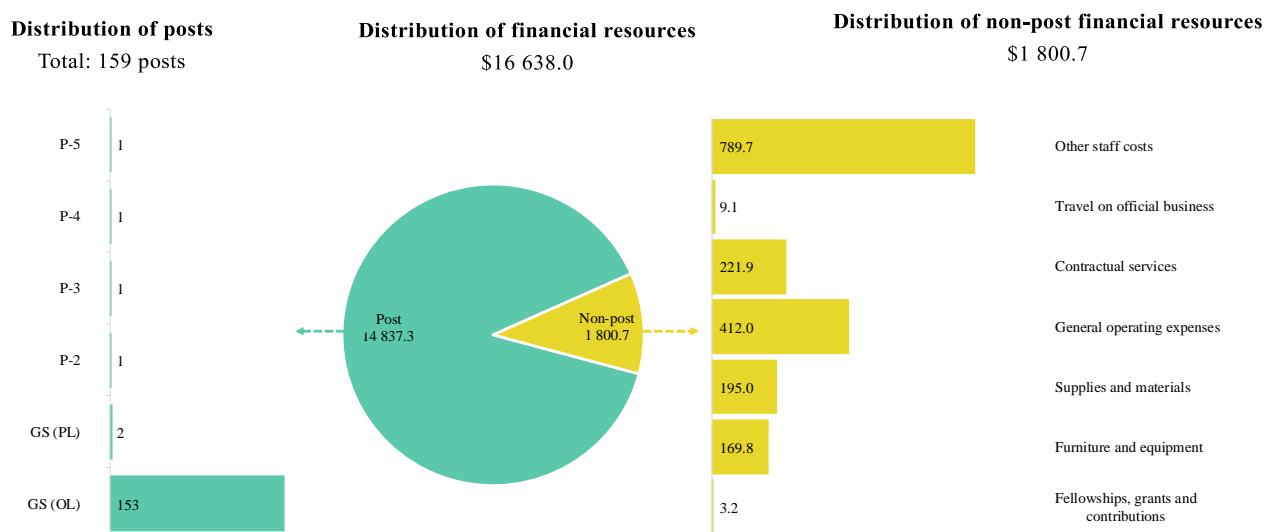
	2018 expenditure	2019 approved	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	14 650.7	15 024.9	—	—	(187.6)	(187.6)	(1.1)	14 837.3
Non-post	1 519.8	1 800.7	—	—	—	—	—	1 800.7
Total	16 170.5	16 825.6	—	—	(187.6)	(187.6)	(1.1)	16 638.0
Post resources by category								
Professional and higher		5	—	—	(1)	(1)	(20.0)	4
General Service and related		155	—	—	—	—	—	155
Total		160	—	—	(1)	(1)	(0.6)	159

Note: The Secretariat's share of jointly financed Security and Safety Service in Vienna amounts to \$3,819,400 for 2019 and \$3,776,800 for 2020.

Figure 34.XII

Subprogramme 1: distribution of proposed resources for 2020 (jointly financed activities) (before recosting)

(Number of posts/thousands of United States dollars)

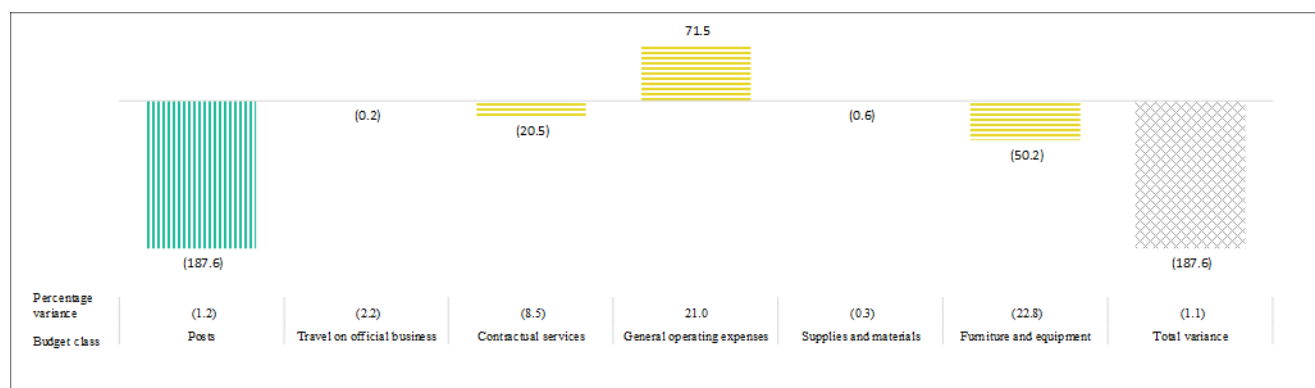


Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 34.XIII

Subprogramme 1: variance between proposed resources for 2020 and appropriation for 2019, by budget class (jointly financed activities)

(Thousands of United States dollars)



34.50 The net decrease of \$187,600 is due to:

Other changes. The proposed redeployment of one post of Physical Security Officer (P-4) from the Security and Safety Service, Vienna, under subprogramme 1 to the proposed new Division of Specialized Operational Support under subprogramme 3 in line with the realignment of functions and responsibilities within the Department.

34.51 The subprogramme is supported by: (a) extrabudgetary resources, estimated at \$13,977,700, which would provide for 58 posts and non-post activities, as reflected in table 34.4, and for the operations of the Security and Safety Service at Headquarters, offices away from Headquarters and regional commissions, for the United Nations Secretariat, and, on a cost-recovery basis, for agencies, funds and programmes; and (b) other assessed resources amounting to \$733,500, which would provide for 4 posts and non-post resources under the support account for peacekeeping operations.

Subprogramme 2 Regional field operations

Regular budget resource requirements

34.52 The proposed regular budget resources for 2020 amount to \$24,011,100 and reflect a decrease of \$1,014,900 compared with the appropriation for 2019. Additional details are provided in table 34.14 and figure 34.XIV.

Table 34.14

Subprogramme 2: evolution of financial and post resources (regular budget)

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	24 809.9	25 026.0	(1 014.9)	—	—	(1 014.9)	(4.1)	24 011.1
Total	24 809.9	25 026.0	(1 014.9)	—	—	(1 014.9)	(4.1)	24 011.1

Note: Resources include the Secretariat's share of jointly financed activities relating to regional field operations, amounting to \$24,305,100 for 2019 and \$23,328,600 for 2020, and the United Nations share of the malicious acts insurance policy, amounting to \$720,900 in 2019 and \$682,500 for 2020.

Figure 34.XIV

Subprogramme 2: distribution of proposed resources for 2020 (regular budget) (before recosting)

(Thousands of United States dollars)



34.53 The net decrease of \$1,014,900 is due to:

Technical adjustments. Adjustments under fellowships, grants and contributions, in respect of the Secretariat's share of jointly financed activities under the established cost-sharing arrangements. The Secretariat's share is 22.4 per cent for 2019 compared with 21.5 per cent for 2020 for the United Nations security management system and 15 per cent for the malicious acts insurance policy for 2019 compared to 14.2 per cent in 2020.

Resource requirements for jointly financed activities

34.54 The proposed resources under jointly financed activities (the gross budget for regional field operations), as reflected in table 34.15 and figure 34.XV, amount to \$113,310,900.

Table 34.15

Subprogramme 2: evolution of financial and post resources (jointly financed activities)

(Thousands of United States dollars/number of posts)

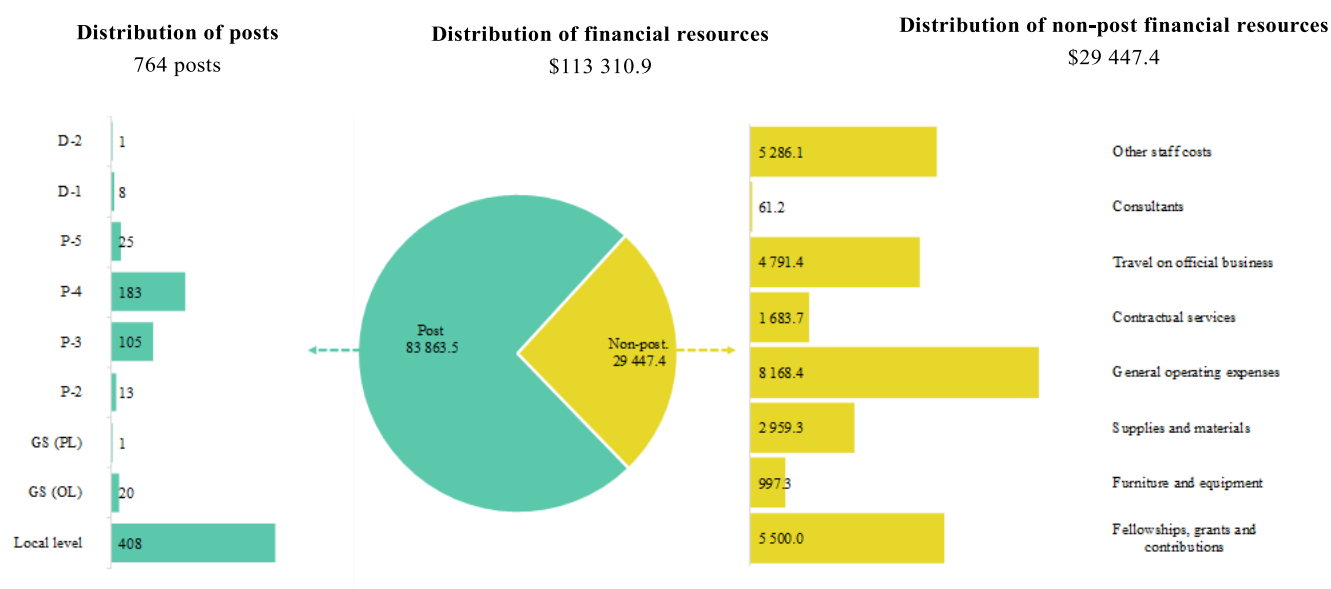
	2018 expenditure	2019 approved	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	82 971.9	83 863.5	—	—	—	—	—	83 863.5
Non-post	23 079.0	29 447.4	—	—	—	—	—	29 447.4
Total	106 050.9	113 310.9	—	—	—	—	—	113 310.9
Post resources by category								
Professional and higher		335	—	—	—	—	—	335
General Service and related		429	—	—	—	—	—	429
Total		764	—	—	—	—	—	764

Note: Includes a provision of \$4,806,000 in 2019 and in 2020 for the malicious acts insurance policy. The Secretariat's share of jointly financed activities and malicious acts insurance policy amounts to \$25,026,000 for 2019 and \$24,011,100 for 2020.

Figure 34.XV

Subprogramme 2: distribution of proposed resources for 2020 (jointly financed activities) (before recosting)

(Thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

- 34.55 The subprogramme is supported by other assessed resources amounting to \$2,287,000, as reflected in table 34.4, that would provide for 11 posts and non-post resources in peacekeeping operations.

Subprogramme 3 Specialized operational support

Regular budget resource requirements

- 34.56 The proposed regular budget resources for 2020 amount to \$2,678,700 and reflect an increase of \$1,010,700 compared with the appropriation for 2019. Additional details are provided in table 34.16 and figures 34.XVI and 34.XVII.

Table 34.16

Subprogramme 3: evolution of financial and post resources (regular budget)

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	—	—	—	1 062.9	1 062.9	—	1 062.9
Non-post	1 589.1	1 668.0	(68.2)	—	16.0	(52.2)	(3.1)	1 615.8
Total	1 589.1	1 668.0	(68.2)	—	1 078.9	1 010.7	60.6	2 678.7

Section 34 Safety and security

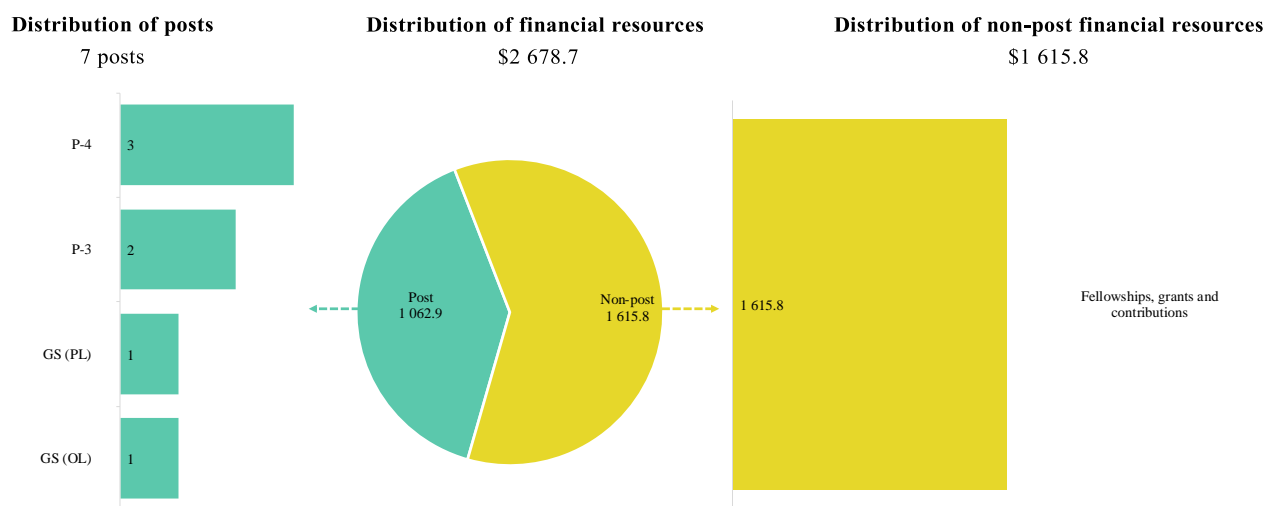
	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		—	—	—	5	5	—	5
General Service and related		—	—	—	2	2	—	2
Total		—	—	—	7	7	—	7

Note: Resources include the Secretariat's share of jointly financed activities under the established cost-sharing arrangements in the estimated amounts of \$1,641,400 for 2019 and \$1,615,800 for 2020.

Figure 34.XVI

Subprogramme 3: distribution of proposed resources for 2020 (regular budget) (before recosting)

(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 34.XVII

Subprogramme 3: variance between proposed resources for 2020 and appropriation for 2019, by budget class (regular budget)

(Thousands of United States dollars)



34.57 The net increase of \$1,010,700 reflects:

- (a) **Technical adjustments.** A decrease of \$68,200, due to the fact that, under the established cost-sharing arrangements for jointly financed activities, the Secretariat's share in the United Nations security management system is reduced from 22.4 per cent for 2019 to 21.5 per cent for 2020;
- (b) **Other changes.** The increase in post resources of \$1,062,900 is attributable to the redeployment of seven posts, comprising two posts from executive direction and management (1 P-4 and 1 P-3) and five posts from subprogramme 1 (2 P-4, 1 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) in the context of the proposed realignment of resources within the Department to achieve better organizational balance and synergies for improved effectiveness of the operations of the United Nations security management system. In the first stage of departmental reform, completed in June 2018, the Secretariat's security resources and responsibilities were integrated in the context of a workforce reform initiative anchored on the departmental strategies on human resources, gender and security training and the conduct of a workforce-planning exercise. In the second stage, the Department is reviewing its internal structure to ensure greater effectiveness. In that context, the creation of a new Division of Specialized Operational Support is proposed, which would include the Protection Coordination Unit, the Physical Security Unit, the Critical Incident Stress Management Unit, the Commercial Air Travel Safety Unit, the Training and Development Section and the Compliance, Evaluation and Monitoring Unit, together with the addition of road safety expertise, in order to reap the benefits of the changes implemented in 2018–2019. Additional reform would require a review of the structures of the United Nations security management system. The increase in non-post resources of \$16,000 relates to an increase in the United Nations share of jointly financed activities (\$42,600) redeployed from subprogramme 1, offset in part by reduced requirements for furniture and equipment (\$26,600).

Resource requirements for jointly financed activities

- 34.58 The proposed resources under jointly financed activities (the gross budget for specialized operational support), as reflected in table 34.17 and figure 34.XIII, amount to \$7,515,200, reflecting a net increase of \$187,600 compared with 2019.
- 34.59 The proposal includes a general temporary assistance position of a Director (D-2) for the new Division of Specialized Operational Support. The structure and the future of the new division, as well as the value of the particular role, will be assessed in 2020 after the realignment has been completed. As such, temporary resources are proposed in the interim until the assessment has been completed and the outcome presented in the next proposed programme budget for the Department.

Table 34.17

Subprogramme 3: evolution of financial and post resources (jointly financed activities)

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 approved	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 692.7	5 023.5	–	–	187.6	187.6	3.7	5 211.1
Non-post	1 941.8	2 304.1	–	–	–	–	–	2 304.1
Total	6 634.5	7 327.6	–	–	187.6	187.6	2.6	7 515.2

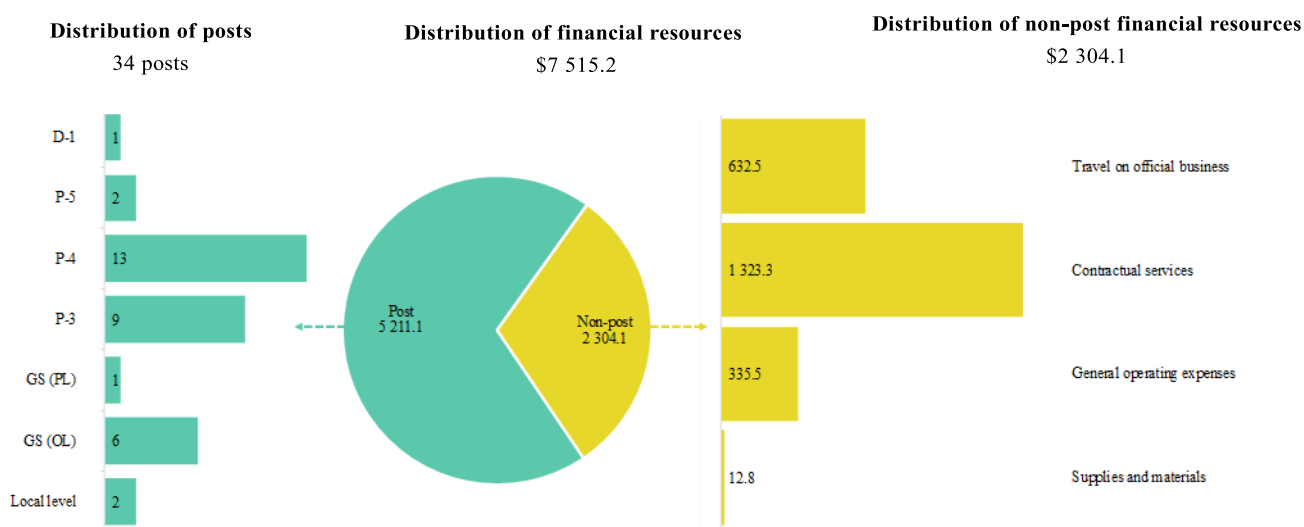
	2018 expenditure	2019 approved	Changes				2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		24	—	—	1	1	4.2	25
General Service and related		9	—	—	—	—	—	9
Total		33	—	—	1	1	3.0	34

Note: The Secretariat's share of jointly financed activities amounts to \$1,641,400 for 2019 and \$1,615,800 for 2020.

Figure 34.XVIII

Subprogramme 3: distribution of proposed resources for 2020 (jointly financed activities) (before recosting)

(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

34.60 The net increase of \$187,600 is due to:

Other changes. The proposed redeployment of one post of Physical Security Officer (P-4) from the Security and Safety Service in Vienna under subprogramme 1 to the proposed new Division of Specialized Operational Support in New York under subprogramme 3 in line with the realignment of functions and responsibilities within the Department.

34.61 The subprogramme is supported by other assessed resources amounting to \$424,400, as reflected in table 34.4, that would provide for one post and non-post resources under the support account for peacekeeping operations.

Programme support

34.62 The Executive Office assists the Under-Secretary-General in the discharge of the Department's responsibilities in the areas of human resources management, finance and general administration.

34.63 The proposed regular budget resources for 2020 amount to \$2,856,400 and reflect a decrease of \$279,700 compared with the appropriation for 2019. Additional details are provided in figures 34.XIX to 34.XXI and table 34.18.

Figure 34.XIX
Resources for programme support as a percentage of the regular budget
(Millions of United States dollars)

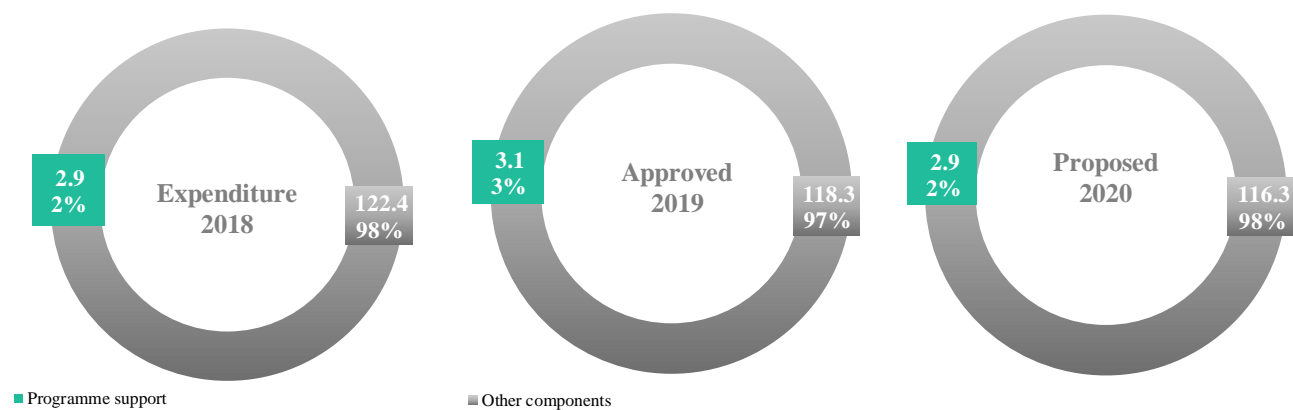


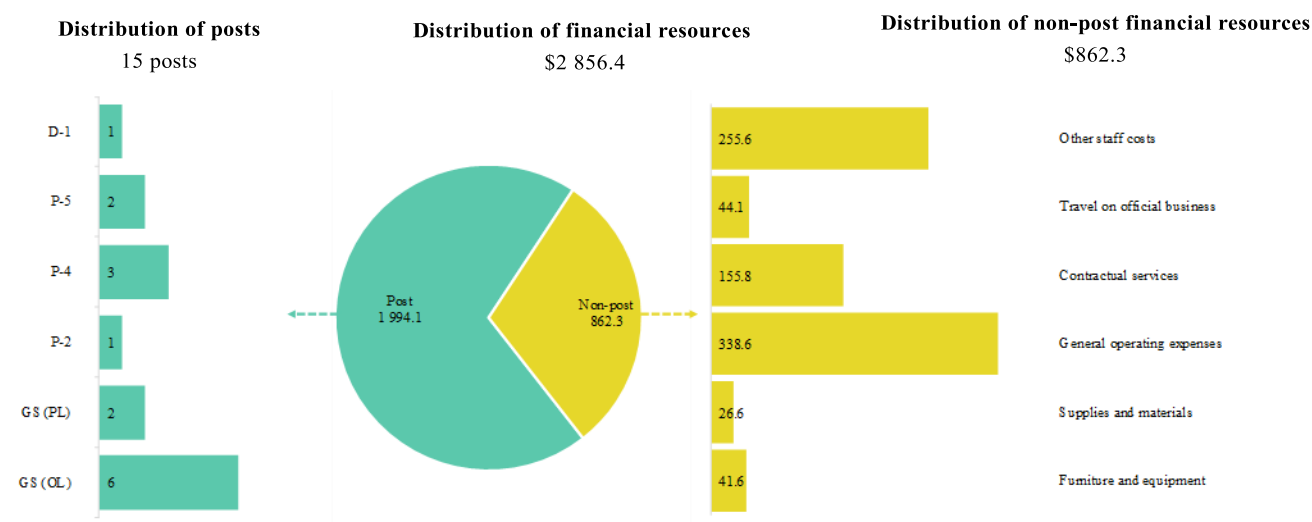
Table 34.18
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Resource changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 939.6	1 994.1	—	—	—	—	—	1 994.1
Non-post	1 003.4	1 142.0	—	—	(279.7)	(279.7)	(24.5)	862.3
Total	2 943.0	3 136.1	—	—	(279.7)	(279.7)	(8.9)	2 856.4
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		8	—	—	—	—	—	8
Total		15	—	—	—	—	—	15

Figure 34.XX

Programme support: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

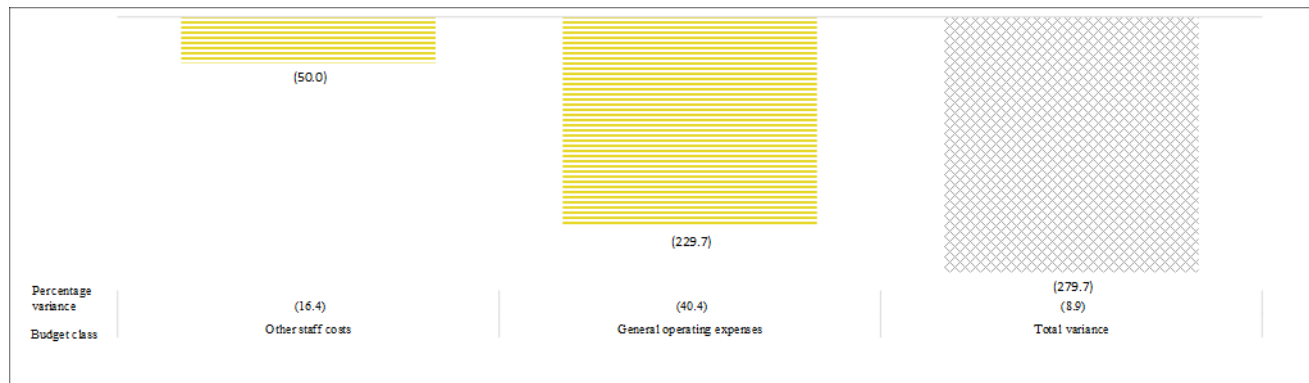


Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 34.XXI

Programme support: variance between proposed resources for 2020 and appropriation for 2019, by budget class

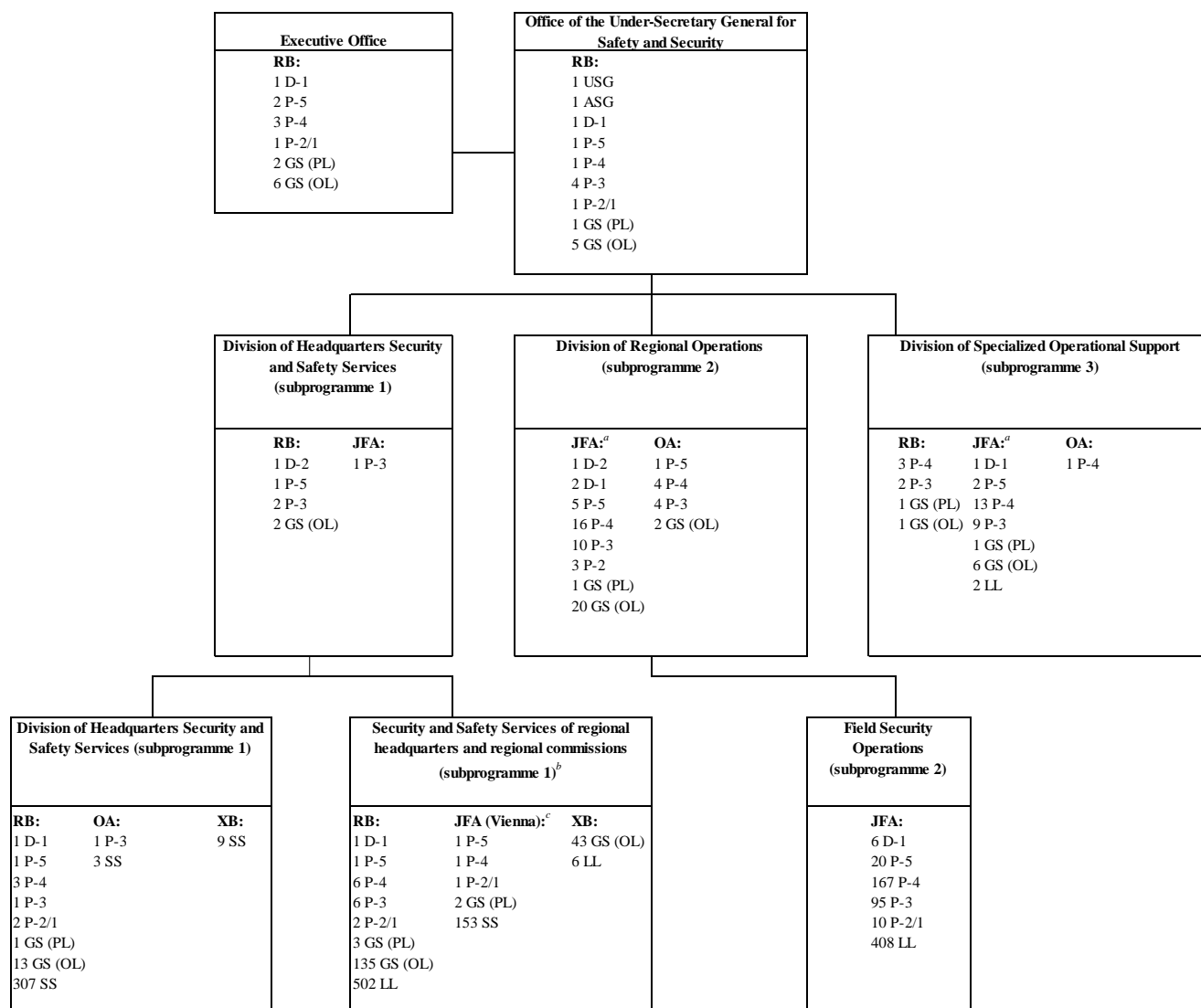
(Thousands of United States dollars)



34.64 The net decrease of \$279,700 reflects the proposed reductions under non-post resources relating mainly to general operating expenses (\$229,700) and general temporary assistance under other staff costs (\$50,000).

Annex I

Proposed organizational structure and post distribution for 2020



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); JFA, jointly financed activities; LL, Local level; OA, other assessed contributions; RB, regular budget; SS, Security Service; USG, Under-Secretary-General; XB, extrabudgetary.

^a Financed jointly by all of the organizations participating in the security management system in the field.

^b Including the security and safety services at other headquarters locations and the regional commissions.

^c Jointly financed by all Vienna International Centre-based organizations relating to the Security and Safety Service in Vienna.

Annex II

Summary of proposed changes in established and temporary posts, by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Regular budget				
Executive direction and management	(2)	1 P-4, 1 P-3	Redeployment of 2 Security Coordination Officers to subprogramme 3, Specialized operational support	To achieve better organizational balance and synergies for improved effectiveness in the operations of the United Nations security management system; existing resources are proposed to be redeployed to the Division of Specialized Operational Support
Subprogramme 1 Security and safety services	(3)	2 P-4, 1 P-3	Redeployment of 3 Security Coordination Officers to subprogramme 3, Specialized operational support	To achieve better organizational balance and synergies for improved effectiveness in the operations of the United Nations security management system; existing resources are proposed to be redeployed to the Division of Specialized Operational Support
	(2)	1 GS (PL), 1 GS (OL)	Redeployment of 1 Protection Coordination Assistant and 1 Staff Assistant to subprogramme 3, Specialized operational support	
	(2)	1 GS (OL)	Abolishment of 2 Security Officer posts in the Security and Safety Service in Geneva	Reduction reflects the result of the operational analysis of staffing levels of the Security and Safety Services
	(10)	LL	Abolishment of 10 Security Officer posts in the Security and Safety Service in Beirut	
Subprogramme 3 Specialized operational support	7	3 P-4, 2 P-3, 1 GS (PL), 1 GS (OL)	Redeployment of 5 Security Coordination Officers and 2 support staff from executive direction and management and subprogramme 1, Security and safety services	To achieve better organizational balance and synergies for improved effectiveness in the operations of the United Nations security management system; existing resources are proposed to be redeployed from executive direction and management and subprogramme 1
Total	(12)			
Jointly financed activities				
Subprogramme 1 Security and safety services	(1)	1 P-4	Redeployment of physical security officers to subprogramme 3, Specialized operational support	To achieve better organizational balance and synergies for improved effectiveness in the operations of the United Nations security management system; existing resources are proposed to be redeployed to the Division of Specialized Operational Support
Subprogramme 3 Specialized operational support	1	1 P-4	Redeployment of physical security officers from subprogramme 1, Security and safety services	To achieve better organizational balance and synergies for improved effectiveness in the operations of the United Nations security management system; existing resources are proposed to be redeployed from executive direction and management and subprogramme 1
Total	–			

Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level.