General Assembly

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Items 141 and 142 of the preliminary list*

Proposed programme budget for 2021

Programme planning

Proposed programme budget for 2021

**Part XII
Safety and security**

**Section 34
Safety and security**

**Programme 28
Safety and security**

Contents

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 * A/75/50.
 ** 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.

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Foreword

Over the past decade, the environment in which the United Nations and its partners are delivering their mandates has intensified in complexity, and the threats have increased in severity. The resurgence in conflicts around the world, the expansion in scope and capabilities of non-State armed groups and the growing number of countries around the world that are experiencing severe economic stresses, climate change and geopolitical shifts all increase the need for the Organization and have an impact on its ability to stay and deliver on its mandates.

The Department of Safety and Security is first and foremost a service provider. Its scope of work is set by the operational needs of those that it supports. Extensive consultations with partners in the field and at Headquarters have highlighted two realities: (a) the Department performs vital and valued functions, with staff providing quality safety and security support, across all locations, often in very difficult operating environments; and (b) in a context that has become more challenging, the Department can and must evolve and improve, building on its strengths and the changes that it has already implemented in recent years and committing to innovate and use technology to drive efficiency and impact. It needs to be a more cohesive and unified Department, across all locations and the entire integrated security workforce, and it must be more transparent and responsive to stakeholders.

The 2021 budget proposal articulates the Department of Safety and Security programme in response to these realities. It speaks to the objectives of the Department and the actions for 2021 required to achieve those goals. It is intended to address gaps and risks that require attention and focused effort, individually and collectively, in parallel with the range of services that it continues to deliver daily, at the various headquarters locations and in the field. The 2021 budget proposal is articulated in line with the Department's mandates and the requirements set by Member States and those partners who form part of the United Nations security management system. Its implementation must embody what the Department always strives to be: a trusted enabler of the effective delivery of United Nations programmes and operations.

(*Signed*) Gilles **Michaud**
Under-Secretary-General for Safety and Security

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

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 relevant General Assembly resolutions and decisions, beginning with resolution 59/276, by which the Department was established. The Department enables United Nations to expand its operations and programmes globally and provides support to approximately 180,000 personnel and 400,000 of their dependants in more than 125 countries.

Strategy and external factors for 2021

34.2   The strategy for 2021 reflects the fact that changing dynamics in the global security environment pose complex and interrelated challenges to the international community, including the United Nations. Protracted political crises, transnational armed conflicts, civil unrest, violent extremism, human rights violations, disrespect for international law, large-scale public health emergencies and the increased frequency of natural disasters are driving violence and fragility worldwide. Extreme climate conditions have also compelled the Department to adapt and adjust in order to respond effectively to the growing needs of the Organization in an evolving global security environment. Accordingly, in 2019 and following the integration of the security workforce, the Department undertook an internal realignment, within existing resources, to review and strengthen its structure and ensure that it is "fit for purpose". The realignment resulted in a more streamlined division of services, with a sharper focus not only on policy, strategy and communications, but also on specialized security services to support field operations. The Department is reviewing its internal structure to ensure greater effectiveness, given that natural disasters and infectious disease outbreaks have also affected countries in different regions, with dire humanitarian consequences.

34.3   These global security challenges require multifaceted peace, humanitarian, human rights and development responses. As the United Nations system expands its operations globally in order to respond to these challenges, there are simultaneous increased demands on security management support. United Nations personnel therefore face significant direct and indirect threats while undertaking their critical work, including harassment, intimidation, criminality, sexual assault, safety-related threats and violent attacks. In 2018 and 2019, the United Nations security management system enabled a significant number of activities to be carried out, including development programmes in 170 countries and territories, human rights programmes in 77 countries, peace operations in more than 35 countries and territories and humanitarian operations in more than 30 countries and territories. The demands for security support to enable United Nations operations to function continues to rise. For example, there has been a continuous increase in the number of people in need of humanitarian assistance, from nearly 132 million in 2019 to 168 million in 2020.

34.4   Notwithstanding the significant 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 programme an effective response to the changing global security environment, while striving for the most effective and efficient use of safety and security resources.

34.5   To meet current and emerging global challenges, the Organization has embarked on major reforms in the peace and security, development and management arenas. Within this reform agenda, the Department's internal organization remains fit for purpose to face current challenges and deliver its programme.

34.6   Building on this internal realignment, the Department has undertaken further work to ensure that its continual evolution is rooted in transparency and accountability. The Department strives to enable the delivery of United Nations programmes through trusted security leadership and solutions. Focus areas include workforce engagement, improved and transparent business processes, and standardization, in order to align with organizational reforms, in particular to ensure clearer decision-making authority with commensurate accountability for the use of resources and business performance. Continued efforts to ensure the full integration of the integrated security workforce across field and mission settings will form part of these initiatives.

34.7   In support of the Organization's development reforms, the Department has worked to strengthen the capacity of United Nations Designated Security Officials through tailored training on crisis management and trained 113 Officials through six regional training sessions in 2018 and 2019. The programme prepares these Officials to lead United Nations country teams in security crisis situations, including with regard to strengthening security risk management documents and security plans. The Department is also revising and updating the handbook for Officials, which offers practical and comprehensive advice on security management and decision-making.

34.8   The Department, through the strategic coordination and management of the Security and Safety Services, enabled the safe access of more than 36,000 staff members and delegates and more than 1,000 visiting Heads of State and Government and more than 3 million visitors to United Nations Headquarters, offices away from Headquarters and regional commissions, as well as representatives of civil society, the media and the private sector at eight duty stations. The work includes conference security management, providing advice on and coordination of host country agreements and memorandums of understanding on security cooperation, compliance with headquarters minimum operating security standards and close protection.

34.9   The Department supported the increasing requirement for the provision of protective services in 2018–2019. This resulted in 583 complex protective operations in high-risk environments, representing an increase of 15 per cent compared with the previous biennium. There was a 2 per cent increase in all protective operations, with 2,946 recorded during 2018–2019.

34.10   With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a)   The United Nations will continue to respond to security needs in environments experiencing war, conflict, civil unrest, crime and natural hazards, and the number of high-threat areas requiring United Nations security assistance will continue to grow;

(b)   The security environment will continue to evolve, challenging the ability of the United Nations to gain safe access to areas and communities for programme delivery;

(c)   Personnel of the United Nations and its premises will continue to face direct and indirect threats from a range of actors in situations of civil unrest, terrorism and armed conflict;

(d)   Threat actors will continue to develop innovative and advanced techniques that will require new and specialized responses from the United Nations security management system;

(e)   Host Governments will continue to provide security support to the United Nations, and in some cases, this support may need to be supplemented, depending on the security context and capacities;

(f)   United Nations Designated Security Officials, Security Management Team members, wardens and security focal points will continue to require enhanced levels of security training, advice, responses and solutions to support their security needs and obligations.

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. The Department strives to promote multidisciplinary skills, gender balance and geographical representation to ensure a varied workforce that can meet the multifaceted safety and security challenges. The Department has provided gender training to 250 mid-level personnel, undertaken

training specifically aimed at addressing gendered threats to United Nations personnel and, critically, released a new manual in 2019 on the inclusion of gender into security risk management for security personnel. The latter is the culmination of considerable efforts by United Nations security management system partners and is aligned with recent reform efforts at the Organization with respect to sexual harassment, exploitation and abuse.

34.12   In the context of the United Nations Disability Inclusion Strategy, the Department is working with the United Nations security management system on publishing guidance to security personnel in 2020 on disability inclusion in security risk management processes, which is critical both for personnel in the field and at Headquarters and for special events.

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 in the planning and implementation of measures aimed at improving personnel security, training and awareness, and system-wide policies.

Legislative mandates

34.14   The list below provides all mandates entrusted to the programme.

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel	57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
55/175	Safety and security of humanitarian personnel and protection of United Nations personnel	59/276	Questions relating to the programme budget for the biennium 2004–2005: strengthened and unified security management system for the United Nations (sect. XI)
56/255	Special subjects relating to the proposed programme budget for the biennium 2002–2003: safety and security of United Nations personnel (sect. VIII)	61/263	Strengthened and unified security management system
56/286	Strengthening the security and safety of United Nations premises	74/116	Safety and security of humanitarian personnel and protection of United Nations personnel

Security Council resolution

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and associated personnel

Deliverables

34.15   Table 34.l lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 34.1
Cross-cutting deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report of the Secretary-General on the safety and security of humanitarian personnel and protection of United Nations personnel	1	1	1	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Substantive services for meetings (number of three-hour meetings)	**18**	**18**	**18**	**18**
2. Meetings of the Fifth Committee (administrative and budgetary)	5	5	5	5
3. Meeting of the Committee for Programme and Coordination	1	1	1	1
4. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. Meetings of the United Nations System Chief Executives Board for Coordination and High-level Committee on Management	3	3	3	3
6. Meetings of the working groups of the Inter-Agency Security Management Network	6	6	6	6
7. Meetings of the Inter-Agency Security Management Network and the steering group	2	2	2	2

E. Enabling deliverables

Safety and security: updates to the United Nations security management system policies, procedures and guidelines; technical support and briefings on security policies, procedures and guidelines of the United Nations security management system to designated officials for security and other representatives, to security decision makers, security professionals and United Nations personnel, as required, in the field, and to the Department of Peace Operations and the Department of Political and Peacebuilding Affairs; workshops for chief security advisers and security advisers to support the evaluation of security programmes.

Evaluation activities

34.16   The following self-evaluation completed in 2019 has guided the programme plan for 2021 in all subprogrammes in the Department: in 2019, the Department concluded the initial realignment following the integration of the security workforce to review and strengthen its structure. The realignment resulted in a more streamlined division of services, with a sharper focus not only on policy, strategy and communications, but also on specialized security services to support field operations. In consultation with a wide range of stakeholders and clients, the Department developed its strategic plan for 2020–2022, which outlines the strategic intent for that time frame on areas that require attention. Evaluation activities also focused on strengthening internal capacities through development opportunities with other institutions and active participation in United Nations Evaluation Group working groups.

34.17   The findings of the evaluation referenced above have been considered for the programme plan for 2021.

34.18   The following evaluations are planned for 2021: the Department will conduct two evaluations, and the subjects of the evaluations are to be determined.

Programme of work

Subprogramme 1
Security and safety services

Objective

34.19   The objective, to which this subprogramme contributes, is to ensure a safe and secure environment for all United Nations personnel, delegates, dignitaries and other visitors while conducting activities at United Nations Headquarters, offices away from Headquarters and regional commissions and while attending special events hosted by the United Nations at external locations.

Strategy

34.20 To contribute to a safe and secure environment for all United Nations personnel, delegates, dignitaries and other visitors while conducting activities at United Nations Headquarters, offices away from Headquarters and regional commissions, the subprogramme will provide strategic coordination and management of the Security and Safety Services at eight duty stations, as well as policy, operational guidance and technical supervision, including but not limited to security and safety risk management, threat and risk assessment, physical security, close protection, crisis management, fire safety, recruitment, training and oversight of security and safety projects at these locations. This action is expected to result in the effective functioning of all activities, free from major interference of any kind, conducted by more than 36,000 staff members and delegates, more than 1,000 visits of Heads of State and Government and more than 3 million visitors at these locations. Past results in this area include the implementation of physical security systems, access control procedures and registration mechanisms to ensure the quick and safe access of millions of delegates, staff and visitors to safely conduct their business and programmatic activities without disruption, notwithstanding the existence of threats and risks at those locations.

34.21 To contribute to a safe and secure environment at special events hosted by the United Nations at external locations, the subprogramme will provide strategic advice on and technical expertise to conference security management coordination and address security challenges posed by the wide variation in size, scale, profile, context and location through the provision of advice on and coordination of security risk assessments, host country agreements, memorandums of understanding on security cooperation, general concept of operations, joint security plans and the liaison with and deployment of the Security and Safety Services at the conference venues. This work is expected to result in the effective and safe functioning of conferences and special events organized by the United Nations security management system organizations and Member States at external locations. This includes a growing number of events with thousands of conference participants, among whom are hundreds of Heads of State and Government, thousands of United Nations staff members, delegates and representatives of civil society, media, the private sector and integrational organizations. Past results in this area include the coordination, in 2019, of 169 special events, which were held in 80 countries with 95,929 participants, including 5,514 United Nations staff members and numerous senior United Nations officials, and Heads of State and Government, without any security incidents having an impact on the event mandate. To support these events, 303 security officers from different duty stations were deployed.

Programme performance in 2019 against planned result

34.22 A planned result for 2019, which is improved physical security and safety at United Nations headquarters locations and regional commissions, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by 98.5 per cent compliance (compared with a target of 100 per cent) with the requirements of the revised headquarters minimum operating security standards, which was ascertained by the implementation of tools such as the security standards monitoring matrix self-assessments, peer reviews, increasing standardization initiatives and fit-for-purpose reviews.

Programme performance in 2019: enhanced preparedness and response capacity through coordination

34.23 In 2019, the subprogramme continued to provide the necessary security for staff, delegates and visitors through the efficient and effective management of resources and coordination with host government authorities and other stakeholders, notwithstanding the increasing levels of risk at some duty stations in different regions of the world posed by widespread civil unrest and other evolving threats. The subprogramme provided security services at eight duty stations and was one of the main providers of personnel to the Department's global operations, which entailed the deployment of

security officers in a surge capacity to field missions, close protection details, major events and conferences and other support activities.

34.24   The subprogramme ensured the preparedness and response capacity at the Organization's most prominent locations through proper coordination with host country forces, training and preparedness of the staff and the adequate deployment of security resources, as required. In 2019, the subprogramme enabled the conduct of the activities of the Organization, including more than 18,000 meetings and conferences, 30 per cent of which required the adoption of an enhanced security posture from the Security and Safety Services and support from host government law enforcement, resulting in no serious security incidents that could affect the functioning of the event or the safety of its participants. This was possible owing to increased efforts aimed at the enhancement of access control procedures by focusing on "security customer service" to welcome an increasing number of visitors and participants of United Nations events held at Headquarters, offices away from Headquarters and regional commissions. The subprogramme and its units worked to increase overall compliance with headquarters minimum operating security standards and, in close collaboration with host Governments, to enhance security levels of headquarters locations and increase response capacity to critical incidents through additional training and preparedness activities.

Progress towards the attainment of the objective, and performance measure

34.25   This work contributed to a safe and secure environment for all United Nations personnel, delegates and other visitors attending events hosted by the United Nations, as demonstrated by the absence of serious security incidents, which could affect mandated activities.

Table 34.2
Performance measure

2015	2016	2017	2018	2019
Improved headquarters minimum operating security standards, comprising 221 standard physical security and safety requirements, approved; level of compliance reached was 97 per cent	Level of compliance ascertained at each duty station through self-assessments and managerial requirements	Peer review programme revised and Security and Safety Service locations assessed for compliance with headquarters minimum operating security standards and validity of measurable results	Efforts in implementation of headquarters minimum operating security standards increased and level of compliance reaches 98 per cent	Absence of serious security incidents and increase in compliance with "managerial requirements" and host country coordination achieving a rate of compliance of 98.5 per cent

Planned results for 2021

Result 1: timeliness through the integration of accreditation and badging of visitors and participants in special events (result carried over from 2020)

34.26   The subprogramme will continue the work related to innovation in security services, in line with its mandate, and will improve the process of accrediting and badging visitors and participants in special events held both on United Nations premises and externally for facilitating the accreditation of visitors and participants in special events, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 34.3
Performance measure

2017	2018	2019	2020	2021
N/A	More efficient and effective ways to coordinate with accrediting entities to enable access to event participants and visitors	Measurable decrease in the time required to accredit visitors and participants in special events, which will be measured though a combination of qualitative assessments and post-event surveys	Further measurable decrease in the time required to accredit visitors and participants in special events and qualitative improvement in the vetting process, which will be measured though a combination of qualitative assessments and post-event surveys	The information provided by participants in United Nations events during accreditation will also be available in other United Nations external events, through the development of a centralized database of event participants, thereby improving the vetting process and increasing the security at United Nations events

Abbreviation: N/A, not applicable.

Result 2: continuous improvement in security and safety services despite increasing risks (new result)

34.27   The security environment is continuously evolving and there is a need to align security and safety operations and response mechanisms to be able to deal with increased risks and new evolving threats such as vehicle ramming, knife attacks, drones, intense civil unrest and massive demonstrations in close proximity to headquarters locations and in external special events.

34.28   The subprogramme will ensure the coordination and provision of specialized security support to United Nations special events, including major meetings and conferences held outside established headquarters locations. The upward trend in the demand for professional conference security coordination services continued into 2019 and the events also grew in size and complexity. One of the notable efforts and successes of the subprogramme's activities in 2019 was the preparation and management of security arrangements for the twenty-fifth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, which was to be held in Santiago de Chile from 2 to13 December 2019 but, owing to a deterioration in the security situation and a heightened level of risk on the ground, was transferred to Madrid a month before the event commenced. The biggest challenge was to implement and ensure the necessary security posture at the new location, jointly put in place by the Department and the host country to have the event proceed in a timely manner and in a secure and safe environment. As a result, the event was held as expected and was attended by more than 50 Heads of State and Government and more than 19,000 participants without any serious security incident.

Internal challenge and response

34.29   The challenge for the subprogramme was to be able to maintain access and normal activities at headquarters locations while dealing with maintenance issues arising from the use of outdated physical security systems and considering increasing threat levels, and to provide sufficient security support to special events at external locations. In response, the subprogramme will improve its

coordination and planning efforts, its deployment of security personnel to support major events and conferences held outside established headquarters and its surge support capabilities in high-risk locations or crises by streamlining and standardizing operations, enhancing coordination with host country law enforcement intelligence and law enforcement agencies and establishing internal mechanisms of oversight delivery of security operations in special events at external locations. The subprogramme will also continue to invest in the development and implementation of a comprehensive standardized accreditation and access control platform to be used at Headquarters and special events, in coordination with the relevant stakeholders in other departments.

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

34.30   This work is expected to contribute to a safe and secure environment at special events hosted by United Nations security management system organizations at external locations and to the provision of support to the Department's global security operations through the deployment of security officers on surge capacity, while ensuring the normal functioning of security activities at Headquarters, offices away from Headquarters and regional commissions, which would be demonstrated by increased compliance with the implementation of headquarters minimum operating security standards, streamlined coordination with the host countries and the United Nations security management system and the uninterrupted availability of support at all Safety and Security Service-supported locations.

Table 34.4
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
The headquarters minimum operating security standards approved to standardize the security operations at external special events	Improvements verified in the security operations of United Nations events and conferences; administrative and operational procedures standardized	Intense social activism and demonstrations pose additional threats to United Nations events and conferences, requiring an enhanced security posture	Level of compliance with headquarters minimum operating security standards increased and ascertained through internal oversight mechanism	Increased compliance with implementation of headquarters minimum operating security standards; coordination with the host countries and the United Nations security management system organizations streamlined
				Uninterrupted availability of support at all Safety and Security Service-supported locations

Deliverables

34.31   Table 34.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 34.5
Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

E. Enabling deliverables

  Safety and security

   Security of United Nations premises: security risk management services and access control for United Nations Headquarters, offices away from Headquarters and regional commissions.

   Security of United Nations special events: coordination and provision of security services for United Nations special events and conferences held away from United Nations premises.

   Specialized security services: specialized security services, including the provision of close protection for senior United Nations officials and visiting dignitaries, and investigations of security incidents and fire safety.

Subprogramme 2
Regional field operations

Objective

34.32   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 in the United Nations field duty stations to enable the implementation of United Nations mandates, programmes and activities worldwide.

Strategy

34.33   To contribute to ensuring the safety and security of United Nations personnel, premises and assets in the United Nations field duty stations, the subprogramme will, through effective and timely security coordination, the provision of operational security guidance, the development of security standards, the conduct of security assistance missions and the deployment of security resources and assets in the field, develop, maintain and strengthen security arrangements for United Nations personnel and their programmatic activities in all field locations where they are present. This action is expected to assist United Nations Designated Security Officials and organizations of the United Nations security management system in enhancing and streamlining security management measures in the field.

34.34   The subprogramme will also ensure that the security risk management process, comprising the assessment of threats and associated security risks, as well as the determination of security risk management measures to lower residual security risks, is developed and completed in a timely fashion in all designated security areas in the field. The process is the major United Nations security management system framework for risk managed decision-making and a common platform to determine acceptable risks in the most informed fashion and, consequently, to enable the implementation of United Nations mandates, programmes and activities. In addition, the subprogramme will ensure that security plans and relevant contingency measures to be implemented in crisis situations are developed and updated in a timely manner.

34.35   Furthermore, the subprogramme will elevate the level of compliance that United Nations organizations and personnel in field locations have with United Nations security management system security policies. The subprogramme will also provide all assistance and support necessary to the system in crisis situations, streamline critical decision-making processes, activate crisis management infrastructure and deploy additional crisis management capacity in the field.

34.36   The above work is expected to result in the strengthened crisis-response of the United Nations security management system and reducing the impact of crisis on the delivery of United Nations

programmes and activities. The implementation of this strategy will also comprise the following specific security programmes: (a) table-top exercises for United Nations Designated Security Officials to strengthen crisis preparedness, response and recovery; (b) the rapid deployment of security officers to countries, missions and areas affected by crisis situations and security contingencies; (c) the conduct of regional workshops and global conferences involving all senior security officers in field locations under the responsibility of the subprogramme to share best practices, learn lessons and harmonize security management procedures; and (d) security assistance missions to field duty stations to strengthen security management process and procedures. Past results in these areas include: (a) the timely implementation of crisis management, response and recovery in multiple countries and areas affected by various types of crisis situations; (b) communiqués to the United Nations common system comprising operational security guidelines related to crisis situations and security contingencies; and (c) technical security support and guidance to the United Nations Designated Security Officials.

Programme performance in 2019 against planned result

34.37   A planned result for 2019, which is enhanced preparedness for contingencies and crisis situations and response to security incidents in field duty stations, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 380 security plans endorsed by the Division of Regional Operations in 2019. This allowed the United Nations to continue with the delivery of its critical mandates, programmes and activities in more than 30 countries and areas characterized as being at high and very high levels of risk, while ensuring the safety and security of United Nations personnel and providing an opportunity for the Organization to "stay and deliver" instead of "how to leave".

34.38   In addition, the subprogramme quickly deployed more than 100 security officers to countries, missions and areas affected by security contingencies to assist in crisis management operations in the field. Furthermore, the subprogramme has led hostage incident management operations resulting from the abduction of 10 United Nations security management system personnel in 2019, with all affected personnel safely released. With the expansion of United Nations mandates, programmes and activities in high security risk areas involving a substantial increase in the number of United Nations personnel deployed to these areas, the subprogramme also ensured that corresponding security risk management measures implemented did not result in an increase in security incidents having an impact on United Nations personnel worldwide.

Programme performance in 2019: enhanced preparedness for contingencies and crisis situations

34.39   The major goal of the subprogramme is to ensure adequate safety and security arrangements for United Nations personnel in more than 160 countries assigned to some 700 United Nations duty stations as classified by the International Civil Service Commission, including in peacekeeping and special political missions, as well as to effectively enable the implementation of United Nations mandates, programmes and activities in these countries, missions and specific locations. The activities of regional field operations entail daily security coordination with the field and the provision of operational guidance and security advisories to all members of the United Nations security management system, all field security personnel and all United Nations personnel deployed to field duty stations. It mobilizes all United Nations personnel to adhere to security policies, procedures and advisories, supports United Nations Designated Security Officials for security in their daily duties and in emergency situations, maintains up-to-date security and threat information provided to senior United Nations officials, assists in response to a hostage-taking and other crisis situations, and takes the lead in the management of safety and security contingencies in the field.

34.40   In 2019, the subprogramme developed and promulgated 31 Department of Safety and Security communiqués to the United Nations common system comprising operational security guidelines

related to crisis situations and security contingencies involving the evacuation of United Nations personnel, relocation, family restriction, the coordination of incoming missions or restriction of non-critical travel for security reasons in countries under security emergencies, and the return of personnel and their eligible family members to areas subject to evacuation and relocation upon the improvement in security conditions.

34.41 Following the implementation of its strategy, the subprogramme has also enabled the implementation of United Nations programmes and mandates in high-risk countries and areas affected by military hostilities and threats of terrorism, including in Afghanistan, northern Iraq, Libya, eastern Mali, north-eastern Nigeria, Somalia and the Syrian Arab Republic.

34.42 In addition, the subprogramme provided technical security support and guidance to United Nations Designated Security Officials, continuously strengthened the level of security preparedness, developed, reviewed and endorsed security risk management processes/documentation for 430 designated security risk management areas and 135 security plans in 2018, and reviewed and endorsed 473 security risk management and 390 security plans in 2019. The deliverables (security risk management and security plans) are the major United Nations security management system frameworks to assess security threats and associated security risks, identify security management measures to reduce risks and provide a platform for informed managerial decisions in relation to risk acceptance that are critical to enabling United Nations programmes and activities to function in the field.

34.43 Furthermore, the subprogramme ensured the timely implementation of crisis management, response and recovery in multiple countries and areas affected by various types of crisis situations. Whether military, political or social conflict or natural disasters, these responses have been to numerous countries and regions, including the northern Democratic Republic of the Congo when affected by the Ebola virus disease epidemic; Indonesia, Malawi and Mozambique, which were affected by natural disasters; and Libya while experiencing ongoing military hostilities. The subprogramme also effectively enabled the implementation of new United Nations mandates and programmes in Burkina Faso, Iraq and Yemen. In addition, the subprogramme has developed and delivered six regional (Europe, North America, South-East Asia, Middle East, Asia and the Pacific and East Africa) table-top crisis management exercises for 113 United Nations Designated Security Officials, developing critical skills to make appropriate and timely decisions in emergency situations resulting from political, military, social and humanitarian crises or natural disasters. The above exercises have proved to be instrumental for United Nations Designated Security Officials.

Progress towards the attainment of the objective, and performance measure

34.44 This work contributed to ensuring the safety and security of personnel and the security of United Nations premises and assets in the United Nations field duty stations in order to enable the implementation of United Nations mandates, programmes and activities worldwide, as demonstrated by 390 security plans endorsed, which underscores the effective security management, security coordination and security operations, thereby enabling the implementation of a wide range of United Nations mandates and activities, comprising political, development, peace and humanitarian operations, in all areas, including those exposed to elevated security risks.

Figure 34.I
Performance measure: number of security plans reviewed and endorsed, 2015–2019
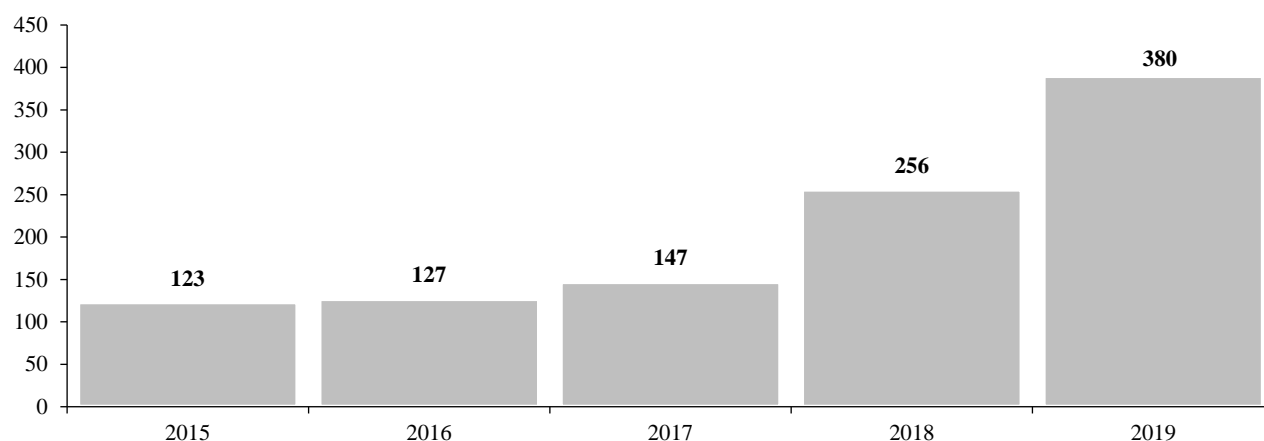
Planned results for 2021

Result 1: maintaining an acceptable level of security planning and preparedness (result carried over from 2020)

34.45   The subprogramme will continue the work related to security planning, in line with its mandate, and will streamline the development of security planning documents by making the transition from security plans for an entire country to specific plans within the country to enhance security preparedness for contingencies and crisis response to security incidents, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 34.II
Performance measure: endorsed security plans updated, approved and endorsed, 2017–2021
(Percentage)
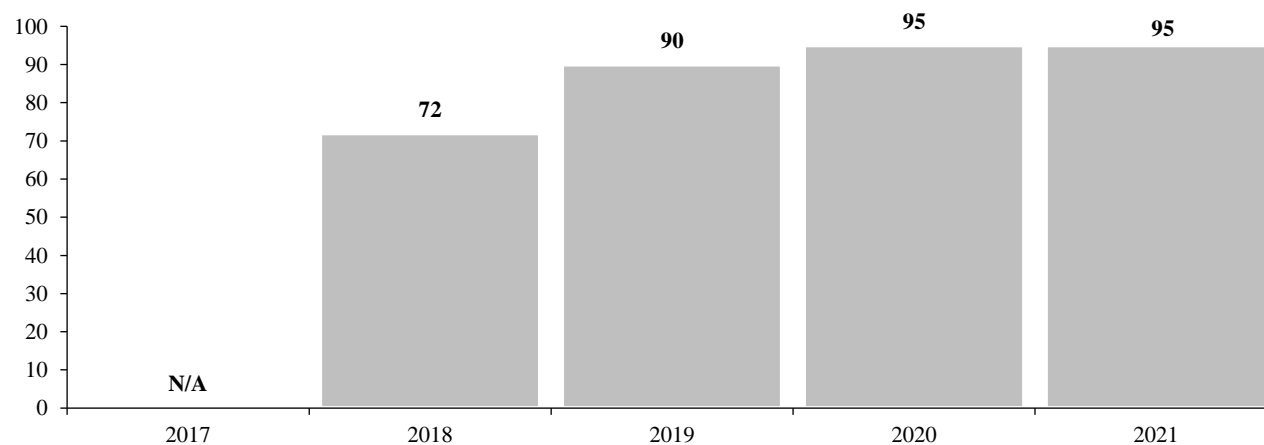
Abbreviation: N/A, not applicable.

Result 2: strengthening risk-based and solutions-oriented security services in the field (new result)

34.46   United Nations activities and programmes in the field are affected by the rapidly evolving and challenging global security environment. Interrelated security threats, associated with growing environmental and health hazards, continue to spread to new territories, while protracted local and regional armed conflicts continue unabated and civil unrest becomes a widespread epidemic.

34.47   In this context, the subprogramme will focus on strengthening risk-based and solutions-oriented security services in the field through the consolidation and refinement of three foundational operational imperatives. The subprogramme will improve the security risk management process, which remains the main security decision-making tool, review analytical capabilities against the new security threats and demands, and strengthen the monitoring of compliance with security policies and processes.

34.48   The focus on these initiatives will enable the subprogramme to achieve greater professional competency, enhance the consistency and efficiency of security management in the field and strengthen collaboration with partners and stakeholders, in line with the departmental strategic plan and objectives.

34.49   In 2020, the Department has begun to review the security risk management process and the Safety and Security Incident Recording System through consultation with Headquarters and field security professionals and security analysts. Their work will lay the groundwork for concrete refinements to and improvements in both platforms, including: (a) improvements in the specific security risk management and Safety and Security Incident Recording System frameworks and tools; (b) enhanced integration of the wider United Nations Security Managers Information Network platform, data and functionalities; (c) associated changes to work processes; and (d) necessary adaptations to organizational culture and training.

Internal challenge and response

34.50   The challenge for the subprogramme was the exponential growth in demand for security services in the field with the establishment of new United Nations mandates in parallel with the deterioration in the security situation in many countries. In response, the subprogramme frequently redeploys field personnel from lower-risk countries and duty stations to higher-risk locations. This approach can work effectively until a deteriorating security situation in a given country evolves to a point when new solutions are required.

34.51   In addition, the subprogramme provides rapid response to emerging crises or mandated activities in new areas through the rapid deployment of additional security capacity, including specific security interventions such as bolstering resource capacity for the management of hostage incidents.

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

34.52   The work is expected to contribute to ensuring the safety and security of personnel and the security of United Nations premises and assets in the United Nations field duty stations to enable the implementation of United Nations mandates, programmes and activities worldwide, which would be demonstrated by an improved security risk management process and Safety and Security Incident Recording System, leading to a strengthened risk-based and solution-oriented security service.

Table 34.6
Performance measure

2017	2018	2019	2020	2021
New security risk management policy and manual promulgated in 2016 and adjusted in 2017 to incorporate sections on approved security risk management measures	Monitoring of the implementation of the security risk management process initiated	Security risk management manual revised to reflect how to incorporate acceptance of the security risk management process and tools A total of 83 per cent of clients responded that the Department of Safety and Security enables delivery of their organization's programme, while ensuring the safety and security of staff	Review of security risk management process and Safety and Security Incident Recording System initiated	Improved security risk management tool and Safety and Security Incident Recording System, leading to strengthened risk-based and solution-oriented security advice A total of 85 per cent of clients respond that the Department enables delivery of their organization's programmes, while ensuring the safety and security of staff

Deliverables

34.53   Table 34.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 34.7
Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

E. Enabling deliverables

  Safety and security

    Security assessments: security services and deployment of security personnel in response to emergencies.

    Training and capacity-building: workshops and training on crisis management/preparedness, analysis, security management, leadership and best practices.

Subprogramme 3
Specialized operational support

Objective

34.54   The objective, to which this subprogramme contributes, is to ensure the safety and security of United Nations operations, premises and personnel, and improve the efficiency and effectiveness of the security operations and the security management system of the United Nations.

Strategy

34.55   To contribute to ensuring the safety and security of United Nations operations, premises and personnel, the subprogramme will:

(a)   Provide leadership and oversight through the cycle of security training, which includes analysis, design, development, implementation, evaluation and validation. This work is expected to result in the strengthened capacity of all United Nations security management system actors to effectively prevent or respond to security incidents. Past results in this area include the conduct of a training needs assessment and the launch of a new strategy; the redesign and updating of the training programmes, including the shift from Basic Security in the Field and Advanced Security in the Field to BSAFE; the revamping of the Safe and Secure Approaches in Field Environments curriculum; and the launch of a new learning management system;

(b)   Provide rapid psychosocial response in the aftermath of critical incidents and psychological resilience training. This work is expected to mitigate the short- and long-term psychological impact of exposure to critical incidents. Past results in this area include the successful management of critical incidents, including the provision of support during and in the aftermath of hostage incidents and the provision of system-wide guidance and support;

(c)   Provide safety-specific advice for the commercial air travel of United Nations security management system personnel. This work is expected to reduce vulnerability to commercial air travel incidents. Past results in this area include the provision of advice in the form of a list of recommended commercial air carriers to the United Nations security management system;

(d)   Provide strategic close protection coordination and management of the growing demand for personal protection details worldwide. This work is expected to mitigate risks for the movement of senior United Nations officials and other personnel as required. Past results in this area include the revamping of the close protection training courses and the provision of advice to senior United Nations officials, including the identification of risks and the recommendation of mitigation measures;

(e)   Identify the most significant and frequent physical security vulnerabilities to United Nations premises worldwide, including blast vulnerability, recommend security risk management measures, develop standards, technical specifications and ongoing guidance on physical security measures, systems and devices, and provide training. This work is expected to result in the mitigation of vulnerability to threats that could have an impact on United Nations premises and personnel. Past results in this area include the provision of guidance and advice on overhead protection and side protection for explosives and the analysis of the revised high security accommodation/office, as well as specific recommendations for at-risk locations;

(f)   Collaborate with United Nations security management system entities to strengthen road safety management within the system. This work is expected to reduce the risk of road crash fatalities for United Nations security management system personnel. Past results in this area include a system-wide road safety strategy and the coordination of system-wide road safety action;

(g)   Enhance the efficiency of security information management, including through the use of technologies. This work is expected to result in more data-driven approaches to security management, including targeted training programmes and specialized security support and advice to the members of the United Nations security management system. Past results in this area include the ongoing management of the United Nations Security Managers Information Network as a unique system-wide platform for security management.

34.56   To contribute to the improvement in the efficiency and effectiveness of the security operations and the security management system of the United Nations, the subprogramme launched the new BSAFE application, which provided updated security policy knowledge and awareness. The subprogramme also issued new guidance governing the Safe and Secure Approaches in Field Environments

programme, which resulted in greater quality control of the programme across the 50 duty stations that are running the programmes. Past results in this area include the completion of the BSAFE training programme by more than 300,000 United Nations security management system personnel and partners.

34.57   The subprogramme will continue to provide blast vulnerability assessments and specialized support to the premises of the United Nations and agencies, funds and programmes in the field and at headquarters locations. Moreover, it will also provide general advice through the distribution of information bulletins on blast protection, drones and vehicle ramming mitigation, in addition to providing training to 360 personnel representing 28 United Nations agencies, funds and programmes.

34.58   Furthermore, the subprogramme contributed to critical incident stress counselling and the delivery of psychosocial assistance to United Nations personnel in case of incident or as a preventive measure to sustain the resilience of staff deployed in hazardous areas, as demonstrated by the increasing number of emotional first aid and counselling support sessions delivered by the subprogramme in the form of counselling, training and assistance to managers.

Programme performance in 2019 against planned result

34.59   A planned result for 2019, which is the emotional first aid and psychological support to United Nations personnel following reported critical incidents, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 19,598 sessions provided, compared with a planned target of 10,000.

Programme performance in 2019: training and psychosocial support

34.60   Building on the knowledge gained in 2018, the subprogramme focused both on delivering training and managing courses provided by other entities for a coherent approach in carrying out critical mitigation measure to reduce the number of incidents. In 2019, the subprogramme launched the new BSAFE application, which provided updated security policy knowledge and awareness for the more than 300,000 United Nations security management system personnel and partners who have completed the course and issued new guidance governing the Safe and Secure Approaches in Field Environments programme, which resulted in greater quality control of the programme across the 50 duty stations that are running the programmes. The subprogramme is finalizing the update of the Safe and Secure Approaches in Field Environments core modules, which will result in greater security awareness and ability to prevent and respond to incidents by United Nations security management system personnel in field environments at higher risk, and piloted a new course for the integrated security workforce working in or preparing to deploy to peace operations, which focused on enhancing collaboration between United Nations security personnel and military and police deployments to United Nations peacekeeping operations.

34.61   In addition, the subprogramme has built the preparedness of United Nations personnel by delivering stress management training to 3,697 United Nations personnel in high-risk duty stations, including 116 Principal Security Advisers, Chief Security Advisers and Security Advisers; conducted briefings and managerial consultations for 289 managers, including 29 United Nations Designated Security Officials, on measures to improve the psychosocial well-being of United Nations staff; trained and certified 103 counsellors and mental health professionals to improve the accessibility to quality mental health services; conducted emotional first aid for 1,936 staff exposed to critical incidents; and led 8,142 stress counselling sessions around the world.

Progress towards the attainment of the objective, and performance measure

34.62   This work contributed to the improvement in the efficiency and effectiveness of the security operations and the security management system of the United Nations, as demonstrated by 9,802 United Nations personnel benefiting from psychosocial assistance in the areas of emotional first aid and counselling support sessions in cases of security incidents or as a preventive measure to sustain the resilience of the staff deployed in hazardous areas. The assistance comprises counselling, training and assistance to managers.

Figure 34.III
Performance measure: number of emotional first aid and counselling support sessions, 2015–2019
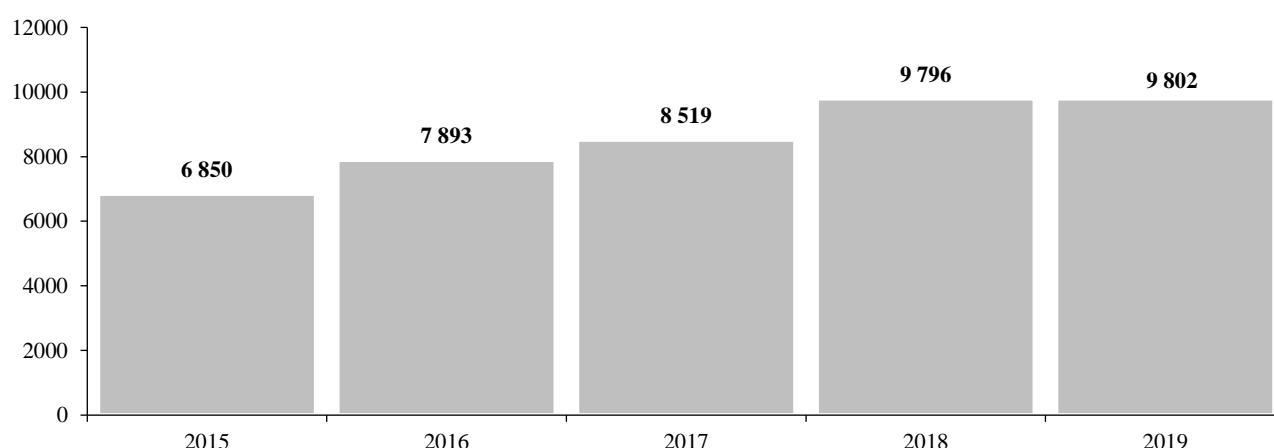
Planned results for 2021

Result 1: consolidation of specialized operational support (result carried over from 2020)

34.63   The subprogramme will continue the work related to specialized operational support, in line with its mandate, and will further streamline the work of specialized units for enhanced operations of the United Nations security management system worldwide, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 34.8
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	No structured approach to security learning; adoption of a learning and development strategy for the integrated security workforce; new learning methodologies piloted with the	Piloting of new learning opportunities and methodologies for the integrated security workforce; 100 per cent of United Nations security management system personnel	A coherent learning path followed by the integrated security workforce, resulting in greater consistency in the performance of security personnel globally; United Nations security	The coherent learning path will continue to be strengthened on the basis of needs assessments, building more inclusiveness and demonstrating United Nations values, as well as

2017	2018	2019	2020	2021
	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 personnel gaining updated security policy knowledge and awareness by the end of 2018	complete BSAFE, gaining updated security policy knowledge and awareness; Safe and Secure Approaches in Field Environments programme updated and improved, in line with new policies	management system personnel in countries that have implemented the improved Safe and Secure Approaches in Field Environments programme have increased security awareness and coping skills as a result	aligning with evolving operational need, including but not limited to lessons learned

Abbreviation: N/A, not applicable.

Result 2: keeping staff safe and secure through enhanced leadership of security training (new result)

34.64   The United Nations continues to be subjected to threats emerging from an evolving security environment, including crime, civil unrest, terrorism, natural hazards and war. In order for the United Nations to "stay and deliver" on its mandate in challenging environments, to meet its duty of care requirements and to support the performance of the integrated security workforce, the subprogramme is revitalizing its approach to leading security training programmes. As demands and complexity increase, it is imperative that resources be optimized and efficiencies created. In order to meet these objectives, the following approaches will be implemented: enhancing training governance, leveraging resources and synergies throughout the United Nations security management system; using technology to expand reach; improving training on data collection, analysis and management, including alignment with human resources processes; and increasing attention to diversity in programming.

34.65   In order to leverage resources throughout the United Nations security management system, existing coordination processes will be supplemented with improved governance under the leadership of the Under-Secretary-General for Safety and Security, to facilitate the enhanced engagement of United Nations security management system organizations. In addition, partnerships with external organizations will be sought. Technology will be used to develop more online content that can be accessed remotely, thereby making it more accessible to a larger number of beneficiaries. Improved data collection and analysis will be achieved through the implementation of a new learning management system to support the use of diverse learning methodologies and to strengthen training on data collection. Programmes will continue to be revised to mainstream diversity, with a view to rendering the material relevant to the full range of staff, and to increase sensitivity to the safety and security needs of the diverse workforce of the United Nations.

Internal challenge and response

34.66   The challenge for the subprogramme was shifting from a primarily training delivery model to one that provides leadership and oversight, focusing on the right training to the right audiences at the right time. In response, the subprogramme will strengthen the development of training content, establish standards and provide effective oversight of training delivery.

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

34.67   This work is expected to contribute to the improvement in the efficiency and effectiveness of the security operations and the security management system of the United Nations, as well as the management of security specific training, advice and coordination in specialized areas, including psychosocial support, which would be demonstrated by the optimized delivery of security training through enhanced governance and prioritization of resources.

Table 34.9
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
Development of training programs to meet United Nations security management system requirements identified through the Inter-Agency Security Management Network	Enhancement of training programmes to focus on online delivery of training worldwide	Delivery of specialized security training to meet the demands of all entities within the United Nations security management system	Transition to new training development model that centralizes oversight and decentralizes execution	Optimized delivery of security training through enhanced governance and prioritization of resources

Deliverables

34.68   Table 34.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 34.10
Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

E. Enabling deliverables

Safety and security

Critical incident stress management: provision of emotional first aid and psychological support to 10,000 United Nations personnel following reported critical incidents, training on critical incident stress management during emergencies to 200 United Nations counsellors and non-United Nations locally based counsellors, technical supervision to United Nations field counsellors through 6,000 virtual meetings and/or one-on-one sessions, expert advice and consultations on psychosocial well-being to 600 managers in the field and at Headquarters, and briefings on the management of stress and critical incident stress policy.

Physical security: improving physical security of United Nations premises by providing dedicated assessments, topical guidance, physical security training and analysis of data provided by the physical security assessment app.

Training and capacity-building: access to security learning throughout the United Nations security management system through the use of technology, diverse learning methodologies and partnerships to enhance delivery capacities.

Compliance monitoring and evaluation: thematic, programmatic and/or learning evaluations of security programmes; case studies on lessons learned and best practices in matters related to safety and security.

Protection coordination: travel tracking and coordinating the movement of senior United Nations officials.

Commercial air travel safety: provide advice on the use of commercially operated flights for official travel through the issuance of a list of recommended carriers, based upon advice received from United Nations aviation safety experts in the Department of Operational Support and at the World Food Programme and the International Civil Aviation Organization.

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

Overview

34.69   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 at their 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.

34.70   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).

34.71   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 2021, similar to 2020, based on the CEB field staff census as at 31 December 2017.

34.72   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 2021, similar to 2020. Those security and safety services relate to subprogramme 1.

34.73   The proposed regular budget resources, for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 34.11 to 34.13. Similarly, the proposed gross budget for jointly funded activities are reflected in tables 34.14 and 34.15.

Table 34.11
Financial resources (regular budget)
(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	78 868.3	83 049.2	334.0	–	(22.7)	311.3	0.4	83 360.5	1 990.8	85 351.3
Other staff costs	9 958.4	5 523.6	–	–	–	–	–	5 523.6	120.7	5 644.3
Consultants	80.9	67.2	–	–	–	–	–	67.2	1.3	68.5
Travel of staff	2 006.0	633.9	–	–	–	–	–	633.9	12.0	645.9
Contractual services	802.9	1 243.8	–	–	22.7	22.7	1.8	1 266.5	32.0	1 298.5
General operating expenses	2 235.1	1 776.8	–	–	–	–	–	1 776.8	45.7	1 822.5
Supplies and materials	678.3	977.5	–	–	–	–	–	977.5	25.9	1 003.4

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS, General Service; LL, Local Level; OL, Other level; PL, Principal level; SS, Security Service; USG, Under-Secretary-General.

	2019 expenditure	2020 appropriation	*Changes* Technical adjustments	New/ expanded mandates	Other	Total	Percentage	2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
Furniture and equipment	485.7	762.2	–	–	–	–	–	762.2	18.4	780.6
Improvements to premises	9.1	–	–	–	–	–	–	–	–	–
Fellowships, grants and contributions	29 777.1	30 147.5	(330.1)	–	–	(330.1)	(1.1)	29 817.4	730.2	30 547.6
Total	**124 901.9**	**124 181.7**	**3.9**	**–**	**–**	**3.9**	**–**	**124 185.6**	**2 977.0**	**127 162.6**

Table 34.12
Post changes (regular budget)[a]

	Number	Level
Approved for 2020	1 039	1 USG, 1 ASG, 1 D-2, 4 D-1, 6 P-5, 16 P-4, 15 P-3, 6 P-2/1, 8 GS (PL), 162 GS (OL), 307 SS, 512 LL
Abolishment	(5)	5 LL under subprogramme 1
Reclassification	–	Upward reclassification of 3 posts from the P-4 to the P-5 level under subprogramme 1 and 1 post from the P-4 to the P-5 level under subprogramme 3
Establishment	2	1 P-5 post and 1 P-3 post under subprogramme 3
Proposed for 2021	1 036	1 USG, 1 ASG, 1 D-2, 4 D-1, 11 P-5, 12 P-4, 16 P-3, 6 P-2/1, 8 GS (PL), 162 GS (OL), 307 SS, 507 LL

[a] Details on justifications for post changes are reflected in annex III.

Table 34.13
Post resources (regular budget)

Category	2020 approved	*Changes* Technical adjustments	New/expanded mandates	Other	Total	2021 proposed
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	4	–	–	–	–	4
P-5	6	–	–	5	5	11
P-4	16	–	–	(4)	(4)	12
P-3	15	–	–	1	1	16
P-2/1	6	–	–	–	–	6
Subtotal	**50**	**–**	**–**	**2**	**2**	**52**
General Service						
Principal level	8	–	–	–	–	8
Other level	162	–	–	–	–	162
Security Service	307	–	–	–	–	307
Subtotal	**477**	**–**	**–**	**–**	**–**	**477**

Category	2020 approved	Changes					2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total		
Other							
Local level	512	–	–	(5)	(5)		507
Subtotal	**512**	**–**	**–**	**(5)**	**(5)**		**507**
Total	**1 039**	**–**	**–**	**(3)**	**(3)**		**1 036**

Table 34.14
Financial resources (jointly financed activities)
(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	105 043.4	106 748.5	–	–	–	–	–	106 748.5	1 415.6	108 164.1
Other staff costs	4 469.2	5 260.9	–	–	–	–	–	5 260.9	98.3	5 359.2
Consultants	96.8	61.7	–	–	–	–	–	61.7	1.1	62.8
Travel of representatives	–	–	–	–	–	–	–	–	–	–
Travel of staff	5 413.7	5 487.3	–	–	–	–	–	5 487.3	104.2	5 591.5
Contractual services	10 705.1	3 241.6	–	–	3.0	3.0	0.1	3 244.6	60.9	3 305.5
General operating expenses	11 291.5	8 963.2	–	–	89.5	89.5	1.0	9 052.7	170.5	9 223.2
Hospitality	–	–	–	–	–	–	–	–	–	–
Supplies and materials	974.5	3 180.9	–	–	(50.8)	(50.8)	(1.6)	3 130.1	59.0	3 189.1
Furniture and equipment	2 810.2	1 166.3	–	–	(41.7)	(41.7)	(3.6)	1 124.6	21.1	1 145.7
Improvements to premises	26.2	–	–	–	–	–	–	–	–	–
Fellowships, grants and contributions	2 392.1	5 547.7	–	–	–	–	–	5 547.7	105.1	5 652.8
Other expenditures	0.5	–	–	–	–	–	–	–	–	–
Total	**143 223.2**	**139 658.1**	**–**	**–**	**–**	**–**	**–**	**139 658.1**	**2 035.8**	**141 693.9**

Table 34.15
Post resources (jointly financed activities)

Category	2020 approved	Changes					2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total		
Professional and higher							
D-2	1	–	–	–	–		1
D-1	9	–	–	–	–		9
P-5	28	–	–	–	–		28
P-4	197	–	–	–	–		197
P-3	115	–	–	–	–		115
P-2/1	14	–	–	–	–		14
Subtotal	**364**	**–**	**–**	**–**	**–**		**364**

Category	2020 approved	Changes					2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total		
General Service							
Principal level	4	–	–	–	–		4
Other level	26	–	–	–	–		26
Security Service	153	–	–	–	–		153
Subtotal	**183**	**–**	**–**	**–**	**–**		**183**
Other							
Local level	410	–	–	–	–		410
Subtotal	**410**	**–**	**–**	**–**	**–**		**410**
Total	**957**	**–**	**–**	**–**	**–**		**957**

Resource requirements for regular budget activities

34.74   Additional details on the distribution of proposed resources for 2021 are reflected in tables 34.16 to 34.18 and figure 34.IV.

34.75   As reflected in tables 34.16 (1) and 34.17 (1), the overall resources proposed for 2021 amount to $124,185,600 before recosting, reflecting a net increase of $3,900 compared with the appropriation for 2020. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 34.16
Evolution of financial resources by component and subprogramme
(Thousands of United States dollars)

(1)   *Regular budget*

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
A. Executive direction and management	2 921.1	2 934.4	–	–	–	–	–	2 934.4	82.8	3 017.2
B. Programme of work										
1. Security and safety services	92 820.6	91 132.8	3.9	0.0	(242.5)	(238.6)	(0.3)	90 894.2	2 083.9	92 978.1
2. Regional field operations	24 803.7	24 472.9	–	–	–	–	–	24 472.9	647.1	25 120.0
3. Specialized operational support	1 594.6	2 671.7	–	–	242.5	242.5	9.1	2 914.2	87.8	3 002.0
Subtotal, B	**119 218.9**	**118 277.4**	**3.9**		**–**	**3.9**	**–**	**118 281.3**	**2 818.8**	**121 100.1**
C. Programme support	2 761.9	2 969.9	–	–	–	–	–	2 969.9	75.4	3 045.3
Subtotal, 1	**124 901.9**	**124 181.7**	**3.9**	**–**	**–**	**3.9**	**–**	**124 185.6**	**2 977.0**	**127 162.6**

(2)   *Extrabudgetary*

	2019 expenditure	2020 estimate		2021 estimate
A. Programme of work				
1. Security and safety services	13 062.0	12 447.3		12 080.1
B. Programme support	33.2	–		–
Subtotal, 2	**13 095.2**	**12 447.3**		**12 080.1**

(3)   *Other assessed*

	2019 expenditure	2020 estimate		2021 estimate
A. Programme of work				
2. Regional field operations	3 221.9	3 252.1		3 567.7
Subtotal, 3	**3 221.9**	**3 252.1**		**3 567.7**
Total	**141 219.0**	**139 881.1**		**142 810.4**

Table 34.17
Evolution of post resources by component and subprogramme

(1)   *Regular budget*

		Changes				
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	2021 proposed
A. Executive direction and management	16	–	–	–	–	16
B. Programme of work	–	–	–	–	–	–
1. Security and safety services	1 001	–	–	(5)	(5)	996
2. Regional field operations	–	–	–	–	–	–
3. Specialized operational support	7	–	–	2	2	9
Subtotal, B	**1 008**	**–**	**–**	**(3)**	**(3)**	**1 005**
C. Programme support	15	–	–	–	–	15
Subtotal, 1	**1 039**	**–**	**–**	**(3)**	**(3)**	**1 036**

(2)   *Extrabudgetary*

	2020 estimate		2021 estimate
B. Programme of work			
1. Security and safety services	57		54
Subtotal, 2	**57**		**54**

(3)   *Other assessed*

	2020 estimate	*2021 estimate*
B. Programme of work		
2. Regional field operations	16	16
Subtotal, 3	**16**	**16**
Total	**1 112**	**1 106**

Table 34.18
Evolution of financial and post resources by category
(Thousands of United States dollars/number of posts)

			Changes					*2021 estimate (before recosting)*
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	78 868.3	83 049.2	334.0	–	(22.7)	311.3	0.4	83 360.5
Non-post	46 033.6	41 132.5	(330.1)	–	22.7	(307.4)	(0.7)	40 825.1
Total	**124 901.9**	**124 181.7**	**3.9**	**–**	**–**	**3.9**	**–**	**124 185.6**
Post resources by category								
Professional and higher		50	–	–	2	2	–	52
General Service and related		989	–	–	(5)	(5)	–	984
Total		**1 039**	**–**	**–**	**(3)**	**(3)**	**–**	**1 036**

Figure 34.IV
Distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)
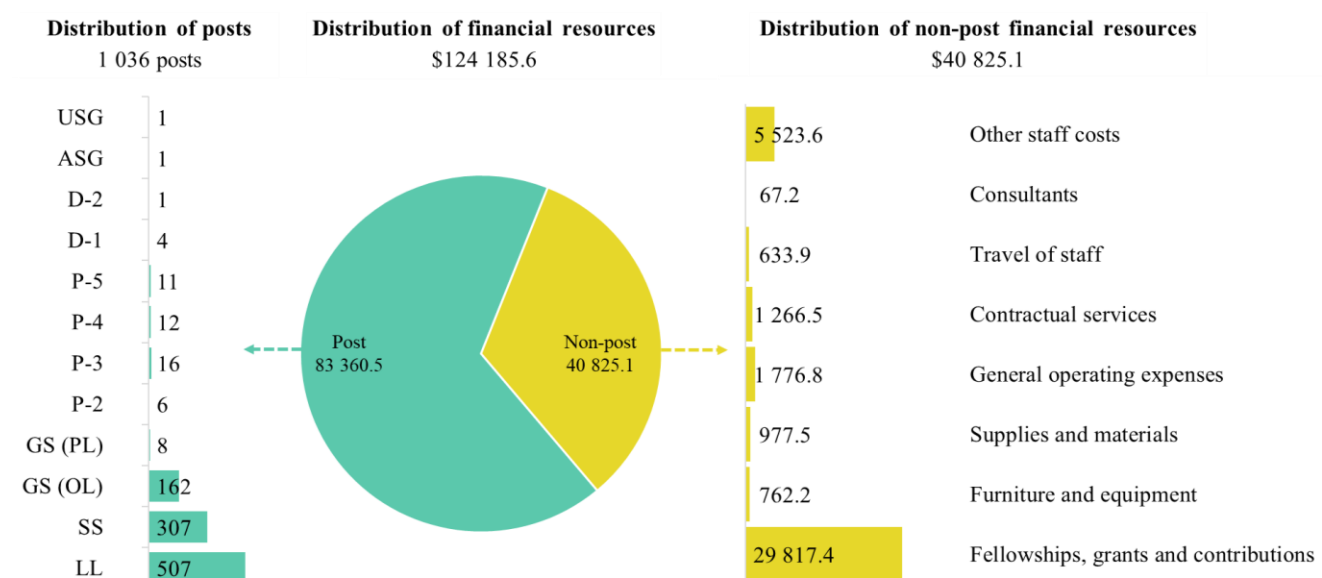
Variance analysis by component and subprogramme

Overall resource changes

Technical adjustments

34.76   As reflected in tables 34.16 (1) and 34.17 (1), resource changes reflect a net increase of $3,900 under subprogramme 1, Security and safety services, relating to (a) an increase of $334,000 under post resources relating to the annual provision of 10 posts of Security Officer (Local level) approved by the General Assembly in its resolution 74/262; and (b) a decrease of $330,100 under non-post resources relating to the removal of non-recurrent requirements related to the renovation of the Africa Hall at the Economic Commission for Africa (ECA), as well as the replacement of Blocks A to J at the United Nations Office at Nairobi, which were approved by the Assembly in its resolution 74/263.

Other changes

34.77   As reflected in tables 34.16 (1) and 34.17 (1), resource changes reflect within-section changes, on a cost-neutral basis, between subprogrammes 1 and 3, as follows:

(a)   **Subprogramme 1, Security and safety services**. The net decrease of $242,500 relates to:

(i)   Reduced net requirements of $265,200 under posts due to the proposed abolishment of five posts of Security Officers (Local Level) in the Security and Safety Service at the Economic and Social Commission for Western Asia (ESCWA), following an operational analysis of the staffing level of the Service, offset in part by increased requirements for the proposed upward reclassification of three posts of Chief of Security and Safety Service at ESCWA, the Economic and Social Commission for Asia and the Pacific and ECA from the P-4 to the P-5 level, based on the level of responsibility at these locations, as further explained in annex III to the present report;

(ii)   An increase of $22,700 under non-post resources for contribution to centrally provided information and technology services by the Office of Information and Communications Technology;

(b)   **Subprogramme 3, Specialized operational support**. An increase of $242,500 under post resources reflects the proposed establishment of two posts (Chief of Physical Security Section (P-5) and Compliance, Monitoring and Evaluation Officer (P-3)) and the proposed reclassification of the post of Chief of Compliance, Monitoring and Evaluation Section from the P-4 to the P-5 level, as explained in annex III to the present report.

Extrabudgetary and other assessed resources

34.78   As reflected in tables 34.16 (2) and 34.17 (2) above, the Department receives extrabudgetary contributions that complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of $12,080,100, including 54 posts, are expected to be received in support of extrabudgetary resources under the programme of work. Extrabudgetary resources represent 8.5 per cent of the total resources for this programme.

34.79   As reflected in tables 34.16 (3) and 34.17 (3) above, the Department is also supported by other assessed resources, estimated at $3,567,700, including 16 posts, which would provide resources under the support account for peacekeeping operations in 2021. Other assessed resources represent 2.5 per cent of the total resources for this programme.

Executive direction and management

34.80   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.

34.81   In managing the Department, the Under-Secretary-General is supported by the Strategic Planning and Policy 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 United Nations 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.

34.82   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 Department is integrating environmental management practices into its operations. In 2021, the Department will continue with electronic security risk management (e-SRM) to facilitate the paperless review and approval of security plans and documents electronically, and the use of new technology to minimize the paper used for security documents worldwide.

34.83   Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 34.19.

34.84   The Department will continue to make utmost efforts to implement advance travel planning and the early nomination of travellers for official travel. In the event of rapid security surge redeployment and close protection-related travel, the Department will work more closely with the travel unit and the agent to reserve tickets in advance on the basis of the preliminary itinerary that is made available in order to secure the lowest ticket price.

Table 34.19
Compliance rate
(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	47.9	100	100

34.85   The proposed regular budget resources for 2021 amount to $2,934,400 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 34.20 and figure 34.V.

Table 34.20
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					2021 estimate (before recosting)
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	2 669.7	2 605.3	–	–	–	–	–	2 605.3
Non-post	251.4	329.1	–	–	–	–	–	329.1
Total	**2 921.1**	**2 934.4**	**–**	**–**	**–**	**–**	**–**	**2 934.4**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General service and related		6	–	–	–	–	–	6
Total		**16**	**–**	**–**	**–**	**–**	**–**	**16**

Figure 34.V
Executive direction and management: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)
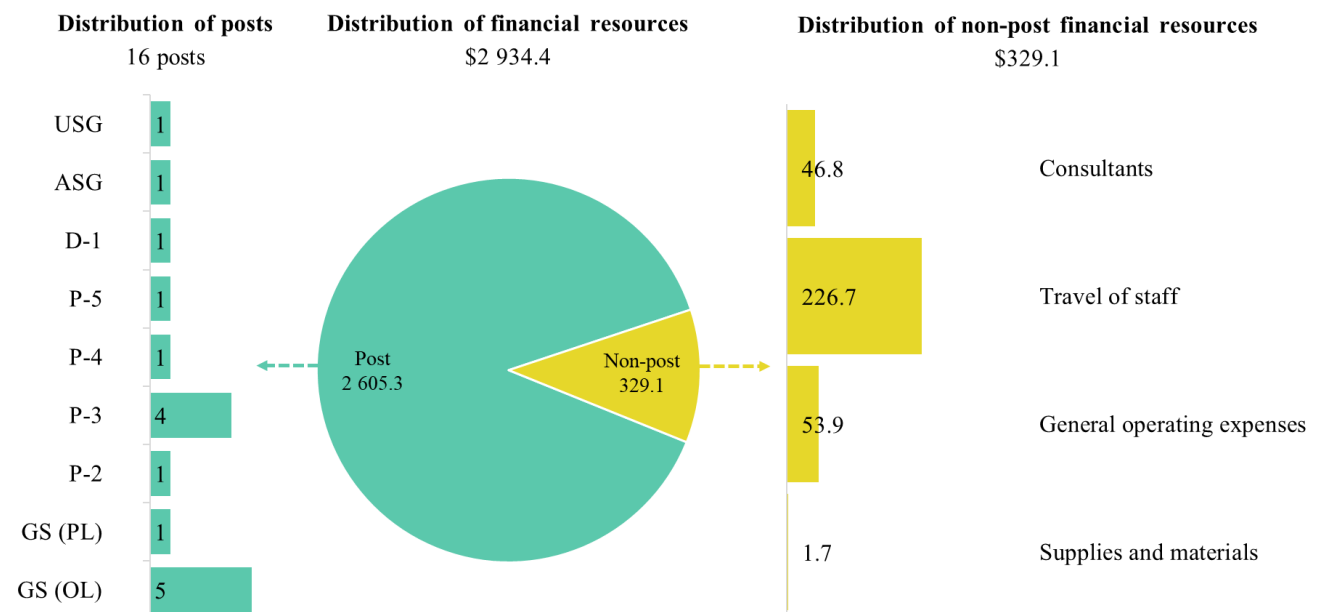
Programme of work

34.86   The proposed regular budget resources for 2021 amount to $118,281,300 and reflect a net increase of $3,900 compared with the appropriation for 2020. The proposed increase of $3,900 is explained in paragraphs 34.76 and 34.77 above. Additional details on the distribution of resources are reflected in figure 34.VI.

Figure 34.VI
Distribution of proposed resources for 2021 by subprogramme (regular budget)
(Millions of United States dollars)

Resource requirements for jointly financed activities

34.87   The resources proposed for jointly financed activities for 2021 amount to $139,658,100 and reflect no resource change compared with the appropriation for 2020. Additional details on the distribution of resources are reflected in table 34.21 and figure 34.VII below.

Table 34.21
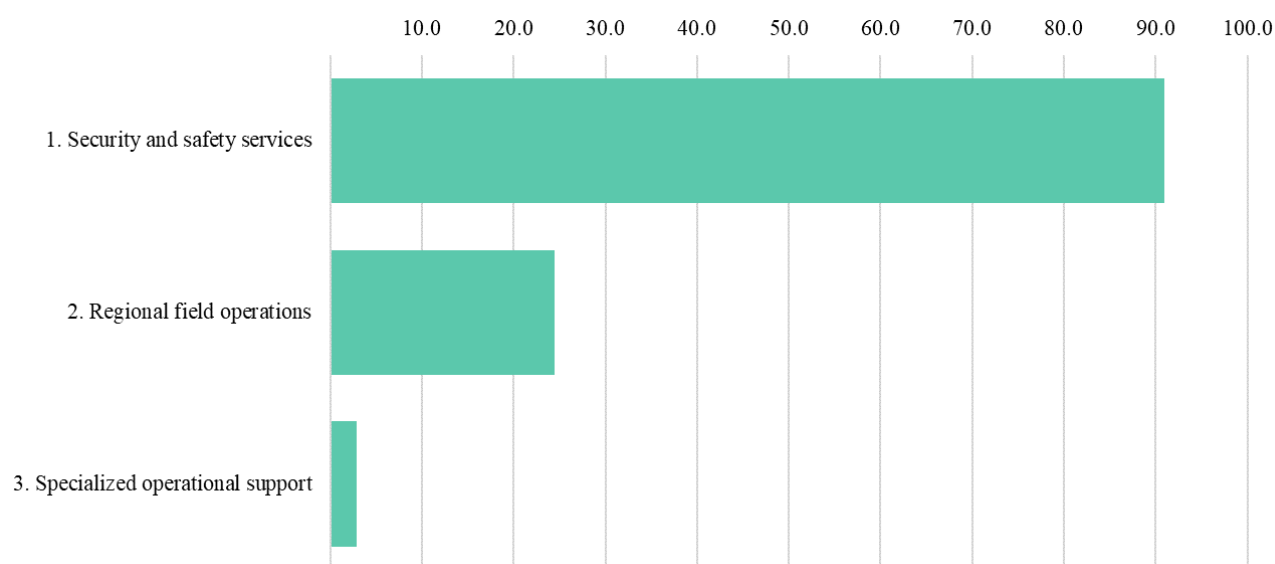**Evolution of financial and post resources (jointly financed activities)**
(Thousands of United States dollars/number of posts)

| | | | Changes | | | | | 2021 estimate (before recosting) |
	2019 expenditure	2020 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by subprogramme								
1. Security and safety services	16 301.8	15 639.3	–	–	–	–	–	15 639.3
2. Regional field operations	118 786.1	116 604.3	–	–	–	–	–	116 604.3
3. Specialized operational support	8 135.1	7 414.5	–	–	–	–	–	7 414.5
Total	**143 223.0**	**139 658.1**	**–**	**–**	**–**	**–**	**–**	**139 658.1**
Financial resources by main category of expenditure								
Post	105 043.3	106 748.5	–	–	–	–	–	106 748.5
Non-post	38 179.7	32 909.6	–	–	–	–	–	32 909.6
Total	**143 223.0**	**139 658.1**	**–**	**–**	**–**	**–**	**–**	**139 658.1**
Post resources by subprogramme								
1. Security and safety services		159	–	–	–	–	–	159

			Changes					2021 estimate (before recosting)
	2019 expenditure	*2020 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
2. Regional field operations		764	–	–	–	–	–	764
3. Specialized operational support		34	–	–	–	–	–	34
Total		**957**	**–**	**–**	**–**	**–**	**–**	**957**

Figure 34.VII
Distribution of proposed resources for 2021 by subprogramme (jointly financed activities)
(Millions of United States dollars)
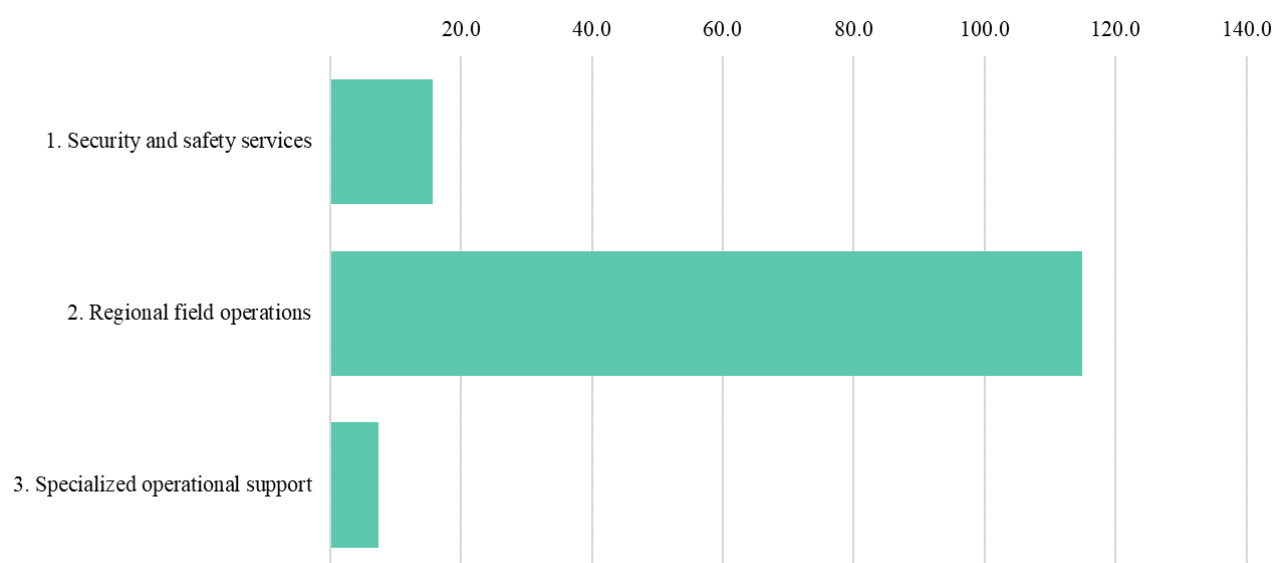
Subprogramme 1
Security and safety services

Regular budget resource requirements

34.88   The proposed regular budget resources for 2021 amount to $90,894,200 and reflect a net decrease of $238,600 compared with the appropriation for 2020. The proposed decrease of $238,600 is explained in paragraphs 34.76 and 34.77. Additional details on the distribution of resources are reflected in table 34.22 and figure 34.VIII.

Table 34.22
Subprogramme 1: evolution of financial and post resources (regular budget)
(Thousands of United States dollars/number of posts)

			Changes					2021 estimate (before recosting)
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	74 168.8	77 231.8	334.0	–	(265.2)	68.8	0.1	77 300.6

| | 2019 expenditure | 2020 appropriation | Changes | | | | | 2021 estimate (before recosting) |
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Non-post	18 651.8	13 901.5	(330.1)	–	22.7	(307.4)	(2.2)	13 593.6
Total	**92 820.6**	**91 132.8**	**3.9**	**–**	**(242.5)**	**(238.6)**	**(0.3)**	**90 894.2**
Post resources by category								
Professional and higher		28	–	–	–	–	–	28
General Service and related		973	–	–	(5)	(5)	(0.51)	968
Total		**1 001**	**–**	**–**	**(5)**	**(5)**	**(0.50)**	**996**

Note: Resources include the Secretariat share of the jointly financed Security and Safety Service in Vienna in the amount of $3,548,300 for 2020 and 2021.

Figure 34.VIII
Subprogramme 1: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)
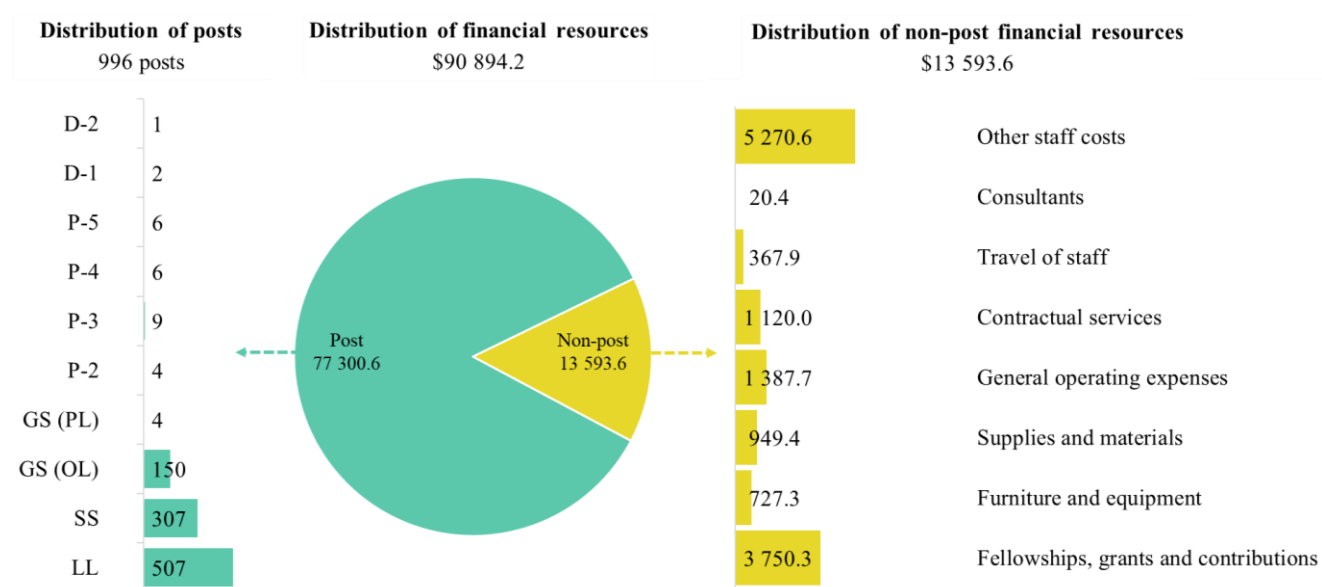
Resource requirements for jointly financed activities

34.89   The proposed jointly financed resources for 2021 amount to $15,639,300 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 34.23 and figure 34.IX.

Table 34.23
Subprogramme 1: evolution of financial and post resources (jointly financed activities)
(Thousands of United States dollars/number of posts)

				Changes					2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	14 155.7	13 932.6	–	–	–	–	–		13 932.6
Non-post	2 146.1	1 706.7	–	–	–	–	–		1 706.7
Total	**16 301.8**	**15 639.3**	–	–	–	–	–		**15 639.3**
Post resources by category									
Professional and higher		4	–	–	–	–	–		4
General Service and related		155	–	–	–	–	–		155
Total		**159**	–	–	–	–	–		**159**

Note: The Secretariat share of the jointly financed Security and Safety Service in Vienna amounts to $3,548,300 for 2020 and 2021.

Figure 34.IX
Subprogramme 1: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)

Subprogramme 2
Regional field operations

Regular budget resource requirements

34.90   The proposed regular budget resources for 2021 amount to $24,472,900 and reflect no change in the resource level compared with the appropriation for 2020, as reflected in table 34.24.

Table 34.24
Subprogramme 2: evolution of financial and post resources (regular budget)
(Thousands of United States dollars/number of posts)

			Changes					2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post								
Fellowships, grants and contributions	24 803.7	24 472.9	–	–	–	–	–	24 472.9
Total	**24 803.7**	**24 472.9**	**–**	–	**–**	**–**	–	**24 472.9**

Note: Resources include the Secretariat share of jointly financed activities relating to regional field operations, amounting to $23,900,900 for 2020 and 2021, and the United Nations share of the malicious acts insurance policy, amounting to $572,000 in 2020 and 2021.

Resource requirements for jointly financed activities

34.91   The proposed jointly financed resources for 2021 amount to $116,604,300 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 34.25 and figure 34.X.

Table 34.25
Subprogramme 2: evolution of financial and post resources (jointly financed activities)
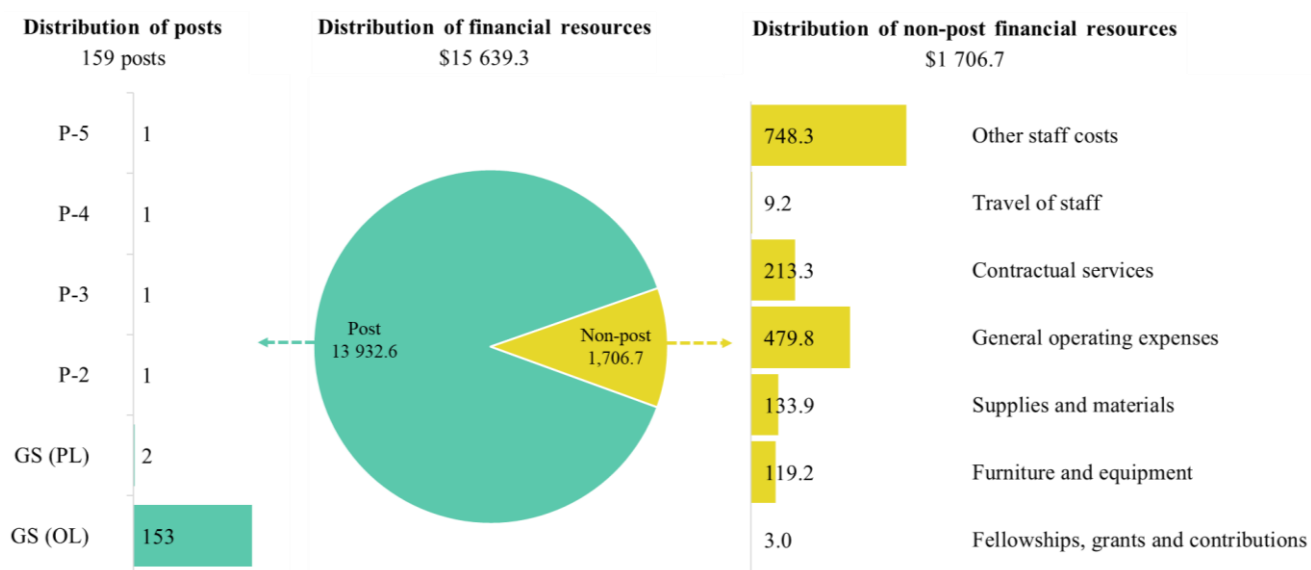(Thousands of United States dollars/number of posts)

			Changes					2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	85 682.4	87 725.2	–	–	–	–	–	87 725.2
Non-post	33 103.7	28 879.1	–	–	–	–	–	28 879.1
Total	**118 786.1**	**116 604.3**	**–**	**–**	**–**	**–**	–	**116 604.3**
Post resources by category								
Professional and higher		335	–	–	–	–	–	335
General service and related		429	–	–	–	–	–	429
Total		**764**	**–**	**–**	**–**	**–**	**–**	**764**

Note: Non-post includes a provision for the malicious acts insurance policy in the amount of $4,028,400 in 2020 and 2021. The Secretariat share of jointly financed activities and malicious acts insurance policy amounts to $24,472,900 for 2020 and 2021.

Figure 34.X
Subprogramme 2: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)
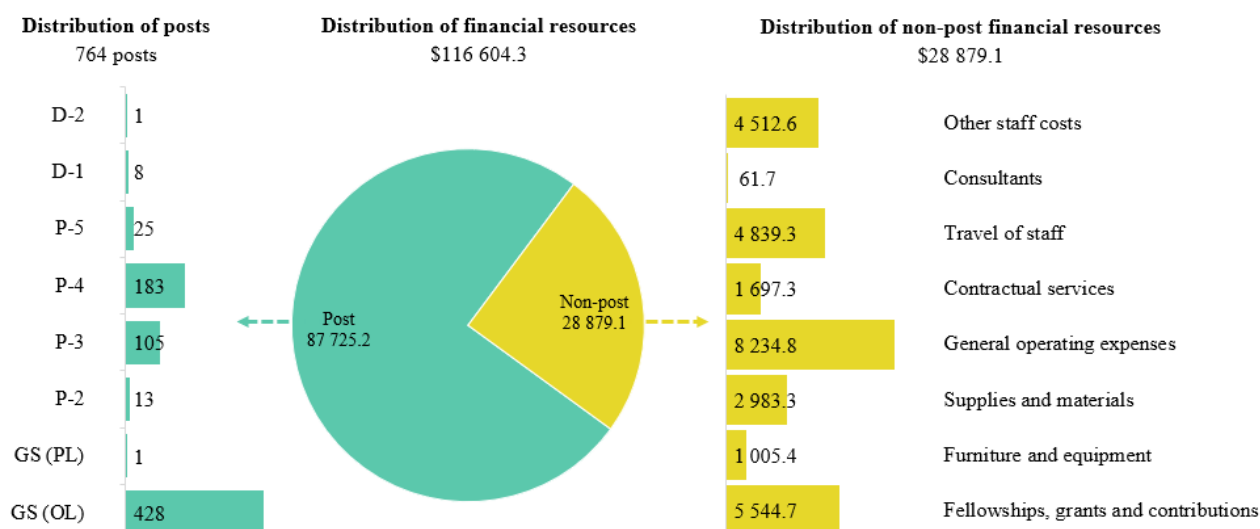
Subprogramme 3
Specialized operational support

Regular budget resource requirements

34.92   The proposed regular budget resources for 2021 amount to $2,914,200 and reflect a net increase of $242,500 compared with the appropriation for 2020. The proposed increase of $242,500 is explained in paragraph 34.77. Additional details are reflected in table 34.26 and figure 34.XI.

Table 34.26
Subprogramme 3: evolution of financial and post resources (regular budget)
(Thousands of United States dollars/number of posts)

			Changes					2021 estimate (before recosting)
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	–	1 077.5	–	–	242.5	242.5	22.5	1 320.0
Non-post	1 594.6	1 594.2	–	–	–	–	–	1 594.2
Total	**1 594.6**	**2 671.7**	**–**	**–**	**242.5**	**242.5**	**9.1**	**2 914.2**
Post resources by category								
Professional and higher		5	–	–	2	2	–	7
General service and related		2	–	–	–	–	–	2
Total		**7**	**–**	**–**	**2**	**2**	**–**	**9**

Note: Resources include the Secretariat share of jointly financed activities under the established cost-sharing arrangements in the estimated amount of $1,594,200 for 2020 and 2021.

Figure 34.XI
Subprogramme 3: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)
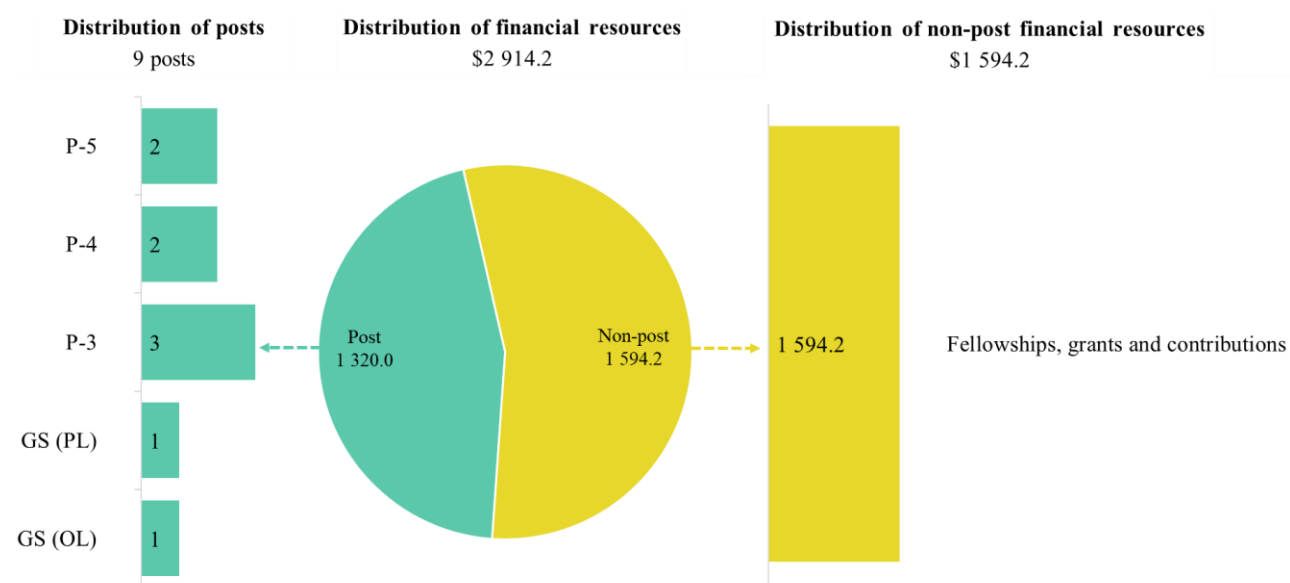
Resource requirements for jointly financed activities

34.93   The proposed jointly financed resources for 2021 amount to $7,414,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 34.27 and figure 34.XII.

Table 34.27
Subprogramme 3: evolution of financial and post resources (jointly financed activities)
(Thousands of United States dollars/number of posts)

			Changes					*2021 estimate (before recosting)*
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	5 205.2	5 090.7	–	–	–	–	–	5 090.7
Non-post	2 929.9	2 323.8	–	–	–	–	–	2 323.8
Total	**8 135.1**	**7 414.5**	**–**	**–**	**–**	**–**	**–**	**7 414.5**
Post resources by category								
Professional and higher		25	–	–	–	–	–	25
General service and related		9	–	–	–	–	–	9
Total		**34**	**–**	**–**	**–**	**–**	**–**	**34**

Note: The Secretariat share of jointly financed activities amounts to $1,594,200 for 2020 and 2021.

Figure 34.XII
Subprogramme 3: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)
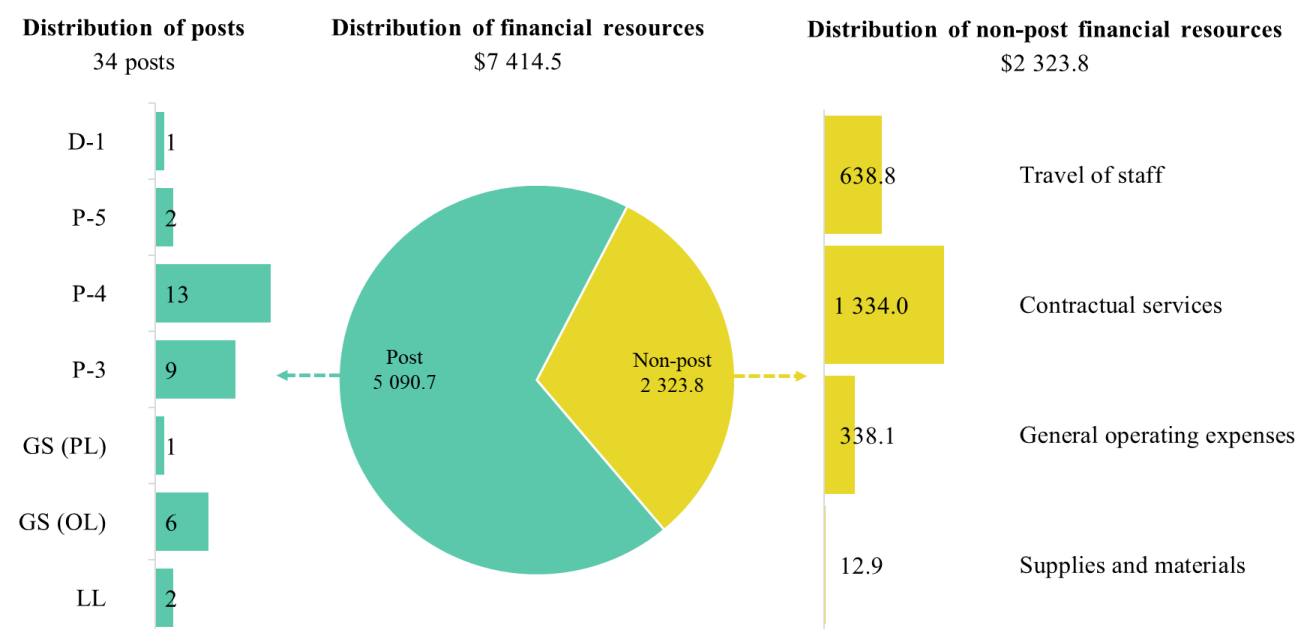
Programme support

34.94 The Executive Office of the Department provides central administrative services to the Department in the areas of human resources management, financial management and general administration.

34.95 The proposed regular budget resources for 2021 amount to $2,969,900 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources are reflected in table 34.28 and figure 34.XIII.

Table 34.28
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 029.7	2 134.6	–	–	–	–	–	2 134.6
Non-post	732.2	835.3	–	–	–	–	–	835.3
Total	**2 761.9**	**2 969.9**	**–**	**–**	**–**	**–**	**–**	**2 969.9**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General service and related		8	–	–	–	–	–	8
Total		**15**	**–**	**–**	**–**	**–**	**–**	**15**

Figure 34.XIII
Programme support: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)

Distribution of posts	**Distribution of financial resources**	**Distribution of non-post financial resources**
15 posts	$2 969.9	$835.3

Distribution of posts:
- D-1: 1
- P-5: 2
- P-4: 3
- P-2: 1
- GS (PL): 2
- GS (OL): 6

Distribution of financial resources:
- Post 2 134.6
- Non-post 835.3

Distribution of non-post financial resources:
- 253.0 — Other staff costs
- 39.3 — Travel of staff
- 146.5 — Contractual services
- 335.2 — General operating expenses
- 26.4 — Supplies and materials
- 34.9 — Furniture and equipment
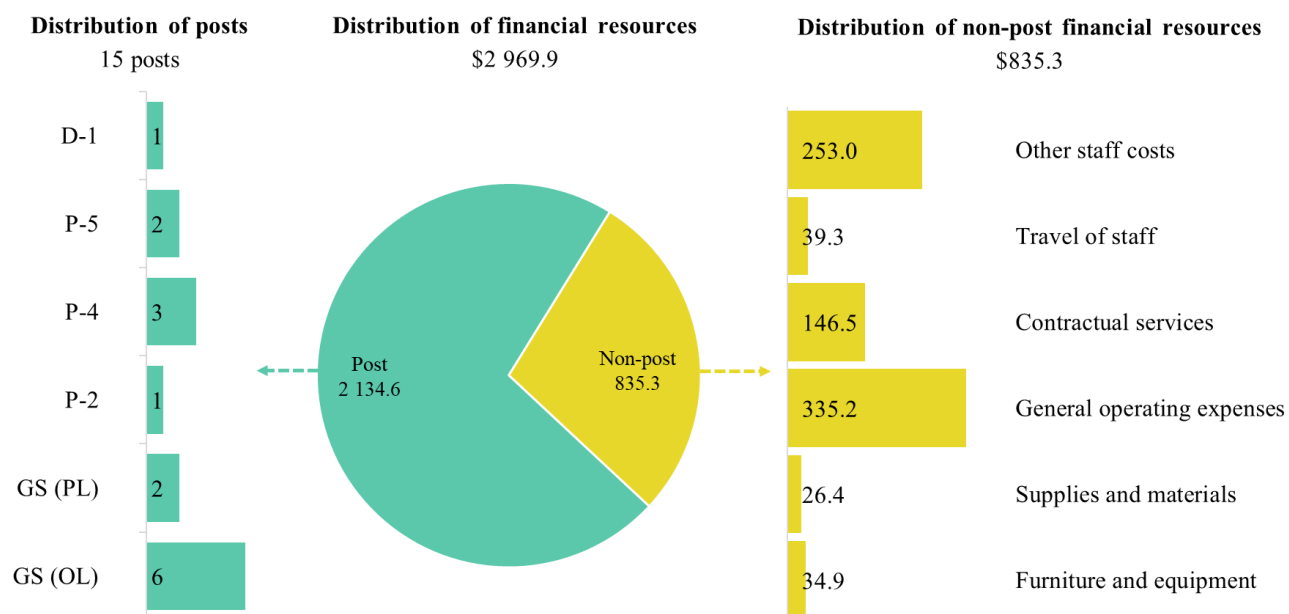
Annex I

Organizational structure and post distribution for 2021

Executive Office

RB:
1 D-1
2 P-5
3 P-4
1 P-2/1
2 GS (PL)
6 GS (OL)

Office of the Under-Secretary General for Safety and Security

RB:
1 USG
1 ASG
1 D-1
1 P-5
1 P-4
4 P-3
1 P-2/1
1 GS (PL)
5 GS (OL)

Division of Headquarters Security and Safety Services (subprogramme 1)

RB:	JFA:
1 D-2	1 P-3
1 P-5	
2 P-3	
2 GS (OL)	

Division of Regional Operations (subprogramme 2)

JFA:[e]	OA:
1 D-2	1 P-5
2 D-1	4 P-4
5 P-5	4 P-3
16 P-4	2 GS (OL)
10 P-3	
3 P-2/1	
1 GS (PL)	
20 GS (OL)	

Division of Specialized Operational Support (subprogramme 3)

RB:	JFA:[a]	OA:
1 P-5[e]	1 D-1	1 P-4
1 P-5[d]	2 P-5	
2 P-4	13 P-4	
2 P-3	9 P-3	
1 P-3[d]	1 GS (PL)	
1 GS (PL)	6 GS (OL)	
1 GS (OL)	2 LL	

United Nations Headquarters Security and Safety Services (subprogramme 1)

RB:	OA:	XB:
1 D-1	1 P-3	9 SS
1 P-5	3 SS	
3 P-4		
1 P-3		
2 P-2/1		
1 GS (PL)		
13 GS (OL)		
307 SS		

Security and Safety Services of regional headquarters and regional commissions (subprogramme 1)[b]

RB:	JFA (Vienna):[c]	XB:
1 D-1	1 P-5	39 GS (OL)
1 P-5	1 P-4	6 LL
3 P-5[e]	1 P-2/1	
3 P-4	2 GS (PL)	
6 P-3	153 SS	
2 P-2/1		
3 GS (PL)		
135 GS (OL)		
507 LL		

Field Security Operations (subprogramme 2)

JFA:
6 D-1
20 P-5
167 P-4
95 P-3
10 P-2/1
408 LL

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; RB, Regular budget; SS, Security Service; USG, Under- Secretary-General; XB, Extrabudgetary.

[a] Jointly financed by all 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 Centre-based organizations relating to the Security and Safety Services.

[d] Establishment.

[e] Reclassification.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions ([A/74/7](#))	
The Advisory Committee notes the improvement for 2019 in the rate of compliance with the advance purchase policy and encourages the Department of Safety and Security to continue its efforts (para. XII.26).	The Department will continue to make utmost efforts to implement advance travel planning and the early nomination of travellers for official travel. In the event of rapid security surge redeployment and close protection-related travel, the Department will work more closely with the travel unit and the agent to reserve tickets in advance on the basis of the preliminary itinerary that is made available in order to secure the lowest ticket price.

Annex III

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

	Posts	Level	Description	Reason for change
Regular budget				
Subprogramme 1 Security and safety services	(3) 3	P-4 P-5	**Reclassification** of 3 posts of Chief of Security and Safety Service at ESCWA, ESCAP and ECA from P-4 to P-5	While recognizing that the primary responsibility for the security and protection for the diplomatic community rests with the host Government, the Department of Safety and Security has the main responsibility for security within United Nations premises. The Department continues to enhance its cooperation and coordination with national and local law enforcement agencies. It is also critical that it strengthen its own ability to match the security environment.

In Bangkok, the United Nations complex – ESCAP headquarters – accommodates approximately 1,700 personnel, including more than 1,400 United Nations staff and approximately 300 non-United Nations personnel. There are 3 primary buildings, occupying an area of 7.8 acres, providing office space for 18 agencies and 25 United Nations security management system organizations. Other agencies maintain a presence (regional and country offices) at other locations around the city. In total, there are 60 offices and sub-offices in Thailand, with 17 field and project offices located outside Bangkok, for 2,917 staff in the country.

In Addis Ababa, the ECA compound is one of the largest United Nations facilities in the world, hosting 23 agencies, funds and programmes, with 2,649 occupants (1,649 staff and approximately 800 contract workers, service providers, visitors and daily laborers). It houses the United Nations Conference Centre, which is one of the biggest conference facilities in Africa and used for conference events organized by Member States, United Nations agencies, civil society, the corporate sector and academic institutions. In 2019, 144,978 delegates, dignitaries and participants visited the Conference Centre to attend events.

In Beirut, the United Nations House symbolizes the largest United Nations office away from Headquarters in the Middle East and Western Asia region, hosting 6 agencies, funds and programmes, with some 500 occupants. It houses the main United Nations conference hall, which is the biggest United Nations conference facility in Beirut and regularly used for conference events organized by Member States, United Nations agencies, civil society, the corporate sector and academic institutions. Among the events that are held at the main hall are high-level political meetings on sensitive themes (e.g., conflict resolution, arbitration and regional partnership), which warrant additional risk mitigation measures.

	Posts	Level	Description	Reason for change
	(5)	LL	**Abolishment** of 5 posts of Security Officer in the Security and Safety Service/ ESCWA	The proposal reflects the result of the operational analysis of staffing levels of the Security and Safety Services.
Subprogramme 3 Specialized operational support	1	P-5	**Establishment** of 1 post of Chief of Physical Security Section	The Department is responsible for standardization, the conduct of physical security and blast vulnerability assessments and the implementation of physical security risk management measures at all United Nations premises worldwide, and within the area of responsibility of United Nations security management system organizations. To sustain robust mitigation measures under increasing and more complex demands in today's challenging global security environment, it is proposed that 1 post of Chief of Physical Security Section (P-5) be established. The proposed post would provide oversight and guidance and develop concepts, designs and specifications related to physical security and specialized training. Responsibilities would include providing specific assessments, expert advice and oversight in the implementation of physical security measures, as required; coordinate knowledge management and information-sharing in physical security; develop physical security standards, best practices and methodologies of assessment; and plan and provide expert advice on physical security measures across the United Nations security management system organizations. The task of developing specifications for physical security elements requires extensive research of products used globally for physical security and in-depth knowledge of the security environment in field locations.
	1	P-3	**Establishment** of 1 post of Compliance, Monitoring and Evaluation Officer	The strategic monitoring of compliance with security policies, with the evaluation function and with lessons learned and best practices functions are integral parts of the enhanced governance paradigm. Guided by the evaluation framework and focusing on qualitative evaluation, the Department conducts evaluations of its security programme, polices and strategies to achieve enhanced global safety and security arrangements through accountability and learning. In response to the reports of the Joint Inspection Unit (JIU/REP/2016/9) and the Board of Auditors (A/73/5 (Vol. 1)), a policy establishing the framework on compliance, monitoring, evaluation and best practices throughout the United Nations security management system was promulgated at the end of 2018.

	Posts	Level	Description	Reason for change
	(1)	P-4	**Reclassification** of 1 post of Chief of Compliance, Monitoring and Evaluation	It is proposed that the post of the Chief of Compliance, Monitoring and Evaluation be reclassified from P-4 to P-5, and that 1 post of Compliance, Monitoring and Evaluation Officer (P-3) be established, to strengthen and supplement the existing capacity of 1 P-4 and 1 P-3 in the areas of evaluations, compliance monitoring, lessons learned and best practices.
	1	P-5		The proposed P-5 and P-3 posts would be responsible for compliance, monitoring and coordinating strategic and thematic evaluations and promoting knowledge management, including lessons learned and best practices in safety and security-related matters within the Department and throughout the United Nations security management system. In addition, they would liaise with United Nations oversight bodies and coordinate departmental responses to and cooperation with relevant audits and enquiries; develop and monitor key performance indicators to support strategic planning and decision-making; and act as focal points for coordinating and providing advice and relevant information in relation to enterprise risk management.

Abbreviations: ECA, Economic Commission for Africa; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; LL, Local level.

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