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Part XII

Safety and security

Section 34

Safety and security

Programme 28

Safety and security

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* [A/77/50](#).

** 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

The Department of Safety and Security exists to enable the United Nations and its partners to deliver programmes in areas affected by violence, unrest and insecurity. Protracted and emerging conflicts and crises mean that the environment in which the United Nations operates will remain deeply challenging in 2023. As the United Nations system responds to ever-growing needs, there are increasing expectations for security management support to anticipate and respond to that increasingly complex environment. The Department will adapt, change and innovate to deliver effective and agile security risk management support to United Nations personnel and operations.

In 2023, the focus of the Department will be on delivery, translating our plans into concrete action. Our success will be measured by the impact that United Nations entities have on beneficiaries on the ground, in spite of insecurity: this is the Department's *raison d'être*. In particular, we will be relentless in our efforts to acquire more speed and agility in our response to crises and in our support to the field, to better use data to underpin analysis and decision-making, to improve knowledge and information management, to further diversify our workforce, to upgrade our skill set and to provide enhanced training for security management professionals and United Nations staff.

In this proposed programme budget, the Department articulates its approach to implement those initiatives, in line with its mission statement: providing trusted security leadership and solutions.

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

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 34.1 The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the United Nations security management system. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [59/276](#), by which the Department was established. The Department enables the United Nations to carry out its operations and programmes globally and provides support to approximately 180,000 personnel and 400,000 of their dependants in more than 125 countries.
- 34.2 The coronavirus disease (COVID-19) pandemic, which began in 2020, continued to exacerbate the underlying causes of insecurity and social and economic inequality. Disparities in vaccine access and in recovery prospects, combined with recurring economic effects, have further exacerbated political and social grievances. Full-scale armed conflict has extended to new areas of the world, while prolonged armed conflicts continue to prevail. Political instability and uncertainty have extended to new territories, with an unparalleled frequency of coups, and disputed territories continue to generate displacement and migrations. Non-State armed groups and organized criminal groups are exploiting existing challenges in attempts to make territorial gains. All indications are that the global security environment will remain in a state of high volatility.
- 34.3 Across the globe, the United Nations is called upon to deliver mandates in complex and dangerous environments. The security environment in which the United Nations operates continues to change, in part because non-State armed groups are expanding their scope and capabilities and in part because a growing number of countries around the world continue to experience severe economic and social stress, with growing inequality fuelling instability and threats of civil unrest. These global security challenges require multifaceted peace, humanitarian, human rights and development responses. As the United Nations system responds to those growing challenges, there are increasing demands on security management support. These trends suggest that security needs will continue to remain high in 2023.

Strategy and external factors for 2023

- 34.4 The Department will continue to enable entities of the United Nations system to carry out their programmes while keeping their personnel safe in increasingly complex and challenging operating environments. In line with its overall strategy and with its commitment to remaining fit for purpose, the Department will maintain a constant focus on enhancing and upgrading the security risk management tools and the security advice available to decision makers; update security risk management strategies; heighten operational excellence through improved business processes, effective resource mobilization and a geographically equitable and well-trained workforce; and build an inclusive and enabling environment for mandate delivery through inter-agency partnerships and collaboration with host Governments.
- 34.5 The Department will dedicate increased attention to improving its information and knowledge management systems, processes and capabilities, so as to enable high-quality, relevant and timely production and dissemination of information that the United Nations entities and their partners can use to evaluate threats and make informed decisions for their programmes and personnel. The Department will continue to invest in staff and tools to better analyse data and render the information valuable and will continue to provide such analysis in the most effective and efficient manner. To further advance its agility and the relevance of its service to operations on the ground, and building on the review of the effectiveness of the security risk management process and the Safety and Security Incident Recording System, the Department will intensify its efforts to develop an effective

and adequate surge capacity. It will also further consider the feasibility of potential options for increased decentralization and the realignment of its services. Those efforts will be supported by continuous investments in proactive and tailored internal and external strategic communications, in order to sustain buy-in and effective collaboration from the Department's stakeholders. The Department will also continue to implement the recommendations from the completed evaluation of the Division of Specialized Operational Support and to implement the multi-year capital investment project of upgrading the United Nations security infrastructure.

- 34.6 The Department will continue to enhance its training programme in support of integrated security workforce performance and the cultivation of a diverse and professional workforce with effective and relevant competencies, skills and expertise. Effective governance and updated performance measures will play a vital role in monitoring, reporting and improving on both the Department's adherence to operational standards and its contribution to positive change in people's lives on the ground.
- 34.7 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 will incorporate lessons learned and best practices related to the adjustments to and the adaptation of the programme owing to the COVID-19 pandemic. That includes continued digitization efforts, where feasible, building on more adaptive approaches to inter-agency coordination and security training; the provision of counselling sessions to personnel with heightened psychological stress, as well as capacity-development initiatives and responsive advisory support; and ensuring that preventive, risk mitigation and policy measures are in place to support operations and are responsive to COVID-related challenges. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.
- 34.8 The Department will continue to strengthen cooperation with other entities at the global, regional, national and local levels. Continuous exchanges of information and sharing of knowledge on security policy guidance will result in enhanced personnel protection and enable the United Nations to deliver its programmes in both high-risk locations and at headquarters duty stations. The Department will continue to strengthen its collaboration with implementing partners of the United Nations, including non-governmental organizations, through the Saving Lives Together framework. Those partners are essential to United Nations operations and contribute to a shared understanding of security issues and effective security cooperation.
- 34.9 With regard to inter-agency coordination and liaison, the Department will continue to play a leadership role in the planning and implementation of system-wide policies and measures aimed at improving personnel security training and awareness. It will do so through the Inter-Agency Security Management Network, its steering group and its working groups, thus ensuring effective cooperation and collaboration among United Nations departments, organizations, funds, programmes and affiliated international organizations that are part of the United Nations security management system. The Department will actively support the Network's Working Group on Strategic Communications in launching a security awareness campaign on safety and security for all United Nations personnel. Moreover, to ensure system-wide policy coherence, the Department will maintain its engagement in the development of policy by Secretariat entities and provide guidance on strategic issues that have security implications. Furthermore, the Department will represent the Secretary-General in inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination and its networks.
- 34.10 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
- (a) Security needs in environments experiencing war, armed conflict, civil unrest, crime and natural hazards will grow, including an expansion in the number of high-threat areas requiring United Nations assistance;

- (b) Crises and security environments will evolve quickly, leading to large-scale and complex emergencies, necessitating agility, flexibility and rapid security responses to support the scale-up and reorientation of the United Nations presence and humanitarian programmes;
 - (c) The ability of the United Nations to gain safe access to areas and communities for programme delivery will continue to be challenged, and new COVID-19 variants will require adaptability in operational modalities;
 - (d) Personnel of the United Nations and its premises will continue to face direct and indirect threats;
 - (e) Threat actors will continue to develop innovative and advanced techniques that will require new and specialized responses from the United Nations security management system;
 - (f) Host Governments will continue to provide security support to the United Nations; in some cases, this support may need to be supplemented depending on the security context and capacities;
 - (g) Demand for enhanced levels of security training, advice, responses and solutions to support the security needs and obligations of United Nations Designated Security Officials and of members of the Security Management Team will continue.
- 34.11 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate, in support of a gender-sensitive security management system that indirectly contributes to the achievement of Sustainable Development Goal 5. Gender-sensitive security operations, gender equality and the creation of an inclusive and enabling culture are essential components of the Department's success. The Department will continue to promote an inclusive and enabling culture by raising awareness about sexual harassment and advocating for a victim-centred approach in its response. By 2023, the Department will have evaluated and updated its gender strategy. Together with the Inter-Agency Security Management Network, the Department will work to strengthen the integration of a gender perspective in security policies.
- 34.12 In line with the United Nations Disability Inclusion Strategy, the Department will continue to build a supportive environment for persons with disabilities. It will incorporate disability inclusion into its risk management process and will continue to engage with organizations of persons with disabilities when developing plans and strategies related to disability inclusion, such as accessibility of premises. The Department will consider ways to reach its staff with disabilities in order to understand their level of satisfaction with the support provided. The Department will continue to operationalize the disability-related guidelines that have been developed and will implement any additional guidance provided for Secretariat entities on related matters, such as reasonable accommodations, accessibility and procurement.

Programme performance in 2021

Impact of the pandemic

- 34.13 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular with regard to field missions, many of which had to be cancelled. The Department had to adapt its working methods to support clients and continuity of operations, and utilized virtual approaches, where possible. For instance, trainers across the Department and the United Nations security management system received support in implementing the guidance on managing the risks associated with COVID-19 that affect security training, which enabled operations to safely resume training for security management system personnel. The Department also supported trainers in the transition to online and blended learning for knowledge-based elements of training and developed a blended learning programme for peer helpers, while also responding to the increased demand for psychosocial well-being and resilience learning through in-person and online learning, under subprogramme 3. The Department was able to safely deliver the revised course for close protection officers, while also improving the online pre-learning elements so that in-person elements

of the course might be delivered more quickly. In all operations, the Department also participated actively in United Nations COVID-19 task forces and maintained personnel databases, and communication systems were used in support of United Nations staff vaccination efforts and the dissemination of COVID-19 information to staff.

Legislative mandates

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

General Assembly resolutions and decisions

54/192 , 55/175 , 76/127	Safety and security of humanitarian personnel and protection of United Nations personnel	Decision 57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
56/255 , sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002–2003: safety and security of United Nations personnel	59/276 , sect. XI	Questions relating to the programme budget for the biennium 2004–2005: strengthened and unified security management system for the United Nations
56/286	Strengthening the security and safety of United Nations premises	61/263	Strengthened and unified security management system

Security Council resolutions

[1502 \(2003\)](#)

Deliverables

34.15 Table 34.1 lists all cross-cutting deliverables of the programme.

Table 34.1

Cross-cutting deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 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
Substantive services for meetings (number of three-hour meetings)	7	7	3	3
Meetings of:				
2. The Fifth Committee	5	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
E. Enabling deliverables				
Safety and security: United Nations security management system policies, procedures and guidelines, including the Security Policy Manual and the Designated Official and Security Management Team Handbook; technical support briefings on security policies, procedures and guidelines of the United Nations security management system for more than 150 designated officials for security and security decision makers and for 4,000 security professionals and United Nations personnel in the field and at Headquarters; and security-related platforms, including the United Nations Security Managers Information Network and the programme criticality database.				

Evaluation activities

- 34.16 The evaluation of the Division of Specialized Operational Support completed in 2021 has guided the proposed programme plan for 2023.
- 34.17 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2023, with a focus on: (a) strengthening information and knowledge management, in order to enhance further data collection, analysis, advice and security decision-making and the effectiveness and efficiency of security support; (b) promoting agility and innovation in all areas of security operations, in particular in strengthening surge capacity, supporting security management in the field and further advancing the decentralization of security operations; and (c) supporting United Nations system-wide efforts on safety-related issues, which are under the purview of the Department, in order to ensure both adequate capacity and expertise and effective coordination within the Organization.
- 34.18 Two evaluations are planned for 2023, the subjects of which 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 the objective, the subprogramme will:
- (a) Continue to provide strategic coordination and management of the security and safety services at eight duty stations, as well as operational guidance and technical supervision with regard to security risk management, physical security, close protection, crisis management, fire safety, recruitment, training and oversight of security and safety projects at those locations;
 - (b) Focus on adapting to pandemic and post-pandemic conditions, including through registration, security screening and access control procedures that limit contact between security officers and clients and among clients, to ensure that social distancing and required sanitary measures are upheld.
- 34.21 The above-mentioned work is expected to result in:
- (a) Safe and secure access of delegates, staff and visitors to United Nations premises and special events, as required;
 - (b) The smooth delivery of United Nations mandates and programmes at United Nations premises and external special events.

Programme performance in 2021

Seamless and secure access to United Nations premises during the COVID-19 pandemic

- 34.22 Faced with the pandemic for yet another year, the security and safety services at United Nations Headquarters, offices away from Headquarters and regional commissions continued to maintain a physical presence in the offices and provide a safe and secure environment in which staff and delegates could perform their duties. The subprogramme has adjusted its practices and procedures to include hygiene and health measures and new access patterns to enable the work of the Organization and of Member States while ensuring the protection of security officers against COVID-19 and seamless access by staff and delegates.
- 34.23 Progress towards the objective is presented in the performance measure below (see table 34.2).

Table 34.2

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>
Delegates, staff and visitors safely and securely access the eight United Nations premises	Critical staff and delegates safely and securely access the eight United Nations premises during the COVID-19 pandemic	United Nations staff and delegates were able to safely and securely access the eight United Nations premises during the COVID-19 pandemic; in-person events were resumed, as required

Planned results for 2023

Result 1: continuous improvement in security and safety services despite increasing risks

Programme performance in 2021 and target for 2023

- 34.24 The subprogramme's work contributed to increased compliance with the implementation of headquarters minimum operating security standards through the deployment of additional physical security measures and improved access control procedures; streamlined coordination with host countries and the United Nations security management system through the conduct of drills and joint trainings; and uninterrupted availability of support at all Security and Safety Service-supported locations, which met the planned target.
- 34.25 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 34.3).

Table 34.3

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
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 maintained and ascertained through internal oversight mechanism	Increased compliance with headquarters minimum operating security standards Streamlined coordination with host countries and	Level of compliance with headquarters minimum operating security standards is increased by enhancing physical, technological, and procedural access	Increased compliance with headquarters minimum operating security standards through the upgrade of physical security and access control systems to mitigate

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
		the United Nations security management system Uninterrupted availability of support at all Security and Safety Service-supported locations	control elements of physical security to mitigate the risks of new and evolving threats with due regard for sanitary requirements	the risks of new and evolving threats

Result 2: improved security and safety support to persons with disabilities attending United Nations events

Programme performance in 2021 and target for 2023

- 34.26 The subprogramme, in consultation with organizations of persons with disabilities, conducted an assessment of baseline conditions and reviewed standard operating procedures, contributing to improved access control arrangements and reasonable accommodations for persons with disabilities for conferences and events at all duty stations, which met the planned target.
- 34.27 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 34.4).

Table 34.4
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Limited special procedures and access points for persons with disabilities in place	Limited special procedures and access points for persons with disabilities in place	Improved access control arrangements and reasonable accommodations for persons with disabilities for conferences at all duty stations	Improvement of access conditions for persons with disabilities, in coordination with other stakeholders and host countries	Access and accommodation of persons with disabilities are improved through the implementation of new access control design, technologies and procedures

Result 3: safety and security of United Nations staff, delegates and premises during critical incidents

Proposed programme plan for 2023

- 34.28 In 2021, social unrest and active shooter incidents affected United Nations staff and operations and posed challenges to the security response already affected by the COVID-19 pandemic. The subprogramme has been developing, delivering and evaluating security training, with a focus on ensuring that officers are trained to the highest degree to provide an adequate and effective response to critical incidents.

Lessons learned and planned change

- 34.29 The lesson for the subprogramme was that a sound first response to violent incidents is essential to ensure the containment of a critical event and its impact on the staff, delegates and premises. In applying the lesson, the subprogramme will redouble its efforts to train security staff, conduct a review of response capabilities with regard to new and evolving threats and enhance coordination with host countries to ensure an adequate and timely response to critical incidents.
- 34.30 Expected progress towards the objective is presented in the performance measure below (see table 34.5)

Table 34.5
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	–	United Nations first responders have access to improved and updated training, with practical exercises and a victim-centred approach	Review of response capabilities with regard to new and evolving threats conducted	Enhanced knowledge and skills of security staff and improved coordination with host countries in the response to critical incidents

Deliverables

- 34.31 Table 34.6 lists all deliverables of the subprogramme.

Table 34.6
Subprogramme 1: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory
E. Enabling deliverables
Safety and security
Security of United Nations premises: security and access control for approximately 3 million people per year at United Nations Headquarters, offices away from Headquarters and regional economic and social commissions.
Security of United Nations special events: security for approximately 200 United Nations special events and conferences held away from United Nations premises.
Specialized security services: approximately 3,800 close protection operations for senior United Nations officials and visiting dignitaries; 2,000 security incidents investigations; and 2,800 fire safety checks.

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 the objective, the subprogramme will:
- (a) Strengthen its operational security support for United Nations field programme delivery and field programme personnel through effective and timely security coordination and advice;
 - (b) Provide consistent operational guidance for field operations in the preparation for and management of security crises;
 - (c) Deploy security professionals, in a rapid and timely fashion, to countries, missions and areas affected by crisis situations and security contingencies;
 - (d) Conduct security assessment missions to field locations for the purpose of reviewing and assessing local security management processes and procedures;
 - (e) Conduct regional workshops and global conferences for all the Department's senior field security professionals for the purpose of sharing operational best practices and lessons learned and ensuring consistent security management practices and procedures;
 - (f) Strengthen its capacity to capture and analyse data and deliver analytical products that are useful for security decision makers when evaluating courses of action.
- 34.34 The above-mentioned work is expected to result in:
- (a) Improved effectiveness and relevance of security risk management processes;
 - (b) Enhanced capacity to enable humanitarian programmes to be carried out in high-risk environments, in line with United Nations objectives to "stay and deliver";
 - (c) Enhanced security risk management capacity of security decision makers;
 - (d) Enhanced and streamlined security management measures in the field.

Programme performance in 2021

United Nations response and programme delivery enabled during a crisis

- 34.35 The subprogramme ensured the continued delivery of United Nations services and programmes despite the COVID-19 pandemic and the degradation of the security environment. Drawing on its crisis management expertise for major security events and casualty evacuations, together with its planning capabilities and established contacts with host nations, the subprogramme was well prepared to deliver advice and assistance. For example, the subprogramme enabled the delivery of vaccines and COVID-19 responses in Jordan and the Philippines. As a result of the subprogramme's contribution, there were no significant security events constraining the delivery of COVID-19 vaccinations to the largest possible number of beneficiaries. Concurrently, the subprogramme responded to ongoing crises in such countries as Afghanistan, Burkina Faso, Ethiopia, Libya, Mozambique, Myanmar, the Niger, the Sudan, Ukraine and Yemen, deploying personnel on surge to support continued United Nations programme delivery. As an example of continued delivery despite the COVID-19 pandemic, in Lebanon, the subprogramme continued to support operations in the region through approximately 30 missions per day, with 70 per cent of those missions in support of humanitarian programmes.
- 34.36 Progress towards the objective is presented in the performance measure below (see table 34.7).

Table 34.7
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
Continued United Nations programme delivery through timely support in crisis situations, with 106 surge deployments to 27 countries	Continued United Nations programme delivery through timely support during crisis situations, with 47 surge deployments to 18 countries	Safe and secure delivery of COVID-19 vaccinations to United Nations personnel worldwide and to Member States Continued United Nations programme delivery through timely support during crisis situations, with 55 surge deployments to 15 countries

Result 1: strengthening risk-based and solutions-oriented security services in the field

Programme performance in 2021 and target for 2023

- 34.37 The subprogramme's work contributed to a review of the security risk management tool and the Safety and Security Incident Recording System, resulting in a confirmation of the continued validity of its methodology for strengthening risk-based and solution-oriented security advice, verified through security risk management processes conducted in Yemen, Israel and the Occupied Palestinian Territory, which met the planned target.
- 34.38 The subprogramme's work also contributed to positive client feedback on the Department's strategic objectives, which met the planned target. Clients were surveyed in 2021 on the Department's strategic objectives, most of which reflect, mainly or in part, on the subprogramme's and the Department's objective to enable the delivery of the client's programmes while ensuring the safety and security of staff. The resultant feedback was overwhelmingly positive.
- 34.39 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 34.8).

Table 34.8
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Security risk management manual revised to reflect how to incorporate acceptance in the security risk management process and tools	Review of security risk management process and Safety and Security Incident Recording System initiated	Confirmation of the continued validity of security risk management tool and Safety and Security Incident Recording System	Assessment of the impact of improved security risk management tool and Safety and Security Incident Recording System	Improved efficiency and ease of use of security risk management tool for security professionals and decision makers
A total of 83 per cent of clients responded that the Department of Safety and Security enables delivery of their organization's programme while		Positive client feedback on the Department's strategic objectives	Consistent application of the process and tools by users More agile planning possibilities	Increased knowledge-sharing among security professionals through the security risk management tool, the process and its use and

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
ensuring the safety and security of staff			through an operationally oriented tool	strengthened compliance through timely and appropriate updates to security risk management reviews

Result 2: a more responsive security risk management for the United Nations

Programme performance in 2021 and target for 2023

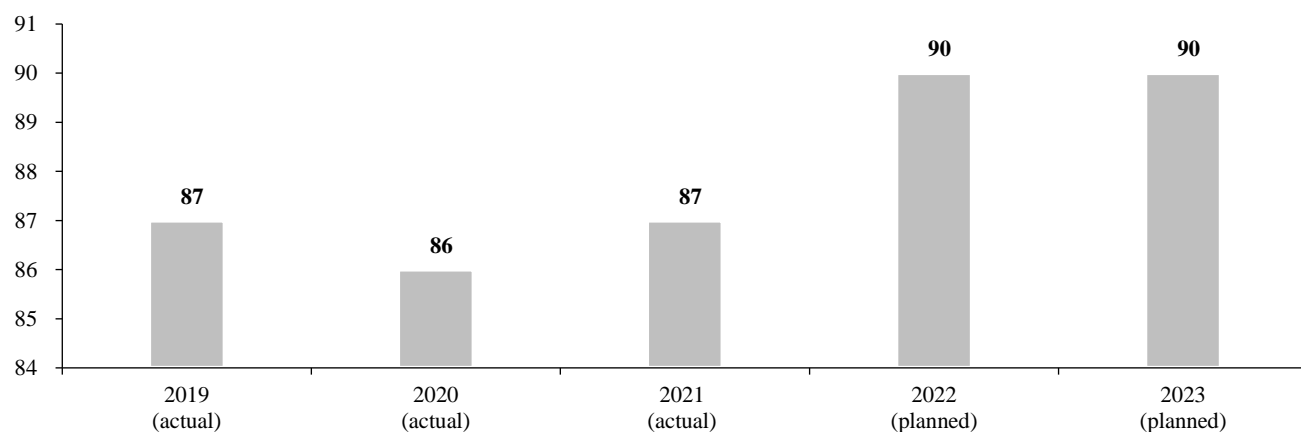
34.40 The subprogramme's work contributed to enhanced security risk management, with 87 per cent approved security risk management reviews, which did not meet the planned target of 90 per cent, owing primarily to the significant efforts needed to put in place a more agile and improved security management process, together with an increased number of security areas, which entailed separate security risk management reviews. With the proliferation of non-State armed groups, security threats have expanded in localized areas, which require specific attention through ad hoc security risk management processes.

34.41 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 34.I).

Figure 34.I

Performance measure: approved security risk management reviews (annual)

(Percentage)



Result 3: enhanced security decision-making through timely and relevant data and analytical information

Proposed programme plan for 2023

34.42 Given the increasingly complex and unpredictable nature of contemporary operating environments, situational awareness is key to appropriate risk mitigation and timely and effective advice in support of programme delivery. The subprogramme has been working to further develop its situational awareness capacities to assess security threat information and analytical requirements and embed them into the security management cycle. In 2021, the subprogramme developed a new security threat information course to address the understanding and use of security threat information in the field and subsequent analytical requirements.

Lessons learned and planned change

- 34.43 The lesson for the subprogramme was the need to address the demand from across the United Nations security management system for further information and advice to enhance confidence in programme-related decision-making. In applying the lesson, the subprogramme will review the Department's analytical processes and products with a view to improving linkages with the planned outcomes of the security management system. It will build its capability to understand security threat information and analytical requirements and embed that capability into its security management cycle. Staff will undergo security threat information training to better equip them to leverage information from partners that can be used in the planning cycle.
- 34.44 Expected progress towards the objective is presented in the performance measure below (see table 34.9).

Table 34.9
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	–	A total of 317 security personnel (120 from the Department of Safety and Security and 197 from the United Nations security management system) enhance their knowledge and skills in the use of security threat information	Improved analytical concepts, framework and structure support security decisions and programme planning	Decision makers have timely and relevant security data and analytical information

Deliverables

- 34.45 Table 34.10 lists all deliverables of the subprogramme.

Table 34.10
Subprogramme 2: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory

E. Enabling deliverables

Safety and security

Security assessments: security assessment visits, security services and approximately 50 surge deployments in response to emergencies.

Compliance, monitoring and evaluation: 610 security risk management reviews created, revised, processed and endorsed; approximately 360 records per month entered into Safety and Security Incident Recording System; and approximately 7,237 records in the premises database.

Training and capacity-building: workshops and training on crisis management/preparedness, analysis, security management, leadership and best practices for key security personnel of United Nations security management systems.

Subprogramme 3

Specialized operational support

Objective

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

Strategy

- 34.47 To contribute to the objective, the subprogramme will:
- (a) Develop and implement an information management strategy to provide the United Nations security management system with the operational backbone required for efficient, data-driven approaches and to build and manage business processes and technology, including such solutions as the electronic travel advisory, the learning management system, the critical incident stress data management system and the road safety management system;
 - (b) Provide leadership, coordination and oversight for safety and security training, including analysis, design, development, implementation, monitoring, evaluation and validation, on physical security, close protection, resilience-building, policies and procedures of the United Nations security management system, among other topics;
 - (c) Provide coordination of strategic close protection and management of personal protection worldwide;
 - (d) Provide leadership and coordination to United Nations security management system organizations for rapid psychosocial support response in the aftermath of critical incidents and collaborate with United Nations system and external partners to build the psychological resilience of United Nations security management system personnel;
 - (e) Develop physical security standards and technical specifications for and undertake physical security assessments of United Nations system premises worldwide, in order to identify vulnerabilities and recommend solutions.
- 34.48 The above-mentioned work is expected to result in:
- (a) Effective, efficient and data-driven approaches to security management, training, critical incident stress management, road safety and the prevention of and response to security incidents by United Nations security management system actors;
 - (b) The prevention and mitigation of risks for the movement of senior United Nations officials and other United Nations security management system personnel;
 - (c) The mitigation of the short- and long-term psychological impact of exposure to critical incidents on United Nations security management system personnel;
 - (d) The mitigation of vulnerability to threats that could have an impact on United Nations premises and personnel;
 - (e) The reduction of the risk of road crash fatalities for United Nations security management system personnel.

Programme performance in 2021

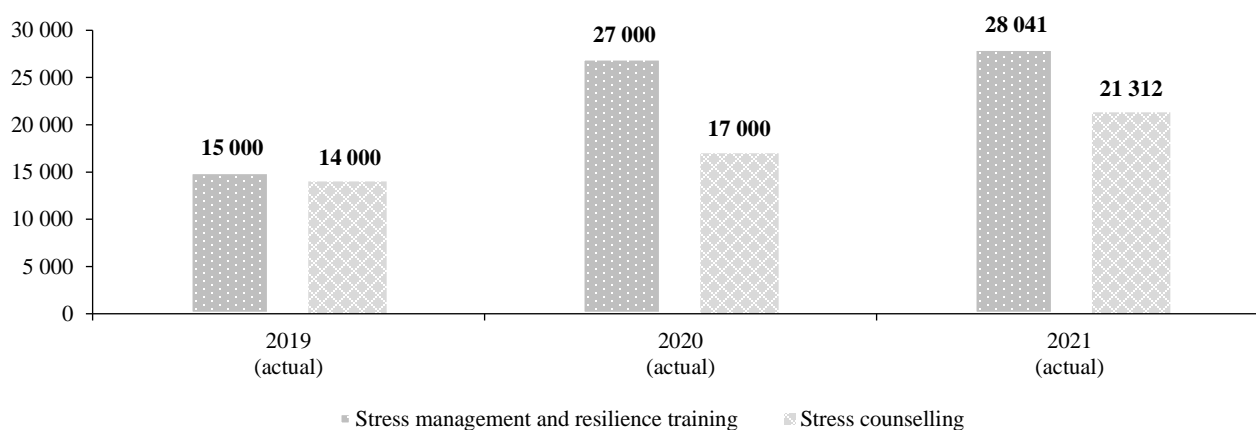
Improved access to psychosocial support and resilience training

34.49 In response to increased system-wide demand for psychosocial support owing to the COVID-19 pandemic and multiple complex emergencies, the subprogramme enhanced its service delivery to provide increased psychosocial support. In 2021, the subprogramme provided emotional first aid and stress counselling to 21,312 United Nations security management system personnel following reported critical incidents; it also strengthened staff preparedness by delivering stress management and resilience training to 28,041 personnel in 70 high-risk locations. The resilience of security managers was enhanced by providing training to 179 security managers on stress prevention and management. In addition, the subprogramme supported the capacity development of 110 United Nations Secretariat field counsellors through 2,100 technical supervision sessions.

34.50 Progress towards the objective is presented in the performance measure below (see figure 34.II).

Figure 34.II

Performance measure: number of United Nations security management system personnel receiving psychosocial support



Result 1: keeping staff safe and secure through enhanced governance of security training

Programme performance in 2021 and target for 2023

34.51 The subprogramme's work contributed to enhanced governance and prioritization of training resources, enabling the delivery of 81 per cent of the planned learning events in the 2021 calendar, while also implementing an unprecedented five new or revised training standards, which met the planned target.

34.52 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 34.11).

Table 34.11
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Delivery of specialized security training to meet the demands of all entities within the United Nations security management system	Improved prioritization of training updates for United Nations personnel and newly recruited security personnel through decentralized and online approaches	Enhanced governance and prioritization of training, enabling the delivery of 81 per cent of the planned learning events in the 2021 calendar, while also implementing an unprecedented five new or revised training standards	100 per cent of training priorities approved by the security training and governance prioritization mechanism are adequately resourced and delivered within agreed timelines 100 per cent of newly recruited staff in the integrated security workforce complete the orientation pathway and are engaged in the learning path for security personnel 100 per cent of duty stations and Inter-Agency Security Management Network entities that deliver the Safe and Secure Approaches in Field Environments training programme have updated their programmes in line with the new core modules	100 per cent of training priorities approved by the governance prioritization mechanism are adequately resourced and delivered within agreed timelines 100 per cent of duty stations and Inter-Agency Security Management Network entities that deliver first responder training have implemented the new training standards

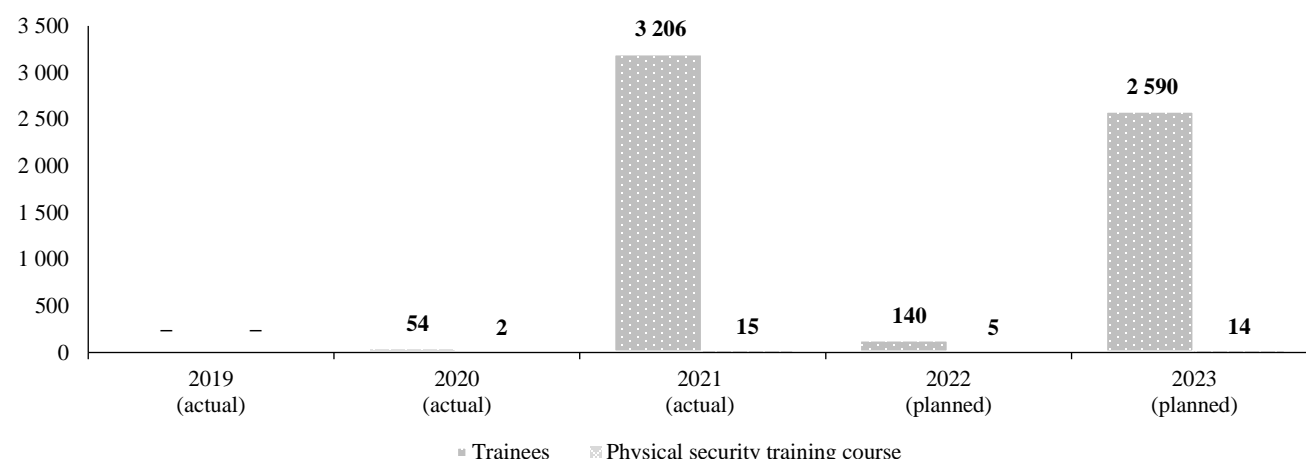
Result 2: improved physical security awareness through the United Nations security management system

Programme performance in 2021 and target for 2023

- 34.53 The subprogramme's work contributed to physical security awareness by reaching 3,206 staff through 15 physical security webinars on specific security topics, which exceeded the planned target of 120 staff and four physical security training courses. The delivery of the physical security training programme was not possible owing to COVID-19, but will resume in 2022.
- 34.54 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 34.III).

Figure 34.III

Performance measure: number of physical security training courses and trainees completing the course (annual)



Result 3: improved management and strategic use of information and data to inform security services across the United Nations security management system

Proposed programme plan for 2023

- 34.55 The subprogramme will develop and implement an information management strategy, in order to improve the efficiency and effectiveness of security services, increase data-driven decision-making and improve data accessibility and sharing.

Lessons learned and planned change

- 34.56 The lesson for the subprogramme was that those providing security services faced challenges in providing time-critical or appropriate support owing to the fragmentation of data and information, thus inhibiting an understanding of the full picture. In applying the lesson, the subprogramme will develop and implement a digital transformation strategy for optimized investments in technology solutions, provide training to security personnel on data and digital literacy, increase the strategic use of data and enhance data governance in security.

- 34.57 Expected progress towards the objective is presented in the performance measure below (see table 34.12).

Table 34.12

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	—	—	Improved data accessibility and enhanced information-sharing across the United Nations security management system through technology solutions	Security professionals have access to relevant data and information for decision-making

Deliverables

34.58 Table 34.13 lists all deliverables of the subprogramme.

Table 34.13

Subprogramme 3: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory

E. Enabling deliverables

Safety and security

Critical incident stress management: emotional first aid and psychosocial support for United Nations security management system personnel; stress management training for personnel in high-risk duty stations; technical supervision sessions for United Nations field counsellors; expert advice and consultations on psychosocial well-being for managers in the field and at Headquarters; and briefings on the management of stress and critical incident stress for security managers.

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

Training and capacity-building: security training throughout the United Nations security management system.

Protection coordination: travel tracking and coordination of the movement of senior United Nations officials; planning and coordination with respective Missions; and mandatory certification training for close protection officers.

B. Proposed post and non-post resource requirements for 2023

Overview

- 34.59 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.
- 34.60 The functions and activities of the Department that are jointly financed with other organizations of the security management system are those under:
- (a) Security and safety services (subprogramme 1);
 - (b) Regional field operations (subprogramme 2);
 - (c) Specialized operational support (subprogramme 3).
- 34.61 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 for the cost of the United Nations security management system (see [A/62/641](#)). In June 2017, the Finance and Budget Network established a working group for reviewing the funding methodology to ensure continued adherence to the established principles.
- 34.62 The outcome of the review by the working group was to revise the cost-sharing arrangement, while preserving the principles adopted by the General Assembly in its resolution [56/255](#), which was endorsed by the Network in March 2021, and subsequently at the High-level Committee on Management in October 2021 (see [CEB/2021/HLCM/FB/5](#)). This revision, effective from 2023, updates the membership fee, which had not been changed since its establishment; addresses the principle of equitability by having all organizations pay a membership fee and reinforces the notion of shared ownership for the system; and ensures that organizations in countries of the Organisation for Economic Co-operation and Development pay their fair share of the security costs.
- 34.63 Pursuant to this revised cost-sharing arrangement, the share of the Secretariat for security and safety services is 16.8 per cent for 2023, which is based on the CEB field staff census as of 31 December 2021, compared with 18.3 per cent for 2022, which was based on the census as of 31 December 2019.
- 34.64 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, as well as other duty stations. The cost-sharing arrangements in Vienna are based on a formula agreed upon by the four organizations located at the Vienna International Centre; similarly, the cost-sharing arrangements at the other duty stations are agreed upon locally by the participating organizations. The share of the Secretariat for security and safety services at the United Nations Office at Vienna remains unchanged at 23.0 per cent for 2023. Those security and safety services relate to subprogramme 1.
- 34.65 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 34.14 to 34.16. Similarly, the proposed gross budget for jointly financed activities is reflected in tables 34.17 to 34.19. The gross jointly financed budget of the Department is also presented to the General Assembly for its consideration and approval in accordance with established practice.

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

Table 34.14

Overall: evolution of financial resources by object of expenditure (regular budget)

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Post	81 888.2	84 311.6	—	—	449.3		449.3	0.5	84 760.9
Other staff costs	5 001.7	5 357.5	—	—	399.1		399.1	7.4	5 756.6
Consultants	56.2	55.4	—	—	—		—	—	55.4
Travel of staff	1 026.2	419.2	—	—	—		—	—	419.2
Contractual services	1 194.3	1 399.1	—	—	146.2		146.2	10.4	1 545.3
General operating expenses	1 839.5	1 806.4	—	—	2.7		2.7	0.1	1 809.1
Supplies and materials	837.5	834.8	—	—	94.0		94.0	11.3	928.8
Furniture and equipment	893.0	627.3	—	—	7.3		7.3	1.2	634.6
Grants and contributions	28 661.6	30 842.5	(2 212.0)	—	—		(2 212.0)	(7.2)	28 630.5
Total	121 398.2	125 653.8	(2 212.0)	—	1 098.6		(1 113.4)	(0.9)	124 540.4

Table 34.15

Overall: proposed posts and post changes for 2023 (regular budget)

(Number of posts)

	Number	Details
Approved for 2022	1 040	1 USG, 1 ASG, 1 D-2, 4 D-1, 7 P-5, 16 P-4, 16 P-3, 6 P-2/1, 8 GS (PL), 162 GS (OL), 306 SS, 512 LL
Establishment	4	1 P-4 under executive direction and management 1 D-2, 1 P-4 and 1 P-2 under subprogramme 3
Proposed for 2023	1 044	1 USG, 1 ASG, 2 D-2, 4 D-1, 7 P-5, 18 P-4, 16 P-3, 7 P-2/1, 8 GS (PL), 162 GS (OL), 306 SS, 512 LL

Table 34.16

Overall: proposed posts by category and grade (regular budget)

(Number of posts)

Category and grade	2022 approved	Changes				Total	2023 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	—	—	—		—	1
ASG	1	—	—	—		—	1
D-2	1	—	—	1		1	2
D-1	4	—	—	—		—	4
P-5	7	—	—	—		—	7
P-4	16	—	—	2		2	18
P-3	16	—	—	—		—	16
P-2/1	6	—	—	1		1	7
Subtotal	52	—	—	4		4	56

Section 34 Safety and security

Category and grade	Changes					2023 proposed
	2022 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	8	—	—	—	—	8
GS (OL)	162	—	—	—	—	162
SS	306	—	—	—	—	306
LL	512	—	—	—	—	512
Subtotal	988	—	—	—	—	988
Total	1 040	—	—	4	4	1 044

Table 34.17

Overall: evolution of financial resources by object of expenditure (jointly financed activities)

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Post	113 940.7	129 424.0	66.8	—	—	66.8	0.1
Other staff costs	4 691.3	4 793.8	—	—	—	—	—
Consultants	257.8	66.2	—	—	—	—	—
Travel of staff	2 718.4	5 294.6	—	—	—	—	—
Contractual services	1 847.9	3 494.9	—	—	67.3	67.3	1.9
General operating expenses	10 774.9	9 819.0	—	—	(176.7)	(176.7)	(1.8)
Supplies and materials	1 039.7	3 267.3	—	—	133.4	133.4	4.1
Furniture and equipment	4 639.4	1 149.8	—	—	(24.0)	(24.0)	(2.1)
Grants and contributions	4 040.9	5 947.6	—	—	—	—	—
Other	(13.3)	—	—	—	—	—	—
Total	143 937.7	163 257.2	66.8	—	—	66.8	—

Table 34.18

Overall: proposed posts and post changes for 2023 (jointly financed activities)

(Number of posts)

	Number	Details
Approved for 2022	958	1 D-2, 9 D-1, 28 P-5, 197 P-4, 116 P-3, 14 P-2/1, 4 GS (PL), 26 GS (OL), 153 SS, 410 LL
Proposed for 2023	958	1 D-2, 9 D-1, 28 P-5, 197 P-4, 116 P-3, 14 P-2/1, 4 GS (PL), 26 GS (OL), 153 SS, 410 LL

Table 34.19

Overall: proposed posts by category and grade (jointly financed activities)

(Number of posts)

Category and grade	Changes					2023 proposed
	2022 approved	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	116	—	—	—	—	116
P-2/1	14	—	—	—	—	14
Subtotal	365	—	—	—	—	365
General Service and related						
GS (PL)	4	—	—	—	—	4
GS (OL)	26	—	—	—	—	26
SS	153	—	—	—	—	153
LL	410	—	—	—	—	410
Subtotal	593	—	—	—	—	593
Total	958	—	—	—	—	958

Resource requirements for regular budget activities

- 34.66 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 34.20 to 34.22 and figure 34.IV.
- 34.67 As reflected in tables 34.20 (1) and 34.21 (1), the overall resources proposed for 2023 amount to \$124,540,400 before recosting, reflecting a net decrease of \$1,113,400 (or 0.9 per cent) compared with the appropriation for 2022. Resource changes result from two factors, namely: (a) technical adjustments; and (b) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 34.20

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
A. Executive direction and management	2 447.3	2 957.3	—	—	111.1	111.1 3.8	3 068.4
B. Programme of work							
1. Security and safety services	90 179.1	91 246.6	(68.3)	—	649.3	581.0 0.6	91 827.6
2. Regional field operations	23 848.8	25 295.2	(2 049.2)	—	—	(2 049.2) (8.1)	23 246.0
3. Specialized operational support	2 088.7	3 074.8	(94.5)	—	338.2	243.7 7.9	3 318.5
Subtotal, B	116 116.5	119 616.6	(2 212.0)	—	987.5	(1 224.5) (1.0)	118 392.1

Section 34 Safety and security

Component/subprogramme	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
C. Programme support	2 834.4	3 079.9	–	–	–	–	–	3 079.9
Subtotal, 1	121 398.2	125 653.8	(2 212.0)	–	1 098.6	(1 113.4)	(0.9)	124 540.4

(2) Other assessed

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
A. Programme of work					
2. Regional field operations	3 443.4	3 697.3	331.8	9.0	4 029.1
Subtotal, 2	3 443.4	3 697.3	331.8	9.0	4 029.1

(3) Extrabudgetary

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
A. Programme of work					
1. Security and safety services	10 043.2	16 140.5	(3 715.6)	(23.0)	12 424.9
3. Specialized operational support	49.5	640.8	–	–	640.8
Subtotal, A	10 092.7	16 781.3	(3 715.6)	(22.1)	13 065.7
Subtotal, 3	10 092.7	16 781.3	(3 715.6)	(22.1)	13 065.7
Total	134 934.3	146 132.4	(4 497.2)	(3.1)	141 635.2

Table 34.21

Overall: proposed posts for 2023 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component/subprogramme	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	16	–	–	1	1	17
B. Programme of work						
1. Security and safety services	1 000	–	–	–	–	1 000
2. Regional field operations	–	–	–	–	–	–
3. Specialized operational support	9	–	–	3	3	12
Subtotal, B	1 009	–	–	3	3	1 012
C. Programme support	15	–	–	–	–	15
Subtotal, 1	1 040	–	–	4	4	1 044

(2) Other assessed

Component/subprogramme	2022 estimate	Change	2023 estimate
A. Programme of work			
2. Regional field operations	16	—	16
Subtotal, 2	16	—	16

(3) Extrabudgetary

Component/subprogramme	2022 estimate	Change	2023 estimate
A. Programme of work			
1. Security and safety services	54	—	54
Subtotal, 3	54	—	54
Total	1 110	4	1 114

Table 34.22

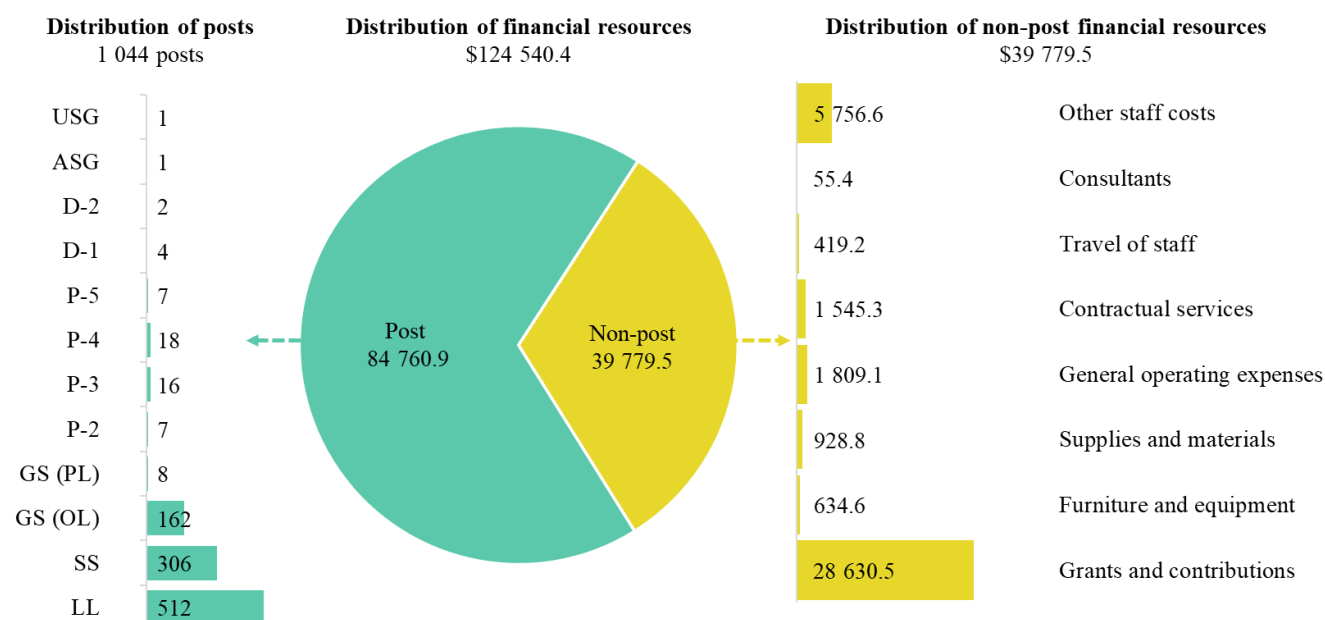
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	81 888.2	84 311.6	—	—	449.3	449.3	0.5	84 760.9
Non-post	39 510.0	41 342.2	(2 212.0)	—	649.3	(1 562.7)	(3.8)	39 779.5
Total	121 398.2	125 653.8	(2 212.0)	—	1 098.6	(1 113.4)	(0.9)	124 540.4
Post resources by category								
Professional and higher		52	—	—	4	4	7.7	56
General Service and related		988	—	—	—	—	—	988
Total		1 040	—	—	4	4	0.4	1 044

Figure 34.IV
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes (regular budget)

Technical adjustments

34.68 As reflected in table 34.20 (1), resource changes reflect a net decrease of \$2,212,000, as follows:

- Subprogramme 1, Security and safety services.** This decrease reflects the removal of the non-recurrent provision in 2022, under grants and contributions, related to security personnel for the replacement of blocks A to J at the United Nations Office at Nairobi, pursuant to General Assembly resolution [76/246](#) (\$83,700), which would be partially offset by the United Nations share of the delayed impact from the establishment in 2022, under jointly funded activities, of a Security Coordination Officer (P-3) at the United Nations Office at Vienna (\$15,400);
- Subprogramme 2, Regional field operations.** The decrease of \$2,049,200 relates to the reduction of the Secretariat share of jointly financed activities from 18.3 per cent for 2022 to 16.8 per cent for 2023, based on the CEB field staff census as of 31 December 2021;
- Subprogramme 3, Specialized operational support.** The decrease of \$94,500 relates to the reduction of the Secretariat share of jointly financed activities from 18.3 per cent for 2022 to 16.8 per cent for 2023, based on the CEB field staff census as of 31 December 2021.

Other changes

34.69 As reflected in table 34.20 (1), resource changes reflect an increase of \$1,098,600, as follows:

- Executive direction and management.** The increase of \$111,100, under posts, reflects the proposed establishment of one Programme Management Officer (P-4) post, as explained in annex III;

- (b) **Subprogramme 1, Security and safety services.** The increase of \$649,300, relating to the proposed establishment of five general temporary assistance positions (1 P-5, 2 P-4, 1 P-3 and 1 General Service (Principal level)) at the United Nations Headquarters to lead the multi-year standardized access control project proposed under section 33, Construction, alteration, improvement and major maintenance;
- (c) **Subprogramme 3, Specialized operational support.** The increase of \$338,200, under posts, reflects the proposed establishment of three posts: one Director (D-2), one Programme Management Officer (P-4) and one Associate Information Management Officer (P-2). These posts are proposed following the completion in 2021 of the evaluation of the Division of Specialized Operational Support and the resulting focus of that Division for 2023, as explained in paragraphs 34.16 and 34.17. Additional details are provided in annex III.

Overall resource changes (jointly financed activities)

Technical adjustments

- 34.70 As reflected in table 34.25, resource changes reflect a net increase of \$66,800, relating to the delayed impact of the establishment in 2022, under subprogramme 1, of a post of Security Coordination Officer (P-3) at the United Nations Office at Vienna.

Other assessed and extrabudgetary resources

- 34.71 As reflected in tables 34.20 (2) and 34.21 (2), the Department is also supported by other assessed resources under the support account for peacekeeping operations, estimated at \$4,029,100, including 16 posts (1 P-5, 5 P-4, 5 P-3, 2 General Service (Other level) and 3 Security Service) and two general temporary assistance positions (1 P-3 and 1 General Service (Other level)), as well as non-post resources. The resources would enable the Department to provide backstopping security support to peacekeeping missions. The expected increase is attributable primarily to updated salary costs. Other assessed resources represent 2.8 per cent of the total resources for this section.
- 34.72 As reflected in tables 34.20 (3) and 34.21 (3), the Department receives extrabudgetary contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates. In 2023, projected extrabudgetary resources of \$13,065,700, including 54 posts (9 Security Service, 39 General Service (Other level) and 6 Local level), as well as non-post resources, are expected to support the programme of work, mainly to provide security services to other agencies and organizations in various locations and special events within and surrounding the premises. Extrabudgetary resources represent 9.2 per cent of the total resources for this section.
- 34.73 The extrabudgetary resources under this section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

Executive direction and management

- 34.74 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.
- 34.75 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.

- 34.76 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 2023, the Department will continue to enhance the electronic security risk management tools to facilitate the paperless review and approval of security plans and documents electronically.
- 34.77 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 34.23.
- 34.78 The Department will continue to make efforts to implement advance travel planning and the early nomination of travellers. 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 preliminary itinerary. The low compliance rate in 2021 was primarily attributable to rapid security surges and the impact of the COVID-19 pandemic, which made advance planning challenging.

Table 34.23
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	48	36	31	100	100

- 34.79 The proposed regular budget resources for 2023 amount to \$3,068,400 and reflect an increase of \$111,100 compared with the appropriation for 2022. The proposed increase is explained in paragraph 34.69 (a). Additional details on the distribution of the proposed resources for 2023 are reflected in table 34.24 and figure 34.V.

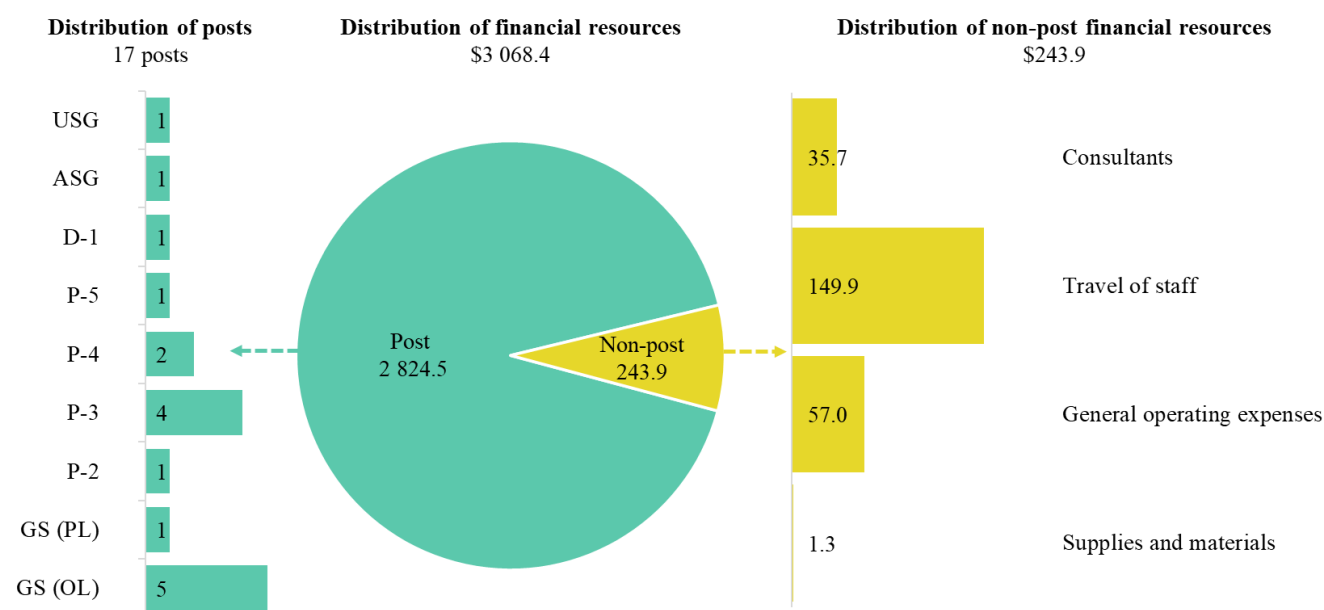
Table 34.24
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 199.3	2 713.4	—	—	111.1	111.1	4.1	2 824.5
Non-post	248.0	243.9	—	—	—	—	—	243.9
Total	2 447.3	2 957.3	—	—	111.1	111.1	3.8	3 068.4
Post resources by category								
Professional and higher		10	—	—	1	1	10.0	11
General Service and related		6	—	—	—	—	—	6
Total		16	—	—	1	1	6.3	17

Figure 34.V

Executive direction and management: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Programme of work****Resource requirements for jointly financed activities**

- 34.80 The resources proposed for jointly financed activities for 2023 amount to \$163,324,000 and reflect an increase of \$66,800 compared with the appropriation for 2022. These resources are required for: (a) the Security and Safety Service in Vienna (\$15,693,700); (b) regional field security operations (\$144,135,100); and (c) the malicious acts insurance policy (\$3,495,200). The proposed increase is explained in paragraph 34.70. Additional details on the distribution of the proposed resources for 2023 are reflected in table 34.25.

Table 34.25

Evolution of financial and post resources (jointly financed activities)

(Thousands of United States dollars/number of posts)

									Changes		2023 estimate (before recosting)				
									2021 expenditure	2022 appropriation		Technical adjustments	New/ expanded mandates	Other	Total
Financial resources by subprogramme															
1.	Security and safety services	17 427.1	15 817.7	66.8	—	—	66.8	0.4	15 884.5						
2.	Regional field operations	117 010.6	138 838.6	—	—	—	—	—	138 838.6						
3.	Specialized operational support	9 500.1	8 600.9	—	—	—	—	—	8 600.9						
Total		143 937.7	163 257.2	66.8	—	—	66.8	—	163 324.0						

Changes								2023 estimate (before recosting)
2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure								
Post	113 940.7	129 424.0	66.8	—	—	66.8	0.1	129 490.8
Non-post	29 997.0	33 833.2	—	—	—	—	—	33 833.2
Total	143 937.7	163 257.2	66.8	—	—	66.8	—	163 324.0
Post resources by subprogramme								
1. Security and safety services		160	—	—	—	—	—	160
2. Regional field operations		764						764
3. Specialized operational support		34	—	—	—	—	—	34
Total		958	—	—	—	—	—	958

Subprogramme 1 Security and safety services

Regular budget resource requirements

- 34.81 The proposed regular budget resources for 2023 amount to \$91,827,600 and reflect a net increase of \$581,000 compared with the appropriation for 2022. The proposed increase is explained in paragraphs 34.68 (a) and 34.69 (b). Additional details on the distribution of the proposed resources for 2023 are reflected in table 34.26 and figure 34.VI.

Table 34.26

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

(Thousands of United States dollars/number of posts)

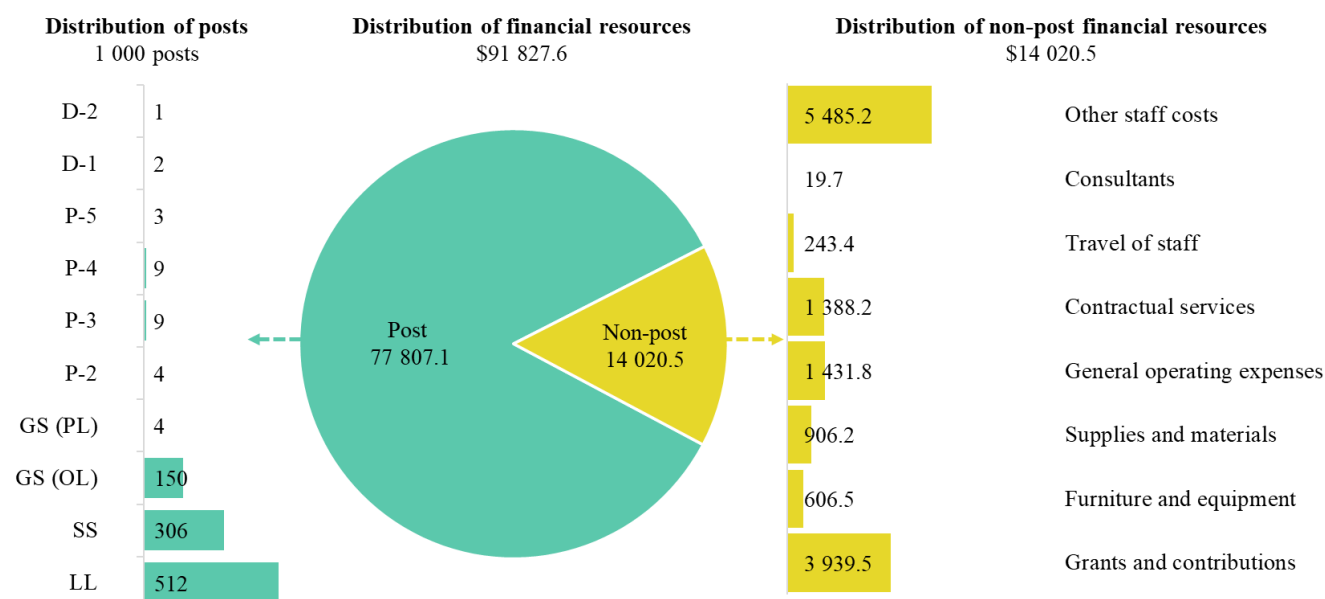
	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	76 515.9	77 807.1	—	—	—	—	—	77 807.1
Non-post	13 663.2	13 439.5	(68.3)	—	649.3	581.0	4.3	14 020.5
Total	90 179.1	91 246.6	(68.3)	—	649.3	581.0	0.6	91 827.6
Post resources by category								
Professional and higher		28	—	—	—	—	—	28
General Service and related		972	—	—	—	—	—	972
Total		1 000	—	—	—	—	—	1 000

Note: Resources include the Secretariat share of the jointly financed Security and Safety Service in Vienna, amounting to \$3,609,600 for 2023.

Figure 34.VI

Subprogramme 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Resource requirements for jointly financed activities**

34.82 The proposed jointly financed resources for 2023 amount to \$15,884,500 and reflect an increase of \$66,800 compared with the appropriation for 2022. The proposed increase is explained in paragraph 34.70. Additional details on the distribution of the proposed resources for 2023 are reflected in table 34.27 and figure 34.VII.

Table 34.27

Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

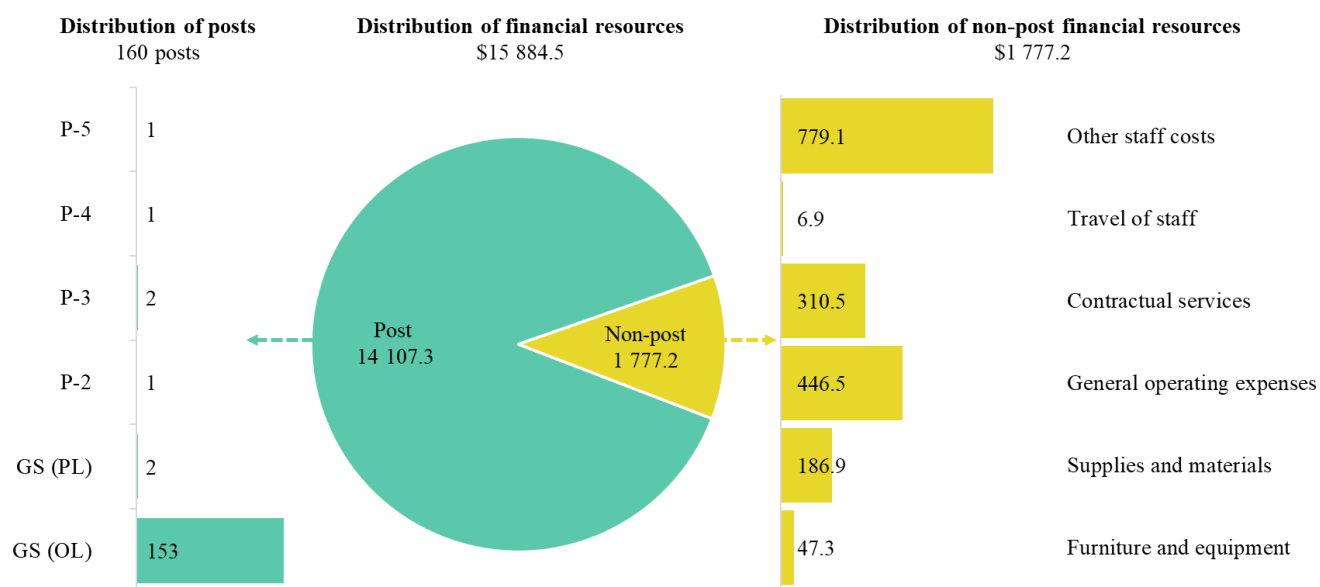
	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	15 554.9	14 040.5	66.8	—	—	66.8	0.5	14 107.3
Non-post	1 872.1	1 777.2	—	—	—	—	—	1 777.2
Total	17 427.1	15 817.7	66.8	—	—	66.8	0.4	15 884.5
Post resources by category								
Professional and higher		5	—	—	—	—	—	5
General Service and related		155	—	—	—	—	—	155
Total		160	—	—	—	—	—	160

Note: Resources include the Secretariat share of the jointly financed Security and Safety Service in Vienna, amounting to \$3,609,600 for 2023.

Figure 34.VII

Subprogramme 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 34.83 Extrabudgetary resources for the subprogramme are estimated at \$12,424,900 and would provide for 54 posts (9 Security Service, 39 General Service (Other level) and 6 Local level), as well as non-post resources. The resources are expected to support the programme of work, mainly to provide security services to other agencies and organizations in various locations and special events within and surrounding the premises.
- 34.84 The expected decrease of \$3,715,600 is attributable mainly to a one-time expenditure in 2022 for security installations at the United Nations Office at Geneva.

Subprogramme 2

Regional field operations

Regular budget resource requirements

- 34.85 The proposed regular budget resources for 2023 amount to \$23,246,000 and reflect a net decrease of \$2,049,200 compared with the appropriation for 2022. The proposed decrease is explained in paragraph 34.68 (b). Additional details on the distribution of the proposed resources for 2023 are reflected in table 34.28.

Table 34.28

Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	23 848.8	25 295.2	(2 049.2)	–	–	(2 049.2)	(8.1)	23 246.0
Total	23 848.8	25 295.2	(2 049.2)	–	–	(2 049.2)	(8.1)	23 246.0

Note: Resources include the Secretariat share of jointly financed activities relating to regional field security operations, amounting to \$22,787,800 for 2023, and the United Nations share of the malicious acts insurance policy, amounting to \$458,200 for 2023.

Resource requirements for jointly financed activities

- 34.86 The proposed jointly financed resources for 2023 amount to \$138,838,600 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2022 are reflected in table 34.29 and figure 34.VIII.

Table 34.29

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

(Thousands of United States dollars/number of posts)

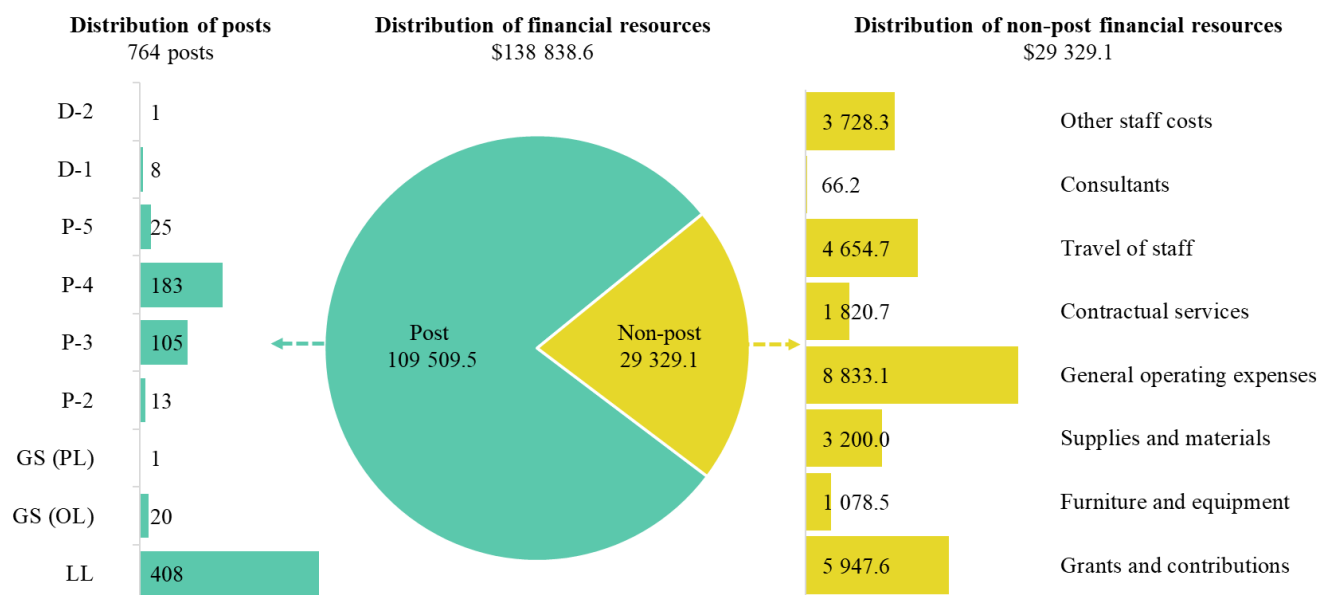
	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	91 940.9	109 509.5	—	—	—	—	—	109 509.5
Non-post	25 069.8	29 329.1	—	—	—	—	—	29 329.1
Total	117 010.6	138 838.6	—	—	—	—	—	138 838.6
Post resources by category								
Professional and higher		335	—	—	—	—	—	335
General Service and related		429	—	—	—	—	—	429
Total		764	—	—	—	—	—	764

Note: Non-post resources include a provision for the malicious acts insurance policy in the amount of \$3,495,200 for 2023. The Secretariat share of jointly financed activities and the malicious acts insurance policy amounts to \$23,246,000 for 2023.

Figure 34.VIII

Subprogramme 2: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed resources**

- 34.87 Other assessed resources for the subprogramme are estimated at \$4,029,100 and would provide for 16 posts (1 P-5, 5 P-4, 5 P-3, 2 General Service (Other level) and 3 Security Service) and two general temporary assistance positions (1 P-3 and 1 General Service (Other level)), as well as non-post resources. The resources would enable the Department to provide backstopping security support to peacekeeping missions. The expected increase of \$331,800 is attributable mainly to updated salary costs.

Subprogramme 3

Specialized operational support

Regular budget resource requirements

- 34.88 The proposed regular budget resources for 2023 amount to \$3,318,500 and reflect a net increase of \$243,700 compared with the appropriation for 2022. The proposed net increase is explained in paragraphs 34.68 (c) and 34.69 (c). Additional details on the distribution of the proposed resources for 2023 are reflected in table 34.30 and figure 34.IX.

Table 34.30

Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

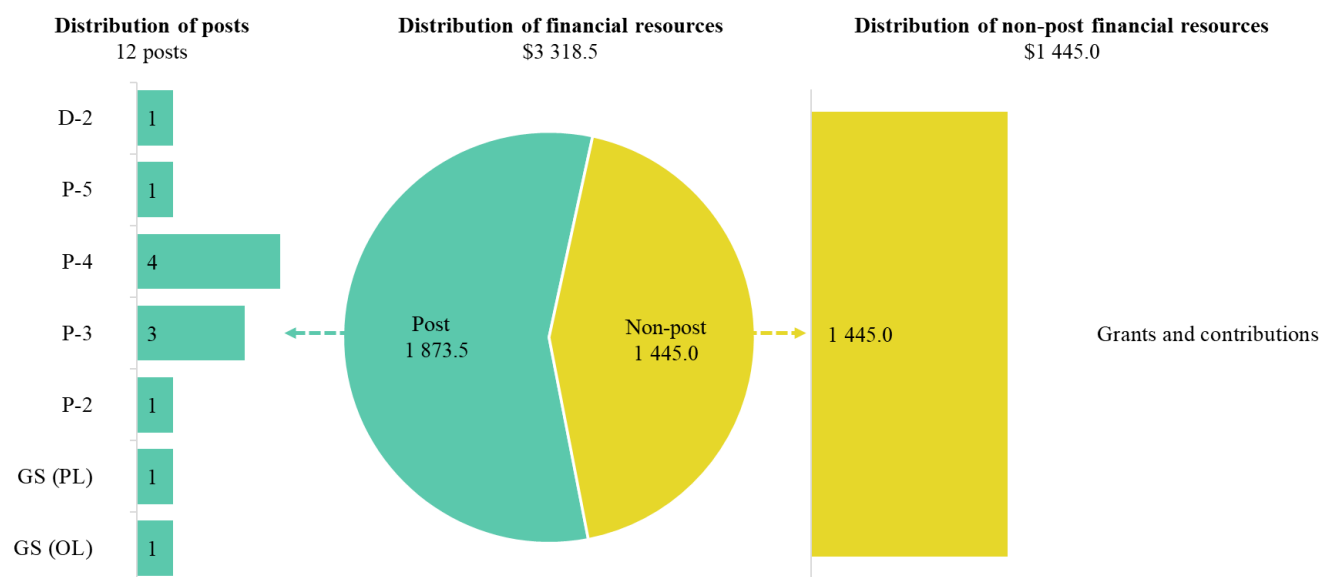
	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	991.3	1 535.3	–	–	338.2	338.2	22.0	1 873.5
Non-post	1 097.4	1 539.5	(94.5)	–	–	(94.5)	(6.1)	1 445.0
Total	2 088.7	3 074.8	(94.5)	–	338.2	243.7	7.9	3 318.5
Post resources by category								
Professional and higher		7	–	–	3	3	42.9	10
General Service and related		2	–	–	–	–	–	2
Total		9	–	–	3	3	33.3	12

Note: Resources include the Secretariat share of jointly financed activities under the established cost-sharing arrangements in the estimated amount of \$1,445,000 for 2023.

Figure 34.IX

Subprogramme 3: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)


Resource requirements for jointly financed activities

- 34.89 The proposed jointly financed resources for 2023 amount to \$8,600,900 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 34.31 and figure 34.X.

Table 34.31

Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

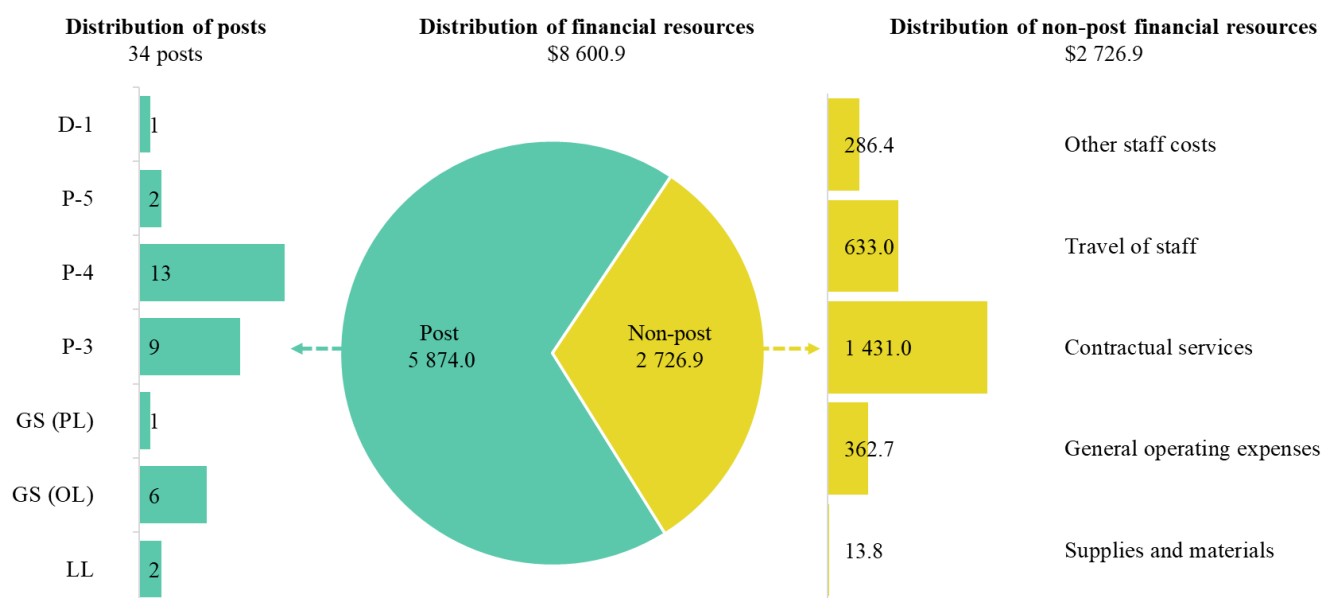
	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 444.9	5 874.0	—	—	—	—	—	5 874.0
Non-post	3 055.1	2 726.9	—	—	—	—	—	2 726.9
Total	9 500.1	8 600.9	—	—	—	—	—	8 600.9
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 \$1,445,000 for 2023.

Figure 34.X

Subprogramme 3: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

34.90 Extrabudgetary resources for the subprogramme are estimated at \$640,800 and would provide for non-post resources. The resources are expected to support the programme of work, mainly to enable the security and safety services in various locations to provide security services to other agencies and organizations and special events within and surrounding the premises.

Programme support

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

34.92 The proposed regular budget resources for 2023 amount to \$3,079,900 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 34.32 and figure 34.XI.

Table 34.32

Programme support: evolution of financial and post resources

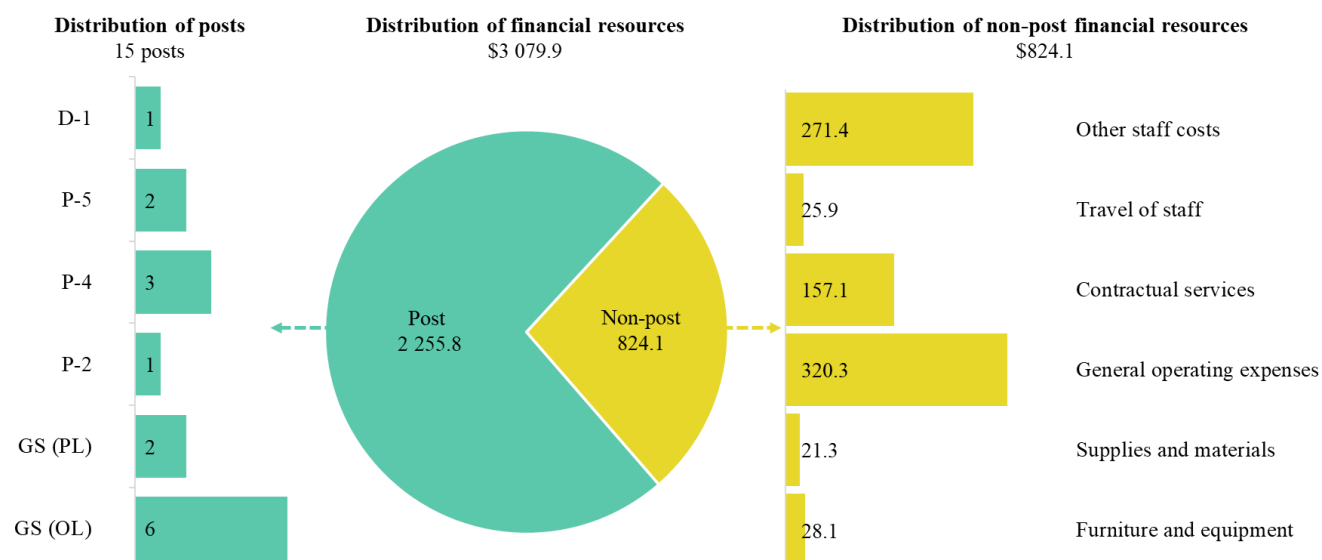
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 181.7	2 255.8	—	—	—	—	—	2 255.8
Non-post	652.7	824.1	—	—	—	—	—	824.1
Total	2 834.4	3 079.9	—	—	—	—	—	3 079.9
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		8	—	—	—	—	—	8
Total		15	—	—	—	—	—	15

Figure 34.XI

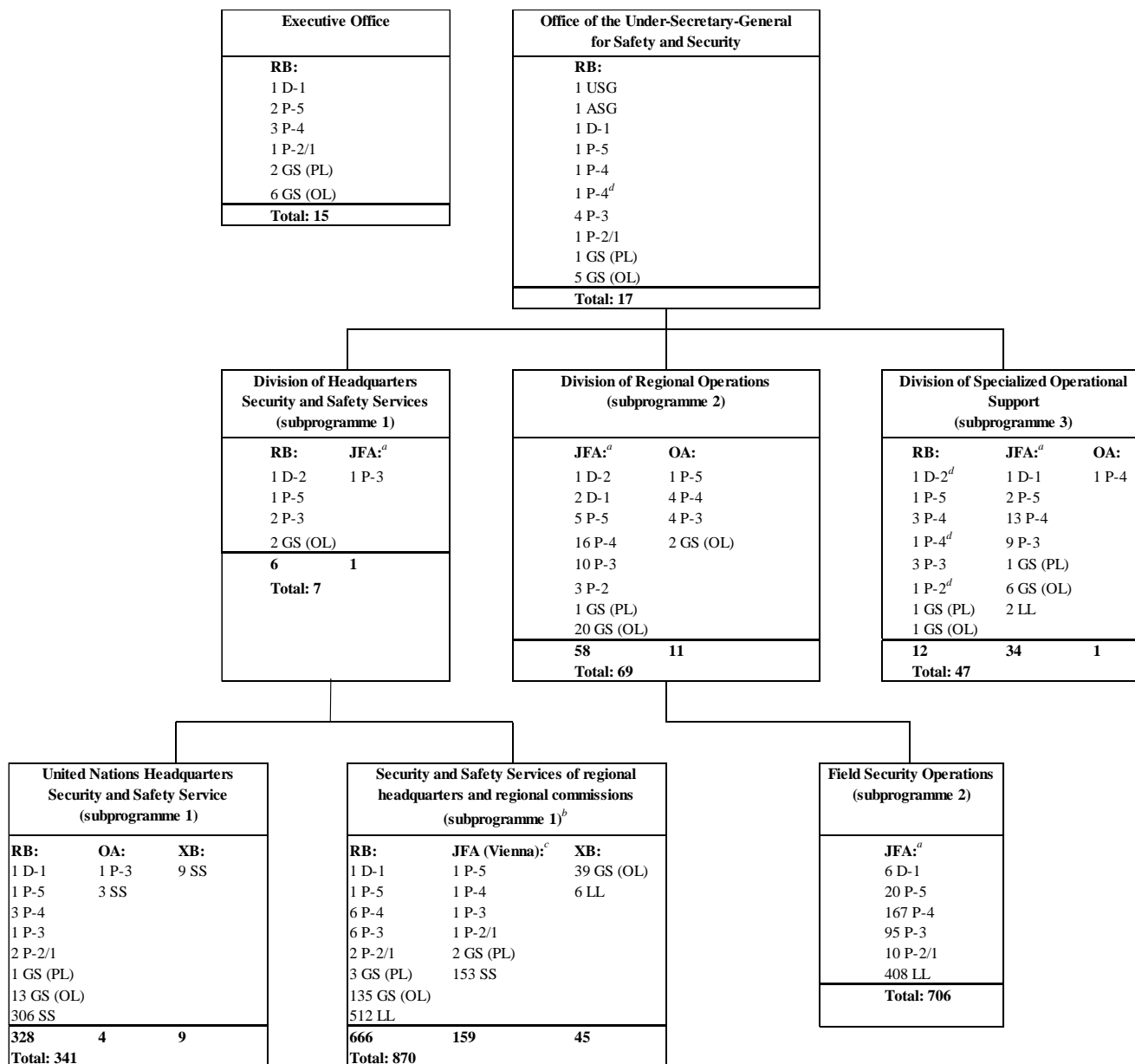
Programme support: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2023



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 International Centre-based organizations relating to the Security and Safety Services.

^d Establishment.

Annex II

Summary of follow-up actions taken to implement relevant recommendations of advisory and oversight bodies

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions ([A/76/7](#) and [A/76/7/Corr.1](#))

The Committee trusts that an update regarding gender and geographical representation and the related recruitment efforts will be provided (para. XII.9).

The Department of Safety and Security launched a roster recruitment campaign for positions at the P-3 to P-5 levels in February 2022. Extensive outreach, with a focus on gender and geographical diversity, has been ongoing, including global webinars, the sharing of job openings with the permanent missions to the United Nations and advertisements in numerous media targeting unrepresented and underrepresented countries and circulated to various women's organizations. Statistics on gender and geographical representation in the Secretariat are contained in the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" ([A/76/570](#)).

The Committee trusts that the Secretary-General will provide greater clarification regarding the expenditures and cost of the malicious acts insurance policy (para. XII.24).

The cost of the malicious acts insurance policy is allocated to policy participants on the basis of the census of personnel provided by each organization. The census used for a given year is based on the personnel count as of 30 September of the previous year. The census used for the 2021 malicious acts insurance policy cost allocation is based on total personnel count as of 30 September 2020 and was compiled at the beginning of 2021.

The Committee notes the new approach regarding professional backgrounds as well as the recruitment and outreach strategy, and trusts that further information will be included in the context of the next budget submission (para. XII.26).

The Department has completed its revision of the requirements for security officer/adviser positions at the P-3 to P-5 levels. The revised job openings include a broader set of requirements with regard to experience, skills and academic background, in order to move away from predominantly seeking candidates with military and police experience. The changes have been reflected in the recruitment campaign launched in February 2022.

The Committee trusts that further information on the system-wide security framework and initiatives will be provided (para. XII.29).

The Inter-Agency Security Management Network agreed that the Telecommunications Security Standards initiative will continue to guide and provide standard operating procedures on security communications for the United Nations system security personnel. A common United Nations security communications applications platform and new technologies optimizing the operations of radio communications systems in the field will be implemented in 2022. Training sessions and online webinars for United Nations system personnel will

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

The Committee notes that certain similarities prevail between the roles of the Critical Incident Stress Management Unit and the Staff Counsellor's Office. The Committee therefore recommends that the General Assembly request the Secretary-General to review the functions of the Unit and the Office for a better harmonization of activities or consolidation in a single structure and present options for its consideration in the next programme budget submission (para. XII.34).

continue to be provided, as well as continued field assessments, technical support and extensive remote support to over 100 countries. The focus is on hands-on field support and the adoption of new technologies and procedures for security communications to further optimize operations in the field.

The Department continued to work closely with the Department of Operational Support to find synergies and efficiencies at the operational level, including through the implementation of the audit recommendation to formalize the involvement of the Critical Incident Stress Management Unit in the recruitment and technical supervision of counsellors for the field.

Annex III

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	Posts	Grade	Description	Reason for change
Regular budget				
Executive direction and management	1	P-4	Establishment of 1 Programme Management Officer in the Office of the Under-Secretary-General for Safety and Security	<p>With the increasing demand for security management support to address growing security challenges, it is critical to strengthen the Office of the Under-Secretary-General with relevant expertise, which is currently lacking, in the provision of assessments and analysis on operational, political and security trends.</p> <p>The incumbent would provide the Under-Secretary-General with information and analysis on broader political developments facing the United Nations beyond the security realm, and associated advice on the political and organizational dimensions of security policy and action for the United Nations in implementing its mandates.</p>
Subprogramme 3 Specialized operational support	1	D-2	Establishment of 1 post of Director in the Division of Specialized Operational Support	<p>The Division of Specialized Operational Support was established in January 2020 and the position of Director (D-2) has been funded as general temporary assistance, under jointly funded activities, as indicated in A/76/6 (Sect. 34). The establishment of the Division has yielded efficiencies in how the support provided to Headquarters, offices away from Headquarters, field missions and organizations of the United Nations security management system is coordinated, designed and delivered. It is now proposed to establish a post, because the responsibilities and activities are core services.</p> <p>The incumbent would provide leadership and oversight by centrally promoting relevant aspects of the strategic plan of the Department of Safety and Security, taking the lead in the development of revitalized training programmes to ensure that the Department workforce has the skills and competencies to meet what the United Nations needs from the Department going forward.</p> <p>The incumbent would also lead ongoing collaboration with the organizations of the United Nations security management system to strengthen road safety management and direct the development and implementation of the information management strategy.</p>
	1	P-4	Establishment of 1 Programme Officer for Road Safety	The incumbent would lead the implementation of the United Nations road safety strategy, organize related surveys and data collection, and provide analysis and guidance to the integrated security workforce.
	1	P-2	Establishment of 1 Associate Information Management Officer	The incumbent would assist in developing information management solutions that are aligned with the overall strategic objectives; demonstrate business/operational value and techniques that are consistent with business/operational success metrics; and ensure information management interoperability with host countries, the United Nations Secretariat, agencies, funds and programmes.