



# General Assembly

Distr.: General  
16 April 2021

Original: English

## Seventy-sixth session

Items 140 and 141 of the preliminary list\*

## Proposed programme budget for 2022

### Programme planning

## Proposed programme budget for 2022

### Part XII

### Safety and security

### Section 34

### Safety and security

### Programme 28

### Safety and security

## Contents

	<i>Page</i>
Foreword . . . . .	3
A. Proposed programme plan for 2022 and programme performance for 2020** . . . . .	4
B. Proposed post and non-post resource requirements for 2022*** . . . . .	28
Annexes	
I. Organizational structure and post distribution for 2022 . . . . .	49
II. Summary of proposed post changes, by component and subprogramme . . . . .	50

\* [A/76/50](#).

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

\*\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.





---

## Foreword

For 2022, I anticipate a global security environment that is still reeling from the coronavirus disease (COVID-19) pandemic. The pandemic touched every aspect of United Nations security operations. It posed challenges, such as the reduced scope for travel and the attendant scope for oversight and support, and created opportunities, as training, counselling and partner engagement were forced online and were thus made accessible to a wider group. Other than the pandemic, the same security challenges will continue to affect the United Nations as it carries out its operations in 2022. Non-State armed groups will take advantage of ungoverned spaces, extremists will continue to innovate and deploy new technology and weapons against the United Nations and the communities and Governments that we support, and kidnapping, crime and sexual violence will continue to threaten our staff. If anything, the pandemic provided the Department of Safety and Security with some space to evaluate its strategic approach to some of the security challenges that could have the greatest impact on our staff and to improve our risk mitigation tools, our approaches to analysis and our training.

The Department is, at its core, a service provider. It provides advice, a policy framework, operational support, threat and risk analysis, training, and expertise, all of which play a major role in the safe and effective delivery of the mandates and programmes of the United Nations. The threats faced by United Nations staff today necessitate an informed and nuanced security response, which we have seen in our more effective security teams. In 2022 and thereafter, the approach to security will continue to go beyond guns, guards and gates. As we seek to enable operations to be carried out in the face of ever more complex threats, effective security requires a workforce that is analytical and politically aware, has an aptitude for crisis and risk management and, in essence, derives its impact from effective communication, relationship-building and engendering trust in those we serve. In 2021, I will continue to lead the Department on a path towards a diversified workforce: younger, with more even geographic representation, with substantially more women, and reflective of the people we serve.

In its proposed programme budget, the Department articulates its plan to serve the United Nations in delivering its operations and mandates in 2022 and to enable it to do so. The plan is derived from our mission statement: providing trusted security leadership and solutions.

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

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

### **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 dependents in more than 125 countries.
- 34.2 The coronavirus disease (COVID-19) pandemic, which began in 2020, exacerbated existing global challenges, further exposing the underlying causes of insecurity and social and economic inequality. Globally, this led to civil unrest in the form of demonstrations against containment measures, which evolved to wider protests related to the economic effects of the pandemic that exacerbated political and social grievances. Violent extremist groups and organized criminal gangs exploited the pandemic in most regions. All indications are that the global security environment will remain in a state of sustained 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 because a growing number of countries across the world are experiencing severe economic stress, together with the associated threats of civil unrest and a steady rise in instability. 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 2022.

#### **Strategy and external factors for 2022**

- 34.4 To fulfil its mandate, the Department will continue to support entities of the United Nations system in carrying out their programmes and fulfilling their commitments globally while keeping their personnel and premises safe by strengthening the United Nations security management system. In line with the priorities identified in its strategic plan for the period 2020–2022, the Department will continue its efforts to enhance the security risk management tools and the security advice available to security decision makers; reinforce security risk management strategies; heighten operational excellence with improved business processes and a diverse and well-trained workforce; and build on synergies through inter-agency partnerships and collaboration with host Governments.
- 34.5 Given that the analysis of security threats and risks results in data that security managers can use to evaluate evolving threats to United Nations programmes and personnel in a timely manner, and given the increasingly transboundary and regional nature of threats in many volatile security environments, the Department will continue to improve its capacity to capture and analyse data and produce analytical products that decision makers find useful in deciding on courses of action. To further enhance security risk management, the Department will complete its review of the effectiveness of the security risk management process and the Safety and Security Incident Recording System, and implement the related findings. The review, which began in 2020, is being conducted in consultation with Headquarters, field security professionals and security analysts. With the engagement of United Nations security management system organizations, the ongoing endeavour is expected to improve the security risk management process and Safety and Security Incident Recording System frameworks and tools, and to enhance security practices and processes. By 2022, the security risk

management process will be sufficiently agile to enable security decision makers to assess emerging threats and manage them appropriately so as to enable the implementation of fast-paced programmes in rapidly evolving environments.

- 34.6 The Department is committed to continuously enhancing its operational excellence through a revitalized training programme in support of integrated security workforce performance and the cultivation of a diverse and engaged workforce with effective and relevant competencies, skills and expertise. Effective governance and performance measures will play a vital role in determining delivery against the departmental strategic plan and supporting the work of the United Nations. For that reason, the Department will establish a corporate performance measurement structure with which it can systematically collect data on, analyse, report on and improve the Department's performance.
- 34.7 For 2022, the Department's planned deliverables and activities reflect known and anticipated challenges related to the COVID-19 pandemic that are being faced by its clients. The Department anticipates a heightened security presence and accelerated responses in certain complex duty stations characterized by growing civil unrest and humanitarian and health crises. At the managerial level, the Department's professionals will continue to advise and coordinate with senior management on the planning and implementation of all measures to protect staff members and their families. Security officers work as first responders whenever required, supporting medical officials in the preparedness and response to incidents related to the pandemic. Specific examples of such planned deliverables and activities are provided under subprogramme 1.
- 34.8 The Department relies on cooperation with other entities at the global, regional, national and local levels for the effectiveness of its operations. It attaches great importance to its efforts in that regard, as well as to collaboration with international organizations other than the United Nations and with regional entities in the areas of security management and the exchange of information and sharing of knowledge on security policy guidance, which has resulted in enhanced personnel protection while enabling the United Nations to deliver its programmes in both high-risk locations and at headquarters duty stations. The Department has strengthened its international, national and local collaboration with implementing partners of the United Nations, including non-governmental organizations, in the Saving Lives Together framework. Those partners are fundamental to United Nations operations. As much as they benefit from the Department's support through Saving Lives Together, organizations of the United Nations system equally benefit from the better understanding that they gain from their delivering partners.
- 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 working groups and the steering group, 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. Moreover, to ensure system-wide policy coherence, the Department will maintain its effective coordination mechanism by contributing to the development of policy by Secretariat entities in the form of 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 2022 is based on the following planning assumptions:
- (a) The United Nations will continue to expand its efforts to respond to growing needs in environments experiencing war, conflict, civil unrest, crime and natural hazards; the number of high-threat areas requiring United Nations 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;
  - (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; in some cases, this support may need to be supplemented depending on the security context and capacities;
  - (f) The United Nations Designated Security Officials, Security Management Team members and country 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 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 34.12 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate, in collaboration with the Inter-Agency Security Management Network. The Department considers gender and other diversity to be an important component of its operational success and therefore proactively strives for an inclusive and enabling culture, for gender balance and for gender sensitivity in its security operations. In 2022, the Department will focus on strengthening the gender capacity of its integrated security workforce further to a capacity assessment conducted in 2021 and implement an updated strategy in follow-up to a gender audit and evaluation conducted in 2021. It will improve its reporting on gender mainstreaming following a peer review conducted in 2021 under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and will further include gender considerations in its refinement of the security risk management process. The work on gender in 2022 is intricately linked to several reviews and assessments that are expected to be conducted in 2021.
- 34.13 With regard to disability inclusion, in the context of the United Nations Disability Inclusion Strategy, the Department established a working group through the Inter-Agency Security Management Network to produce, in 2020, a set of guidelines entitled "Inclusion of disability considerations within the security risk management process". These guidelines have since been developed and disseminated. They provide critical information to personnel in the field and at Headquarters, as well as for special events. The Department reported on the mainstreaming of disability inclusion in its work activities. In 2022, the Department will continue to operationalize the guidelines that have been developed and will implement any additional guidance provided for Secretariat entities. The Department will continue to mainstream disability inclusion into its activities and operations, thereby strengthening this area in all its programme of work.

## **Programme performance in 2020**

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

- 34.14 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department. At the strategic level, the pandemic has inhibited the programme's leadership in ensuring compliance, oversight and consistency in safety and security. It has limited the programme's ability to get situational awareness, curtailed leadership visits and minimized its strategic operational readiness. The impact included challenges in maintaining a continuous security coverage at headquarters locations (Headquarters, offices away from Headquarters and regional commissions) while the workforce had to adjust to the new, socially distanced modalities of operation. In addition, the pandemic limited capacity-building opportunities for the workforce owing to the suspension of in-person training and a reduction in operational oversight by the Department,

given that security assessment visits to field duty stations had been curtailed. Such on-the-ground activities are critical for the Department to assess local security needs and better understand operational security requirements. Specific examples of the impact are provided under all three subprogrammes. The change in approach, postponement and cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under all three subprogrammes.

- 34.15 At the same time, however, some new arrangements were implemented during 2020 to enable United Nations system operations to be carried out and to protect United Nations personnel. The timely establishment of crisis management teams meant that the Department could ensure an effective response and management of pandemic-related safety issues. By promptly adopting business continuity measures, for example through virtual conferences and updated work modalities, the Department reduced the disruption to operations. Country-specific COVID-19 security risk management processes enabled it to assess existing security threats and any newly emerging security implications related to COVID-19. The Department provided informative stress counselling sessions and related briefings to United Nations personnel.
- 34.16 Since the delivery of face-to-face and practical training was affected by the travel restrictions resulting from the pandemic in 2020, the Department transitioned from in-person mandatory briefings to mandatory online security briefings to designated officials. The online briefings were provided to 35 designated officials and designated officials ad interim in order to strengthen their capacity as security decision makers to address security challenges at the field level. The Department developed pandemic-related guidance for security trainers to complement existing medical and safety guidance. The guidance enabled the trainers and their managers to review their training needs, identify risks and redesign their security training.
- 34.17 In addition to the reduction of staff and visitors at all locations, security officers have adopted social distancing as much as possible, implemented protective measures such as partitions and curtains, using personal protective equipment (masks, visors, gloves) and practicing stringent hygiene measures. While the COVID-19 pandemic has a direct impact on health and medical systems globally, it also affects economies and social and political systems, with wider ramifications for security. In that context, the Department's continued leadership and coordination was important for the Inter-Agency Security Management Network in addressing the repercussions of the pandemic on security, at the operational and policy levels. The Department has also been a critical player in several instances of staff travel for health and other operational reasons that entailed border controls and restrictions of movement, for which it coordinated with immigration officials and other host country authorities as required.
- 34.18 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Department will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include that, despite its unparalleled adverse effects, the COVID-19 crisis has presented opportunities to address interconnected global issues related to tackling the root causes of insecurity. Diminishing resources for international assistance and global restrictions have inspired innovation, local ownership and inclusivity, and have resulted in reimagined approaches to the delivery of United Nations-mandated programmes and the protection of United Nations personnel. In enabling United Nations activities during the pandemic, the Department strengthened regional security analysis, deployed surge missions to high-risk areas, expanded to an unprecedented scale the psychosocial support provided to affected personnel at all duty stations and enhanced inter-agency coordination on the use of technology in security management. The Department, in partnership with United Nations entities, has initiated efforts to promote further innovation in crisis management and securing United Nations premises.

### **Legislative mandates**

- 34.19 The list below provides all mandates entrusted to the programme.

*General Assembly resolutions and decisions*

<a href="#">54/192</a> , <a href="#">55/175</a> , <a href="#">75/125</a>	Safety and security of humanitarian personnel and protection of United Nations personnel	<a href="#">57/567</a>	Inter-organizational security measures: framework for accountability for the United Nations field security management system
<a href="#">56/255</a> , sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002–2003: safety and security of United Nations personnel	<a href="#">59/276</a> , sect. XI	Questions relating to the programme budget for the biennium 2004–2005: strengthened and unified security management system for the United Nations
<a href="#">56/286</a>	Strengthening the security and safety of United Nations premises	<a href="#">61/263</a>	Strengthened and unified security management system

*Security Council resolutions*

[1502 \(2003\)](#)

## Deliverables

34.20 Table 34.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 34.1

**Cross-cutting deliverables for the period 2020–2022, by category and subcategory**

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Report of the Secretary-General on the safety and security of humanitarian personnel and protection of United Nations personnel	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>7</b>	<b>7</b>	<b>7</b>	<b>3</b>
2. Meetings of the Fifth Committee (administrative and budgetary)	5	5	5	1
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	2	3	2
6. Meetings of the standing working groups of the Inter-Agency Security Management Network	6	–	6	–
7. Meetings of the Inter-Agency Security Management Network and the steering group	2	9	2	4
<b>E. Enabling deliverables</b>				
<b>Safety and security:</b> 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 161 designated officials for security and other representatives, to security decision makers, to 4,000 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; interviews with 25 chief security advisers, security advisers and local security assistants to support the evaluation of security programmes.				

## Evaluation activities

34.21 The following self-evaluations completed in 2020 have guided the proposed programme plan for 2022:

- (a) Self-evaluation on the warden system;
- (b) Self-evaluation on the creation of the Division of Specialized Operational Support to assess the impact, relevance and effectiveness of the related internal realignment.



- 34.22 The findings of the self-evaluations referenced above have been taken into account for the proposed programme plan for 2022, in particular for the improvement of the operational arrangements for crisis management response mechanisms. For example, the review of the warden systems, a human-based communication tool activated in times of crisis, has contributed to promoting better technology, planning and processes in support of security communications for the timely implementation of crisis management, response and recovery in subprogramme 2.
- 34.23 The following self-evaluations are planned for 2022:
- (a) Self-evaluation on the departmental gender strategy;
  - (b) Self-evaluation on the United Nations security management system policy regarding security arrangements for locally recruited personnel.

## **Programme of work**

### **Subprogramme 1 Security and safety services**

#### **Objective**

- 34.24 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**

- 34.25 To contribute to the objective, the subprogramme will 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. The subprogramme plans to focus on adapting its practices and procedures to the new reality of safety and security requirements in a world marked by pandemic and post-pandemic conditions by ensuring that security officers can be protected to enable the implementation of the organization's programmes. This will include registration, security screening and access control procedures that limit contact between security officers and clients and among clients, to ensure social distancing.
- 34.26 The subprogramme plans to support Member States on issues related to COVID-19 by maintaining the safety and security of Secretariat premises and enabling the holding of events and conferences at and away from United Nations premises, while considering the required sanitary measures.
- 34.27 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 2020**

- 34.28 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

**Safe and secure access to all eight United Nations premises during the COVID-19 pandemic**

- 34.29 Faced with the pandemic in 2020, the subprogramme continued to provide security to United Nations premises by deploying officers to be physically present on site. Unlike most staff who were able to telecommute from their homes, security officers continued to travel daily to report for their shifts, not only to protect premises but also to assist staff members in need of medical assistance and other types of support. Socially distanced access control measures were put in place to ensure the safety and security of staff and enable access to premises, such by redesigning access points and flows of visitors and staff, enhancing hygiene and sanitization measures, installing additional barriers and using personal protective equipment.

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

- 34.30 The above-mentioned work contributed to the objective, as demonstrated by the fact that critical staff and delegates can safely and securely access United Nations Headquarters premises during the pandemic (see table 34.2).

Table 34.2

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Delegates, staff and visitors safely and securely access the eight United Nations premises	Delegates, staff and visitors safely and securely access the eight United Nations premises	Critical staff and delegates can safely and securely access the eight United Nations premises during the COVID-19 pandemic

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

- 34.31 Owing to the impact of COVID-19 during 2020, the subprogramme had to adjust its practices and procedures, namely the changes in shift systems, security access control procedures and screening practices, to ensure the continuous coverage of all security posts and the provision of security and safety services. The changes had an impact on the programme performance in 2020, as specified in results 1 and 2 below.

**Planned results for 2022**

- 34.32 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: timeliness through the integration of accreditation and badging of visitors and participants in special events<sup>1</sup>****Programme performance in 2020**

- 34.33 The subprogramme has continued to work alongside the Umoja Extension 2/Indico United Nations project teams to develop and implement new practices for the registration and issuance of United Nations grounds passes more effectively. Furthermore, the subprogramme collaborated with the Office of Information and Communications Technology to develop a platform for automating the issuance of United Nations grounds passes to staff and affiliates.

<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 34)).

- 34.34 The above-mentioned work contributed to the successful implementation of Indico as the platform for accrediting participants in United Nations events at several duty stations on a pilot basis, which did not meet the target of a further measurable decrease in the time required to accredit visitors and participants in special events and qualitative improvement in the vetting process reflected in the proposed programme budget for 2020. The actual testing of the system's effectiveness was not possible owing to the closure of United Nations premises and the cancellation of most major events. In addition, the subprogramme collaborated with the Office of Information and Communications Technology to develop a platform for automating the issuance of United Nations grounds passes to staff and affiliates, which has not yet been fully implemented.

#### Proposed programme plan for 2022

- 34.35 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will implement changes in the process of accrediting and badging visitors and participants for special events held on United Nations premises and externally by fully implementing Indico as the platform for registration and accreditation of event participants and consequently making the process more efficient. The expected progress is presented in the performance measure below (see table 34.3).

Table 34.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
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 through a combination of qualitative assessments and post-event surveys	Indico is implemented as the platform for the accreditation of participants in United Nations events at several duty stations on a pilot basis	The information provided by participants in United Nations events during accreditation will also be available at 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	More effective vetting mechanisms for event participants through the consolidation of information on event participants in a centralized global database

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 2: continuous improvement in security and safety services despite increasing risks<sup>2</sup>****Programme performance in 2020**

- 34.36 The subprogramme has continued to deal with risks and evolving threats such as vehicle ramming, knife attacks, drones, intense civil unrest and massive demonstrations in close proximity to headquarters locations and at external special events, beside the new socially distant requirements as a result of the pandemic. Furthermore, because fewer events and conferences were being held on United Nations premises, the subprogramme could dedicate resources to a thorough assessment of security systems, practices and procedures in place for effectively mitigating such threats. Based on those assessments, the Department will devise a plan to review all physical, technological and procedural elements of physical security in the main Secretariat locations.
- 34.37 The subprogramme ensured a safe and secure environment at special events hosted at external locations by United Nations security management system organizations and provided support to its 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 economic and social commissions. Despite the challenges posed by the COVID-19 pandemic, the security and safety services were able to enhance the coordination of all security aspects, including issues related to quarantine and border control, and ensure the security of United Nations premises and activities around the clock. A revised version of the headquarters minimum operating security standards was issued including new enhanced requirements and an improved tracking mechanism.
- 34.38 The above-mentioned work contributed to maintaining the level of compliance with the headquarters minimum operating security standards, which did not meet the planned target of achieving an increased level of compliance, reflected in the programme budget for 2021. With the revision of the headquarters minimum operating security standards and the introduction of new and additional requirements in 2020, the overall level of compliance with the standards remained stable.

**Proposed programme plan for 2022**

- 34.39 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will implement enhanced physical, technological and procedural access control elements of physical security at Headquarters, offices away from Headquarters and regional commissions to confront new and evolving threats, while adapting to sanitary requirements. The expected progress is presented in the performance measure below (see table 34.4).

Table 34.4

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
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 maintained 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	Level of compliance with headquarters minimum operating security standards is increased by enhancing physical, technological and procedural access control elements of physical security to mitigate the risks of

<sup>2</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
			system organizations streamlined	new and evolving threats with due regard for sanitary requirements
			Uninterrupted availability of support at all Safety and Security Service-supported locations	

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: improved security and safety support to persons with disabilities attending United Nations events

#### Proposed programme plan for 2022

- 34.40 The subprogramme will strive to ensure the accessibility of access control arrangements and to make reasonable accommodations for persons with disabilities for conferences and events. The subprogramme plans to conduct, in 2021, an assessment of the baseline conditions and work in consultation with organizations of persons with disabilities and in coordination with the relevant building management services with a view to better enabling persons with disabilities to gain access to the premises at United Nations Headquarters, offices away from Headquarters and regional economic and social commissions. The subprogramme will continue to establish new procedures and identify required improvements in infrastructure (for example, by implementing new procedures, revising existing procedures or requesting facilities management to make improvements). The subprogramme will continue to develop and implement training opportunities aimed at increasing the capacity of security staff at all levels with regard to disability inclusion, by developing and implementing tailored learning activities and learning resources on disability inclusion, client orientation and assistance to persons with disabilities.

#### *Lessons learned and planned change*

- 34.41 The lesson for the subprogramme was that, although traditionally, the security and safety services have provided special access conditions and assistance to persons with disabilities, there is room for improvement in the design of access control areas, security screening procedures and awareness among security staff of the need to be more proactive and client-oriented towards persons with disabilities. In applying the lesson, the security and safety services will establish new procedures, such as a revised standard operational procedure on the security screening of persons with disabilities, and identify required infrastructure improvements (for example, by creating special screening lanes for persons with disabilities). In addition, the subprogramme will increase the capacity of security staff at all levels with regard to disability inclusion by developing and implementing tailored learning activities on disability inclusion, client orientation and assistance to persons with disabilities.

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

- 34.42 This work is expected to contribute to the objective, as demonstrated by improvements in the access conditions for persons with disabilities (see table 34.5).

Table 34.5  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (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	Limited special procedures and access points for persons with disabilities in place	Assessment of the baseline conditions and consultation with organizations of persons with disabilities	Improvement of access conditions for persons with disabilities

## Deliverables

- 34.43 Table 34.6 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 34.6  
Subprogramme 1: deliverables for the period 2020–2022, 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 approximately 8 million people per year at United Nations Headquarters, offices away from Headquarters and regional economic and social commissions.

**Security of United Nations special events:** coordination and provision of security services for approximately 200 United Nations special events and conferences held away from United Nations premises per year.

**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

- 34.44 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

- 34.45 To contribute to the objective, the subprogramme will continue to strengthen its operational security support to United Nations field programme delivery and field programme personnel 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 timely deployment of security resources and assets in the field.
- 34.46 The subprogramme will strengthen the operational capacity and effective delivery of security services of field security personnel and provide support to security decision makers who are not security professionals by: (a) deploying, in a rapid and timely fashion, security professionals to

countries, missions and areas affected by crisis situations and security contingencies; (b) conducting 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; (c) conducting security assistance missions to field locations for the purpose of reviewing and assessing local security management processes and procedures; (d) contributing, in a timely fashion, local security structures to security crisis management, response and recovery in multiple countries and areas affected by various types of security crises; (e) issuing communiqués to the United Nations common system comprising operational security guidelines related to security crisis situations and security contingencies; and (f) providing technical security support and guidance to the United Nations Designated Security Officials.

34.47 The above-mentioned work is expected to result in:

- (a) Improved effectiveness and relevance of security risk management processes through enhanced and consistent security practices and response, and reinforced security risk management strategies;
- (b) Improved capacity to capture and analyse data and produce analytical products that are useful for security decision makers when deciding on courses of action;
- (c) Enhanced security risk management capacity of security decision makers;
- (d) Enhanced and streamlined security management measures in the field.

### **Programme performance in 2020**

34.48 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Enabling the United Nations response in crisis situations**

- 34.49 The subprogramme enabled the United Nations to continue with the delivery of its critical mandates, programmes and activities in numerous countries and areas characterized as being at high and very high levels of risk, and to continue its response to crisis situations, including during the COVID-19 pandemic, in 2020, by making timely updates to contingency plans and activating crisis management and the crisis response system, which are critical to ensuring the safety and security of personnel.
- 34.50 In addition, the subprogramme implemented 47 surge deployments to 18 countries in 2020 to areas affected by security contingencies to assist in crisis management operations in the field in response to an enhanced requirement for security. Furthermore, the subprogramme led hostage incident management operations resulting from the abduction of four United Nations security management system personnel in 2020.
- 34.51 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, the subprogramme responded in numerous countries and regions, including the Democratic Republic of the Congo (with a sustained response to the Ebola crisis), Ethiopia, Lebanon, Somalia, the Syrian Arab Republic and Yemen, as well as in West Africa. Crisis management training was delivered to all 113 Designated Security Officials in 2019. Its criticality was demonstrated in 2020, for instance in the responses to the explosion in Beirut, to COVID-19 and to various natural disasters, as the training had provided the depth of knowledge and understanding needed to respond to these crises. The trainings were completed in 2020 with the delivery of online briefings to designated officials and designated officials ad interim.

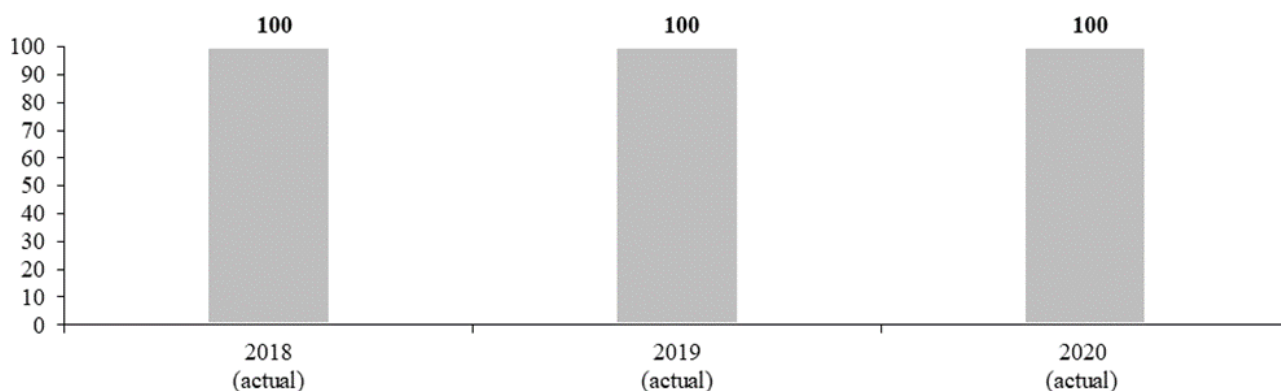
*Progress towards the attainment of the objective, and performance measure*

- 34.52 The above-mentioned work contributed to the objective, as demonstrated by the timely activation of crisis management and the crisis response system in all cases (see figure 34.I).

Figure 34.I

**Performance measure: crisis management and crisis response system cases activated in a timely manner (annual)**

(Percentage)

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

- 34.53 Owing to the impact of COVID-19 during 2020, the subprogramme underwent a substantial reduction in its ability to visit field locations, an ability critical to gaining current situational awareness, reviewing security programmes, ensuring appropriate security plans and conducting security assessments. Security assessment visits are critical in that they are opportunities to meet the officials of host countries, assess the security challenges and better understand the specific operational security requirements. These changes had an impact on the programme performance in 2020, including as specified in result 2 below.
- 34.54 As a result of the pandemic, the subprogramme had to cancel some planned regional workshops, which are essential in that they bring together senior field security professionals (principal security advisers, chief security advisers and security advisers) to gain comprehensive and current awareness of the threats and operating environments. Those continuously evolve and became even more complex owing to the pandemic. Moreover, the cancellations reduced the scope for sharing knowledge, best practices and lessons learned, which is an essential part of ensuring improved and consistent operational practices, and for discussing sensitive topics. Restrictions on travel and in-person gatherings made it more difficult to conduct more complex forms of security training. Those often require face-to-face instruction, such as in the case of hostage incident management training. Travel restrictions also had a negative impact on the ability to maintain an acceptable level of preparedness.
- 34.55 Similarly, in some locations, the Department's footprint was reduced. The primary reason for that were the travel restrictions in place at various duty stations. The same restrictions affected surge redeployments, causing delays or cancellations due to border closures. Several surges were extended because the surge officers were unable to return to their home duty stations for long periods of time. This had a direct impact on the mental well-being of our security staff and their dependents, of which the full consequences are yet to be fully understood.
- 34.56 Once travel restrictions are lifted, the Department will focus on securing all security personnel currently stranded in their rest and recreation locations or home countries, or who remain in official travel status, back at their duty stations. Some personnel may have to be reassigned for health-related reasons. Once the situation eases, the Department may have to fill the vacuum because of the field requirements of the United Nations agencies, funds and programmes and their security arrangements.



Many social and economic factors that have a serious impact on security requirements remain unknown. There are global responses to the pandemic in which security plays an important role, for example medical evacuations. On the other hand, there are ad hoc responses that require intensive planning and capacity to execute.

### **Planned results for 2022**

- 34.57 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: maintaining an acceptable level of security planning and preparedness<sup>3</sup>**

##### **Programme performance in 2020**

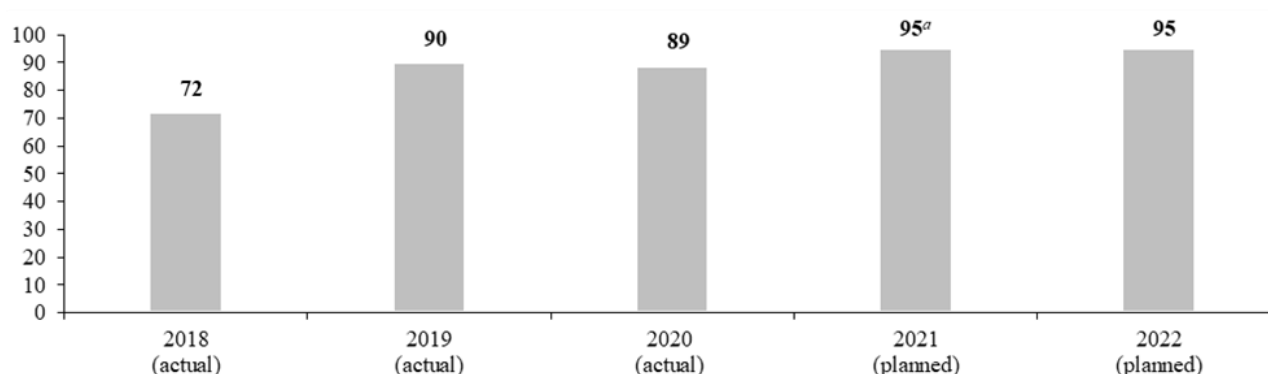
- 34.58 The subprogramme continued to improve the relevance and effectiveness of security planning in the field, transitioning from country-based security plans to more granular and specific plans within a given country, thus enhancing security preparedness for contingencies and crisis response to security incidents. In addition, the subprogramme continued to review newly formulated plans and related security areas, and their relationship with the continuously evolving threats and risks inherent in the delivery of mandated programmes around the world. In 2020, the subprogramme updated 342 out of 385 security plans. Furthermore, the subprogramme developed and implemented workshops and exercised headquarters oversight responsibilities in relation to the completion of security plans at the local level.
- 34.59 The above-mentioned work contributed to achieving 89 per cent of security plans updated, approved and endorsed by the subprogramme, which did not meet the target of 95 per cent reflected in the proposed programme budget for 2020. Work on security planning requires in-person assessments and visits to the areas under evaluation. The planned 2020 target could not be met owing to the difficulties and uncertainties resulting from the COVID-19 pandemic and related travel restrictions, which reduced the ability of security management teams to meet in person and discuss and review requirements.

##### **Proposed programme plan for 2022**

- 34.60 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to develop and maintain security planning documents to enhance security preparedness for contingencies and crisis response to security incidents. The expected progress is presented in the performance measure below (see figure 34.II).

<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 34)).

Figure 34.II  
**Performance measure: endorsed security plans updated, approved and endorsed (annual)**  
 (Percentage)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: strengthening risk-based and solutions-oriented security services in the field<sup>4</sup>**

### **Programme performance in 2020**

- 34.61 The subprogramme has completed the first and second phases of a three-phase review of the security risk management application and the Safety and Security Incident Recording System. During the first phase, the subprogramme examined, at a technical level, the original intent of security risk management and Safety and Security Incident Recording System processes, and the extent to which their current use complied with that intent. It also explored potential new uses for the system. In the first phase, the following key workstreams were identified: (a) improvements to 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 with regard to data and functionalities; (c) associated changes to work processes; (d) necessary adaptations to organizational culture and training; and (e) evolution of the Department's operational model, including its organization and management. In the second phase, the findings and recommendations of the first phase were reviewed and validated from a more strategic perspective by incorporating field perspectives, actionable elements and suggestions to improve security risk management and Safety and Security Incident Recording System processes so as to strengthen risk-based and solutions-oriented security services and decision-making.
- 34.62 The above-mentioned work contributed to the initiation of the review of the security risk management process and the Safety and Security Incident Recording System, which met the planned target reflected in the programme budget for 2021.

### **Proposed programme plan for 2022**

- 34.63 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will review the impact of the improvements to security risk management and Safety and Security Incident Recording System processes and refine the current online tools in 2022 to ensure that the benefits of the security risk management process and the Safety and Security Incident Recording System are realized and make any refinements identified as necessary as a result of the work completed to date. The expected progress is presented in the performance measure below (see table 34.7).

<sup>4</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Table 34.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Monitoring of the implementation of the security risk management process initiated	<p>Security risk management manual revised to reflect how to incorporate acceptance of the security risk management process and tools</p> <p>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</p>	Review of security risk management process and Safety and Security Incident Recording System initiated	<p>Improved security risk management tool and Safety and Security Incident Recording System, leading to strengthened risk-based and solution-oriented security advice</p> <p>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</p>	<p>Assessment of the impact of improved security risk management tool and Safety and Security Incident Recording System</p> <p>Consistent application of the process and tools by the users</p> <p>More agile planning possibilities through an operationally oriented tool</p>

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: a more responsive security risk management for the United Nations

#### Proposed programme plan for 2022

- 34.64 The security risk management process is used across the United Nations system to analyse and manage safety and security risks to United Nations personnel, assets and operations. The process supports security professionals and security decision makers in effectively managing security risks within the specific contexts in which they are operating and has been undergoing revisions to enable a more agile response to emerging crises, provide a better predictability and ensure greater measures of qualitative and quantitative compliance. The subprogramme will focus on delivering effective risk-based and solution-oriented security services to its partners, particularly in the field.

#### *Lessons learned and planned change*

- 34.65 The lesson for the subprogramme was that the security risk management process did not have the agility necessary to enable security decision makers to assess emerging threats and manage them appropriately so as to enable the delivery of time-critical programmes in rapidly evolving environments. For example, the security risk management documents, which include a full analysis of the particular security situation and contain advice on appropriate mitigation measures, took many months to produce and to be endorsed. The process was not agile enough for rapid decision-making in evolving security situations and did not tally with the requirements of emerging situations or crisis response. In applying the lesson, the subprogramme will revise the process for producing and endorsing documents, make it more responsive to the needs of the field, train staff on the application of the new process and ensure appropriate monitoring and oversight of the new process.

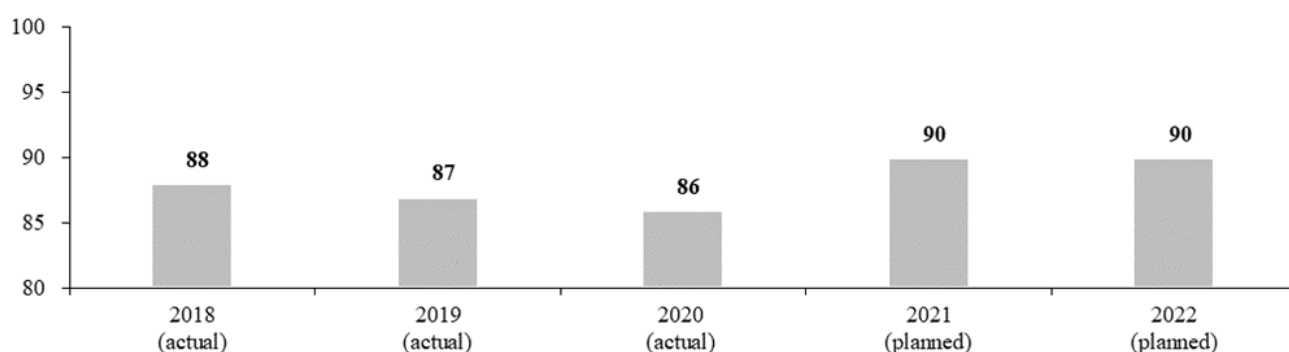
*Expected progress towards the attainment of the objective, and performance measure*

- 34.66 This work is expected to contribute to the objective, as demonstrated by an increased percentage of approved security risk management reviews (see figure 34.III).

Figure 34.III

**Performance measure: approved security risk management reviews (annual)**

(Percentage)



## Deliverables

- 34.67 Table 34.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 34.8

**Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

### E. Enabling deliverables

#### Safety and security

**Security assessments:** security services and deployment of 50 security personnel in response to emergencies.

**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, such as designated officials for security, chief security advisers and security advisers.

## Subprogramme 3 Specialized operational support

### Objective

- 34.68 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 the security management system of the United Nations.

### Strategy

- 34.69 To contribute to the objective, the subprogramme will provide leadership, coordination and oversight through the cycle of security training, which includes analysis, design, development,

implementation, evaluation and validation. The subprogramme will lead compliance, monitoring and evaluation activities, provide strategic close protection coordination and management of the growing demand for personal protection details worldwide, collaborate with United Nations security management system entities to strengthen road safety management within the system and enhance the efficiency of security information management, including through the use of technologies.

- 34.70 The subprogramme plans to identify the most significant and frequent physical security vulnerabilities of United Nations premises worldwide, including blast vulnerability, recommend security risk management measures, develop standards and technical specifications, and provide ongoing guidance on physical security measures, systems and devices. It will undertake vulnerability assessments and deliver specialized technical support for the premises of the United Nations and agencies, funds and programmes in the field and at headquarters locations. In addition, it will provide general advice by distributing information bulletins on blast protection, drones and vehicle ramming mitigation, provide training to Member States and to personnel of the integrated security workforce and all United Nations security management system organizations.
- 34.71 The subprogramme will also provide a rapid psychosocial support response in the aftermath of critical incidents and continue to work to build the psychological resilience of United Nations security management system personnel.
- 34.72 The above-mentioned work is expected to result in:
- (a) Increased capacity of all United Nations security management system actors to effectively prevent or respond to security incidents;
  - (b) The mitigation of the short- and long-term psychological impact of exposure to critical incidents;
  - (c) The mitigation of risks for the movement of senior United Nations officials and other personnel as required;
  - (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;
  - (f) Data-driven approaches to security management training.

### **Programme performance in 2020**

- 34.73 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Increased access to psychosocial support for staff of the United Nations security management system**

- 34.74 The subprogramme provides emotional first aid and psychological support services to United Nations personnel following reported critical incidents. With the onset of the COVID-19 pandemic, the subprogramme increased the availability and accessibility of its psychosocial services, which include sessions on stress management and resilience-building, to all United Nations personnel and their families. The subprogramme provided professional advice and guidance and conducted over 2,500 technical supervision sessions for field-based staff counsellors to ensure consistency in the delivery of the support to United Nations personnel. In addition, the subprogramme integrated psychosocial services into its organizational business continuity plans.

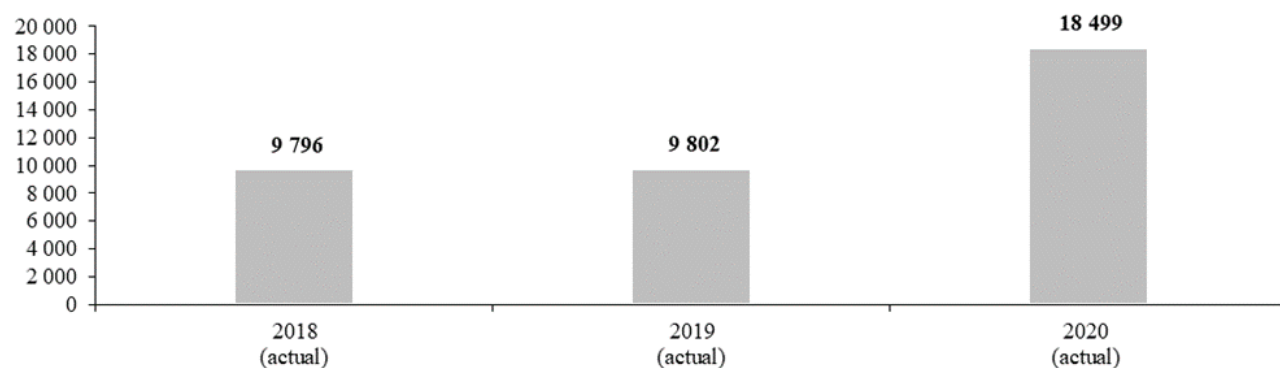
#### *Progress towards the attainment of the objective, and performance measure*

- 34.75 The above-mentioned work contributed to the objective, as demonstrated by the fact that 18,499 emotional first aid and counselling support sessions were accessed by staff of the United Nations

security management system globally. In addition, the subprogramme provided online sessions on stress management and resilience-building to 6,207 United Nations personnel at high-risk duty stations and conducted briefings and managerial consultations for 1,455 managers, including 156 United Nations designated officials for security on measures to improve the psychosocial well-being of personnel (see figure 34.IV).

Figure 34.IV

**Performance measure: number of emotional first aid and counselling support sessions accessed by staff of the United Nations security management system (annual)**



#### Impact of COVID-19 on subprogramme delivery

- 34.76 The subprogramme was forced to suspend all in-person training in March 2020 owing to COVID-19. This had a significant impact on practical security awareness training programmes, such as the Safe and Secure Approaches in Field Environments training programme for United Nations security management system personnel, and led to a reduction in the number of security personnel receiving necessary qualifications, including the revised close protection officer certification and security certification programme, as well as local security adviser training. The subprogramme's ability to undertake security assessments on the ground was compromised, and the subprogramme was unable to conduct its mandated regional workshops. The impact of those limitations was felt across the integrated security workforce and throughout the United Nations security management system.

#### Planned results for 2022

- 34.77 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### Result 1: consolidation of specialized operational support<sup>5</sup>

##### Programme performance in 2020

- 34.78 The subprogramme further streamlined the work of specialized units to enhance operations of the United Nations security management system worldwide. In 2020, the subprogramme continued to standardize services, such as training and development, physical security and close protection, and delivered solution-oriented security support to clients and stakeholders in the form of leadership and oversight of security training, design and development of a psychosocial wellness plan for staff, compliance, monitoring and evaluation activities, coordination of all close protection operations and training within the integrated security workforce, strengthening road safety management within the

<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 34)).

system, specialized physical security support, coordination of air travel safety advice and enhancement of the efficiency of security information management.

34.79 The above-mentioned work contributed to greater consistency in the performance of security personnel globally, which met the planned target reflected in the proposed programme budget for 2020.

34.80 Furthermore, the above-mentioned work contributed to an increased security awareness and increased coping skills of United Nations security management system personnel in countries that have implemented the improved Safe and Secure Approaches in Field Environments programme, which met the planned target reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

34.81 The programme will continue the work related to the planned result, in line with its mandate. To contribute to the objective, the subprogramme will continue the revitalization of its approach to security training, transitioning from a primarily delivery-focused organization to one that focuses on training development and oversight, which is in line with the Department's strategic focus on enhancing its business processes and tailoring skills to the environments in which its staff will be operating. The expected progress is presented in the performance measurement below (see table 34.9).

Table 34.9  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
No structured approach to security learning; adoption of a learning and development strategy for the integrated security workforce; new learning methodologies piloted with the launch of BSAFE for all United Nations security management system personnel in November 2018, resulting in more than 15 per cent of the United Nations security management system personnel gaining updated security policy knowledge and awareness by the end of 2018	Piloting of new learning opportunities and methodologies for the integrated security workforce; 100 per cent of United Nations security management system personnel complete BSAFE, gaining updated security policy knowledge and awareness; Safe and Secure Approaches in Field Environments programme updated and improved, in line with new policies	Greater consistency in the performance of security personnel globally  United Nations security 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	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 aligning with evolving operational need, including but not limited to lessons learned	Feedback on enhanced governance and prioritization of security training through impact evaluations informs training priorities, design and delivery of training

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 2: keeping staff safe and secure through enhanced leadership of security training<sup>6</sup>****Programme performance in 2020**

- 34.82 The United Nations continues to be subjected to threats emerging from an evolving security environment that include crime, civil unrest, terrorism, natural hazards and war. In order for the Organization 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. In order to meet these objectives, the subprogramme enhanced training governance; leveraged resources and synergies throughout the United Nations security management system; used technology to expand its reach; improved training on data collection, analysis and management, including alignment with human resources processes; and increased attention to diversity in programming.
- 34.83 In particular, security training delivered by the subprogramme saw a hastened shift to new methodologies as outlined in the learning and development strategy for 2018, with a 77 per cent increase in the use of online training by security personnel. The effort comprised new courses on physical security and modifications to existing courses for security personnel and for designated officials. Furthermore, the subprogramme continued to implement its update to the core modules of the Safe and Secure Approaches in Field Environments training programme to bring the content in line with current threats and ensure that the training is appropriate for United Nations security management system personnel in all their diversity. To facilitate the safe resumption of the training programme in line with the new standards, the subprogramme issued guidance on managing the risks associated with COVID-19 that affect security training. In addition, it held a series of specialized webinars on that guidance as well as on the updated core modules and the related support tools for the programme’s trainers.
- 34.84 Building on the Department’s learning and development strategy for 2018, the departmental strategic plan for the period 2020–2022 and the Office of Internal Oversight Services audit on security training, the Department established a security training prioritization and governance mechanism under which the operational and strategic gaps identified in security training are continuously reviewed. The mechanism enables the subprogramme to better prioritize the design and delivery of training, optimize resources and improve efficiency with the human and financial resources available.
- 34.85 The above-mentioned work contributed to the prioritization of training updates for United Nations personnel and newly recruited security personnel through decentralized and online approaches, which met the planned target reflected in the proposed programme budget for 2020.

**Proposed programme plan for 2022**

- 34.86 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will launch updated Safe and Secure Approaches in Field Environments modules and will review and approve all Safe and Secure Approaches in Field Environments programmes at more than 50 duty stations in accordance with new global training standards in 2022. All current designated officials who have not yet completed the mandatory induction briefing will have completed it by 2022. In addition, the orientation pathway and refocused security certification programme will be launched in full and will serve as the fundamental steps in the new learning path for the integrated security workforce, in accordance with the operational excellence initiative under the Department’s strategic plan. The expected progress is presented in the updated performance measure below (see table 34.10).

<sup>6</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).



Table 34.10  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
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	Improved prioritization of training updates for United Nations personnel and newly recruited security personnel through decentralized and online approaches	Optimized delivery of security training through enhanced governance and prioritization of resources	<p>100 per cent of training priorities approved by the security training and governance prioritization mechanism are adequately resourced and delivered within agreed timelines</p> <p>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</p> <p>100 per cent of duty stations and Inter-Agency Security Management Network entities that deliver Safe and Secure Approaches in Field Environments training programme have updated their programmes in line with the new core modules</p>

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: improved physical security awareness through the United Nations security management system**

#### **Proposed programme plan for 2022**

- 34.87 United Nations personnel and premises continue to be subjected to threats posed by crime, civil unrest, terrorism and war. For the United Nations to “stay and deliver” its mandate and meet its duty-of-care requirements, the physical security requirements that have become commonplace must evolve as the demands of conditions, technology and operations change. The subprogramme is at the forefront of this evolution as it drives technical, procedural and doctrinal security improvements through knowledge management, innovation and collaboration.

- 34.88 In 2020, the subprogramme provided specific advice to the field and evaluated the global needs of the Organization. The subprogramme ramped up its strategic advice in that it provided operational guidance to the United Nations security management system through information bulletins and an extensive online library.

*Lessons learned and planned change*

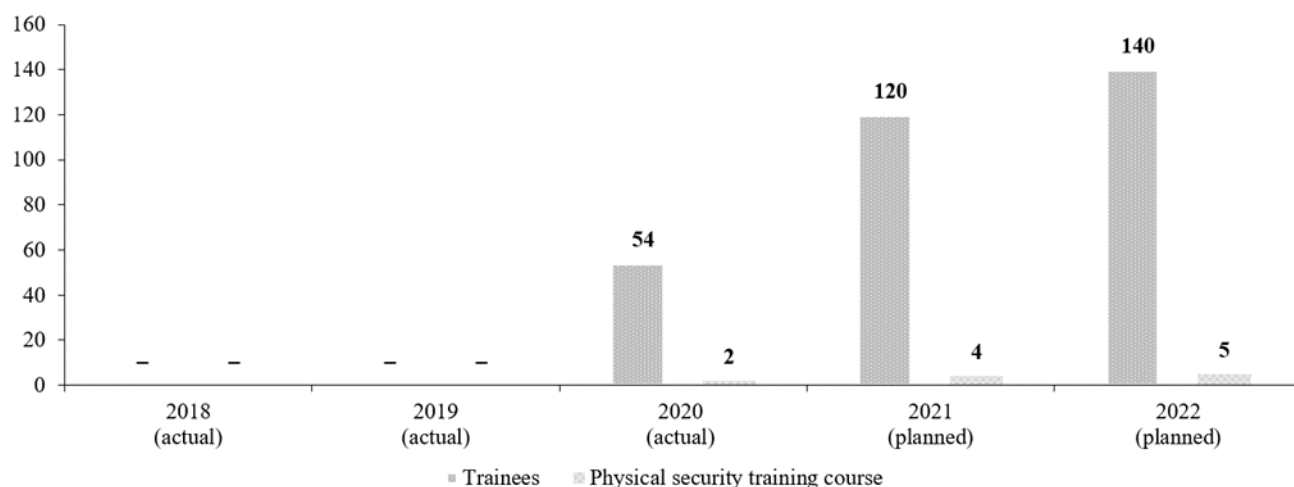
- 34.89 The lesson for the subprogramme was that the complexity of United Nations operations increased during the pandemic while the types of threats to United Nations premises increased in various locations around the globe, particularly threats posed by explosives. The subprogramme needed to increase its efforts to improve physical security awareness throughout the United Nations security management system. In applying the lesson, the subprogramme will devise an extensive training plan for 2022 that leverages the opportunities provided by online work by significantly increasing the number of physical security webinars. In addition, it will deliver the comprehensive physical security training course, which has already reached 419 participants in 30 countries, and enhance its capacity to provide assistance early and often through its ongoing participation in the Task Team on Common Premises and the Technology Advisory Group of the Inter-Agency Security Management Network.
- 34.90 To fully optimize available data in an effort to understand operational needs and address them in ways that achieve economies of scale, the subprogramme will work with all entities in the United Nations security management system to transition to using the physical security assessment tool to collect critical data on premises and the measures used to protect them. This data-driven approach to security will ensure that solutions are fit for purpose, cost-effective and innovative.

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

- 34.91 This work is expected to contribute to the objective, as demonstrated by 5 physical security training courses available, that are expected to be completed by 140 trainees for improved physical security awareness (see figure 34.V).

Figure 34.V

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



## Deliverables

- 34.92 Table 34.11 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 34.11

**Subprogramme 3: deliverables for the period 2020–2022, 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 United Nations personnel following reported critical incidents or as a resilience-building measure, stress management and resilience-building training for personnel and dependents in high-risk duty stations, training on critical incident stress management during emergencies to 120 United Nations counsellors and external mental health professionals, technical supervision to United Nations field counsellors, expert advice and consultations on psychosocial well-being to 450 managers in the field and at Headquarters, and briefings on the management of stress and critical incident stress policy.

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

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

**Protection coordination:** implementation of the Department’s protective services strategy with continued travel tracking and coordination of the movement of senior United Nations officials, in addition to planning and coordinating with respective Missions the delivery of mandatory certification training to close protection officers.

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

### Overview

- 34.93 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.
- 34.94 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).
- 34.95 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 18.3 per cent for 2022, based on the CEB field staff census as at 31 December 2019, compared with 22.7 per cent for 2021, based on the census as at 31 December 2017.
- 34.96 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 is 23.0 per cent for 2022, compared with 22.7 per cent for 2021. Those security and safety services relate to subprogramme 1.
- 34.97 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 34.12 to 34.14. Similarly, the proposed gross budget for jointly financed activities is reflected in tables 34.15 to 34.17. 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 34.12

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

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Post	80 119.6	86 059.2	169.5	–	(95.4)		74.1	0.1	86 133.3
Other staff costs	4 948.2	5 637.2	(580.9)	–	(165.9)		(746.8)	(13.2)	4 890.4
Consultants	46.0	62.9	(8.7)	–	–		(8.7)	(13.8)	54.2
Travel of staff	661.1	416.0	–	–	–		–	–	416.0
Contractual services	1 222.7	1 393.1	(115.2)	–	–		(115.2)	(8.3)	1 277.9
General operating expenses	2 125.5	1 815.1	(89.6)	–	(32.9)		(122.5)	(6.7)	1 692.6
Supplies and materials	921.9	979.9	(98.4)	–	–		(98.4)	(10.0)	881.5
Furniture and equipment	1 076.3	682.9	(25.9)	–	–		(25.9)	(3.8)	657.0
Improvements of premises	28.5	–	–	–	–		–	–	–
Grants and contributions	30 099.3	33 160.6	(4 319.4)	–	0.1		(4 319.3)	(13.0)	28 841.3
Other	(1.3)	–	–	–	–		–	–	–
<b>Total</b>	<b>121 247.7</b>	<b>130 206.9</b>	<b>(5 068.6)</b>	<b>–</b>	<b>(294.1)</b>		<b>(5 362.7)</b>	<b>(4.1)</b>	<b>124 844.2</b>

Table 34.13

**Overall: proposed posts and post changes for 2022 (regular budget)<sup>a</sup>**

(Number of posts)

	Number	Details
Approved for 2021	1 041	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), 307 SS, 512 LL
Abolishment	(1)	1 SS under subprogramme 1
Proposed 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

<sup>a</sup> More information on post changes is reflected in annex II.

Table 34.14

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

(Number of posts)

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	1	—	—	—	—	1
D-2	1	—	—	—	—	1
D-1	4	—	—	—	—	4
P-5	7	—	—	—	—	7
P-4	16	—	—	—	—	16
P-3	16	—	—	—	—	16
P-2/1	6	—	—	—	—	6
Subtotal	52	—	—	—	—	52
General Service and related						
GS (PL)	8	—	—	—	—	8
GS (OL)	162	—	—	—	—	162
SS	307	—	—	(1)	(1)	306
LL	512	—	—	—	—	512
Subtotal	989	—	—	(1)	(1)	988
Total	1 041	—	—	(1)	(1)	1 040

Table 34.15

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

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	2022 estimate (before recosting)
Post	108 419.3	121 076.6	—	—	84.1	84.1	0.1	121 160.7
Other staff costs	5 154.2	5 369.3	(577.5)	—	—	(577.5)	(10.8)	4 791.8
Consultants	157.2	62.4	—	—	—	—	—	62.4
Travel of staff	2 143.8	4 993.0	—	—	(2.8)	(2.8)	(0.1)	4 990.2
Contractual services	3 044.1	3 294.9	—	—	21.7	21.7	0.7	3 316.6
General operating expenses	11 799.5	9 184.8	—	—	127.9	127.9	1.4	9 312.7
Supplies and materials	670.5	3 173.5	—	—	(89.0)	(89.0)	(2.8)	3 084.5
Furniture and equipment	2 933.7	1 145.0	—	—	(54.6)	(54.6)	(4.8)	1 090.4
Grants and contributions	6 057.2	5 608.9	—	—	(3.2)	(3.2)	(0.1)	5 605.7
Other	(50.6)	—	—	—	—	—	—	—
<b>Total</b>	<b>140 328.7</b>	<b>153 908.4</b>	<b>(577.5)</b>	<b>—</b>	<b>84.1</b>	<b>(493.4)</b>	<b>(0.3)</b>	<b>153 415.0</b>

Table 34.16

**Overall: proposed posts and post changes for 2022 (jointly financed activities)<sup>a</sup>**

(Number of posts)

	Number	Details
Approved for 2021	957	1 D-2, 9 D-1, 28 P-5, 197 P-4, 115 P-3, 14 P-2/1, 4 GS (PL), 26 GS (OL), 153 SS, 410 LL
Establishment	1	1 P-3 under subprogramme 1
Proposed 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

<sup>a</sup> More information on post changes is reflected in annex II.

Table 34.17

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

(Number of posts)

Category and grade	2021 approved	Changes				2022 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	—	—	1	1	116
P-2/1	14	—	—	—	—	14
Subtotal	364	—	—	1	1	365
General Service and related						
GS (PL)	4	—	—	—	—	4
GS (OL)	26	—	—	—	—	26
SS	153	—	—	—	—	153
LL	410	—	—	—	—	410
Subtotal	593	—	—	—	—	593
Total	957	—	—	1	1	958

**Resource requirements for regular budget activities**

- 34.98 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 34.18 to 34.20 and figure 34.VI.
- 34.99 As reflected in tables 34.18 (1) and 34.19 (1), the overall resources proposed for 2022 amount to \$124,844,200 before recosting, reflecting a net decrease of \$5,362,700 (or 4.1 per cent) compared with the appropriation for 2021. 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 34.18

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
A. Executive direction and management	2 361.5	2 883.3	—	—	—	—	—	2 883.3
B. Programme of work								
1. Security and safety services	88 597.4	94 001.3	(1 244.9)	—	(262.8)	(1 507.7)	(1.6)	92 493.6
2. Regional field operations	24 847.1	27 438.3	(3 832.3)	—	—	(3 832.3)	(14.0)	23 606.0
3. Specialized operational support	2 679.8	2 901.4	8.6	—	—	8.6	0.3	2 910.0
Subtotal, B	118 485.8	124 341.0	(5 068.6)	—	(262.8)	(5 331.4)	(4.3)	119 009.6
C. Programme support	2 761.8	2 982.6	—	—	(31.3)	(31.3)	(1.0)	2 951.3
Subtotal, 1	121 247.7	130 206.9	(5 068.6)	—	(294.1)	(5 362.7)	(4.1)	124 844.2

(2) *Other assessed*

Component/subprogramme	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Executive direction and management	—	—	—	—	—
B. Programme of work					
2. Regional field operations	2 954.4	3 511.5	273.4	7.8	3 784.9
C. Programme support	—	—	—	—	—
<b>Subtotal, 2</b>	<b>2 954.4</b>	<b>3 511.5</b>	<b>273.4</b>	<b>7.8</b>	<b>3 784.9</b>

(3) *Extrabudgetary*

Component/subprogramme	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Executive direction and management	—	—	—	—	—
B. Programme of work					
1. Security and safety services	9 483.3	13 474.0	597.8	4.4	14 071.8
3. Specialized operational support	22.1	533.0	—	—	533.0
C. Programme support	—	—	—	—	—
<b>Subtotal, 3</b>	<b>9 505.4</b>	<b>14 007.0</b>	<b>597.8</b>	<b>4.3</b>	<b>14 604.8</b>
<b>Total</b>	<b>133 707.4</b>	<b>147 725.4</b>	<b>(4 491.5)</b>	<b>(3.0)</b>	<b>143 233.9</b>



Table 34.19

**Overall: proposed posts for 2022 by source of funding, component and subprogramme**

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expand d mandates	Other	Total	
A. Executive direction and management	16	–	–	–	–	16
B. Programme of work						
1. Security and safety services	1 001	–	–	(1)	(1)	1 000
2. Regional field operations	–	–	–	–	–	–
3. Specialized operational support	9	–	–	–	–	9
<b>Subtotal, B</b>	<b>1 010</b>	<b>–</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>1 009</b>
C. Programme support	15	–	–	–	–	15
<b>Subtotal, 1</b>	<b>1 041</b>	<b>–</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>1 040</b>

(2) *Other assessed*

Component/subprogramme	2021 estimate	Total changes	2022 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
2. Regional field operations	18	–	18
C. Programme support	–	–	–
<b>Subtotal, 2</b>	<b>18</b>	<b>–</b>	<b>18</b>

(3) *Extrabudgetary*

Component/subprogramme	2021 estimate	Total changes	2022 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Security and safety services	54	–	54
C. Programme support	–	–	–
<b>Subtotal, 3</b>	<b>54</b>	<b>–</b>	<b>54</b>
<b>Total</b>	<b>1 113</b>	<b>(1)</b>	<b>1 112</b>

Table 34.20

**Overall: evolution of financial and post resources**

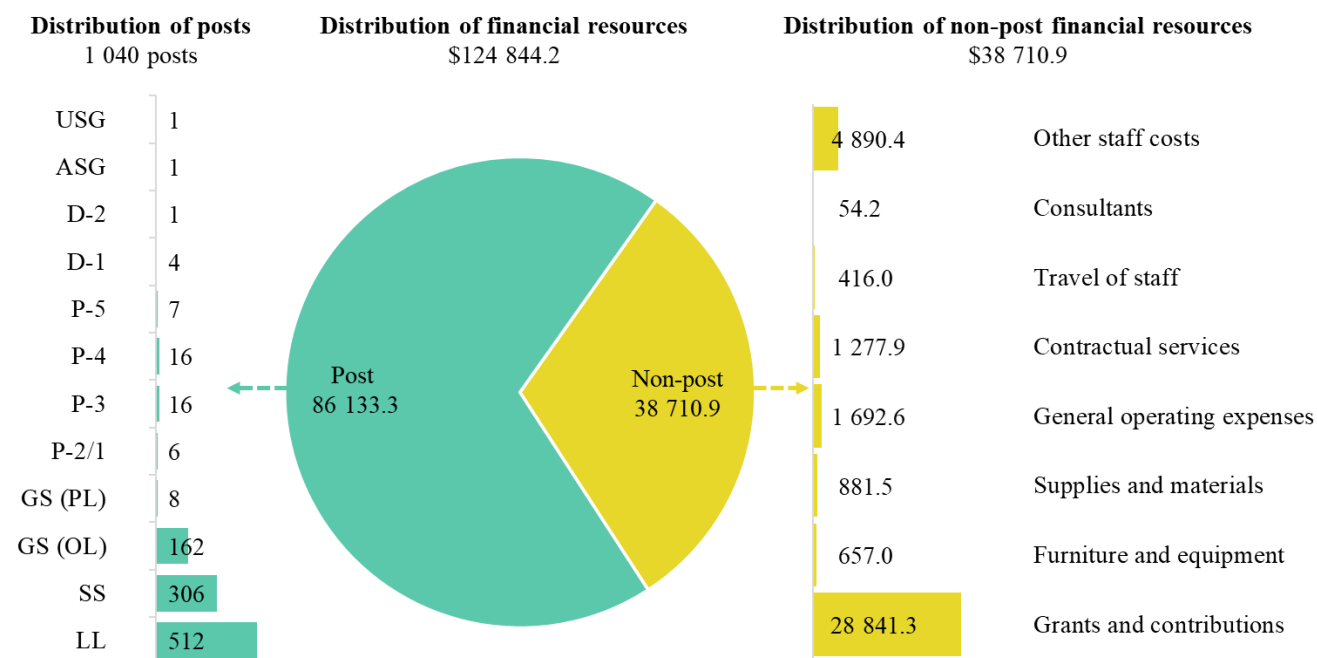
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	80 119.6	86 059.2	169.5	–	(95.4)	74.1	0.1	86 133.3
Non-post	41 128.1	44 147.7	(5 238.1)	–	(198.7)	(5 436.8)	(12.3)	38 710.9
<b>Total</b>	<b>121 247.7</b>	<b>130 206.9</b>	<b>(5 068.6)</b>	<b>–</b>	<b>(294.1)</b>	<b>(5 362.7)</b>	<b>(4.1)</b>	<b>124 844.2</b>
Post resources by category								
Professional and higher		52	–	–	–	–	–	52
General Service and related		989	–	–	(1)	(1)	–	988
<b>Total</b>		<b>1 041</b>	<b>–</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>–</b>	<b>1 040</b>

Figure 34.VI

**Distribution of proposed resources for 2022 (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

34.100 As reflected in table 34.18 (1), resource changes reflect a net decrease of \$5,068,600, as follows:

- (a) **Subprogramme 1, Security and safety services.** The net decrease of \$1,244,900 comprises:
  - (i) Removal of the non-recurrent provision in 2021 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 [74/263](#) (\$51,600). The resources for 2022 will be requested in the forthcoming progress report of the Secretary-General on the project, which will be submitted for the main part of the seventy-sixth session of the General Assembly;
  - (ii) Removal of the inflation provisions that assumed continued use of the Lebanese pound in Lebanon in 2021. Recent expenditure experience shows, however, that since early 2020 the United Nations has not purchased Lebanese pounds and has instead used United States dollars in Lebanon. This results in a lower inflation provision, since United States dollar inflation is significantly lower than that of the Lebanese pound (\$1,200,200), but is partly offset by the higher share described in subparagraph (iii) below;
  - (iii) Higher share of the Secretariat in the cost of the jointly financed activities at the United Nations Office at Vienna under grants and contributions (\$6,900);
- (b) **Subprogramme 2, Regional field operations.** The decrease of \$3,832,300 under grants and contributions relates to:
  - (i) Reduction in the Secretariat percentage share in the cost of jointly financed field security operations (\$3,803,300);
  - (ii) Decrease in the cost of the United Nations share in the malicious acts insurance policy as a result of a reduction in the policy premium (\$29,000);
- (c) **Subprogramme 3, Specialized operational support.** The net increase in the amount of \$8,600 relates to:
  - (i) Delayed impact of two posts (Chief of the Physical Security Section (P-5) and Compliance, Monitoring and Evaluation Officer (P-3)) approved pursuant to General Assembly resolution [75/252](#), which were subject to a 50 per cent vacancy rate in accordance with established practice for new posts (\$169,500); this is partly offset by the reduced share described in subparagraph (ii) below;
  - (ii) Reduction in the Secretariat percentage share in the cost of jointly financed field security operations, resulting in a decrease of \$160,900 under grants and contributions.

#### Other changes

34.101 As reflected in table 34.18 (1), resource changes reflect a decrease of \$294,100, as follows:

- (a) **Subprogramme 1, Security and safety services.** The net decrease of \$262,800 relates to:
  - (i) Proposed abolishment of one Security Officer (SS) post in New York, which has been vacant for a long period and whose functions are no longer required (\$95,400);
  - (ii) Practices aimed at building back better learned in 2020 during the COVID-19 pandemic, which can be continued in 2022. These practices resulted in reduced requirements under other staff costs (\$165,900) and general operating expenses (\$1,600);

- (iii) Reduced contribution of the Secretariat to the locally cost-shared budgets in other duty stations, resulting in decreased requirements under grants and contributions (\$19,200); this is partly offset by the increased share described in subparagraph (iv) below;
- (iv) Increase in the Secretariat share of jointly financed activities at the United Nations Office at Vienna under grants and contributions (\$19,300);
- (b) **Programme support.** The decrease under general operating expenses (\$31,300) relates to new practices and working methods aimed at building back better, which are planned to be sustained in 2022 without prejudice to the full, effective and efficient implementation of mandates. These practices are expected to contribute to resource reductions through virtual communication methods and meetings.

### Overall resource changes (jointly financed activities)

#### Technical adjustments

- 34.102 As reflected in table 34.23, resource changes reflect a decrease of \$577,500 relating to the reduction in the cost of the United Nations system malicious acts insurance policy in subprogramme 2.

#### Other changes

- 34.103 As reflected in table 34.23, resource changes reflect an increase of \$84,100, as follows:
- (a) **Subprogramme 1, Security and safety services.** An increase of \$84,100 under post resources reflects the proposed establishment of one post of Security Coordination Officer (P-3), as explained in annex II;
  - (b) **Subprogramme 2, Regional field operations.** The decrease of \$269,900 relates to the outward redeployment under other staff costs to subprogramme 3, as explained in subparagraph (c) below;
  - (c) **Subprogramme 3, Specialized operational support.** The increase of \$269,900 reflects the inward redeployment of funds from subprogramme 2 to provide for one general temporary position of Director of the Division of Specialized Operational Support (D-2) while the Department conducts a comprehensive review in 2021 of the realignment and creation of the Division of Specialized Operational Support and reports on the outcome of the review to the General Assembly in the 2023 budget proposal.

### Other assessed and extrabudgetary resources

- 34.104 As reflected in tables 34.18 (2) and 34.19 (2), the Department is also supported by other assessed resources, estimated at \$3,784,900, including 16 posts (1 P-5, 5 P-4, 5 P-3, 2 GS (OL) and 3 SS) and 2 general temporary assistance positions (1 P-3 and 1 GS (OL)), as well as non-post resources. The resources would enable the Department to provide backstopping security support to peacekeeping missions to allow programme delivery and mandate implementation. The expected increase in staff resources is due mainly to updated salary costs, which would provide resources under the support account for peacekeeping operations in 2021/22. Other assessed resources represent 2.6 per cent of the total resources for this section.
- 34.105 As reflected in tables 34.18 (3) and 34.19 (3), the Department receives extrabudgetary contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates. In 2022, projected extrabudgetary resources of \$14,604,800, including 54 posts (9 SS, 39 GS (OL) and 6 LL), as well as non-post 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. Extrabudgetary resources represent 10.2 per cent of the total resources for this section.

- 34.106 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

- 34.107 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.
- 34.108 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.
- 34.109 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 2022, the Department will continue its efforts to innovate and enhance the electronic security risk management tools to facilitate paperless review and approval of security plans and documents electronically using new technology, reinforce security risk management strategies and heighten operational excellence with improved business processes.
- 34.110 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 34.21.
- 34.111 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 34.21  
**Compliance rate**  
(Percentage)

	Actual 2019	Actual 2020	Planned 2021	Planned 2022
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	47.9	35.7	100	100

- 34.112 The proposed regular budget resources for 2022 amount to \$2,883,300 and reflect no change in the resource level compared with the appropriation for 2021. Additional details are reflected in table 34.22 and figure 34.VII.

Table 34.22

**Executive direction and management: evolution of financial and post resources**

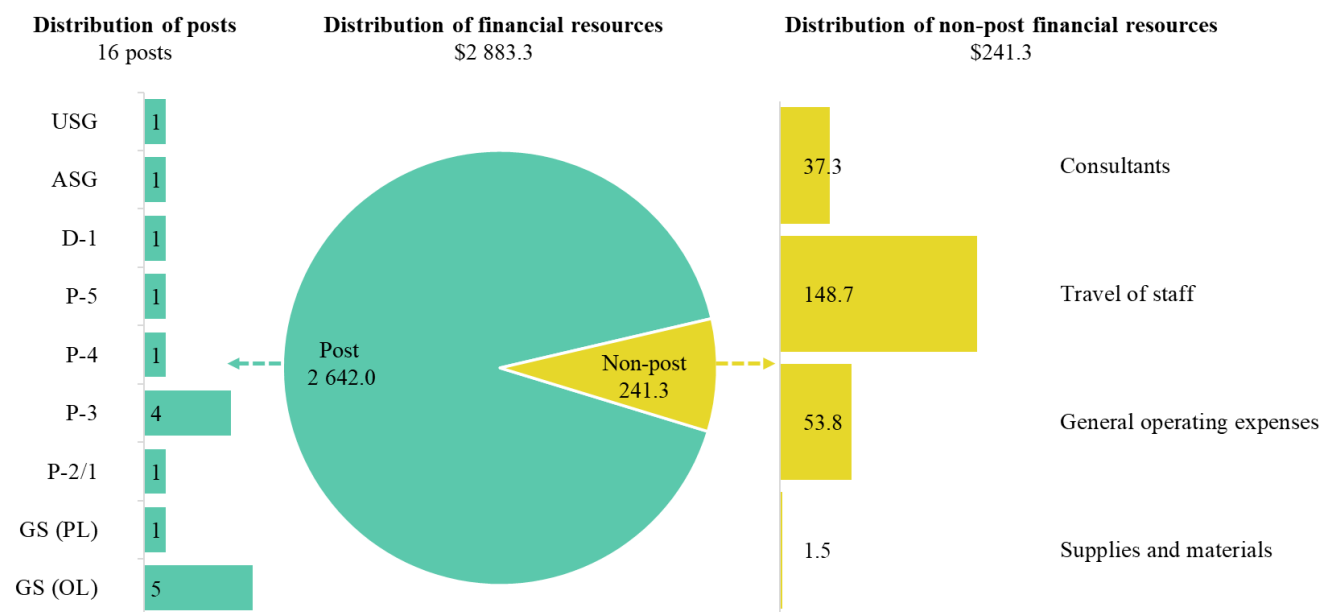
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 242.9	2 642.0	—	—	—	—	—	2 642.0
Non-post	118.6	241.3	—	—	—	—	—	241.3
Total	2 361.5	2 883.3	—	—	—	—	—	2 883.3
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		6	—	—	—	—	—	6
Total		16	—	—	—	—	—	16

Figure 34.VII

**Executive direction and management: distribution of proposed resources for 2022 (before recosting)**

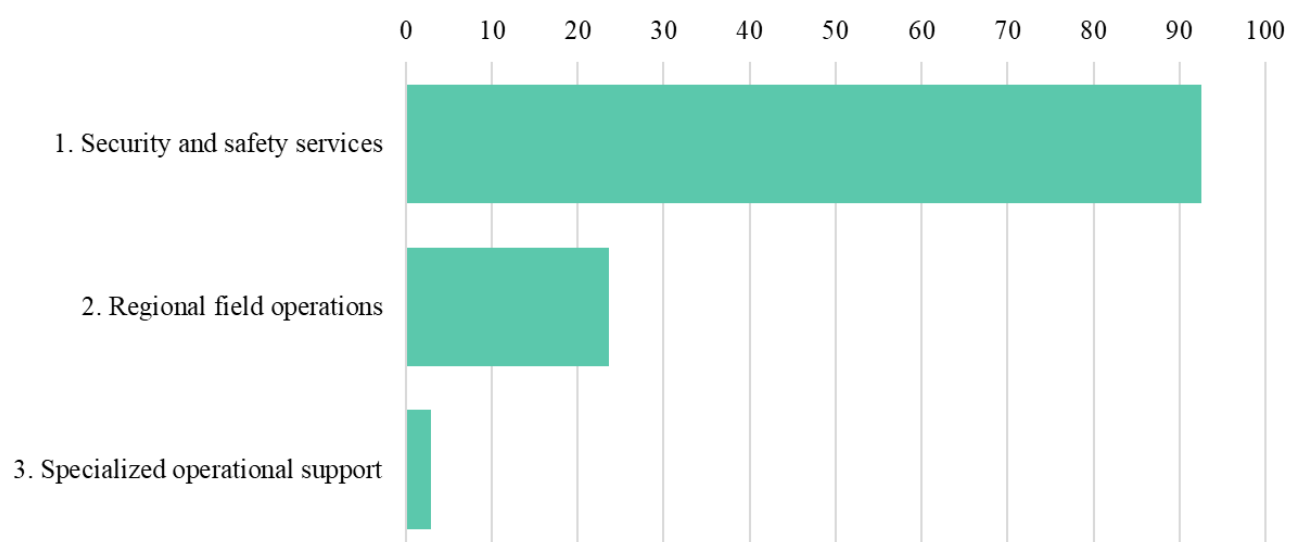
(Number of posts/thousands of United States dollars)


**Programme of work**

- 34.113 The proposed regular budget resources for 2022 amount to \$119,009,600 and reflect a decrease of \$5,331,400 compared with the appropriation for 2021. The proposed decrease of \$5,331,400 is explained in paragraphs 34.100 and 34.101 (a). The distribution of resources by subprogramme is reflected in figure 34.VIII.

Figure 34.VIII  
**Distribution of proposed resources for 2022 by subprogramme (regular budget)**

(Millions of United States dollars)



### Resource requirements for jointly financed activities

34.114 The resources proposed for jointly financed activities for 2022 amount to \$153,415,000 and reflect a decrease of \$493,400 compared with the appropriation for 2021. The proposed decrease of \$493,400 is explained in paragraphs 34.102 and 34.103. Additional details on the distribution of resources are reflected in table 34.23 and figure 34.IX.

Table 34.23

### Evolution of financial and post resources (jointly financed activities)

(Thousands of United States dollars/number of posts)

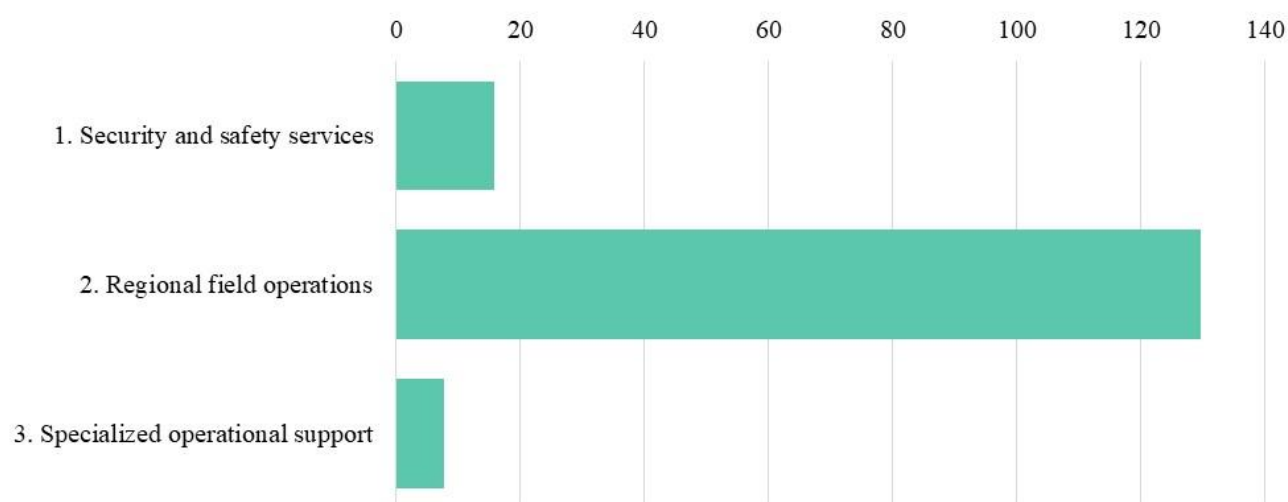
	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by subprogramme								
1. Security and safety services	16 524.8	15 803.3	–	–	84.1	84.1	0.5	15 887.4
2. Regional field operations	115 202.9	130 542.5	(577.5)	–	(269.9)	(847.4)	(0.6)	129 695.1
3. Specialized operational support	8 601.1	7 562.6	–	–	269.9	269.9	3.6	7 832.5
Total	140 328.7	153 908.4	(577.5)	–	84.1	(493.4)	(0.3)	153 415.0
Financial resources by main category of expenditure								
Post	108 419.3	121 076.6	–	–	84.1	84.1	0.1	121 160.7
Non-post	31 909.4	32 831.8	(577.5)	–	–	(577.5)	(1.8)	32 254.3
Total	140 328.7	153 908.4	(577.5)	–	84.1	(493.4)	(0.3)	153 415.0

</								

Figure 34.IX

**Distribution of proposed resources for 2022 by subprogramme (jointly financed activities)**

(Millions of United States dollars)



**Subprogramme 1  
Security and safety services**

**Regular budget resource requirements**

- 34.115 The proposed regular budget resources for 2022 amount to \$92,493,600 and reflect a decrease of \$1,507,700 compared with the appropriation for 2021. The proposed decrease of \$1,507,700 is explained in paragraphs 34.100 (a) and 34.101 (a). Additional details on the distribution of resources in 2022 are reflected in table 34.24 and figure 34.X.



Table 34.24

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

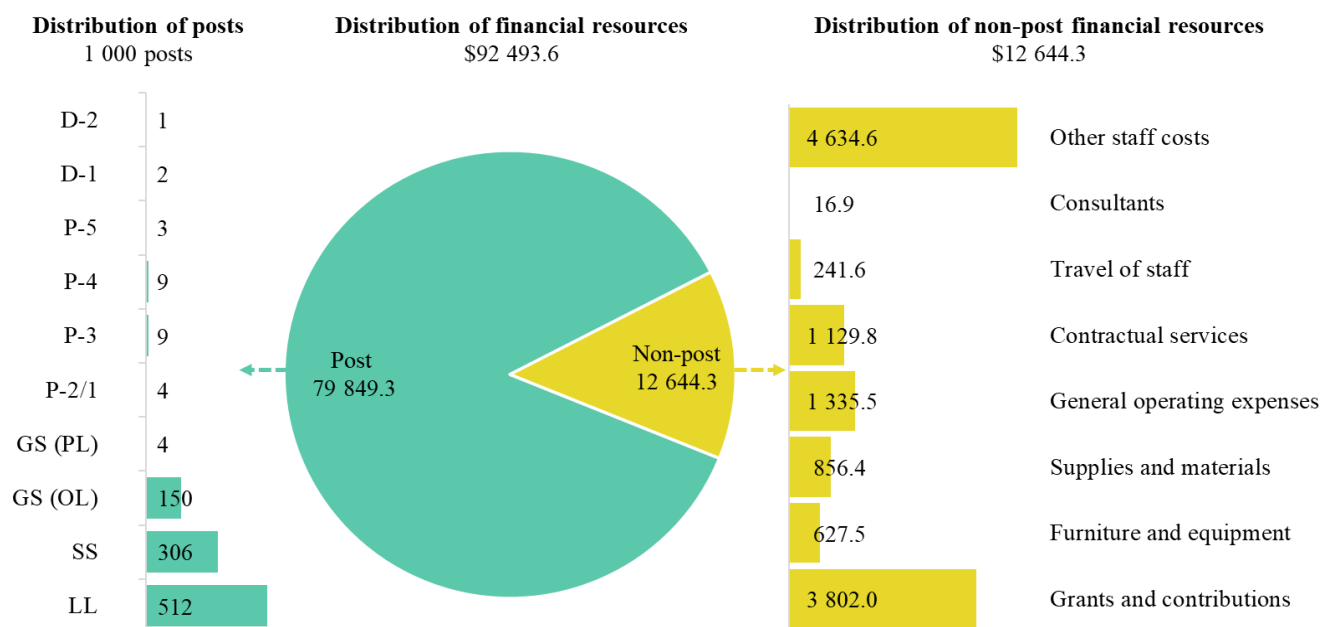
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	74 805.1	79 944.7	–	–	(95.4)	(95.4)	(0.1)	79 849.3
Non-post	13 792.3	14 056.6	(1 244.9)	–	(167.4)	(1 412.3)	(10.0)	12 644.3
Total	88 597.4	94 001.3	(1 244.9)	–	(262.8)	(1 507.7)	(1.6)	92 493.6
Post resources by category								
Professional and higher		28	–	–	–	–	–	28
General Service and related		973	–	–	(1)	(1)	–	972
Total		1 001	–	–	(1)	(1)	–	1 000

Figure 34.X

**Subprogramme 1: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)


**Resource requirements for jointly financed activities**

- 34.116 The proposed jointly financed resources for 2022 amount to \$15,887,400 and reflect an increase of \$84,100 compared with the appropriation for 2021. The proposed increase of \$84,100 is explained in paragraph 34.103 (a). Additional details on the distribution of resources in 2022 are reflected in table 34.25 and figure 34.XI.

Table 34.25

**Subprogramme 1: evolution of financial and post resources (jointly financed activities)**

(Thousands of United States dollars/number of posts)

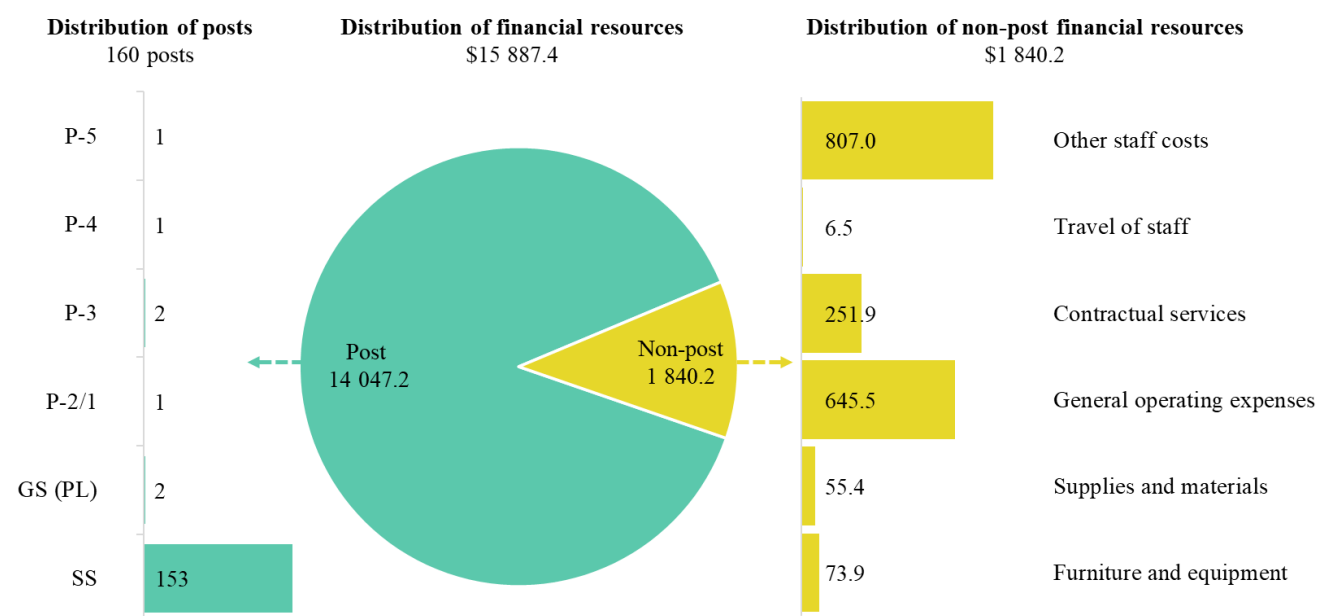
	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	14 882.3	13 963.1	—	—	84.1	84.1	0.6	14 047.2
Non-post	1 642.4	1 840.2	—	—	—	—	—	1 840.2
<b>Total</b>	<b>16 524.7</b>	<b>15 803.3</b>	<b>—</b>	<b>—</b>	<b>84.1</b>	<b>84.1</b>	<b>0.5</b>	<b>15 887.4</b>
Post resources by category								
Professional and higher		4	—	—	1	1	25.0	5
General Service and related		155	—	—	—	—	—	155
<b>Total</b>		<b>159</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>1</b>	<b>0.6</b>	<b>160</b>

Note: The Secretariat share of the jointly financed Security and Safety Service in Vienna amounts to \$3,617,600 for 2022.

Figure 34.XI

**Subprogramme 1: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)


**Extrabudgetary resources**

- 34.117 Extrabudgetary resources for the subprogramme are estimated at \$14,071,800 and would provide for 54 posts (9 SS, 39 GS (OL) and 6 LL), as well as 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.

## Subprogramme 2 Regional field operations

### Regular budget resource requirements

- 34.118 The proposed regular budget resources for 2022 amount to \$23,606,000 and reflect a decrease of \$3,832,300 in the resource level compared with the appropriation for 2021. The proposed decrease of \$3,832,300 is explained in paragraph 34.100 (b). Additional details on the distribution of resources in 2022 are reflected in table 34.26.

Table 34.26

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

(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	24 847.1	27 438.3	(3 832.3)	–	–	(3 832.3)	(14.0)	23 606.0
Total	24 847.1	27 438.3	(3 832.3)	–	–	(3 832.3)	(14.0)	23 606.0

*Note:* Resources include the Secretariat share of jointly financed activities relating to regional field security operations, amounting to \$23,123,700 for 2022, and the United Nations share of the malicious acts insurance policy, amounting to \$482,300 in 2022.

### Resource requirements for jointly financed activities

- 34.119 The proposed jointly financed resources for 2022 amount to \$129,695,100 and reflect a decrease of \$847,400 in the resource level compared with the appropriation for 2021. The proposed decrease of \$847,400 is explained in paragraphs 34.102 and 34.103 (b). Additional details on the distribution of resources in 2022 are reflected in table 34.27 and figure 34.XII.

Table 34.27

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

(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	87 292.1	101 851.1	—	—	—	—	—	101 851.1
Non-post	27 910.7	28 691.4	(577.5)	—	(269.9)	(847.4)	(3.0)	27 844.0
Total	115 202.8	130 542.5	(577.5)	—	(269.9)	(847.4)	(0.6)	129 695.1

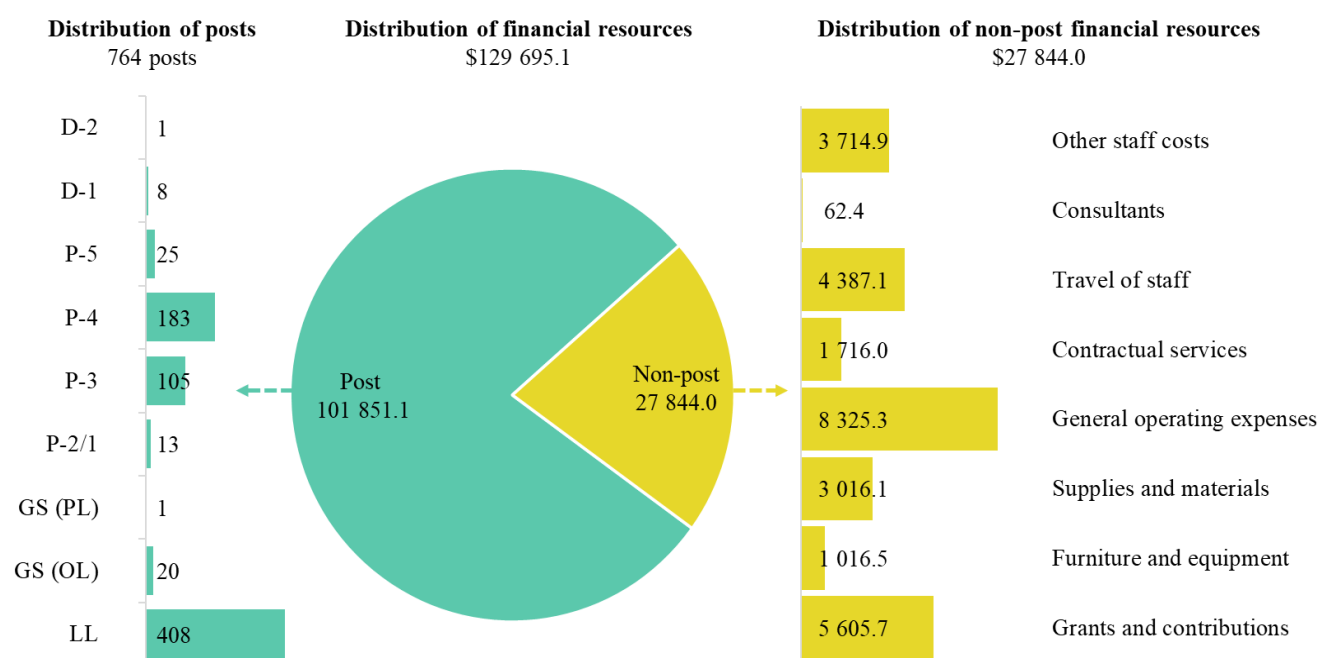
	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		335	—	—	—	—	—	335
General Service and related		429	—	—	—	—	—	429
Total		764	—	—	—	—	—	764

Note: Non-post includes a provision for the malicious acts insurance policy in the amount of \$3,495,200 in 2022. The Secretariat share of jointly financed activities and malicious acts insurance policy amounts to \$23,606,000 for 2022.

Figure 34.XII

### Subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



### Other assessed resources

- 34.120 Other assessed resources for the subprogramme are estimated at \$3,784,900 and would provide for 18 posts (1 P-5, 5 P-4, 6 P-3, 3 GS (OL) and 3 SS), as well as non-post resources. The resources would enable the Department to provide backstopping security support to peacekeeping missions to allow programme delivery and mandate implementation. The expected increase in staff resources is due mainly to updated salary costs, which would provide resources under the support account for peacekeeping operations in 2021/22.

### Subprogramme 3 Specialized operational support

#### Regular budget resource requirements

- 34.121 The proposed regular budget resources for 2022 amount to \$2,910,000 and reflect an increase of \$8,600 compared with the appropriation for 2021. The proposed increase of \$8,600 is explained in paragraph 34.100 (c). Additional details on the distribution of resources in 2022 are reflected in table 34.28 and figure 34.XIII.

Table 34.28

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

(Thousands of United States dollars/number of posts)

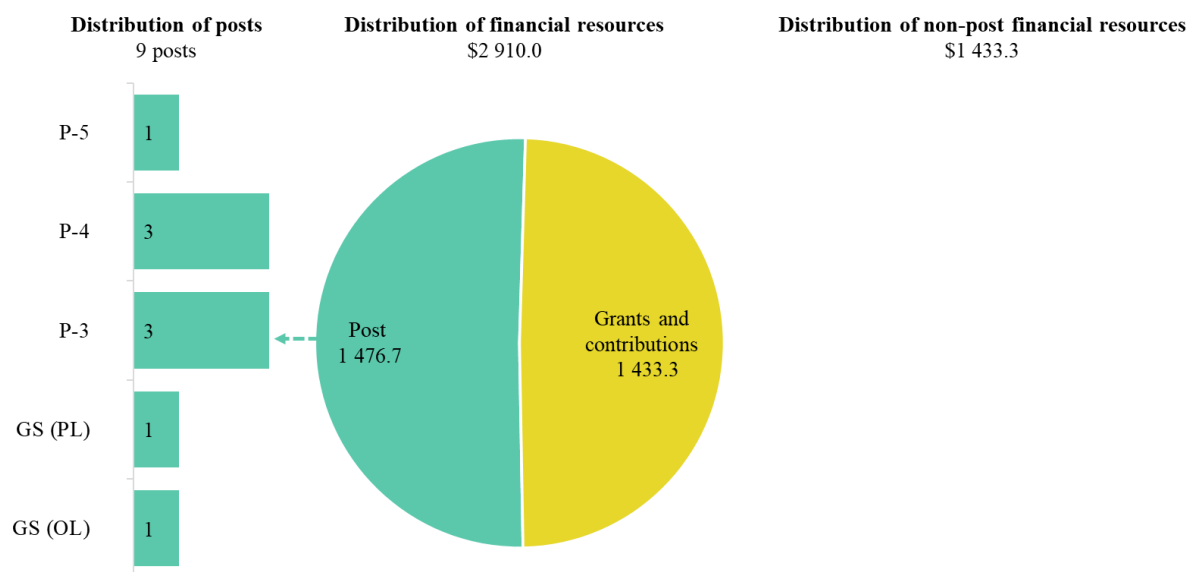
	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 049.7	1 307.2	169.5	—	—	169.5	13.0	1 476.7
Grants and contributions	1 630.1	1 594.2	(160.9)	—	—	(160.9)	(10.1)	1 433.3
<b>Total</b>	<b>2 679.8</b>	<b>2 901.4</b>	<b>8.6</b>	<b>—</b>	<b>—</b>	<b>8.6</b>	<b>0.3</b>	<b>2 910.0</b>
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		2	—	—	—	—	—	2
<b>Total</b>		<b>9</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>9</b>

Note: Resources include the Secretariat share of jointly financed activities under the established cost-sharing arrangements in the estimated amount of \$1,433,300 for 2022.

Figure 34.XIII

#### Subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



## Resource requirements for jointly financed activities

34.122 The proposed jointly financed resources for 2022 amount to \$7,832,500 and reflect an increase of \$269,900 compared with the appropriation for 2021. The proposed increase of \$269,900 is explained in paragraph 34.103 (c). Additional details on the distribution of resources in 2022 are reflected in table 34.29 and figure 34.XIV.

Table 34.29

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

(Thousands of United States dollars/number of posts)

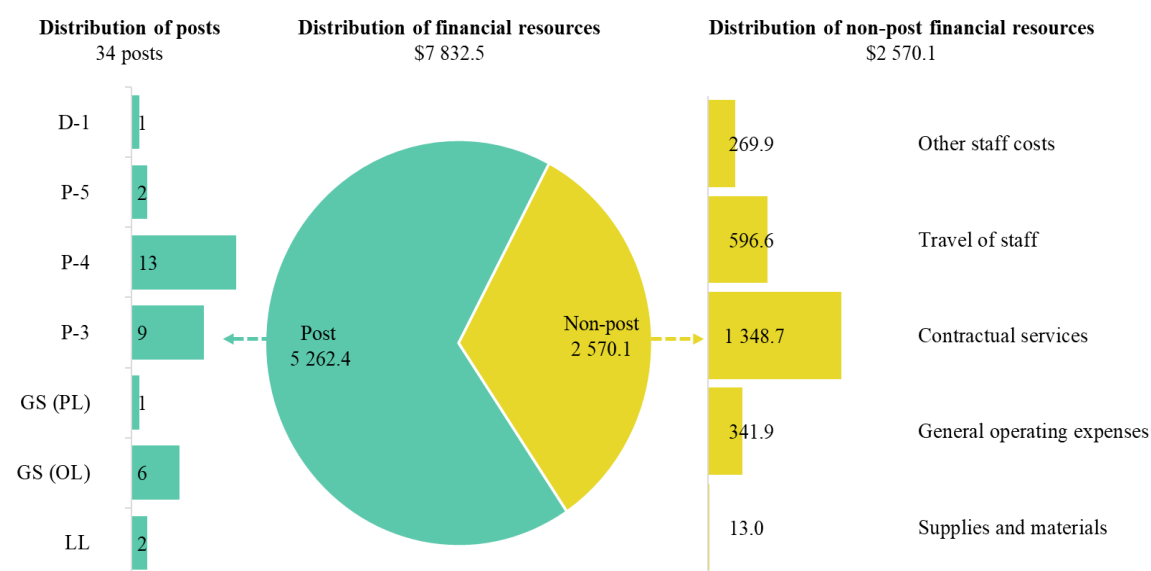
	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 244.8	5 262.4	—	—	—	—	—	5 262.4
Non-post	2 356.2	2 300.2	—	—	269.9	269.9	11.7	2 570.1
Total	8 601.1	7 562.6	—	—	269.9	269.9	3.6	7 832.5
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 \$1,433,300 for 2022.

Figure 34.XIV

### Subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



### Extrabudgetary resources

- 34.123 Extrabudgetary resources for the subprogramme are estimated at \$533,000 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

- 34.124 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.
- 34.125 The proposed regular budget resources for 2022 amount to \$2,951,300 and reflect a decrease of \$31,300 compared with the appropriation for 2021. The proposed decrease of \$31,300 is explained in paragraph 34.101 (b). Additional details on the distribution of resources are reflected in table 34.30 and figure 34.XV.

Table 34.30

### Programme support: evolution of financial and post resources

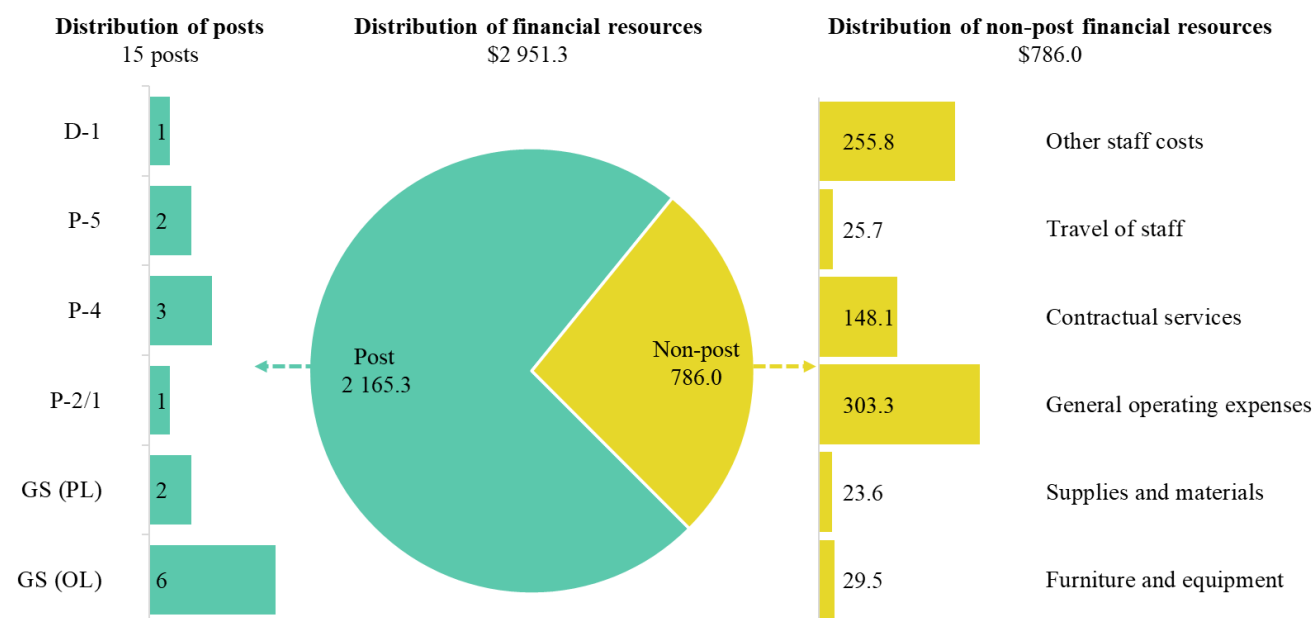
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 021.9	2 165.3	—	—	—	—	—	2 165.3
Non-post	740.0	817.3	—	—	(31.3)	(31.3)	(3.8)	786.0
Total	2 761.8	2 982.6	—	—	(31.3)	(31.3)	(1.0)	2 951.3
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		8	—	—	—	—	—	8
Total		15	—	—	—	—	—	15

Figure 34.XV

**Programme support: distribution of proposed resources for 2022 (before recosting)**

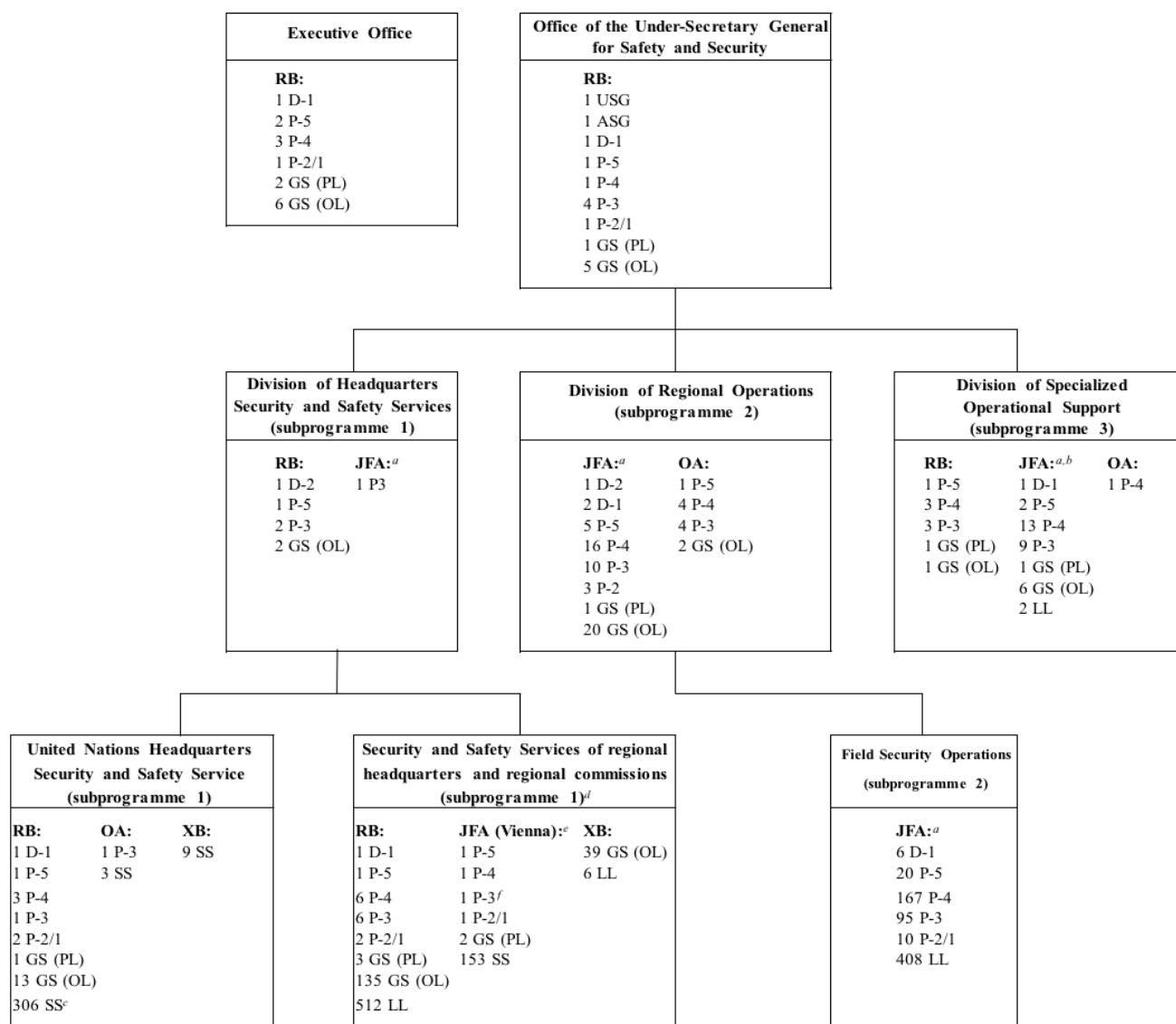
(Number of posts/thousands of United States dollars)





## Annex I

## Organizational structure and post distribution for 2022



*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.

<sup>a</sup> Jointly financed by all the organizations participating in the security management system in the field.

<sup>b</sup> The Division includes one position of Director (D-2) funded under jointly financed activities from general temporary assistance funds.

<sup>c</sup> Abolishment of one SS post.

<sup>d</sup> Including the Security and Safety Services at other headquarters locations and the regional commissions.

<sup>e</sup> Jointly financed by all Vienna International Centre-based organizations relating to the Security and Safety Services.

<sup>f</sup> Establishment of one P-3 post.

## Annex II

## Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
<b>Regular budget</b>				
Subprogramme 1	(1)	SS	<b>Abolishment</b> of 1 post of Security Officer in the Safety and Security Service, New York	This post has been vacant since August 2019 and is no longer required for 2022.
<b>Jointly financed activities</b>				
Subprogramme 1	1	P-3	<b>Establishment</b> of 1 post of Security Coordination Officer, Vienna	<p>The proposed post of Security Coordination Officer (P-3) will provide support to the Chief (P-5) and Deputy Chief (P-4) in all security-related matters. The responsibilities would include organizing security coordination meetings and briefings, administering security training and development programmes, managing security systems, performing investigations and fact-finding assessments, and monitoring and responding to security threats, crises and emergency situations. In addition, responsibilities relating to threat and risk analysis requirements and management oversight for Headquarters minimum operations security standards have significantly increased owing to the building of the new conference centre at the Vienna International Center and the management and maintenance of new physical security systems.</p> <p>The Vienna International Centre hosts 16 agencies, funds and programmes, with 6,798 occupants (4,762 staff and approximately 2,036 contract workers, service providers and visitors). In 2020, 10,575 delegates, dignitaries and participants visited the conference centre to attend events, 600,000 visitors were screened and 290,000 instances of authorized access were provided.</p>

*Abbreviation:* SS, Security Service.