

**HELPING THE UN
TO DELIVER IN
EMERGENCIES:
UNDSS APPEAL
FOR 2023-2024**



**United
Nations**

Department
of Safety
and Security

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To better anticipate, plan for and respond to crisis situations, including by developing and implementing a surge capacity to mount an effective response, it is imperative that the Department of Safety and Security be equipped with additional resources. To this end, I call upon Member States to provide additional support through voluntary contributions to meet the growing needs for security support to enable United Nations operations in crisis settings. These contributions enable and preserve the investments made by Member States in the programming of the United Nations, notably in its humanitarian responses.

António Guterres
Secretary-General of the United Nations

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The successful implementation of the strategic initiatives presented in this Appeal will ensure that, as emergencies arise, my Department can demonstrate not only flexibility and speed, but respond with the right capabilities at the right time and in the right place. This is what reliable and trusted security leadership is.

Gilles Michaud
Under-Secretary-General for Safety and Security

01

Under-Secretary-General foreword

The United Nations Department of Safety and Security (UNDSS) mission is to help the United Nations deliver its mandates and programmes so it can reach those in need, even in the most dangerous places. However, the proliferation of emergencies in recent years means that demand for security support now outstrips what the Department can provide with its existing resources.

Through this two-year appeal, UNDSS is seeking voluntary contributions from the international community to strengthen its capacity and capability in three critical areas: emergency response, information management and psychosocial support.

These areas are under-capacity and underfunded and constitute my Department's most acute and urgent vulnerabilities. These strategic initiatives are essential in my effort to position the Department as an effective and relevant partner in the years to come.

I want to explain what this means in practice.

Emergency response, information management and psychosocial support are integral parts of an overall effort that provides high quality, tailored and people-centered security support to the UN family and its partners - especially in times of crises. Taken together, these initiatives will enhance collaboration within the UN and contribute to collective outcomes that reduce vulnerability of populations in our fields of operation.

To ensure these initiatives are implemented at the highest standard, I will bolster much needed capacity at UNDSS in communications, monitoring and reporting. In addition, I have added gender capacity to mainstream and improve gender responsiveness, especially in emergency situations.

At a time of global uncertainty and volatility, with increased risks to people and to our planet, UNDSS support to the UN, its partners, and the people they serve must be predictable. It is a pre-requisite for staying and delivering. A robust emergency deployment capacity, reliable information management, and accessible psychosocial support helps provide this certainty. Without the certainty that security, through all its dimensions, can be counted upon every time

and everywhere it is needed, effective mandate delivery, in all its facets, is undermined. We need your support to ensure that UNDSS is there - where and when it matters.

I am committed to ensuring full accountability:

To you as Member States and donors by ensuring that resources contributed to this appeal are used effectively and efficiently based on the highest fiduciary standards within the UN. We will communicate what we do, why we do it, the challenges we will face and the results we achieve.

To UN entities delivering on the ground, by aligning everything we do behind their results and priorities, through active listening to their needs and joint planning of responses.

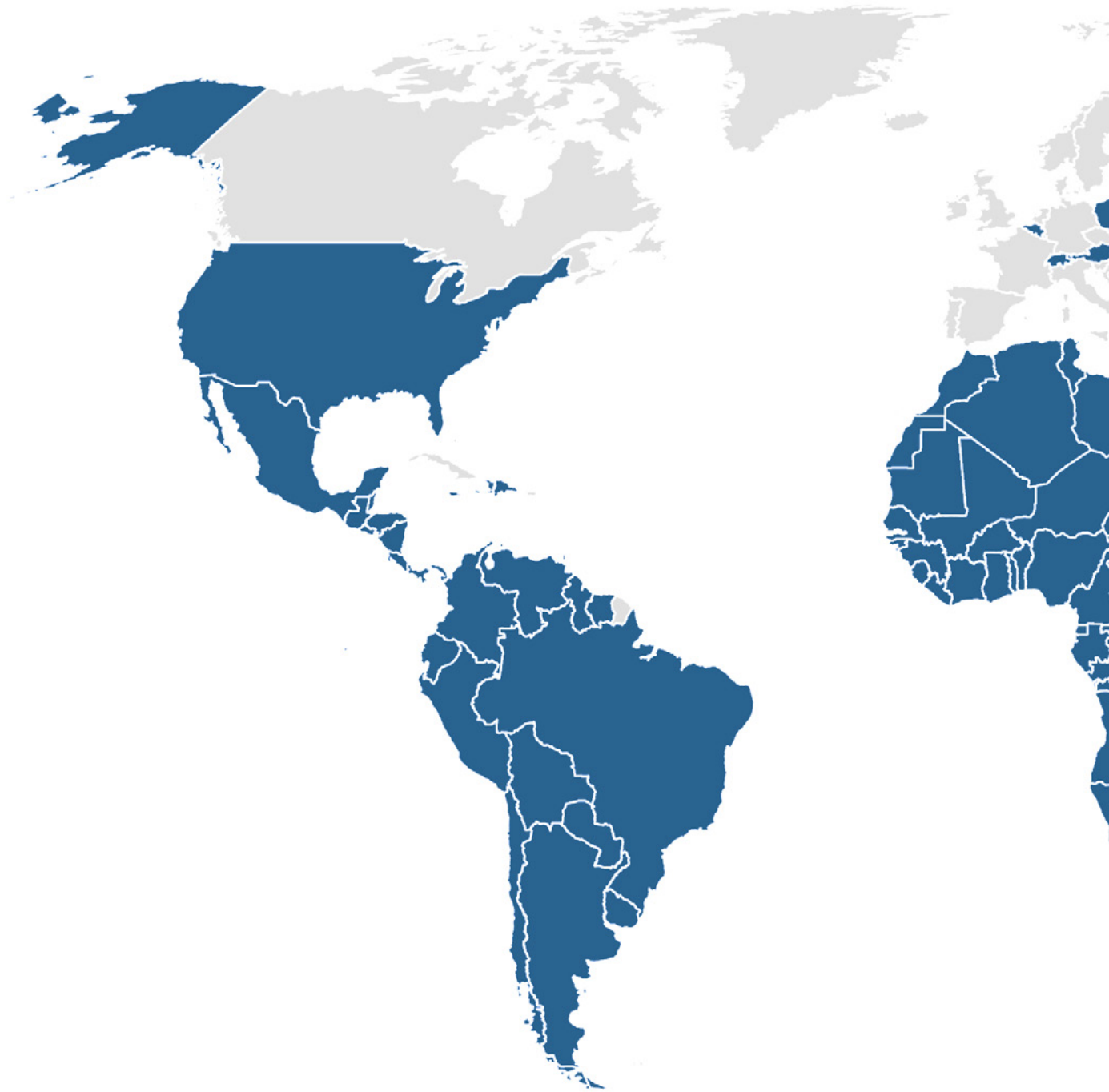
To the UN partners, notably the national and international NGOs that are in the forefront of crisis response, by placing increased efforts that strengthen implementation of the Saving Lives Together (SLT) framework. As the Secretary-General has often emphasized, we rely more and more on NGO partners to deliver in the most difficult places, but the localization agenda must be underpinned with adequate security support.

And to beneficiaries, the millions of people that require our assistance, by ensuring that we plan our work, and use our resources, with their needs in mind, as the marker of our success. In any context, security must be conceptualized and implemented with a view to enabling delivery to beneficiaries.

The successful implementation of the strategic initiatives presented in this appeal are fundamental to our effort to become a more evidence based, agile and results-focused entity. A funded appeal will help ensure that, as emergencies arise, my Department can demonstrate not only flexibility and speed, but respond with the right capabilities at the right time and in the right place. This is what reliable and trusted security leadership is.

Gilles Michaud
Under-Secretary-General for Safety and Security

UNDSS presence



131
COUNTRIES

SUPPORT TO 180,000
UN PERSONNEL
WORLDWIDE

around the world



1200
INTERNATIONAL
& LOCALLY RECRUITED STAFF

UNDSS at a glance 03



UNDSS provides support to **131 UN Country Teams** as well as **17 Special Political Missions and Political Offices** and **13 Peacekeeping Missions**.



UNDSS provides safe access and security management at UNHQ in **New York** as well as UN HQ in **Vienna, Geneva** and **Nairobi**, four Economic Commissions in **Addis Ababa, Bangkok, Beirut** and **Santiago**, and three Tribunals in **Arusha, The Hague** and **Phnom Penh**.



UNDSS works in the world's most dangerous places. In 2021 the Department supported **108 very high-risk missions** to enable critical United Nations programmes.



We collaborate closely with **host Governments**, which have the primary responsibility for protecting United Nations personnel deployed in their territory.

Across these locations, which includes the most dangerous environments, UNDSS deploys teams of security advisors who seek to understand what the UN is trying to achieve, and how those goals might be impacted by security issues. These UNDSS advisors assess the context, identify security risks, and – along with security experts from the UN’s agencies, funds, and programmes – recommend measures that the UN can take to mitigate risks to personnel as they implement operations. Depending on the context and resources available, UNDSS undertakes reconnaissance of areas for UN programming, runs security information centers, provides training and briefings for UN personnel, adds expertise on physical security including on blast reduction and security engineering, delivers close protection officers for senior UN officials, and supports staff affected by sexual violence or gender-based security incidents.

We apply people-centric approaches to UN security. Recognizing that the diversity of our staff exposes them to different risk levels, our security policies, approaches, assessments, training, and decision-making are designed with sensitivity to gender and inclusivity.

In Afghanistan, the initial period following the Taliban takeover in August 2021 saw the disintegration of the previous government, vast population displacement, and a severe deterioration of the humanitarian situation in a volatile context. While most international entities withdrew from the country, the United Nations stayed and continued its operations to meet existing and emerging needs. Despite profound uncertainty and a fundamental shift in the security environment in the aftermath of the August 2021 events, effective security management enabled the reopening of the airport, the assessment of main roads and of United Nations hubs, and the delivery of key logistical items.



Origin of UNDSS

1950s to 1990s

For the first half-century of its existence, the United Nations felt protected by its flag. In the early 1990s, the global security environment became more complex. The mandate of the United Nations also evolved, resulting in more UN personnel being deployed on potentially hazardous missions and humanitarian personnel deployed alongside peacekeeping military units in integrated multidisciplinary missions.

2001

As the conflict grew increasingly complex and intense, the security management system was no longer able to fulfill its responsibilities. In 2001, the General Assembly authorized the creation of an Assistant Secretary-General as UN Security Coordinator, responsible for all security policies and procedures, and ensuring a coherent UN response to emergency situations. This included coordinating, planning and implementing inter-agency security programmes, acting as focal point for inter-agency cooperation on security and, on behalf of the Secretary-General, taking decisions related to the evacuation of personnel from very insecure areas.

19 August 2003

On 19 August 2003, UN HQ at the Canal Hotel in Baghdad was attacked by a suicide bomber driving a truck filled with explosives. Tragically, 22 UN personnel and visitors were killed, including Special Representative of the UN Secretary-General to Iraq De Mello; over 150 people were also injured. This was the first significant targeted attack against the United Nations.

The attacks led to a second review of the security system by the Independent Panel on the Safety and Security of UN Personnel. The Ahtisaari Panel concluded that *"the current security management system is dysfunctional. It provides little guarantee of security to UN staff in Iraq or other high-risk environments and needs to be reformed... A new security approach is needed in order to ensure staff security in such a high-risk environment"*.

2003

Despite a UN Security Coordinator having been established, gaps remained. Each of the major United Nations locations around the world had their own security and safety services which operated independently. In August 2003, independent experts recommended a strengthened and unified security management system.

Twenty-five years ago, humanitarians were more likely to operate at a safe distance from the line of fire. But today, from Afghanistan to Yemen, hundreds of national and international aid agencies operate on the front lines of crises to try to reach people where they need us the most. This is only possible with the security management support provided by UNDSS and its partners. We are immensely grateful for your close collaboration, as it helps us to find the right balance between protecting aid workers and staying and delivering to people in need everywhere.

Joyce Msuya

Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator.

December 2004

In December 2004, the General Assembly adopted Resolution (A/RES/59/276) that created the Department of Safety and Security, with the purpose of strengthening and unifying the UN security management system. The Resolution mandated that the new Department be headed by an Under-Secretary-General and merged the security management component of the Office of the UN Security Coordinator and the Security and Safety Services.

2005 to 2019

UNDSS was formally established on 1 January 2005. The Department's objective is threefold: professional safety and security services required to enable the delivery of UN programmes and activities globally in the current and evolving environments; leadership, management and coordination for safety and security resources; and a professional, mobile, flexible and global workforce with the requisite knowledge, skills and experience.

2019 to present

By 2019 UNDSS had a well-established workforce, policies, and procedures. The context had changed, and UN humanitarian, political, and development actors were increasingly called upon to work in insecure areas. The UN system called for UNDSS to evolve further and become a true enabler of UN programmes. In response, UNDSS has developed a strategy and is now implementing a vision for 2022 and beyond that sets the path for this reform.

Global context

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Over the last decade, the environment in which the UN and its partners operate has become more complex, and the threats that staff face have increased in severity. The UN is now operating in 50 locations that are classified as high threat, compared to five in 2005.

Increasingly, UN operations are affected by geopolitical divides and regional rivalries. In many places, threats are fueled by the expansion and capabilities of non-state armed groups, who exploit governance and security weaknesses of states. At the same time, many countries are experiencing severe economic stresses, forcing them to make difficult decisions that exacerbate political fault lines and social tensions.

New trends impacting security have also emerged. None is bigger in its implications than climate change, and the impact of extreme weather events on population movement, socio-economic conditions, and political cohesion. And while the potential offered by new technologies may yield promising results, they may also threaten livelihoods if they are 'weaponized', including through misinformation that fosters violence.

These threats, from which few countries and regions are now exempt, present new and exacerbated challenges for UN operations. In addition to persistent risks in conflict affected areas, the current operating environment is characterized by increased unpredictability across the globe. This means that the UN must be able to anticipate and respond to emergencies of varied nature and severity almost everywhere it operates.

It is likely that these trends will continue, and perhaps increase throughout the duration of the appeal.

The humanitarian needs are enormous. In 2022, 274 million people will need humanitarian assistance and protection. The United Nations and partner organizations aim to assist 183 million people in need across 63 countries, which will require \$41 billion.

Summary of strategic initiatives

When an emergency hits, UNDSS is called to support the UN response. Security is a prerequisite for delivering assistance and reaching those most in need. Security is not an isolated activity. It is an essential component to implementing programmes, achieving results and making a meaningful impact on people's lives. However, the proliferation of crises over the past years now outstrips what the Department can deliver with its existing resources.

UNDSS is primarily funded by the UN through the Regular Budget and from UN entities on a cost-share basis through the Jointly Financed Account. In 2021, UNDSS had a total budget of nearly US\$ 300 million of which approximately two-thirds is for field operations. While our requirements have grown significantly over the past years, UNDSS has maintained a nearly zero-growth budget. This funding has enabled the Department to meet our 'day to day' requirements. However, the Department has found itself stretched beyond its resourced capacity to meet the increasing demands in support of UN operations. In recent instances, UNDSS has had to reallocate resources from one context to another to meet pressing needs, leaving the Department and the UN family exposed in places that see their support reduced.

A robust gender dimension will be woven through the strategic initiatives. In particular, we will (a) operationalize gender policy and guidance in an emergency context (b) ensure that reliable gender-sensitive data underpins the development of security policies training and decision-making as part of the digital transformation initiative, and (c) take a gendered approach and build capacity amongst women counsellors in the field through the psychosocial initiative.

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In today's volatile and unpredictable security environment, the Department of Safety and Security is facing increasing demands in providing critical security support to enable the United Nations to deliver results on multifaceted mandates, particularly in responding to humanitarian crises.

António Guterres
Secretary-General of the United Nations



Strategic initiatives



Operational
resilience



Emergency
response



Digital
transformation



Capacity building
for crisis psychosocial
support



Advocacy, evidence,
and learning

In humanitarian settings, security management works best when it is adaptable. During the Iraqi Government's operations to liberate Mosul in 2016-2017, the UNDSS led humanitarian security cell provided OCHA with minute-by-minute updates of which routes were safe and other information required to minimize risk in an inherently risky situation. As a result, humanitarians were able to stay and operate immediately behind the front lines of the conflict, and closer to the people who needed assistance. Today in Ukraine, UNDSS is providing the same continuous analysis, which allows us to shift and adapt our ongoing response in real time. This has helped humanitarian agencies reach 3.4 million people, despite bombing and shelling, indiscriminate urban warfare and mine contamination.

Joyce Msuya

Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator

Operational preparedness and resilience



The Department is bolstering linkages between emergency preparedness and response and has embarked on strengthening its overall operational preparedness and resilience, which is being funded through refocusing existing resources.

Resilience refers to the ability of the Department to endure stresses and shocks by moving beyond pure crisis response. UNDSS currently lacks the capacity to review and rectify quality of its global security activities in a more systematic way. This has uncovered weaknesses in the Department's ability to anticipate changes in the operational tempo, enhance predictability, prepare for emergencies (both in terms of capacities and data-based planning), maintain effective functions and structures during stresses and shocks, and access a range of skills and resources that would allow it to adapt to changing circumstances.

With the right approach to anticipation/analysis and planning, UNDSS will become more resilient and need not find itself in crisis when a situation changes in country. Proper preparedness is key to delivering consistent and high-quality context specific security support across different programmatic environments and requirements.

Operational preparedness and resilience

Strengthening operational preparedness and resilience means improving UNDSS operations across the following areas of focus:

1. Results-orientation, with security as an integral part of UN programmes, and an enabler of delivery
2. Anticipation and systematic and robust planning, for greater response to varied security eventualities
3. Data-based and transparent resource allocation

What will be implemented?

A dedicated operational preparedness and resilience service will:

1. Review critical activities, systems and plans of UNDSS field locations against the results-based management tools
2. Create and proliferate global UNDSS standards with the aim of sustaining the capabilities required to enable UN programme outcomes across varying levels of security intensity

These services include:

1. Introducing results-based management as the foundation for UNDSS planning: the Department linking its activities and plans with outputs, outcomes, and goals/impacts, reorienting its work to support and enable the UN's programmatic results
2. Planning within a broader UN context: producing UNDSS country plans from the UN Common Country Analysis to engender greater links between programming and security
3. Standardizing a common global foresight scenario and producing data-driven planning to improve threat and risk analysis to develop SRMs and contingency plans focused on UNCT requirements
4. Support resource development based on the context specific programmatic requirements to ensure optimal use of the allocated budgets

Goal: Ensure context based planning for greater resilience and preparedness in providing robust support to UN programme delivery in any security context.

07



Rapidly deployable Emergency Response Team

The proliferation of crises over the past few years has exposed serious gaps in UNDSS capacity. Until now, the Department has used existing structures and personnel through part-time, voluntary surge deployments, and often at insufficiently senior levels. This approach has often fallen short of partner requirements.

Drawing staff from their assigned duty station to serve in a crisis creates gaps in coverage, leaving other locations vulnerable. When UN security is lacking, the consequences for UN operations can be profound. For UN partners it can result in aid that is not delivered to beneficiaries in hard-to-reach areas.

In response to this imperative, UNDSS will establish an Emergency Response Team (ERT) to provide quickly deployable and effective security support for UN field programmes and operations during escalating or sudden onset emergencies.

The UN requires a more robust, predictable, and efficient response from UNDSS, thus protecting the international community's humanitarian investments through the UN and guaranteeing its intended impact on beneficiaries.

72 hours deployment

When an emergency occurs, and additional security support is required, the USG UNDSS may decide to deploy the ERT. The ERT, which will be deployable within 72 hours, will strengthen existing security structures in-country and, in addition, help personnel in place by bringing advanced expertise to complex emergencies. In some instances, the ERT will provide interim security leadership, serving as a counterpart to those leading the OCHA and humanitarian agency responses.

Upon deployment, the ERT will evaluate the situation on the ground, conduct a rapid security needs assessment, provide security advice and guidance to the UN system, and coordinate the UN's security approach during the first phase of sudden-onset emergencies. Additionally, and as relevant, the ERT will help stand up coordination mechanisms to ensure effective information flow, including an enhanced Saving Lives Together (SLT) security coordination platform. The team will ensure that the mission is guided by the needs of the broader UN system. The team will work hand in hand with Office for the Coordination of Humanitarian Assistance (OCHA), Resident Coordinators, UN Agencies Funds and Programmes as well as Non-Governmental Organizations working in partnership with the UN.

Highly trained professionals

The ERT based in the field will be comprised of highly trained professionals that include: (1) security specialists (2) analysts to inform security decision-making (3) and coordination and logistics experts. A small component, led by the Deputy, will be based at UNHQ NY where it can liaise with OCHA and the UN system as well as provide back-end support. The ERT will be driven by people-centered security principles, with operationally focused gender and inclusivity expertise.

Deployment conditions

The ERT deployment is normally up to three months. ERT personnel will depart the crisis situation when one of the following conditions are met: (1) the emergency is resolved, (2) the regular in-country capability is equipped to deal with the crisis, (3) or ERT members can be replaced by personnel deployed through rosters or stand-by partnerships.

When ERT personnel are not actively deployed, they will contribute to three objectives: (1) strengthening institutional knowledge by developing security guidance and providing training on emergency and security crisis management (2) building a standby surge roster and coordinate deployment of surge personnel (3) and contributing to Departmental analysis, geared to support live operations to reliably forecast changes in the security environment. In response to this shortfall, off-cycle ERT team members will use data and contextual information to identify when there is a high likelihood that the security environment may deteriorate, and a UN response is needed.

Gender and inclusivity capacity

The ERT will be supported by additional gender and inclusivity capacity that works to keep UNDSS programming and personnel attuned to the needs and aspirations of the people they serve. They will provide evidence-based advice for impactful gender and inclusivity initiatives; they will also design training in the context of emergency response. This additional capacity will analyze data and trends on gender, diversity and inclusion matters within the Department and throughout its emergency response activities.

Goal: Help the United Nations to deliver emergency humanitarian programming in the most complex and dangerous environments, reaching the world's most vulnerable people.

Digital transformation



Digital technology is a fundamental force for change that impacts nearly every aspect of daily life. New technologies are also changing the character and nature of conflict, influencing the behaviors of conflict actors, with a substantive impact on the safety and security of UN personnel. The consequences and rapid pace of digital transformation gives rise to new risks but also presents new opportunities. It demands action and leadership to reimagine security in a digital age.

UNDSS is an information-based organization. The Department provides support and coordinates security risk management information across the United Nations Security Management System (UNSMS) to inform life-saving decisions. The UNSMS is comprised of more than 50 UN and non-UN entities, covering security of more than 180,000 UN personnel deployed across the globe and enabling the planning and safe conduct of UN missions. To meet UNSMS requirements, the Department needs the capacity to quickly identify security risks to UNSMS personnel or premises and inform operational decisions.

In 2021, an external review of the Department's information management system identified serious issues. Information management is poorly governed. There is insufficient information management capacity to meet evolving business needs, inconsistent operating procedures, and an outdated information management platform.

During this review, external experts highlighted an urgent need to revamp the United Nations Security Management Information Network (UNSMIN). This platform represents the core of UNDSS information management ecosystem. UNSMIN is an electronic platform implemented in 2006 that provides essential tools, data, and policies for security personnel in the field. The platform contains poor quality data and functionality and is, as a result, underutilized by UNSMS personnel. By way of example, during recent crisis situations in Ukraine and Afghanistan, the UNSMIN system was unable to produce accurate lists of UNSMS personnel operating in-country. This information is critical in ensuring the safety of UNSMS personnel. Without quality data, UNDSS is unable to keep UN personnel and their dependents safe, and UN senior managers are unable to make mission critical decisions.

In summary: the Department requires a digital transformation to effectively support delivery of UN programmes globally.

Goal: A revitalized information management system will strengthen UNDSS' agility, anticipation and responsiveness to security challenges by harnessing the potential of digital technologies.

Phase I Review & strategy development

Over a 12-month period, the team will:

1. Develop the digital transformation strategy and roadmap leveraging the latest technology;
2. Conduct a detailed analysis of the UNSMIN platform and other UNDSS systems by identifying gaps and proposing technical solutions for a centralized user-friendly platform;
3. Provide expert advice to managers across the Department and other UNSMS organizations to ensure all business requirements are met.

The review will ensure that a gender-sensitive approach underpins the development of the digital transformation initiative. Additionally, during this phase, the team will ensure that geospatial technology, such as GIS and GPS, is included in the design of the solution. This will allow geospatial data from UNDSS to be visualized on maps and, therefore, be more easily understood and interpreted by non-technical users.

Digital transformation will strengthen UNDSS capacities for data-driven analysis and reporting; with access to timely, accurate, and relevant information that will enable stronger decision-making and foster Department-wide situational awareness of security and safety risks. The first step in this process will be the revamping of the current UNSMIN information management system, which will be conducted using a participatory approach and leveraging the latest emerging technologies, to provide real-time data and information to UNSMS security professionals.

In addition, the initiative will strengthen the security coordination mechanisms associated with the SLT partner organizations by enhancing access to reliable and timely information as well as improving situational awareness and operational planning.

Phase II Platform design & implementation

The key outputs during this phase include:

1. Developing a new cloud-based Technical Solutions Platform to replace existing UNSMIN and development of the new tools based on the priorities set in the digital transformation strategy;
2. Designing digital maps using UNDSS geospatial data;
3. Developing of data repositories that will allow UNDSS to store and analyze data for effective decision-making.

Once the development of the new platform and the tools is complete, the team will shift its efforts to support its implementation, which includes extensive outreach and training to end users in UNHQ and the field.



Capacity building for crisis psychosocial support

The United Nations operates in the most challenging parts of the world. Many UN personnel live and work under stress and are confronted with critical incidents and emergencies. The COVID-19 pandemic has further challenged the resilience and psychosocial wellbeing of UN personnel.

UNDSS is responsible for the UN system-wide coordination of stress and critical incident stress management services, especially in relation to preparation, response, and recovery from emergencies. UNDSS coordinates a network of 110 UN counselors in 70 countries that assist UN personnel and dependents impacted by critical incidents and emergencies.

In the past, UNDSS has trained mental health professionals in the field through an intensive 10 day in-person certification program. The main objective of the training program is to develop psychosocial support capacity in host countries, that can support personnel of humanitarian organizations impacted by critical incidents and emergencies. Presently, there are significant gaps in our geographic coverage, and the Department is not present in many high-risk locations around the world. Furthermore, the certification program is outdated and needs to be revamped with new Interagency Security Management Network (IASMN) guidelines and best practices from across the field.

Phase I

UNDSS will revitalize the certification program and facilitator manual by incorporating guidance from IASMN, the latest evidence-based scientific expertise and innovative models of psychosocial support training. The redesigned program will have at least 30 percent of learning delivered online, significantly reducing the overall cost of delivery.

The project will prioritize women participants as well as those from low and middle income countries. The certification program will be sensitive to the risks and psycho-social needs of women, which is especially important in emergency situations.

During this process, UNDSS will consult with a technical advisory group; this group consists of experts on critical incident stress management and crisis management from within the UN system and from leading academic institutions.

During the project duration, the certification program will strengthen the capacity of 60 mental health professionals in 12 countries, in the areas of critical incident stress management and crisis psychosocial support. In turn it will contribute to the mental health, resilience and wellbeing of UN staff delivering critical humanitarian assistance.

Phase II

After the certification program and facilitator manual has been revised, four pilot workshops (two basic level and two advanced level) will be conducted, reaching 60 participants. As well, UNDSS will train 20 master trainers who can deliver the certification program with supervision by UNDSS staff. Feedback from the four pilot workshop participants will be solicited and incorporated into the final hybrid certificate program.



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Goal: Create and pilot a hybrid training certification program to build the capacity of mental health of professionals in the field to deliver high-quality critical incident stress management services to UN personnel and dependents.



Advocacy, evidence, and learning

Communications

UNDSS currently has only two entry level professional communications staff. We require an additional capacity to provide high-quality communications internally and with our partners in the UN system. Explaining what we do, why we do it, the challenges we face, and the choices we make is paramount for sustained support from partners. It is also needed to counter misperceptions and misinformation that may undermine UNDSS work and our overall response, especially in high-risk emergency areas. Additional communications capacity will enable the provision of active, accurate and enabling strategic communications support throughout the Department and to these three critical areas.

Information management

The Department has very limited donor reporting and monitoring capacity. UNDSS will establish an information management lead responsible for the the standardization and creation of reporting and outputs to be shared internally and externally on the appeal.

The focal point will coordinate an internal mechanism that actively monitors project implementation. Observations and practical advice will be provided back to project implementers to optimize impact and effectiveness. Challenges identified during the period will be reviewed and appropriate measures taken to mitigate the risks to ensure successful completion of the strategic initiatives. Best practices and lessons learned will inform overall XB project management within UNDSS – strengthening people, processes and systems within the entire Department. In addition, we will share best practices and lessons learned with partners and stakeholders within the sector. The information management lead will also be the focal point for the development of additional funding proposals to leverage against this appeal at a global level and support proposal development.

Results-based donor reporting

UNDSS will provide an annual results-based report to donors on the appeal in February of 2024 and 2025. The consolidated report will include financial and substantive reporting on the use of unearmarked contributions and its main results. In addition, UNDSS will provide a bi-annual progress update of August 2023 and 2024 on results achieved as a result of donor funding.



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Appeal requirements in USD

Area	2023	2024	Total for initiative
Operational resilience	Funded through existing resources		
Establishment of a rapidly deployable Emergency Response Team (ERT)	\$ 4,877,674	\$ 4,747,296	\$ 9,624,970
Digital transformation	\$ 1,345,103	\$ 1,345,103	\$ 2,690,206
Capacity building for crisis psychosocial support	\$ 475,628	\$ 447,378	\$ 923,006
Advocacy, evidence and learning	\$ 529,566	\$ 529,566	\$ 1,059,132
Total per year	\$ 7,227,971	\$ 7,069,343	
Total Appeal	\$ 14,297,314		

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Sustainability plan

Over the past several years, UNDSS has sought to pivot from activity-based operations to results-based programmes and service across the entire spectrum of the Department. We have made progress and are strengthening our role as enablers, helping other UN entities achieve their outcomes around the world. However, there is work to be done to strengthen our processes and tools, more effectively communicate both internally and externally, and reconsider internal roles and responsibilities and the way we are structured.

A critical element of UNDSS transformation is strengthening our capacity to respond rapidly and effectively in crisis situations. Presently, UNDSS does not have the resources to adequately meet the UN's needs during an emergency.

The Department has made a sincere effort to optimize internal resources. Until now, UNDSS has reallocated nine existing posts; staff are now engaged in high-priority activities including bolstering the Departments 'operational resilience' and emergency response capacity. As posts become vacant, the Department will make every effort to repurpose some additional posts without jeopardizing core operations.

In addition, UNDSS is building the internal capacity to diversify funding. In 2022, the Department established the Resource Mobilization Unit (RMU). A key objective of the RMU is to diversify funding by building partnerships and attracting funding from non-traditional donors, foundations and the private sector.

While the Department is taking action to identify internal resources and diversify funding, we require a short-term investment in voluntary funding. UNDSS is seeking US\$ 14,297,314 over two years to accelerate our transformation. The strategic initiatives in the appeal represent our most critical institutional requirements.

Over the next two years, during the life-span of the appeal, the Department will seek to mainstream these critical capabilities through UN Regular Budget funding, in-kind support or diversified sources, ending the need for extra-budgetary donor support.



Making a difference for the people here has given me a good feeling – I can honestly say that I've done something very important with my life.

Tania Chalhoub
Field Security Coordination Officer

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UN's efficiency in conflict and crisis situations depends to a large degree on security support. By helping to keep UN staff safe, we have enabled humanitarian partners to help millions of people in some of the world's most dangerous settings.

Gilles Michaud
Under-Secretary-General for Safety and Security



Acronyms & Abbreviations

BSAFE – General Security Management Course

CCTV – Closed Circuit Television

CISMS – Critical Incident Stress Management System

ERT – Emergency Response Team

ETB – Emergency Trauma Bag

IASMN – Inter Agency Security Management Network

NGO – Non-Governmental Organization

OCHA – Office for the Coordination of Humanitarian Assistance

RMU – Resource Mobilization Unit

SLT – Saving Lives Together

SSAFE – Safe and Secure Approaches in Field Environments

STI – Security and Threat Analysis

TRAS – Threat and Risk Assessment Service

UN – United Nations

UNDSS – United Nations Department of Safety and Security

UNHQ - United Nations Headquarters

USG – Under-Secretary-General

UNSMIN – United Nations Security Management Information Network

UNSMS – United Nations Security Management System

XB – Extra-Budgetary



United Nations

Department
of Safety
and Security



For more information on UNDSS visit our website at www.un.org/en/safety-and-security
or write to us at undss.info@un.org