

UNDSS TRUST FUND

PROTECTING YOUR PEOPLE
AND INVESTMENTS IN THE
UNITED NATIONS

2018 - 2022

www.un.org/undss

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Summary

In the current global security environment, the role of safety and security in enabling United Nations programmes has never been more critical. The United Nations is now operating in the most challenging and volatile parts of the world and projections for the next five years suggest the security environment in programme areas will not improve. Ensuring the safety and security of personnel in United Nations operations is vital not only for fulfilling the organization's duty of care to staff, but critical to protecting the investments of Member States in the execution of the United Nations mandate. Consistent with the United Nations objective to "stay and deliver", it is our shared responsibility to ensure that there is "no programme without security, no security without resources".

The United Nations Department of Safety and Security (UNDSS) vision is "protecting the people who work for a better world". The Department provides effective and risk-based safety and security services, an overarching security policy framework, specialized expertise and services, and leadership and coordination of the United Nations Security Management System. However, UNDSS capacity to cover operational requirements is being increasingly challenged. The rising global needs for specialized security operations, services and resources represent unmet demands not covered by current resourcing.

For the past three biennial budgets, UNDSS has made every effort to strengthen its capacity within existing resources to meet operational needs and bridge the service gaps. These efforts have included a strategic review and resource realignment exercise, and sustained – yet unsuccessful - efforts to increase funding from the JFA. Despite these efforts, there remain specific areas and cross-cutting security needs that are not covered by other funds.

In response, a new proposal for the UNDSS Trust Fund has been developed. The Trust Fund, initially established in 1998, symbolises the partnership with Member states and donors and their collaborative efforts to protect United Nations personnel and operations. It is designed to protect your people and investments in the United Nations. The Trust Fund will focus on three priorities: Sustaining support to field crises; placing United Nations personnel at the heart of safety and security; and strengthening specialized security expertise. The utilization of voluntary contributions will follow relevant United Nations financial rules and regulations, and UNDSS is committed to transparency in substantive and financial reporting.

“ The Trust Fund symbolizes the partnership with Member states and donors and their collaborative efforts to protect United Nations personnel and operations. It is designed to protect your people and your investments in the United Nations. ”

Introduction

The United Nations Department of Safety and Security (UNDSS) was formally established on 1 January 2005, with the aim of consolidating existing security coordination and protection entities within the United Nations under one Under-Secretary-General for Safety and Security. The Department has since grown to a staff of 1800 personnel providing services to over 50 United Nations entities, 4500 United Nations premises and 180 000 United Nations personnel and their dependents. In 2015 on the occasion of its first ten-year anniversary, UNDSS announced its new vision: “protecting the people who work for a better world”. In line with this vision, UNDSS established the core objectives of the Department. These are:

- Provide leadership and coordination of the United Nations Security Management System
- Develop and maintain a professional and effective safety and security workforce
- Deliver specialized safety and security services
- Provide a safety and security policy framework
- Provide effective and risk based safety and security services

In the current global security environment, the role of safety and security and its potential impact has never been greater. The security environment in which the United Nations organizations operate has, without any doubt, become more complex and challenging. The organizations of the United Nations Security Management System (UNSMS) are now operating in the most challenging parts of the world, such as Afghanistan, Iraq, Mali, the Syrian Arab Republic, Somalia and Yemen, and in areas where many international civilian actors have withdrawn.

In addition, the threat to United Nations personnel and operations has spread, including in areas previously assessed as lower risk, such as Burkina Faso, Cote d'Ivoire and parts of Indonesia, where attacks have been launched against soft targets like commercial hotels and public places. The security situation in Europe is also becoming a new challenge, following the terrorist attacks in Paris in January and November in 2015, in Brussels in March 2016, and in Berlin, London and Barcelona in 2017.

Projections for the next five years demonstrate that the security scenario is unlikely to improve. Various United Nations studies have pointed to a likely continuation of instability in specific countries, due to the steady increase of political conflicts and the lack of durable political solutions. UNDSS forecast of the global security environment also indicates that the combination of armed conflict with violent extremism will continue to shape the future global security landscape. It is also anticipated that humanitarian action, human rights work and the development agenda will continue to grow globally, which will require more United Nations presence and a greater need for security risk management support at field level. It is anticipated that extensive programmatic activities and additional resources needed for the implementation of the Sustainable Development Goals (SDG) will increase this demand for security services even further.

It is critical that the Department be able to respond to these new and emerging challenges in a volatile and dynamic security environment. Ensuring the safety and security of those working for a better

world is vital not only for fulfilling the organization's duty of care, but also in its strategic impact on the efficacy of mandate execution, the evolution of operations, sustaining the relevance of the United Nations in the maintenance of international peace and security, and protecting the investments of Member States in the execution of the United Nations mandate. Consistent with the United Nations principles of "stay and deliver", it is our shared responsibility to ensure that there is "no programme without security, no security without resources".



The UNDSS Trust Fund

To enable the safe delivery of programmes, the UNDSS needs adequate, flexible and predictable resources. For the past three biennial budgets, UNDSS has made every effort to strengthen its capacity within existing resources in order to meet operational needs. However, UNDSS capacity to cover operational needs is being increasingly challenged. The rising needs globally for field security operations, services and resources represent unmet demands not covered by current resourcing.

UNDSS is currently funded through a multi-layered funding mechanism, which includes the UN regular Budget (UNA), cost-sharing arrangements through Jointly Financed Activities (JFA), support account funding (QSA) and extra-budgetary funding. For the past three biennial budgets, UNDSS has made every effort to strengthen its capacity within existing resources to meet operational needs and bridge the service gaps. These efforts have included a strategic review and resource realignment exercise, enhanced surge assignments, internal reassignments to support threat and risk and physical security, and sustained – yet unsuccessful – efforts to increase funding from the JFA. Further, UNDSS is currently working with the Inter-Agency Security Management Network (IASMN) and the HLCM Finance and Budget Network on a review of the current funding mechanisms to address these increased demands. However, these efforts, there remain specific needs of the Department that are not covered by other funds.

The deteriorating operating environment demands security support in new areas of the world and also calls for the strengthening of specialist security

services, such as security training and the development of innovations and technologies to enhance security management. A departmental resource mobilization initiative is necessary as operational needs and security challenges exceed the department's resources under its current budget streams. The Trust Fund will provide the Department the needed flexibility to operate in a dynamic security environment and to respond to growing security challenges.

“Protecting your people and investments in the United Nations” is the theme of this UNDSS Trust Fund. In order to enable UNDSS to meet its funding requirements, this proposal is shared with potential donors and Member States who have expressed an interest in the work of UNDSS and the prioritization of protecting their people and investments in the United Nations.

Administration of the Trust Fund

As stated in the Report of the Secretary-General A/72/490, the United Nations encourages all Member States to fund security as a programme delivery cost and to contribute to the Trust Fund with a view to supporting the efforts of the UNDSS to meet its mandate. The existing Trust Fund (TF) entitled “Security of Staff Members of the United Nations System” was established in May 1998. The purpose of the Fund is to support the mandated activities of UNDSS. The Fund will be administered by the United Nations. The management of the Fund is governed by the United Nations Financial Rules and Regulations and will be subject to a programme support cost of 7 per cent.

1

SUSTAINING SUPPORT TO FIELD CRISES

1.1 RAPID SURGE SUPPORT TEAM FOR CRISIS RESPONSE

USD 3,998,900

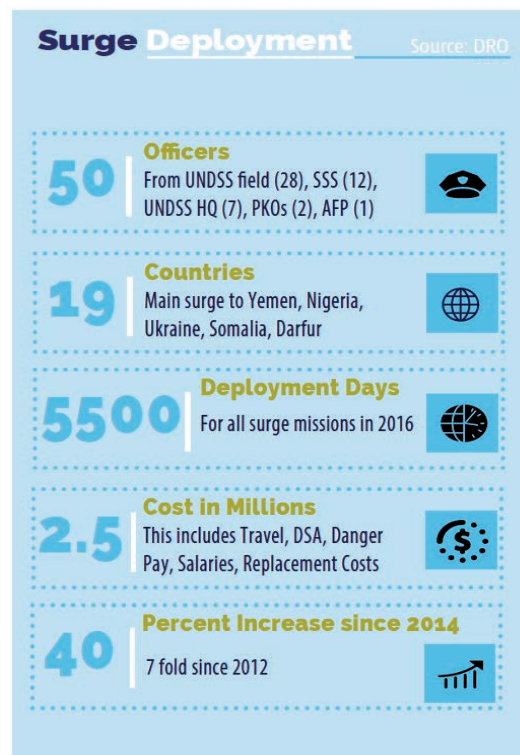
UNDSS provides security services to United Nations personnel and programmes in 175 countries with approximately 800 duty stations and over 5,000 UN premises. The Department's Division of Regional Operations currently maintains a light footprint in most countries, with 298 international security posts in the field and 34 at Headquarters. These figures have remained unchanged since 2010 and are generally sufficient to meet the local security management structure during normal operations. However, rapid and evolving changes in the security environment coupled with increased United Nations activities during events such as elections, political crisis, civil unrest and natural disasters mean the rapid deployment of additional UNDSS staff is often urgently required. These resources serve to support the existing security structure in country and help ensure the security and safety of the UN programmes, assets and staff and dependents.

UNDSS does not have a "standing" ready reserve deployment team of security professionals, it instead must rely on existing resources at established duty stations.

Deploying security professionals from other countries jeopardizes the local operations in that country and puts an additional burden on already stretched resources. As example, in response to security emergencies and crises globally, the Department

deployed 50 surge officers to 19 countries, for a total of 5,500 days in 2016. In 2015, UNDSS conducted a total of 336 surge deployments in response to security emergencies and crises worldwide, which is an almost threefold increase compared to 2014 (and a sevenfold since 2012).

The need to establish a credible rapid surge capacity within the UNDSS has been long identified. A recent report from the Joint Inspection Unit¹ reiterated the need for enhancement of surge deployments and recommended that UNDSS should, "by no later than January 2018, develop a system-wide security surge policy...with a view to clarifying surge standing resources and the roles and respective responsibilities of the different actors of the United Nations security management system". This recommendation cannot be met with existing resources.



¹ JIU/REP/2016/9 – Safety and Security of the United Nations System.

OBJECTIVE

The overall objective of the Rapid Surge Support Team for Crisis Response is to provide UNDSS with a professional, flexible and rapidly deployable team to support UN programmes in countries facing deteriorating security conditions or security related crisis. This capacity will be deployed to assist the local security structure in enabling UN programmes through threat and risk management, crisis readiness and preparedness and conduct of security operations.

1

OUTPUTS

Once deployed, the specific outputs of the surge team are:

1. Conduct an emergency Security Risk Management (SRM) process to identify specific security threats and risks to UN personnel and programmes; propose corresponding risk management measures including security and contingency plans based on contextual conditions, including the availability of resources, and facilitate the implementation of such measures;
2. Provide support to operational deployments on all security related matters, to ensure the safety and security of the UN staff delivering programmes and/or humanitarian assistance;
3. Provide enhanced coordination with peacekeeping forces and/or host government security forces in emergency situations;
4. Conduct security and safety training (SSAFE) to UN staff in order to develop enhanced awareness and preparedness of UN staff;
5. Conduct physical security assessments at UN premises and prepare detailed implementation plans of physical security mitigation measures;
6. Assess, advise and assist the deployment of protective services, including staffing, training, equipment and operational planning; and
7. Assess and advise on the availability and use of security equipment, including vehicles, personal protective equipment, communications, medical equipment and supplies and use of force equipment and firearms.
8. When not deployed, members will be working alongside the specialized units that form part of the areas of expertise to be covered by the surge team.



ESTIMATED COST

The surge team consisting of nine posts is proposed for an initial period of two years as follows:

		2 YEARS ESTIMATED TIME
COST ELEMENT	TOTAL COST	
Chief, Rapid Surge Support Team, P-5, Crisis Management Unit, DRO. Develop crisis management capacity, plans and procedures at HQ and field, monitor global security situation and anticipate deployment needs.	\$515,400	
Architect/Engineer, P-4 Physical Security Unit, DHSSS. Conduct physical security assessments, provide mitigation measures and facilitate their implementation.	\$437,400	
Security Information Analyst, P-4 Threat and Risk Assessment Service, DRO. Conduct SRMs and collect and analyze security threat information.	\$437,400	
Close Protection Security Coordination Officer, P-4, Protection Coordination Unit, DHSS. Assess protective services and coordinate their implementation, lead close protection efforts, and advise on the use of force and firearms.	\$437,400	
Medical Officer, P-3 Training and Development Section. FSS (Nairobi) Assess medical response capacity, plan and coordinate mass casualty response and medical evacuation procedures, and conduct first aid training.	\$360,000	
Administrative Officer/Logistician, P-3, Executive Office. Identify needs and prepare bids for required security/emergency response equipment, develop and compile systems contracts and standard specifications of security equipment, and manage administrative actions related to quick deployment.	\$360,000	
Security Training Officer, P-3 Training and Development Section, FSS Conduct training needs assessments, and plan and deliver security training for security personnel and staff at large and manage administrative actions related to quick deployment.	\$360,000	
Administrative Assistant, G-6 Crisis Management Unit, DRO. Provide administrative	\$212,000	
Administrative Assistant, G-6 Physical Security Unit, DHSSS. Provide administrative support to the surge team.	\$212,000	
Travel costs for staff: Most of the costs will be covered by existing resources; however, supplementary funds are required. For estimation purposes, the travel costs for three week's deployment of the team (seven members) five times per year for two years are included.	\$667,300	
TOTAL COSTS		\$3,998,900

2

PLACING UN PERSONNEL AT THE HEART OF SECURITY

2.1 IMPLEMENTATION OF GENDER STRATEGY

USD 1,815,500

UNDSS has always valued diversity and inclusion and is committed to gender equality and gender parity in its workforce. However, the Department has traditionally been predominantly male, due to many factors including the demographics of its area of technical specialization - safety and security - which has in the past tended to attract more males than females. It is recognised that concerted and dedicated efforts are required to improve the Department's awareness and incorporation of gender-related issues in its culture, to work towards gender parity, and to deliver gender-responsive operations. In light of this, in 2015 UNDSS developed a Strategy on Gender Equality and the Empowerment of Women for 2015-2019 "Gender Strategy".

Though the UNDSS Gender Strategy establishes an enabling governance and communication regime to support the achievement of its over-arching and mutually reinforcing goals, and outlines actions to be taken to achieve these, due to

lack of resources the Department is presented with a challenge in implementing the outputs envisaged by the Strategy. Further, the Secretary-General's system-wide UN Gender Parity Strategy will include a commitment for all Secretariat Departments to achieve parity at the Professional level by 2026. UNDSS needs to be a leader in the field of gender issues and ensure that they permeate throughout its work and the advice and support that we provide to those delivering the programmes of the United Nations across the world. Further, with the deteriorating security environment, and increased incidents of sexual abuse, UNDSS is called on to deal with more and more complex and inter-connecting issues that benefit from consideration of gender issues. Progress on the UNDSS Gender Strategy requires dedicated resources for the implementation and achievement of its objectives.



OBJECTIVES

The overarching objectives of the gender project are those of the UNDSS Gender Strategy:

- To establish an inclusive and enabling organizational culture free from gender bias and discrimination.
- To improve Gender Parity at all Levels in UNDSS, with a view to parity by 2030.
- To strengthen resilience through improved strategic planning for gender-responsive operations.

OUTPUTS In order to achieve its objectives, the gender project will focus on data collection and collation, communications and advocacy and training and capacity development, as follows:

1. DATA GATHERING, ANALYSIS, BENCHMARKING, REPORTING AND MONITORING: annual gender survey completed, recommendations developed and implemented, compliance monitored.

2. PARITY PROJECT: a parity action plan established focussed on recruitment and selection practices, as well as roster and talent management.

3. STRENGTHENED COMMUNICATION AND KNOWLEDGE SHARING: awareness building events, such as brown bag lunches and seminars held regularly, as well as inclusion of gender advocacy in newsletters and other communications, engagement with internal UN and Member State gender-related initiatives and task-forces.

4. TRAINING AND CAPACITY DEVELOPMENT:

Unconscious Bias and Barbershop workshops rolled out to staff, current security training programmes revised to emphasise gender considerations, guidance to managers and staff on responding to sexual harassment and assault, and advocacy and promotion of Gender Strategy to field staff, including two regional workshops on gender-related issues.

5. TOOLKITS: Guidance on gender incorporated into evaluations (UNEG), UNSMS policies, SOPs, security incident reporting and UNDSS Travel Advisory for all staff.

ESTIMATED COST

The total gender project will include the following estimated costs:

COST ELEMENT	ESTIMATED TIME	ESTIMATED COST
Gender Adviser, P-4, Office of the Under-Secretary-General (\$218,700 proforma costs as of 2017 per year) Plan, coordinate and implement objectives under UNDSS Gender Strategy, including Departmental parity plan	5 years	\$1,093,500
Consultants, Office of the Under-Secretary-General to work on achieving gender parity	6 working months	\$60,000
Consultants to work on specialized and time-limited aspects	4 working months	\$40,000
Existing staff to provide input for gender strategy implementation	5 years	No costs
Staff Survey, development of training materials and participations in workshops	5 years	\$115,000
Workshops and training to build UNDSS staff capacity on gender considerations in security	5 years	\$500,000
Communication materials: Production of banners, brochure, posters and printing	5 years	\$7,000
	TOTAL COSTS	\$1,815,500

2.2 IMPLEMENTATION OF COMMUNICATION CAMPAIGN

USD 478,800

United Nations personnel are responsible for their own safety and security, and all United Nations personnel, regardless of their rank or level, have the responsibility to abide by the security policies, guidelines, directives, plans and procedures of the United Nations Security Management System (UNSMS). However, in practice, this expectation is not always met due to a lack of understanding, interest or awareness. UNDSS has trained staff through various means, including Basic and Advanced Security in the Field (BSTIF and ASTIF), and Safe and Secure Approaches in the Field Environment

(SSAFE). However, these one-time trainings are not sufficient to promote and instil a security culture. Security measures and policies of the UNSMS are far less effective if staff do not take them seriously. Individual staff behaviour, whether driving, walking in a crowd, staying in hotel or delivering a programme in war-zone, is the backbone of United Nations security. Being aware of security matters and acting responsibly is the key to ensuring safety, security and the effective delivery of United Nations programmes.

OBJECTIVES

The objectives of this communication campaign are to increase awareness and understanding of the security framework to reduce security incidents that affect staff and increase the likelihood of survival during security incidents.

OUTPUTS

This communication campaign consisting of a range of communications products would be targeted to all UN personnel, and designed with two major components:

1. BEHAVIOURAL: This component will promote individual behaviour that respects local law and local culture as well as UNSMS policies and guidelines to prevent security incidents.

2. MALICIOUS THREATS: This component will raise awareness of behaviour related to malicious threats. It is a follow up to the SSAFE training course.

The overall output of this campaign will be a decrease of risky behaviours that can lead to security incidents.

ESTIMATED COST

The cost of such campaign (production and dissemination) will aim to be shared with UNSMS partners.

COST ELEMENT	2 YEARS ESTIMATED TIME	
	TOTAL COST	
1 P2 Communication Officer (graphic) for 2 years, Office of the Under-Secretary-General	\$292,800	
Video and digital messaging (website/apps)	\$73,000	
Production and distribution of booklet/card for staff	\$50,000	
Production and distribution of posters and banners	\$35,000	
Production and distribution of promotional/advocacy items	\$28,000	
TOTAL COSTS	\$478,800	

2.3 MULTILINGUALISM – TRANSLATION OF SECURITY TRAINING ONLINE PROGRAMMES, MODULES AND MATERIALS USD 1,162,000

The Training and Development Section (TDS) of UNDSS is responsible to assess, design, deliver and evaluate safety and security training programmes to all United Nations system organizations, both in the field and at Headquarters. Instructional materials include mandatory online courses, including such courses as Basic and Advanced Security in the Field (BSITF and ASITF), and Security Management Team (SMT) and Security Risk Management (SRM) courses. Face-to-face courses include such courses as the Security Certification Programme (SCP), and the Local Security Assistant (LSA) and Hostage Incident Management (HIM) courses. Every year tens of thousands of United Nations personnel, including

staff members, military and police peacekeepers, consultants, volunteers and implementing partners, complete these courses, thus reaching increased safety and security awareness and knowledge in their work in peacekeeping and high-risk duty stations. As an example, in 2015, more than 140,000 United Nations personnel completed online security courses and more than 8,000 participated in face-to-face security learning programmes. This impressive support to United Nations personnel is challenged by the requirement to reach all personnel in the field, in many cases, in duty stations where languages other than English are spoken.



OBJECTIVES

To enhance the reach and effectiveness of safety and security learning programmes, TDS proposes the translation of core security training and the supporting references, including policies, practices and procedures using a phased approach, covering the period 2017-2020. The translated materials aim to achieve the following:

- Awareness and preparation in safety and security by UN personnel, particularly locally-recruited personnel, are enhanced.
- Understanding of safety and security policy and guidance by non-English-speaking security professionals is increased.
- Compliance of the UN system multilingualism initiative is achieved.

OUTPUTS

1. Translation of the updated Basic and Advanced Security in the Field online learning programmes from English into Arabic, Chinese, French, Russian and Spanish.

2. Translation of Safe and Secure Approaches to Field Environment (SSAFE) training modules and supporting course materials: this is a direct benefit to United Nations personnel deployed to peace operations and elsewhere in high-risk duty stations where SSAFE is a mandatory training requirement.

3. Translation of training materials and their supporting references, including, inter alia, policies, guidelines, rules, lessons learned and practices: This is of direct benefit to all United Nations security personnel and managers with security responsibilities, UN personnel serving in peacekeeping operations and UN personnel globally deployed.

ESTIMATED COSTS

The total cost is estimated to be \$1,162,000 for a period of two years.

YEAR 1 COST ELEMENT	PEOPLE REQUIRED	MONTHLY COST PER PERSON	ESTIMATED MONTHS	ESTIMATED COST
Consultants for translation of at least 6 and up to 10 online and face-to-face learning materials for the five United Nations official languages	5	\$7,000	12	\$420,000
Consultants for validation and revision of safety and security technical terminology for translated materials for the five languages	5	\$7,000	3	\$105,000
Consultants for printing and/or online publication of translated materials	2	\$7,000	4	\$56,000
Subtotal				\$581,000
YEAR 2				
Consultants for translation of at least 1,000 and a maximum of 5,000 pages of United Nations security management system policies, guidelines, procedures and practices for the five languages	5	\$7,000	12	\$420,000
Consultants for validation and revision of translated materials for the five languages	5	\$7,000	3	\$105,000
Consultants for printing and/or online publication of translated materials	2	\$7,000	4	\$56,000
Subtotal				\$581,000
TOTAL COSTS				\$1,162,000

2.4 STRENGTHENING THE MANAGEMENT AND COORDINATION OF STRESS AND CRITICAL INCIDENT SERVICES

USD 987,600

In the current global security environment, the Critical Incident Stress Management Unit (CISMU) is stepping up its strategic and operational roles for the provision of stress counselling and psychosocial services at Headquarters and in the field. The proposal is driven by the very high demand on psychosocial services related to increasing extremist attacks around the world, combined with a volatile political environment in many areas of United Nations operations, creating a general sentiment of fear, powerlessness, uncertainty among its personnel. This is particularly important given the strong link between stress, productivity and risk-taking behaviours resulting in avoidable critical incidents as widely demonstrated in literature. The United Nations can no longer afford to require its staff to operate in extreme environments without proper accompanying psychosocial and mitigating measures.

The CISMU provides and coordinates psychosocial services in the field in support of all personnel. The current resources in the Unit are derived from the Jointly Funded Account (JFA) budget and comprise five professionals, two General Service posts and an additional DPKO-funded counsellor for its field missions. In response to evolving crises globally, the CISMU counsellors are now operating in permanent crisis mode: in 2015 they managed more than 200 critical incidents stress cases from 47 major crises, whereas in 2013 and 2014 combined they managed 41 cases. The crises in 2015 included extremist attacks, political unrest, evacuations, natural disasters, crimes and hostage incident management. CISMU counsellors spend more than 54 per cent of their time responding to crises, 30 per cent of their time conducting needs assessment and operational support missions in volatile countries, and only 15 per cent of their time devoted to coordination, preventative and managerial activities.

OBJECTIVES

The overarching objective is for UNDSS to expand from conducting operational activities to also playing a strategic role and leadership on the Management of Stress and Critical Incident Stress (MSCIS). UNDSS intends to achieve this objective by providing rapid reaction operational support to the field through and additional three regional field counsellors, as well as an evaluation capacity. These resources will not only improve the coordination, quality, productivity, availability and accessibility of psychosocial services to United Nations personnel, but will enable the determinants of stress and trauma, the quality of services and the impact of CISMU activities to be measured against a baseline.

OUTPUTS

These objectives will be achieved through the following outputs:

1. COORDINATION AND HARMONIZATION OF

SERVICES: develop a Standard Operating Procedure on stress and crisis management; guidelines for the coordination of social support, training and didactic materials for use by counsellors, managers and staff; lessons learned, best practices and policies on MSCIS through the IASMN Working Group on Critical Incident Stress (CISWG).

Critical Incident Stress Intervention Cells (R-CISIC) to better monitor crisis countries as well safe heavens; training and certification of local mental health professionals and peers on CISMU procedures; a decrease in the deployment time of counsellors in crisis settings, while reducing travel expenses; and provision of psychosocial services to staff and dependents.

2. QUALITY OF SERVICES:

conduct client satisfaction services surveys; and assess the impact of psychosocial interventions in terms of decreased sick leave and lost working days, as well as a reduction of the impact of security-related incidents to personnel.

4. MONITORING AND EVALUATION:

develop an online monitoring and evaluation data gathering and analysis tool and a baseline of psychosocial activities in duty stations; measure the impact of psychosocial interventions and conduct research on the determinants of stress, trauma, psychosocial well-being, quality of services.

3. AVAILABILITY AND ACCESSIBILITY OF

SERVICES:

strengthening of the resilience of personnel and managers in the regions through training and awareness campaigns on stress management and stress-related issues; implementation of the Regional

ESTIMATED COST

The total cost is estimated to be \$987,600 for a period of two years.

**2 YEARS
ESTIMATED TIME**

COST ELEMENT	PEOPLE REQUIRED	MONTHLY COST	ESTIMATED MONTHS	ESTIMATED COST
1. MONITORING AND EVALUATION Personnel required, including consultants for development	4	-	6	\$204,000
2. COORDINATION AND HARMONIZATION OF SERVICES Consultant (P4-equivalent) to develop SOP, guidelines and training modules	1	\$8,500	3	\$25,500
3. QUALITY OF SERVICES Consultant (P3-equivalent) to conduct research	1	\$7,000	6	\$42,000
4. AVAILABILITY AND ACCESSIBILITY OF SERVICES Field-based regional P4 counsellors (1 in MENA, 2 in Africa)	3	-	12	\$656,100
Equipment	3	-	24	\$20,000
Travel	3	-	24	\$40,000
TOTAL COSTS				\$987,600

2.5 CRITICAL SECURITY INFORMATION MANAGEMENT SYSTEM USD 1,451,000

Ensuring the safety and security of personnel in the United Nations operations is the core value of UNDSS. Information management allows United Nations security personnel and managers with security responsibilities to fulfil their safety and security duties in an efficient and effective manner. Conversely, better informed United Nations personnel are likely to make better decisions pertaining to their safety and security. Effective information management software tools can contribute to enhanced security through raising personnel's situational awareness, allowing personnel to inform the United Nations system as to their status in crisis situations to allow first responders to address, more easily, those in critical need, and allow for timely security information to be communicated from security staff to all United Nations personnel.

Currently, there are limited software tools utilized by UNDSS in support of information management, primarily the Travel Report Information Processing (TRIP) system allows for limited tracking through a 'security clearance' process. A modernized Critical Security Information Management System (SCIMS) would ensure that United Nations personnel receive the information they need to stay safe wherever they are, through the use of a cloud-based mobile status application. This would put in place the infrastructure to support mobile technology to allow UN personnel to report on their status during crisis situations, while simultaneously allowing security professionals to get closer to the beneficiaries of their work, while spending less time on processes and more on ensuring duty of care. The SCIMS would integrate geospatial support, leveraging both GIS capacity in peacekeeping as well as UNDSS data.

OBJECTIVES

To utilize technology for a transformative effect on managing security-related information, which would allow the UN Security Management System (UNSMS) to better respond to crisis and fulfil its duty of care responsibility. The short to medium term goals result from the convergence of mobile technologies, including phones, tablets, drones and other technologies that have a levelling effect.

2

OUTPUTS

As a first step to meet the objective outlined above, the TRIP system will be upgraded to work on mobile devices with additional functionality. In addition, new security information management systems projects to meet the objective are the following:

1. STAFF TRACKING IN HIGH RISK

AREAS: Use mobile devices to track UN personnel travelling in high risk areas.

3. CRISIS NOTIFICATION:

Allow UN personnel to report their status and location during crisis situations.

5. DATA WAREHOUSE:

Consolidate all UNDSS data into one master database to allow all UN security professionals to perform ad-hoc reports on complex security needs.

2. LOCATION-BASED NOTIFICATIONS:

Provide all UN personnel with relevant security-related information based on their specific location.

4. ANALYSIS AND VISUALIZATION:

Use all security-related information to better make strategic and operational decisions.

ESTIMATED COST

The estimations below cover the costs associated with the analysis, project management, development, implementation and roll out of the projects over a two-year period. The figures below indicate a need for four people of varying technical expertise, including consultants, to develop customised tools. The total cost is estimated to be \$1,451,000 for a period of two years.

NEW PROPOSED PROJECTS	MONTHS FOR DEVELOPMENT	ESTIMATED COST
Staff tracking	12	\$400,000
Location-based notifications	6	\$254,000
Crisis notification	7	\$233,000
Analysis and visualization	15	\$257,000
Data warehouse	12	\$307,000
		TOTAL COSTS \$1,451,000

3

STRENGTHENING SPECIALIZED SAFETY AND SECURITY EXPERTISE

3.1 IMPLEMENTATION OF ROAD SAFETY

USD 1,109,400

In response to the evidence over the years of the consistent number of casualties and injuries caused to United Nations personnel and non-United Nations civilians by road traffic accidents involving United Nations vehicles, the High-Level Committee on Management (HLCM) endorsed a comprehensive internal and system-wide Road Safety Strategy at the end of September 2017. The Strategy has been developed by an inter-agency Working Group under the auspices of the Inter-Agency Security Management Network (IASMN). It benefited from the support and advice from the UN Special Envoy for

Road Safety, Mr. Jean Todt, as well as from experts from the private sectors and international companies and experts on road safety. The strategy is in line with the Sustainable Development Goals (3.6 and 11.2 targets), and the UN Decade of Action for Road Safety (2011 to 2020). It adopts "Vision Zero" and a safe-system approach, which are both internationally-recognized strategies on road safety. It calls on the United Nations, in accordance with the mandate from the General Assembly, to reduce deaths by 50% by 2020.



The adoption of this system-wide Strategy is an excellent development for the United Nations, its personnel and the local populations supported by the United Nations. More than ever, the Strategy needs to be implemented to effectively establish a safe road system. As a result, the Department of

Safety and Security needs additional capacity to lead and coordinate the implementation of the Strategy in all its aspects. It will save scores of lives in countries where the United Nations is mandated to operate. This is now a commitment to save these lives and make roads safer globally.

OBJECTIVES

Establish within UNDSS a dedicated team responsible for delivering the leadership, norms, data analysis and management, advocacy and technical assistance on vehicle safety required to implement the road safety strategy and action plan across the UN system.

OUTPUTS

The overall output of these activities will be the establishment of policies, guidelines, data analysis, communication products and assistance to change UN personnel behaviour and lead to a measurable decrease in the number of deaths and injuries to UN staff and other road users as a result of road traffic accidents.

1. ROAD SAFETY STRATEGY AND ACTION PLAN:

Promulgate the Road Safety Strategy as well as United Nations system-wide road safety standards and guidelines; establish Agency-specific Action Plans for creation of safe-systems which seek to manage the interaction between driving speeds, vehicles, road infrastructure and road user behaviour, in an integrated way; and create serious incident investigation protocols.

2. DATA GATHERING, ANALYSIS, BENCHMARKING, REPORTING AND MONITORING:

Capture and recording of all road traffic accident (RTA) data to provide a more complete picture and improve decision making; benchmarking of road safety performance with United Nations entities; analysis to understand root causes and contributory factors of RTAs; address perception gaps through new approaches to data and needs analysis; monitoring of RTA reporting policies.

3. COMMUNICATIONS AND TRAINING:

Revise standard security training (Basic and Advanced Security in the Field online training) to emphasize road safety considerations and road-user behaviour; train managers and core field security staff on cause and analysis of road-traffic accidents and ensure they are aware of the responsibility to lead by example; increase road safety awareness for all staff through public education campaigns.

ESTIMATED COST

The total cost is estimated to be \$1,109,400 for a period of two years.

2 YEARS ESTIMATED TIME	
NEW PROPOSED PROJECTS	TOTAL COST
1 P4 Unit Head for 2 years	\$437,400
1 P3 Data Analyst for 2 years	\$360,000
General Services Staff Associate for 2 years	\$212,000
Communications – Data system - Travel	\$100,000
TOTAL COSTS \$1,109,400	

3.2 CLOSE PROTECTION TRAINING MODULE DELIVERY USD 530,500

In 2016 the Division of Headquarters Security and Safety Services (DHSSS) produced the Close Protection Strategy 2016, which proposed policy, staffing and engagement of the 464 Close Protection (CP) personnel globally, providing a foundation upon which to commence the integration process and absorb DPKO and DPA CP personnel under a unified structure. The Strategy is reliant upon a three-phase implementation process, in which the central pillar is Phase Two - Integration. This phase requires extensive engagement to develop and deliver the revised Close

Protection Officer Course (CPOC) modules including Executive Protection (EP), Field Executive Protection (FEP), Leadership Executive Protection (LEP) and Executive Protection Recertification (ERP). In order to be able to develop such training modules in line with state of the art programmes applied by Member States and to identify effective delivery methods, it is imperative to gather subject matter experts and develop the training programmes through extensive consultation is required.



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Protecting the
people who work for
a better world
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OBJECTIVES

The development of a consistent Protective Services Training methodology is essential to ensure the professionalism and efficiency of the Close Protection Units worldwide. It is proposed to update CPOC from a stand-alone Close Protection Officer Certification, to a comprehensive package encapsulating four training levels/accreditation modules across Protective Services. The CPOCs modules will reflect adult education standards and operational skills transfer across competencies through the provision of incremental training. Training Courses would then be commenced to ensure that 100% of the close protection operators are trained in compliance with the requirements of the Close Protection Policy, therefore increasing the protection levels for the Senior United Nations Officials assigned to or visiting primarily high risk locations.

3

OUTPUTS

The development of a comprehensive package of standardized Close Protection Training Modules will ensure that all close protection operators receive the most up-to-date standardized specialized training, improving the effectiveness of CP operations, increasing efficiencies and ensuring the smooth exchange of personnel between duty stations and field missions.

In the long term, once the capacity building phase is completed and all personnel receive the basic training, potential trainers will be identified and prepared to conduct the basic training locally, therefore permitting a decentralization and future efficiencies. Specific outputs are:

1. To train and certify approximately 460 CP operators in field missions and 100 in headquarters locations through the provision of at least 6 training courses per year for the next 4 years;
2. Increase efficiency and effectiveness of UN protective services worldwide.

ESTIMATED COST

The development stage will also include the conduct of training needs assessments, curriculum review and development of new training modules through workshops and consultation with subject matter experts, identification of additional training hubs that can host the training, as well as the coordination and preparation of course materials and procurement of the equipment required to conduct the training. The total cost is estimated to be \$530,494 for the first two years.

	COST ELEMENT	AMOUNT
POST COURSE DIRECTOR	P-4, temporary assignment. CPOC management for 1 year	\$218,700
CP TRAINING WORKSHOP - CURRICULA REVIEW	From OAH	\$9,794.00
	From Field Locations	\$23,691.00
	Subtotal	\$33,485.00
TRAVEL ASSESSMENTS AND COURSE COORDINATION	Trip 1 to Bucharest: UN Owned equipment inventory and assessment	\$7,568.00
	Trip 2 to Bucharest: UN Owned assets mobilisation (reception and transfer to PGS)	\$7,568.00
	Trip 3 to Bucharest: Coordination of final curriculum with the PGS instructors	\$7,568.00
	2 x travels to Amman, Jordan to initiate CPOC training coordination	\$14,688.00
	2 x travels to Nairobi, Kenya to initiate CPOC training coordination	\$14,772.00
	3 CPOC Courses in Bucharest, Romania (Course Coordination) - course delivery	\$16,151.00
	Subtotal	\$68,315.00
TRAINING RESOURCES AND COURSE MATERIALS	Course materials (books and class materials)	\$10,000.00
	Equipment (PPE, fuel, etc)	\$50,000.00
	Shipment of firearms and equipment	\$100,000.00
	Use of force equipment (OC spray, ammunition)	\$50,000.00
	Subtotal	\$210,000.00
TOTAL COSTS		\$530,500.00

USD 3,998,900



Rapid Surge Support Team for Crisis Response

Establish a standing rapid surge capacity to support deteriorating security conditions or security crises. Provide training and expert security support in response to urgent requests.

USD 5,894,900



Implementation of Gender Strategy

Support to implementation of the Secretary-General's Gender Parity and Equality Strategy and building capacity in UNDSS on gender inclusive security training and capacity development.

Communication Campaign

Increase awareness and comprehension of UN personnel of security policies and mitigation measures.

Multilingualism

Translation of online and in-person security training material.

Stress and Critical Incident Services

Improvement of services through additional counsellors and evaluation functions.

Critical Security Information Management

Development of mobile app for staff tracking in high-risk areas, location and crises notifications. Improved data collation and analysis capability.

USD 1,639,900



Implementation of Road Safety Strategy

Establishment of capacity to guide Road Safety Strategy and Action Plan for the UN security management system.

Close Protection Training Module Delivery

Development of standardized Close Protection training package. Ensure professional competence of Close Protection operators.

HOW TO DONATE

A pledge of voluntary contributions, and its acceptance by the Controller, will be recorded in an exchange of letters between the United Nations and the contributing party. Contributions will be received starting on January 2018 and used in accordance with the United Nations Financial Regulations and Rules. Donors will receive timely, transparent and comprehensive substantive and financial reports on their contributions.

Pledges of contributions will be accepted by the Controller, subject to 7% Programme Support Cost, in the following bank account:

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Account number 485001969

Bank J.P. Morgan Chase Bank International
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270 Park Avenue, 43rd Street New York,
NY 10017-2014

ABA number 021000-021

SWIFT code CHASUS33

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More information: www.un.org/undss/

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For further questions on Trust Fund donations,
please contact Ms. Rosita Chan at chanr@un.org

