



# General Assembly

Distr.: General  
17 April 2024

Original: English

## Seventy-ninth session

Items 139 and 140 of the preliminary list\*

## Proposed programme budget for 2025

### Programme planning

## Proposed programme budget for 2025

### Part XII

### Safety and security

### Section 34

### Safety and security

### Programme 28

### Safety and security

## Contents

	<i>Page</i>
A. Proposed programme plan for 2025 and programme performance in 2023** . . . . .	3
Overall orientation . . . . .	3
Programme of work . . . . .	6
Subprogramme 1. Security and safety services . . . . .	6
Subprogramme 2. Field operations . . . . .	10
Subprogramme 3. Partnerships and specialized support . . . . .	13
B. Proposed post and non-post resource requirements for 2025*** . . . . .	18
Overview . . . . .	18
Executive direction and management . . . . .	28

\* [A/79/50](#).

\*\* In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

\*\*\* In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



---

Programme of work . . . . .	30
Subprogramme 1. Security and safety services . . . . .	30
Subprogramme 2. Field operations . . . . .	32
Subprogramme 3. Partnerships and specialized support . . . . .	33
Programme support . . . . .	35
Annexes	
I.    Organizational structure and post distribution for 2025 . . . . .	38
II.   Summary of proposed post changes, by component and subprogramme . . . . .	39

## **A. Proposed programme plan for 2025 and programme performance in 2023**

### **Overall orientation**

#### **Mandates and background**

- 34.1 The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the United Nations security management system. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [59/276](#), by which the Department was established. The Department enables the United Nations to carry out its operations and programmes globally and provides support to approximately 180,000 personnel and 400,000 of their dependants in more than 125 States.
- 34.2 The security environment in which the United Nations operates remains highly complex and unpredictable, owing to multiple factors, including war, conflict, civil unrest and crime, as well as the expansion by non-State armed groups of their scope and capabilities by exploiting unaddressed grievances, the indifference to international humanitarian law of some actors and unprecedented levels of climate change-induced migration, in specific contexts, which interact with social, political and economic drivers in places where the United Nations is called to deliver its mandates.

#### **Strategy and external factors for 2025**

- 34.3 The Department will continue to implement its activities and strengthen its capabilities in support of United Nations mandates and objectives through a risk-based approach tailored to the needs of United Nations system entities in carrying out their programmes while keeping their personnel safe in complex and challenging operating environments.
- 34.4 The Department's focus will continue to be on resilience, efficiency and results. The emphasis on resilience and efficiency is based on the risks that the operational environment poses to the Department's ability to carry out its mission, as articulated in its enterprise risk management system. The Department will continue to strengthen its resilience through the development of country programmes that articulate the Department's contributions to United Nations results as presented in the United Nations Sustainable Development Cooperation Framework and in humanitarian response plans. The dedicated training provided to those country offices developing their programmes will continue in 2025, with tangible improvement in results orientation anticipated throughout the year. The Department will continue to identify and remedy gaps in strategic and operational readiness across locations through standing expertise and thorough quality assurance of security plans. The Department will maintain capacities and partnerships to enhance its response to sudden, large-scale crises, drawing on rapidly deployable assets from across the Department's varied sources of security expertise and in tandem with other United Nations entities for a cohesive response.
- 34.5 In addition, the Department will pursue operational efficiency through a range of initiatives designed to meet increased demands within existing means, including through the implementation of a digital transformation project designed in 2023. This effort, derived from the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, will focus on better leveraging data for decision-making, digitizing relevant work processes, ensuring the interoperability of systems and increasing digital literacy across the workforce. Finally, efficiency will remain a central dimension in the Department's conduct and analysis of thematic evaluations, compliance monitoring missions and lessons learned exercises.
- 34.6 The Department will continue to implement the multi-year standardized access control project to upgrade the United Nations security infrastructure, as presented in the reports of the Secretary-General on capital investment planning ([A/77/519](#) and [A/78/536](#) and [A/78/536/Corr.1](#)).

- 34.7 The Department will update and enhance its training programme in support of integrated security workforce performance and its ability to tailor security services to the needs of United Nations programmes around the world. The Department's advocacy and communication efforts will further stress, concretely and transparently, how its work and its requirements have a beneficial effect on the delivery of United Nations mandates. The Department will also continue to pursue geographical representation and diversity in the profile of its workforce, as essential drivers of effective mandate implementation.
- 34.8 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will implement its focus on enabling close collaboration with implementing partners of the United Nations, including non-governmental organizations, notably through the Saving Lives Together framework, which promotes security-related information-sharing and best practice exchanges between the United Nations and international non-government organizations.
- 34.9 The Department will continue to play a leadership role, through the Inter-Agency Security Management Network, in the development, updating and implementation of system-wide security policies aimed at enabling United Nations operations within acceptable risk levels, and tactical measures, including personnel security training and awareness. The Department will also collaborate with the Network to strengthen collective compliance with security policies. Furthermore, the Department will continue to participate 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 Department considered applicable risks identified in its risk register and, accordingly, the overall plan for 2025 is based on the following planning assumptions:
- (a) Crises and security environments will evolve quickly and unpredictably, and the ability of the United Nations to gain safe access to areas and communities for programme delivery will continue to be challenged. Simultaneous large-scale and complex emergencies will continue to require agility, flexibility and rapid security responses to support the scale-up, and adjustment as required, of the United Nations presence and humanitarian programmes;
  - (b) Security needs will remain high during drawdowns and withdrawals of United Nations peace operations, and active engagement with Member States will be required when such transitions occur;
  - (c) Personnel of the United Nations and its premises will continue to face direct and indirect threats, including from threat actors using innovative and advanced techniques, which will require new and specialized responses from the United Nations security management system;
  - (d) Host Governments will continue to provide security support to the United Nations; and in some cases, this support may need to be supplemented depending on the security context and capacities;
  - (e) Demand for enhanced levels of security risk analysis, training, advice, responses and solutions to support the security needs and obligations of United Nations Designated Security Officials and of members of the Security Management Team will continue.
- 34.11 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Department will further strengthen its gender-sensitive approach to security management. It will also continue to refine its approach to creating a safe working environment for United Nations staff and operations and increasing awareness of and taking action to prevent sexual exploitation and abuse, among other matters.
- 34.12 In line with the United Nations Disability Inclusion Strategy, the Department will build a supportive environment for persons with disabilities. It will continue to incorporate disability inclusion into its risk management process and engage with organizations of persons with disabilities when developing measures to enable the accessibility of premises and to ensure the safety and security of persons with disabilities. It will maintain a regular review of accommodation and accessibility for staff and delegates with disabilities and will monitor their satisfaction with the level of support received.

## Legislative mandates

- 34.13 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

### General Assembly resolutions and decisions

<a href="#">54/192</a> ; <a href="#">55/175</a> ; <a href="#">78/118</a>	Safety and security of humanitarian personnel and protection 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="#">56/255</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="#">61/263</a>	Strengthened and unified security management system
<a href="#">56/286</a>	Strengthening the security and safety of United Nations premises	<a href="#">74/299</a>	Improving global road safety
Decision 57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system		

### Security Council resolution

[1502 \(2003\)](#)

## Deliverables

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

Table 34.1

### Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<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 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>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Meetings of:				
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
5. Security Policy Manual	1	1	1	1
6. Designated Official and Security Management Team Handbook	1	1	1	1
<b>E. Enabling deliverables</b>				
<b>Safety and security:</b> internal United Nations security management system policies, procedures and guidelines, technical support briefings on security policies, procedures and guidelines of the United Nations security management system for more than 150 designated officials for security and security decision makers and for 4,000 security professionals and United Nations personnel in the field and at Headquarters; and security-related platforms, including the United Nations Security Managers Information Network and the programme criticality database used in all 41 high- and very high-risk areas of operations.				

### **Evaluation activities**

- 34.15 The following evaluations conducted by the Department and completed in 2023 have guided the proposed programme plan for 2025:
- (a) Independent evaluation of the Department's psychosocial and well-being strategy;
  - (b) Independent evaluation of the emergency trauma bag training.
- 34.16 In response to the results of the evaluations referenced above, the Department will adjust its support in the context of the psychosocial and well-being strategy, notably by strengthening the peer network of the United Nations security management system, and will also better integrate a gender perspective into its emergency trauma bag training.
- 34.17 Two evaluations to be conducted by the Department are planned for 2025, the subjects of which are to be determined.

### **Programme of work**

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

##### **Objective**

- 34.18 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**

- 34.19 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, resilience, training and oversight of security and safety projects at those locations.
- 34.20 The above-mentioned work is expected to result in:
- (a) Safe, secure and efficient access of delegates, staff and visitors to United Nations premises and external special events;
  - (b) Smooth delivery of United Nations mandates and programmes at United Nations premises and external special events.

### **Programme performance in 2023**

#### **Safety of an increased number of delegates, personnel and participants at United Nations conferences and external events**

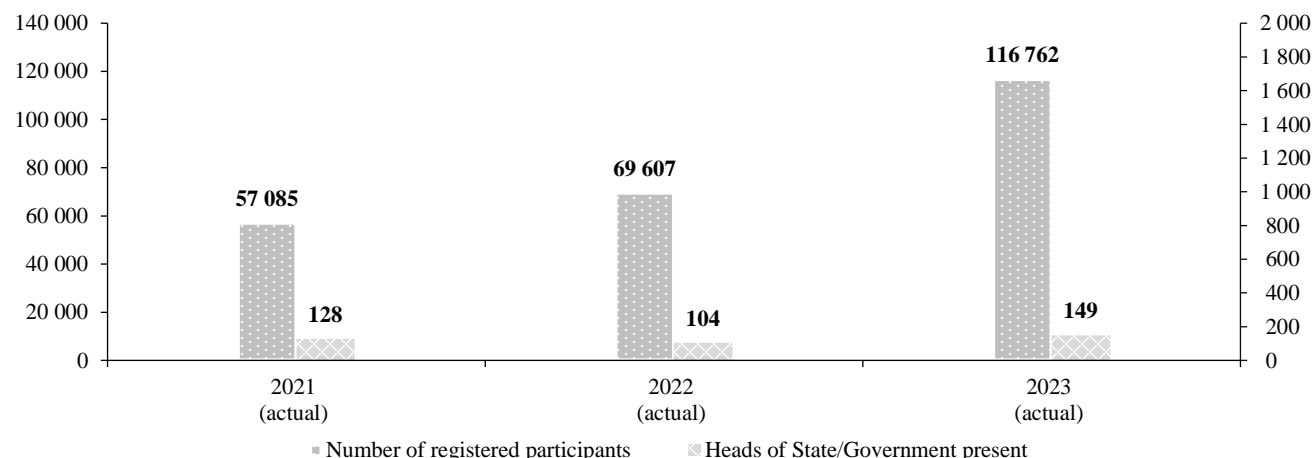
- 34.21 Faced with the task of providing security support for five overlapping external events in five countries in the final quarter of 2023 and 15 major external events for the year, the subprogramme reached out to partners across the Department and the integrated security workforce in putting together multiple teams to ensure the safety and security of conference participants. For instance, for the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Dubai, United Arab Emirates, the subprogramme established a team consisting of 122 security personnel drawn from 15 duty stations. This enabled the

subprogramme to successfully plan, coordinate and execute the security and safety operation for what was the largest United Nations gathering ever held, with 116,762 registered participants and 149 Heads of State present. This exceptional measure was critical in meeting the increased demand for security services brought about by an increased level of registered participation.

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

Figure 34.I

**Performance measure: safety and security of participants in the sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change ensured amid increased demand for security services (annual)**



## Planned results for 2025

### Result 1: safety and security of United Nations staff, delegates and premises during critical incidents

#### Programme performance in 2023 and target for 2025

34.23 The subprogramme's work contributed to improved coordination with 10 host countries in response to critical incidents, through the coordination of 195 joint exercises with host country law enforcement partners in the areas of fire safety, active shooter training, evacuation drills and explosive detection, which met the planned target.

34.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.2).

Table 34.2

#### Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
United Nations first responders have access to improved and updated training, with practical exercises and a victim-centred approach	Increased preparedness for an adequate and effective response to critical incidents	Improved coordination with host countries in response to critical incidents, including with regard to fire safety, active shooter training, evacuation drills	All partners participate in joint security operation exercises with host country law enforcement and emergency services agencies in real-life scenarios	All partners at external conference venues participate in joint security operation exercises with host country law enforcement and emergency services agencies

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
		and explosive detection	A peer evaluation assesses joint security operations as having an adequate level of preparedness and effectiveness to respond to critical incidents, including initial response time and incident resolution timelines	

**Result 2: delegates and participants experience a uniform and consistent approach to security- and safety-related matters for conferences and special events held at external venues**

**Programme performance in 2023 and target for 2025**

- 34.25 The subprogramme's work contributed to the implementation of minimum operating security standards by event security coordinators for external events, ensuring consistency in the approach to services received by delegates for physical security screening and the collection of credentials, in line with the benchmarks established at Headquarters, which met the planned target.
- 34.26 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.3).

Table 34.3  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Delegates receive security and safety services, including collection of credentials and physical security screening, according to the expertise and experience of the event security coordinator and interaction with the host country security counterpart	Delegates receive security and safety services that are consistent across conferences and are in line with benchmarks established at Headquarters	The length of time for the collection of credentials and for security screening at all conferences and special events held at external venues does not exceed the benchmarks established at Headquarters	Efficient access for conference participants, with all conferences and special events at external venues having separate dedicated lanes for delegates, United Nations staff and external service staff for physical security screening and collection of credentials



### Result 3: improved ease of movement of delegates and staff across duty stations

#### Proposed programme plan for 2025

- 34.27 The subprogramme operates physical and electronic security systems at all eight duty stations. The access control system applications currently used by each of these eight duty stations are not interoperable with the current access control credentials issued locally by the other duty stations.

#### Lessons learned and planned change

- 34.28 The lesson for the subprogramme was that it needed to simplify processes for delegates and staff travelling between duty stations. In applying the lesson, the subprogramme will facilitate the access of delegates and staff to United Nations premises without the requirement to issue new identification cards whenever they travel between duty stations. The subprogramme will bring all eight duty stations together to operate under a common security platform, which will eliminate the manual process of issuing credentials and improve the ease of movement of delegates and staff across the eight duty stations.
- 34.29 Expected progress towards the objective is presented in the performance measure below (see table 34.4).

Table 34.4  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Delegates and staff members have credentials which allow access to premises at the issuing duty station only	A common operating system and online infrastructure is established to support a common credential access control card across all eight duty stations for delegates and staff	Physical infrastructure is in place to facilitate the ease of access of delegates and staff travelling between the eight duty stations under a common platform for access control

### Deliverables

- 34.30 Table 34.5 lists all deliverables of the subprogramme.

Table 34.5  
Subprogramme 1: deliverables for 2025, by category and subcategory

Category and subcategory
<b>E. Enabling deliverables</b>
<b>Safety and security:</b> security and access control for approximately 6 million people per year at United Nations Headquarters, offices away from Headquarters and regional economic and social commissions; security support for approximately 84 United Nations special events and conferences held away from United Nations premises; approximately 9,000 close protection operations for senior United Nations officials and visiting dignitaries; 2,600 security incident investigations; 2,400 fire safety checks.

## Subprogramme 2 Field operations

### Objective

- 34.31 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

- 34.32 To contribute to the objective, the subprogramme will:
- (a) Provide operational security support for United Nations field programme delivery and field programme personnel through effective and timely security coordination and advice;
  - (b) Provide consistent operational guidance for field operations in the preparation for and management of security crises;
  - (c) Deploy security professionals in a rapid and timely fashion to countries, missions and areas, including those affected by crisis situations and security contingencies;
  - (d) Conduct security assessment missions to field locations to review and assess local security management processes and procedures;
  - (e) Conduct regional workshops and global conferences for all of the Department's senior field security professionals to share operational best practices and lessons learned and to ensure consistent security management practices and procedures;
  - (f) Develop its capacity to capture and analyse data and deliver analytical products for security decision makers.
- 34.33 The above-mentioned work is expected to result in:
- (a) Improved effectiveness and relevance of security risk management processes;
  - (b) Enhanced capacity to enable United Nations programmes to be carried out in high-risk environments, in line with the United Nations goal to stay and deliver;
  - (c) Enhanced ability of security decision makers to take risk-informed decisions;
  - (d) Enhanced and streamlined security management measures in the field.

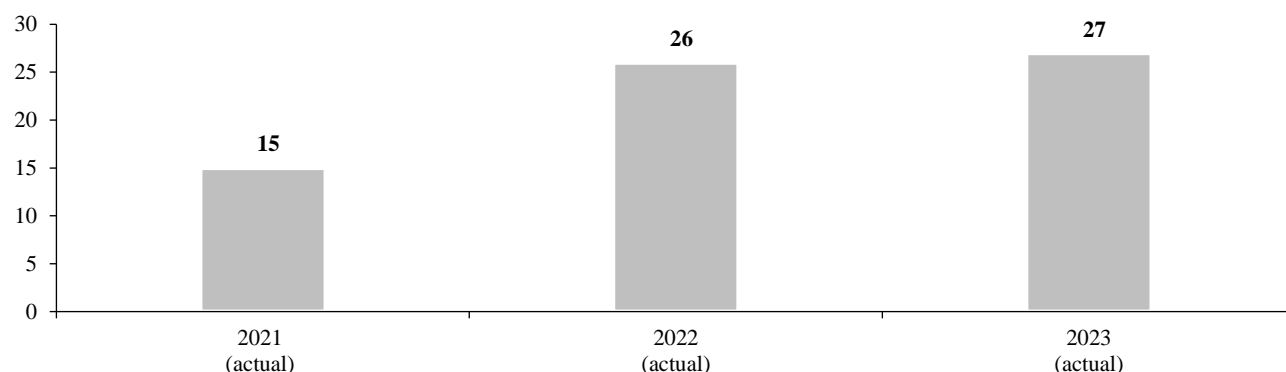
## Programme performance in 2023

### United Nations programme delivery maintained during crises

- 34.34 The subprogramme enabled the United Nations to fulfil its critical mandates across the globe, including in areas characterized as high risk and very high risk. The subprogramme deployed crisis management expertise and surge capacity in 2023, providing additional security assistance to enable United Nations response in locations affected by crises. For instance, the subprogramme supported the delivery of humanitarian assistance in Afghanistan, Haiti, the Syrian Arab Republic, Türkiye and Ukraine, among other countries. In Haiti, additional analysis capacity enabled increased access to areas of Port-au-Prince for the delivery of humanitarian assistance. The subprogramme also supported hostage incident management, as well as security preparations in the context of elections in numerous countries. These efforts have contributed to enabling the United Nations response to numerous crises that occurred in 2023.
- 34.35 Progress towards the objective is presented in the performance measure below (see figure 34.II).

Figure 34.II

**Performance measure: number of countries or territories where surge capacity was deployed to enable United Nations programme delivery (annual)**



### Planned results for 2025

#### Result 1: enhanced security decision-making through timely and relevant data and analytical information

##### Programme performance in 2023 and target for 2025

- 34.36 The subprogramme's work contributed to decision makers having timely and better contextualized security data, including, for instance, on geography-based trends related to insecurity, which enabled greater situational awareness and identification of potential high-risk locations, which met the planned target.
- 34.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.6).

Table 34.6

#### Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
A total of 317 security personnel (120 from the Department of Safety and Security and 197 from the United Nations security management system) enhanced their knowledge and skills in the use of security threat information	Enhanced security decision-making by security personnel through access to structured data and analytical information, segregating facts from analytical judgments, with clear meaning and significance for programme delivery, including in high-risk and kinetic environments, such as in Haiti, where analytical products provided a detailed assessment of kidnapping risks and allowed for a focused response	Decision makers had timely and better contextualized data, including on geography-based trends related to insecurity, which enabled greater situational awareness and identification of potential high-risk locations	Decision makers have access to a more rapid and agile security threat information cycle for analysis and dissemination through targeted data access and streaming technology, tailored for regional differences	Decision makers have access to richer, more targeted data, with strategic foresight analysis and better visualization

**Result 2: improved coherence and consistency of security management processes and procedures to better enable United Nations operations across field operations globally**

**Programme performance in 2023 and target for 2025**

- 34.38 The subprogramme's work contributed to improved quality and consistency of local security management processes and procedures, with local security decision makers benefiting from improvements in the security risk management process and tools and using the Safety and Security Incident Recording System dashboard to gain real-time insights into the security and safety landscape, which met the planned target.
- 34.39 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.7).

Table 34.7

**Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	Field operations adopted recommendations related to risk mitigation measures, such as in Somalia, where United Nations operations mainstreamed security analysis and operational responses into programming and budgeting, as well as the availability of timely and up-to-date information to Member States	Improved quality and consistency of local security management processes, procedures and tools, with local security decision makers using the Safety and Security Incident Recording System dashboard to gain real-time insights into the security and safety landscape	Improved coherence and consistency of security management processes and procedures deployed by field operations globally  Field operations more readily identify indications of possible emerging security threats to United Nations programme delivery through heightened and targeted assistance	Improved accounting for United Nations personnel in the field during crisis incidents by local security decision makers, through enhanced data management and analysis

**Result 3: improved preparedness and response to crises**

**Proposed programme plan for 2025**

- 34.40 The subprogramme has been responding to an increased number of crises around the globe. In recent years, it has worked on developing crisis response capacity. In 2023, crisis management plans, enhanced support capabilities and capacity-building were further developed in anticipation of potential crises. Further, a crisis coordination mechanism was established to improve information flow and ensure more efficient responses to crises in high-risk countries.

*Lessons learned and planned change*

- 34.41 The lesson for the subprogramme was the need to increase preparedness to respond to and manage crises in a more structured manner, and across multiple regions, simultaneously. In applying the lesson, the subprogramme will further develop crisis management preparedness for United Nations Designated Security Officials, security professionals and other members of crisis management teams to enable effective leadership and decision-making in times of crisis.
- 34.42 Expected progress towards the objective is presented in the performance measure below (see table 34.8).

Table 34.8  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	A crisis coordination mechanism was established to improve information flow and ensure more efficient response to crises in high-risk countries	United Nations Designated Security Officials, security professionals and other members of crisis management teams are aware of and utilize security management processes and procedures to effectively respond to any specific crisis	Timely coordination and response, with a crisis coordination mechanism established, as required, within 72 hours of a specific crisis

## Deliverables

34.43 Table 34.9 lists all deliverables of the subprogramme.

Table 34.9  
Subprogramme 2: deliverables for 2025, by category and subcategory

Category and subcategory
<b>E. Enabling deliverables</b>
<b>Safety and security:</b> approximately 20 security assessment visits annually, as well as security services and surge deployments in response to emerging and newly identified needs; approximately 600 security risk management reviews; approximately 360 records per month entered into the Safety and Security Incident Recording System; approximately 5,500 premises records maintained in the premises database; workshops and training on crisis management/preparedness, analysis, security management, leadership and best practices for key security personnel of United Nations security management systems.

## Subprogramme 3 Partnerships and specialized support

### Objective

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

### Strategy

34.45 To contribute to the objective, the subprogramme will:

- (a) Implement an information management strategy to provide the United Nations security management system with the operational backbone required for efficient, data-driven approaches

to security risk management and to build and manage business processes and technology for all aspects of security delivery, including personal protective services, emergency communications, critical incident stress management, physical security and road safety;

- (b) Provide leadership, coordination and oversight for safety and security training, including on topics such as resilience-building, security risk management and operational safeguarding;
- (c) Increase and diversify strategic partnerships with regional and global networks in the field of close protection expertise with the intention of benchmarking and aligning United Nations protective services to international best practices;
- (d) Provide leadership and coordination for a rapid psychosocial support response in the aftermath of critical incidents and collaborate with the United Nations system and external partners to build the psychological resilience of United Nations security management system personnel;
- (e) Lead the development of physical security guidance, standards and technical specifications and undertake physical security assessments of United Nations premises worldwide;
- (f) Coordinate the development of United Nations-system wide security policy and guidance as the secretariat for the Inter-agency Security Management Network.

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

- (a) Effective prevention of and coherent response to security incidents by United Nations security management system actors, through timely decision-making and enhanced access to data;
- (b) Effective management of risks for the movement of senior United Nations officials;
- (c) Mitigation of the short- and long-term psychological impact of exposure to critical incidents on United Nations security management system personnel;
- (d) Reduction of physical security risks to United Nations premises and personnel;
- (e) Reduction of road crash fatalities for United Nations security management system personnel.

### **Programme performance in 2023**

#### **Physical security experts enabled programme delivery in high-risk areas while saving lives**

34.47 Physical security experts ensure that personnel are protected from the most lethal threats – bombs and bullets – while on United Nations premises, including headquarters buildings and all field locations. Their work – providing designs, specifications and recommendations for blast and ballistic protection for buildings, vehicles and personnel – supports continued United Nations activities globally. Having this expertise in-house has expedited critical security solutions because of the knowledge of such experts on the United Nations and their ability to rapidly deploy. In 2023, the subprogramme provided direct support for the design and implementation of physical security measures to protect over 220 United Nations premises and 2,200 personnel. This support included 117 instances of technical advice, 34 training sessions, 2 additional information bulletins and 21 physical security and blast vulnerability assessments. These efforts have helped to ensure the safety and security of United Nations personnel and to enable continued programme delivery in high-risk areas.

34.48 Progress towards the objective is presented in the performance measure below (see table 34.10).

Table 34.10  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
—	—	<p>Bunkers designed by the subprogramme protected United Nations personnel in Gaza until they were evacuated.</p> <p>Protection designs of the subprogramme enabled United Nations personnel in Mogadishu to live and work in buildings at risk from missiles</p>

### Planned results for 2025

#### Result 1: improved management and strategic use of information and data to inform security services across the United Nations security management system

##### Programme performance in 2023 and target for 2025

- 34.49 The subprogramme's work contributed to security professionals having access to relevant data and information for decision-making, including accurate staff presence information through the electronic travel advisory geolocation feature, enhanced situational awareness data and country resource details, all embedded in one integrated platform, which met the planned target.
- 34.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.11).

Table 34.11  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	Improved data accessibility and enhanced information-sharing across the United Nations security management system through technological solutions	Security professionals have access to relevant data and information for decision-making, including accurate staff presence information, enhanced situational awareness data and country resource details embedded in one integrated platform	Security professionals have access to new information management tools, enabling decision-making informed by up-to-date and tailored data	Security professionals have access to data insights, and can develop tailored analytics for data-based decision-making

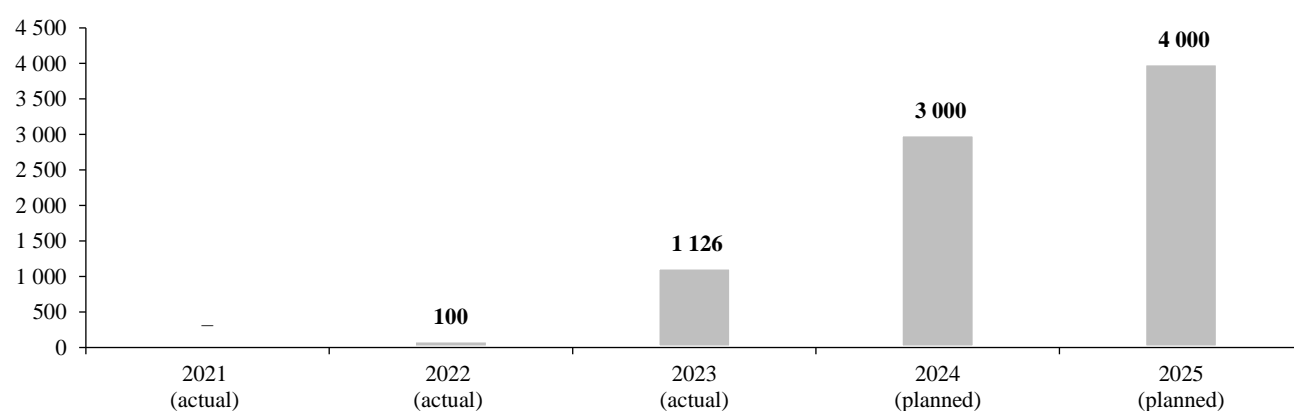
## Result 2: security personnel certified to enable programme delivery with an acceptable level of risk

### Programme performance in 2023 and target for 2025

- 34.51 The subprogramme's work contributed to 1,126 security personnel having been certified to provide precise and effective security management advice, enabling programme delivery with an acceptable level of risk, which exceeded the planned target of 300 certified security personnel.
- 34.52 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 34.III).

Figure 34.III

**Performance measure: number of security personnel certified to provide precise and effective security management advice, enabling programme delivery with an acceptable level of risk (cumulative)**



## Result 3: consistent and coherent operations across the United Nations security management system

### Proposed programme plan for 2025

- 34.53 The environment in which the United Nations and its partners operate has become more complex, and the threats that personnel face have increased in scope and severity. The subprogramme is responsible for developing and updating system-wide security policies and guidelines, and for facilitating awareness of evolving United Nations security management system guidance among approximately 4,000 security professionals and decision-makers, enabling them to effectively fulfil their functions.

### *Lessons learned and planned change*

- 34.54 The lesson for the subprogramme was the persistent gap between policy and practice, necessitating continual updating of existing United Nations security management system policies and procedures to better reflect and address the operational complexities faced by approximately 180,000 security management system personnel in more than 125 countries. In applying the lesson, the subprogramme will continue to collaborate closely with members of the Inter-Agency Security Management Network, security professionals and other experts to identify further gaps in policy and guidance and will facilitate the systematic review of and substantive and technical updates to existing security management system guidance.
- 34.55 Expected progress towards the objective is presented in the performance measure below (see table 34.12).



Table 34.12  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	United Nations security management system security focal points and security decision makers receive regular briefings on emerging safety and security trends and timely assistance	United Nations security management system security focal points and security decision makers have expanded access to and are informed of changes to system policies and guidelines	United Nations security management system security focal points and security decision makers identify emerging gaps in existing guidance	All United Nations security management system security focal points and security decision makers are aware of and apply updated system policies and guidelines that take into account their operational realities

## Deliverables

34.56 Table 34.13 lists all deliverables of the subprogramme.

Table 34.13  
Subprogramme 3: deliverables for 2025, by category and subcategory

### Category and subcategory

#### E. Enabling deliverables

**Safety and security:** emotional first aid and critical incident psychosocial support for United Nations security management system personnel; stress management training for personnel in field duty stations; technical supervision sessions for United Nations field counsellors; dedicated assessments of the physical security of United Nations premises globally; topical guidance, physical security training and analysis of data provided by the physical security assessment application; security training throughout the United Nations security management system; travel tracking and coordination of protective operations related to the movement of senior United Nations officials; planning and coordination of personal protection services with respective Missions; mandatory certification training for close protection officers; training on digital tools, dashboard and site development and deployment services; technical secretariat services for the Inter-Agency Security Management Network and its steering group.

## B. Proposed post and non-post resource requirements for 2025

### Overview

- 34.57 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.
- 34.58 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) Field operations (subprogramme 2);
  - (c) Partnerships and specialized support (subprogramme 3);
  - (d) Programme support.
- 34.59 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 CEB agreed that field-related security costs would be apportioned on the basis of actual percentages of staff according to data provided by CEB. Subsequently, the Secretary-General outlined revised cost-sharing arrangements for the cost of the United Nations security management system (see [A/62/641](#)). In October 2021, the High-level Committee on Management endorsed a revision of the cost-sharing arrangement (see CEB/2021/HLCM/FB/5), effective from 2023, which, while preserving the principles adopted by the Assembly in its resolution [56/255](#), updated the membership fee, which had not been changed since its establishment; addressed the principle of equitability by having all organizations pay a membership fee and reinforced the notion of shared ownership for the system; and ensured that organizations in countries of the Organisation for Economic Co-operation and Development pay their fair share of the security costs.
- 34.60 Based on the cost-sharing arrangement, the Secretariat share for security and safety services is 15.6 per cent for 2025, which is based on the CEB field staff census as at 31 December 2023, compared with 17.0 per cent for 2024, which was based on the census as at 31 December 2022. The level of resources proposed for 2025 for the jointly financed activities of the United Nations security management system presented in this budget fascicle was reviewed by the Finance and Budget Network of the High-level Committee on Management in March 2024. The Network took note of the budget proposal, and the proposed resources for 2025 for jointly funded activities in the present budget fascicle are as proposed by the Department.
- 34.61 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 Secretariat share for security and safety services at the United Nations Office at Vienna is 23.7 per cent for 2025, compared with 27.3 per cent provisioned for 2024. Those security and safety services relate to subprogramme 1.
- 34.62 The Department strives for the most effective ways of delivering its mandates and has been carrying out reviews of the activities and processes required to produce deliverables.

- 34.63 Pursuant to paragraph 20 of General Assembly resolution [77/262](#), the Department carried out a spending review as part of its proposed programme budget exercise. With the engagement of all programme managers, this review was carried out for each subprogramme and component of the Department, and included in-depth analysis of post complement and functional profiles, as well as non-post resources, with a view to determining the optimal level and types of resources required to implement the Department's mandates and to achieve results.
- 34.64 Previously, in 2023, the Department completed a review of its internal structures with a focus on service delivery and the grouping of complementary roles and functions. Findings of the review revealed that in order to increase coherence between a range of services and the policies that underpin them and to leverage partnerships that can make such services more effective, the partnerships and policy functions should be consolidated in the Department. The result of this review informed the proposed programme budget for 2024, which resulted in the Division of Specialized Operational Support being renamed the Division of Partnerships and Specialized Support, and the proposed redeployment of four posts (1 P-5, 1 P-3, 1 P-2 and 1 General Service (Other level)) from executive direction and management to subprogramme 3. The review also considered continuing, critical and essential functions that were carried out by temporary positions in support of the 24/7 security and safety operations and the pass and ID offices in several duty stations, including in Bangkok, New York and Santiago, and recommended the conversion of 12 temporary positions (5 General Service (Other level) and 7 Local level) to posts, to provide long-term stability in the execution of those functions. This proposal was included in the proposed programme budget for 2024.
- 34.65 In addition, a further review conducted by the Department later in 2023, amid recent crises, identified vulnerabilities and gaps in the Department's response to crises and recommended the immediate strengthening of the Department's strategic resilience functions, inclusive of emergency response, to enable the United Nations to continue to deliver on its programmes, mandates and activities, including humanitarian programmes. The related resources, including 19 new posts (2 P-5, 7 P-4, 5 P-3, 2 P-2 and 3 General Service (Other level)) and non-post resources were included in the revised estimates relating to the proposed programme budget for 2024 under section 34, Safety and security ([A/78/530](#)) and then approved by the General Assembly in its resolution [78/253](#).
- 34.66 In the context of the proposed programme budget for 2025, the spending review carried out by the Department identified further gaps with regard to evaluation in terms of enabling and supporting the dissemination and implementation of a results-based focus across the Department. As a result, the Department proposes the redeployment of one Programme Management Officer (P-3) from subprogramme 3 to executive direction and management.
- 34.67 Further, and in parallel to the spending review, a comprehensive workforce planning exercise was carried out throughout the Department, including retirement projections. The Department used the workforce planning methodology issued by the Office of Human Resources to identify skills gaps and is seeking ways to address these issues through additional training. As such, the workforce planning exercise highlighted the need for the continual review of the workforce and work processes to keep pace with the evolving demand for innovative tools to support data-driven policy solutions, and to maintain a vibrant work environment.
- 34.68 In addition, the spending review identified areas in which resources could be optimally used to support the implementation of the Department's mandate. For example, under subprogramme 1, owing to the recent replacement of office equipment and the completion of the revamp of the armoury room in Beirut, the spending review highlighted related resources under furniture and equipment and contractual services that are being proposed for redeployment to supplies and materials and general operating expenses to provide for the acquisition of ballistic helmets and the rental of a shooting range for firearms training in 2025.
- 34.69 Furthermore, the Finance and Budget Network, in its document CEB/2023/HLCM/FB/1, requested the Department of Safety and Security to work with United Nations entities to conduct a holistic review of the United Nations security management system footprint and security budgets, local cost-shared security budget and jointly financed activities budget, setting out system security

requirements, entity roles and responsibilities, sources of funding and related trends over the past five years, inclusive of all member organizations of the system, as well as the location and profile of posts.

- 34.70 The United Nations security management system resources review was conducted by an independent expert, with the aim of documenting through a data-driven approach how the system is resourced to provide security services to United Nations personnel, premises, assets and operations at the country, regional and global levels. The initial results of data analysis and the five-year trend from 2018 to 2022 clearly indicate that resources for jointly financed activities had no real growth despite increased security risks and inflation. The trends and variations in locally cost-shared security budgets and the sources of security funding by system entities have to be examined further from an organizational and risk management perspective. Informed by the findings of this review, the Department will engage with the Finance and Budget Network in 2024 and explore avenues for predictable and sustainable funding for the system that meets the needs for the foreseeable future.
- 34.71 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 34.14 to 34.16. Similarly, the proposed gross budget for jointly financed activities is reflected in tables 34.17 to 34.21. 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.

Table 34.14

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

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Post	86 327.6	99 380.2	1 596.0	—	—	1 596.0	1.6	100 976.2
Other staff costs	8 373.6	4 900.0	—	—	—	—	—	4 900.0
Consultants	55.9	60.9	—	—	—	—	—	60.9
Travel of staff	2 173.3	736.4	—	—	500.0	500.0	67.9	1 236.4
Contractual services	1 399.2	1 967.6	—	—	(5.5)	(5.5)	(0.3)	1 962.1
General operating expenses	1 753.1	1 977.7	—	—	16.6	16.6	0.8	1 994.3
Supplies and materials	1 199.3	985.2	—	—	56.4	56.4	5.7	1 041.6
Furniture and equipment	684.6	701.8	(61.6)	—	(63.4)	(125.0)	(17.8)	576.8
Improvement of premises	6.8	—	—	—	—	—	—	—
Grants and contributions	28 251.0	30 524.3	(3 229.3)	—	(4.1)	(3 233.4)	(10.6)	27 290.9
Other	(31.1)	—	—	—	—	—	—	—
Total	130 193.4	141 234.1	(1 694.9)	—	500.0	(1 194.9)	(0.8)	140 039.2

Table 34.15

**Overall: proposed posts and post changes for 2025 (regular budget)**

(Number of posts)

	Number	Details
Approved for 2024	1 075	1 USG, 1 ASG, 2 D-2, 4 D-1, 9 P-5, 25 P-4, 21 P-3, 9 P-2/1, 8 GS (PL), 170 GS (OL), 306 SS, 519 LL
Redeployment	–	1 P-3 from subprogramme 3 to executive direction and management
Proposed for 2025	1 075	1 USG, 1 ASG, 2 D-2, 4 D-1, 9 P-5, 25 P-4, 21 P-3, 9 P-2/1, 8 GS (PL), 170 GS (OL), 306 SS, 519 LL

Table 34.16

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

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
<b>Professional and higher</b>						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	2	–	–	–	–	2
D-1	4	–	–	–	–	4
P-5	9	–	–	–	–	9
P-4	25	–	–	–	–	25
P-3	21	–	–	–	–	21
P-2/1	9	–	–	–	–	9
<b>Subtotal</b>	<b>72</b>	–	–	–	–	<b>72</b>
<b>General Service and related</b>						
GS (PL)	8	–	–	–	–	8
GS (OL)	170	–	–	–	–	170
SS	306	–	–	–	–	306
LL	519	–	–	–	–	519
<b>Subtotal</b>	<b>1 003</b>	–	–	–	–	<b>1 003</b>
<b>Total</b>	<b>1 075</b>	–	–	–	–	<b>1 075</b>

*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; NPO, National Professional Officer; SS, Security Service; USG, Under-Secretary-General.

Table 34.17

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

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate
			Technical adjustments	New/expanded mandates	Other				
Post	118 281.2	131 442.2	142.0	—	—		142.0	0.1	131 584.2
Other staff costs	7 897.9	7 591.7	—	—	—		—	—	7 591.7
Consultants	144.4	71.7	—	—	—		—	—	71.7
Travel of staff	6 013.8	5 437.1	—	—	—		—	—	5 437.1
Contractual services	3 993.5	3 859.3	—	—	—		—	—	3 859.3
General operating expenses	11 354.9	9 363.6	—	—	—		—	—	9 363.6
Supplies and materials	1 420.0	2 340.9	—	—	—		—	—	2 340.9
Furniture and equipment	4 186.9	1 219.8	—	—	—		—	—	1 219.8
Improvement of premises	27.9	—	—	—	—		—	—	—
Grants and contributions	3 929.5	3 900.0	—	—	—		—	—	3 900.0
Other	(7.4)	—	—	—	—		—	—	—
<b>Total</b>	<b>157 242.7</b>	<b>165 226.3</b>	<b>142.0</b>	<b>—</b>	<b>—</b>		<b>142.0</b>	<b>0.1</b>	<b>165 368.3</b>

Table 34.18

**Overall: evolution of financial resources by component and subprogramme (jointly financed activities)**

(Thousands of United States dollars)

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate
			Technical adjustments	New/expanded mandates	Other				
A. Programme of work									
1. Security and safety services	18 062.2	16 299.0	—	—	—		—	—	16 299.0
2. Field operations	129 489.3	138 722.5	142.0	—	—		142.0	0.1	138 864.5
3. Partnerships and specialized support	9 691.1	8 812.2	—	—	—		—	—	8 812.2
<b>Subtotal, A</b>	<b>157 242.7</b>	<b>163 833.7</b>	<b>142.0</b>	<b>—</b>	<b>—</b>		<b>142.0</b>	<b>0.1</b>	<b>163 975.7</b>
B. Programme support	—	1 392.6	—	—	—		—	—	1 392.6
<b>Total</b>	<b>157 242.7</b>	<b>165 226.3</b>	<b>142.0</b>	<b>—</b>	<b>—</b>		<b>142.0</b>	<b>0.1</b>	<b>165 368.3</b>

Table 34.19

**Overall: proposed posts and post changes for 2025 (jointly financed activities)**

(Number of posts)

	Number	Details
Approved for 2024	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, 405 LL, 5 NPO
Proposed for 2025	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, 405 LL, 5 NPO

Table 34.20

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

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
<b>Professional and higher</b>						
D-2	1	—	—	—	—	1
D-1	9	—	—	—	—	9
P-5	28	—	—	—	—	28
P-4	197	—	—	—	—	197
P-3	116	—	—	—	—	116
P-2/1	14	—	—	—	—	14
<b>Subtotal</b>	<b>365</b>	—	—	—	—	<b>365</b>
<b>General Service and related</b>						
GS (PL)	4	—	—	—	—	4
GS (OL)	26	—	—	—	—	26
SS	153	—	—	—	—	153
LL	405	—	—	—	—	405
NPO	5	—	—	—	—	5
<b>Subtotal</b>	<b>593</b>	—	—	—	—	<b>593</b>
<b>Total</b>	<b>958</b>	—	—	—	—	<b>958</b>

Table 34.21

**Overall: proposed posts for 2025 by component and subprogramme (jointly financed activities)**

(Number of posts)

Component/subprogramme	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
<b>A. Programme of work</b>						
1. Security and safety services	160	—	—	—	—	160
2. Field operations	764	—	—	—	—	764
3. Partnerships and specialized support	34	—	—	—	—	34
<b>Total</b>	<b>958</b>	—	—	—	—	<b>958</b>

**Resource requirements for regular budget activities**

- 34.72 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 34.22 to 34.24 and figure 34.IV.
- 34.73 As reflected in tables 34.22 (1) and 34.23 (1), the overall resources proposed for 2025 amount to \$140,039,200 before recosting, reflecting a net decrease of \$1,194,900 (or 0.8 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 34.22

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Executive direction and management	3 098.3	5 651.8	1 534.4	–	188.4		1 722.8	30.5	7 374.6
B. Programme of work									
1. Security and safety services	97 760.5	103 910.5	(1 000.2)	–	500.0	(500.2)		(0.5)	103 410.3
2. Field operations	22 180.5	23 572.5	(2 083.5)	–	–	(2 083.5)		(8.8)	21 489.0
3. Partnerships and specialized support	3 842.7	4 429.8	(125.7)	–	(188.4)	(314.1)		(7.1)	4 115.7
<b>Subtotal, B</b>	<b>123 783.7</b>	<b>131 912.8</b>	<b>(3 209.4)</b>	<b>–</b>	<b>311.6</b>	<b>(2 897.8)</b>		<b>(2.2)</b>	<b>129 015.0</b>
C. Programme support	3 311.4	3 669.5	(19.9)	–	–	(19.9)		(0.5)	3 649.6
<b>Subtotal, 1</b>	<b>130 193.4</b>	<b>141 234.1</b>	<b>(1 694.9)</b>	<b>–</b>	<b>500.0</b>	<b>(1 194.9)</b>		<b>(0.8)</b>	<b>140 039.2</b>

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
B. Programme of work					
2. Field operations	3 965.1	3 805.3	29.2	0.8	3 834.5
<b>Subtotal, 2</b>	<b>3 965.1</b>	<b>3 805.3</b>	<b>29.2</b>	<b>0.8</b>	<b>3 834.5</b>

(3) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
B. Programme of work					
1. Security and safety services	14 160.5	15 680.2	4 313.4	27.5	19 993.6
2. Field operations	6 686.3	7 145.0	(3 089.9)	(43.2)	4 055.1
3. Partnerships and specialized support	360.2	4 061.6	(3 124.8)	(76.9)	936.8
<b>Subtotal, 3</b>	<b>21 207.0</b>	<b>26 886.8</b>	<b>(1 901.3)</b>	<b>(7.1)</b>	<b>24 985.5</b>
<b>Total</b>	<b>155 365.5</b>	<b>171 926.2</b>	<b>(3 067.0)</b>	<b>(2.0)</b>	<b>168 859.2</b>



Table 34.23

**Overall: proposed posts for 2025 by source of funding, component and subprogramme**

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	33	–	–	1	1	34
B. Programme of work						
1. Security and safety services	1 012	–	–	–	–	1 012
2. Field operations	–	–	–	–	–	–
3. Partnerships and specialized support	15	–	–	(1)	(1)	14
<b>Subtotal, B</b>	<b>1 027</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 026</b>
C. Programme support	15	–	–	–	–	15
<b>Subtotal, 1</b>	<b>1 075</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 075</b>

(2) *Other assessed*

Component/subprogramme	2024 estimate	Change	2025 estimate
B. Programme of work			
2. Field operations	16	–	16
<b>Subtotal, 2</b>	<b>16</b>	<b>–</b>	<b>16</b>

(3) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
B. Programme of work			
1. Security and safety services	62	3	65
<b>Subtotal, 3</b>	<b>62</b>	<b>3</b>	<b>65</b>
<b>Total</b>	<b>1 153</b>	<b>3</b>	<b>1 156</b>

Table 34.24

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

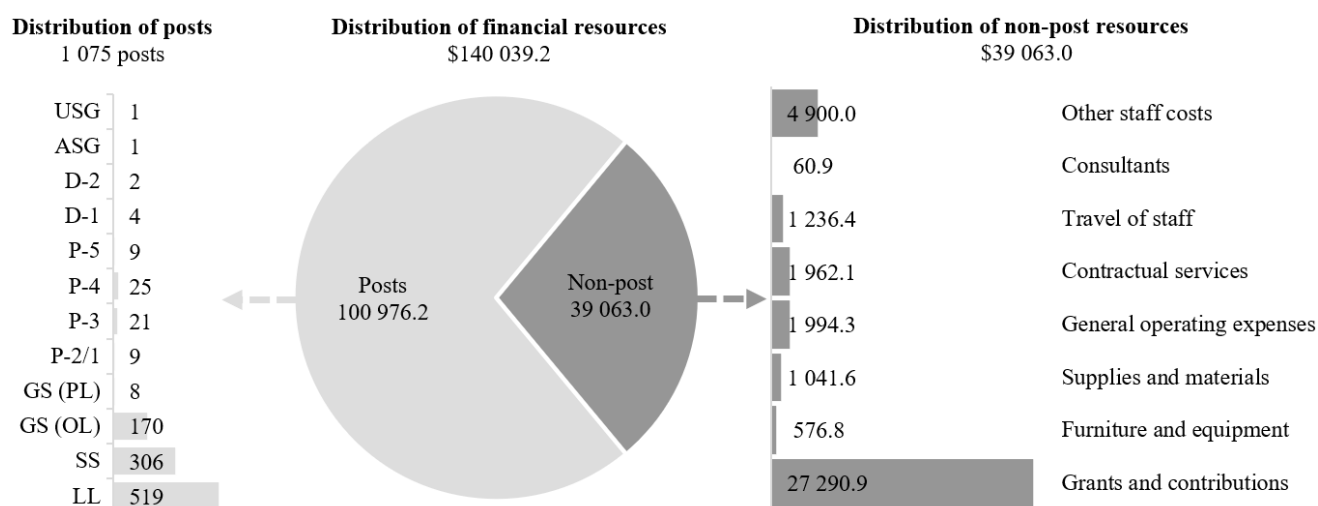
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	86 327.6	99 380.2	1 596.0	—	—	1 596.0	1.6	100 976.2
Non-post	43 865.8	41 853.9	(3 290.9)	—	500.0	(2 790.9)	(7.9)	39 063.0
Total	130 193.4	141 234.1	(1 694.9)	—	500.0	(1 194.9)	(0.8)	140 039.2
Post resources by category								
Professional and higher		72	—	—	—	—	—	72
General Service and related		1 003	—	—	—	—	—	1 003
Total		1 075	—	—	—	—	—	1 075

Figure 34.IV

**Distribution of proposed resources for 2025 (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**

34.74 As reflected in table 34.22 (1), resource changes reflect a net decrease of \$1,694,900, as follows:

(a) **Executive direction and management.** The increase of \$1,534,400 is the net effect of:

- (i) An increase of \$1,596,000 under posts, which reflects the higher provision for 19 posts (2 P-5, 7 P-4, 5 P-3, 2 P-2 and 3 General Service (Other level)) established in 2024 pursuant to General Assembly resolution [78/253](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts;

- (ii) A decrease of \$61,600 under furniture and equipment, reflecting the removal of non-recurrent provisions for office automation, laptops and communication equipment related to the 19 posts mentioned in paragraph 34.74 (a) (i) above;
- (b) **Subprogramme 1, Security and safety services.** A decrease of \$1,000,200 under grants and contributions, consisting of:
  - (i) A decrease of \$415,900 relating to the removal of non-recurrent security personnel requirements for the renovation of the Africa Hall at the Economic Commission for Africa in Addis Ababa (\$250,900) and the replacement of blocks A to J at the United Nations Office at Nairobi (\$165,000), pursuant to Assembly resolution [78/253](#) (parts XIV and XVI);
  - (ii) A decrease of \$584,300, which reflects the Secretariat share (23.7 per cent for 2025, compared with 27.3 per cent provisioned for 2024) of the costs of the jointly financed activities at the United Nations Office at Vienna (\$581,700), and a reduction in the United Nations percentage share (15.6 per cent for 2025, compared with 17.0 per cent for 2024) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2023 (\$2,600);
- (c) **Subprogramme 2, Field operations.** A decrease of \$2,083,500 under grants and contributions, consisting of:
  - (i) A decrease of \$1,903,100, reflecting a lower Secretariat percentage share (15.6 per cent for 2025, compared with 17.0 per cent for 2024) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2023;
  - (ii) A decrease of \$180,400, which reflects a reduction in the United Nations percentage share (10.3 per cent for 2025, compared with 15.1 per cent provisioned for 2024) in the malicious acts insurance policy, on the basis of a census of participating entities, including new entities that joined the programme;
- (d) **Subprogramme 3, Partnerships and specialized support.** A decrease of \$125,700 under grants and contributions, which reflects a lower Secretariat percentage share (15.6 per cent for 2025, compared with 17.0 per cent for 2024) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2023;
- (e) **Programme support.** A decrease of \$19,900 under grants and contributions, which reflects a lower Secretariat percentage share (15.6 per cent for 2025, compared with 17.0 per cent for 2024) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2023.

#### Other changes

34.75 As reflected in table 34.22 (1), resource changes reflect a net increase of \$500,000 as follows:

- (a) **Executive direction and management.** The increase of \$188,400 is attributable to the cost-neutral inward redeployment of 1 P-3 post from the Strategic Partnerships and Policy Section under subprogramme 3 to the Strategic Planning Service, as explained in annex II. The proposed redeployment reflects the outcome of the spending review carried out by the Department, which identified gaps with regard to evaluation in terms of enabling and supporting the dissemination and implementation of a results-based focus across the Department;
- (b) **Subprogramme 1, Security and safety services.** An increase of \$500,000 under travel of staff is proposed for the travel of Security Officers who accompany senior United Nations officials during their travel, taking into account recent experience. One of the main functions of the Department in New York is to ensure the protection of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly, especially in relation to close protection during their travels;

- (c) **Subprogramme 3, Partnerships and specialized support.** The decrease of \$188,400 is attributable to the cost-neutral outward redeployment of one P-3 post to executive direction and management, as explained in paragraph 34.75 (a) above.

### **Overall resource changes (jointly financed activities)**

#### **Technical adjustments**

- 34.76 As reflected in table 34.17, resource changes reflect an increase of \$142,000 under subprogramme 2, Field operations. The increase reflects the higher provision for five National Professional Officer posts established in 2024 pursuant to General Assembly resolution [78/252](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts.

#### **Other assessed**

- 34.77 As reflected in tables 34.22 (2) and 34.23 (2), other assessed resources under the support account for peacekeeping operations amount to \$3,834,500. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General ([A/78/746](#)).

#### **Extrabudgetary resources**

- 34.78 As reflected in tables 34.22 (3) and 34.23 (3), extrabudgetary resources amount to \$24,985,500. The resources would complement regular budget resources and would be used mainly to provide security services to other agencies and organizations in various locations, special events within and surrounding the premises, and humanitarian operations amid unstable conditions in various locations, including in field offices, and for reimbursable services provided for the close protection officer certification programme, Safe and Secure Approaches in Field Environments training and other related activities.
- 34.79 The extrabudgetary resources under the present section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

### **Executive direction and management**

- 34.80 The Under-Secretary-General for Safety and Security is responsible for the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work. The Under-Secretary-General is the Chair of the United Nations security management system and is assisted in the internal functioning and day-to-day management of the Department by the Assistant Secretary-General.
- 34.81 In managing the Department, the Under-Secretary-General is supported by the Strategic Planning Service, which is responsible for strategic planning and risk management, operational resilience and emergency response, strategic communications, gender and inclusivity, corporate governance, evaluation, compliance monitoring, lessons learned, best practices and innovation. Together, these areas enable the dissemination and implementation of a results-based focus across the Department, in line with United Nations mandates, objectives and values at the global and country levels.
- 34.82 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Department is integrating environmental management practices into its operations, including in the requisition of goods and services that contribute to and support environmental stability, resilience and sustainability.
- 34.83 Information on the timely submission of documentation and advance booking for air travel is reflected in table 34.25.

- 34.84 The Department will continue to make efforts to implement advance travel planning and the early nomination of travellers. In the event of rapid security surge redeployment and close protection-related travel, the Department will work more closely with the travel unit and the agent to reserve tickets in advance on the basis of a preliminary itinerary. Despite an improvement in compliance in 2023 compared with 2021 and 2022, the low compliance rate in 2023 was attributable primarily to rapid security surges in volatile security environments, which made advance planning challenging. Compliance with documentation deadlines remained at 100 per cent.

Table 34.25  
**Compliance rate**  
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	31	44	50	100	100

- 34.85 The proposed regular budget resources for 2025 amount to \$7,374,600 and reflect a net increase of \$1,722,800 compared with the approved budget for 2024. The proposed increase is explained in paragraphs 34.74 (a) and 34.75 (a). Additional details on the distribution of the proposed resources for 2024 are reflected in table 34.26 and figure 34.V.

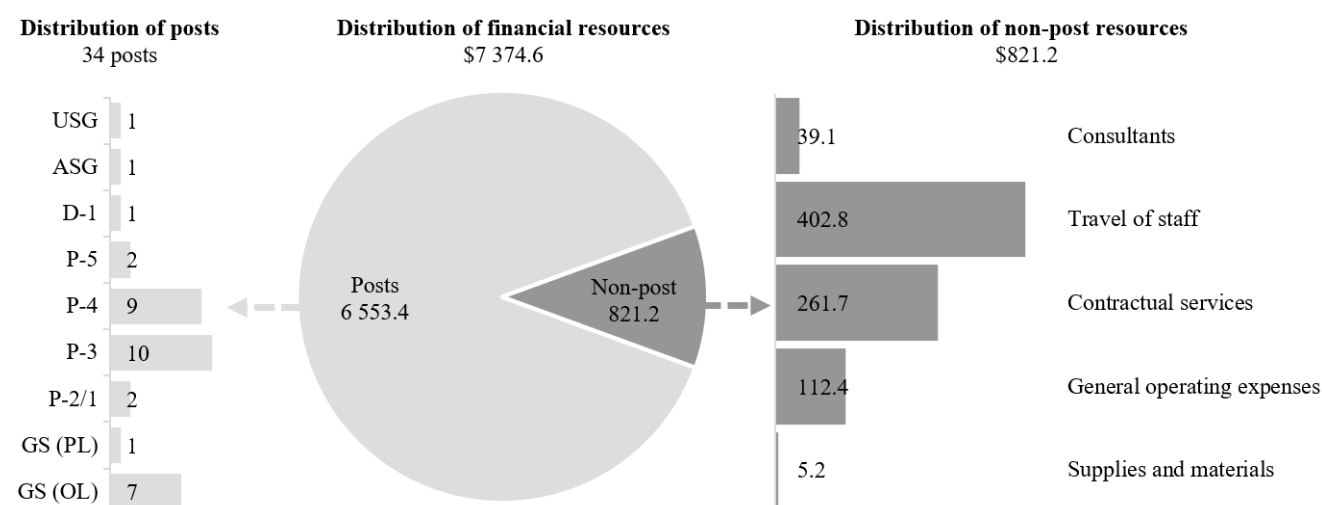
Table 34.26  
**Executive direction and management: evolution of financial and post resources**  
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	2 844.8	4 769.0	1 596.0	—	188.4	1 784.4	37.4	6 553.4
Non-post	253.4	882.8	(61.6)	—	—	(61.6)	(7.0)	821.2
Total	3 098.3	5 651.8	1 534.4	—	188.4	1 722.8	30.5	7 374.6
Post resources by category								
Professional and higher		25	—	—	1	1	4.0	26
General Service and related		8	—	—	—	—	—	8
Total		33	—	—	1	1	3.0	34

Figure 34.V

**Executive direction and management: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)

**Programme of work****Subprogramme 1****Security and safety services****Regular budget resource requirements**

- 34.86 The proposed regular budget resources for 2025 amount to \$103,410,300 and reflect a decrease of \$500,200 compared with the approved budget for 2024. The proposed change is explained in paragraph 34.74 (b) and 34.75 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.27 and figure 34.VI.

Table 34.27

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

(Thousands of United States dollars/number of posts)

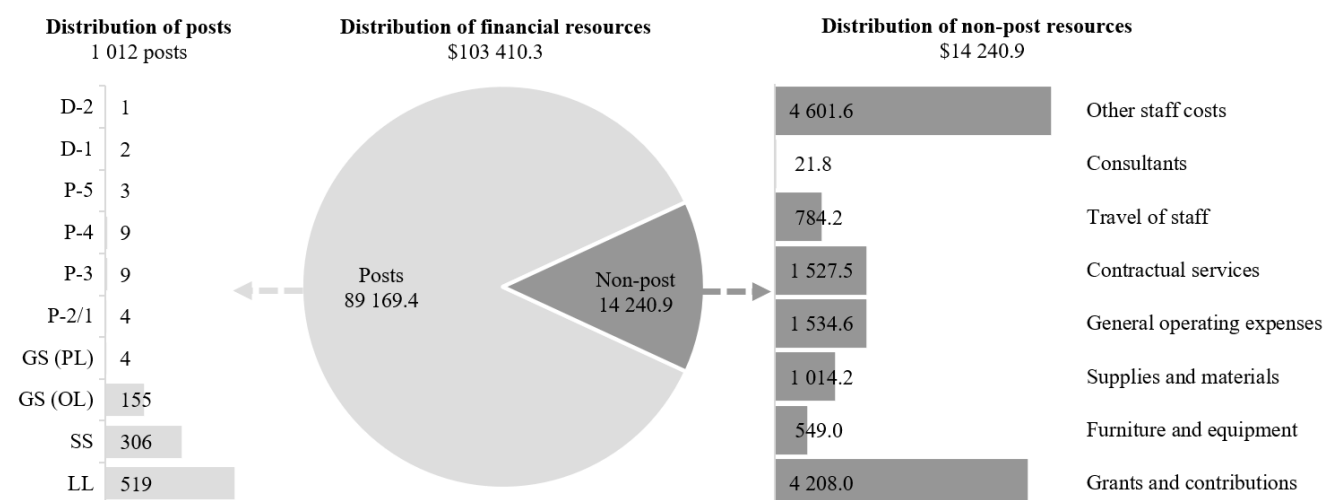
	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	78 493.3	89 169.4	—	—	—	—	—	89 169.4
Non-post	19 267.2	14 741.1	(1 000.2)	—	500.0	(500.2)	(3.4)	14 240.9
Total	97 760.5	103 910.5	(1 000.2)	—	500.0	(500.2)	(0.5)	103 410.3
Post resources by category								
Professional and higher		28	—	—	—	—	—	28
General Service and related		984	—	—	—	—	—	984
Total		1 012	—	—	—	—	—	1 012

*Note:* Resources include the Secretariat share for 2025 of the jointly financed Security and Safety Service in Vienna, amounting to \$3,815,200, and the jointly financed activities relating to regional field security operations, amounting to \$28,700.

Figure 34.VI

**Subprogramme 1: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)

**Resource requirements for jointly financed activities**

- 34.87 The proposed jointly financed resources for 2025 amount to \$16,299,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.28 and figure 34.VII.

Table 34.28

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

(Thousands of United States dollars/number of posts)

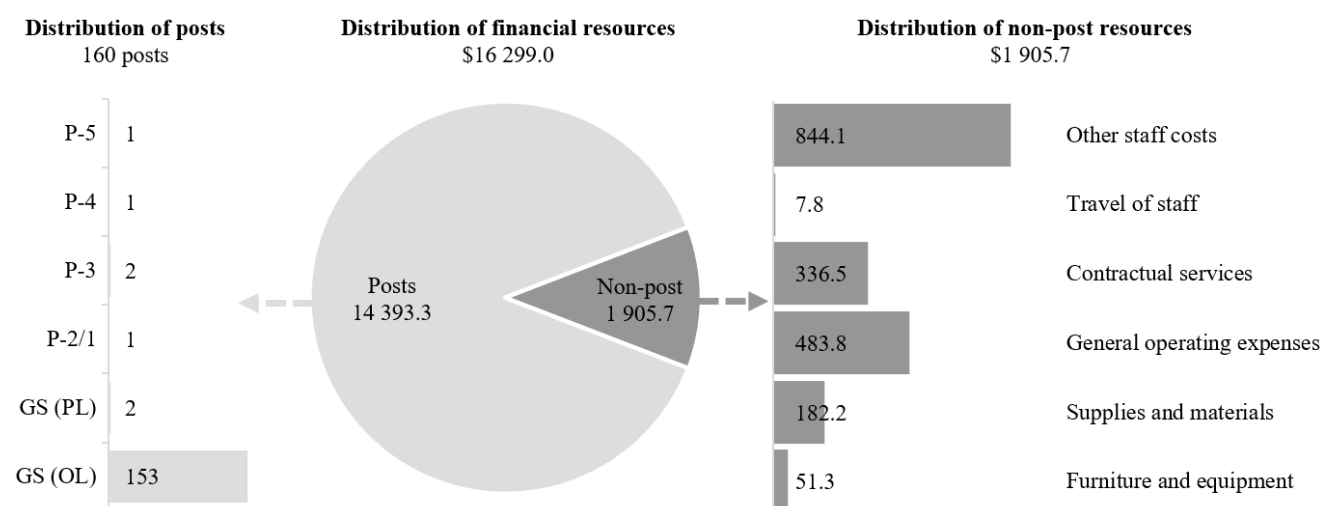
	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	15 990.1	14 393.3	—	—	—	—	—	14 393.3
Non-post	2 072.1	1 905.7	—	—	—	—	—	1 905.7
Total	18 062.2	16 299.0	—	—	—	—	—	16 299.0
Post resources by category								
Professional and higher		5	—	—	—	—	—	5
General Service and related		155	—	—	—	—	—	155
Total		160	—	—	—	—	—	160

*Note:* Resources include the Secretariat share for 2025 of the jointly financed Security and Safety Service in Vienna, amounting to \$3,815,200, and the jointly financed activities relating to regional field security operations, amounting to \$28,700.

Figure 34.VII

**Subprogramme 1: distribution of proposed resources for 2025 (jointly financed activities)**

(Number of posts/thousands of United States dollars)



## Subprogramme 2

### Field operations

**Regular budget resource requirements**

- 34.88 The proposed regular budget resources for 2025 amount to \$21,489,000 and reflect a decrease of \$2,083,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 34.74 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.29.

Table 34.29

**Subprogramme 2: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	22 180.5	23 572.5	(2 083.5)	—	—	(2 083.5)	(8.8)	21 489.0
Total	22 180.5	23 572.5	(2 083.5)	—	—	(2 083.5)	(8.8)	21 489.0

*Note:* Resources include the Secretariat share for 2025 of jointly financed activities relating to regional field security operations, amounting to \$21,096,900, and the United Nations share of the malicious acts insurance policy, amounting to \$392,100.

**Resource requirements for jointly financed activities**

- 34.89 The proposed jointly financed resources for 2025 amount to \$138,864,500 and reflect an increase of \$142,000 compared with the approved budget for 2024. The proposed change is explained in paragraph 34.76. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.30 and figure 34.VIII.



Table 34.30

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

(Thousands of United States dollars/number of posts)

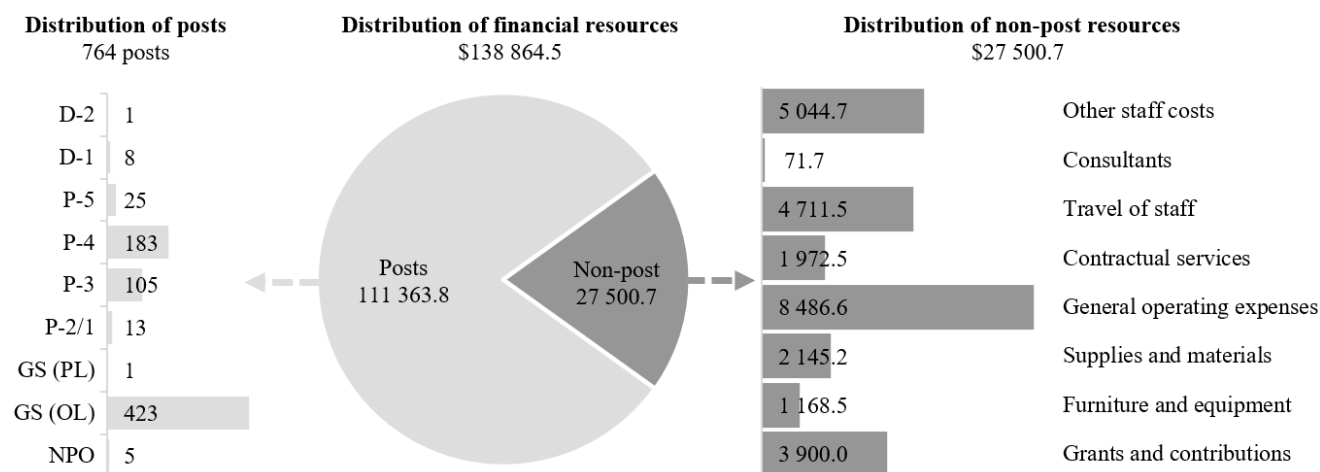
	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	96 051.8	111 221.8	142.0	–	–	142.0	0.1	111 363.8
Non-post	33 437.5	27 500.7	–	–	–	–	–	27 500.7
Total	129 489.3	138 722.5	142.0	–	–	142.0	0.1	138 864.5
Post resources by category								
Professional and higher		335	–	–	–	–	–	335
General Service and related		429	–	–	–	–	–	429
Total		764	–	–	–	–	–	764

Note: Non-post resources include a provision for the malicious acts insurance policy in the amount of \$3,795,400 for 2025. The Secretariat share of jointly financed activities and the malicious acts insurance policy amounts to \$21,489,000 for 2025.

Figure 34.VIII

**Subprogramme 2: distribution of proposed resources for 2025 (jointly financed activities)**

(Number of posts/thousands of United States dollars)



### Subprogramme 3

#### Partnerships and specialized support

#### Regular budget resource requirements

34.90 The proposed regular budget resources for 2025 amount to \$4,115,700 and reflect a decrease of \$314,100 compared with the approved budget for 2024. The proposed change is explained in paragraphs 34.74 (d) and 34.75 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.31 and figure 34.IX.

Table 34.31  
**Subprogramme 3: evolution of financial and post resources**

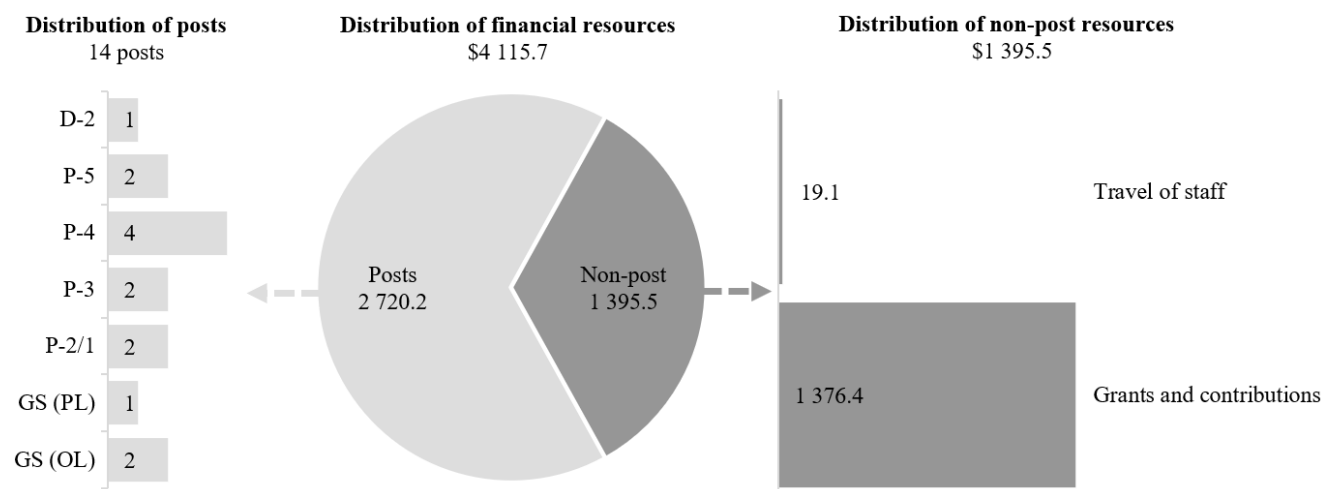
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	2 383.2	2 908.6	–	–	(188.4)	(188.4)	(6.5)	2 720.2
Non-post	1 459.5	1 521.2	(125.7)	–	–	(125.7)	(8.3)	1 395.5
Total	3 842.7	4 429.8	(125.7)	–	(188.4)	(314.1)	(7.1)	4 115.7
Post resources by category								
Professional and higher		12	–	–	(1)	(1)	8.3	11
General Service and related		3	–	–	–	–	–	3
Total		15	–	–	(1)	(1)	6.7	14

Note: Resources include the Secretariat share for 2025 of jointly financed activities under the established cost-sharing arrangements in the estimated amount of \$1,376,400.

Figure 34.IX  
**Subprogramme 3: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



#### Resource requirements for jointly financed activities

- 34.91 The proposed jointly financed resources for 2025 amount to \$8,812,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.32 and figure 34.X.

Table 34.32

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

(Thousands of United States dollars/number of posts)

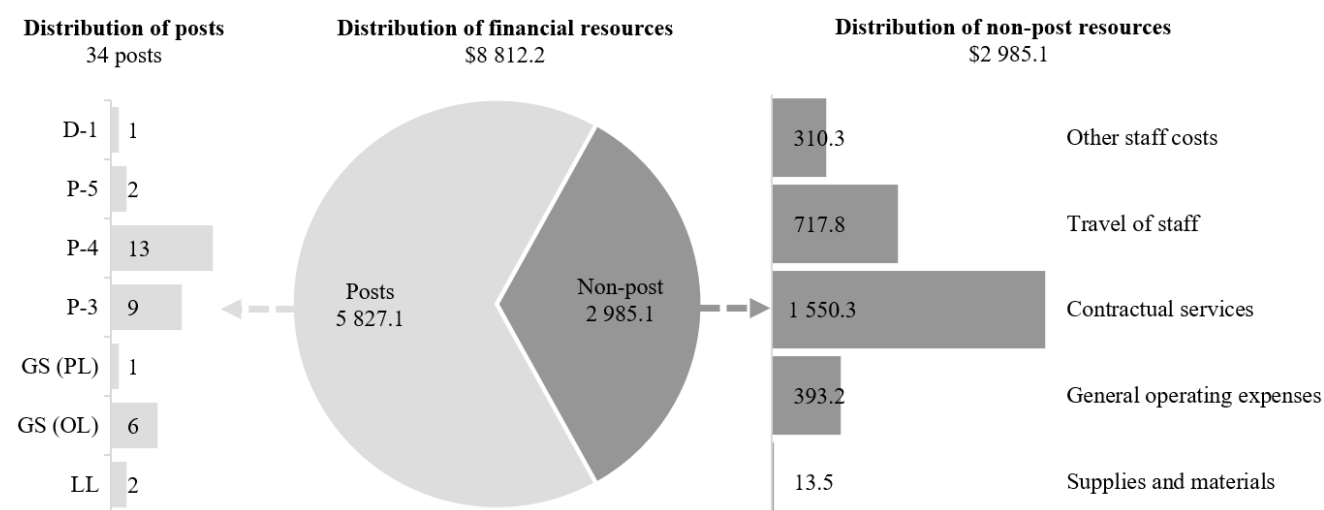
	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	6 239.3	5 827.1	—	—	—	—	—	5 827.1
Non-post	3 451.9	2 985.1	—	—	—	—	—	2 985.1
Total	9 691.1	8 812.2	—	—	—	—	—	8 812.2
Post resources by category								
Professional and higher		25	—	—	—	—	—	25
General Service and related		9	—	—	—	—	—	9
Total		34	—	—	—	—	—	34

Note: The Secretariat share for 2025 of jointly financed activities amounts to \$1,376,400.

Figure 34.X

**Subprogramme 3: distribution of proposed resources for 2025 (jointly financed activities)**

(Number of posts/thousands of United States dollars)


**Programme support**
**Regular budget resource requirements**

- 34.92 The proposed regular budget resources for 2025 amount to \$3,649,600 and reflect a decrease of \$19,900 compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.33 and figure 34.XI.

Table 34.33  
**Programme support: evolution of financial and post resources**

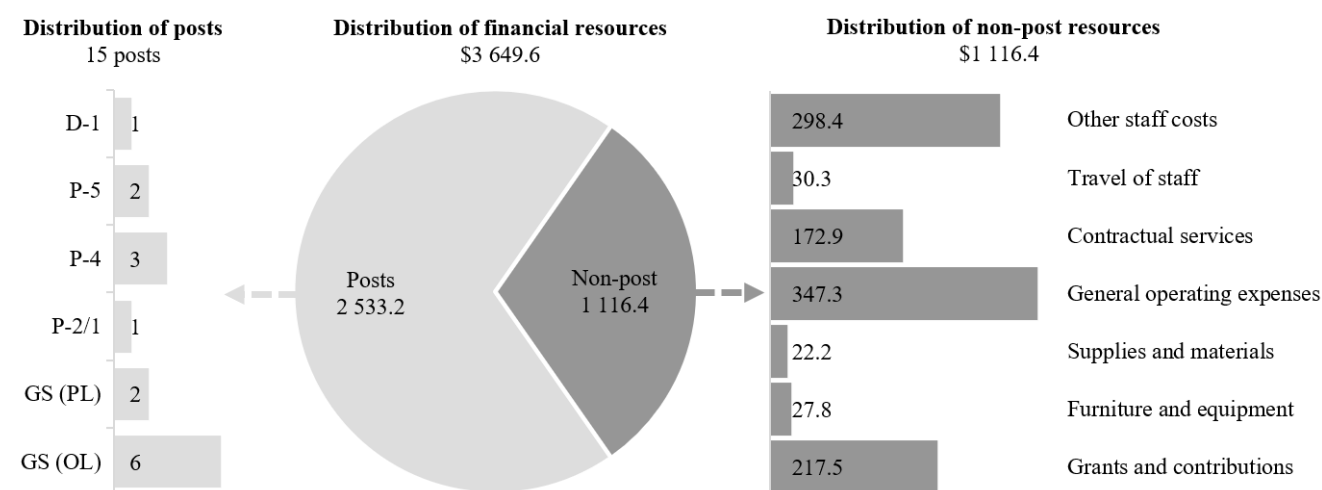
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	2 606.3	2 533.2	—	—	—	—	—	2 533.2
Non-post	705.1	1 136.3	(19.9)	—	—	(19.9)	(1.8)	1 116.4
Total	3 311.4	3 669.5	(19.9)	—	—	(19.9)	(0.5)	3 649.6
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		8	—	—	—	—	—	8
Total		15	—	—	—	—	—	15

Note: Resources include the Secretariat share for 2025 of jointly financed activities under the established cost-sharing arrangements in the estimated amount of \$217,500.

Figure 34.XI  
**Programme support: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



#### Resource requirements for jointly financed activities

- 34.93 The proposed jointly financed resources for 2025 amount to \$1,392,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.34.

Table 34.34

**Programme support: evolution of financial and post resources (jointly financed activities)**

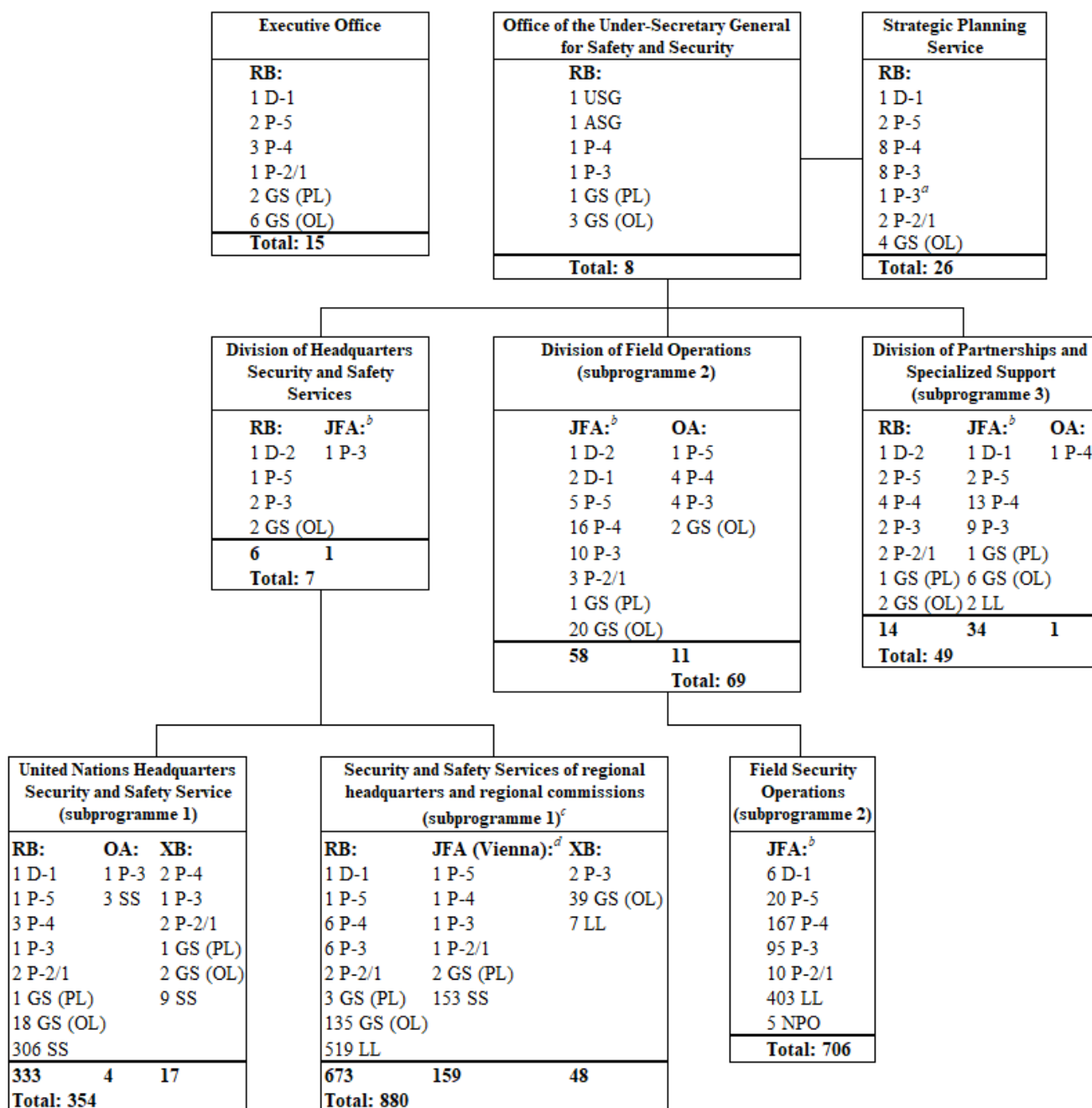
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Non-post	–	1 392.6	–	–	–	–	–	1 392.6	
Other staff costs	–	1 392.6	–	–	–	–	–	1 392.6	
Total	–	1 392.6	–	–	–	–	–	1 392.6	

*Note:* The Secretariat share for 2025 of jointly financed activities amounts to \$217,500.

## Annex I

## Organizational structure and post distribution for 2025



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); JFA, jointly financed activities; LL, Local level; NPO, National Professional Officer; OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

<sup>a</sup> Redeployment.

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

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

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

## 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>				
Executive direction and management	1	P-3	<b>Redeployment</b> of 1 Programme Management Officer	The proposed inward redeployment of 1 P-3 post of Programme Management Officer, as highlighted by the spending review, would provide support and strategic advice to management on the design, implementation and coordination of the Department's plans and initiatives to enable forward planning with a particular focus on performance measurement and results-based management, as well as the dissemination and implementation of a results-based strategy across the Department.
Subprogramme 3 Partnerships and specialized support	(1)	P-3	<b>Redeployment</b> of 1 Programme Management Officer	