Inter-Departmental Guidelines for Implementation of Secretary-General’s Memo:

“Authority of UNDSS over Security Personnel and Assets of Peacekeeping and Special Political Missions”
Background

1. Following the Secretary-General’s Policy Committee Decision No. 2015/2 of 17 February 2015 regarding the integration of the security resources of the Secretariat, and consistent with multiple General Assembly resolutions¹, the Department of Safety and Security (UNDSS) has been progressing with the United Nations Secretariat Safety and Security Integration Project (UNSSSSIP)². The project aims to bring all Secretariat safety and security personnel under the primary management authority of the Under-Secretary-General (USG) for Safety and Security, in order to achieve greater effectiveness in the delivery of safety and security services to enable the Organization’s activities.

2. The End State of the project will be one Secretariat Department that provides:
   a. All the safety and security services to enable the delivery of UNSMS programmes globally in the current and evolving security environment;
   b. the leadership, management and coordination for safety and security resources; and
   c. a professional, mobile, flexible and global safety and security workforce with the requisite knowledge, skills and experience.

3. To achieve this End State, the project has been concentrating on three main streams, namely Management, Human Resources and Finance. All three are relevant to field missions (i.e., Peacekeeping and/or Special Political Missions) and all three directly affect the security workforce. The Steering Group of UNSSSSIP, at Under-Secretary-General level, determined that one of the instruments to achieve UNDSS authority over the Secretariat security workforce will be the Secretary-General’s memo (see Annex). After extensive consultation between the Departments of Safety and Security (UNDSS), Management (DM), Political Affairs (DPA), Peacekeeping Operations (DPKO), Field Support (DFS), the Office of Legal Affairs (OLA) and UN security personnel (including the Field Reference Group), the attached memo was drafted, agreed and signed by the Secretary-General on 28 December 2016.

4. The memo outlines in broad terms the authorities granted to USG UNDSS in accordance with the Policy Committee decision to integrate the security resources of the Secretariat. By their nature, these authorities do not stand in isolation but require UNDSS to closely coordinate and collaborate with all relevant departments in the execution of these authorities³.

5. The memo grants these authorities with immediate effect. The sole purpose of these guidelines is to address how the authorities of the Secretary-General’s memo should be implemented in the context of field missions and at headquarters.

¹ Especially report A/70/383 and resolutions A/RES/70/104 and A/71/L.34.
² For the purposes of these guidelines, “integration” means the integration of the security resources of the Secretariat, and does not include the broader use of the word when referring to the coordinated activities to achieve UN goals involving all departments, functions and the AFPs in the field.
³ For purposes of implementing the provisions of the Secretary-General’s memorandum, UNDSS management will engage closely with all relevant departments (in particular DM) in accordance with the organization’s established regulatory framework (applicable staff regulations, rules and administrative issuances, and financial rules and regulations). In this regard, it shall ensure a close working relationship and collaboration with OHRM, particularly in the area of recruitment-related activities to ensure that UNDSS moves forward in a manner consistent with the established regulatory framework and in accordance with best practice. DM (OHRM and OPPBA) shall continuously monitor the work of UNDSS in this and all other areas associated with the integration effort to facilitate its efficient implementation.
Aim

6. The aim of these guidelines is to provide instruction on the practical implementation of the broad arrangements outlined in the memo at field and headquarters levels.

Applicability

7. The Secretary-General’s memo (see Annex) applies to all entities of the Secretariat. In practical implementation terms, it has direct applicability to all heads of UN field missions, all UNDSS Principal/Chief/Security Advisers (P/C/SAs), Chief Security Officers in field missions, all Directors and Chiefs of Mission Support, all Divisions and Services of UNDSS at Headquarters, and the relevant Headquarters components of the DM, DPA, DPKO and DFS. While not applicable to the United Nations Development Programme (UNDP), there are aspects of which UNDP should take note.

Authorities List

8. The various authorities are contained in the memo as follows:

   a. Budget and finance arrangements (paragraph 3(a) of the memo)
   b. Recruitment arrangements (paragraph 3(b) of the memo)
   c. Role of UNDSS in SAFETYNET (paragraph 3(c) of the memo)
   d. Training arrangements (paragraph 3(d) of the memo)
   e. Security management arrangements (paragraph 3(e) of the memo)
   f. Logistics and procurement arrangements (paragraph 3(f) of the memo)

Budget & Finance Arrangements

9. Paragraph 3.a) of the memo: “At the global level, UNDSS will establish minimum security-related standards and benchmarks, which shall be reflected in the planning and budgeting of the necessary financial and human resource requirements to enable the safety and security of Peacekeeping and Special Political Missions. Mission budget preparations during start-up, normal operations and down-sizing, as well as emergency deployment, shall adhere to these standards with respect to the safety and security resource requirements for the mission itself (any resource requirements based on allocation of responsibility for any shared security matters between the mission and United Nations agencies, funds and programmes present in the mission area shall be subject to separate consultation). Budget preparations by the mission and at the Headquarters-level shall ensure consultation, in relation to the security component of the mission’s budget estimates, with the most senior UNDSS representative present in the mission area and the Office of the Under-Secretary-General for Safety and Security, in cases where budget estimates differ from requirements based on the UNDSS established minimum security-related standards and benchmarks, and where otherwise applicable. Within the context of delegated financial authority, the mission and Headquar-

“UNDSS is...responsible for establishing the standards and benchmarks for the security components of mission budgets”

In most cases, this will be the Principal or Chief Security Adviser or his/her designated representative. If there is no UNDSS staff member present in the mission area, the most senior mission security officer, normally the Chief Security Officer, assumes these functions for the purpose of this memorandum and all other issues.
10. Field mission budgets for security remain under the control of the Head of Mission (HoM). UNDSS does not receive the funds into a central account, nor does it submit the field mission’s security budget itself. UNDSS is, however, responsible for establishing the “standards and benchmarks” for the security components of mission budgets. “Standards and benchmarks” means that UNDSS determines the number of both internationally- and locally-recruited security personnel posts required (security structures), the grades of those posts, and the types, specifications and quantities of any security equipment required to enable the safety and security of Peacekeeping Operations and Special Political Missions (SPMs) during start-up, normal operations, down-sizing, and emergency deployment. UNDSS will set these standards and benchmarks in consultation with DPKO, DFS and DPA at HQ and, at field levels, with Designated Officials (DOs), HoMs, Directors/Chiefs of Mission Support (D/CMS) in accordance with UN Secretariat financial and budget rules and regulations. Multiple sources of information are used to set these standards and benchmarks, including the Security Risk Management (SRM) process; benchmarking exercises (including the UNSSSIP Benchmark Validation document compiled at the start of the project); findings of technical assessment missions for mission start-ups, Project Management Group recommendations in established missions, engineering design consultations on security and engineering projects; procurement processes for security equipment; and inventory management reviews. USG UNDSS will establish these “standards and benchmarks”, and in many cases will delegate this authority to the UNDSS Division of Regional Operations (DRO) and to the Division of Headquarters Security and Safety Services (DHSSS). These standards and benchmarks will be developed in consultation with relevant departments to ensure they do not conflict with existing standards at the global or mission level.

11. The phrase “any resource requirements based on allocation of responsibility for any shared security matters between the mission and United Nations agencies, funds and programmes present in the mission area shall be subject to separate consultation” refers to any costs incurred by the mission in support of the security requirements of the Country Team, or any other UNSMS entity, including any contribution to the local cost-share security budget. These costs are not part of the arrangements in the memo.

12. The memo explains that during mission budget preparation, consultation with the most senior UNDSS representative in the field (see footnote 3) must take place at both mission and HQ levels, and states that where security budgets deviate from the minimum requirements established by UNDSS, consultation must take place with UNDSS Headquarters. This consultation is required throughout the budget estimate and implementation processes, and in the event that any funds specifically allocated for the mission’s safety and security requirements are redeployed. Note that the security aspects of the budget preparation and management falls under the authority of the HoM, so it is incumbent on both the D/CMS and the senior-most UNDSS representative present in the mission area to ensure that relevant consultations take place. This applies equally at HQ, where a consultation must occur between the lead Department (DPKO or DPA), UNDSS HQ and DFS.

13. It is critical that the responsible UNDSS field and HQ personnel maintain good working relationships with budget and finance interlocutors in DPA, DPKO, DFS, and DM based on trust, transparency, a common understanding and mutual aims.

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4 To enhance synergies and to achieve economies of scale, UNDSS will work with DFS to develop a global overview of the demand for security equipment, goods and services, not only mission-specific ones, to optimize the end-to-end supply and delivery of these supplies, goods and services. The same demand plan shall also serve as the basis for establishing budgets.
Role of P/C/SA (or CSO in the absence of a UNDSS representative)

14. The P/C/SA or CSO will closely coordinate and collaborate with mission support (budget and financial authorities, HR, etc.) with respect to the mission’s security budget. S/he will consult the multiple sources of information highlighted in paragraph 10 above and submit a proposal for security staffing to UNDSS DRO based on the SRM and/or standard organizational designs approved by UNDSS. Once approved by DRO, s/he will consult with the budget authority in the mission to develop a budget estimate for security staffing and for any other security budget requirements (equipment, vehicles, services, buildings, compounds, physical enhancements, etc.).

Role of UNDSS DRO and DHSSS

15. DRO and DHSSS are responsible for setting standards and benchmarks, giving budget guidance to the P/C/SA or CSO, and shall be supported by the UNDSS EO. Where requirements for security are not accurately or fully incorporated in mission budget estimates, or where security funds are redeployed for any reason, DRO and DHSSS shall intervene in support of the P/C/SA or CSO with the relevant department. The DHSSS role includes advice and technical support regarding physical security, fire safety, protective services and use of force and firearms training and standards.

Role of Administration Support structures (UNDSS Executive Office (EO), D/CMS office, DFS, DPA EO, etc.)

16. P/C/SAs and CSOs can go to the respective D/CMS office to obtain administrative advice at the local level. Because field mission budgets for security remain within the wider mission budgets, any financial or budgetary issues would go to the finance and budget section in the missions. If the P/C/SA requires advice from DFS, this must be coordinated through the respective UNDSS HQ desk, supported by the UNDSS EO as necessary.

Recruitment Arrangements

17. Paragraph 3.b) of the memo states: “At the global level, and in close cooperation with the Office of Human Resources Management, UNDSS shall set the standards for recruitment and selection of Mission international and national security personnel. Furthermore, UNDSS shall ensure that these standards are met in the recruitment processes for all Mission security personnel. At the Mission level, the most senior UNDSS representative present shall be the sole authority to advise the Head of Mission on the recruitment of Mission security personnel, the deployment of those personnel and their performance management.”

18. Note that UNDSS considers the recruitment of the most competent staff as the most critical step towards the success of any security system. Therefore, recruitment must be closely scrutinized to ensure that the right candidates are recruited, with emphasis on gender balance and parity, since this solves most problems before they arise. Any indication of lack of compliance, both ethically and in principle, must be reported and recruitment put on hold in the interests of the organization. The setting of standards for recruitment involves the development of the Generic Job Descriptions (GJDs) for all security posts in field missions. This will be done by UNDSS HQ, in close cooperation and coordination with the Office of Human Resource Management (OHRM) of the Department of Management (DM) and the Field Personnel Division (FPD) of the Department of Field Support (DFS), taking into account the GJDs developed for all security posts in field missions. Posts shall be created in accordance with OHRM and DFS/FPD guidance, including through the use of the GJDs, and reviewed regularly, but allowing for context-specific requirements. Selection processes shall be conducted in accordance with the applicable Secretariat rules and regulations, including the
staff-selection framework, and with due regard for gender and diversity requirements. To that effect, the use of pre-approved rosters of candidates as a result of Generic Job Openings shall continue to be the preferred way of selecting candidates for field posts. P/C/SA advice on recruitment and selection must be done in close coordination and collaboration with the relevant authorities in the field, namely the Chief Human Resources Officer (CHRO) and others in the D/CMS office, for the HoM’s final selection. Selection and appointment of UNDSS field personnel on JFA-funded posts falls outside the scope of the memo, and shall remain the responsibility of UNDSS HQ.

Role of P/C/SA (or CSO in the absence of a UNDSS representative)

19. The P/C/SA or CSO is the sole security authority to advise the HoM on the recruitment and selection of all mission security personnel.

Role of UNDSS DRO and DHSSS

20. The role of DRO and DHSSS is to provide guidance and assistance to the P/C/SA or CSO as required. The DHSSS role includes advice and technical support regarding physical security, fire safety, protective services and use of force and firearms training and standards.

Role of Administration Support structures (UNDSS Executive Office (EO), D/CMS office, DFS, DPA EO, etc.)

21. P/C/SAs and CSOs can go to the respective D/CMS office to get advice on HR related issues at the local level. If the P/C/SA requires advice from DFS/FPD or OHRM, this must be coordinated through the respective UNDSS HQ desk and the UNDSS EO. The UNDSS EO and DFS/FPD shall coordinate to resolve any disputes between P/C/SAs and mission administration.

Arrangements for SAFETYNET

22. Paragraph 3.c) of the memo states: “At the global level, UNDSS in close cooperation with the Office of Human Resources Management will be the lead Department responsible for the application of the United Nations managed mobility programme for the security personnel in the Secretariat (SAFETYNET), once it comes into force. UNDSS in close cooperation with the Office of Human Resources Management shall establish a career development framework for the Secretariat safety and security personnel. At the Mission level, the most senior UNDSS representative present shall be responsible for ensuring the application of the career management framework to the Mission’s entire safety and security workforce.”

23. This paragraph refers to the implementation of ST/AI/2016/1 “Staff Selection and Managed Mobility System”. SAFETYNET, incorporating all the security resources of the Secretariat, is presently scheduled to become voluntary in 2018 and mandatory in 2019. USG UNDSS will lead the implementation across the Secretariat security workforce. Further guidance will be developed for the implementation of SAFETYNET closer to the implementation date.

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5 Once ST/AI/2016/1 (“Staff selection and managed mobility”) is rolled out to SAFETYNET, the HoM will no longer have final selection authority for Mission security personnel. UNDSS HQ will support staffing exercises, including those regarding the lateral reassignment track.

6 See ST/AI/2016/1, “Staff selection and managed mobility”.

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Role of P/C/SA (or CSO in the absence of a UNDSS representative)

24. The memo states that the P/C/SA or CSO will be “responsible for ensuring the application of the career management framework to the Mission’s entire safety and security workforce”. Further guidance will be issued later.

Role of UNDSS DRO and DHSSS

25. Guidance to be developed closer to implementation date.

Role of Administration Support structures (UNDSS Executive Office (EO), D/CMS office, DFS, DPA EO, etc.)

26. P/C/SAs and CSOs can go to the respective D/CMS office to obtain advice on these HR related issues at the local level. If the P/C/SA requires advice from DFS/FPD or OHRM, this must be coordinated through the respective UNDSS HQ desk and the UNDSS EO. UNDSS EO will be the UNDSS lead for SAFETYNET-related issues and shall liaise with OHRM regarding SAFETYNET. The UNDSS EO and DFS/FPD shall coordinate to resolve any disputes between P/C/SAs and mission administration.

Training Arrangements

27. Paragraph 3.d) of the memo states: “At the global level, UNDSS shall be responsible for establishing the training and development standards for the Secretariat’s safety and security workforce, and will coordinate with the affected Departments on the implementation of the required training programmes. At the Mission level, the most senior UNDSS representative present3 shall be responsible for establishing the training and associated budget requirements for the Mission’s safety and security workforce.”

28. “Standards” refers to the determination of training needs for all security posts, and the development of curricula and training courses, including the provision of advice on the assessment of needs to ensure the availability of effective and competent individual and collective trainers. Standards involve the knowledge and skills required for a task/role, identified and set by trainers, including UNDSS Training and Development Section (TDS) and DPKO/DFS Division of Policy, Evaluation and Training (DPET), and by HR (UNDSS EO and DFS/FPD). These standards are used to identify the gaps in knowledge and skills, and training is one of the tools used to close the gaps. Training and development standards, stated in the Secretary-General’s memo, also refer to training design and development; training methods employed; resourcing; trainer quality; assessment design and development; and any other continuous improvement processes. These standards will be developed by UNDSS Field Support Service (FSS/TDS) in collaboration with UNDSS DRO, EO and DHSSS. TDS will establish a technical relationship with all mission security training units/teams in the field and will lead the planning, coordination and evaluation of security training in missions.

Role of P/C/SA (or CSO in the absence of a UNDSS representative)

29. The P/C/SA or CSO determines the need for training courses for both security personnel and staff in general (e.g., SSAFE), to be presented in the mission area and the need for security personnel to be trained on courses held elsewhere. The P/C/SA or CSO prepares the budget submission for security training to the relevant mission authority. This point is to be read in conjunction with the section on Budget and Finance Arrangements, above.
Role of UNDSS DRO, DHSSS and FSS

30. DRO advises and assists the P/C/SA and CSO on the planning and coordination of security training, and shall be supported by the UNDSS FSS/TDS regarding the development of security training curricula and courses. DHSSS is responsible for all protective services and use of force and firearms training and standards and will assist and advise the P/C/SA and CSO in these specialty areas.

Role of Administration Support structures (UNDSS Executive Office (EO) & DFS/FPD)

31. FSS/TDS will seek advice and assistance from UNDSS EO or DFS/FPD (as applicable) on all Human Resources and career development issues related to training, including, but not limited to, job descriptions, job requirements, career paths and recruitment and selection procedures.

Security Management Arrangements

32. Paragraph 3.e) of the memo states: “In locations where Missions are deployed, the most senior UNDSS representative present, as the primary adviser to the Designated Official for Security, shall also be the primary adviser to the Mission on all aspects of safety and security management, cross-utilization of security assets, crisis readiness and preparedness that affect civilian staff members, dependents, their facilities, assets and operations of the Mission and the application of United Nations Security Management System policy to the Mission.”

33. This paragraph of the memo relates to the aim of bringing all Secretariat safety and security personnel under the primary management authority of the Under-Secretary-General (USG) for Safety and Security, in line with the intention of the Policy Committee decision No. 2015/2 in February 2015, and GA Resolution A/RES/70/104. This management arrangement will enable greater effectiveness in the delivery of safety and security services to enable the Organization’s activities. The authority of USG UNDSS can be delegated and the primary holders of this delegated authority with respect to security in field missions are the directors of DRO and DHSSS. They, in turn, delegate daily implementation authority to P/C/SA and CSOs.

34. In this way, the P/C/SA (or CSO in the absence of a UNDSS representative) exercises this delegation of authority as the primary adviser to the HoM (including in non-integrated mission settings) on all matters affecting mission safety and security. They also fulfill this role with respect to the DO, who can be the same person as the HoM. The authority is similar to that which is stipulated in the Framework of Accountability and includes all aspects of safety and security, specifically including crisis readiness and preparedness; the role regarding dependants; physical security; security of the missions operations (but this does not include military or police operations in a Peacekeeping Operation); and the application of UNSMS policies. In non-integrated missions, the CSO must consult with the P/C/SA responsible or with the applicable UNDSS/DRO desk on advice given to the HoM.

35. The memo also outlines the responsibility of the P/C/SA (or CSO in the absence of a UNDSS representative), as primary adviser to the HoM to provide advice on the cross-utilization of security assets. This means they advise on cases where UNDSS assets should be used by mission security personnel and where mission security assets should be used by UNDSS personnel, irrespective of budget source. This takes care of situations where it makes sense to only have one radio room, joint office facilities, use of vehicles etc.

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8 This does not apply to the security of contingent troops (falling under the Force Commander) or Formed Police Units (falling under the Police Commissioner), as applicable, but does apply to individually deployed military and police personnel as specified in UNSMS Security Policy Manual, Chapter III, “Applicability of the United Nations Security Management System”.

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is not about the use of mission assets by UN Agencies, Funds and Programmes (see paragraph 11 of these guidelines).

36. Note that “safety” only includes the three safety elements under the UNSMS (fire, road and aviation – the latter only with respect to commercial airline travel authorities9 as an advisor to the Air Travel Focal Points of each UNSMS organizations, as per UN Air Travel Policy10) and not Occupational Safety and Health (OSH). Note that in missions, fire safety is covered by Security, except for airport/aviation fire safety, which is done by Aviation. Road safety is a shared concern between Security and Transport, and aviation safety falls under DFS/LSD and the D/CMS. Therefore, the P/C/SA should coordinate accordingly. Security of field mission air terminals is the responsibility of the P/C/SA (or CSO in the absence of a UNDSS representative) in coordination with the host government, and where present, the mission police and force elements.

Role of P/C/SA (or CSO in the absence of a UNDSS representative)

37. The P/C/SA or CSO, where applicable, manages the integrated security resources in accordance with Para. 33 above, and fully performs the functions of a P/C/SA or CSO, as stipulated in the Framework of Accountability, other relevant UNSMS policies, and DRO/DHSSS directives. This includes operation control and authority for cross-utilization of all security personnel and assets.

Role of UNDSS DRO and DHSSS

38. DRO and DHSSS advise and guide the P/C/SA (and where applicable, CSO) in the performance of their tasks. They provide guidance on the cross-utilization of security assets and coordinate with other Secretariat departments in this regard where required. The DHSSS role is limited to advice and technical support regarding physical security standards, Protective Services and Fire Safety.

Role of Administration Support structures (UNDSS Executive Office (EO), DFS, DPA EO, etc.)

39. None.

Security & Logistics Arrangements

40. Paragraph 3.f) of the memo states: “UNDSS shall, in collaboration with the Department of Field Support (DFS) and other relevant entities as required, develop standards, specifications and statements of work for all procurement and supply of safety and security-related equipment, supplies and services as required by the UNSMS.”

41. This paragraph relates to security logistics in field missions. It applies to security-related equipment, infrastructure requirements, and security-related services purchased or contracted by DFS, utilizing mission budgets for security11. It does not apply to security assets purchased by UNDSS. “Standards” refers to the specifications of the required equipment and the nature of services for procurement purposes, as well as the quantity of equipment and services required (based on the SRM) for budgeting purposes. Good examples are the setting of standards for armed and unarmed private security services in the UNSMS Security Policy Manual and the DHSSS Manual of

9 All UN charter aviation operations and related activities are governed under UN AVSTADS and do not form part of these internal guidelines.


11 A Service Level Agreement (SLA) between DFS and the UNDSS will be developed for the provision of Supply Chain Management, Procurement Support Services, and other related matters.
Instruction on Use of Force Equipment Including Firearms. These are technical standards.

42. Technical standards and specifications do not exist for every security item, but standards should exist for Personal Protection Equipment, weapons etc. UNDSS DHSSS shall lead the determination for standards and specifications of security equipment to the extent of its capabilities, in close collaboration and coordination with the Logistics Support Division (LSD) and Information and Communication Technology Divisions (ICTD) of DFS. In many cases, LSD and ICTD already utilize system contracts for security equipment against existing standards, so there would be no sense in re-developing standards and specifications unless the existing ones no longer meet the needs of the field. Furthermore, the P/C/SA must be a full member of the Project Management Group (PMG) in Missions.

Role of P/C/SA (or CSO in the absence of a UNDSS representative)

43. The P/C/SA or CSO, where applicable, determines the number or amount of security equipment or services required for field missions based on the SRM or benchmarks provided by DRO or DHSSS. Close collaboration and cooperation with procurement and budget authorities in field missions is required, including the participation of the P/C/SA (or, where applicable, CSO) as a full member of the mission Project Management Group (PMG).

Role of UNDSS DRO and DHSSS

44. DRO and DHSSS set standards and specifications for security equipment and services in support of P/C/SAs (and where applicable CSOs). Close collaboration and cooperation with DFS/LSD is required.

Role of Administration Support structures (UNDSS Executive Office (EO), DFS/LSD, DPA EO, etc.)

45. The budgeting and procurement of security equipment of the missions shall follow DFS/LSD’s relevant policies and procedures. P/C/SAs and CSOs can go to the respective D/CMS office to get advice on procurement- and supply-related issues at the local level. If the P/C/SA requires advice from DFS/LSD, this must be coordinated through the respective UNDSS HQ desk, supported by the UNDSS EO as necessary.

Enquiries

46. Enquiries should first be directed to the relevant desk at UNDSS/DRO. DRO will coordinate with the applicable entity within UNDSS or DFS where applicable.
Annex

United Nations Nations Unies
INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR

TO: All Heads of Departments

DATE: 28 December 2016

FROM: The Secretary-General

THROUGH: reference

SUBJECT: Authority of UNDSS over Security Personnel and Assets of Peacekeeping and Special Political Missions

1. Following my Policy Committee Decision of 18 February 2015, and supported by multiple General Assembly resolutions, the United Nations Department of Safety and Security (UNDSS) has been moving forward with the United Nations Secretariat Safety and Security Integration Project (UNSSSIP).

2. Under the guidance of the UNSSSIP Steering Group, which is convened at the level of Under-Secretary-General (USG) and chaired by the USG/UNDSS, the project has developed clear ways forward with the management, human resources and finance aspects required to enable a unified Secretariat security workforce under the authority of UNDSS and within the policy framework of the United Nations Security Management System (UNSMS).

3. With this in mind, I am requesting the Heads of all the Departments involved in the UNSSSIP, under my authority as the Chief Administrative Officer of the Organization, to ensure that the following measures are implemented with immediate effect:

   a) At the global level, UNDSS will establish minimum security-related standards and benchmarks, which shall be reflected in the planning and budgeting of the necessary financial and human resource requirements to enable the safety and security of Peacekeeping and Special Political Missions. Mission budget preparations during start-up, normal operations and down-sizing, as well as emergency deployment, shall adhere to these standards with respect to the safety and security resource requirements for the Mission itself (any resource requirements based on allocation of responsibility for any shared security matters between the Mission and United Nations Agencies, Funds and Programmes present in the Mission area shall be subject to separate consultation). Budget preparations by the Mission and at the Headquarters-level shall ensure consultation, in relation to the security component of the Mission’s budget estimates, with the most senior UNDSS representative present in the Mission area and the Office of the Under-Secretary-General for Safety and Security, in cases where budget estimates differ from requirements based on the UNDSS established minimum security-related standards and benchmarks, and where otherwise applicable.

   Within the context of delegated financial authority, the Mission and Headquarters will consult with the most senior UNDSS representative present in the Mission

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2In most cases, this will be the Principal or Chief Security Adviser or his/her designated representative. If there is no UNDSS staff present in the Mission area, the most senior Mission security officer, normally the Chief Security Officer, assumes these functions for the purpose of this Memorandum and all other issues.
area\textsuperscript{2} on any deployment and redeployment of funds allotted specifically for the Mission's safety and security requirements.

b) At the global level, and in close cooperation with the Office of Human Resources Management, UNDSS shall set the standards for recruitment and selection of Mission international and national security personnel. Furthermore, UNDSS shall ensure that these standards are met in the recruitment processes for all Mission security personnel. At the Mission level, the most senior UNDSS representative present\textsuperscript{2} shall be the sole authority to advise the Head of Mission on the recruitment of Mission security personnel, the deployment of those personnel and their performance management.

c) At the global level, UNDSS in close cooperation with the Office of Human Resources Management will be the lead Department responsible for the application of the United Nations managed mobility programme for security personnel in the Secretariat (SAFETYNET), once it comes into force. UNDSS, in close cooperation with the Office of Human Resources Management, shall establish a career development framework for the Secretariat safety and security personnel. At the Mission level, the most senior UNDSS representative present shall be responsible for ensuring the application of the career management framework to the Mission's entire safety and security workforce.

d) At the global level, UNDSS shall be responsible for establishing the training and development standards for the safety and security workforce of the Secretariat, and will coordinate with the affected Departments on the implementation of the required training programmes. At the Mission level, the most senior UNDSS representative present\textsuperscript{3} shall be responsible for establishing the training and associated budget requirements for the Mission's safety and security workforce.

e) In locations where Missions are deployed, the most senior UNDSS representative present\textsuperscript{3}, as the primary adviser to the Designated Official for Security, shall also be the primary adviser to the Mission on all aspects of safety and security management, cross-utilization of security assets, crisis readiness and preparedness that affect civilian staff members, dependents, their facilities, assets and operations of the Mission\textsuperscript{3} and the application of United Nations Security Management System policy to the Mission.

f) UNDSS shall, in collaboration with the Department of Field Support (DFS) and other relevant entities as required, develop standards, specifications and statements of work for all procurement and supply of safety and security-related equipment, supplies and services as required by the UNSMS.

cc: Deputy Secretary-General
    Chef de Cabinet

\textsuperscript{2} This does not apply to the security of contingent troops (falling under the Force Commander) or Formed Police Units (falling under the Police Commissioner), as applicable, but does apply to individually deployed military and police personnel as specified in UNSMS Security Policy manual, Chapter III, “Applicability of the United Nations Security Management System”.