



The Inter-Agency Security Management Network

31st Session, 21 to 23 January 2020, New York

Final Report

Executive Summary

The IASMN's 31st session was held from 21 to 23 January 2020 in New York, hosted by UNICEF. Some 55 participants attended, with several additional briefers on thematic issues. The meeting was led by the Chair of the IASMN, Mr. Gilles Michaud, Under-Secretary-General for Safety and Security (USG UNDSS) and Mr. Lassi Kuusinen of the International Criminal Court (ICC), as new Co-Chair.

Continuing in the format of the preceding Steering Group, the meeting took a more strategic, over-arching discussion on the first day of proceedings. After presentations of members' priorities, with many noting the importance of access, the priorities identified by the Steering Group in October 2019 were reviewed: 1) UNSMS workforce, 2) learning and development, 3) expectations from UNDSS and field operations, 4) strengthening compliance, oversight, lessons learned and best practices, 5) UNSMS strategic communications plan, 6) operational/implementation of the SRM, and 7) new vision for the UNSMS. A way forward for each priority was mapped out, with acknowledgement that some of the priorities were already being addressed, and a suggested future direction for others.

On the second day, the meeting resumed its regular format, with IASMN members and additional presenters delivering updates on working group progress and other policy developments. The blast assessment guidelines were tabled and, after minor edits, approved. In addition, the ToRs for the new Working Group on Guidance and Procedures for Security Communications Systems were approved, and the {TESS+} service was endorsed, along with its governance and funding mechanism. The chairs of IASMN working groups, as well as other subject matter experts, presented updates on their work, including on the UNSMS HR Strategy, the Technology Advisory Group, Electronic Travel Advisory (eTA), the Security Training Working Group, Road Safety, and others.

The IASMN also considered changes to its meeting frequency to optimize efficiency, with the decision on the issue to be taken at its next session in June 2020.

The composition of the IASMN Steering Group was also discussed. With the departure of some Steering Group members¹, three slots had opened up and volunteers were sought. As part of its new role as Co-Chair, the ICC became a new Steering Group member, and two additional members volunteered and were accepted: ILO and UNOPS.

¹ Two slots had initially opened up with the departure of UNESCO and the World Bank from the Steering Group and another became available when OCHA resigned its seat shortly after the meeting.

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Introduction

1. The IASMN meeting was held from 21 to 23 January in New York, hosted by UNICEF². Some 55 participants were present.³

Opening Session

Opening Remarks and Adoption of Agenda

2. Ms. Hannan Sulieman, UNICEF Deputy Executive Director (Management) a.i., welcomed participants to the IASMN's 31st session. She stressed that working as one team was crucial. She said the biggest risk for UNICEF was not reaching children, which exacerbates the risks over time, and that taking a long-term approach was critical. She also stressed the value of finding opportune moments for interventions/delivery. She noted that UNICEF's budget was now at USD 2 billion, which showed the growing complexity and challenges faced by vulnerable people. She also stressed the value of trust, and the importance of securing community cooperation and acceptance.
3. Mr. Gilles Michaud, the USG UNDSS and Chair of the IASMN, led the opening session. He noted that the discussions at the Steering Group have influenced the design of this IASMN session, which will consider, in its first day, the *raison d'être* of the IASMN. He urged all participants to help set the direction for the Network, stressing the value of honest and open discussions at this forum.
4. The agenda was adopted (**CRP 1**) as presented.
5. The USG UNDSS noted that, since the term of UNESCO Co-Chair, Mary Mone, had come to an end, a new Co-Chair was sought, and that Mr. Lassi Kuusinen of ICC had volunteered for the position at the Steering Group meeting. The USG UNDSS gave members the opportunity to express interest in the position before the Co-Chair was confirmed. There were no further volunteers, and Mr. Kuusinen formally became the IASMN Co-Chair, assuming his duties at this IASMN session.
6. **The IASMN:**
 - **Endorsed Mr. Lassi Kuusinen of ICC as the new IASMN Co-Chair.**

Summary of IASMN Steering Group Report

7. Ms. Justyna Pietralik, UNDSS/SPPS, presented highlights⁴ from the IASMN Steering Group meeting report of October 2019 (**CRP 1 Annex D**), as requested by IASMN members at the 30th session. She highlighted the priority areas identified by Steering Group members, noting that a presentation on each would be delivered in this IASMN session. She summarized several recommendations from the Steering Group on thematic issues, as well as a proposal to change the frequency of IASMN meetings.

² Names of individual UNSMS entities that regularly participate in the IASMN, or terms that are frequently used, will not be spelled out in this report.

³ See Annex B for full list of participants.

⁴ The PowerPoint presentation is available on UNSMIN.

Security Landscape

2019 Observations

8. The USG UNDSS began the session with some observations from his six months in the position. He noted that he has visited many duty stations, including in Yemen, Somalia, South Sudan, Libya, DRC, Burkina Faso, Thailand, Tunisia, Jordan, Iraq, Lebanon, among others, and that he has had extensive discussions with heads of programmes in the field as well as personnel. Based on these conversations, he offered some key observations.
 - The integration of the security workforce has not yet been fully achieved, and issues of inclusiveness, mobility and expectations management remain. He stressed there is no plan to integrate the security focal points of AFPs;
 - Communication among various stakeholders (headquarters, field, Member States) needs improvement;
 - There is a need for greater transparency, particularly in decision-making;
 - There are some inconsistencies within the SRM process;
 - There is an overall lack of diversity within the workforce;
 - The approach to training must be more strategic and aligned with operations;
 - Information management needs to improve;
 - Security personnel must better understand and participate in programmatic activities to provide appropriate advice.
9. The USG UNDSS noted that in every field visit, the feedback from heads of AFPs was very positive, with interlocutors stressing that UNDSS enables programmes in the areas of operation. He noted there is a discrepancy with the feedback received at the headquarters level from these organizations though, as some participants noted, the headquarters feedback may be more direct.
10. He added that UNDSS had conducted a strategic planning exercise in November 2019, in which both headquarters and field representatives participated. The corresponding strategic plan will be finalized by mid-February and will drive the budget allocation and HR priorities. He noted that he was considering a mobility scheme following a secondment approach to facilitate greater exchange between UNDSS and AFPs. He added that SPPS was also working on an engagement strategy, targeting donors, Member States, and heads of AFPs.

Security Situation and Operational Update

11. Mr. Bill Miller, Director DRO/UNDSS, gave an update of the security situation based on the recent Global Forecast for 2020 produced by UNDSS' Threat and Risk Service (TRS). Recapping the year 2019, he highlighted that violent extremism and terrorism remain significant threats, and that Islamic State continues to retain their capability, dispersed across countries and regions. He noted that, vis-à-vis last year's predictions, returning fighters were not as large a threat as anticipated.
12. He noted that TRS was working on the issue of civil unrest, delving into root causes such as economic mismanagement, social inequalities, political tensions, perceptions of corruption and global issues such as climate change. He highlighted that social media may generate the desire for change, which may spark demonstrations, and also facilitates the spreading of tactics, techniques

and procedures (TTPs). He noted that international NGO representatives and IASMN members would attend the upcoming P/C/SA workshop, and that sound interactions help to round out the collective understanding of threats.

13. The USG UNDSS added that, in many situations, the UN was not necessarily the target of attacks, but suffered from collateral damage.
14. In response to a question on climate change, the Director DRO confirmed the issue would likely exacerbate the operational environment, with wide-ranging impacts. Mr. Vandamme, UNDP, added that, while many key risks are environmental, the SRM does not deal with these, which may need to be considered. In addition, he added that cyber-attacks are a threat, but the Network does not have expertise to address this. Mr. Naqib Noory, UNFPA, suggested that the Global Forecast document would benefit from abbreviation to facilitate decision-making.
15. In response to a question from Mr. Paul O’Hanlon, UN Women, on attendance at the forthcoming P/C/SA workshop, the Director DRO noted participants were selected for greatest global programmatic and geographic security dispersal and requests from field representatives were considered. He highlighted that time was also a limitation to expanding participation.

Programmatic Landscape

IASMN Members’ Strategic and Programmatic Priorities

16. In this session, members provided a strategic update on their organization’s priorities for the coming year on a voluntary basis.
17. Mr. Simon Butt, OCHA, noted an overall increase in humanitarian needs throughout the world, largely driven by conflict and climate change. He noted that, with improvements in prediction of some crises, the organisation was changing its response to anticipatory actions and finance in order to start addressing needs more quickly and reduce the post-crisis impact.
18. Mr. Michael Dell’Amico, UNHCR, also noted growing humanitarian need with increased pressure for UNHCR and its partners to be on the ground working with communities in line with the recently forged Global Compact on Refugees. To achieve this, he emphasized the “Three As”: access to communities and persons of concern; analysis of the operating environment which facilitates such access; and acceptance of the community, which is a cornerstone of safe and secure delivery of programmes. On the latter point he noted that the UNSMS developed guidelines on how to assess the degree of acceptance and integrate it into the SRM, and suggested further work is needed on how to generate acceptance.
19. Mr. Piergiorgio Trentinaglia, FAO, highlighted the needs the organization was working to address, with 148 million people facing acute hunger in eight countries. He noted that anticipating and preparing for conflicts was a key way of tackling the problem.
20. Mr. Luc Vandamme, UNDP, highlighted the organisation’s vision of eradicating poverty and building resilience to crisis and shocks and expanded on UNDP’s strategic plan. Development challenges include climate change, inequality and displacement. He further noted that, while UNDP intensifies its efforts to reach the most vulnerable populations, including those who live in remote and insecure places in an effort to resolve the complex development challenges, it will work in non-traditional settings – in areas of high risk - therefore security requirements would

become more critical than ever for UNDP to achieve its Strategic Plan objectives. He stressed further that there is a growing focus on the complexity of addressing development challenges across borders and within regions and that the Security Management System should ensure that security support is effectively coordinated across borders.

21. Mr. Mohamed Haider, UNRWA, noted his organization has a significant shortage of funds, and one of its biggest challenges was how to track its 32,000 personnel, spread over five countries, without adding them to the TRIP system. He highlighted that he would like UNRWA to be fully a UNSMS entity and to increase the entity's security posture.
22. Mr. Mike Rowell, UNMD, said his entity's strategic priority was to implement the Secretary-General's Bulletin on the introduction of OSH into the UN system, increase the awareness of OSH in the UN and focus on training.
23. Mr. Paul Farrell, UNICEF, noted that UNICEF's humanitarian funding has increased from USD 500 million in 2007 to USD 2 billion in 2018, with UNICEF responding to 300 humanitarian emergencies in 100 countries per year on average. Much of the humanitarian needs are caused by climate change and natural disasters, epidemic and pandemic diseases and displacements.
24. Mr. Noory highlighted that his organisation focuses on persistent inequality, reproductive health and reproductive rights, and ending gender-based violence. UNFPA has expanded its work on humanitarian operations with the establishment of a dedicated Humanitarian Office. From a security viewpoint, the focus is to enhance crisis management capacity of offices and to mainstream safety and security in all aspects of the programs.
25. Mr. Angelito Bermudez, WHO, highlighted the key organizational strategic priorities and its transformation to becoming increasingly more operational that the key challenges observed and expected from the UNSMS were committed leadership coordination – in particular in outbreak and emergency response areas – standard quality of security management services, as well as instituting community acceptance and engagement.
26. Mr. O'Hanlon, UN Women, stated his organization's mandate. He noted his organisation was going through an extensive change management process and transformation, right-sizing its presence in the field, and making it more sustainable and focused. He expressed the need for UNSMS support in implementation of this transformation.
27. A brief Q&A session followed the presentations. Several of the comments focused on access, with participants making a link between the ability of security personnel to secure access with the need to diversify the workforce. Participants also noted the need to query whether the IASMN is providing field personnel with the right tools, and what are the measures of success.

IASMN Priorities

Introduction and Overview of SWOT Analysis

28. Mr. Butt summarized the outcomes of a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis⁵ carried out at the Steering Group meeting in October. He highlighted that the ideas collected by the group needed to be prioritized and managed and were grouped into seven

⁵ Please see the IASMN Steering Group meeting report of October 2019 for details.

areas. A volunteer was selected to lead each priority and the leads were tasked with producing a one- to two-page document fleshing out the ideas further.

Proposed Priorities

29. Leads presented on each priority identified in the Steering Group (as highlighted below, and available in **CRP 2 Annex G**)⁶.

The Seven Priorities	
1.	UNSMS workforce (HR WG) – led by Naqib Noory
2.	Learning and Development – led by Willie Wairoa-Harrison <ul style="list-style-type: none">- Professionalism (security professionals)- UNSMS actors- Coaching and mentoring
3.	Expectations from DSS and field ops – led by Luc Vandamme <ul style="list-style-type: none">- Based on 2015 DSS Strategic review- Client surveys (DSS and others)
4.	Strengthen compliance, oversight, lessons learned and best practices – led by Simon Butt
5.	UNSMS Strategic Communications Plan (internal and external) – led by Valentin Aldea <ul style="list-style-type: none">- Outreach/engagement- Risk communications – comms for staff
6.	Operational/implementation of the SRM – led by Paul Farrell <ul style="list-style-type: none">- Review of the implementation of the SRM process
7.	New vision for the UNSMS (UNDSS with support of IASMN) – led by Gilles Michaud / Chair

30. Following the brief presentations, the floor was open for feedback⁷. Comments have been summarized and grouped into the relevant priority areas⁸. Participants noted that a sequenced approach may be helpful in considering the priorities, that not all priorities needed to be addressed at the same time and that, for some of the priorities, appropriate work is already underway.

UNSMS Workforce:

31. Participants welcomed the focus on the workforce, stressing the need to identify the right profile of individuals and increase mobility. While there was concern that work on a P3 JO was a low-level intervention for the UNSMS HR Strategy Working Group, participants agreed the group needed a starting point and was, overall, working well. (After completing the P3 JO, the group plans to work on P4 and P5 JOs). Members stated they support mobility among entities and the

⁶ The seventh priority is connected to the UNDSS strategic plan, to be completed, and the accompanying one-pager was not available for this meeting.

⁷ This summary includes comments made on both 21 January and 23 January. On 23 January, the issues were re-tabled to identify a way forward on each priority, which is included with the summary of each discussion.

⁸ The way forward on each priority, while decided upon towards the end of the meeting, is included here as the discussions on each priority tended to overlap.

JOs were a first step toward this. The USG UNDSS note that the UNSMS HR Strategy Working Group should also have more formalized ties to the STWG.

32. Mr. Butt added that a wider discussion would be useful, and include issues such as selection, compensation, appraisal and training.
33. **Way forward: The UNSMS HR Strategy Working Group will take into account these remarks, and formalize ties to the STWG.**

Learning and Development:

34. Mr. Ryad Bouhadeb, UNISERV, commended the work already achieved on training and welcomed the DO Handbook review. Mr. Gregory Sanders, World Bank, highlighted that training often refers to the development for security professionals, while they often depend on security focal points, for whom the trainings are especially important. Mr. Jean-Louis Dominguez, ILO, noted they hire a large number of LSAs and are keen to send them to SCP and other courses aimed at LSAs to help their career growth. Mr. Haider also noted the importance of local security professionals, particularly for those entities that cannot afford to hire internationals and suggested that the pass/fail approach to some courses be reviewed. Mr. Aldea noted that, while discussions on training for the integrated workforce in the field were important, civilian personnel working for mission also require specific training that fit their roles.
35. In response to concerns raised by members on how trainings are prioritized, the USG UNDSS noted that a governance mechanism needed to be introduced. That mechanism would not be driven by any one individual, but be underpinned by a process. This would differ from the current approach. Some participants felt that the STWG currently acts as a clearinghouse for training, which has been working well, but that entities often had different expectations of TDS. Other members raised concerns that the group had not met for some time, and that its operations, particularly on prioritization of trainings, needed review.
36. The USG UNDSS noted there was an ongoing OIOS review of training, which will offer recommendations and other guidance. He suggested that the STWG meet before the end of February and come up with recommendations.
37. **Way forward: The STWG will come up with recommendation on governance mechanism for prioritizing trainings, which could be informed by OIOS audit (if ready).**

Expectations from UNDSS and field ops:

38. Participants discussed client and other surveys that have been carried out in the past, noting these should be synthesized and outcomes considered. The USG UNDSS noted that expectations need to be aligned with the activities UNDSS is mandated to do.
39. Mr. Vandamme and Mr. Farrell suggested that the 2015 strategic review be studied and that a number of client surveys, conducted by both UNDSS and agencies, could be reviewed and a way forward identified. The USG UNDSS noted he would review the 2015 document, and that the

UNDSS client survey will come out with the strategic plan so that the survey results and strategic plan are aligned. A results-based management (RBM) approach would also be considered.

40. **Way forward: UNDSS Strategic Plan will be released in February 2020; the Steering Group will discuss further based on this Strategic Plan, and in light of the 2015 Strategic Review document.**

Strengthen compliance, oversight, lessons learned and best practices:

41. Broadly, participants advocated for a mechanism with centralized elements that would assist with compliance. Some expressed they wanted a compliance tool that works across the board, while others said they have an internal tool, but would like to have access to data that is already available so they could populate their tools. Mr. Martin Kleiber, IMF, suggested that compliance would improve if UNDSS were to feed the status of the recommendations into a database so AFPs could follow up. Participants also noted the need to consider what type of data is being recorded, that is the weight given to each component. Mr. Robert Telenta, UNODC, noted that low compliance in a context of high risk further elevates risk. Mr. Guy Avognon, CCISUA, indicated that the proposal for a mechanism with centralized elements is a step in the right direction and has been advocated by CCISUA on several occasions.
42. The USG UNDSS noted that compliance was key, and that UNDSS will take on this priority and develop the way forward. This includes oversight and compliance. Mr. O’Hanlon expressed support for this, cautioning that the work needed to be in line with the policy recently developed on compliance.
43. **Way forward: UNDSS to develop next steps on this issue.**

UNSMS Strategic Communications Plan:

44. Participants echoed the need for improved communications, stressing that security may have become so technical in its approach it is difficult for outsiders to understand, and that UNSMS members need to spread the idea that security services are worth the money and that it is a cost-effective investment. Participants also stressed the value of two-way communication. UNHCR cautioned that scare tactics cause security professionals to lose credibility, particularly in a context of falling casualty rates. Mr. Jose Miguel Sobron, UNOCT, expressed the importance of enhancing communication at all levels: a) between UNSMS entities, b) from headquarters to the field, and c) from security professionals to non-security professionals within the UN. UN colleagues without a security background sometimes find it difficult to understand the UNSMS and security policies and procedures. In this sense a coordinated IASMN effort would be beneficial. The USG UNDSS noted that communications will be central to his engagement with Member States and donors and he will seek assistance of IASMN members in telling the ‘story’ of security. He stressed that his position of USG for safety and security is broader than just as head of the Department.
45. Participants discussed the importance of resourcing of communications efforts, noting that there were few resources in place at the moment, and whether a mapping of communications efforts

would be helpful. Mr. Valentin Aldea, DPPA, suggested that dedicated resources could help the UNSMS frame what they wished to achieve through communications efforts.

46. There were divided opinions on whether a strategic communications plan for the UNSMS would be beneficial, with some noting that each entity has its own plan, with different time schedules and stakeholders, and do not require an overarching effort stemming from UNDSS. Others, however, felt a common communications plan would help with, possibly, a common narrative, stories and talking points about why security is important. They noted the significance of branding, the value of information that the UNSMS already possesses, and the importance of setting targets, objectives, and end states. Participants agreed to set up a Scoping Group to discuss the issues further, and the following entities volunteered to take part: ADB, UNHCR, ILO, IMF, UNOCT, UNICEF, WHO and WIPO.
47. **Way forward: Agreed to set up a Scoping Group to further discuss the issue of strategic communications. The Group will present its findings at the next Steering Group meeting.**

Operational/implementation of the SRM:

48. The main presentation highlighted that “SRM” had many aspects, namely the concept, the procedure, the policy and the e-tool. When we discuss “SRM”, we need to be clear on which aspect we are speaking. Some members said that it is not being used for risk-based decisions, and that decision-makers must be educated further on it. Mr. Telenta requested a better, easier way to extract requirements for each SRM area, perhaps through more filtering options or use of checklists since the end-user of the SRM are often those who are not security professionals but have security responsibilities. Mr. Dominguez added that, since the end users are mainly managers and staff without expertise of the SRM process, they are focused on the financial impact of the requirements of their project/operations which can make communication on SRM requirements a challenge.
49. Participants expressed broad support for the SRM policy, noting it was a fundamental concept for the UNSMS, but agreed that implementation and comprehension of the policy needed to improve. The eTool was acknowledged as being flawed, difficult to use and driven largely by IT requirements. Mr. Miller noted that the aim of DRO was to verify whether the SRM was meeting operational needs, and identify and address the concerns of users. Participants agreed that structured feedback on the issues – including possibly from participants at the P/C/SA workshop – would help define the response.
50. **Way forward: DRO will continue its work on improvements to SRM operational implementation and, if issues with the policy itself are identified, bring back to IASMN for discussion.**

Highlights of UNDSS Strategic Plan 2020-2023

Plenary Feedback Session

51. The USG UNDSS requested feedback from the IASMN on a proposed new **vision statement**: “Security for the UN, for a better world.” Participants expressed overall support for the new vision, noting it adds clarity, helps manage expectations and is brief and simple. OCHA supported the

removal of “protection”, which has negative implications. The USG UNDSS noted that the security manages risk and provides advice, and “protection” raises expectations that cannot be met. Mr. O’Hanlon noted that the word “safety” was missing, although the slogan was fine. The USG UNDSS clarified that “safety” is still in the name of the Department and, though there had been a discussion on whether to change its name to “UN Security”, no changes are planned for now. Mr. Rowell, DOS/UNMD, noted that removing the word “safety” also adds clarity to the vision of Occupational Safety and Health (OSH), noting that while security will continue doing some aspects of safety work, the responsibilities of OSH will be more clearly communicated. Members suggested making the words “UN” more inclusive, such as by changing it to “UN family”, which would then encompass other organisations.

52. The USG UNDSS requested feedback from the IASMN on a proposed new **mission statement**: “UNDSS enables the delivery of UN programmes through trusted security leadership and solutions”. Several members suggested replacing “UNDSS” with “security”, though Mr. O’Hanlon noted that, if the mission statement is for UNDSS (the USG confirmed it is), “UNDSS” should be retained. Others suggested removing the word “trusted”, as it may seem defensive. Ms. Vita Onwuasoanya, OLA, pointed out a lexical issue, where it was unclear if the words “trusted security” applied to “solutions” also or not. Mr. Kleiber proposed changing “trusted” to something action-oriented, along the lines of “building confidence.” Mr. Aldea noted that the work of the IASMN is not focused just on UN programmes, and suggested expanding the focus. Mr. Willie Wairoa-Harrison, IOM, suggested changing “solutions” to “risk management”. Mr. Dell’Amico expressed support for the use of the word “solutions”. Overall, members agreed the statement should be short and crisp.

53. The USG UNDSS then tabled the new Strategic Objectives, which were as follows:

- 1) Provide professional leadership and coordination of the UNSMS (This is a core mandate of UNDSS)
- 2) Consistently deliver high quality and effective risk-based security solutions to our clients
- 3) Establish standards and provide coordination for the Integrated Security Workforce
- 4) Ensure the implementation and continued relevance of the safety and security policy framework
- 5) Strengthen partnership to improve responses to global security challenges
- 6) Enhance transparency, accountability and efficiency through departmental governance
- 7) Cultivate excellence and UN core values and competences across the Integrated Security

54. Participants gave feedback on the Objectives, noting that some of them read as activities, some as outputs and others as outcomes, and suggested using RBM-focused language. Mr. Russell Wyper, DPO, suggested including points on gender and representation, among others. Mr. Aldea suggested focusing on the ultimate goal – i.e., the delivery of mandates and integration of security into the core work of the UN.

55. The USG UNDSS highlighted the work streams that will form the Action Plan: 1) workforce management, 2) standardization of services, 3) business processes, and 4) funding.

56. On 1) workforce management, the USG clarified the focus would be on HR, rostering, mobility, and addressing other issues of concern to staff. This may require changes to policy or going to Member States to effect some of the changes. On 2) standardization of services, focus would be on ensuring mandate implementation and pinning down the required standards. This has a clear connection to training, from inductions to professional development. On 3) business processes, a wide-ranging focus will be taken. This will include compliance and evaluation, the SRM process, the role of TDS and knowledge and information management, including a review of UNSMIN. On 4) funding, the USG noted a significant risk lay with lack of resources, and that a strategy was needed to address this, reviewing various sources (XB, Trust Fund, etc) and that an engagement strategy was being prepared, which will likely focus on trainings rather than posts. The USG UNDSS noted that these work streams will be further discussed at the P/C/SA workshop in Glen Cove in February and highlighted that there are opportunities for feeding into these discussions, including through AFP representation at the workshop.
57. In an open feedback session, participants offered views and suggestions. Mr. Wyper announced that DPO have just developed some metrics to demonstrate to Member States, and have some lessons learned they would like to share. The USG UNDSS requested other IASMN members to share their metrics, especially on measuring programme delivery. Mr. Haider expressed support for the idea that TDS should be a resource for the IASMN and said UNRWA would like to be involved in course design. In addition, he offered to share lessons on recent successes in fund-raising and requested to be included in OSH work. Several members expressed their appreciation for the chance to be involved in setting the overall UNDSS strategy.
58. **Meeting frequency:** The USG UNDSS requested reactions to the proposal from the IASMN Steering Group that, each year, the full IASMN session would meet once and continue with two Steering Group meetings. Mr. Avognon noted that a meeting only once a year seemed minimal, unless other avenues are open for engagement and information sharing. Mr. Dell'Amico agreed that the current format has worked well and suggested that, if the forum did not need to focus on policies, the IASMN full sessions could focus on other work. He added that, if a meeting comprising both IASMN members and wider outside actors is to become a regular occurrence (e.g., a Security Symposium⁹), it could make sense to consider this as an equivalent for one of the IASMN plenary meetings; however, he urged for careful consideration and clarification of details such as how to achieve approval of policy and other documents which must be forwarded to (and timed with) meetings of the HLCM. Mr. O'Hanlon and Mr. Arve Skog, UNOPS, concurred that going from two to one IASMN meeting a year would need careful consideration, particularly since policies become outdated and need review, and that the move would risk lowering buy-in from non-Steering Group members.
59. Mr. Butt noted that he supported decreasing meeting frequency to one full IASMN session a year, as he found it difficult to justify the Network's outcomes with the costs and time. Ms. Florence Poussin, UNDSS/SPPS, noted that while security had previously been on the HLCM's agenda, it has now been incorporated into other discussions, such as duty of care or OSH. She stressed that the

⁹ Please see CRP 4 for further details.

USG UNDSS briefs on items of interest to the HLCM but that, while the Committee receives the IASMN report, the guidelines and policies are endorsed at the level of the IASMN. She noted that the Finance and Budget Network also have two meetings a year, though one meeting is via VTC. She noted that, for some agenda items (such as the budget), the timing of the IASMN does not align naturally with deadlines and cycles and that the IASMN full session that was proposed to be maintained was the one in Montreux, which is supported by the Swiss government. On the HLCM, Mr. Noory suggested that the Network raise the issue of security further, and push to be included on the agenda, as security policies will have implications on other system-wide policies on HR and other matters. He noted that a remote meeting may take the place of an in-person meeting, however.

60. The USG UNDSS highlighted that the Security Symposium will take place before the next IASMN full session in Montreux and will give the Network a chance to assess its value. He added that the Network should take full advantage of existing technologies to communicate between meetings. Mr. Skog noted that there were no ToRs for the IASMN Steering Group, and the USG UNDSS agreed that the Steering Group members would take on the task of drafting ToRs and requested three volunteers from the group to review the UNDSS strategic plan. Several IASMN members volunteered, and Mr. Dell'Amico, Ms. Maria Montalvo, WFP, and Mr. Wyper were selected. An electronic version of the document was to be shared with them the following day.

61. **The IASMN:**

- **Agreed to decide on meeting frequency at its 32nd session, following the Security Symposium;**
- **Agreed to task the Steering Group with drafting its ToRs.**

Review of IASMN Session Recommendations

62. Ms. Poussin presented an update on the implementation of outstanding IASMN session recommendations (**CRP 1 Annex B**), noting that all were on track. In response to a question on the Victims of Violence Registry, which establishes a follow-up to incidents of UN personnel deaths, she highlighted that UNDSS would address this internally and provide an update. Members also discussed recommendation #2 (on HLCM representation), and the USG UNDSS noted that, at the Steering Group meeting, a decision was made whereby the ASG, and not the USG, would chair those meetings. He confirmed that he would continue chairing the IASMN full sessions.

63. **The IASMN:**

- **Took note of the progress made in the implementation of the outstanding IASMN recommendations.**

UNSMS Policies and Partnerships

Update on the review of UNSMS policies and DO Handbook

64. Ms. Poussin, UNDSS/SPPS, presented an update on UNSMS policies and the DO Handbook (**CRP 3**). She noted that work on the security clearance policy was ongoing, and that there was a proposal to change its approach, which centers on a security clearance identification ID (which would be integrated with existing pass and ID systems, as well as crisis management). She noted there was no document ready for presentation at this point, and legal implications were being explored. She noted the working group on the three priority policies (1) the Framework of Accountability, 2) Applicability and 3) Relocation, Evacuation and Alternate work modalities) would start work this year. Additional guidance has recently been promulgated: (1) OSH, (2) revised PEP kit guidelines, and (3) Gender Manual.
65. She noted the UNSMIN page had been revamped, and that the SMOM has been redesigned and was available as an eBook online. The SPM is available in French, as is the SRM manual. Tweaks to the manual would be made following discussions with UNICEF at the Steering Group meeting. She added that the gender manual has been promulgated. The manual needed review to ensure it was in line with a new SGB on addressing sexual harassment and abuse of authority. She noted also that the DO and SMT Handbook was being updated, with additional sections and design changes being made in line with feedback received from DOs through a recent survey.
66. **SGB:** Mr. Noory requested an update on the SGB on UNDSS, noting the HR network had shared a draft of the document with AFPs. The USG UNDSS noted the SGB was now on hold while the organization focuses on the strategic plan and, once the plan is finalized, the SGB will be reviewed to see if any edits are required. He confirmed that comments from AFPs have already been taken into consideration for the SGB, and there is no plan to re-consult the document.
67. **Non-staff personnel within security clearance policy:** Ms. Poussin this issue will be discussed by the drafting group. It was confirmed that UN fellows are covered under the UNSMS. Mr. Telenta added that, within the current TRIP system, travellers without UN email addresses can be created. Mr. Trentinaglia agreed that creating a security profile, which would also consider those personnel who do not travel, would be the way forward. He highlighted that compliance may be an issue, and that a robust communications campaign would be needed.
68. **Security ID:** Members expressed overall agreement with the concept of moving towards a security identification system. Participants discussed the multiple databases and sources of information on personnel, and Ms. Poussin stressed that the aim of the revised approach on security clearance was to link with existing systems so that personnel do not have to do additional work. Mr. Rowell volunteered his experience with personnel data issues, noting that due to interfaces with several organisations (UMOJA, Atlas, IAEA and WIPO data, and others), his team receives accurate records in near real time. Mr. Anders Brynnel, DOS, requested that, for security clearance, four categories of data needed to be included for an adequate risk assessment: who was traveling, where to, how they were travel, and what they would be doing at their destination. He stressed the system should be as simple as possible.

69. Ms. Poussin requested that, if any additional IASMN members wished to join the drafting group for the security clearance policy, they should contact SPPS.

70. **The IASMN:**

- **Took note of the progress made.**

Security Symposium

71. Ms. Poussin presented the progress to date on the proposed first annual Security Symposium (**CRP 4**), which was conceived in 2018 as a forum for enhancing collaboration with those non-UNSMS organisations who have sought UNSMS membership. She noted that an agenda had been prepared, and that, in addition to agenda items UNSMS policy guidance and collaboration issues, the two other topics could be: 1) global security challenges and diverse global security threats and 2) selected thematic security management issues.

72. **Agenda:** Ms. Montalvo felt that the agenda is too broad, and that it may be better to focus on one or two subjects. Mr. Sobron suggested that the inclusion of entities like ASIS International or NATO (or similar) should be considered carefully, vis-à-vis the UNSMS goals and operational approaches. Mr. Dominguez mentioned that the EC had organized a symposium gathering all EU specialized agencies.

73. **Participation:** Ms. Onwuasoanya noted the symposium was a useful partnership initiative to explore and requested further detail on participation and how it is foreseen to evolve over time. Mr. Dewaine Farria, ADB, suggested that some organisations may attend the symposium, thinking participation would lead to one day joining the IASMN. Mr. Vandamme noted the decision to exclude NGOs at this point; however, he requested that consideration may still be given to the inclusion/invitation of NGO consortia groups such as International NGO Safety Organisation (<https://www.ngosafety.org>) and European Interagency Security Forum (<https://www.eisf.eu>), if not at this time, then in the future. These groups represent groups of NGOs and UNSMS operations are usually in collaboration with these NGO partners.

74. Ms. Poussin clarified that the symposium is targeting organisations that contribute to the SDGs, and that she would consult with OLA on a proposed framework for collaboration, where a number of clear principles (including for managing participation) could be set out.

75. **Revisiting UNSMS Membership:** Although not a part of this briefing, some members raised the issue of UNSMS membership, noting that the earlier decision on not allowing more members to join was not unanimous and that revisiting this should be an option. Mr. Noory noted that a capacity assessment had at one point been discussed, and noted that the current membership (and those excluded from membership) may give rise to a perception of bias towards certain groups. On a question from the Chair on whether the IASMN now wished to revisit the issue of UNSMS membership, Mr. Skog asked that this not be raised again at this stage as it has already been discussed in depth on several past occasions with nothing new currently at the table. In response to colleagues that had highlighted that earlier agreements on UNSMS membership had not been agreed to unanimously he added that this was a fact for a number of policies but that members still supported the decisions when they had been made. Mr. Farria stressed that a

partnership or expansion of membership would benefit not just external organisations but also the IASMN, and such benefits must be considered.

76. **Support for a partnership approach:** Several members supported the approach of exploring partnerships through the Security Symposium instead, noting that some would-be members may be confused about what the IASMN is, not knowing it is largely a policy forum, and that the Symposium should also clarify this. Supporting the partnership approach, Mr. Dell’Amico noted the opportunity to forge a creative model for partnership that avoids the simplistic binary of inclusion or exclusion, comparable to Saving Lives Together but adapted to the needs of the specific audience. In this he highlighted that volume of requests for membership may become unmanageable, setting fair criteria may be politically difficult, and adopting an *a la carte* approach, where organizations can pick and choose their services, was untenable. Mr. Farrell stressed that the value of the IASMN lay in implementing of policies, and that the “crumbling” of the UNSMS was a risk identified in the IASMN Steering Group.
77. The USG UNDSS noted that opinions in the room were divided, and that perhaps the IASMN Steering Group could review the issue. He highlighted that, before the Security Symposium, the position of the IASMN on the issue must be clarified.
78. **The IASMN:**
- **Took note of the updates on the preparation and plan for the organization of the first annual Security Symposium and the development of a framework for non-UNSMS organizations;**
 - **Agreed to the IASMN Steering Group’s recommendation in supporting the Security Symposium;**
 - **Recommended that the IASMN Steering Group further consider the question of IASMN membership.**

Finance and HR Updates

Review of Security Funding Mechanism

79. Ms. Renu Bhatia, UNDSS/EO, presented an update on the security funding mechanism (**CRP 5**), noting that discussions were held with the CEB Secretariat on headcount (which is based on an HLCM guidance document that stipulates what types of contracts are included) and that it was incumbent on organizations to provide numbers that are as accurate as possible. She noted that changing times have meant that the minimum amount established for organizations with less than 1 per cent of field staff needed to be revisited, and that members had suggested a separation of central activities and field costs. Central costs would be similar to a membership fee, which would reinforce the notion of shared membership which would mean all organisations pay equally for these costs, including OECD countries, which are currently excluded from the headcount. She said a simulation, based on historic data, was carried out and that members are developing a proposal with a practical focus. Ms. Bhatia noted that discussions with the CEB Secretariat on getting the latest headcount data was ongoing, so this could be included in the 2021 budget.

80. Mr. Dell’Amico noted that the IASMN considered these issues in 2011 and 2013, concluding that the current cost breakdown was the preferred option as none of the other choices offered substantial improvement. He queried, since the purpose of the exercise was not to expand resources (as confirmed by the EO and, later, USG UNDSS), whether the working group was a priority. The ASG UNDSS acknowledged the extensive work done by the group, and suggested that some working groups may consolidate. Several members (such as UNDP and UN Women), however, felt this working group was still needed, as several issues needed to be addressed, such as accuracy of headcounts and the services received.
81. In response to several members who expressed a desire for greater transparency, including on the prioritization process, Ms. Bhatia said detailed budget documents would be disseminated the following day¹⁰. She noted that the 2019 budget expenditures would be prepared soon, as closing is in March 2020, and that 2021 budget discussions have not yet begun, with instructions from the Controller arriving late the previous weekend.
82. On the question of headcount, Ms. Bhatia stressed that the CEB approaches each organisation to get headcount information, and that the system cannot rely on UNSMIN data, urging each AFP to provide more accurate numbers.
83. On a question whether activities could be funded by the Regular Budget instead of the JFA, the USG UNDSS stated this would be extremely unlikely in a time of uncertainty and would likely bring the system to a halt. He urged everyone to review resources collectively, to make sure together the system provides the personnel and resources required.
84. **The IASMN:**
- **Took note of the briefing;**
 - **Requested preliminary inputs from members on identifying drivers and trends of security demand.**

UNSMS HR Strategy

85. Ms. Renu Bhatia, UNDSS/EO, provided an update on the UNSMS HR Strategy working group progress (**CRP 6**). She noted that the working group benefits from active participation and was working to expand mobility across the entire UNSMS, taking into account diversity and what type of background and skills would be appropriate. She said a draft P3 profile was circulated to all to solicit feedback. Mr. Noory, Co-Chair for the group, added that the starting point was a standard Job Opening (JO). Once standard JOs are agreed by all, the group can work on establishing joint rosters to promote career development. Mr. Vandamme added the need for the WG’s recognition of specific agency HR processes in an effort to achieve mobility.
86. Participants noted the importance of a balance of skills among security professionals, highlighting that both traditional and non-traditional backgrounds could be suitable. Members noted that

¹⁰ On January 22, two documents were disseminated to the IASMN: the Proposed programme budget for 2020, Part XII: Safety and Security (A/74/6 (Sect. 34)), and a document prepared for the IASMN titled “Budget for 2020 Jointly Financed Security Costs”.

certain skillsets, such as managing risk, can be learned, and that “soft” skills like negotiations and communications were critical and could also be found among those of more traditional backgrounds. Members raised questions on whether the working group was broad enough in its outlook, but agreed to finalize the discussion in the overall context of the discussion on the UNSMS priorities, which includes ‘UNSMS workforce’ as a priority.¹¹

87. Mr. Kleiber noted that the IMF was keen to recruit security personnel from the UN, on short-term basis and was willing to offer “stretch” assignment opportunities.

88. **The IASMN:**

- **Took note of the briefing;**
- **Requested input to the draft P3 Job Profile.**
- **The UNSMS HR Strategy Working Group will take into account the discussion at the IASMN’s 31st session, and formalize ties to the STWG.¹²**

Working Group Updates

Technology Advisory Group

89. Ms. Jamie Medby, UNDSS/DSOS, presented an update on the Technology Advisory Group (**CRP 10**). She noted a one-day meeting was being proposed and asked the members’ endorsement.

90. Members raised questions on the work of the group, including on whether there was scope to standardize equipment, what problems the group was trying to address, and whether low-tech solutions could be considered. Mr. Wairoa-Harrison urged the IASMN to engage more deeply with the TAG, sharing such feedback with the group to guide its work. Members also queried the need for the one-day meeting and requested a ToRs for this be prepared.

91. **The IASMN:**

- **Noted the progress of the TAG;**
- **Endorsed a one-day in-person meeting of the TAG, to be held in conjunction with the next IASMN Steering Group meeting, provided that detailed ToRs are provided in advance.**

eTA Update

92. Ms. Medby, UNDSS/DSOS, presented an update on the eTA application (**CRP 11**). She noted there were over 33,000 users of the application. She mentioned that a collaboration with WFP regarding the Location Services (LS) application was ongoing to augment eTA functionality in the context of personnel without smart phones and data plans. WFP offered UNDSS the Location Services (LS) application which they had been developing for the past seven years presenting an opportunity to integrate with the eTA. A meeting with the Government of Luxembourg, who funded the building of LS, was planned for the following week. Ms. Medby noted that, among recent improvements, the application now had the capability to allow Android users to request security

¹¹ Please see earlier section on the UNSMS Priorities.

¹² Please note that this is the same point as stated in the discussion on UNSMS Workforce (paragraph 33), included here for greater cohesiveness.

clearance and OIS (App Store) security clearance requests would be possible in the coming weeks. She announced that Wilber Wejuli would be new eTA Project Manager until the end of June 2020. Regarding the SOP for the use of the eTA application by AFPs, Ms. Medby updated that a draft was in the final stages of completion and would be shared shortly. She added that the new eTA improvements made headcounts easier, and that the team was working to clean user profile data on TRIP to avoid duplicated profiles. This is expected to be achieved through encouraging the linkage of various Enterprise HR systems which would also facilitate travel requesters in respective enterprise systems with eTA to receive automatic security clearance; first for Secretariat personnel, and then for AFP personnel. Later in the year, the emergency notification (panic) button should be functional, which will send users to the most effective first responder in the area.

93. Participants expressed appreciation for the consultative approach that Ms. Medby had taken. OCHA noted they were encouraging their personnel to use it, as it was a valuable source of security information. Participants also stressed the importance of the ETA having been made a priority and the need to have it effectively resourced.
94. Participants highlighted that the issue of personnel not having smartphones or data subscriptions continues to be a problem. Ms. Medby noted that the SMS feature should address that issue, noting that as soon as the team has a contract for this, the feature would be functional as the technology is already in place. She confirmed the eTA application was free for users to download and use. In response to a question on the origins of the data that populated the application, Ms. Medby noted it was fed in from security advisors, and that her team provides guidelines respectively.
95. In response to a question on use of the app in countries that block sites during times of social unrest, Mr. Casier confirmed, based on his experience through the TESS project, that it is the data connectivity/internet which is blocked and also that in such cases the SMS feature will still function, once operational. He added that generally, governments switch off social media in times of unrest, which means that applications like the eTA continue to work.
96. Participants also discussed when the app would be 'fully live', with Mr. Wairoa-Harrison noting that, based on his experience with SCAAN, such apps were always in a state of development, as technology changes and new issues come up. IFAD questioned the inaccuracy of the Contact Directory section on the Information tab of the eTA, as it wrongly displays outdated data which may bring confusion to users. In response, Ms. Medby mentioned they would look into it to find a solution.
97. In response to a participant's question, the ASG UNDSS confirmed that the Department was looking at leveraging other platforms, such as through the potential partnership with the Government of Luxembourg and was mapping the way forward on the eTA. Mr. Delaney added that the Department was exploring the resource requirements of the day-to-day management of the eTA, including whether that oversight could be bundled with other project support functions.
98. **The IASMN:**

- **Took note of the progress made to date and encouraged a rapid approval of the SOP for the use of the application by AFPs and global roll out of the application.**

Pilot Project Evaluation

99. Mr. Drew Donovan, ITU, provided a summary of the “Pilot Project Evaluation Report” of Using the SCAAN Security Service App¹³. He said his organization had wanted to explore crisis communications (as one of the elements of ORMS) by testing a mature fit-for-purpose secure communications system, which is able to provide “real time” emergency assistance for their staff working in regional offices, on business travel, or attending global events. They selected the SCAAN system as it had the ability to make Emergency and independent status notifications. IOM gave ITU access to their 24/7 control center in Manila, and all ITU personnel were issued smartphones with a full data package, and with the application that they had to keep enabled at all times. In a total of three separate incidents during the pilot period where staff called for help, he noted that within the minute of pushing the “I’m NOT OK” icon, there was an IOM operator who had contacted their staff members.
100. Mr. Kleiber, IMF, volunteered his experience with Everbridge, a geo-location application used by his organization. The requirement for personnel was to use the application during office hours, and 24/7 while on mission. He noted there were fewer privacy concerns and less resistance than anticipated. He said communication and internal engagement was critical so that the application is not forgotten by personnel. He noted that geolocation proved more difficult than anticipated, as the location of the person was only accessible once the user presses a button on the phone and cannot be done by simply querying a map of the users. However, he noted that 85 percent responded within 3 minutes of a headcount.
101. Participants discussed several related issues, including the provision of smartphones, and whether data packages (or lump sum offset payments), the accountability of response to emergency button calls, and the importance of marketing the application (whether eTA or others) properly.

TESS Project

102. Mr. Peter Casier, TESS, presented an update on the TESS Project (**CRP 9**). He noted that the project was now fully JFA-funded, through to June 2020. He noted that if any IASMN members had slots available for the TESS team to brief their security professionals, such a briefing could be arranged (ideally virtually) as was previously done for UNICEF, UNFPA and WFP. He noted that the team had been working, on the request of the IASMN, on a proposal to institutionalize the TESS services, referred to as “{TESS+}”, which would start immediately after TESS ends. The proposal for {TESS+} was submitted as appendix to the TESS CRP (CRP 9). He explained that the governance of the {TESS+} would slightly differ from TESS in that, the chairing of the TESS Interagency Steering Group, the main governance body of TESS (and {TESS+}), would be shared between one main operational programme lead (representing the coordinating agency) and a UNDSS staff (at 50% capacity) who would coordinate the liaison with UNDSS. The cost for {TESS+} would be USD 1.5 million per year

¹³ The document was circulated by Drew Donovan to IASMN participants on 17 January.

– slightly higher than TESS largely due to the addition of UNDSS co-chair. He requested the IASMN to appoint a coordinating agency for {TESS+}. The coordinating agency would also be the entity in charge of fund-raising the running costs of {TESS+} for two years through a common donor appeal. He noted there seemed to be donor interest in {TESS+} already. The coordinating agency would report to the IASMN Steering Group (April 2020) if sufficient donor interest was raised. If this was not the case, the running costs of {TESS+} would have to be covered by alternate means, possibly through the JFA.

103. In response to a question on governance, Mr. Casier noted that the main coordinating, operational and governing body for {TESS+} is an inter-agency steering group (similar to the current TESS Inter-Agency Steering Group) consisting of the five SCS service providers (UNICEF, UNHCR, OICT/DOS, WFP and ETC) and the clients (UNDSS, IASMN, and NGOs represented through the ETC). {TESS+} would report to the IASMN. He noted that UNDSS had representatives in the TESS Interagency Steering Group as of last year and requested two IASMN members to join the TESS/{TESS+} Interagency Steering Group, to represent the IASMN. Additional members (Mr. Wairoa-Harrison and Mr. Donovan) volunteered and were accepted to be part of the TESS/{TESS+} Interagency Steering Group.

104. **The IASMN:**

- **Took note and supported the overall process and the progress made to date in the current TESS project;**
- **Endorsed the {TESS+} proposal and formally appointed WFP as the {TESS+} coordinating agency.**

Inclusion of Disability Considerations within the SRM Process

105. Mr. Paul O’Hanlon, UN Women, briefed on the work of the working group (**CRP 10**). He noted that, while at the beginning of the group’s formation, there was a lot of involvement from AFPs, that has since tapered off. He requested that IASMN members re-engage with their focal points on this issue. He also noted that the working group would soon produce a draft zero of the guidelines. Mr. Vandamme, Co-Chair for this group, expressed UNDP’s continued commitment to participating in the work on disability.

106. **The IASMN:**

- **Recognized the work of the WG thus far;**
- **Supported the re-commitment of UNSMS members for active participation of WG participants;**
- **Noted that the draft guidelines will be presented to the IASMN’s 32nd Session.**

Road Safety

107. Mr. Giulio Galante, UNDSS/DSOS, briefed on the progress of the road safety working group (**CRP 11**), highlighting progress on the five pillars of the UN Road Safety Strategy. He noted that he will represent UNDSS at the FIA High-Level Panel of Experts on Road Safety meeting in February. Further, the IASMN WG on Road Safety will hold an in-person meeting next month in New York to discuss priority activities for 2020.

108. Following the briefing, members discussed several related issues, including the possibility of collecting more in-depth data on car crash circumstances, including near crashes to help guide policy as well as post-crash response.
109. **Road Safety Awareness Guidelines:** Under Pillar 3 (Safer Road Users), Mr. Galante confirmed the intended audience was all UN personnel at duty stations, who should be aware of the principles of road safety, particularly staff who are permanently assigned a vehicle. UN drivers would receive additional road safety awareness information, including those suggested by the EU and the ILO on the number of hours allowed to drive, but this is a responsibility of each UN agency to manage as an HR matter. He confirmed the guidelines apply to all UN personnel, which includes consultants. Mr. Vandamme said he appreciated the consultation process, but that he found repetition in the draft guidelines, urging drafters to consolidate and simplify content. Mr Galante noted the draft guidelines would be accompanied with infographics and easy-to-read reference sheets for drivers. Mr. Farrell (UNICEF) asked if the guidelines can include awareness information for motorcyclists as many UN AFPs deliver programmes by motorcycle. Mr. Galante confirmed that recommendations for motorcycles are included in the guidelines.
110. **Impact:** Mr. Miller stressed it would be important to consider the resources vs impact (and desired impact) of the strategy. Mr. Farria noted that, in addition to casualties, his entity included other metrics when considering the issue, such as personnel hours lost.
111. **Training:** Members expressed support for more cost-effective solutions for driver training. Mr. Noory stressed it would be important to engage the STWG to support the standardization of training. Mr. Galante stressed that the WG was not recommending for the driver training programme provided by UNSSC to be compulsory; rather that the driver training standards will be submitted to the STWG for further review and comments. Mr. Dominguez recalled his experience with UNSSC, particularly their Training of Trainers programme.
112. **Host countries:** Mr. Vandamme enquired whether the UN has a good analysis on how many crashes the organization has been involved in, where it would have been impossible to avoid or mitigate against the accident. In this regard, he highlighted that the work of the WG should not primarily focus on the United Nations, which delivers rather well on providing safe vehicles and trained drivers, but should mainly address gaps identified with host countries, where law enforcement, vehicle inspection, road environments and other issues may have significant impacts on reducing road traffic crashes.
113. **The IASMN:**
- **Took note of the progress made to date.**

Blast Assessment

114. Ms. Medby, UNDSS/DSOS, highlighted the progress on the blast assessment guidelines (**CRP 12**). She noted that the guidelines had been drafted by based on meetings and recommendations with AFPs, highlighting the aim was simple, succinct guidelines that can easily be followed by security advisers. Mr. Decio Leao, UNDSS/DSOS, highlighted that the guidelines were based on documents in common use for blast assessment.

115. Mr. Farria thanked the team for their help in Sri Lanka, noting that Mr. Leao and a team came to the country to assist after the bombings.
116. Mr. Vandamme indicated that the issue of cost should not be a factor as this is determined by the affected agency and not as a result of the blast assessment. In response to a question from Mr. Vandamme on whether an IED or EOD technical expert would have the relevant expertise to do blast assessment work, Mr. Leao stressed that blast protection was a multi-disciplinary area that draws on knowledge from different fields, which IED or EOD techs generally lack.
117. After several IASMN members expressed concerns on four parts of the document (including 1.3, 2.4.8 and 10), the IASMN agreed that select members would reconvene, on a voluntary basis, and come up with proposed language. That language was agreed the following day, and the guidelines were approved. In response to a question on premises, Mr. Farrell clarified that if a building houses UN personnel, it is a UN premises, and that the blast assessment document is linked to the premises policy, which contains the appropriate definitions.
118. **The IASMN:**
- **Endorsed the Guidelines on Blast Protection for UN Premises for inclusion in the UNSMS “Security Management Operating Manual.”**

Guidance and Procedures for Security Communications Systems

119. Mr. Peter Casier, TESS, highlighted the progress of this new Working Group, which formally started its work in December 2019, and refined their ToRs, which were submitted for the IASMN’s endorsement (**CRP 13**). The group is chaired by TESS and co-chaired by UNDSS/SPPS.
120. Mr. Casier noted that the group will be working on inputs to the Security Management Operations Manual (SMOM), providing guidance on Security Communications Systems, to be submitted in draft to the IASMN Steering Group before submission to the IASMN 32nd session.
121. **The IASMN:**
- **Endorsed the Working Group’s ToRs.**

Training Update

Security Training Working Group

122. Mr. Enrique Oribe, UNDSS/DSOS, gave an update on security training (**CRP 14**). He said the course calendar will be available on UNSMIN, and discussed the sharing of programmes (such as that on driver training) among IASMN members and noted that the focus of TDS will be to support course delivery.
123. In response to a request to further clarify the role of TDS, the USG UNDSS noted that TDS will be elevated to support course design, standardization of courses, and coordination, with less focus on delivering courses. The team will work on designing, updating and overseeing courses instead. He noted that some positions in the Nairobi training unit may be brought back to New York to bolster the unit’s capacity and meet partner expectations, and that UNDSS would consider relying

more on SMEs or contractors in the field for course delivery to the entire UNSMS. IASMN members (UNFPA, UNDP) expressed appreciation for the clarity, and on the plans for TDS to have greater oversight and quality control.

124. **STWG meetings:** In response to a member who noted that the STWG had not met for five months, Mr. Oribe said that the meetings would resume once the Chief TDS was back in office.
125. **Use of virtual reality:** In response to a question on DSS' potential plans to use this technology, Mr. Oribe responded that this was being considered, and materials were being piloted. On SEA, there is a pilot training for personnel and security in the field, based around a set of scenarios. He noted, however, that sometimes language or cultural aspects present a problem, as some situations are difficult to translate.
126. **Alumni concept:** Mr. Oribe noted that TDS would like to institute this approach, though this would depend on having up-to-date information in the LMS, for which personnel are needed. He noted the biggest challenge for the alumni approach was to integrate information on who has done which course. In response to a question on whether it would be possible to integrate course completion data within UMOJA, Mr. Oribe said he would follow up.
127. **SSAFE:** Mr. Dominguez noted that there was increased demand to attend SSAFE training worldwide, but that he struggled to find the location and dates of these trainings online. Mr. Oribe responded that most duty stations offer their own training, dependent on their resources, and that DSS will work on having an updated point of contact for each duty station so that those interested can check directly with the field what trainings are on offer. He noted that few duty stations require SSAFE before arrival. Mr. Wairoa-Harrison volunteered an example on the coordination of SSAFE trainings, highlighting that several UN organisations (including WIPO and ILO) in Geneva have a training working group, which run all the SSAFE trainings. He added that coaching and mentoring were critical to the success of trainings. Mr. Oribe added that TDS was in the process of renewing the commitments to host a SSAFE training in New York.
128. **Online training:** Mr. Noory noted the growing reliance on online training which, however, does not allow trainees to interact with or challenge each other, and may not ultimately reach its desired outcome. He said he would welcome training that was decentralized and focused on empowering individuals in the field.
129. **Priorities:** Mr. Vandamme requested more information on the risk assessment being used to prioritize the trainings. He noted that, with the departure of over 100 UNDP staff (Resident Representatives) to the RC system, UNDP has had to recruit new Resident Representatives, who will be critical in implementing security arrangements in country. The training for these personnel will be priority.
130. **Certification of trainers:** Mr. Wairoa-Harrison raised a point about the certification of trainers through the TDC, and a need to review how people are certified. Mr. Oribe noted that the TDC was originally conceived to prepare trainers to deliver SSAFE courses and that the team was reviewing

this, with a view to recognize previous experience. He highlighted that the team would like the UNSMS to help them identify such personnel, considering especially critical thinking skills.

131. The USG UNDSS noted the importance of training, and announced that in the upcoming months, he would seek funding from XB and other sources to invest in training.

132. **The IASMN:**

- **Took note of the progress made to date.**

Hostage Incident Management

133. Mr. Igor Mitrokhin, UNDSS/DRO, and Mr. Paul Farrell, UNICEF, presented an update on the HIM (**CRP 14 and PowerPoint presentation**, available on UNSMIN). Mr. Mitrokhin gave a historical overview of hostage incidents affecting the UN, reviewing a ten-year history to identify trends. He highlighted that, of the 250 personnel taken during that period, 150 were UNSMS personnel. The recent trend has been for kidnappers to make demands to the family, rather than to the UN or to the host government, which has influenced the training design. He highlighted that this is in large part because families are easier to approach. He noted that most hostage incidents happen when personnel are not complying with UN processes and regulations.

134. Mr. Farrell stressed that the new training was based on the Best-Practice/Lessons-Learned document (CRP 14, Annex A) developed between UNDSS and UNICEF. The training targeted personnel who had not done previous HIM trainings, as well as those who have done the previous versions. He noted that, while there was a diversity of experience, languages, and national vs international personnel, there was little gender diversity. He said his organization had 15 HIM-trained personnel who were ready to deploy. He noted that the revised HIM training focuses on an approach that aims to protect both the personnel and the organisation, and included revised sessions on information management, dealing with the media, support of families, as well as prevention of hostage incidents. He noted that advice given to families may help in not inflating the kidnap-for-ransom marketplace.

135. Mr. Vandamme commended UNICEF and UNDSS work on the document, which provides valuable insights on aspects that require critical thinking. UNDP further supported the establishment of a “group” to determine next steps on HIM, leading to a revision of the policy/guidelines. Mr. Vandamme highlighted several points, including that, in hostage incidents where the family assumes full responsibility for the resolution of the incident, ransom tends to be paid, which may be at odds with the need to prevent further incidents from occurring. In addition, he noted the need for the SMT to be involved in post-incident reviews, analysis and other consultations important for risk management. UNDP further supported the need for the integration of the reviewed guidance into training activities.

136. Mr. Dell’Amico announced that his organization was building on the work of UNICEF and DRO on HIM, in an inter-agency fashion, and have planned two HIM workshops: one in Budapest, in June, and one in Nairobi in the fall. Each course will aim to train 24 people (approximately 12 from

UNHCR, four from UNDSS, four from other agencies, and four from outside the UN), for a total of 48 trained. He noted the aim was to ensure that those trained (excluding those from outside the UN) were readily deployable, including to HIM incidents involving UN entities other than their own.

137. Mr. Miller noted that, while the current policies should be revised to reflect these updates to HIM approaches; in the meantime, the current policies must be respected.

138. Mr. O'Hanlon suggested that versions 1 and 2 of the HIM certification should be revoked, given the vast difference with version 3. Mr. Wairoa-Harrison, however, opposed the proposal, noting IOM has people trained in the previous versions, and carried out their last training fairly recently, in November. He therefore suggested that this be taken out of the concept paper, and suggested that, those that are certified in versions 1 or 2 of the course simply take a refresher course, rather than having to undergo the entire third version of the training. Mr. Farrell agreed that those who completed earlier versions of the course have the ability to achieve results if they are part of a wider system and have access to HQ support mechanisms.

139. Mr. Mitrokhin highlighted the difference between HIM training and HIM awareness, noting that the media can be used to assist the cause, and that senior management within the UN, such as the Spokesperson and Deputy Spokesperson, were fully briefed on the approach. He underlined the need for a social media strategy so that the friends and family of the person taken hostage do not start putting out messages on social media that may be counter-productive.

140. **The IASMN:**

- **Took note of the update on HIM Training v3;**
- **Supported the use and further development of the HIM lessons learned / best practice document;**
- **Supported the establishment of an expert group/standing committee on HIM next steps;**
- **Supported the eventual review of guidelines and policies on the issue;**
- **Supported the inclusion of prevention and other HIM-related concepts in key trainings.**

2020/2021 Budget Update

141. Ms. Bhatia, UNDSS/EO, briefed on the 2020 budget, on the basis of documentation shared earlier that week. The documentation included the exact numbers of posts, comprising those in the field as well as HQ, as well as funding sources for all UNDSS operations (including those outside the JFA). Detailed costs were shown, per category: salaries, consultancies, travel, contractual services, and general operating expenses (such as rents and insurance), furniture and equipment, along with grants and contributions.

142. IASMN members expressed appreciation for the detailed financial information provided, though members noted that they did not have much time to review the data. The USG UNDSS highlighted that, since the documents were shared the day before the meeting, participants were encouraged to reach out to Ms. Bhatia with any questions or comments once they have had time to digest the document.

143. Mr. Donovan informed the membership that although his Organization agrees that security risks have increased globally including in OECD countries, they object in using an OECD Headcount to pay for the Joint Funding, because the majority of its staff are located in Switzerland, where the ITU is mostly self-sufficient when it comes to its safety and security operations in a duty station like Geneva, meaning that UNDSS is providing the ITU a minimum of services.
144. Mr. Vandamme indicated that the JFA for 2020 indicates about \$120m, however, the FBN approved about \$116m. Noting this discrepancy, UNDP's contributions will be in line with the FBN's approval. Mr Vandamme further inquired if there were any changes in terms of number of posts and operating expenses compared to previous years.
145. Ms. Bhatia clarified that the discrepancy between the approved and final budgets (USD 116 m vs USD 120 m) was due to re-costing that happens at the end of the year (and includes adjustments based on exchange rates, post-adjustments and salary changes approved by the ICSC), and that billing would be based on USD 120 m. She noted there were no major shifts compared to the 2019 budget, with some minor changes, such as shifts on the location of posts.
146. Mr. Noory noted that UNFPA's contribution to the JFA would be based on the figures approved by the Finance and Budget Network, on the principle that organizations have to operate within the approved budgets and no additional funds are provided for AFPs, after budgets are approved at certain limits.
147. On vacancy rates, Ms. Bhatia clarified that there is a 10 percent vacancy rate in the field (for the JFA), and that different factors have influenced this rate, some of which are beyond the control of the department (such as visa issues). In response to a question from DPPA on whether UNDSS would report separately on the Integrated Work Force, Ms. Bhatia indicated this would be considered, but discussions would proceed on a bilateral basis.
148. Mr. Dell'Amico expressed appreciation for the financial information provided, but also asked for clarification on the way forward for IASMN/FBN endorsement of the proposed 2021 budget. He emphasized the importance of ensuring a review process that while not overly cumbersome ensures suitability for the needs from a client perspective and allows for buy-in and endorsement by members of the IASMN. Ms. Bhatia noted that the discussions on the 2021 budget had not yet started, so there was little information to share. She added that the Secretary General would be presenting a "maintenance budget" to the GA. The resource plan would need to be submitted in February 2020. She highlighted that the (Secretariat-wide) instructions on the budget had been delayed this year, and there would be relatively tight timelines to submit comments.
149. Mr. Miller clarified a point with regards to having one security adviser for multiple countries, noting that this approach is being reviewed and a different model is under consideration. However, he noted the need to be mindful of staff rules and regulations, as some of the posts that may be considered for a change of approach are now encumbered.

Additional Issues

Update on Integration

150. Ms. Renu Bhatia, UNDSS/EO, gave an update on the integration progress. The update had been requested by IASMN members during the planning for the IASMN's 31st session. She noted that the transition of 298 professional staff from UNDP to UN Secretariat contracts has taken place. She noted that, while some 114 personnel are now rostered, the EO is working with those that have not successfully been rostered to provide additional training (and they are still eligible to participate in the managed reassignment programme). She added that UNDSS was working on the transition of General Service staff members, and are developing standards and benchmarks for security personnel in peacekeeping missions and special political missions.

LCSSB Issues

151. Mr. Noory, UNFPA, introduced the item, based on the agencies review of the LCSSB since the approval of the policy in 2017 and noted that a lot of progress has been made, including a significant increase in LCSSB budgets, i.e. from USD 12 million in 2012 to over USD 50 million in 2020(CRP 16). He said there were issues of concern, such as a lack of justification in the SRM. In several instances, savings from previous years were held as contingency funds, and not reflected in the subsequent LCSSBs, and positions that are normally covered by JFAs, such as drivers and ID assistants, were included in the LCSSB. He requested a more active engagement in the review of these budgets, where desk officers would receive a simplified checklist or other objective benchmarks to follow. In the review process, he requested that HQs Desks clarify issues raised by various members with concerned offices, without sharing or naming individual UN entities, as the latter causes unnecessary damage to working relationships. To assist the Desk Officer in this, UNFPA proposed a simplified checklist that can be used as an objective quality control mechanism.

152. Several IASMN members (Mr. O'Hanlon, Mr. Vandamme, Mr. Sobron) expressed satisfaction with the LCSSBs in practice and the overall LCSSB policy, noting the budgets are generally based on the SRM and that cost-effectiveness is high. Mr. O'Hanlon noted that, while the policy and process are good, the IASMN should look at implementation.

153. Mr. Miller highlighted a number of issues in response, including that there currently were 113 LCSSBs around the world, and that governance and responsibility for these budgets was shared among IASMN members. He noted that, while a review may be appropriate, the policy is relatively new, with only a third full cycle of the LCSSB underway. He added that there has been a steep reduction in the number of problems identified. He requested that, if any AFPs had issues with the Desk Chiefs and their reviews, to approach him directly, and that he welcomed any suggestions on how to simplify the process, He suggested that a review of the LCSSB may be warranted, but that the next cycle would be a better time, as the policy and process were still fairly new. Other entities (such as UNICEF) agreed that responsibility was shared, and that it was not yet time to review the policy.

154. Mr. Vandamme noted that, while the RCO offices now fall under the Secretariat, they are at times still reflected as UNDP in LCSSBs so there is a risk that his organisation ends up paying. He noted that personnel on the ground are often unaware of the change to the RC system, as well as other nuances (for instance, that while UNV is part of UNDP, the receiving entity of the UNV is responsible for the costs). He suggested a discussion on awareness-raising be held together with DRO to help clarify these issues, and also that further information on the LCSSB would be helpful. Mr. Miller noted that the issue will be discussed at the upcoming P/C/SA workshop, and Mr. Vandamme suggested that a briefing on the issue be done jointly with UNDP and DCO so that issues can be easily clarified.

155. Mr. Vandamme also indicated that there was currently no system in place to validate personnel numbers utilized in LCSSBs as the current approach relied on the submissions by respective AFPs, usually leading to funding inconsistencies. More so, though the LCSSB operations manual highlights what type of personnel is to be included/excluded, local implementation has at times been deficient. Mr. Vandamme stressed that increasing awareness and a more collaborative approach between AFPs and UNDSS to resolve anomalies at the local level was necessary, as he had observed discrepancies within UNSMS documentation at the local level.

156. Mr. Vandamme highlighted that, since LCSSBs are meant to be submitted in the summer, any underspends would not yet be apparent and thus it was difficult to factor them into the next year's planning.

157. The USG UNDSS noted that, while partners need a mechanism by which the headcount can be validated, but stressed that UNDSS could not play the role of the integrity police, and that every AFP was responsible for validating their numbers. Mr. Butt noted that all members should focus on this and that sometimes numbers are incorrect during times of change (upscaling or downscaling), and that he would support a way to simplify the LCSSB.

158. Ms. Poussin suggested that, since the consensus was that the policy was good and the focus should be on implementation, more work on communications was needed, to mainstream the main principles into training and improve the policy's implementation.

159. **The IASMN:**

- **Took note of the briefing and the concerns raised, agreeing that issues were not about the policy but about implementation, oversight and compliance;**
- **Agreed to provide further materials to assist the field in the preparation of LCSSB;**
- **Agreed that members would make a concerted effort to communicate with their personnel on the issues with the implementation of the policy;**
- **Agreed to review the issue at a later date, if required.**

Commercial Air Travel Safety Policy

160. Mr. O'Hanlon, UN Women, introduced the issue (**CRP 17**), noting that the policy on commercial air travel safety was not being implemented properly. He mentioned that he recently had a

meeting with DSOS to discuss the way forward. Mr. Rob Delaney said that CATSU has indeed identified a number of solutions in response to feedback received from the IASMN. He noted that he intends to work on the policy with a smaller group, to arrive at a reworked version of the policy that would address the concerns of stakeholders. He highlighted that the final version of the policy should be simpler and may exclude some steps such as ground assessments.

161. The USG UNDSS suggested that the group move forward with the re-working of the policy using an electronic review format. The group agreed that this would be done by the end of February. Participants agreed to use the revision format to make changes, and that the changes would be circulated to interested parties before they are finalized.

162. **The IASMN:**

- **Agreed that the policy should be re-worked to address concerns, requesting that interested organizations review the review the changes and, if agreed, the revised policy should be approved electronically.**

AOB

Novel Coronavirus

163. In response to a request for an update about the Coronavirus, Mr. Bermudez, WHO, and Dr. Rowell, UNMD, briefed on the spread of the virus. WHO had, at the time, determined that the Coronavirus did not yet constitute an international health emergency.¹⁴ Mr. Bermudez shared a link to the latest update with participants. Later in the day, following the completion of the meeting of the International Health Regulation Emergency Committee, Mr. Bermudez provided an update that the Committee had decided the Coronavirus Outbreak constituted a Public Health Emergency of International Concern.

Close of Session

Steering Group Composition

164. The USG UNDSS announced that, in addition to ICC, the new Co-Chair, two agencies (UNOPS and ILO) wished to be part of the Steering Group. Two members (UNESCO and the World Bank) had recently given up their seats on the Steering Group, and the USG UNDSS would check whether any further members wished to give up their seats, particularly those from the Secretariat, which has several representatives in the group. He noted the Steering Group membership must not go beyond 15 in order to keep the group fit for purpose.¹⁵

165. **The IASMN:**

- **Welcomed new members to the IASMN Steering Group.**

¹⁴ This changed on 30 January 2020, when WHO declaring Coronavirus a Public Health Emergency of International Concern.

¹⁵ After the meeting, Mr. Butt from OCHA informed UNDSS that he wished to leave the Steering Group, which meant that the number of slots free now matched the number of would-be members.

Wrap-up

166. The next Steering Group meeting will be hosted by WFP in Rome, from 28 to 29 April 2020. Peter Marshall of UN Habitat/UNEP offered to host the next Steering Group session in Nairobi, set to take place from 21 to 22 October 2020. The IASMN agreed that the Steering Group would further discuss and agree on the location of the Group's fall meeting.
167. The USG UNDSS requested that participants provide some feedback on the IASMN's 31st session, including on what could have been done better, so that the next session is as productive as possible. He requested the feedback be emailed directly to him. Mr. Farrell suggested that the IASMN Secretariat carry out a survey after each meeting to standardize the feedback process.

Annexure (Agenda and Participant List)

Inter-Agency Security Management Network
31st Session
New York, 21 to 23 January 2020

CRP 1

Final Agenda (revised)

Tuesday, 21 January 2020

- 09:00 – 09:30 Opening Session
- Opening remarks by UNICEF Deputy Executive Director Hannan Sulieman
 - Adoption of the Agenda (USG UNDSS) (CRP 1)
 - Summary of IASMN Steering Group Report (CRP 1 Annex D)
- 09:30 – 10:30 Security landscape
- 2019 observations (USG UNDSS)
 - Security situation and operational update (D/DRO UNDSS)
- 10:30 – 10:45 *Coffee Break*
- 10:45 – 12:00 Programmatic landscape (All members)
- IASMN members' strategic and programmatic priorities
- 12:00 – 13:30 *Lunch*
- 13:30 – 15:30 IASMN priorities (CRP 2)
- Introduction and overview of SWOT analysis (OCHA)
 - Seven proposed priorities (presented by leads)
- 15:30 – 15:45 *Coffee Break*
- 15:45 – 17:30 Highlights of UNDSS Strategic Plan 2020-2023 (USG UNDSS)
- Plenary feedback session
- 18:00 – 20:00 *Reception at UNICEF Main Building (and Group Photo) (TBC)*

Wednesday, 22 January 2020

- 09:00 – 09:30 Review of IASMN Session Recommendations (SPPS) (CRP 1 Annex B)
- 09:30 – 10:45 UNSMS Policies and Partnerships
- Update on the review of UNSMS policies; DO handbook (SPPS) (CRP 3)
 - Security Symposium (SPPS) (CRP 4)
- 10:45 – 11:00 *Coffee Break*
- 11:00 – 12:00 Finance and HR Updates

- Review of Security Funding Mechanism (UNDSS/EO) (CRP 5)
- UNSMS HR Strategy (UNFPA and UNDSS/EO) (CRP 6)

12:00 – 13:30 *Lunch*

13:30 – 15:30 Working Group Updates

- Technology Advisory Group (UNDSS/DSOS) (CRP 7)
- eTA Update (UNDSS/DSOS) (CRP 8)
- TESS Project (TESS project Manager) (CRP 9)
- Pilot Project Evaluation Report of using the SCAAN Security Service App (ITU)

15:30 – 15:45 *Coffee Break*

15:45 – 17:30 Working Group Updates (continued)

- Inclusion of Disability Considerations in SRM Process (UN Women) (CRP 10)
- Road Safety (UNDSS/DSOS) (CRP 11)
- Blast Assessment (UNDSS/DSOS) (CRP 12)
- Guidance and Procedures for Security Comms Systems (WFP) (CRP 13)

Thursday, 23 January 2020

09:00 – 10:00 Training Update

- Security Training Working Group and Role of TDS (UNDSS/DSOS) (CRP 14)

10:00 – 11:00 Hostage Incident Management (UNICEF, DRO) (CRP 15)

11:00 – 11:15 *Coffee Break*

11:15 – 12:00 2020/2021 Budget Update (UNDSS/EO)

12:00 – 13:30 *Lunch*

13:30 – 14:30 Additional Issues

- Update on Integration (UNDSS/EO) * *Briefing requested by IASMN SG members*
- LCSSB Issues (UNFPA) (CRP 16)
- Commercial Air Travel Safety Policy (UN Women) (CRP 17)

14:30 – 15:30 Any Other Business

15:30 – 16:00 Close of Session

- Dates and locations of IASMN meetings in 2020
- Co-Chair and Steering Group Composition
- Wrap-up

List of Participants¹⁶

	Name	Entity
1	Mr. Dewaine Farria	ADB
2	Mr. Peter Waa	ADB
3	Mr. Ian Evans	EBRD
4	Mr. Piergiorgio Trentinaglia	FAO
5	Mr. Lassi Kuusinen	ICC
6	Ms. Berkis Patricia Perez	IFAD
7	Mr. Matthias Meyerhans	IFAD
8	Mr. Jean-Louis Dominguez	ILO
9	Mr. Martin Kleiber	IMF
10	Mr. Drew Donovan	ITU
11	Mr. Criostoir Leaney	IAEA
12	Mr. William Wairoa-Harrison	IOM
13	Mr. Simon Butt	OCHA
14	Mr. Bernd Schreiber	OPCW
15	Mr. Peter Koopmans	UNAIDS
16	Mr. Tom Rudi	UN DESA
17	Mr. Khalid Eddahiri	UN DOS
18	Mr. Anders Brynnel	UN DOS
19	Mr. Luc Vandamme	UNDP
20	Mr. John Dada	UNDP
21	Mr. Russell Wyper	UN DPO
22	Mr. Valentin Aldea	UN DPPA
23	Mr. Gilles Michaud	UNDSS
24	Ms. Noirin O’Sullivan	UNDSS
25	Mr. Bill Miller	UNDSS / DRO
26	Mr. Rob Delaney	UNDSS / DSOS
27	Ms. Renu Bhatia	UNDSS / EO
28	Ms. Florence Poussin	UNDSS / SPPS
29	Ms. Justyna Pietralik	UNDSS / SPPS
30	Mr. Nicolas Hergot	UNESCO
31	Mr. Naqib Noory	UNFPA
32	Mr. Richard Jansen	UNFPA
33	Mr. Peter Marshall	UN Habitat/ UNEP
34	Mr. Michael Dell’Amico	UNHCR

¹⁶ Note: This is the final list of participants, reflecting also those who joined after the first day of the meeting.

35	Mr. Paul Farrell	UNICEF
36	Mr. Majed Altwal	UNICEF
37	Mr. Igor Mihailevski	UNICEF
38	Mr. Michael Rowell	UNMD / UN DOS
39	Mr. Bernhard Lennartz	UNMD
40	Mr. Jose Miguel Sobron	UN OCT
41	Mr. Robert Telenta	UNODC
42	Mr. Arve Skog	UNOPS
43	Mr. Mohamed Haider	UNRWA
44	Mr. Paul O'Hanlon	UN Women
45	Ms. Maria Victoria Montalvo	WFP
46	Mr. Peter Casier	WFP / TESS Project
47	Mr. Angelito Bermudez	WHO
48	Ms. Aurore Chatard	WIPO
49	Mr. Olivier Bruyere	WIPO
50	Mr. Gregory Lee Sanders	World Bank Group
51	Mr. Ryad Bouhadef	UNISERV/FICSA
52	Mr. Guy Avognon	CCISUA
53	Mr. Surya Sinha	OLA
54	Ms. Vita Onwuasoanya	OLA
55	Mr. Jose Rosemberg	CTBTO
56	Mr. Ole Emmerich	CEB
	Ms. Angela Dumdum	UNICEF
	Mr. Igor Mitrokhin	UNDSS / DRO
	Mr. John Schot	UNDSS / DRO
	Ms. Harriet Solloway	UNDSS / DSOS
	Ms. Jamison Medby	UNDSS / DSOS
	Mr. Giulio Galante	UNDSS / DSOS
	Ms. Dina Daoud	UNDSS / DSOS
	Mr. Decio Leao	UNDSS / DSOS
	Mr. Wesonga Wilber Wejuli	UNDSS / DSOS
	Mr. Rodrigo da Paixao	UNDSS / SSS
	Mr. Kanwar Sacheva	UNDP
	Ms. Vera Kirienko	UNDP
	Ms. Jarkyn Algadaeva	UN Women