The Inter-Agency Security Management Network
36th Session, 21 to 23 June 2022, Montreux
Final Report

Executive Summary

The Inter-Agency Security Management Network (IASMN) held its 36th session in Montreux, Switzerland, from 21 to 23 June 2022. The meeting, chaired by USG Gilles Michaud and co-chaired by Lassi Kuusinen, gathered participants from some 40 member organizations. The session followed a hybrid format, with over 20 participants joining remotely to participate in discussions or deliver presentations.

At this session, members approved three revised policies of the United Nations Security Management System (UNSMS). The first was on hostage incident management (renamed the "Hostage Risk Management" policy), and the other two were revised as part of an initiative to link the policy on residential security measures with that on armed private security companies to address the case of personnel hiring armed private security companies for their residences. While the revisions to the two policies were approved with some modifications, the IASMN had agreed to continue discussions on pending issues, such as whether the individual or the organization should contract the security company.

Also, the IASMN approved several new and revised guidance documents, including a manual on psychosocial support in crises, a guideline on physical security for UN premises, and guidelines for road safety.

Members took note of several updates from UNSMS working groups and ongoing initiatives, such as the DRO-led project on the results chain and the work on revising the fire safety policy. As has been customary, the session also included several discussions on technology, with updates delivered on the {TESS+} Service and the new Technology Community of Practice (TCOP), among others.

Contents

Introduction

1. The IASMN held its 36th session from 21 to 23 June 2022 in Montreux, Switzerland. The meeting followed a hybrid format, with 48 participants attending in person, and a further 19 joining virtually. The meeting was chaired by USG UNDSS and co-chaired by Mr. Lassi Kuusinen of the ICC[1].

Opening Session

Opening Remarks

2. Mr. Flavio Milan, Deputy Head of the United Nations Division, State Secretariat, Federal Department of Foreign Affairs, delivered opening remarks, expressing gratitude to UN personnel for the efforts and achievements in the context of conflict in Ukraine. He noted this entailed one of the largest emergency operations in the UN's history and involved significant coordination efforts with other humanitarian actors. He reiterated Switzerland's commitment to multilateralism and noted that Switzerland has been elected as a non-permanent member of the Security Council for 2023-24, where they will focus on the protection of civilians, among other priorities. He added that Switzerland was committed to ensuring the possible working environment for international organizations in Switzerland, emphasizing innovation and sustainable development.

3. In his welcome remarks to participants, the USG UNDSS highlighted the importance of keeping the discussions focused on strategic initiatives and centred around results for those working in the field. He also stressed the Department's need to move away from an activity-based approach to results-based approach, noting the work on the UNSMS Results Chain will be the main instrument for this. He noted that the Department was working on its crisis response capabilities, so that its personnel better anticipate, plan for and respond to crises. He added that the General Job Opening (GJO) campaign was underway, and that it was anticipated that updated rosters will be ready by the end of the year, allowing the Department to fill many of its vacant posts. He also mentioned the new initiative on resource mobilization, which would help support the Department's plans to bolster its capacity in key areas and allow it to deliver on expectations. Finally, he noted that because of the war in Ukraine, the Department was overspending, and requested the IASMN's support in addressing the shortfall by socializing their FBN representatives to reconsider JFA reductions.

Adoption of the Agenda

4. The USG UNDSS presented the agenda for the three-day meeting, and no changes or additional items were requested by the members.

5. **The IASMN:**
   - **Adopted the agenda as presented.**

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[1] Please note that the names of UNSMS organizations are not spelled out at first use in this document.

Summary of Progress on Recommendations

6. Ms. Justyna Pietralik, UNDSS/SPPS and IASMN Secretariat, briefed on the outstanding IASMN recommendations (**CRP 1 Annex B**). She noted that, from the IASMN's 34th session, eight of the 11 remaining actionable recommendations were ongoing, as were five of the 14 recommendations from the IASMN's 35th session. Many of these are long-term actions.

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

IASMN Survey

8. Mr. Kuusinen introduced the session on IASMN working groups, which also sought to identify a way forward on lessons learned (**CRP 2**). He noted that the IASMN is a formal meeting that should not get into technical details, which should be addressed in working groups. He noted that, among the suggestions submitted in survey responses was an idea that smaller organizations could organize and submit statements to the IASMN or hold a pre-meeting to discuss positions on certain issues, to both effectively prepare and state their positions. He noted the hybrid meeting modality received a lot of support in the survey and that members felt the meetings should schedule sufficient time to discuss the issues being presented.

9. **Voting:** Though the issue of voting was not specifically featured in this survey, it had appeared in the previous survey and members discussed whether surveys and/or voting offered an accurate snapshot of member opinions. Mr. Paul Farrell, UNICEF, suggested that gathering opinions was better done through a survey, rather than voting, as this offered more nuanced results and voting was very much influenced by question design. Mr. Luc Vandamme, IOM, suggested that voting may offer a way for less vocal members to express themselves easily and thus show a more accurate division of opinions.

10. **Conceptual discussions:** Several members suggested that more conceptual discussions be built into IASMN meetings, similar to the way they had been featured in the Security Symposium. Mr. Farrell noted that such discussions would inform policy discussions, even if they were not on specific policy issues. Mr. Naqib Noory, UNFPA, suggested that issues such as financial sustainability, in view of crises such as the conflict in Ukraine, could be one such topic for discussion, as it was being faced by all IASMN members. Mr. Kuusinen suggested that such discussions could mean that the IASMN sessions would expand to a full three-day period.

11. **SG Governance:** Members also discussed the governance of the IASMN Steering Group, and how this could be improved. Mr. Vandamme commented that, presently, the Steering Group tends to function as a type of clearinghouse, with roughly the same CRPs and documents presented to them and to the IASMN, rather than discussing the direction and leadership of the UNSMS. He suggested that the role of the Steering Group be reviewed and possibly redefined and that the number of meetings of this group also be discussed, as it was excluded from the current survey. Mr. Valentin Aldea, DPPA, cautioned that, while the Steering Group advised the IASMN, it was not an *advisor* to the IASMN and was not above it.

12. **Meeting Modality:** DPPA suggested that it was important to meet in person and that members should participate virtually only if they are prevented from attending in person, with the primarily modality being in-person participation.

13. **CRPs:** Mr. Vandamme noted that timelines for CRP submission, between the Steering Group meeting and the full session, were very tight, and members suggested that CRP timelines could be better synchronised to make this easier. Mr. Arve Skog, UNDP, suggested that some documents could be shared in their 'interim' state to provide non-working group members an opportunity to review the upcoming CRP submissions.

14. **Expanding Participation:** Mr. Aldea also suggested that the creation of smaller groups to put forward issues could lead to the creation of cliques, which would be counterproductive. Mr. Vandamme noted it was important to have the views of the smaller organizations, particularly since they have less resources to carry out the same responsibilities as larger UNSMS organizations. He added that it was important that the working groups include those organizations to whom the given issue is particularly important so that the approval process is not derailed later. Mr. Noory noted he was also not in favour of greater divisions within the Network and that it was important to maintain participation as a voluntary, democratic process.

15. Though the issue of resourcing was also raised in this discussion, the discussion was postponed until the session on results chain / budget.

16. Participants also debated whether any action needed to be taken in response to the survey findings noting that the response level was relatively low (33 of some 54 organizations responded). Mr. Jose-Miguel Sobron, UNOCT, proposed that a group could be set up to explore new ways of conducting the meetings. The USG UNDSS suggested that useful action could come out of the survey and that the Steering Group should discuss how best to action some of the findings.

17. Mr. Kuusinen reiterated that the next survey would be done in two years and stressed the Network should commit to reviewing how it meets, how it works and the internal quality control mechanism it employs.

18. **The IASMN:**
    - **Requested that the IASMN Steering Group discuss the survey findings further and, if warranted, come up with a proposal on how to action these.**
    - **Requested the IASMN Steering Group to review its role vis-à-vis the IASMN and, if needed, to propose a reformulation.**

Policy Update: SPM Chapter 4 Section D

19. Ms. Suchada Kulawat, UNDSS/SPPU, presented an update on the policy on alternate work modalities, evacuation and relocation (**CRP 3**), noting that some final changes submitted by DRO were being considered and that the Secretariat will share the draft with the Field Reference Group for input. After this, the policy will be presented for endorsement, at which point the group will move on to the next policy in the queue. She added that guidelines accompanying this

policy revision was already being planned, as several specific issues had been identified that would require such guidance. She highlighted that, after the promulgation of the revised Framework of Accountability, there were questions on the warden system, and that the IASMN decided that there should be a guidance on the issue. The Field Reference Group is currently supporting the development of the draft guidance on warden system.

20. Mr. Noory highlighted the importance of the group and expressed UNFPA's plan to join. Mr. Vandamme noted his support for the guidelines planned to accompany Chapter 4 Section D, on risk avoidance, and highlighted there was a link between this work and the recently revised "Remuneration on Evacuation and Relocation" policy.

21. **The IASMN:**

    - **Took note of progress made.**

WG on SRM/SSIRS implementation

22. Mr. Farrell briefed on this new working group (**CRP 4**), noting it was sub-divided into one on SSIRS and one on SRM, with him leading the SRM group and Mr. Simon Butt of OCHA on SSIRS. He noted the group was linked to phases 1 to 3 of the work done by DRO and is meant to help make the SRM process work better and produce more effective outputs. He noted the focus was on improving the tool, increasing personnel's comprehension of it and designing quick wins. He added that, subsequently, the working group would also consider more fundamental issues and that the group's work should lead to better risk assessment and better SRM measures.

23. Mr. Butt briefed on the SSIRS improvement project, noting that the group needed to take a step back and first identify the system's purpose. He noted that the group's planned outputs were rather broad at the moment, and further work would need to be done to narrow these down. He added that the group would also look at the data that individual organizations are collecting, including at what data was being gathered separately from SSIRS.

24. The Staff Federation requested to be part of this working group, as it deals directly with issues that are of concern to staff, as well as their dependents.

25. Ms. Maria Victoria Montalvo, WFP, noted the SRM tool needed to be revised to create and demonstrate value to decision-makers as well as enable consistent, accurate and timely reporting. She suggested a deep revision that would re-evaluate issues such as the weighting of crime. Mr. Noory agreed that the SRM was sometimes not an enabling process which led to lengthy documentation, noting the SRM for Afghanistan had 750 pages. He expressed a concern for the confidentiality of information, in that sometimes sensitive information was included in reports. Mr. Vandamme echoed the importance of the work, highlighting that his organization would like to join the SRM group.

26. Mr. Farrell agreed the key goal was to make the SRM more useful to decision-makers and reiterated that the working group's plan was to make an impact early with some quick wins, but then return to some longer-term issues such as innovation. He stressed the goal was not just to improve the SRM e-tool but revise it as necessary.

27. The USG noted that, from his experience, it was clear that not all security professionals were comfortable using the SRM as a tool, and that there was confusion on how to populate it and what it should do. He added that currently the tool was open to manipulation and agreed with WFP that a "deep dive" was needed but that improvements needed to be made in short order, with awareness raising a key component. He thanked the co-chairs for their leadership.

28. **The IASMN:**
   - **Endorsed the working group's ToRs.**

UNSMS Results Chain

29. The USG UNDSS introduced this session, noting that the project will give the UNSMS an ability to manage performance, not just of entities but also of individual security professionals, and allow the tasks and division of labour within the area of security to be transparent and easily communicated to external stakeholders. Additionally, the USG thanked UNRWA for their continued support of the Results Chain project, highlighting the amount of dedication in staff time required for this effort. Mr. Michael Center, UNRWA, briefed on the UNSMS results chain (**CRP 5**), noting that the work was now focused on results indicators. He noted that these would need to be field-tested. He mentioned that, in parallel, awareness raising initiatives were ongoing to reinforce a common message on the project, with Info Cafes and presentations to DRO regional workshops, among other initiatives. Mr. Center highlighted that DSS was now running a couple pilot projects within DSS to see how the results chain would work to build a country office plan so that, by 2023, the results chain can be the basis of workplans. He noted that field input was being solicited to validate the content of the results chain and that the goal was to present the work at the global workshop for UNDSS Security Advisers in October.

30. Mr. Bill Miller, UNDSS/DRO, added that the P/C/SAs, when briefed on the plans, saw a clear benefit from this project for the execution of their jobs and the clarity of expectations. He noted that additional sensitization on results-based management would be part of this initiative and stressed that this was a UNSMS effort, not a UNDSS effort.

31. Mr. Farrell noted that he was encouraged to see the progress, noting it would also help organizations like UNICEF build internal accountability for the results. Ms. Montalvo added that giving UNSMS personnel results-based management training would be important to the implementation of the results chain.

32. Mr. Brian Baker, UNRWA, asked when the outputs of the results chain would begin to be integrated into, and referenced in, some of the work of the IASMN, particularly its working groups. Mr. Noory noted that, if there were compliance implications in this work, colleagues working in this area should be represented in the group. He also added that UNFPA would like to re-join the group.

33. Mr. Mark Polane, UNISERV, suggested that the results chain work consider the comprehensive planning and performance assessment system, known as CPAS, as a strategic tool that links strategy with execution and performance metrics. He asked how the organizational performance

would be linked with individual performance, given that each entity had their own performance management system.

34. Mr. Paul O'Hanlon, UN Women, noted that his organization had been implementing RBM for a long time, and that their performance management system was already linked to their functional outputs, which had also been aligned with the results chain. He noted that UN Women was now working to discern what internal education is required for the rest of the organization in relation to these responsibilities. He noted that the discussion on the results chain should be taken a step further, into how it will be implemented, with some specifics such as timeframes.

35. Mr. Peter Marshall, UNEP/UN Habitat, noted that the results chain was underpinned by many assumptions, and that there were constraints that needed to be considered, such as, for instance, what happens in a budget shortfall or if personnel lack the adequate training.

36. Mr. Skog requested that for UNSMS organizations to be part of the discussions on issues such as the results chain, they would need to be re-invited to join DRO regional workshops, as they had been in earlier years. He enquired whether the results chain would become part of the service charter discussed in earlier meetings.

37. Mr. Center noted, in response to a question from WFP, that the results chain spreadsheet contains outcomes, outputs and individual activities that are relatively set. He noted that, what is negotiable, is what organization can contribute. He highlighted that success would be defined as the UN Country Team or the Humanitarian Country Team or mission being able to deliver – of, if they are not able to deliver, that this was not a result of security restrictions. Mr. Aldea noted that, when defining success, subjective elements should be kept in mind, as sometimes individual perceptions guide that assessment.

38. Mr. Miller added that the programme-essential task list (formerly the 'mission-essential task list') includes all the tasks that are baseline around the world, which can be augmented based on the context of individual duty stations. He noted that this would allow gaps (such as in training or resources) to be identified and personnel to be held accountable.

39. In response to a question from WFP on involving clients in the discussion on the Results Chain framework, the USG UNDSS noted there were two pilot sites for the project where this was being considered. The final outcome would be a security plan that aims to support the country cooperation agreement, rather than being focused on responding to specific situations. He noted that a Service Charter, if issued now, would not be accurate since the results chain is not completed. He added that UNDSS was not in the business of service delivery but rather supporting the activities of UNSMS organizations and coordinating all security efforts. The USG UNDSS highlighted that the Jointly Funded Activities (JFA) account was set up for members to pool funds, with the expectation that their activities will be supported, but that it would not lend itself to a contractual relationship, where each partner pays for a specific service. He added that the results chain would help partners identify any gaps in UNDSS' delivery such as in training, capacity and capabilities in response to expectations and help the Department address

issues. He highlighted that the distinction between 'service' and 'support' touched on the issue of equality among partners.

40. In response to a comment from UNFPA on security representation in UNCT meetings, the USG mentioned that he had engaged with DCO last year and secured an agreement for UNDSS security professionals to take part in these meetings.

41. Participants discussed the use of the terms "service" and "support". Mr. Polane noted that, from a staff perspective, UNDSS does deliver a service, particularly for situations such as evacuation. UNHCR suggested that the work led by UNDSS was complex and thus was not an easy fit for an SLA. UN Women noted that their organization was not seeking an individual SLA but rather an agreement with the IASMN on what activities UNDSS will carry out, confirming that the JFA was designed for resources to be pooled. The USG UNDSS confirmed this would be achieved through the Results Chain.

42. Mr. Skog recalled previous discussions at the Steering Group where members advocated for clarity in services provided by UNDSS, which led to a proposal from the USG UNDSS for a Service Charter instead of an SLA. He further suggested that, if the Results Chain was to replace the Service Charter, then it would need to be very clear on what UNDSS is committing to, and the language now specifying who is in the lead would need to be made more precise. Mr. Aldea also stressed the need for clarity on what UNDSS would deliver, and what other UNSMS organizations would be responsible for. He added that there was a need to validate all the elements in the results chain to ensure what they were aligned with mandates and were easily transferable to other (non-security) frameworks.

43. The USG UNDSS noted that, part of the reason for not using the term "service" was that it may mislead clients that the UNSMS is there to protect them, whereas the job of security professionals is to provide security advice so that the appropriate decisions can be made, along with training and additional support to personnel when required, such as for relocation. He noted the foundation of the work of security professionals was analysis, planning, and information.

44. UNHCR suggested having more inter-agency initiatives, where UNSMS organizations, led by UNDSS, consider an issue and aim to solve the problem collectively, citing the missions led by the Emergency Directors Group as an example. UNHCR suggested that a helpful way of framing the approach to working together could be to consider the overall support provided by UNDSS as divided between an "expert zone" and a "client support zone", and that practically speaking, in order to build the trust to say difficult things in the expert zone they should be spending the majority of their time in client support zone. UNHCR felt that more efforts on inclusiveness and buy-in from UNSMS organizations would strengthen the relationship.

45. Mr. Butt noted that he believed his organization's needs for effectively, timely, flexible, and agile security supporting the delivery of operations would be met by the results chain, without the need for a specific agreement on the service or support to be provided.

46. The USG noted that inter-agency missions had indeed taken place, and that the UNSMS needed to work together to implement the recommendations arising from such missions. He reiterated

that the Results Chain work would help the UNSMS identify, and address, any gaps in delivery and cited the work ongoing in Ukraine as an example of good cooperation across the UNSMS.

47. **The IASMN:**
    - **Took note of the progress of the sub-Working Group of the Strategic Review Working Group to date.**

Strategic Communications Working Group

48. Mr. Alister Wood, IOM, and Ms. Laura Lacanale, WFP, briefed on the work of the Strategic Communications Working Group (**CRP 6**). Ms. Lacanale noted that a flyer outlining the role of the UNSMS and the IASMN was ready. The flyer has one section that is common to all UNSMS organizations and one that is customizable. She also noted that the group has developed a security awareness campaign, which WFP has pilots in its Security Week, which can also be customized to each organization's needs. In addition, the group produced, with the help of a creative agency, a digital animation featuring the rotoscoping technique and explaining in simple terms the role of the UNSMS to both internal and external audiences. Finally, a proposal had been put forward to update the CEB website with UNSMS messaging

49. Mr. Wood noted that there is a proposal for an external facing website for the UNSMS, possibly using YouTube, that uses general, positive language to explain the UNSMS in non-technical terms. He noted there would be certain resource requirements, which would need to be defined if the initiative is agreed.

50. Mr. Dewaine Farria, ADB, noted that products that could be used by his organization would need to feature development, in addition to humanitarian operations, in order to resonate with personnel and fit within their mandate. Mr. Marshall proposed that the group also consider preparing a strategy for the legislative bodies as well.

51. UN Women and UNRWA cautioned against social media and YouTube in particular, with UN Women noting it may be difficult to get authorization for a YouTube channel from the legal team and UNRWA pointing out that open events/sites may be difficult to moderate and may attract disgruntled personnel. Mr. Baker mentioned a few of the communications initiatives UNRWA has carried out to increase security awareness, such as sending security-themed quizzes by email and having a Question of the Month and suggested that it was important to have security personnel reading the policy documents rather than just relying on aids such as videos. He suggested that the UNRWA communication specialist could offer ideas on campaigns to IASMN partners.

52. In response to a question on the flyer template, Ms. Lacanale noted the SCWG would not be customizing the document to each individual organization.

53. In response to the USG's question on the group's performance metrics and impact, Ms. Lacanale noted that, for Security Week, WFP looked at both the number of participants as well as online engagement on Yammer. She noted that the WFP team had also received significant verbal feedback, which had been overwhelmingly positive.

54. Mr. Farrell noted that, in addition to considering the various risks, the actual benefits must be clear. He suggested that the group hold off on the public-facing site for now, which the USG UNDSS confirmed.

55. Mr. Wood stressed that any further personnel contributed to the communication specialist network would be greatly appreciated and that the organizations would benefit from this as well as these personnel champion UNSMS communications initiatives internally. He agreed that the group would focus on internal audiences for now, noting that including external audiences had been considered in response to a suggestion from the IASMN.

56. The USG UNDSS summarised the discussion, requesting that the working group recalibrate on achievements so far and prioritize an internal campaign strategy, noting that external audiences could be considered at a later date and that specific groups – such as those suggested by UNEP – would need to be identified, with products potentially tweaked for each external group targeted.

57. **The IASMN:**
    - **Acknowledged work delivered to date by the SCWG in line with the proposed plan.**
    - **Decided that an expansion to the StratComsPlan to incorporate external audiences was not currently required and would be re-evaluated at a later stage.**

Funding/Budget Update

58. Ms. Renu Bhatia, UNDSS/EO, gave an update on the expenditure report for 2022[2]. She noted that, when estimating costs, a lesson learned from the TESS component was that it was better to provide only one cost estimate, rather than a range. She noted the department was being conservative, monitoring expenditures closely, though had been unanticipated spending, such as on the Ukraine response, which has cost $4.6 million to date. She mentioned that USAID will be contributing some $7 million towards the Ukraine response, which will limit the expenditure to the JFA on this. However, she noted that a deficit of around $5.3 million was being projected for 2022 and that she and the USG had met with the Controller the previous week to discuss the anticipated deficit.

59. The USG UNDSS noted that he discussed the shortfall and the budget decrease for 2023 (some $4 million due to the re-costing not being approved) and was seeking the IASMN's advice on the way forward with the FBN co-chairs.

60. Mr. Butt commended the substantial resource dedication to Ukraine – rather than small, ineffective contributions – and noted that success with XB funding should garner further donor support.

61. Mr. Michael Dell'Amico, UNHCR, noted that, for his organization, of primary importance was responsive, enabling support and joint inclusive strategic planning. He suggested that, if IASMN

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[2] This was not accompanied by a CRP, but by the budget document itself, which was uploaded to SharePoint and UNSMIN along with the CRPs.

partners planned better together, they would be in a position to respond better as well. He recalled that operational meetings had been introduced to address this, but that they had not continued. Mr. O'Hanlon also suggested that more discussions on resourcing would help IASMN members understand the need.

62. Members also discussed the Managed Reassignment Programme (MRP), noting that the current contracting rules hamper the organization's ability to deploy personnel to duty stations that are considered less attractive. The USG agreed that the MRP was indeed voluntary and noted that hiring qualified applicants for certain duty stations where particular skills were required was a challenge. Mr. Polane noted that the UN once had a category of staff whose contract modality included being assigned to a "parent duty station" and being deployable at short notice, which could be revisited in the context of UNDSS capacity.

63. Members also discussed the criteria for post levels, noting that they would like to discuss the criteria for why posts were a certain level.

64. Mr. O'Hanlon suggested that UNDSS should have an emergency response capacity that would send personnel to a location in crisis, while posts are being filled through a regular recruitment. The USG confirmed that UNDSS was indeed developing plans for emergency response, which would be funded through XB rather than JFA budgets. He noted the idea was to have a standby capacity to deploy staff to a duty station for immediate response, with mid- to long-term assignments for the location considered later.

65. The USG noted that, while the $US 4 million reduction was not a cut, it would take away the Department's flexibility, particularly as the GJO campaign was ongoing and many posts would be filled. He added that the discussion on where resources are placed would best be held after some of the posts are filled as currently only three or four posts were currently movable. He stressed the importance of UNSMS organizations also fundraising for security as part of their appeals and other efforts. In response to a question from Mr Skog, on the grant provided by USAID for Ukraine operations and whether there was a deficit in the budget, given assumed savings from unfilled posts, the USG confirmed the grant was for future operations and could not be used to cover the expenditures mentioned earlier.

66. In the context of post allocations, participants discussed whether the global security situation was, in fact, improving, and whether that meant security support could be decreased in some places. Mr. Dell'Amico noted that the UN has built up a lot of local capacity, having trained a cohort of qualified locally recruited personnel. He added that, since resources are limited, it would be important to recognize when the situation has improved so that security support can be curtailed. He noted that security personnel tend to focus on those places where security has deteriorated but that it would be important to keep in mind that some areas have stabilized.

67. Mr. Farrell suggested that key variables for decisions on where personnel are placed be identified and discussed with the IASMN.

68. Mr. Aldea noted that D1 posts for security were established only for integrated missions and added that UNDSS transitioning security personnel to Secretariat contracts needed to be done

as part of the reforms the UN system was undergoing. He proposed that, to shore up funding/posts, the Desks take a greater role in engaging on budget submissions at the field level. He also noted that security personnel in mission settings have been hired for mission-specific tasks and thus could not be reallocated.

69. Mr. Miller agreed that it would be better to fill the posts prior to discussing resourcing and that modalities of moving a position that is encumbered could be worked through if the Department finds the position is unnecessary. He noted that some countries lent themselves more easily to a discussion of such moves but that in other duty stations, where was greater dysfunction across the various components, not only on security, and he did not believe a "one size fits all" approach would work. He explained that great efforts were made to encourage personnel to deploy to duty stations considered more difficult and that there was no duty station that had improved significantly and had a high number of personnel that could be reallocated.

70. The USG UNDSS noted he would be willing to discuss where security personnel should be posted at the D1 level, noting that some challenging contexts, such as Ukraine, Syria and Yemen, did not have D1 posts. He noted it would be important to reconcile the concept of rising insecurity with the fact the UN was experiencing fewer security incidents. Finally, he summarised the discussion, stating that he would explain to the co-chairs of the FBN the budget pressures UNDSS would be facing in 2022 and 2023 and that, while there is concern among the group, no specific action was being requested.

HR Strategy Working Group

71. Ms. Bhatia, Chair of the HR Strategy Working Group, presented an update on the group's progress (**CRP 7**), noting that the common roster still needed to overcome some barriers within the UN system, due to differences in rules and regulations, and socializing it internally within HR offices of UNSMS organizations would be critical to this effort. She noted that she would be reaching out to some of the IASMN members on this to highlight some of the benefits of this shared approach. Mr. Noory, the group's co-chair, noted that, after the work on common rosters is completed, the group would turn to the possible creation of national officer posts.

72. In response to a question from WFP on existing rosters, Ms. Bhatia noted that they had largely been depleted and that the pool of candidates who would be ready to accept a job offer was small.

73. Mr. Aitor Arauz, UNISERV, noted that his organization was supportive of the roster concept, as it would aid with career progression, and asked that staff federations be involved so they can help advocate for the scheme. Ms. Bhatia offered to share the common roster concept to facilitate this.

74. **The IASMN:**
   - **Took note of progress made towards the establishment of a common roster.**

Field Manual on Psychosocial Support in Crisis Situations

75. Mr. Muhammad Sohail Ali, UNDSS/CISMS, presented briefly on the field manual (**CRP 8**), which was being submitted to the IASMN for approval. He thanked the members of the working group for the fruitful collaboration.

76. Mr. Farrell stated the manual was excellent and that the team had fully considered the feedback of the HIM-Related Expert Advisory Group. Ms. Julie Dunphy, UNHCR, asked whether the version shared with the IASMN, dated December 2021, had incorporated the comments from UNHCR that were submitted later after the last IASMN SG meeting. Mr. Ali noted that it had, with the manual bearing the date of when the working group had finished its work and confirmed that it would be a living document that could accommodate future changes to policies and guidelines.

77. Mr. Arauz enquired what was being done to ensure comprehensive and appropriate recording of any mental health issues or histories of personnel so that, if there is a later onset of symptoms or conditions after the incident, they could still be addressed. Mr. Ali noted that currently there may be weak links in the chain, which were being addressed via a special platform that had been authorized by the USG that can manage information and store data on confidential records which will be stored on such incidents, but only with the express consent of the personnel concerned. He added that, once the platform is available globally (it is currently being rolled out region by region), it will substantially improve the capacity to maintain a continuum of care, from the moment personnel had been exposed to a traumatic event to the time they had either recovered or been directed to specialized medical services for follow-up.

78. **The IASMN:**
    - **Endorsed the Field Manual on Psycho-Social Support in Crisis Situations for UN Staff Counsellors/Stress Counsellors.**

Telecommunications Security Standards {TESS+} Service

79. Mr. Peter Casier, {TESS+} Service, presented an update on the {TESS+} Service (**CRP 9**). He took participants through a demonstration of a remote SOC, whereby the conference room was connected to a SOC in Burkina Faso. He noted that a scorecard showing the security communications systems (SCS) status for each country had been prepared and was in the annex to the CRP. The scorecards will be published on UNSMIN and updated every six months.

80. Mr. Miller noted the value of remote SOCs should not be misconstrued, in that personnel will still be needed for operations and those staffing the SOC needed to be proximate to the FSCO or other security personnel. Mr. Aldea also noted that technology would not replace the human aspect and that security personnel not only respond to security crises but also run day-to-day operations. He noted that those in radio rooms / SOCs would need to be familiar with the current conditions in the area and be in the same time zone, so they should be present in the area of operations in UN mission settings. Mr. Casier agreed that UN mission's internal operational communications support settings were not part of his mandate, in that TESS only works on common security communications, and noted that the guidance for Standard

Operating Procedures (SOPs) supporting UHF/VHF radio-based remote SOC operations, which were being submitted to the IASMN for endorsement as annex A to CRP 10, could be adapted to local contexts.

81. In response on a question on what happens should the internet go down, Mr. Casier explained that several redundancy data links can be used in case public internet becomes disconnected and that remote SOCs can run on any data connectivity, including 4G or 5G mobile phone connections, mobile satellite systems or VSAT systems. He noted that, though the systems are complex to set up, they are designed by IT specialists, who also assist the local IT and security personnel with the procurement and training. He highlighted that the systems underpinning remote SOCs have proven reliable.

82. In response to a question on communications in Sri Lanka, Mr. Casier noted that there is a process in place, whereby when {TESS+} personnel carry out an assessment, a case officer is assigned to that country and is notified in case of a crisis so that they can get in touch with security personnel to offer assistance.

83. Further, In response to a query, Mr. Casier highlighted that the accountability, governance and funding sources for the service are outlined in the {TESS+} Service Charter, which had been approved at the last IASMN meeting.

84. In response to a question on how the system can ensure it benefits from the investment in communications, Mr. Casier noted that TESS, while still a project, began addressing inefficiencies by introducing and enforcing standards on security communications systems. He added that webinars on various aspects of SCS were held with diverse audiences and on a variety of topics to train personnel and that one-on-ones could also be arranged for specific issues.

85. **The IASMN:**
   - **Took note and support the overall process and progress made to date on the current {TESS+} services within its corresponding funding.**

WG on Security Communications Systems

86. Mr. Casier continued the technology session by presenting an update from the Working Group on SCS (**CRP 10**). He noted that the working group had finalized two new SMOM annexes, which were being submitted to the IASMN for endorsement. Annex P offers guidance on SOPs for radio-based remote SOCs and annex Q gives guidance on the phase-out of HF radio as an SCS tool. He noted that the second annex was drafted as a direct result of an IASMN member's request to provide assistance on the HF radio phase-out. To ensure that the previously issued annexes were well understood, the {TESS+} team had led training sessions. Mr. Casier also proposed that the working group produce additional annexes, one on mobile phones / data packages and one on the use of public instant messaging systems. He noted that some 50 per cent of UN personnel worldwide do not have an organization-provided mobile phone, while the

mobile phone is often a primary SCS tool; therefore, the group was requesting the IASMN's input on drafting guidance on issuing devices, along with data packages.

87. Mr. Miller highlighted that the annexes being presented were guidelines and were dependent upon the operational environment; therefore, nothing that nothing in the documents was mandatory and that, including for HF radio, the default should be that each individual circumstance is evaluated based upon the operating environment, and the likelihood that the primary SCS such as cell phones will be available in an emergency. On the proposed annexes, he noted that the IASMN does not have the authority to mandate the acquisition of large bulk purchases for personnel needs and that the use of messaging systems also depends on context, such as which systems are available at a given location; therefore, he suggested the annexes were unnecessary at this time.

88. Mr. Noory noted that, although the UN does not provide phones to all of its personnel, it is in the interest of personnel to use their own devices for their safety and security. He raised a further point of concern, which was the lack of implementation of recommendations, noting that he was surprised that some duty stations were still purchasing VHF radios. Mr. Casier noted that the DO could overrule the recommendations, at which point he could contact DRO top leadership to alert them of the issue, which DRO would then consider and address if needed.

89. In response to a question on the decision-making process, Mr. Casier noted the process was outlined in the {TESS+} Service Charter. He added that he could share this language, which the team often uses to explain their process in the field.

90. Mr. Dzenan Viteskic, UN Women, also cautioned against the proposed additional annexes on the issuance of official mobile phones and use of public messaging systems, noting he felt the working group was reaching a certain level of attrition and that extraneous guidance would constrain innovation and creativity. On the use of mobile phones for all personnel, he suggested that, if this is a requirement for a country, it should be detailed in the SRM process and addressed this way.

91. The USG UNDSS confirmed that the two annexes submitted were endorsed, but that the IASMN did not wish to proceed with the two additional proposed annexes at this time.

92. **The IASMN:**
    - **Took note of progress made to date by the IASMN WG on SCS Guidance and Procedures.**
    - **Endorsed the additional annexes to be appended to the SMOM SCS Chapter.**
    - **Took note of the updated/prioritized Common SCS Applications Platform Use Cases.**
    - **Recommended against providing additional SMOM SCS annexes (on smartphone and services packages and use of Instant Messaging Services) at this time.**

Common Security Communications Applications Ad Hoc Technical Group (COSCATG)

93. Mr. Casier briefed on the progress of the COSCATG (**CRP 11**), noting that work on both the technical implementation and policy sides was on track. He noted that, of the three User Groups

(eTA, SCAAN and Everbridge), the Everbridge User Group team had the most difficult task, as their application is a commercial one and therefore any technical requests cannot be addressed in-house. Representing the Everbridge User Group, Mr. Trentinaglia briefed that the group has now received the statement of work from Everbridge, which includes a cost estimate on the process of the technical integration within the common security communications network, which has a fee component for implementing the initial integration as well as an annual fee (some $60k one-time investment and $15k per year, respectively). He added that ICC had proposed to manage the contract with Everbridge on behalf of the other UNSMS organizations.

94. In response to a question on whether the aim was inter-operability, Mr. Casier stressed the aim was not only interoperability of the systems, but also the design of the system and the overall process, including the policy and operational sides. He added that this did not include integration.

95. Mr. Vandamme mentioned that IOM was working with OICT to synchronize TRIP profiles with their personnel database and that SCAAN was committed to inter-operability. He noted there were plans to change the name of the eTA to something more encompassing, as it goes far beyond travel advisories. The USG agreed, noting that, by the time there are three inter-operable applications, a communications strategy would need to be rolled out to communicate on this. He agreed it would be an opportunity to change the name of the eTA app and brand accordingly.

96. Participants discussed the consistency of the system data, with Mr. Casier noting that this was an impediment to a reliable functioning of the applications. He suggested a system be devised to do this. Mr. Viteskic suggested that a forum or sub-group be created to investigate the issue, as it affects the Network, and it currently was unclear who should be making the updates. Ms. Senida Panjeta, UNDSS/DPSS, noted that there should be a two-part solution, whereby both personnel update their own data where possible and, where personnel have already left, UNSMS organizations update the records. She suggested a project be put in place to tackle the issue.

97. There were additional suggestions from members on how the data clean-up issue could be handled. Mr. Sobron proposed that profiles that had not been used for the past three years or so could be deleted, which may require that some personnel need to re-create their profile, but the data would be much clear. Mr. Telenta also suggested looking at which profiles have shown activity for some time and check which of those are linked to contracts that are still active to avoid deleting those of personnel who may simply have stopped traveling. He noted that one problem of this approach was that not all personnel were on the same list, with HR having a partially complete list, and other personnel, like consultants hired at the field level, part of other listings.

98. The USG UNDSS suggested that, as the COSCATG makes progress in its work, to prepare some guidance for the IASMN on how to do both a large data clean-up, which could be automated, as well as a clean-up of the remaining data, which could be addressed on a more manual basis. Mr. Casier accepted this additional task to be facilitated by the COSCATG.

99. Participants also had specific comments on UNSMIN. Mr. Vandamme suggested that, in the spirit of inter-operability, the various applications (eTA, SCAAN, Everbridge) should not be listed separately. Mr. Noory noted that sometimes there were changes made to UNSMIN that were not communicated in advance and requested that a message goes out in advance to inform of the changes and what was expected of IASMN members in that respect. Ms. Panjeta responded that she would discuss this with the OICT team and propose a modality for this.

100. **The IASMN:**
- **Supported the overall progress and process on the UNSMS Common SCS Applications process.**
- **Requested that the COSCATG provide guidance for data clean-up of UNSMS personnel TRIP profiles.**

Technology Community of Practice (TCOP)

101. Ms. Panjeta briefed on the newly established TCOP forum (**CRP 12**). She noted that since the group had been established, there has been very little interest in the topics provided for discussion or collaboration. She encouraged members of the new forum to be engaged and make use of the forum. She noted that, to operationalize the ideas from TCOP, a different type of forum would be needed, proposing that the COSCATG would be better suited for this. She also suggested she would resend the materials to a wider audience and open up the SharePoint site to more members to increase participation.

102. The USG UNDSS agreed that the TCOP should try to kickstart its work, following which the IASMN could further study the utility of the forum.

103. **The IASMN:**
- **Reviewed and endorsed the TCOP terms of reference (Annex A).**
- **Noted the progress of the TCOP's transition from an advisory group to a community of practice to date.**
- **Agreed to review the continued utility of the forum based on member participation and interest.**

Training: Standing Committee On Learning and Training (SCOLT)

104. Mr. Vandamme briefed on the progress of the SCOLT (**CRP 13**). He updated the group that the SPM on Learning and Training had been adopted out of session, using the silence procedure, and would be promulgated following HLCM approval. He highlighted that the SMOM on the Safe and Secure Approaches in the Field Environment (SSAFE) training was nearing completion, though sticking points (on the certification process for the SSAFE trainers and the number of certified trainers required to conduct a course) remained. He noted that a second SMOM chapter, one on the Women's Security Awareness Training (WSAT) was still under discussion, as there were a few remaining issues to resolve, including on whether the WSAT could be considered as an SRM measure and whether it should be centralized or decentralized. Another important issue, he

stressed, was the selection of chairs and co-chairs, noting that the current incumbents will finish their terms by October 2022.

105. Mr. Baker noted that, once SRM measures are approved at the appropriate level, they become requirements. This includes the WSAT, along with any other training identified as a security risk management measure. Mr. Baker stressed that the WSAT should not be the sole SRM measure to mitigate gender-based security risks to women. He added that there are several bodies within the UNSMS that are currently involved in the consultative and decision-making process for security learning and training, including the SCOLT, UNDSS/TDS, the STGPM, and the IASMN and that the decision making processed is layered. He noted that, in 2022, the IASMN submitted their training priorities, which were subsequently not approved by the STGPM due to lack of human or financial resources, but that it was unclear what would happen with the priorities identified, given that they remained important to the UNSMS.

106. Mr. Baker added that, while UNRWA remains committed to continuing its support to all security learning events, the IAMSN should identify a more sustainable resource sharing mechanism (human and financial) for learning events that are delivered by trainers from the AFPs.

107. Mr. Dell'Amico noted that, with TDS taking a more active role on course development, it would be important to discuss further which entities will deliver training. He added that he had concerns on the WSAT being an SRM measure, highlighting that, while an emphasis on gender and inclusion was commendable, risks of the approach should be considered and the WSAT was not the only possible solution. Ms. Dunphy added that there are women who may not wish to attend the WSAT as they feel they have enough experience on the issues covered by the training, and this should be taken into consideration when making the WSAT mandatory as an SRM measure. She added that it was necessary to ensure that WSAT trainers have their certification in a central database so that their qualifications are recognized as they move across the system. Ms. Dunphy noted also that UNHCR has developed an all-encompassing person-centered approach in security and would be available to work with other organizations and share materials on this.

108. Mr. Massimo Salsi, UNOPS, urged that training design should take further advantage of modern technology, with lessons learned from Covid remote delivery. Ms. Esther Kuisch, UNDSS/DPSS, suggested that, if the WSAT is made an SRM measure, the focus could shift from requiring women to complete it to simply offering and delivering the training.

109. Mr. O'Hanlon suggested that an SRM measure could be gender training generally rather than a particular course such as the WSAT. He added that not everybody who delivers the WSAT does so exactly according to the guidelines so that somewhat differing trainings were being run in any case. He noted that UN Women was delivering the training, with the majority of slots taken by other organizations, and that the costs of delivering the courses should be recognized. He requested that the WSAT be removed as a potential SRM measure and mentioned there was a request for security focal point training that has not been addressed for some time. He also noted he was not in favor of the silence procedure for document approval, as sometimes

documents were missed or misdirected and requested that the SCOLT refrain from using it for approvals.

110. The USG UNDSS noted that, as the USG, he needed to make decisions on training resources and that, to provide the "biggest bang for the buck", TDS took a step back from training delivery. While TDS still do deliver training, the USG understands it was not at the level desired by other UNSMS organizations, who would then need to fill in the gaps. He noted it would be unwise to abandon the work being carried out on quality assurance and updating the training standards, but that a meeting to discuss this could be facilitated by Ms. Kuisch to try to find ways for TDS to accommodate, if possible. He stressed that, for the STGPM, he was the one making decisions and that he aimed to balance various needs, which included turning down internal requests from UNDSS.

111. Mr. Vandamme suggested that the silence procedure, as it has a governance link, be discussed at the next IASMN Steering Group meeting. He also added that, if the WSAT were to be an SRM measure, trainers would need to be made available and many organizations do not have trainers on staff. He also proposed that a separate meeting be held with SCOLT co-chairs to discuss the priorities recently received from members and noted that two of the main fora on training – the SCOLT and the STGPM – were both relatively new. He also highlighted that the group had recently met with Ms. Kuisch and the ASG UNDSS and had made progress on addressing the concerns on training. One of the outcomes of the meeting was a proposal to list all of the activities necessary to develop and organize a training.

112. Mr. Arauz stressed that trainings, particularly ones mandatory for advancement, must be made available to personnel and that personnel must be assigned to trainings and released from duty when needed.

113. Mr. Skog suggested that the recent discussion between UNDSS and the SCOLT co-chairs, UNDP and IOM, on the role of TDS be expanded beyond the SCOLT co-chairs as other IASMN members would be interested in participating, and that such a discussion could be of particular importance to those members who do not have security training resources of their own. UN Women and OCHA also expressed interest in participating in the discussion. Mr. Butt noted that, currently, he felt that he felt like he was asking for a favour when requesting a training and that it was hard to feel the impact of the non-delivery work on training that TDS was doing. Ms. Kuisch agreed to facilitate a meeting with a larger group to discuss the future of training and the role of TDS.

114. Mr. Vandamme agreed that many SCOLT members saw the security focal point training as a priority, and that the STGPM committed to tackling it once the September training has been finalized. Mr. Jamie Farrell, UNDP, clarified that a training package was being prepared by TDS to address the roles supporting the security decision-makers at the country level such as Heads of Offices and Resident Representatives.

115. Ms. Kuisch urged IASMN members to volunteer as SCOLT chairs as this is a critical standing committee. Mr. O'Hanlon volunteered as Chair and Ms. Montalvo as Co-chair. There were no further volunteers, and the nominations were accepted.

116. As the suggestion of Ms. Dunphy, the group decided that the WSAT SMOM would be recirculated, with some of the more contentious issues (such as the SRM inclusion) removed beforehand. Ms. Samantha Steenkamp-Farrell, World Bank, agreed to make some quick edits to the document so the document could be adopted the following day, at least as a temporary measure, until the group can meet to discuss any remaining issues of contention.

117. The next day, the group re-examined the WSAT document, to which some revisions had been made. Ms. Steenkamp-Farrell reminded the IASMN members that, although a lot of the language on SRM measures had been removed, some mentions remained. These covered all gender-based security risks, not just those towards women. She noted that other contentious points, such as references to certain certificates or the maintenance of a centralized database, had also been removed. She added the working group was seeking the endorsement of the revised document to replace the interim WSAT guidance and improve course delivery.

118. UNICEF expressed support for the revisions, noting adjustments can be made later. Mr. Miller pointed out there were still some mentions of the SRM in the document that should be removed and suggested the document undergo a further edit. Mr. Jess Torp, WIPO, also noted there was a minor formatting issue that should be corrected.

119. Two members requested further clarity on the point that security focal points could not be the lead facilitator for the course. Ms. Steenkamp-Farrell agreed that the working group could meet and discuss some of the issues that had been raised.

120. Participants, including UN Women, IOM, and DRO expressed support for the WSAT not being an SRM measure. Mr. Vandamme suggested that the gender manual would also need to be revisited to correct this notion, as may other guidance material. Mr. O'Hanlon noted it would be important to educate the workforce that the related SRM should be, for instance, education on gender considerations. This would apply to personnel of all genders and give UNSMS organizations the flexibility to implement what they deem appropriate.

121. Mr. Dell'Amico noted that the SRM process sometimes leads to a lengthy list of SRM measures and there was confusion on which of the items were mandatory. He suggested that the working group on SRM consider this, which was supported by USG UNDSS and other IASMN members. The USG mentioned that the notion of mandatory SRM measures is tied to accountability and responsibility and may have implications on criminal investigations as well as insurance claims. Therefore, the understanding of whether these measures were mandatory was critical.

122. The USG UNDSS suggested that further comments be provided to Ms. Steenkamp-Farrell and that, once they're addressed, the document could be recirculated to members and endorsed through a silence procedure.

123. **The IASMN:**
   - **Took note of the progress made by SCOLT since the 35th Session of the IASMN (21 to 23 February 2022).**
   - **Took note of the decisions of the STGPM on the prioritization of the IASMN training development and delivery priorities for 2022-2023 (attached).**

- **Discussed succession of co-chairpersonship of the SCOLT and agreed that UN Women and WFP would succeed IOM and UNDP as Co-Chairs.**
- **Agreed that a wider discussion with interested IASMN members would be held on the training and the role of TDS (who does what, how training is handled, etc).**
- **Requested that the working group on SRM discuss how SRM measures are to be applied, considering the implications on accountability and responsibility.**
- **Requested that additional comments on the WSAT SMOM be provided to the sub-working group chair and reconciled through the sub-working group, and that the guidelines be adopted following a silence procedure, with the use of automatic email responses to confirm receipt.**

Gender and Inclusivity Working Group

124. Ms. Clairene Alexander, UNDSS/SPU, briefed on the progress of the Gender and Inclusivity Working Group (**CRP 14**). She noted that the working group had organized itself into three sub-working groups: on policy, training and the SRM process. She noted that the policy sub-working group would be reviewing the SPM to ensure that ender, disability and other inclusion and diversity issues would be reflected appropriately, as well as mapping gender and inclusion in the results chain. She also updated that, since there had been an agreement to collect gender statistics and the working group had developed an Excel table for this purpose, which was included as an annex to the CRP. She noted that the table had been shared with the IASMN, though just 16 entities have provided inputs to date.

125. Ms. Dunphy briefed on the sub-working group she is leading, on the SRM process, and noted that the group had reviewed 20 sample SRM documents. The group found several common themes, such as limited event descriptors, a lack of situational analysis reflecting the complexities on the ground that would affect various populations, and the SRM measures identified did not seem to support people with disabilities. She noted the biggest challenge was that the WSAT was often a standalone measure, without any other gender-oriented measures. Ms. Dunphy outlined that the group felt that, though there are existing tools to assist with gender and diversity work, they may be difficult to locate on UNSMIN and that additional tools could be created to facilitate the work. She noted four such tools, which are checklists or 'cheat sheets', were being submitted to the IASMN for endorsement (as annexes to CRP 14). She also requested that the earlier gender documents, such as the gender manual, be placed in multiple locations on UNSMIN so they are easier to find and proposed that a member of this sub-working group could also support the SRM/SSIRS working group.

126. Mr. Torp suggested the document presented undergo another review, as he was not certain that some of the terminology was appropriate and that some points did not seem applicable (such as provisions for breast-feeding mothers in reinforced rooms). Ms. Alexander and Ms. Dunphy welcomed feedback and proposed edits on the document, noting that any errors could easily be corrected.

127. Mr. Miller suggested that one of the best ways to reduce the impact of threat is through training, but that UNSMS partners were often reluctant to make this mandatory. He noted that

the UNSMS was running the risk of becoming too 'document heavy' and that it would be important to keep documentation usable and helpful, rather than risking it leading to a more academic process.

128. Mr. Farrell noted that the documents presented contained best practices and lessons learned, and would add value, and that the proposal for members of the Gender and Inclusivity Working Group to participate in the SRM Working Group would also help ensure that outcomes remained practical. Mr. O'Hanlon, Ms. Dunphy and Ms. Alexander concurred, stressing that the documents presented were practical tools to allow colleagues in the field to quickly review checklists while preparing SRMs.

129. Mr. Farrell suggested that language on the "*person*-centered approach" should be standardized across the UNSMS (rather than "*people*-centered approach"). Mr. Dell'Amico noted that UNHCR had a person dedicated to this issue, as they feel it is an important one, and that frequent repetition was key to socializing the concept properly. He added that organizations often vied to recruit the same candidates, which naturally affected retention rates.

130. Mr. Polane noted that diversity is a much broader concept than gender, noting that often organizations address it together with inclusion and equity, and that the UN often leaves out of the focus on equity. He suggested that certain trainings should be mandatory, along with refreshers to ensure the information is retained.

131. Ms. Farrell-Steenkamp noted that the person-centred approach was being incorporated in the trainings now being reviewed, highlighting that the security decision makers' learning path would be next in the queue.

132. Mr. Baker noted that a significant number of personnel (he estimated some 95 per cent) had already completed the certification courses, such as LSA and SCP, upon joining the UN security workforce. He asked what mechanism was being considered to transfer this knowledge on gender and inclusion to those colleagues and how best to engage with them. He recalled that peer reviews of SRMs are encouraged , which may be helpful to ensure adequate inclusion of gender and inclusion as part of the SRM process.

133. On the question of improving recruitment, Mr. Farria informed the group that his organization found that including candidates with a background in journalism was successful in diversifying its pool of security personnel. He also noted that diversity – not only in gender but also in socioeconomic status or language skills - offered tremendous benefits to organizations and led to better security plans, suggesting this such benefits be stressed more. Mr. Miller agreed that work on diversity should be seen as an opportunity to grow and noted that, in order for culture to change, understanding – and not only repetition – was essential.

134. Ms. Alexander explained that holding frank conversations with personnel in the field – including those who have had less positive experiences – was a strong step forward for the work on diversity. In response to a question on long-term hiring and retention, she stated this was a complex issue, but that, for recruitment purposes, expanding the fields from which candidates

were hired was one potential idea. She agreed that the benefits of diversity itself could be emphasized more.

135. The USG UNDSS closed the discussion, noting that the retention and recruitment challenges affected not only security but other departments of the UN and summarising the IASMN's decisions for the session.

136. **The IASMN:**
- **Noted the progress on the work of the Working Group through the Sub-Working Groups to date.**
- **Confirmed that the tools developed should be included in the revised SRM/SIRSS process.**
- **Confirmed that a member of the Gender and Inclusion SRM sub-working group be invited to participate in the SRM/SSIRS WG.**
- **Requested that UNDSS revise and maintain respective pages on UNSMIN/SharePoint to ensure that all information related to guidelines on disabilities, gender and inclusion is easily accessible.**
- **Welcomed UNDSS' sharing of inclusivity videos with UNSMS organizations to ensure that everyone is consistent and promoting a person-centred approach.**

Road Safety

137. Ms. Anne Hammenrudh, UNDSS/SPPU, presented an update from the Road Safety Working Group (**CRP 15**). She noted the group had produced guidelines to accompany the existing policy on road safety. She also added that, after the guidelines are endorsed, the SPM chapter on road safety will need to be amended slightly to include references to the various annexes. Ms. Hammenrudh noted that the purpose of the guidelines was to support the road safety strategy action seven, on overseeing that all organizations are responsible for ensuring that drivers are assessed and trained. She noted that the annexes, though numerous, were generally no more than three pages in length, and that they are basically recommendations that can be developed for the local context.

138. In response to a question on whether training was mandatory, Mr. Hammenrudh noted that the documents were guidelines and did not include any mandatory requests. She confirmed it would be up to each UNSMS organization to determine whether they would make the training mandatory. Mr. Butt stated he was wary of mandatory training, particularly in locations where there was insufficient capacity to run it. Mr. Jean-Louis Dominguez, ILO, noted that in most developed countries, professional drivers have to meet requirements beyond a special training, such as by acquiring a specific license for heavy vehicles and using a GPS. He added that a positive aspect of the road safety policy is that it contains a reference to limiting driving times for drivers.

139. In response to a question on how the UNSMS can ensure that a person receiving a vehicle to drive is actually able to drive it, Ms. Hammenrudh noted this was an organizational-level issue. She noted there were checklists in the guidelines that help organizations assess this and that the

working group would also work on promulgation materials to help sensitize target audiences, as a next step.

140. Mr. Miller suggested that the guidelines undergo another edit, noting that some of the wording – such as the definition of pregnancy – should be revised. He also noted that fitness for driving cannot be determined by the Security Advisor and had to be made medically before any personnel is granted a vehicle to drive.

141. Ms. Hammenrudh agreed that small edits to the documents could be made, requesting that comments be sent directly to her so revisions can be made. She noted the document had already been widely consulted.

142. Members noted they had no problem with approving the documents, as they were guidelines and did not stipulate mandatory requirements.

143. Mr. Butt, however, expressed concern that additional safety tasks would be given to security advisors, particularly on training for drivers, and it was not within their functions or skillset. Mr. Miller seconded this, noting the IASMN was in agreement that this did not belong with security personnel. Mr. Butt suggested removing the part in brackets in paragraph 15a to help avoid any confusion. The USG UNDSS suggested that a caveat be made clear that the guidelines do not additional tasks for security personnel.

144. The USG UNDSS enquired whether there were plans or discussions on how the guidelines would be communicated, and what sort of performance measures would be used in their implementation to verify impact.

145. **The IASMN:**
- **Noted the progress on the activities undertaken by the Road Safety Strategy Implementation Working Group.**
- **Reviewed and endorsed the Guidelines and Standards on Road Safety for all UNSMS Personnel.**

Fire Safety

146. Mr. Robin Stenhouse, UNDSS/DPSS, presented a briefing from the Fire Safety Working Group (**CRP 16**), which was newly formed and submitting its ToRs for the endorsement of the IASMN. He noted that the responsibility for fire safety currently lay with the Physical Security Unit of UNDSS and that the review of the fire safety policy, which had been written over a decade ago, has begun, with the aim to make the policy more workable. He added the roles of security personnel in the policy needed to be better articulated.

147. UN Women expressed support for the ToRs. There were no dissenting views, and the ToRs were approved.

148. **The IASMN:**
- **Endorsed the working group's ToRs.**

Physical Security Manual

149. Ms. Jamison Medby, UNDSS/PSU, presented an update on the Physical Security Manual (**CRP 17**), noting that the new draft had incorporated substantive comments from UNSMS partners, notably UNHCR, UNDP, UNOPS and UNICEF. She noted that, in addition to the substantive changes, the team made some editorial changes, including shifting the focus of the introduction to premises in general – rather than common premises – and expanding on the role of the Physical Security Unit. She noted that the aim was a document that was comprehensive without being prescriptive, and that it was meant to be a living document that is updated with lessons learned and best practices.

150. UN Women and IOM expressed their support for the guidelines.

151. In response to a question on communications plans, Ms. Medby highlighted the plan to have the next PSU webinars devoted to the role of security in new and common premises, and that the guidelines would be introduced in these webinars. She added that PSU would work with DRO to deliver focused training for DOs and security advisers in the field, and with the communications team to ensure it's included in various updates.

152. **The IASMN:**
   - **Endorsed the *Guideline on Physical Security for UN Premises.***

HIM Update

153. Mr. Miller presented an update on HIM (**CRP 18**), noting that responding to hostage incidents would continue to be a responsibility shared across the whole UNSMS and therefore training slots would continue to be offered to UNSMS organizations. Mr. Farrell presented the results of an evaluation of the UNHCR-sponsored HIM 3 training, noting that the virtual nature of the sessions allowed for greater feedback on written submissions (aka "homework"), which they hope to incorporate into the in-person version as well, along with having the same mentors work with groups, which facilitated consistent feedback. Mr. Dell'Amico added that he would like to start the process of soliciting nominees for the next course, to be held from 26 to 30 September. He noted half of the slots would be reserved for UNHCR and half for other UNSMS organizations, including UNDSS, and that the nominations needed to come via the Security Focal Points and not the potential nominees themselves. Mr. Farrell highlighted those nominations did not only have to be for personnel that would potentially deploy as part of a HIM Team/Cell but that others who could support the crisis – for instance, regional security advisers – could also be nominated. He noted that UNICEF also did a family liaison and support officer training, which he offered to share, and that the team was now developing a HIM 3 refresher virtual training, which should be run a couple of years after the initial training.

154. Mr. Farrell introduced the policy revision, showing on screen the several small changes that had been made to the document since it was included in the CRP, including to paragraph 13. He noted that, overall, the policy revision made additions on the responsibility of the UNSMS organizations for prevention, as well as more focus on the family. He highlighted that the SMT

would not be involved in case management, that this was a task force model which would be implemented by experts. Mr. Miller added that it will be critical to ensure that all administrative actions are in order and that UNDSS has been updating personnel's personal information, including on beneficiaries, which would reduce the stress of families in an incident.

155. Ms. Mary Mone, UNESCO, noted she recently completed the HIM 3 course, which she found useful and effective. Mr. Skog also noted he would like to endorse the document.

156. Mr. O'Hanlon suggested having a lessons learned exercise with some organizations who have recently been through a hostage incident. Mr. Miller noted that, in fact, UNDSS has already committed to the IASMN operational working group to have such a lessons learned exercise.

157. In response to a question on how those who have completed the earlier HIM trainings can be brought up to speed, Mr. Miller noted one challenge was first compiling an accurate list of those who had received those trainings and then assessing whether those on the list had been able to use their training and retain their skills. Mr. Farrell noted that the refresher training was not designed to bring graduates of HIM 1 and 2 up to the level of HIM 3.

158. Mr. Aldea proposed holding a presentation to senior managers at headquarters to socialize the framework of hostage incident management. He noted that they should understand how the framework operates and that such a briefing would be better received if originating from UNDSS.

159. Mr. Torp suggested that WIPO would be pleased to contribute to the work on HIM, whether practically or financially. He also enquired whether there was an assessment of the actual number needed of HIM trained personnel and their respective skillset.

160. Mr. Miller agreed that the training assists not only with incident response, but also managing the risk of a hostage incident. He noted, in a crisis, the best option is to send a qualified staffer from a neighbouring country but that it was frequently difficult to find the right person for that incident within the first three days. He agreed with Mr. Aldea's suggestion, noting he would review potential opportunities for this with the USG.

161. In response to a question on whether staff councillors would be invited as observers to the training, Mr. Miller responded that UNDSS would continue to broaden the group of counsellors who had been able to participate but needed to be cautious of inundating the room with observers. He noted that CISMS have a network of those who are trained and capable of responding to a hostage incident. Mr. Farrell added that, although there is often value in having observers in the room, they can also become disruptive. Dr. Ali added that CISMS was also working with DRO to ensure that the Department has a critical mass of counsellors.

162. The USG UNDSS summarised, highlighting that, depending on who is behind the hostage taking, different approaches may be required and that the wider the scope of those trained, the better off the system would be. He agreed that Mr. Aldea's proposal to brief senior managers would be beneficial.

163. The IASMN:
   - **Took note of progress.**

- **Endorsed the draft policy.**

Armed Security/Residential Security Measures

164. Mr. Piergiorgio Trentinaglia, FAO, briefed on the progress of the working group (**CRP 19**). He noted that the group had managed to interlink and align the two policies (SPM chapter 4, sections M and I) to eliminate the possibility of misinterpretation. He added that there had been consultations on the concept of whether the private armed guard security companies needed to be members of the International Code of Conduct Association (ICoCa) and proposed that paragraph 24a include the fragment "and must be members of the International Code of Conduct Association, in contexts where they are available". He noted that additional issues had arisen throughout the discussions, and at IASMN meetings, stressing that these additional issues would go beyond the original scope of the working group's ToRs.

165. Mr. Miller noted that annex B stipulates that the quality control oversight and day-to-day management of the contract was the responsibility of the individual UNSMS personnel, highlighting that such individuals may not be qualified to do so. Mr. Trentinaglia agreed this issue remained unresolved and should be taken up by those working on the next set of changes to the documents. He noted that the P/C/SA would not be able to support the individual personnel in carrying out the day-to-day oversight of the contract. Participants debated whether the point on oversight and management should remain in a footnote or whether it should be part of the narrative. Mr. Skog noted the wording in the footnote was still not clear and proposed that due to its significance, it was better placed in the narrative.

166. Several members commented on the difficulties personnel would have in monitoring the private armed guard security companies posted at their residence. Mr. Marshall suggested that, due to the inexperience of personnel, no one assumes the responsibility of these companies and they become, de facto, 'orphans'. Mr. Noory noted the initial premise was that, whether armed or unarmed, the security companies would be assessed by security personnel, who would review training standards and provide a list of organizations the UN personnel could select from. He recalled a complex attack on a UN compound in Islamabad, where a lack of oversight and confusion on the chain of command meant that an attacker gained access.

167. Mr. Butt expanded on the reason for the change to the wording on ICoCa, noting that requiring membership in the association would limit the procurement of armed security providers in some higher risk places. Mr. Noory queried whether the companies in target countries would be aware of the need or benefit of ICoCa compliance. Mr. O'Hanlon agreed that the stipulation on ICoCa should provide flexibility. Mr. Farrell suggested removing the footnote and leaving the section on the use of force policy, which was the original reason for introducing ICoCa standards.

168. Mr. Farrell questioned how an organization could be involved in a private contract between personnel and a company and that the ideal solution would be to have the organization contracting and paying for an armed guard security company and posting them to personnel residences but agreed this would be a complex undertaking. Mr. Polane also stated this would be

preferable, noting that this would lower overall overhead costs and prevent fraud. He added that individuals would not have much power in negotiating with the companies on issues such as adequate payment to their personnel, but that an organization could easily do it. He noted that, in many duty stations, the UN already has a contract with armed guards which could be extended to personnel.

169. Mr. Trentinaglia agreed with the points made, noting that they have been flagged for further discussion by the group that takes over the work. He noted that, while personnel would generally not have specific professional knowledge on overseeing the contracts, they would have some support from their security personnel.

170. Mr. Miller noted that he was concerned about the risks to personnel and agreed that the best option would be for organizations to take on the contractual responsibility for compliance and monitoring throughout. This would take additional work and would require the procurement and legal sections to sign off, as it would entail a change to contract management.

171. Mr. O'Hanlon suggested that, to overcome the issue, the system could revert to having the residential security measures as a guideline, and not a policy, which would not force personnel to enter into armed guard security contracts in certain duty stations. Mr. Farrell agreed, noting that this could mean a reversion to the previous model of, if personnel reported they had certain measures in place, they would be reimbursed for them, but they were not compelled to undertake any specific measures.

172. Ms. Ling Kituyi, UNMD, agreed that personnel needed more guidance from the organization on this issue. She highlighted that reporting issues with a specific contract may be difficult for personnel, as they would be in a vulnerable position, given that the armed guards would have in-depth knowledge of the residence and its inhabitants.

173. Mr. Aldea expressed reservations on the entire concept of armed guards at private residences, suggesting that, if the situation at the duty station necessitates such services, this goes beyond 'regular' criminal activity and other solutions, such as UN compounds, should be considered.

174. Participants debated whether to approve the policy at this time, or whether the additional issues should first be addressed, before coming to an agreement to approve the document, with support for endorsement expressed explicitly by FAO, UNHCR, UNDP and DRO. This was based on the notion that the current changes are helpful and address a policy gap, while the longer-term discussions – for instance, on whether RSMs should be mandatory – are likely to need wider and lengthier consultations. Mr. Miller highlighted that the previous policy iterations were not aligned, and the changes were an improvement.

175. Ms. Mone suggested that, if there is a list available from UNDSS in a duty station, that list should be shared so it can be used as a reference for guard companies. She also noted that UNESCO has done this, extending such contracts, through their Executive Office, to personnel in 53 field offices.

176. Mr. Farrell proposed new wording on contract management, inserting it into the chat. Participants agreed to the wording in principle, though requested that it be shared by email for a more thorough review.

177. Mr. Baker suggested that an SOP or other guidance be drafted to assist personnel with implementation, including what types of issues with contracts they should report. Mr. Noory agreed that additional guidance would be helpful, and was also being drafted for some of the recently promulgated policies to respond to the large number of questions coming in.

178. The USG UNDSS summarised, noting that the IASMN endorsed the document and requesting that the current working group continue to work on the issue, as they have a solid background on the issue. Mr. Trentinaglia agreed, adding that the group's ToRs would need to be expanded. He invited additional IASMN members to join the working group for further discussions to address the issues that remained outstanding.

179. The IASMN:
- **Reviewed the WG's latest proposed changes to the policies in Annexes B and C and endorsed for publication as appropriate.**
- **Considered additional issues identified by the working group and requested that the group continue working on these, reflecting this broadened scope of work in a revised ToR.**

Close of Session

AOB

180. Mr. Dell'Amico expressed his views on the Security Symposium and noted that that participants had been satisfied and appreciative. He said that, while the Symposium was aimed at prospective partners to the UNSMS, the IASMN could also benefit from the discussion on strategic issues. Mr. Farrell suggested that the Steering Group could provide inputs and possible suggestion on guest speakers and other aspects of the Symposium.

181. The USG UNDSS suggested that feedback on the symposium could be shared with Ms. Kulawat so it could be considered for the next year's iteration of the event. He noted that having strategic discussions in the IASMN sessions would be of interest to the IASMN members.

182. Mr. Baker agreed that adding strategic discussions to the IASMN agenda would help maximize the meeting's benefit. Mr. Farria suggested that the next Symposium be held in-person. The USG UNDSS noted he would benefit from the discussion on strategic topical issues to gather member views and help guide his work and engagement across the UN on security issues.

183. On IASMN processes, Mr. O'Hanlon urged the group to thoroughly consider the requests of each CRP, noting that in some cases, the questions were not fully answered. He added that he preferred to not use the silence procedure, suggesting instead that, if a document is sent for endorsement via email, a notification is set up whereby the recipient confirms its receipt, making the process 'less silent'. Mr. Noory suggested it was also the members' responsibility to respond to a request for comments/endorsement, including to note that they have no comments. Mr.

Vandamme noted that the silence procedure did have its merits and that following up with all members would be very time-consuming for working group chairs. The USG affirmed the value of the silence procedure but noted that requests on endorsement needed to be clear.

184. Mr. Polane suggested that a list of frequently used IASMN acronyms be provided in future meetings. The USG agreed, noting that it would be important to ensure the acronyms are spelled out at first use, including also for documentation to the HLCM.

185. Participants also thanked Ms. Mone for her valuable service to the IASMN, congratulating her on her upcoming retirement. Ms. Mone made a significant contribution to the Network's achievements over the years, including by serving as IASMN Co-chair.

186. The IASMN:

- **Requested the IASMN Steering Group to propose a meeting format / strategic topics that would include more interactive, discussion-based sessions for the IASMN.**

Next Meeting

187. Mr. Miller suggested that the next IASMN meeting be held in February to accommodate DO and HIM trainings at the end of January. He proposed that the venue, normally in North America, be reconsidered for this meeting. Mr. Vandamme noted he was in favour of a meeting in New York, which would allow organizations based outside to interact with colleagues.

188. The USG UNDSS requested UNEP to consider some possible dates in early February and any potential hosts for an NY-based session to step forward.

Annexure (Agenda and Participant List)

Agenda (Final)

Tuesday, 21 June 2022

09:00 – 09:30 **Opening Session**
- Opening remarks by Mr. Flavio Milan, Deputy Head of the United Nations Division, State Secretariat, Federal Department of Foreign Affairs
- Adoption of the Agenda (USG UNDSS) (CRP 1)
- Opening remarks (USG UNDSS)

09:30 – 10:00 **Summary of Progress on Recommendations** (UNDSS/SPPU) (CRP 1 Annex B)

10:00 – 10:45 **IASMN Survey** (ICC/IASMN Co-chair) (CRP 2)

10:45 – 11:00 Break

11:00 – 12:00 **UNSMS Policy Updates**
- SPM Chapter 4 Section D (UNDSS/SPPU) (CRP 3)
- WG on SRM/SSIRS implementation (UNICEF/OCHA) (CRP 4)

12:00 – 1:00 Lunch

1:00 – 1:45 **UNSMS Results Chain** (UNDSS/DRO) (CRP 5)

1:45 – 2:45 **Strategic Communications** (IOM) (CRP 6)

2:45 – 3:00 Break

3:00 – 3:45 **Funding/Budget Update** (UNDSS/EO)

3:45 – 4:30 **HR Strategy** (UNDSS/EO) (CRP 7)

4:30 – 5:30 **Manual on Psychosocial Support in Crisis Situations** (UNDSS/CISMS) (CRP 8)

Wednesday, 22 June 2022

09:00 – 10:00 **TESS** (TESS Service) (CRP 9)

10:00 – 10:30 **Security Communications Systems WG** (TESS Service) (CRP 10)

10:30 – 10:45 Break

10:45 – 11:30 **COSCATG** (TESS Service) (CRP 11)

11:30 – 12:00   **Technology Community of Practice** (World Bank) (CRP 12)

12:00 – 1:00   *Lunch*

1:00 – 2:00   **Training: SCOLT** (IOM) (CRP 13)

2:00 – 2:45   **Gender Briefing** (UNDSS/SPS) (CRP 14)

2:45 – 3:00   *Break*

3:00 – 3:45   **Road Safety** (UNDSS/DPSS) (CRP 15)

3:45 – 4:15   **Fire Safety** (UNDSS/DPSS) (CRP 16)

4:15 – 5:00   **Physical Security Manual** (UNDSS/DPSS) (CRP 17)

6:30   ***Social Event***

Thursday, 23 June 2022

09:00 – 09:45   **HIM Update** (DRO/UNHCR/UNICEF) (CRP 18)

09:45 – 10:45   **Armed Security/Residential Security Measures** (FAO) (CRP 19)

10:45 – 11:00   *Break*

11:00 – 12:00   **Close of Session**
- Any Other Business
- Wrap-up

12:00 – 1:00   *Lunch*

Participant List

IASMN Members and Presenters (attending in-person)	Organization
Michaud Gilles	USG UNDSS / IASMN Chair
Lassi Kuusinen	ICC / IASMN Co-chair
Donovan Drew	ITU
Juan-Manuel Fernandez	*ITU*
Paul O'Hanlon	UN Women
Dzenan Viteskic	*UN Women*
Matthias Meyerhans	IFAD
Samantha Steenkamp- Farrell	World Bank
Michael Dell'Amico	UNHCR
Julie Dunphy	*UNHCR*
Paul Farrell	UNICEF
Dewaine Farria	ADB
Antonio Garcia Medrano	UNWTO
Brian Baker	UNRWA
Peter Marshall	UNON / UNEP / UN Habitat
Maria Victoria Montalvo	WFP
Bill Miller	UNDSS / DRO
Piergiorgio Trentinaglia	FAO
Naqib Noory	UNFPA
Esther Kuisch	UNDSS / DPSS
Suchada Kulawat	UNDSS / SPPU / IASMN Secretariat
Justyna Pietralik	UNDSS / SPPU / IASMN Secretariat
Jean-Louis Dominguez	ILO
Michael Romero	ICAO
Bernd Schreiber	OPCW
Massimo Salsi	UNOPS
Jess Torp	WIPO
Arve Skog	UNDP
John Dada	*UNDP*
Luc Vandamme	IOM
Angelito Francis Bermudez	WHO
Jose Miguel Sobron	UNOCT
James Blakeney	IMF
Wilkes Dawn	UPU
Peter Koopmans	UNAIDS
Valentin Aldea	DPPA
Laura Lacanale	WFP
Peter Casier,	WFP / TESS
Sami Alio	WFP / TESS

Aigerim Almazova	IOM / Meeting Support
Mohammad Althaher	ITU / Meeting Support

IASMN Observers (attending in-person)	Organization
Ekaterina Zizekalova	CEB
Remo Lalli	CEB
Mark Polane	UNISERV
Aitor Arauz	UNISERV
June Onguru	CCISUA
Mary Mone	FICSA
Ling Kituyi	UNMD

IASMN Members and Observers (attending virtually)	Organization
Unaisi Vuniwaqa	ASG UNDSS
Ian Evans	EBRD
Dmitry Cherepanov	OHCHR
Tania Chalhoub	OHCHR
Berkis Patricia Pérez	IFAD
Robert Telenta	UNODC
Anders Brynnel	DOS
Guy Avognon	CCISUA
Konstantin Ivanov	UNIDO
Leigh Anderson	EBRD
Steph Moran	EBRD
Mark Allen	EBRD
Olivier Bruyere	WIPO
Nicolas Hergot	UNESCO
Russell Wyper	DPO
Criostoir Leany	IAEA
Ludmilla Dadrass	WFP
Sofia Dolabela	UN Women
Simon Butt	OCHA

IASMN Presenters (attending virtually)	Organization
Michael Center	UNRWA
Renu Bhatia	UNDSS / EO
Mohammad Ali (Sohail)	UNDSS / CISMS
Senida Panjeta	UNDSS / DPSS
Clairene Alexander	UNDSS / SPU
Anne Hammenrudth	UNDSS / SPPU
Robin Stenhouse	UNDSS / DPSS
Jamison Medby	UNDSS / PSU