

CHAPTER VI

Administrative and Logistic Support for Security Operations



Section B

LOCALLY COST-SHARED SECURITY BUDGETS

A. Introduction

1. The Locally Cost-Shared Security Budget (LCSSB) supports security risk management measures used by United Nations Security Management System (UNSMS) organizations to address common security concerns at the country level. The LCSSB is a necessary component of the financing of in-country generated common security costs. Preparing and managing this budget requires that those involved have clearly defined responsibilities and accountabilities to ensure that this process is “fit for purpose”.

B. Purpose

2. This policy outlines the purpose, scope, procedures, timelines, and categories of activities/expenditures, of the LCSSB and related roles and responsibilities. The aim is to provide a standard approach of how to prepare a LCSSB, and to ensure accuracy, efficiency and effectiveness, as well as accountability throughout the LCSSB process.

C. Applicability and Scope

3. This policy is applicable to the personnel of all UNSMS organizations, at Headquarters (HQ) and country-level who are involved in the process of preparation, submission, approval and implementation of the LCSSB. This includes but is not limited to the Designated Official (DO)/Security Management Team (SMT)/Security Focal Points (SFPs)/Single Agency Security Officers/ Administration/ Finance personnel involved in the process.
4. This policy governs the LCSSB process that covers the requirements not funded through other means (such as the Jointly Financed Activities Fund, “JFA”), yet is required for in-country security purposes¹. The expenditures should be restricted to country- specific security risk management measures as described in Section F below.
5. This policy ensures that the LCSSB is considered *only* when specific security issues cannot be addressed within existing sources of funding, following the Security Risk Management (SRM) process. The application of this policy is therefore mandatory where a LCSSB is required.

D. Definition

6. The LCSSB is a supplementary funding tool developed on an annual basis, which allows the UNSMS organizations to fund additional security requirements that will support common security services, projects and activities in a country, at Designated Areas or Security Areas not funded through other resources. It is based on the security risk management measures identified in the SRM process and necessitated by particular circumstances on the ground.
7. Costs are shared among UNSMS organizations participating in common security services based on the actual presence of personnel in the Designated Areas or benefiting from specific services provided by

¹ As outlined in the report of the Secretary-General (A/62/641), Jointly Financed Activities Fund (JFA) is a global cost-sharing arrangement apportioned among participating organizations for UNDSS’ field-related costs which are incurred in the field or are directly related to providing operational support by Headquarters to the field offices. The cost-sharing formula is based on actual number and percentage of staff; the headcount is carried out centrally by the Chief Executives Board (CEB) with organizations remaining accountable for the figures provided. The Under-Secretary-General for Safety and Security is responsible and accountable for managing JFA budget, including budget allocation. JFA-related information is provided to the DO and SMT to make sure that the LCSSB does not cover items that are already included in the country’s JFA allotment.

the common security budget. It is based on formulas negotiated and agreed upon locally at the time of discussions on the LCSSB.² UNDSS remains exempt from LCSSB arrangements.³

E. Principles

8. The LCSSB process shall be governed by the following principles:
 - a. The LCSSB funds requirements/activities that are security-related; identified by the SRM process; dictated by particular circumstances; agreed upon by participating UNSMS organizations; and consolidated at the country-level.
 - b. The LCSSB cycle covers the period from 1 January to 31 December of the year.
 - c. The LCSSB reflects capital and recurring cost and shall be cost-effective.
 - d. Simplicity shall be observed for calculating the amount to be shared by each participating UNSMS organization. The costs should be equitably shared among the participating organizations, and each respective organization's share should accurately reflect the services received from and contributed to each individual LCSSB activity.⁴
 - e. UNDSS maintains an oversight on the LCSSB to ensure that activities included in the LCSSB are not covered by other funding mechanisms.

F. Categories of Activities and Common Elements for Each Activity

9. The LCSSB shall cover eight main activity categories:
 - a. **Identification Programme** - The amount approved for the common badge system implemented at the duty station, such as pass and ID service and access control systems to United Nations facilities. It may include personnel costs related to additional staffing to manage the identification programme where there are significant staffing numbers.⁵
 - b. **Security Operational support** - The number, function and level of approved additional security personnel or surge deployments (justified through the SRM) which are not included in the JFA-resources structure, not funded through the Central Emergency Response Fund (CERF)/extra-budgetary or other funding mechanisms; or where SMT members indicate that their own resources are not in a position to support the entire UNSMS for a specific location, above the UNDSS-authorized staffing. Posts are to be security-related, and not for support services such as administration or drivers, unless the complexity of the operation requires it. When submitting the LCSSB, all posts required to be cost-shared must be accompanied by a TOR to substantiate the work.

² Please refer to the LCSSB Guidelines for examples on how to determine the percentage or calculate the amount to be shared by participating organizations, and how to address exemptions in exclusive and specific cases. There may be specific arrangements for DPO- and DPPA-led field missions.

³ Please refer to CEB/2013/HLCM/FB/15 dated 5 August 2013.

⁴ Common services and resources relating to LCSSB activities made available by UNSMS organizations should be incorporated into the cost-sharing formula to take into account all provisions made. They include but are not limited to the hosting and equipment of radio rooms, crisis management center, vehicles, etc.

⁵ Different cost-sharing arrangements for the purpose of ID programmes may apply where there are military and police contingents in DPO- and DPPA-led field missions.

- c. **Communications Structure** - The amount approved for communications infrastructure in the country such as radio rooms staffed by locally recruited radio operators to support 24/7 emergency communications, as determined through the SRM process.
- d. **Security Training** - The amount approved for conducting training, as identified by the country training-needs assessment. This includes but is not limited to the Safe and Secure Approaches to Field Environment (SSAFE) training, or other security-related training such as Emergency Trauma Bag (ETB) or Individual First Aid Kit (IFAK), as part of the First Responder Programme; and as determined through the SRM process and indicated in the yearly security-training plan approved by the SMT.
- e. **Crisis Coordination Centre** - The amount approved for operating a crisis coordination centre⁶, which is a sustainable venue for the DO and the SMT to perform crisis management functions in safety and security crises. If a crisis coordination centre is located in an existing space, it should be at a minimal cost to maintain and support.
- f. **Guard Force** - The amount approved for operating, contracting and/or other requirements for guard force arrangements at the duty station that goes to support all the UNSMS organizations participating in the LCSSB. This activity generally includes armed and unarmed security guard service providers⁷ for the protection of common premises (shared by all UNSMS Organizations participating in the LCSSB) or joint mobile security operations (for security patrols and/or security interventions).

Note: Any security-related costs (including guard force services) inherent to a UN common premise or UN House, which is not included in the LCSSB, must come under the common services budget of that premise and shall be shared by all UNSMS organizations located in these premises.⁸

- g. **Psychosocial Support** - The amount approved for providing psycho-social services by Counsellors, to those at risk of experiencing or experiencing stress and critical incident stress; together with associated support costs. The Critical Incident Stress Management Unit (CISMU), in coordination with Staff Counselling focal points and with the UNSMS organizations at the duty station determines and reviews these needs.⁹
 - h. **Vehicle Requirements** - The amount approved for special vehicle requirements such as armoured vehicles, first response medical support or vans. The vehicles under this category need to be available based on the requirements for all joint missions or loaned to UNSMS organizations for VIP visits without additional rental costs. The fuel and maintenance of the vehicles can be included in the LCSSB based on an actual yearly cost associated with joint-use of the vehicles.
10. Under each of the above-mentioned categories, there are a common set of elements that may be used to support them. When added up, they determine the total cost for each activity:¹⁰
- a. **Personnel** - The salary/benefits for additional personnel to support each specific activity, including their security entitlements;

⁶ See UNSMS *Security Management Operations Manual*, "Guidelines on Management of Security Crisis Situations".

⁷ Please refer to *Security Policy Manual*, Chapter IV, Section I, "Armed Private Security Companies," and Section J, "Unarmed Private Security Services".

⁸ UNDSS does not pay into the LCSSB but it remains responsible for contributing its share as tenants to the common premises budget. For any security capital investments/improvements for the premise where UNDSS is located, UNDSS does not participate in the cost-share of such projects; the UNDSS portion will be shared by UNSMS organizations in the country.

⁹ *Security Policy Manual* Chapter VII Section G: "Management of Stress and Critical Incident Stress (MCIS)." More details on psychosocial support will be included in the LCSSB guidelines.

¹⁰ More details and examples of elements for each activity can be found in the LCSSB Guidelines.

- b. **Travel** - The cost of travel for personnel identified in (a) for the specific activity to perform duties away from the duty station in country;
 - c. **Equipment and furniture** - The cost for providing basic office equipment and furniture required for each activity, mainly for the initial setup (one-time) and/or replacement as needed;
 - d. **Vehicle** - The cost if an additional vehicle is required for personnel to perform his/her duties related to each activity;
 - e. **Vehicle maintenance, fuel, insurance** - This is needed if a vehicle is procured and it could include the use of rented vehicles;
 - f. **Rental and Maintenance of Premises** - This element covers the cost of rent, utilities, and maintenance;
 - g. **Communication Equipment** - Communication equipment for personnel in each activity to perform his/her duties, (ex. radio, phone, and sat phone.) It does not cover related expenses (see item j. below);
 - h. **Contracts** - External commercial type contracts that support the activity. If the activity is outsourced to a commercial company, this is where the cost is reflected;
 - i. **IT equipment** - As required to enable personnel to perform the required activity. It should include software, printers, scanners, and/or replacements and upgrades;
 - j. **Communications expenses** - This covers telephone and internet bills; and
 - k. **Office supplies, stationary, pouch & postage** – These are for materials needed to support the activity.
11. In addition to the above, there are **Administration Support Costs**. These costs are associated with the provision of support services required for the implementation of the LCSSB. It should be taken into consideration while preparing the overall budget. These costs are identified as per the cost recovery policy of the Administering Agency and could be included either as a lump sum of the total budget or under each activity.¹¹
12. The LCSSB submission¹² will include the total cost apportionment among the participating UNSMS organizations in U.S. dollars.

G. Process, Procedures and Timelines

13. Preparation of LCSSB (Step One)

Timeline: By mid- June

- a) A valid SRM is required as the basis for SRM measures that will be cost-shared.
- b) The most-senior UNDSS representative supporting the DO/SMT¹³, in consultation with the Security Cell, prepares the LCSSB in line with the approved SRM measures, based on real costs and estimates, taking into account resources allocated through the JFA.¹⁴ The LCSSB shall cover the next calendar year. Any

¹¹ More details and examples can be found in the LCSSB Guidelines.

¹² The submission should include the full LCSSB, including the administrative support costs.

¹³ The most-senior UNDSS representative supporting the DO/SMT is normally the Principal/Chief/Security Adviser. For the purpose of this policy, they will be referred to as the "most-senior UNDSS representative".

¹⁴ The JFA resource allocation is presented for **information only** to assist with the development of the LCSSB at the country level.

requirement for supplementary funds due to emergency or contingency planning shall be addressed separately.¹⁵

14. SMT review and approval **(Step Two)**

Timeline: By the end of June

- a) The most-senior UNDSS representative will arrange for and submit the following documents to the SMT, at least one week prior to their meeting:
 - LCSSB package;
 - Financial records of previous cost shared budgets and statements of expenditure, provided by the Administering Agency.
- b) Upon receipt, the SMT members will review the LCSSB and obtain inputs from SFPs (agency security professionals in country, regional and HQ level as per the procedures determined by their organization).
- c) The SMT will hold a meeting to review, finalize and approve the LCSSB. The Administering Agency will present on the financial aspects of the budget. The SMT discussion and positions of organizations will be reflected in the SMT minutes.
- d) Upon approval, the UNDSS representative will submit the LCSSB and SMT minutes to UNDSS HQ for review.
- e) In cases where the SMT is unable to agree on a LCSSB by 30 June, UNDSS Headquarters will inform the UNSMS organizations' HQ SFPs and request their intervention to resolve the disagreements.

15. UNDSS HQ review **(Step Three)**

Timeline: By the end of July

- a) UNDSS Headquarters will review all LCSSBs regardless of the amount and conduct a technical review to ensure the LCSSB:
 - is developed within the parameters of the LCSSB policy and guidelines,
 - contains proposed requirements that are vetted against the SRM,
 - contains no overlap in funding; security services and activities are justified in line with definitions for categories and activities.
- b) If the UNDSS Headquarters identify any issue, the LCSSB shall be returned to the SMT/DO for revision.

16. Consultation of SFPs and Final Endorsement **(Step Four)**

Timeline: By the end of October

- a) Following the initial review and comments, UNDSS Headquarters shall consult the SFP of the UNSMS organizations that have a presence in that location, by memorandum, and provide all relevant documentation

¹⁵ Please see the Guidelines on how to address the requirement for supplementary funds that arise outside of the LCSSB due to an unexpected change of security situation.

including SMT minutes. Following receipt of the LCSSB package, SFPs shall have 10 working days to provide their comments or concerns.

- b) UNDSS Headquarters shall collect and review SFP input and consult with the SFPs to address their concerns. If changes to the LCSSB are deemed necessary, UNDSS Headquarters shall consult with the P/C/SA, DO and SMT to resolve the issues.
- c) UNDSS Headquarters shall issue a memorandum endorsing the LCSSB. The UNSMS organizations shall proceed to include the LCSSBs in their budgetary projections as per their organizational budgetary structures.

Whenever consensus with regard to the LCSSB cannot be established, the Review Group (see Annex A, “Terms of Reference”) shall be convened. If consensus cannot be established within fifteen (15) calendar days after UNDSS Headquarters’ initial receipt of the DO’s proposal, the Under-Secretary-General for Safety and Security (USG UNDSS) shall take the final decision, either upholding the DO’s proposal or incorporating any amendments.

17. Implementation (Step Five)

a) Finalizing LCSSB data on UNSMIN

Timeline: By mid-November

The most-senior UNDSS representative supporting the SMT/DO should upload the approved version of the LCSSB along with related documents to UNSMIN and subsequently inform the SMT and Security Cell. UNDSS Headquarters should monitor uploading of LCSSB on UNSMIN and follow-up with P/C/SAs as appropriate. The uploading of LCSSBs to UNSMIN provides information on locally cost-shared activities through a consolidated platform to UNSMS organizations, and aims to enhance transparency, efficiency, monitoring and implementation of LCSSBs.

b) Billing

Timeline: By early December

A UNSMS organization participating in the LCSSB shall be designated as the ‘*Administering Agency*’ to provide administrative support on behalf of all participating UNSMS organizations. This includes preparing the billing and invoice that needs to be submitted to AFPs for their payment and statements of account when requested by the SMT or a participating organization. The statements of account, billing and invoices shall be signed by the DO.

c) Payment

Timeline: By the beginning of January

The SMT member shall execute the payment of their shared portion of the LCSSB to the local account of the designated organization or “Administering Agency”. If there is an issue of non-payment, the DO should inform UNDSS Headquarters, and engage the respective SFPs. All payments should be transferred at the beginning of the LCSSB budget cycle, which is January of each year. If there are any constraints from AFPs to process the payments due to their budget cycles, this should be discussed locally with the Administering Agency.

d) Budget Execution

Timeline: January to December of the following year

All UNSMS organizations participating in the LCSSB shall ensure the implementation of the LCSSB. The most-senior UNDSS representative is responsible for the management and the implementation of the LCSSB.

The Administering Agencies will provide quarterly financial reports on the LCSSB budget, income and

expenditure to the most-senior UNDSS representative and present them, to the SMT and DO for their review.

H. Roles and responsibilities

18. Most-senior UNDSS representative supporting the SMT/DO: Prepares the LCSSB and discusses with the Security Cell; submits to the SMT and DO for review and approval; submits to UNDSS Headquarters for review and comments inputs the data in UNSMIN; and monitors and reports on the implementation of the LCSSB.
19. SMT and DO: Reviews and approves the LCSSB based on measures from the SRM process and recommendations from senior-most UNDSS professional supporting the SMT/DO; and manages the implementation of the LCSSB.
20. UNDSS HQ: Reviews the LCSSB, facilitates consultation with UNSMS organizations through SFPs' HQ, and notifies approved LCSSBs.
21. UNDSS: Develop a learning programme on LCSSB process and management for all security professionals who are engaged in the LCSSB process.
22. USG UNDSS: If consensus cannot be established within 45 calendar days after UNDSS Headquarters' initial receipt of the approved LCSSB, the USG, UNDSS takes the final decision on the LCSSB, either upholding the DO's proposal or incorporating any amendments.
23. SFP: Reviews the LCSSB and provides comments, feedback and concurrence to their respective local representative and to UNDSS Headquarters.
24. UNSMS Administering Agency: A UNSMS organization designated by the SMT provides administering support¹⁶, including submitting and presenting periodic reports on the budget, income and expenditure of LCSSB, in accordance with Annex C of the LCSSB Guidelines.
25. Operations Management Team (OMT): Provides administrative, technical and financial guidance to the SMT upon request.
26. LCSSB Review Group: Chaired by the UNDSS Headquarters; is intended to resolve an impasse in the approval of the LCSSB.
27. Security Cell: Support the most-senior UNDSS representative in the preparation of the LCSSB. Consult and brief their representatives on the LCSSB.

I. Compliance and oversight

28. The SMT and DO shall have oversight to ensure implementation and quality control of the LCSSB, along with compliance to the LCSSB policy and guidelines.

II. Training

29. This policy and the LCSSB mechanism shall become part of the mandatory training for all security professionals who are engaged in the LCSSB process.

III. Final Provisions

30. This policy enters into force on 7 January 2022.

¹⁶ These services are listed in Annex C of the LCSSB Guidelines (Chapter 5 of the *Security Management Operations Manual*).

31. This policy is complemented by guidelines available in the *Security Management Operations Manual*.
32. The Policy and Guidelines should be reviewed following two cycles of LCSSB on the basis of lessons learned from implementation.

Annex A

Terms of Reference for the Locally Cost-Shared Security Budget (LCSSB) Review Group

1. The Review Group (RG) is intended to resolve an impasse in the approval of the LCSSB.
2. The Review Group shall convene whenever consensus cannot be established with regard to the proposal of the Designated Official (DO) on the LCSSB. The RG shall meet no later than 15 calendar days after UNDSS Headquarters' initial receipt of the DO's proposal.
3. The RG shall include the following members:
 - i. The Director or Deputy Director of UNDSS/DRO, as Chair of the RG, with the relevant UNDSS/DRO Desk Officers present; and
 - ii. Headquarter Security Focal Points (SFPs) of United Nations Security Management System (UNSMS) organizations with a presence at the duty station.
4. The RG shall evaluate the DO's proposal in an effort to establish consensus.
 - i. If consensus is established, the Director or Deputy Director of UNDSS/DRO, as Chair of the RG, shall notify the DO and Headquarter SFPs of approved LCSSB.
 - ii. If consensus cannot be established within 15 calendar days after UNDSS Headquarters' initial receipt of the DO's proposal, the Under-Secretary-General for Safety and Security (USG UNDSS) shall take the final decision, either upholding the DO's proposal or incorporating any amendments.
5. The Director or Deputy Director of UNDSS/DRO, as Chair of the RG, shall ensure that a written summary of the RG's deliberations and related outcome is provided to the DO and Headquarter SFPs of respective parent organizations.

Annex B

Locally Cost-Shared Security Budget (LCSSB) Revised Workflow

