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**REPORT OF THE INTER-AGENCY SECURITY  
MANAGEMENT NETWORK**

**LONDON, 4-6 AUGUST 2009**

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## **REPORT OF THE INTER-AGENCY SECURITY MANAGEMENT NETWORK**

**LONDON, 4-6 AUGUST 2009**

### **I. INTRODUCTION**

1. The Inter-Agency Security Management Network (IASMN) met at the European Bank for Reconstruction and Development (EBRD), London, from 4-6 August 2009. A list of participants from Agencies, Funds, Programmes and Organizations, as well as the agenda and list of documents are attached as Annex A. The IASMN wishes to express its gratitude to EBRD for hosting the meeting.

### **II. RECOMMENDATIONS OF THE IASMN**

#### **A. Update on HLCM/CEB recommendations/decisions and actions taken**

2. The IASMN considered the action plan proposed by DSS for implementation of CEB decisions and fully supported it. The IASMN noted progress made by DSS and encouraged further efforts on implementation of CEB decisions. The IASMN requested that progress on implementation of CEB decisions be communicated as widely as possible in the UN Security Management System (UNSMS), including locations with no access to ISEEK.

3. The IASMN reiterated that security of national staff needs to be further addressed and input from the HR Network on this issue is critical. The IASMN pointed out that it has requested the HR Network to provide an update of progress on this issue. The IASMN regretted that the HR Network could not attend this meeting. To facilitate future communication and cooperation between the two groups, the IASMN requests that the HR Network appoint a permanent representative to attend IASMN meetings on a regular basis.

#### **B. Update on IASC Steering Group on Security**

4. The IASMN considered a conference room paper proposed by UNICEF on the ongoing work within the Inter-Agency Standing Committee Steering Group on Security (IASC SGS) aiming to maintain humanitarian operations in high-risk environments and enhance co-operation within the humanitarian community on security issues. The IASMN supported this initiative and agreed that more attention should be given to the implementation of Saving Lives Together (SLT) which was formally reviewed by the IASMN in 2006. The IASMN urges the USG DSS to be involved in the activities of the IASC SGS and also encourages voluntary participation of other IASMN members.

5. The IASMN pointed out that engagement with NGOs and INGOs in the field should not divert DSS' resources and capacity of providing services to the IASMN members. The IASMN requested that UNICEF report progress to the IASMN at its next meeting.

**C. Revision of the Framework for Accountability**

6. At the request of the HLCM/CEB, the IASMN considered the revised text of the Framework for Accountability proposed by the Steering Group; the IASMN paid particular attention to the comments made by the HLCM in this respect. The Framework for Accountability was revised and circulated to the IASMN and is submitted to the HLCM for its September session. Attached at Annex B is the revised Framework for Accountability.

7. During a discussion on occupational health safety requirements of UN personnel, the IASMN noted that it is neither mandated nor resourced to address this important area. The Group however recognized that there are many areas of potential synergies and mutual interest between the respective professional communities addressing safety and security, and occupational health and safety. The IASMN reiterated previously expressed concerns regarding deficiencies in the UN System's policies, procedures and resources to meet occupational health and safety needs of staff and recommends that the HLCM address this issue through the Medical Directors Working Group.

**D. Review draft of replacement for Field Security Handbook ("Policies of the UNSMS")**

8. The IASMN took note of the draft of replacement for Field Security Handbook developed by DSS and agreed that the structure of the policy and the approach of development are acceptable, but some elements need further discussion. The IASMN recommends that the Policy Unit of DSS further develop the draft of individual chapters and sections and circulate for comments as they are completed, in accordance with the development plan provided by DSS.

9. The IASMN expressed its concerns about the current understaffing situation of the Policy Unit and supported DSS actively seeking an experienced senior professional to act as the Chief of the Policy Unit on a temporary basis until the recruitment process is completed, to strengthen DSS' policy development capacity and for the purpose of business continuity.

**E. Detailed guidelines for application of the new MOSS as approved by the CEB April 2009**

10. The IASMN reviewed the detailed guidelines developed by DSS for application of the new UN SRM/SRA and MOSS as approved by the CEB in April 2009. The IASMN approved the overall design and approach of the new MOSS guidelines and provided specific revisions. The IASMN requested that DSS revise the new guidelines and circulate them for further comment and endorsement. The IASMN noted that the new guidelines should be completed and disseminated by the middle of September 2009.

**F. UN Policies and Guidelines for Estate Safety and Security; update on Blast Assessment Working Group**

11. The IASMN considered the UN Policies and Guidelines for Estate Safety and Security drafted by DSS based on the CEB recommendation in April 2009. The IASMN noted the importance and urgency to put forward a UN Policy on Estate Safety and Security to provide a unified approach in reducing risk in UN estates. The IASMN endorsed the structure and approach of the draft UN Policies on Estate Safety and Security and requested that DSS further revise it and

circulate for comment by the end of August 2009. The IASMN recommends that the draft be submitted to CEB, through HLCM, for endorsement by the end of December 2009.

12. The IASMN recognizes the need to develop a long-term strategy for managing the safety and security of UN estates. In this context, the IASMN welcomed the draft technical guidelines developed by the Blast Assessment Working Group, and agreed that a strategy would need to be developed to include financial implications before implementation was possible. The IASMN recommends, however, that while not policy, the guidelines should be shared with all UN security professionals as a reference document to assist in current risk management decisions regarding UN premises.

#### **G. Critical incident stress management**

13. The IASMN took note of the action plan with cost implications developed by the Critical Incident Stress Working Group (CISWG) to enhance collaboration between DSS and Agency, Fund, Programme and Organization stress counsellors, and establish a harmonized approach to provide critical psychosocial services to organizations of the UN system. The IASMN endorsed sharing the action plan with the HR Network and the Medical Directors Working Group for further development and implementation.

#### **H. Security awareness training for female travelers**

14. The IASMN reviewed a programme developed by IFAD to provide security awareness training for female staff expected to travel to high-risk areas. The IASMN welcomed the initiative of IFAD and fully supported further development and sharing of the training with IASMN members. The IASMN realized the lack of a coordinated approach on this subject across the UN system, and recommends that all members share existing training programmes, best practices and lessons learned through the IASMN website, DSS Training Unit and the IASMN Security Training Working Group. The IASMN also pointed out that appropriate security training should be extended to dependants. The IASMN recommends that DSS make further efforts to seek additional resources for security training.

15. The IASMN emphasized the importance of addressing security issues specific to female staff members and dependants. Therefore, it recommends that the Working Group on Security for Women continue its work in the future; WFP agreed to assume the chair of this Working Group. The IASMN also encouraged the support and participation of all members.

#### **I. Change of security phase for health reasons**

16. The IASMN considered a proposal by WHO regarding the change of security phase for health-related issues. The IASMN confirmed the principle that staff health issues should be dealt with by the UN Medical Directors Working Group, and that any change in the UN security phase solely for health-related issues must be preceded by a formal consultation with the Director-General of WHO through the USG DSS. The IASMN requested that DSS circulate this recommendation to all Designated Officials.

**J. Recruitment of security personnel from DSS or other UN agencies**

17. The IASMN considered a proposal by WHO regarding reference checks for security personnel from DSS or other members of the IASMN. The IASMN reaffirmed the need for undertaking reference checks in the recruitment of all security personnel in compliance with HR rules. The IASMN noted that Agencies, Funds, Programmes and Organizations submit personal history profiles of prospective candidates for professional level positions to DSS for technical clearance before recruitment. It recommends that DSS continue to provide such assistance to UN Agencies, Funds, Programmes and Organizations.

**K. Denial of security clearance for travel associated with home leave**

18. The IASMN considered a proposal by WHO to address the issue of denial of security clearance for travel associated with home leave. The IASMN acknowledged that the issue is significantly important to staff and must be addressed urgently. It recommends that DSS further consider the issue and report back with a proposed solution in consultation with HR and legal departments.

**L. Other matters**

**a. Date and location of IASMN meetings in 2010**

19. The IASMN decided that the first meeting in 2010 will take place in Nairobi during the period 1-5 February 2010, and the second meeting will be in Vienna during the period 19-23 July 2010.

**b. Management review of DSS**

20. The IASMN broadly welcomed the USG DSS' stated vision and plan for future development of DSS. The IASMN requested that it continue to be consulted in the process. See Part III for a summary of the discussion.

**c. Terms of Reference for the IASMN**

21. The IASMN at its session in January 2009 proposed its Terms of Reference as requested by the HLCM. At its seventeenth session in March 2009, the HLCM requested the IASMN to further review the proposed TOR. The IASMN reviewed the new text of its TOR proposed by the Chair and the Co-Chair of the IASMN and approved it as attached as Annex C.

### **III. GENERAL DISCUSSION OF THE MANAGEMENT REVIEW OF DSS**

22. The IASMN held informal discussions with the Chair/USG DSS on his strategic vision for DSS and the UNSMS. He detailed his strategic vision for DSS, stating that the current management review will address the way forward for DSS for the next 2-3 budget cycles. He recognized the current resource constraints and is adopting an evolutionary strategy rather than asking for everything in one request. He stressed that the DSS Headquarters must be lean, but added that it was currently too lean and a modest increase of 10% to 15% was required and reasonable for the 2010-2011 budget. The Chair/USG DSS proceeded to state that DSS will provide worldwide security leadership for UN Secretariat entities and UN Agencies, Funds, Programmes and Organizations. Critical to and implicit in the strategic vision is the recognition that this unified security structure must implement sound, well-designed and valuable security programmes and policies throughout a highly decentralized United Nations system. DSS Headquarters must be a lean and capable security organization providing guidance, policy, training, risk assessments and other security products which UN organizations and security coordinators must be able to leverage effectively in order to ensure the delivery of security to their various constituents. This will also avoid costly redundancies and conserve both programme and security resources. Coordination and collaboration on security programmes and policies at all relevant UN organizational levels must be scrupulously observed. Risk analysis-based policies and procedures as opposed to risk avoidance policies must be the security measure for UN operations if critical programmes are to continue in security-challenged environments. To this end, a unified DSS security organization must set the example. Security policies, programmes, and recommendations must be based on transparent and justifiable security methodologies, designed to find ways for UN programmes to remain in countries and succeed in their missions. A common and fully coordinated framework of accountability will provide realistic guidance on security roles and responsibilities. These capacities will be developed in an evolutionary approach, thereby ensuring that additional resources are properly absorbed and utilized, and recalibrated against actual requirements. Nevertheless, it must still be recognized that organizational and individual best efforts to protect staff and premises may still not be sufficient to avoid or prevent tragic events, when faced by determined and resourceful opponents intent on disrupting or damaging United Nations personnel and activities.

Annex A

**LIST OF PARTICIPANTS**

<b>CHAIR</b>	<b>Mr. Gregory B. Starr (DSS)</b>
<b>CO-CHAIR</b>	<b>Mr. Satoru Tabusa (ILO)</b>
<b>SECRETARY</b>	<b>Ms. Kathy Qi (DSS)</b>

**AGENCIES, FUNDS AND PROGRAMMES AND OTHER ENTITIES OF THE UNITED NATIONS SECURITY MANAGEMENT SYSTEM**

<b>Asian Development Bank (ADB)</b>	<b>Mr. Andy Clinton</b>
<b>European Bank for Reconstruction and Development (EBRD)</b>	<b>Mr. Alan Drew</b>
<b>Food and Agriculture Organization (FAO)</b>	<b>Mr. Michael Hage</b>
<b>International Civil Aviation Organization (ICAO)</b>	<b>Mr. Shahid Nazir Ahmad</b>
<b>International Criminal Court (ICC)</b>	<b>Mr. Lassi Kuusinen</b>
<b>International Fund for Agricultural Development (IFAD)</b>	<b>Mr. Antonio Kamil Ms. Maria Turco</b>
<b>International Labour Organization (ILO)</b>	<b>Mr. Brian Wenk</b>
<b>International Monetary Fund (IMF)</b>	<b>Mr. Warren J. Young</b>
<b>International Organization for Migration (IOM)</b>	<b>Mr. John Shabatura Mr. Duni Thakur</b>
<b>International Maritime Organization (IMO)</b>	<b>Mr. Bertie Nayna</b>
<b>International Telecommunications Union (ITU)</b>	<b>Mr. Claude Vadeboncoeur</b>
<b>Joint United Nations Programme on HIV/AIDS (UNAIDS)</b>	<b>Mr. Fredric Claus</b>
<b>United Nations Development Programme (UNDP)</b>	<b>Mr. Jab Swart</b>
<b>United Nations Population Fund (UNFPA)</b>	<b>Ms. Janie McCusker Mr. Naqib Noory</b>
<b>United Nations High Commissioner for Refugees (UNHCR)</b>	<b>Mr. Paul Stromberg</b>

<b>United Nations Children’s Fund (UNICEF)</b>	<b>Mr. Bill Gent Mr. Philip Leighton</b>
<b>United Nations Industrial Development Organization (UNIDO)</b>	<b>Mr. Andrei Lazykin</b>
<b>United Nations Environment Programme (UNEP)</b>	<b>Mr. Peter Marshall</b>
<b>United Nations Office for Project Services (UNOPS)</b>	<b>Mr. Thomas Gerstenecker</b>
<b>United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)</b>	<b>Ms. Laura Londen</b>
<b>United Nations Volunteers (UNV)</b>	<b>Mr. Svend Amdi Madsen</b>
<b>Universal Postal Union (UPU)</b>	<b>Mr. David Bowers</b>
<b>World Food Programme (WFP)</b>	<b>Mr. Mick Lorentzen Mr. Stephen Gluning</b>
<b>World Health Organization (WHO)</b>	<b>Mr. Patrick Beaufour Mr. Peter Koopmans Ms. Pascale Gilbert-Miguet</b>
<b>World Intellectual Property Organization (WIPO)</b>	<b>Mr. Jan Van Hecke</b>
<b>World Bank (WB)</b>	<b>Ms. Autumn Hottle</b>
<b><u>DEPARTMENTS OF THE UNITED NATIONS SECRETARIAT AND SUBSIDIARY ORGANIZATIONS OF THE SECURITY COUNCIL</u></b>	
<b>Department of Field Support (DFS)</b>	<b>Mr. Joel Cohen</b>
<b>Department of Political Affairs (DPA)</b>	<b>Mr. Darko Mocibob</b>
<b>Department of Peace-keeping Operations (DPKO)</b>	<b>Mr. Bob Phillips</b>
<b>Department of Management Medical Services (DM)</b>	<b>Dr. Brian Davey</b>
<b>Department of Safety and Security(DSS)</b>	<b>Mr. Gerard Martinez Mr. Gerald Ganz Mr. Kevin O’Hanlon</b>
<b>International Criminal Tribunal for Rwanda (ICTR)</b>	<b>Ms. Sarah Kilemi</b>



**Office for the Coordination of Humanitarian Affairs  
(OCHA)**

**Mr. David Kaatrud**

**Office of the High Commissioner for  
Human Rights (OHCHR)**

**Mr. Dmitry Cherepanov**

**Office of Legal Affairs (OLA)**

**Mr. Surya Sinha**

**OBSERVERS**

**Coordinating Committee for International  
Staff Unions and Associations of the United  
Nations System (CCISUA)**

**Mr. Rick Cottam**

**Federation of International Civil Servants'  
Associations (FICSA)**

**Ms. Valerie De Kermel**

## Agenda

- 1. Update on HLCM/CEB recommendations/decisions and actions taken (CRP3)**
- 2. Update on IASC Steering Group on Security (CRP4)**
- 3. Policy issues**
  - a. Revision of the Framework for Accountability (CRP5)**
  - b. Review draft of replacement for Field Security Handbook (“Policies of the UNSMS”) (CRP6)**
  - c. Detailed guidelines for application of the new MOSS as approved by the CEB April 2009 (CRP7)**
  - d. UN Policies and Guidelines for Estate Safety and Security; update on Blast Assessment Working Group (CRP8)**
- 4. Critical incident stress management (CRP9)**
- 5. Security awareness training for female travelers (CRP10)**
- 6. Change of security phase for health reasons (CRP11)**
- 7. Recruitment of security personnel from DSS or other UN agencies (CRP12)**
- 8. Denial of security clearance for travel associated with home leave (CRP13)**
- 9. Other matters**
  - a. Time and location of the next IASMN meeting**
  - b. Management review of DSS**
  - c. Terms of reference for the IASMN**

## **List of Documents**

- CRP 1      Agenda
- CRP 2      Report of the Steering Group, Budapest, May 2009
- CRP 3      Update on HLCM/CEB recommendations/decisions and actions taken
- CRP 4      Update on IASC Steering Group on Security
- CRP 5      Revision of the Framework for Accountability
- CRP 6      Review draft of replacement for Field Security Handbook (“Policies of the UNSMS”)
- CRP 7      Detailed guidelines for application of the new MOSS as approved by the CEB April 2009
- CRP 8      UN Policies and Guidelines for Estate Safety and Security; update on Blast Assessment Working Group
- CRP 9      Critical incident stress management
- CRP 10     Security awareness training for female travelers
- CRP 11     Change of security phase for health reasons
- CRP 12     Recruitment of security personnel from DSS or other UN agencies
- CRP 13     Denial of security clearance for travel associated with home leave

**Annex B - Amended**

**INTER-ORGANIZATIONAL SECURITY MEASURES:  
FRAMEWORK FOR ACCOUNTABILITY FOR  
THE UNITED NATIONS SECURITY MANAGEMENT SYSTEM**

**I. SCOPE**

1. The primary responsibility for the security and protection of personnel employed by the United Nations system organizations, their spouse and other recognized dependants and property and of the organizations' property rests with the Host Government. This responsibility flows from every government's normal and inherent function of maintaining order and protecting persons and property within its jurisdiction. In the case of international organizations and their officials, the government is considered to have a special responsibility under the Charter of the United Nations or the government's agreements with the individual organizations.
2. Without prejudice to the above and while not abrogating the responsibility of the Host Government for its obligations, the United Nations has a duty as an employer to reinforce and, where necessary, supplement the capacity of the Host Government to fulfill these obligations in circumstances where United Nations personnel are working in areas which are subject to conditions of insecurity which require mitigation measures beyond those which the Host Government can reasonably be expected to provide; this Framework for Accountability specifies the responsibilities and accountabilities of United Nations officials and personnel for such measures.
3. In this regard, the United Nations Security Management System (UNSMS), in seeking to establish and maintain operations in insecure and unstable environments, adopts the principle of "how to stay" as opposed to "when to leave" as a tenet of its security management approach.
4. In accepting responsibility and accountability for security management, it is recognized that fatalities and/or casualties may occur, even though appropriate efforts are being made and measures implemented to reduce to an acceptable level the risks to United Nations personnel, premises and assets.

**II. MISSION STATEMENT OF THE UNITED NATIONS  
SECURITY MANAGEMENT SYSTEM**

5. The goal of the UNSMS is to enable the conduct of United Nations activities while ensuring the safety, security and well-being of personnel and the security of United Nations premises and assets.
6. To achieve this goal, all organizations shall maintain a robust and cohesive security management system and adhere to three principles:
  - Determination of acceptable risk;
  - Provision of adequate and sustainable resources to manage the risk to personnel and their eligible dependants, premises and assets; and
  - Development and implementation of security policies and procedures.

### **III. GOVERNANCE MECHANISM**

7. The governance of security management for the UNSMS as a whole is constituted as follows:
- a) The Inter-Agency Security Management Network (IASMN), consisting of the senior managers who have oversight of security functions within each member organization of the UNSMS, reviews existing and proposed policies, procedures and practices of the UNSMS and their implementation, and provides its recommendations on these to the High-Level Committee on Management (HLCM); and
  - b) A comprehensive review of policies and resource-related issues pertaining to the entire United Nations security management system is a standing item on the agenda of the HLCM; the HLCM reviews the recommendations made by the IASMN, and either decides on them directly or recommends their endorsement and implementation to the United Nations System Chief Executives Board for Coordination (CEB), which is chaired by the Secretary-General.

### **IV. ACTORS WITHIN THE UNITED NATIONS SECURITY MANAGEMENT SYSTEM**

#### ***A. The Secretary-General***

8. Under Article 97 of the Charter of the United Nations, the Secretary-General is the chief administrative officer of the Organization; the mandates promulgated by the principal organs are entrusted to him for their implementation under Article 98. The Secretary-General is thus accountable to the Member States for the proper running and administration of the Organization and implementation of its programmes to include, in the context of this framework, the overall safety and security of United Nations personnel, premises and assets at headquarters and field locations. The Secretary-General can delegate authority to the various Under-Secretaries-General who are individually accountable to him.

#### ***B. The Under-Secretary-General for Safety and Security***

9. The Under-Secretary-General for Safety and Security is appointed in writing by the Secretary-General to whom he/she reports and is accountable. The Secretary-General delegates to the Under-Secretary-General for Safety and Security the authority to make executive decisions relevant to the direction and control of the United Nations security management system and the overall safety and security of United Nations personnel, premises and assets at both field and headquarters locations. He/she represents the Secretary-General on all security-related matters, and serves as the Chairman of the Inter-Agency Security Management Network (IASMN). He/she is responsible for developing security policies, practices and procedures for the United Nations system worldwide, and coordinating with the organizations of the United Nations system to ensure implementation, compliance and support for security aspects of their activities; preparing reports of the Secretary-General on all security-related matters; and advising the Secretary-General on all matters related to security and safety of the United Nations system.

*C. The Executive Group on Security*

10. The members of the Executive Group on Security (EGS) are appointed by the CEB. When requested by the Under-Secretary-General for Safety and Security, the members of the EGS serve to advise, reinforce and facilitate the rapid decision-making authority and accountability of the Under-Secretary-General for Safety and Security, in accordance with the EGS Terms of Reference. The members of the EGS have a responsibility to support the Under-Secretary-General in the discharge of his/her mandate related to the safety and security of all personnel employed by the organizations of the United Nations system and their recognized dependants, premises and assets.

*D. Executive Heads of United Nations system organizations<sup>1</sup>*

11. Executive Heads of the United Nations Agencies, Funds and Programmes (AFP) are responsible and accountable to the Secretary-General for ensuring that the goal of the UNSMS is met within their respective organizations. Without prejudice to their accountability to their own governing and legislative bodies, Executive Heads of the United Nations specialized agencies and of other organizations participating in the UNSMS recognize the coordinating role and authority of the Secretary-General in matters related to the safety and security of United Nations personnel and commit themselves to ensuring that the goal of the UNSMS is met.

*E. Senior Security Managers and/or Security Focal Points at Headquarters*

12. The Executive Heads will appoint a Senior Security Manager and/or a Security Focal Point at their Headquarters to be responsible for coordinating the organization's response to safety and security and providing the Executive Head and all the relevant actors with advice, guidance and technical assistance.

*F. Designated Officials*

13. In each country or designated area where the United Nations is present, the senior-most United Nations official is normally appointed in writing by the Secretary-General as the Designated Official for Security, and accredited to the Host Government as such. The Designated Official<sup>2</sup> (DO) is accountable to the Secretary-General, through the Under-Secretary-General for Safety and Security, and is responsible for the security of UN personnel, premises and assets throughout the country or designated area. The Secretary-General delegates to the DO the requisite authority to take decisions in exigent circumstances, including, but not limited to, the mandatory relocation or evacuation of personnel. This authority and decisions taken pursuant to it shall remain subject to the authority and review of the Under-Secretary-General for Safety and Security. The DO is responsible for ensuring that the goal of the UNSMS is met in his/her country or area.

*G. Representatives of organizations participating in the United Nations security management system*

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<sup>1</sup> The term 'organizations' includes: the major organizational units of the Secretariat which have heads officially accountable to the Secretary-General; other bodies subsidiary or related to the United Nations such as the United Nations Agencies, Funds and Programmes; and organizations participating in the United Nations security management system.

<sup>2</sup> Elected Executive Heads of Specialized Agencies appointed Designated Officials remain accountable to their respective governing bodies and carry out their DO functions based on specific bilateral arrangements agreed with DSS.

14. Representatives of organizations of the United Nations system at the country level who participate in the UNSMS are accountable to the Secretary-General through their respective Executive Heads, or to the Executive Heads of the United Nations specialized agencies, as appropriate, for all matters related to the security of their personnel at the duty station.

#### *H. Security Management Team*

15. The Security Management Team (SMT) will consist of the DO, who acts as chair, the head of each United Nations organization present at the duty station and the Chief Security Adviser/Officer. The SMT advises the DO on all security-related matters.

16. In peacekeeping missions, where the Head of Mission serves as the DO, the SMT may also include Heads of components, offices or sections, as specified by the DO. Heads of military and police components of peacekeeping missions will always serve as members of the SMT.

17. Members of the SMT are responsible for supporting the DO in discharging his/her mandate related to the safety and security of all UN personnel, premises and assets.

#### *I. Area Security Coordinators*

18. Area Security Coordinators (ASC) are staff members appointed in writing by the DO, in consultation with the SMT, in areas of larger countries which are separated from the capital in terms of both distance and exposure, in order to coordinate and control security arrangements applicable to all personnel, premises and assets in their area of responsibility. ASCs are accountable to the DO for their security-related responsibilities, in accordance with their respective letters of appointment.

#### *J. Chief Security Advisers/Security Advisers*

19. The Chief Security Adviser/Security Adviser (CSA/SA) is a security professional appointed by the Under-Secretary-General for Safety and Security to advise the DO and the SMT in their security functions. The CSA/SA reports to the DO and maintains a technical line of communication to the Department of Safety and Security. In countries where a Deputy Security Adviser is authorized, these provisions also apply.

#### *K. Chief Security Officers*

20. In some countries where peacekeeping missions are deployed and the Head of Mission is appointed as the DO for that country or area, there may be no presence of security professionals appointed by the Under-Secretary-General for Safety and Security. Under these circumstances, the mission's Chief Security Officer will act as an SA and assume this level of accountability.

#### *L. Country Security Focal Points*

21. In the absence of a Chief Security Adviser/Security Adviser, the DO, in consultation with the United Nations Department of Safety and Security (UNDSS) and the staff member's employing organization, will appoint an international staff member to act as Country Security Focal Point (CSFP) for the SMT. CSFPs are accountable to the DO, through their head of agency, for the security-related responsibilities, in accordance with their respective letters of appointment.

*M. Other Security Personnel of the Department of Safety and Security*

22. The Department of Safety and Security personnel at headquarters and in the field are responsible for assisting the DO and Agencies, Funds, Programmes and Organizations of the United Nations system, and are accountable to the Under-Secretary-General according to the terms of the UNDSS internal framework for accountability.

*N. Single-Agency Security Officers*

23. Single-Agency Security Officers are security professionals hired by organizations of the UNSMS to advise their respective organizations and to be responsible for the security aspects of activities which are specific to their organizations. Single-Agency Security Officers are accountable to their respective organization, and at the same time are responsible to support the DO under the coordination of the CSA/SA.

24. In the absence of the CSA/SA, Single-Agency Security Officers act as the CSA/SA ad interim for a specified period when required and requested. This will be confirmed in writing by the DO, following consultation with the relevant head of agency, and include the terms of reference of the CSA/SA for accountability purposes.

*O. Local Security Assistants*

25. The Local Security Assistant (LSA) is recruited at the country level by UNDSS, AFPs or DPKO-led or -supported missions.

26. Under the immediate supervision of the respective security professional, the LSA provides assistance in preparing Security Risk Assessments (SRA), Minimum Operating Security Standards (MOSS), Minimum Operating Residential Security Standards (MORSS) and contingency plans, and monitors the implementation of security policies and procedures and all matters pertaining to the safety and security of personnel, premises and assets. It is important to note that the security professionals maintain responsibility and accountability for safety and security in accordance with the Framework of Accountability.

*P. Wardens*

27. Wardens are appointed in writing by the DO/ASC, in consultation with the SMT, to assist in the implementation of the security plan. Wardens are accountable to the DO/ASC for their security-related functions, irrespective of their employing organization.

*Q. Personnel employed by organizations of the United Nations system*

28. Personnel employed by the organizations of the United Nations system are accountable to their respective organizations. All such personnel, regardless of the rank or level, have the responsibility to abide by security policies, guidelines, directives, plans and procedures of the United Nations security management system and their organizations.



## V. CONCLUSION

29. This framework for accountability provides clear guidance on how to enable the conduct of United Nations activities, while ensuring the safety, security and well-being of personnel, premises and assets. This goal may be attained by ensuring that all actors of the UNSMS are empowered by providing them with the necessary resources, training and a clear understanding of their roles and responsibilities.

30. The roles and responsibilities of all actors of the UNSMS for which they will be held accountable are attached as an Annex.

## ANNEX

### **ROLES AND RESPONSIBILITIES OF ACTORS WITHIN THE UNITED NATIONS SECURITY MANAGEMENT SYSTEM**

#### *A. The Secretary-General*

The Secretary-General has overall responsibility for the safety and security of United Nations personnel, premises and assets at headquarters and field locations.

#### *B. Under-Secretary-General for Safety and Security*

1. Advises the Secretary-General on all matters related to the security and safety of personnel, premises and assets of the United Nations system;
2. Represents the Secretary-General on all security-related matters;
3. Leads and manages the Department of Safety and Security;
4. Chairs the Inter-Agency Security Management Network;
5. Prepares and publishes an internal framework for accountability documenting individual roles, responsibilities and accountabilities related to safety and security in his/her department;
6. Oversees the development of security policies, practices and procedures for the United Nations system worldwide;
7. Coordinates with the organizations of the United Nations system to ensure implementation, compliance and support for security aspects of their activities;
8. Prepares reports of the Secretary-General on all security-related matters; and
9. Directs the organizational response to crisis management as required.

#### *C. The Executive Group on Security*

1. When requested by the Under-Secretary-General for Safety and Security, or at the request of any Executive Group on Security (EGS) member, the EGS advises the Under-Secretary-General for Safety and Security in situations where a rapid decision is required to avoid loss of life or to resolve an impasse at the Security Management Team (SMT) level;
2. Meets as requested by the Under-Secretary-General or confers with the Under-Secretary-General by telephone or other means when the situation does not permit a meeting; and
3. Supports the Under-Secretary-General in the implementation of his/her decision taken in consultation with the EGS.

#### *D. Executive Heads of United Nations organizations<sup>3</sup>*

1. Implements the “no programme without security, no security without resources” strategy in all programmes;
2. Ensures that safety and security are core components of all programmes and activities, and that security risk assessments are considered and given due priority from the start of all planning processes;

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<sup>3</sup> The term ‘organizations’ includes: the major organizational units of the Secretariat which have heads officially accountable to the Secretary-General; other bodies subsidiary or related to the United Nations such as the United Nations Agencies, Funds, and Programmes; and organizations participating in the United Nations security management system.

3. Prepares and publishes an internal framework for accountability documenting individual roles, responsibilities and accountabilities related to safety and security for his/her organization;
4. Ensures that all managers and personnel working for them not only support the Secretary-General but also discharge their responsibilities in ensuring compliance with the United Nations security management system;
5. Liaises closely with the Under-Secretary-General for Safety and Security to ensure a coherent, system-wide approach to security;
6. Have a collective responsibility to work together to implement and contribute to the development of the United Nations security management system;
7. Advocates in all available forums to ensure that Member States provide for the safety and security of all personnel, premises and assets of the United Nations system and that crimes against UN personnel, premises and assets will not be tolerated and the perpetrators brought to justice;
8. Has a “duty of care” to ensure that personnel employed by his/her own organization and their recognized dependants are not exposed to unacceptable risk and that all measures are taken to mitigate risks;
9. Appoints a Senior Security Manager and/or Security Focal Point at Headquarters;
10. Recognizes and rewards good performance in security management by including security in job descriptions and performance appraisals, and addresses cases of non-compliance at all levels in the organization; and
11. Addresses specific security concerns for women as required.

*E. Senior Security Managers and/or Security Focal Points at Headquarters*

1. Advises the Executive Head and senior management on security matters and keeps them updated on security management issues;
2. Ensures that representatives of his/her organization are aware that they must participate fully in the SMT as applicable;
3. Assists/supports in the mobilization of resources to assist field offices in the implementation of security requirements;
4. Serves as a member of the IASMN and other senior-level forums;
5. Works in close association with UNDSS and other members of the IASMN, as well as supports the Under-Secretary-General for Safety and Security in the discharge of his/her responsibilities;
6. Provides advice to representatives of their organization for the implementation of security policies and procedures as applicable;
7. Ensures that all personnel of their organization and their recognized dependants are aware of security training requirements and facilitates the provision of security training and briefings;
8. Disseminates information and educational materials regarding security matters; and
9. Monitors and reports on compliance with security policies, practices and procedures.

*F. Designated Officials*

1. Implements the arrangements detailed in UN security policies and procedures as well as developing and implementing the required plans for the duty station with the aim of maintaining the security and safety of UN personnel, premises and assets;
2. Engages with the authorities of the Host Country to advocate full implementation of the Host Country’s security responsibilities in respect of United Nations personnel, premises and assets;

3. Applies the Security Risk Management approach to all United Nations activities and operations;
4. Manages and directs all security activities at the duty station;
5. Recommends to the Under-Secretary-General for Safety and Security suitable nominations to act as Designated Official ad interim. Such appointees will be the head of an Agency, Fund, Programme or Organization;
6. Keeps the Secretary-General informed, through the Under-Secretary-General for Safety and Security, of all developments in the country which have a bearing on the safety and security of the United Nations system;
7. In the event that operational matters affect safety and security, communicates this information to the Under-Secretary-General for Safety and Security;
8. Implements any arrangements decided by the Secretary-General in support of the Host Government's measures for the safety and security of UN personnel, premises and assets, as well as maintaining liaison with the Government of the Host Country on matters concerning the safety and security of UN personnel, premises and assets;
9. Collaborates on safety and security matters with intergovernmental and non-governmental organizations working as operational partners of the United Nations system in accordance with established guidelines;
10. Chairs the SMT and submits minutes to UNDSS;
11. Keeps the members of the SMT, as well as the senior officials of each organization at the duty stations (as applicable) fully apprised of all security-related information and measures being taken in the country;
12. Includes in security arrangements at the duty station staff members and the recognized dependants of intergovernmental and non-governmental organizations which have signed a Memorandum of Understanding;
13. Maintains a fully integrated operational communications system for security management;
14. In consultation with the SMT, appoints Area Security Coordinators and Wardens, verifies that they are adequately trained and equipped and provides their parent agency with input for the individual's performance appraisal;
15. Prepares special arrangements, agreed on an inter-agency basis, for the evacuation of internationally-recruited personnel, and an internal relocation plan for locally-recruited personnel;
16. In an emergency where it has not been possible to communicate with the Under-Secretary-General for Safety and Security, uses his/her best judgment in carrying out relocations/evacuations and reports to the Secretary-General, through the Under-Secretary-General for Safety and Security, immediately thereafter;
17. Provides all UN personnel and their recognized dependants information on specific measures which they should take in relation to the security plan, and ensures that all such personnel receive adequate and appropriate security training;
18. Provides all requested reports to UNDSS, as outlined in the United Nations Security Policy Handbook or other directives from the Under-Secretary-General for Safety and Security;
19. Takes appropriate action when advised of non-compliance with United Nations security policies, practices and procedures, including referral to the organization concerned, as well as reports serious instances of non-compliance to the Under-Secretary-General for Safety and Security;
20. Addresses specific security concerns for women as required; and
21. If applicable, appoints, in consultation with the employing organization, a Country Security Focal Point and ensures that the Country Security Focal Point receives appropriate training to fulfil his/her responsibilities.

*G. Representatives of organizations participating in the United Nations security management system*

1. Implements appropriate actions to provide for the safety and security of their respective personnel and their recognized dependants at the duty station;
2. Ensures that safety and security is a core component of their respective programmes in the country and that appropriate funding is provided;
3. Consults with and assists the Designated Official on all matters concerning security, and the implementation and maintenance of the security plan, Minimum Operating Security Standards (MOSS) and Minimum Operating Residential Security Standards (MORSS);
4. Serves as a member of the SMT;
5. Advises the Designated Official, Chief Security Adviser and their respective Security Focal Point at Headquarters on the particular concerns of their organization regarding security;
6. Ensures full and complete compliance by their personnel and their recognized dependants with all security-related instructions;
7. Takes action on instances of non-compliance of security policies, practices and procedures and advises the Designated Official on actions taken;
8. Ensures that activities of their organization are conducted in a way that manages the risks to personnel, premises and assets;
9. On a regular basis, provides the Designated Official with updated lists of all their personnel and their recognized dependants in the country;
10. Routinely advises the Designated Official regarding the whereabouts and the movement of their respective personnel and their recognized dependants, in accordance with procedures established at the duty station;
11. Reports to the Designated Official and their respective Security Focal Point at Headquarters all security-related incidents;
12. Reports all recognized dependants residing at the duty station of internationally-recruited staff who are serving elsewhere so they are accorded the same provision for security as dependants of international staff serving at the duty station;
13. Ensures that arrangements are in place for intergovernmental and non-governmental organizations working as operational partners with the concerned United Nations agencies;
14. Ensures that movement of all personnel is undertaken in accordance with United Nations system rules and procedures;
15. Equips their respective personnel with required safety and security equipment as specified in MOSS and trained in its use;
16. Requires that their respective personnel attend appropriate security awareness training and briefings;
17. Attends all security training for members of the SMT; and
18. Coordinates activities of agency security personnel, where applicable, with the DO.

*H. Security Management Team*

1. Collectively provides advice and support to the Designated Official;
2. Meets on a regular basis to review the prevailing situation and ensures that security is being managed effectively at all locations throughout the country where personnel employed by the United Nations system are present;
3. Ensures that there are functioning and effective security and contingency plans which are maintained and implemented for all locations throughout the country where personnel employed by the United Nations system and their recognized dependants are present;
4. Ensures that lists of personnel and their recognized dependants are up to date;

5. Ensures that each ASC and Warden is trained, equipped and can carry out their responsibilities;
6. Establishes MOSS and MORSS, based on a credible Security Risk Assessment (SRA), at all locations throughout the country where personnel employed by the United Nations system and their eligible dependants are present, including the monitoring of its implementation and compliance;
7. Ensures that resources are available to implement all measures which are approved;
8. Provides input on the performance appraisal of senior security officers employed in the country by the United Nations system, where they have personnel operating as appropriate; and
9. Addresses specific security concerns for women as required.

*I. Area Security Coordinators*

1. Acts under the authority of the DO to coordinate and control the security arrangements for operations in his/her area of responsibility;
2. Appoints Wardens for his/her area of responsibility;
3. Develops and maintains area-specific security plans;
4. Maintains lists of personnel employed by the organizations of the United Nations system and their recognized dependants at their location;
5. Coordinates the implementation of MOSS, based on an up-to-date security risk assessment prepared by a security adviser;
6. Keeps the DO systematically informed regarding incidents or developments in their area of responsibility which have a bearing on the security and safety of personnel employed by organizations of the United Nations system and their recognized dependants;
7. Convenes meetings of the Area SMT; and
8. Manages the security clearance system for their area of responsibility.

*J. Chief Security Advisers/Security Advisers<sup>4</sup>*

1. Serves as principal adviser to the DO and the SMT on all aspects of security management, crisis readiness and preparedness at their respective duty stations and in the execution of responsibilities with regard to the security of personnel employed by the organizations of the United Nations system and their eligible dependants, premises and assets;
2. Participates in and provides security inputs to operational planning;
3. Cooperates closely on security matters with representatives of organizations at the country level and all other officials of the United Nations system at the duty station to ensure the best possible security management;
4. Manages the security unit to include personnel, finance, budget and logistics;
5. Assists with security operations conducted by agencies as requested;
6. Establishes and chairs a security cell for duty stations where there are also Single-Agency Security Officers, in order to ensure that all security officers at the duty station are working together to further security management;
7. Prepares appropriate records of meetings of the security cell;

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<sup>4</sup> The term 'Chief Security Adviser' or 'Security Adviser' applies to the senior security professional directly supporting the Designated Official. Where a Chief Security Adviser or Security Adviser is not present, this term is equivalent to the titles of Chief Security Officer and Chief of Security and Safety Services.

8. Develops contacts with national security agencies, with a view to obtaining the best possible protection for personnel employed by the organizations of the United Nations system and their recognized dependants and their property;
  9. Serves as a member of the SMT at the country level;
  10. Undertakes security risk assessments for all locations in the country where personnel of the organizations of the United Nations system and their recognized dependants are present, and facilitates the implementation of recommended mitigating measures;
  11. Prepares, maintains and updates the country-specific security plan, contingency plans and security lists of personnel employed by the organizations of the United Nations system and their recognized dependants;
  12. Prepares and maintains current, feasible and implementable plans for relocation/evacuation to a safe area;
  13. Maintains an effective and functioning security and emergency communications system;
  14. Establishes a system for briefing all personnel employed by the organizations of the United Nations system and their recognized dependants upon initial arrival, providing local security training as necessitated by changes in the security environment and ensuring such personnel are kept informed of matters affecting their security;
  15. Maintains up-to-date instructions for personnel employed by the organizations of the United Nations system and their eligible dependants on precautions they should take in relation to the implementation of the security plan, including providing a comprehensive listing of emergency supplies they should have on hand and providing guidance on their behaviour during emergencies, including natural disasters and political crises;
  16. Reports all cases in which personnel employed by the organizations of the United Nations system and/or their recognized dependants have been victims of crime;
  17. Conducts security surveys of residential areas and premises;
  18. Maintains an appropriate level of confidentiality regarding security matters;
  19. Advises and assists the DO and the SMT in the development and implementation of MOSS and MORSS;
  20. Maintains regular communications with their respective Regional Desk and submits all mandatory reports in a timely manner to UNDSS; and
  21. Reports to the DO and concerned representatives of organizations all instances of non-compliance with security policies, practices and procedures.
- K. Country Security Focal Points (applicable in countries where there are no professional security staff assigned)
1. Manages day-to-day security-related matters supported by UNDSS;
  2. Maintains up-to-date lists of personnel and their recognized dependants;
  3. Prepares, maintains and updates the country-specific security plan;
  4. Submits all mandatory reports in a timely manner to UNDSS;
  5. Immediately reports all security-related incidents involving UN staff and their recognized dependants to the DO and UNDSS;
  6. Assists the DO and SMT in the development and implementation of MOSS and MORSS, based on an SRA;
  7. Serves as a member of the SMT; and
  8. Provides information on residential security to international staff.

*L. Other Personnel of the Department of Safety and Security*

Chief of Security and Safety Services/Sections

1. Provides for the security and safety of delegates, staff, visiting dignitaries and other visitors within a United Nations complex at Headquarters and Offices away from Headquarters;
2. Assists the Chief Security Adviser and participates in the work of the security cell for the development of security policies and procedures as appropriate;
3. Prepares, monitors and maintains safety and security standard operating procedures and systems, emergency preparedness and crisis management, as well as conducts security risk assessments;
4. Manages all human resources, finance, budget and logistical matters for his/her Service/Section;
5. Provides standardized and specialized training for staff and security personnel;
6. Provides personal protection for United Nations senior officials and dignitaries present and/or visiting his/her area of responsibility as required;
7. Advises and assists the DO and SMT in the development and implementation of relevant MOSS;
8. Coordinates with local authorities and local law enforcement agencies;
9. Cooperates closely on security and safety matters with all other offices of the United Nations system at the duty station to ensure the best possible security management;
10. Retains day-to-day operational responsibility and reporting in accordance with the reporting lines established for the duty station;

Chief Security Officer for Peacekeeping Missions (where the Head of Mission is not the Designated Official and where a UNDSS Chief Security Adviser is present)

11. Manages the day-to-day operations of the security section and serves as the mission Security Adviser to the Head of Mission on all security-related matters;
12. Coordinates with the Chief Security Adviser and participates in the security cell for the development of security policies and procedures;
13. Contributes to security risk assessments for all locations in the mission area where personnel are present, and actively participates in the planning and evaluation of the effectiveness of the country security plans and other aspects of security operations;
14. Reviews and monitors activities related to the mission security programme and mission security plans. Identifies air and land evacuation requirements to be used in emergencies;
15. Maintains emergency communications by making periodic checks to determine if the system is operational and functioning properly;
16. Establishes a 24-hour emergency response system;
17. Maintains continuing awareness of prevailing local security conditions, identifying probable threats and advising mission and project personnel to follow appropriate preventative steps;
18. Provides personal protection for senior personnel or visiting VIPs as required;
19. Compiles and maintains an updated staff list which includes all mission personnel, including visiting missions and consultants;
20. Monitors and evaluates office physical security measures, and conducts security surveys of installations and facilities;
21. Provides training and advice to mission personnel on MORSS, as well as determining the need for such resources;



Field Security Coordination Officers (responsible and accountable to the Chief Security Adviser/Security Adviser)

22. Implements all aspects of security management, crisis readiness and preparedness at the duty station;
23. Prepares, maintains and updates country-specific security plans, contingency plans and security listings of personnel employed by organizations of the United Nations system and their recognized dependants;
24. Undertakes security risk assessments for all locations in the country/area where personnel employed by organizations of the United Nations system and their recognized dependants are present;
25. Establishes contacts with national law enforcement agencies, with a view to obtaining the best possible protection for personnel employed by the organizations of the United Nations system and their recognized dependants; and
26. Conducts security surveys of residences and premises.

*M. Single-Agency Security Officers*

1. Advises and assists the agency country representative or operations manager on his/her security responsibilities, including participation in operational planning, and provides security inputs, including information regarding compliance with United Nations security policies, practices and procedures;
2. Advises and assists the DO, ASC or CSA in the discharge of his/her responsibilities as required;
3. Participates as a member of the security cell established by the CSA/SA;
4. Advises the security cell on particular concerns of his/her organization regarding security; and
5. Acts as the CSA/SA ad interim during the absence of the CSA/SA for a given duty station, as appropriate and when required by his/her employing organization.

*N. Local Security Assistants*

1. Assists in monitoring the implementation of security policies and procedures;
2. Assists in supporting all matters pertaining to the safety and security of personnel, premises and assets;
3. Assists in developing security contingency plans and the country security plan;
4. Assists in preparing security risk assessments;
5. Assists in preparing MOSS and MORSS and monitoring compliance;
6. Assists in preparing contingency plans; and
7. Assists in conducting security training for UN personnel, locally-recruited guards and others as appropriate.

*O. Wardens*

1. Functions as a channel of communication between the DO and personnel employed by the organizations of the United Nations system and their recognized dependants and visitors staying at hotels in his/her zone;
2. Regularly informs personnel regarding security arrangements and the security phases in effect;
3. Undertakes other security-related duties as assigned by the DO or the CSA/SA;
4. Ensures that recognized dependants left at the duty station by internationally-recruited staff who are serving elsewhere are accorded the same provision for security as dependants of international staff serving at the duty station; and
5. Visits every family living in his/her area to ensure that they are aware of the security arrangements.

*P. Personnel employed by the organizations of the United Nations system*

1. Must familiarize themselves with information provided to them regarding the United Nations security management system at their location;
2. Obtain security clearance prior to traveling;
3. Attend security briefings and sign a document certifying that they have been briefed;
4. Know their Warden, CSA/SA, FSCO or CSFP;
5. Are appropriately equipped for service at the duty station;
6. Comply with all United Nations system security regulations and procedures at the duty station, both on and off duty;
7. Comport themselves in a manner which will not endanger their safety and security or that of others;
8. Report all security incidents in a timely manner;
9. Attend and complete security training relevant to their level and role; and
10. Complete the Basic Security in the Field CD-ROM and Advanced Security in the Field CD-ROM security learning programmes as appropriate.

**Annex C**

**INTER-AGENCY SECURITY MANAGEMENT NETWORK (IASMN)**

**TERMS OF REFERENCE**

1. The Inter-Agency Security Management Network supports the High-Level Committee on Management in its comprehensive review of policies and resource-related issues pertaining to the entire United Nations security management system, which is a standing item on its agenda.
2. The Inter-Agency Security Management Network will be chaired by the Under- Secretary-General for Safety and Security and a co-chair, who is elected among the members for a term of two years. It meets twice a year to review all existing and proposed policies, procedures and practices of the United Nations Security Management System and report and make recommendations on these to the High-Level Committee on Management, in which the Under-Secretary-General for Safety and Security or his/her designated representative should participate.
3. The Inter-Agency Security Management Network consists of the senior managers who have managerial oversight of the security function within the following bodies:
  - a) All organizations which are members of the Chief Executives Board;
  - b) Organizations that have concluded a Memorandum of Understanding with the UN for the purposes of participating in the UN Security Management System;
  - c) Any organization or department which has a specific mandate for management of the safety and security of UN staff, personnel and premises or which are directly involved in the coordination, delivery and support of UN activities in the field especially during emergencies and in high-risk environments;
  - d) Any other organization as invited by the Under-Secretary-General for Safety and Security as the Chair as observers; and
  - e) UN Staff Federations as observers.
4. A Steering Group will be appointed in order to facilitate the work of the Inter-Agency Security Management Network. The Steering Group will consider and propose the agenda for the Inter-Agency Security Management Network meetings as well as the draft documents. The composition of the Steering Group will be reviewed and confirmed by the Inter-Agency Security Management Network at its first meeting of the year.
5. Between annual meetings, the Under-Secretary-General for Safety and Security may convene working group meetings among interested organizations to discuss specific security issues. The reports of the working groups will be provided to the Inter-Agency Security Management Network for review and endorsement.
6. The Inter-Agency Security Management Network will monitor the implementation of United Nations security management policies, practices and procedures by all actors of the United Nations system, including the related programme budget. It will report and make recommendations thereon to the High-Level Committee on Management.