**United Nations Development Programme**

**UNDP Security Office, Bureau of Management Services**

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**UNDP Security Framework of Accountability**

**To enable all UNDP PERSONNEL deliver the organizational mandate at an acceptable level of security risk**

**September 2022**

**Table of Contents**

1. [Scope](#Scope)
2. [Mission Statement of the United Nations Security Management System (UNSMS)](#Mission) and the UNDP Security Office
3. [Actors within UNDP under the UNSMS](#Actors)
4. [Administrator](#ActorA)
5. [UNV Executive Coordinator and UNCDF Executive Secretary](#ActorB)
6. [Security Management Group](#ActorC)
7. [Director of Regional Bureaux](#ActorD)
8. [Director Security](#ActorE)

1. [Senior most Representative at the country level or Designated Area](#ActorF)
2. [Regional Security Advisor & Sub-Regional Security Specialist](#ActorG)
3. [Senior most Representative at the Security Area level](#ActorH)
4. [Field Security Specialist, National Security Officer and Country Office Security Associate](#ActorI)
5. [Local Security Assistant](#ActorJ)
6. [UNDP Agency Security Focal Point](#ActorK)
7. [Programme and Project Manager](#ActorL)
8. [Warden](#ActorM)
9. [Personnel under UNDP’s responsibility](#ActorN)

Annex A: [Roles and Responsibilities](#AnnexA)

Annex B: [UNSMS Structure](#AnnexB)

**Glossary**

**ASC** Area Security Coordinator

**ASFP** Agency Security Focal Point

**BMS** Bureau of Management Services

**CEB** Chief Executives Board

**CMT** Crisis Management Team

**COSA** Country Office Security Associate

**P/C/SA** Principal/Chief/Security Adviser

**DO** Designated Official for Security

**EGS** Executive Group on Security

**FSCO** Field Security Coordination Officer

**FSS** Field Security Specialist

**HLCM** High Level Committee on Management

**IASMN** Inter Agency Security Management Network

**LSA** Local Security Assistant

**NSO** National Security Officer

**PC** Programme Criticality

**RSA** Regional Security Advisor

**RSM** Residential Security Measures

**SLT** Saving Lives Together

**SMG** Security Management Group

**SMT** Security Management Team

**SRM** Security Risk Management

**SRSS** Sub Regional Security Specialist

**UNCDF** United Nations Capital Development Fund

**UNDSS** United Nations Department of Safety and Security

**UNSMS** United Nations Security Management System

**UNV** United Nations Volunteer

**1.** **Scope**

1. The Framework for Accountability for the United Nations Security Management System (UNSMS) was initially approved by the High-Level Committee on Management (HLCM) in July 2002 and subsequently issued as a report of the Secretary General Report to the General Assembly (A/57/365). The strengthened and unified security management system was further considered by the General Assembly and resolution A/RES/61/263 dated 2 May 2007 adopted an amended Framework of Accountability. The latest version of the UNSMS Framework of Accountability was approved by the HLCM in December 2021.
2. The primary responsibility for the safety and security of UNSMS[[1]](#footnote-2) organization’s 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 the United Nations 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.
3. Without prejudice to the above and while not abrogating the responsibility of the host Government for its obligations, UNSMS organizations have a duty as employers to reinforce and, where necessary, supplement the capacities of host Governments to fulfill their obligations in circumstances where UNSMS personnel are working in areas that require risk mitigation measures beyond those which the host Government can reasonably be expected to provide.
4. In this regard, the organizations of the UNSMS, in seeking to establish and maintain operations, and deliver programmes, in insecure and unstable environments, adopt the principle of “how to stay and deliver” as a tenet of their security management approach.
5. While UNDP accepts responsibility and accountability for security management when delivering programmes in challenging security environments, it recognizes that total elimination of security risk is not possible. Casualties (and even fatalities) may therefore occur, even when all security risk management efforts are taken to reduce risks to acceptable levels. The UNSMS uses the ‘Acceptable Risk Model’ to balance security risk with programme criticality[[2]](#footnote-3).
6. The purpose of this document is to detail individual roles, accountabilities, and responsibilities, related to safety and security within UNDP. The UNDP Framework of Accountability should be read in conjunction with the UNSMS Framework of Accountability, as only those accountabilities and responsibiltiies specific to UNDP are included in this document.

**2**. **Mission Statement of the UNSMS and the UNDP Security Office**

1. The goal of the UNSMS is to enable the activities of UNSMS organizations within acceptable levels of security risk.
2. To achieve this goal, all UNSMS organizations, including UNDP, shall maintain a robust and cohesive security management system and adhere to the principles below:
3. Effective and person-centered security risk management, supportive of diversity and inclusion;
4. Provision of adequate and sustainable resources to manage security risks;
5. Decentralized decision making within the parameters of UNSMS policies;
6. Decision making is based on the acceptable risk model.
7. The goal of the UNDP Security Office within the UNSMS is to enable UNDP programmes and activities within an acceptable level of security risk, as detailed in the [UNDP Security Policy](https://popp.undp.org/node/231) and the [UNDP Security Office Service Delivery Model](https://undp.sharepoint.com/%3Ab%3A/r/teams/SO/SO%20Documents/Policy%20and%20Guidance/Policy%20Framework/Policy/UNDP%20Security%20Service%20Delivery%20Model%20-%20June%202015.pdf?csf=1&web=1&e=d16A1B).

**3.** **Actors within UNDP under the UNSMS**

**A.** **Administrator**

1. The Administrator is responsible and accountable to the Secretary-General for ensuring that the goal of the UNSMS is met within UNDP, UNV[[3]](#footnote-4) and UNCDF[[4]](#footnote-5). Without prejudice to their accountability to UNDP’s Executive Board, the Administrator accepts that the coordinating role and authority of the Secretary-General, in matters related to the safety and security of UNDP.

**B.** **UNV Executive Coordinator and UNCDF Executive Secretary**

1. The Executive Heads of UNV and UNCDF are responsible and accountable to the UNDP Administrator for ensuring that the goal of the UNSMS is met within their respective entities. They are accountable for mainstreaming security considerations into their programming, and fostering a culture of security across UNV and UNCDF respectively. They will ensure that all UNV and UNCDF activities are carried out at an acceptable level of security risk.

**C.** **Security Management Group**

1. The Security Management Group (SMG) is the strategic-level entity at UNDP HQ NY which acts as a leadership and decision-making body during an emergency or crisis at UNDP HQ NY. During normal operations, the SMG provides an oversight mechanism for UNDP’s security preparedness at UNDP HQ NY. The SMG, chaired by the UNDP Associate Administrator, is accountable to the Administrator and is integrated as a component of the overall UNDP Enterprise Risk Management (ERM) Framework.

**D.** **Director of Regional Bureau**

1. Regional Bureau Directors are responsible and accountable to the Administrator for oversight of safety and security for all UNDP personnel in their respective regions[[5]](#footnote-6). In close coordination with the UNDP Security Office, Regional Directors, have a responsibility to ensure that UNDP’s senior most Representatives at the country level[[6]](#footnote-7) are ensuring that the goal of the UNSMS is met in their respective duty stations.
2. Specifically, Regional Directors, are responsible for ensuring UNDP offices actively participate in the UNSMS in their resident duty stations and comply with all relevant security policies and directives. This includes, but is not limited to, ensuring that UNDP Offices implement all approved Security Risk Management (SRM) measures and that safety and security is mainstreamed in all UNDP programmes.
3. The Regional Directors may delegate their security responsibilities to the Deputy Regional Directors, though accountability remains with the Regional Director.

**E.** **Director Security**

1. The Administrator appoints a Senior Security Manager who serves as UNDP’s Security Focal Point at Headquarters (Director, UNDP Security Office). The Director Security is responsible for coordinating the organization’s response to UNSMS matters and providing the Administrator and all other relevant actors with advice, guidance and technical assistance.
2. The Director Security is accountable to the Administrator, through the BMS Director, for the discharge of these responsibilities. The Director represents UNDP, UNV and UNCDF at the IASMN.

**F.** **Senior most Representative at the country level or Designated Area**

1. The senior most UNDP representative at the country level or Designated Area[[7]](#footnote-8), typically the Resident Representative (RR), is accountable to the Administrator through their respective Regional Bureau Director, for all matters related to the safety and security of UNDP, UNV and UNCDF personnel, eligible family members, premises, assets and programmes at the duty station. The RR may delegate their security responsibilities to the next most senior UNDP staff member at the duty station, though accountability remains with the RR.
2. The senior most UNDP representative at the country level is responsible for understanding their security role and for their active participation in the UNSMS processes in country. They will ensure that security considerations are mainstreamed into all planning processes and that UNDP programmes and activities are enabled at an acceptable level of security risk.
3. The senior most UNDP representative is a member of the Security Management Team (SMT), an advisory body chaired by the Designated Official (DO) and is responsible for advising and supporting the DO in discharging the DO’s mandate related to all UNSMS matters.
4. The senior most UNDP representative may be appointed as DO ad interim (DO a.i) and assumes the accountability and responsibility of the DO when the DO is out of the country or incapacitated. The next most senior UNDP staff member should be appointed as an alternate SMT member for periods when the RR is performing the functions of the DO a.i, or when the RR is away from office.

**G.** **Regional Security Advisor & Sub-Regional Security Specialist**

1. To support UNDP’s mandate, UNDP Regional Security Advisors (RSA) are security professionals appointed to advise UNDP Regional Bureaux and are responsible for the security aspects of activities which are specific to UNDP in their respective region of assignment. UNDP RSAs are accountable to the UNDP Director of Security and are responsible for supporting the Director of their particular Regional Bureau. They are also responsible for supporting the DO, under the coordination of the UNDSS P/C/SA, when addressing country level security management.
2. Reporting to the Director of Security, the RSA will focus on providing security support and guidance to UNDP, UNV and UNCDF Offices. The RSA will liaise directly with the Regional Bureau, and with the senior most UNDP representative at the country level, on UNSMS matters.
3. Considering the geographical size of the region, the extent of UNDP’s programming and and operations, and the level of complexity of security concerns and associated risks to UNDP, Sub-Regional Security Specialists are appointed in consultations with the respective Regional Bureaux to support the implementation of UNDP’s mandate in all regions. Sub-Regional Security Specialists are accountable to the Director of Security and will report to the Regional Security Advisor.
4. In the absence of the UNDSS P/C/SA, UNDSS may request UNDP Regional Security Advisors or Sub-Regional Security Specialists to act as the P/C/SA ad interim for a specified period, following agreement of the individual concerned and as approved by the Director of Security. This will be confirmed in writing by the DO. In this situation, they will assume the operational accountabilities[[8]](#footnote-9) of UNDSS in accordance with the UNSMS Framework of Accountability. In this case, alternative arrangements should be made to ensure continuity of their primary functions.

**H.** **Senior most Representative at the Security Area level**

1. For large Designated Areas, and when the DO creates a Security Area and appoints an Area Security Coordinator (ASC)[[9]](#footnote-10), the senior most UNDP representative, (may be the Head of Office) in the Security Area will be a member of the Area Security Management Team (ASMT) chaired by the ASC.
2. The UNDP senior most Representative at the Security Area is responsible for supporting the ASC in discharging the ASC’s mandate in the Security Area. Recommendations of the ASC and the ASMT are subject to the DO’s approval, following consultations with the SMT.
3. UNDP senior most Representative at the Security Area may be appointed as ASC or ASC ad interim and, in this case, assumes the accountability and responsibility of the ASC when the ASC is out of the country, or incapacitated. The next most senior UNDP staff member should be appointed as an alternate ASMT member for periods when the Head of Office is performing the functions of the ASC or when the Head of Office is away from office.
4. UNDP senior most Representative at the Security Area is accountable to UNDP Administrator through the senior most UNDP Representative at the Country Level.

**I.** **Field Security Specialist/National Security Officer/Country Office Security Associate**

1. To support UNDP’s mandate, UNDP Field Security Specialists (FSS), National Security Officers (NSO) and Country Office Security Associates (COSA) are security professionals hired internationally, or locally, to advise, support and assist UNDP and are responsible for the security aspects of activities which are specific to UNDP in their area or country of assignment. These positions are funded at the country-level.
2. UNDP FSS, NSOs and COSAs (where FSS’s/NSO’s are not present in country) are accountable and responsible to the senior most UNDP representative at the country level (typically the RR), though they may report directly to the second most senior UNDP staff member for day to day activities when this responsibility has been delegated by the RR. They will receive policy and technical guidance and support from the UNDP Security Office, through the Regional Security Advisor or the Sub-Regional Security Specialist, as applicable. At the same time, they are responsible for supporting the DO under the coordination of the CSA/PSA/SA.
3. In the absence of the UNDSS P/C/SA, UNDSS may request FSS, NSO or COSA to act as the P/C/SA/FSCO ad interim for a specified period when required, following agreement of the individual concerned and as approved by the senior most UNDP Representative at the country level. This will be confirmed in writing by the DO. In this situation, they will assume the operational accountabilities[[10]](#footnote-11) of UNDSS in accordance with the UNSMS Framework of Accountability.
4. UNDP security personnel, as advisers to their Representatives, are members of the Security Cell and will attend SMT meetings as observers. As members of the Security Cell, chaired by the P/C/SA, UNDP security personnel assist the P/C/SA or FSCO in all aspects of security management, including SRM, security plans, physical security assessments and advice on residential security, among other activities. The outputs and recommended options of the Security Cell support the SMT or ASMT as applicable.

**J.** **Local Security Assistant**

1. To support UNDP’s mandate, UNDP Local Security Assistants (LSA) will provide security assistance under the immediate supervision of the UNDP security professional, or the next most senior UNDP representative for day to day security related duties when this responsibility has been delegated by the RR.
2. Local Security Assistants will receive policy and technical guidance and support from the UNDP Security Office, through the Regional Security Advisor or the Sub-Regional Security Specialist, or through the UNDP FSS, NSO or COSA when present in country. It is important to note that security professionals maintain accountability and responsibility for safety and security. Notwithstanding the preceding, LSA’s will accept responsibility for tasks assigned to them.

**K.** **UNDP Agency Security Focal Point**

1. In the absence of a dedicated FSS, NSO, COSA or LSA, the senior most UNDP representative at the country level, in consultation with the UNDP Security Office, will appoint a UNDP Agency Security Focal Point (ASFP)[[11]](#footnote-12) to assist them in managing the day to day security related matters of UNDP[[12]](#footnote-13) including participation in the Security Cell. The person identified must hold a UNDP Fixed Term Contract and be at the appropriate level of seniority and experience to perform the security related responsibilities on behalf of the senior most UNDP representative.
2. For security activities related to the ASFP function only, the nominated staff member reports to the senior most UNDP Representative, who retains accountability. They may report to the second most senior UNDP representative, particularly for day to day activities, if the RR has delegated these security related responsibilities.
3. As members of the Security Cell, UNDP ASFPs collaborate with the UNDSS P/C/SA, and/or FSCO, on all aspects of security management and support security operational needs in country/area. For policy, technical security advice and other functional security matters, ASFPs should seek guidance from the UNDP Security Office, through the UNDP Regional Security Advisor, or the Sub-Regional Security Specialist, as applicable – specifically for the review and provision of security inputs to country/area level policy documents including but not limited to the Security Risk Management (SRM) Assessments, Security Plans and the Local Cost Share Security Budget (LCSSB).

**L.** **Programme and Project Manager**

1. UNDP programme[[13]](#footnote-14) and project managers are responsible for supporting the senior most UNDP representative at Country Level in ensuring security considerations are mainstreamed into all programme and project planning processes and that UNDP programmes and activities are delivered at an acceptable level of security risk.
2. UNDP programme and project managers are accountable to their respective UNDP managers for the implementation of all approved SRM measures within their programme/project.
3. Despite the supporting role of programme and project managers, the senior most UNDP representative at the Country level retains security responsibility and accountability for the mainstreaming of security aspects in programmes and projects.
4. In their respective duty stations, programme and project managers will coordinate their activities with UNDSS and UNDP security professionals (including UNDP ASFPs when appointed).

**M.** **Warden**

1. UNDP personnel may be appointed as UN or UNDP Wardens. The appointment of wardens may be completed by the DO or ASC, in consultation with the SMT or ASMT, or this appointment may be delegated by the DO/ASC to the senior most UNDP representative at country or security area level, to assist with the implementation of the security plan.
2. In areas where a UNSMS warden system is not required, UNDP personnel may be appointed by the senior most UNDP representative at country or security area level, to assist with the implementation of UNDP specific security arrangements and planning.
3. Depending on the context, and as reflected in their appointment letters, UNDP Wardens are accountable to the DO or the senior most UNDP representative for their security related functions.

**N.** **Personnel under UNDP’s responsibility**

1. Personnel are accountable to their respective UNDP senior managers. All UNDP personnel, regardless of their rank or level, have the responsibility to abide by security policies, guidelines, directives, plans and procedures of the UNSMS and UNDP.
2. UNDP personnel will comport themselves in a manner which will not endanger their safety and security or that of others.
3. In consultation with the UNDSS P/C/SA or FSCO, UNDP may assign personnel security tasks based on the measures approved through the SRM process, such as warden duties.

**ANNEX A**

**Roles and Responsibilities of UNDP actors as part of the UNSMS**

1. ***Administrator***

*Security Risk Management*

1. Ensures that safety and security are embedded as core components of all programmes and activities, and resourced from the start of all planning processes and throughout the programming cycle; (“no programme without security, no security without resources”);

2. Ensures the proper application of Security Risk Management (SRM) as the basis for security decisions and that reasonable measures are taken to manage security risks;

3. Exercises accountability as defined in the Programme Criticality (PC) Framework to certify that a UNDP activity is PC1 and can be implemented in situations associated with very high security risk;

4. Appoints a Senior Security Manager at Headquarters (Director Security) who will act as the Security Focal Point for UNDP[[14]](#footnote-15), UNV and UNCDF;

*Compliance*

5. Ensures the implementation of person-centered SRM approaches considering the diverse profiles of personnel and adapting practices and measures in support of diversity and inclusion.

6. Ensures that all managers and personnel working for them are informed of, and compliant with, the policies, procedures and other requirements of the United Nations Security Management System (UNSMS);

7. Prepares and publishes an internal framework for accountability documenting individual roles, responsibilities and accountabilities related to safety and security;

8. Recognizes, evaluate and establish mechanisms to ensure security responsibilities and accountabilities are incorporated in job descriptions and performance appraisals, where applicable and addresses cases of non- compliance at all levels in the organization;

*Collaboration*

9. Liaises closely with the Under-Secretary-General for Safety and Security to ensure a coherent, system-wide approach to security and contributes to the development of the UNSMS;

10. Reminds Member States of their responsibilities under international law for the security and protection of personnel, premises and assets;

11. As member of the Executive Group on Security (EGS), advise, reinforce and facilitate the rapid decision-making authority and accountability of the USG UNDSS.

***B. UNV Executive Coordinator and UNCDF Executive Secretary***

*Security Risk Management*

* + - 1. Ensures that safety and security are embedded as core components of all programmes and activities, and resourced from the start of all planning processes and throughout the programming cycle; (“no programme without security, no security without resources”);
			2. Ensures that all activities are carried out at an acceptable level of security risk;
			3. Liaises closely with the Director Security

*Compliance*

* + - 1. Ensures that all managers and personnel working for them are informed of, and compliant with, the policies, procedures and other requirements of the United Nations Security Management System (UNSMS);
			2. Ensures the implementation of person-centered SRM approaches considering the diverse profiles of personnel and adapting practices and measures in support of diversity and inclusion.
			3. Ensures that, when personnel are engaged for service with another UNSMS organization, agreements are concluded with host organization to ensure security responsibility for personnel is assumed by the host organization for which services are provided; with the recognition that the Administrators’ security responsibility for personnel is discharged to the host organization.

***C. Security Management Group at Headquarters***

*Overall responsibilities*

1. Acts as the leadership and decision-making body during an emergency or crisis at the UNDP Headquarters NY;
2. Provides an oversight mechanism for UNDP’s security preparedness during normal operations at UNDP NY Headquarters;
3. Assesses and advises the Administrator on corporate response to Headquarters security emergency;
4. Periodically reviews and ensures that the UNDP NY Headquarters Security Plan is functional, inclusive and effective.

***D. Director of Regional Bureau***

*Security Risk Management*

1. Ensures that safety and security are embedded as core components of all programmes and activities, and resourced from the start of all planning processes and throughout the programming cycle; (“no programme without security, no security without resources”;
2. Ensures that the goal of the UNSMS is met in their respective regions;
3. In close cooperation with the Regional Security Advisor (RSA), maintains situational awareness on the safety and security environments in their region to enhance coordination and the assessment of security related trends and implications for UNDP.
4. As required, nominates a Regional Bureau Security Focal point to liaise with the RSA on day-to-day security issues and reporting.

*Compliance*

1. Provides oversight of security for all UNDP, UNV and UNCDF personnel and eligible family members, premises and assets within their regions;
2. Ensures that the senior most UNDP representative at the country level (typically the Resident Representative) is participating in the UNSMS, including attending SMT meetings;
3. In cooperation with the RSA, follows up on security compliance issues with country offices as required;

***E. Director Security***

*Security Advisory and Policy Guidance*

1. Provides advice to the Administrator and UNDP, UNV and UNCDF senior management on security matters and keeps them updated on security management issues;
2. Provides advice to Regional and Central Bureau Directors and the senior most UNDP representative at the country level on the implementation of security policies and procedures as applicable;
3. Disseminates information and educational materials to personnel regarding security matters;

*Security Risk Management*

1. Reminds managers of the requirement to ensure that safety and security are embedded as core components of all programmes and activities, and resourced from the start of all planning processes and throughout the programming cycle; (“no programme without security, no security without resources”);
2. Ensures the proper application of Security Risk Management (SRM) as the basis for security decisions and that reasonable measures are taken to manage security risks;
3. Ensures the implementation of person centered SRM approaches where security assessments and resultant security measures and procedures are guided by a nuanced evaluation of specific threats or vulnerabilities or personnel supporting diversity and inclusion;

*Compliance*

1. Ensures that the senior most representatives of UNDP at the country level (typically the Resident Representatives) are aware that they must participate fully in the SMT as applicable;
2. Assists/supports in the identification of resource needs, mobilization, and where mandated, the allocation of resources to assist offices in the implementation of security requirements;
3. Supports learning and training requirements for personnel, and ensures that all personnel and their eligible family members are aware of security learning obligations;
4. Monitors and reports on compliance with security policies, practices, procedures and approved SRM measures;

*Inter-Agency Representation and Collaboration*

1. Actively represents the security needs of UNDP, UNV and UNCDF and serves as a member of the IASMN and other senior-level fora;
2. Works closely with UNDSS and other UNSMS organizations to support the goals of the UNSMS;

***F. Senior most Representative at the Country level***

*Security Risk Management*

1. Ensures that safety and security are embedded as core components of all programmes and activities in country, and resourced from the start of all planning processes and throughout the programming cycle; (“no programme without security, no security without resources”;
2. Ensures that security support to programmes and activities is conducted in line with UNSMS policies, specifically to manage risks to an acceptable level;
3. Consults and advises the Designated Official, UNDSS and the UNDP Security Office on the particular concerns or challenges of UNDP, UNCDF and UNV (where applicable) regarding security with a view to finding an acceptable solution;
4. Supports the participation of the UNDP Security Office in relevant programme and operational discussions and fora to enable UNDP delivery;

*Programme Criticality*

1. Implements the Programme Criticality Framework, including ensuring that UNDP participates in PC Assessments and as required, providing justification and certification that UNDP activities are PC1 when carried out in very high-risk environments;

*Compliance*

1. Ensures that resources are available to implement all cost shared security arrangements and approved Security Risk Management measures specific to programmes and projects;
2. Ensures that personnel attend appropriate security awareness briefings and learning;
3. Provides personnel with required safety and security equipment and ensures personnel are trained in its use;
4. Ensures personnel have available information on the security environment, security risks and approved SRM measures;
5. Ensures compliance with all approved SRM measures as well as compliance by UNDP personnel with all security-related instructions including ensuring that all personnel maintain an accurate Travel Request Information Process (TRIP) profile to include for their eligible family members;
6. Ensures the implementation of person centered SRM approaches where security assessments and resultant security measures and procedures are guided by a nuanced evaluation of specific threats or vulnerabilities or personnel supporting diversity and inclusion.
7. As part of security planning, ensures the inclusion of eligible family members residing at the duty station of internationally recruited personnel serving elsewhere, so, they are accorded the same provision for security as eligible family members of international personnel serving at the duty station;
8. Reports all security-related incidents impacting personnel, assets, and operations to the Designated Official and the UNDP Security Office;
9. Takes corrective action on instances of non-compliance of security policies, practices and procedures and informs the Designated Official on actions taken or challenges encountered;

*UNSMS-specific responsibilities*

1. Assists the Designated Official on all matters concerning security, in particular for the development, implementation, and maintenance of security plans, SRM, residential security measures and other security requirements established in accordance with UNSMS policies;
2. Serves as a member of the SMT, participate in its meetings and complete security training as applicable; (refer to UNSMS Framework of Accountability Annex A for SMT responsibilities);
3. Participates or designates participation in the Crisis Management Team as required;
4. Notifies the DO and SMT when the necessity to implement alternate work modalities, including temporary closure of offices, is determined;
5. When performing the functions of DO, appoints the next senior UNDP official in the country to represent UNDP within the SMT.

*Collaboration*

1. Supports collaboration and sharing of information with partners, especially implementing partners in line with the SLT framework;
2. Closely liaises with the UNDP Security Office for any security support, assistance, policy or other advice and guidance needed;

***G***. ***Regional Security Advisor & Sub-Regional Security Specialist***

*Security Advisory and Policy Guidance*

1. Advises UNDP Regional Bureaux and/or senior most representative at the country level on security matters including their security responsibilities and keeps them updated on security management issues;
2. Provides advice, support and guidance to UNDP, UNV and UNCDF senior management on security matters as well as the implementation of security policies and procedures;

*Security Risk Management*

1. Reviews the impact of security factors on UNDP programme design and delivery, as well as the potential impact that programmes might have on security;
2. Participates in programme and operational planning and provide security inputs to ensure security is embedded as a core component of all programmes and activities, and resourced from the start of all planning processes and throughout the programming cycle and facilitates the mainstreaming of security in all programmes and activities;
3. Contributes to UNSMS wide SRM processes in the designated/security area;
4. Where applicable, conducts ad hoc SRM processes for UNDP-specific programmes and surveys for premises;
5. Supports the implementation of person centered SRM approaches where security assessments and resultant security measures and procedures are guided by a nuanced evaluation of specific threats or vulnerabilities or personnel supporting diversity and inclusion.

*Security Planning and Support to Business Continuity*

1. Contributes to the formulation of the country/area security plans taking into consideration particular needs of the UNDP, UNV and UNCDF office, programme or personnel including coordinating regional contingency plans and the implementation of country/area security plans;
2. Supports efforts to develop, test and implement sound business continuity planning within the region;

*Information Management*

1. Where applicable, supports the collection, analysis and reporting of relevant security information for UNDP senior management within the region and to the Director Security;
2. Promotes information exchange with UNDSS, and other organizations to enhance coordination and implementation of security management arrangements.
3. Monitors regional/international events and information sources in order to assess their security-related trends and implications on UNDP operations and personnel;

*Security Support*

1. In support of UNDP, UNV or UNCDF, deploys within the region or globally as required and as determined and decided by the Director Security;
2. Support the implementation of physical security/SRM measures for UNDP premises and when delegated to undertake task, ensure security management oversight of common premises when present in country and premise;
3. On behalf of the Security Director, and in close coordination with UNDSS, conducts security assessments and provides security clearance for UNDP premises and common premises if the contract is signed by UNDP;

*Inter-Agency/Security Office representation and collaboration*

1. Coordinates participation/attendance in the security cell and SMT with UNDSS and the senior most representative at the designated area as applicable;
2. Liaises with UNDSS, other agencies and role players regarding the implementation of specific assistance and support to UNDP Offices and personnel within the region;
3. Provides advice, briefings, and training to personnel;
4. When assigned by the Director Security, actively represents the security needs of UNDP, UNV and UNCDF in IASMN working groups and other UNDP specific fora;

*Compliance*

1. Facilitates the implementation of SRM measures including recommending financial allocations to country offices for security related matters as required;
2. Monitors and reports on compliance and non-compliance with security policies, practices, procedures and approved SRM measures;

*UNSMS-specific responsibilities*

1. Acts as P/C/SA ad interim during their absence for a given duty station, in coordination with the DO, Director Security and Regional Bureau;

***H.******Senior most Representative at the Security Area level***

*Security Risk Management*

1. Support efforts to ensure that safety and security are embedded as core components of all programmes and activities in country, and resourced from the start of all planning processes and throughout the programming cycle; (“no programme without security, no security without resources”;
2. Ensures that security support to programmes and activities is conducted in line with UNSMS policies, specifically to manage risks to an acceptable level;
3. Consults and advises the ASC, UNDSS and the UNDP Security Office on the particular concerns or challenges of UNDP regarding security with a view to finding an acceptable solution;
4. Supports the participation of the UNDP Security Office in relevant programme and operational discussions and fora to enable UNDP delivery;

*Compliance*

1. Ensures compliance with all approved SRM measures as well as compliance by UNDP personnel with all security-related instructions
2. Ensures personnel have information on the security environment, security risks and SRM measures approved at the designated area;
3. Report to the senior most representative at the country level, instances of non-compliance to security policies, practices and procedures;
4. Reports all security-related incidents impacting personnel, assets, and operations to the Senior most representative at the Country Level, the ASC, UNDSS and the UNDP Security Office;

*UNSMS-specific responsibilities*

1. Assists the ASC on all matters concerning security, in particular for the development, implementation, and maintenance of security plans, SRM, residential security measures and other security requirements established in accordance with UNSMS policies;
2. Serves as a member of the ASMT, participates in its meetings and complete security training as applicable;
3. Participates or designate participation in the Crisis Management Team as required by the ASC;
4. Notifies the ASMT (and following consultations with and the approval of the Senior most representative at the Country Level) when the necessity to implement alternate work modalities, including temporary closure of offices is determined;
5. When performing the functions of ASC, appoints the next senior UNDP official in the security area to represent UNDP within the ASMT.

*Collaboration*

1. Closely liaises with the UNDP Security Office or UNDP Agency Security Focal Point(s) for any support, assistance, policy or other advice and guidance needed;
2. Supports collaboration and sharing of information with partners, especially implementing partners in line with the SLT framework;

***I.*** ***Field Security Specialist, National Security Officer & Country Office Security Associate[[15]](#footnote-16)***

*Security Advisory and Policy Guidance*

1. Advises the senior most UNDP representative at the country level (or the second most senior UNDP staff member when the security function has been delegated) of their security responsibilities, including participation in operational planning, and provides security inputs, including information regarding compliance with UNSMS policies, practices and procedures;
2. Advises UNDP, UNV and UNCDF at the country level regarding the inclusion of security in the program cycle from project inception, mainstreaming security in programme/project planning, budgeting, implementation, monitoring and evaluation and closure;

*Security Risk Management*

1. Reviews the impact of security factors on UNDP programme design and delivery, as well as the potential impact that programmes might have on security, making recommendations regarding support needs and improvements;
2. In consultations with UNDSS in country, supports and/or conducts SRM Processes for the UNSMS and UNDP programmes;
3. Contributes to UNSMS wide SRM processes in the designated/security area;
4. Supports the implementation of person centered SRM approaches where security assessments and resultant security measures and procedures are guided by a nuanced evaluation of specific threats or vulnerabilities or personnel supporting diversity and inclusion.

*Security Planning and Support to Business Continuity*

1. Contributes to the formulation of the country/area security plans taking into consideration particular needs of the UNDP, UNV and UNCDF office, programme or personnel;
2. Assists on the security aspects of developing a functional emergency business continuity plan for the CO, in accordance with the UN Country Team business continuity plan;
3. Formulate and test UNDP specific security and contingency plans; including for fire safety;
4. With inputs from relevant units/actors; such as OHR and procurement, assists in the maintenance of UNDP personnel lists including details of visiting missions;

*Information Management and Collaboration*

1. Collect, analyze and report relevant security information for UNDP senior management and to the Director Security through the RSA; assessing security-related trends and implications on UNDP operations and personnel;
2. Liaises, in coordination with UNDSS, with local authorities responsible for security, counterparts in diplomatic missions and municipal/civic/traditional leaders;

*Security Support*

1. Conducts, in close cooperation with UNDSS, periodic security assessments of UNDP premises and equipment and advises on shortfalls in security preparedness with recommended improvements and solutions;
2. Support the implementation of physical security/SRM measures for UNDP premises and when delegated to undertake task, ensure security management oversight of common premises when present in country and premise;
3. Establishes internal communications systems and ensures UNDP communications are integrated into appropriate UN Security Communications Systems;
4. Reports all security-related incidents to the most senior UNDP Representative at the Country Level or the next most senior UNDP official to which security responsibilities have been delegated, the UNDSS CSA/PSA/SA and the UNDP Security Office;
5. Is ready to deploy within the region or globally as required and as determined by the Director Security, in consultation and with the approval of the senior most UNDP representative at the country level.
6. Provides advice, briefings, and training to personnel on security information, guidelines, communication procedures, travel precautions, emergency procedures and existing restrictions in movement, such as curfews, restricted and high-risk areas;

*Compliance*

1. Assists and support efforts to ensure compliance of UNDP premises and residences of international personnel with SRM and RSM;
2. Support efforts to ensure UNDP personnel are provided with and proficient in the use of appropriate security equipment, including communications equipment, vehicle emergency equipment and personal security safeguards required for work in the field;

*UNSMS-specific responsibilities*

1. Assists the DO, ASC or UNDSS in the discharge of their responsibilities as required;
2. Participates as a member of the security cell; and advises the security cell on particular concerns of UNDP regarding security;

***J.*** ***Local Security Assistants[[16]](#footnote-17)***

*Security Management*

1. Assists the senior most UNDP representative at the country or security area level (or the second most senior UNDP staff member when the security function has been delegated) to manage the day-to-day security related matters of UNDP. This assistance is completed in close consultations with the Field Security Specialist, National Security Officer, Country Office Security Associate or where applicable, the RSA;
2. Assists, in close cooperation with UNDSS and UNDP Security Office, with the conduct of UNDP SRM process;
3. Where applicable, participates as a member of the security cell;

*Security Support*

1. Assists in the formulation and maintenance of the security plan taking into consideration particular needs of the UNDP office, programme and/or personnel;
2. Where applicable, and in close consultations with UNDSS and the UNDP Security Office, assist with the conduct of assessments and surveys of UNDP premises and residences;
3. Assists in conducting security training for UNDP personnel, guards and others as appropriate;
4. Assists in the timely preparation of UNDP security reports and submits them to the senior most UNDP representative at the country level, the UNDP Security Office, as well as UNDSS at country-level;
5. Assists with the implementation of physical security/SRM measures for UNDP premises;
6. Reports all security-related incidents to the most senior UNDP Representative at the Country Level or the next most senior UNDP official to which security responsibilities have been delegated, the UNDSS P/C/SA and the UNDP Security Office;
7. If so requested and in close cooperation with UNDSS, maintains close contact and liaises with host Government agencies and other UN agencies;
8. Assists in monitoring compliance with approved SRM requirements, security policies and procedures.

 ***K****.* ***UNDP Agency Security Focal Point at the Country level[[17]](#footnote-18)***

*Security Management*

1. When assigned by the senior most UNDP Representative, manage the day-to-day security related matters of UNDP;
2. Ensure security aspects relating to UNDP are sufficiently considered within the Country/Area-specific security plans and SRM process;
3. Assist in mainstreaming security into all UNDP activities, operations and programmes;
4. Consults closely with UNDSS/UNDP security, providing and sharing security and safety information as appropriate with UNDP personnel, including briefings for new arrivals;
5. Provides information on residential security to national and international personnel;
6. Assists in implementing SRM Measures and RSMs for UNDP;
7. Assist with the inclusion of security considerations in the UNDP Business Continuity plan (BCP);
8. Immediately reports all security-related incidents involving UNDP personnel and their eligible family members to UNDSS and the UNDP Security Office;
9. Where applicable, serves as a member of the Security Cell;
10. Closely liaises with the UNDP Security Office through the RSA/SRSS for any support, assistance, policy or other advice and guidance needed;

*Compliance*

1. Assists in monitoring compliance including the implementation of security policies and procedures and of UNDP personnel undertaking mandatory security training;
2. Completes the UNDP Security Compliance Survey on behalf of the RR;
3. Request and monitor UN Mandated Security Measures funding in consultation with the RR;
4. Submits up-to-date lists of UNDP personnel and eligible family members and all mandatory reports, to UNDSS in a timely manner;
5. As applicable, create and maintain an up-to-date list of wardens, ensure that the warden system / call tree is operational;

***L.******Programme and Project Manager within the Designated Area***

*Security Mainstreaming in Programming*

1. Support efforts to mainstream security considerations in all programme and project planning processes; including through early and continued consultations with the UNDP security office at the planning and design phases, formulation, resource mobilization and throughout the programme cycle to closure and lessons learned;
2. Consult with UNDP Security Office, during the formulation/review of the annual work plan and where applicable, to justify security requirements and provide associated cost estimates for measures required as part of resource mobilization;
3. Ensure resources are identified, estimated and fully costed in programme and project budgets for the implementation of security requirements;
4. Support the participation of UNDP security office in relevant programme and project fora such as Programme/Project Appraisal Committees (PAC’s), steering committee and programme and project meetings especially in locations where security concerns are high;

*Security Risk Management*

1. Provide relevant inputs on activities and results (as required) to the UNSMS Security Risk Management process; especially on activities with varying exposures to the security environment as a result of delivery or that may trigger additional security risks;
2. Ensure relevant security and safety risks as they affect the programme/project are considered within the UNDP enterprise risk management system and reflected in the programme and project risk registers;

*Programme Criticality*

1. Ensure programme outputs and activities are included in the UN-wide Programme Criticality Assessment where applicable;

*Compliance*

1. Report all security incidents affecting or with the potential to affect the programme/project to UNDP security, UNDSS or the UNDP Agency Security focal point;
2. Ensure security requirements are implemented and personnel comply with security policies, procedures and practices; report non – compliance as appropriate.

***M. Warden***

*Security Planning*

1. Carry out security-related duties to support the implementation of the security plan; including but not limited to the conduct of head counts, and disseminating security information;
2. Support efforts to ensure personnel (including those visiting temporarily) are informed on security arrangements including information about the security environment;
3. Familiarize themselves with relevant information on security arrangements as established in the security plan as well as security information shared by UNSMS actors including attendance at security briefings and training for wardens.
4. Support efforts to ensure eligible dependents in the duty station of internationally recruited personnel who are serving elsewhere have the same provisions for security as eligible dependents of international staff serving at the duty station.

***N. Personnel under UNDP’s responsibility***[[18]](#footnote-19)

* + - 1. Familiarize themselves with information provided to them regarding the UNSMS, including on the security environment, security risks and approved security risk management measures at their at their location of assignment or travel;
			2. Create and maintain an accurate profile on the TRIP website for themselves and their eligible family members, and obtain security clearance prior to traveling;
			3. Attend security briefings and complete all mandatory security trainings required globally and locally;
			4. Familiarize themselves with, and appropriately use, security equipment, including security communications and related applications;
			5. Comply with all UNSMS security regulations and procedures at all times;
			6. Comport themselves in a manner which will not endanger their safety and security or that of others and ensures that their eligible family members are informed of security related instructions that are applicable to them;
			7. Reports all security incidents in a timely manner;
			8. When applicable, fulfill assigned security responsibilities such as wardens and incorporate tasks in performance appraisals.

**United Nations Security Management System**

**ANNEX B:**

IASMN

ASMT

Representative – Security Area

Director Security

Programme/Project Managers

Wardens

UNDP Personnel

CSA - Chief Advisor

PSA - Principle Security Advisor

SA - Security Advisor

FSS - Field Security Specialist

NSO - National Security Officer

COSA - Country Office Security Advisor

**KEY**

 Accountable to

 Technical line of reporting

CSA / PSA / SA

Country Security Focal Points (CSFP)

**Regional**

Chairs

Security Management Team (SMT)

Member of

Resident Representative (RR)

Member of

Area Security Coordinator (ASC)

Designated Official (DO)

Dir Regional Bureau

**UNDP**

**UNDSS**

Secretary General

Executive Group on Security

USG

Security Management Group (SMG)

Agency Security Focal Point

FSS / NSO / COSA

Reg / Sub-Reg

Security Advisors

Executive Heads UNV and UNCDF

Administrator

**HQ**

**Country Level**

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1. Members of the UNSMS are the United Nations Secretariat represented by certain Secretariat departments, Funds and Programmes, Specialized Agencies, Related Organizations and other intergovernmental organizations that have joined the UNSMS through a memorandum of understanding with the United Nations. [↑](#footnote-ref-2)
2. The Programme Criticality Framework (CEB/2016/HLCM/23) is a common United Nations system policy for decision-making that puts in place guiding principles and a systematic structured approach in using Programme Criticality in the Security Risk Management (SRM) process to ensure that UN activities can be balanced against security risks. [↑](#footnote-ref-3)
3. This includes United Nations Volunteer Agency Personnel and United Nations Volunteers hosted by UNDP. For UNV’s hosted by other Agencies Funds and Programmes, the Administrator discharges this responsibility to the Executive Head of the respective host Organisation. [↑](#footnote-ref-4)
4. All other references to UNDP will be understood to also encompass applicable UNV personnel and UNCDF personnel. [↑](#footnote-ref-5)
5. Noting that Regional Bureaux have oversight of country offices and other programme offices including regional hubs and regional service centres, Regional Directors will also maintain security oversight of offices under the Central Bureaux positioned within the respective regions. Such includes but is not limited to Representation Offices, Global Policy Centres (GPC), and Global Service Solution Centres (GSSC). [↑](#footnote-ref-6)
6. Typically, the RR. This responsibility also extends to and covers heads of other offices; GPC, GSSC etc [↑](#footnote-ref-7)
7. In duty stations with appointed RR’s and where there are other offices; such as regional offices, it is recognized and acknowledged that the RR typically retains responsibility and accountability for UNDP personnel in the duty station despite the presence of the director/head of the other offices. [↑](#footnote-ref-8)
8. This does not include decisions/responsibilities over HR, finance or similar issues. [↑](#footnote-ref-9)
9. This would normally be the most senior UNSMS personnel in the Security Area. The selection should be based upon capability and relevance of experience to the Designated Area, also taking into account the diversity of mandates [↑](#footnote-ref-10)
10. This does not include decisions/responsibilities over HR, finance or similar issues. [↑](#footnote-ref-11)
11. Other heads of regional/other offices may appoint SFPs in consultations with the UNDP Security Office. However, other SFPs appointed by their respective heads - will recognize the ASFP appointed by the RR and their role as highlighted in the framework. [↑](#footnote-ref-12)
12. In exceptional cases, the RR may appoint a UNDP ASFP in the presence of a dedicated FSS, NSO, COSA or LSA. Consultations should be made with the UNDP Security Office for guidance in this regard. [↑](#footnote-ref-13)
13. It is acknowledged that the Resident Representative may typically be referred to as the UNDP programme manager. The role identified in this policy refers to all programme managers or officers delegated with the responsibility to implement or coordinate the implementation of country, regional and global programmes at country level in an effort to deliver on UNDP’s mandate. With respect to security, all programme and project managers support the Resident Representative in mainstreaming security in programming. [↑](#footnote-ref-14)
14. All other references to UNDP or the Agency / Organisation will be understood to also encompass applicable UNV personnel and UNCDF personnel. For UNV’s hosted by other Agencies Funds and Programmes, the Administrator discharges this responsibility to the Executive Head of the respective host Organisation. [↑](#footnote-ref-15)
15. Depending on the Terms of Reference, these responsibilities may also be applicable to National Field Security Analysts, National Security Coordinators, Field Security Associates and Local Security Associates. [↑](#footnote-ref-16)
16. Depending on the Terms of Reference, these responsibilities may also be applicable to Security Assistants. [↑](#footnote-ref-17)
17. Other heads of regional offices may appoint SFPs in consultations with the UNDP Security Office. However, these SFPs who directly report to their respective heads - will recognize the ACSFP’s role as highlighted in the framework. [↑](#footnote-ref-18)
18. Refer to UNDP Security Applicability Guideline [↑](#footnote-ref-19)