CGIAR Staff Security Accountability Framework

**Purpose:**
The Staff Security Accountability Framework (‘Framework’) is proposed as a means of clarifying the roles and responsibilities for the Consortium Board, Center Boards, all Consortium staff, and security focal points about the safety and security of staff.

The **Consortium Board** endorsed the Framework on 8 October 2015 with the support and inputs of the Center representatives to the Consortium Board.

Pursuant to the Policy/Guidelines Adoption Process agreed with Centers on 20 March 2014 (shared as a separate attachment), the step following Consortium Board approval is to seek Center adoption of the Framework as an overall guiding document. After Center adoption, operational guidelines will be developed in full collaboration with the member Centers, to provide the day-to-day operational basis for implementation of the Framework.

**Centers will be requested to vote on the Framework during November and December 2015** (according to the 5 week approval process set out in the Policy/Guidelines Adoption Process document)
Part 1 - History of feedback process to date

1. The Staff Security Accountability Framework was initially drafted with inputs from the Security Focal Points from all Centers in their first meeting in Nairobi in February 2014.

2. The document received substantial input from two security experts with extensive international experience contracted by all Centers to look at how to improve the security of our staff, especially those outside of HQs and traveling. The document was reviewed by the Consortium’s legal Counsel in February 2014 to ensure compliance with the Consortium’s Constitution.

3. On 1 March 2014, the Consortium CEO shared the document titled ‘Towards a CGIAR-Wide Security Management System’ (the precursor to the re-titled: ‘Staff Security Accountability Framework’) for comments with all DG’s. Table 1 below sets out a summary of comments received and the Consortium’s action thereafter.

Table 1: Center inputs received in 2014

<table>
<thead>
<tr>
<th>Center</th>
<th>Date</th>
<th>Comment</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICARDA</td>
<td>March 2, 2014</td>
<td>ICARDA supports the revised and simplified security accountability framework and the creation of a Security Community of Practice</td>
<td>Noted</td>
</tr>
<tr>
<td>IRRI</td>
<td>March 4, 2014</td>
<td>Requested clarity between Consortium and Consortium office in the document</td>
<td>Clarified by email and more clarity was reflected in the June 2014 version</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IRRI management does not nor can it accept any initiative in which Center control, and therefore responsibility, authority and accountability are in any way transferred to a third party, including the CO and CB.</td>
<td>Centers control is not transferred to any third party. The June 2014 version provides further detail of roles and responsibilities of Centers and Consortium.</td>
</tr>
<tr>
<td>AfricaRice</td>
<td>March 5, 2014</td>
<td>Suggested change highlighted in bold: The Consortium is responsible for: 1. Developing and monitoring the implementation of a Consortium security framework which builds on, strengthens, and where appropriate’…</td>
<td>The note recommended in bold was added to the document</td>
</tr>
</tbody>
</table>
While we received feedback on the now named Staff Security Accountability Framework, and most of them are reflected in the most recent version (as set out in Annex 1), there was no time to finalize the document to be discussed and approved by the Board as planned in late 2014.

Even if we are in a moment of transition and considering the number of security issues occurring worldwide, we believe it is important at this time to finalize the document to ensure the various bodies in the current CGIAR organization are aware of their duty of care responsibilities.

The 2014 proposed document was further refined at the Consortium Board committee level during discussions in September 2015, specifically to take up the very helpful insights of Center participants in that meeting. The Consortium Board considered the document recommended by that committee on 8 December, and made final changes on the recommendation of the Center Board Chair representative to the Consortium Board. Annex 1 (following) reflects all of that input, and was approved by the Consortium Board on 8 October 2015.

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1 CGIAR Consortium Governance and Policy Coordination Committee meeting on 10 September 2015, attended by Paul Zuckerman (Chair), Bas Bouman (CRP Director), Tony Simons (DG representative)
CGIAR Staff Security Accountability Framework 2015

Accountability within the Security Management System for the
CGIAR Consortium and its Members

The CGIAR Consortium and its member Centers affirms that the safety and security of every staff member and other designated individuals is a primary concern.

The CGIAR Consortium and its member Centers have approximately 10,000 members of staff in 76 countries, 4,000 work in countries without a Headquarters, and about 1,000 are traveling at any one time.

The goal of the Security Management System for the CGIAR Consortium and its member Centers is to enable the conduct of their activities while ensuring the safety and security of all their personnel and other designated individuals, and security of their premises and assets.

This document describes the high-level principles and the roles and responsibilities under a Security Management System for the Consortium and its members. Subsequent to endorsement by member Centers, operational guidelines will be developed in full collaboration with the member Centers, thereby providing the day-to-day procedures that will seek to ensure that all staff are safe in their work place wherever that may be.
Part 1 - Principles of a Security Management System for the CGIAR Consortium and its members

1. While recognizing the responsibility of the Host Governments for the security of personnel employed by the CGIAR Consortium and its member Centers, and of other recognized individuals, and premises and assets, the CGIAR Consortium and its members have a duty as employers to reinforce, and where necessary supplement, the capacity of the Host Governments to fulfill these obligations.

2. Each Center is responsible for the security of the personnel it employs, and other individuals designated in its security management system, as well as the Center premises and assets.

3. The CGIAR Consortium is responsible for the security of Consortium personnel and other individuals designated in its security management system, as well as the Consortium premises and assets.

4. The global reputation of the CGIAR Consortium rests with the Consortium and its member Centers. Centers are responsible for informing the Consortium Board in a timely manner of any incident which could affect the global reputation.

5. The CGIAR Consortium, in consultation with Centers, is responsible for developing guidelines for Centers in respect of the security policies and procedures and encouraging their implementation following approval of the guidelines. Where Centers already have policies and procedures in place they should ensure that they comply with these guidelines.

6. The Security Management System for the CGIAR Consortium and its members will comprise sixteen security management systems, one for each Center and one for the Consortium. Ideally the constituent parts of each security management system will be developed consistently but the content and level of detail will be Center specific.

7. The safety and security of staff and other designated individuals based in or travelling to a country other than the one in which their Headquarters are located require particular attention. The employing Center remains responsible for the safety and security of its staff and other designated individuals at all times but it may prove advantageous to put procedures in place to facilitate specific provisions dependent on country context.
Part 2 - Roles and Responsibilities under the Security Management System for the CGIAR Consortium and its members

A. Consortium (Consortium Board and Consortium Office)

The Consortium is responsible for:

(i). Developing and encouraging the implementation of a Security Management System for the CGIAR Consortium and its members as a framework which builds on, strengthens, and where appropriate, harmonizes and coordinates Centers’ security management systems and includes an overall CGIAR Consortium crisis management system, with criteria used to determine the appropriate organizational response. The Consortium Board will hold the CEO to account for responsibilities in this respect.

(ii). Ensuring the safety and security of Consortium personnel and other individuals included in its security management system, as well as the Consortium premises and assets. The Consortium Board will hold the CEO to account for responsibilities in this respect.

(iii). The Consortium Security Focal Point is responsible for coordinating the Consortium’s day-to-day response to safety and security and providing all the relevant actors with advice, guidance and technical assistance.

(iv). All personnel employed in the Consortium and other individuals included in its security management system are accountable and have the responsibility to abide by safety and security policies, guidelines, directives, plans and procedures of the CGIAR Consortium Security Management System.

B. Centers

(i). Each Center Board is accountable for ensuring the safety and security of its personnel and other individuals included in its security management system, as well as its premises and assets. Center Boards will hold Directors General to account for their responsibilities in this respect.

(ii). Each Director General is ultimately responsible for ensuring the overall safety and security of the Center personnel and other individuals included in its security management system, as well as the organization’s premises and assets. The Director General can delegate authority to others who are in turn, individually or collectively, accountable to them, as appropriate.
(iii). Each Center Security Focal Point is responsible for coordinating the organization’s day-to-day response to safety and security and providing all the relevant actors with advice, guidance and technical assistance. In particular, the Security Focal Point is responsible for advising the Director General on security matters.

(iv). Each Center may wish to engage a security professional as Head of Security to advise the Director General and to be responsible for the security aspects of Center activities. This person may be appointed as Security Focal Point.

(v). All Center personnel and other individuals included in its security management system are accountable to the Center in question and have the responsibility to abide by safety and security policies, guidelines, directives, plans and procedures of the Center in question.

C. Community of Practice

The CGIAR Consortium Security Community of Practice comprises the Security Focal Points of the Centers and Consortium. The Community of Practice meets regularly to consider issues relating to security policies and operations, facilitate coordination and information dissemination, and formulate recommendations for decision.