

## **Roles and Responsibilities of actors within UNFPA**

### **A. Executive Director (ED)**

The Executive Director has the overall responsibility for the safety and security for all UNFPA personnel. Specifically, the Executive Director is responsible for:

1. Implement the “no programme without security, no security without resources” strategy in all programmes;
2. Ensure 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;
3. Prepare and publishes an internal framework for accountability documenting individual roles, responsibilities and accountabilities related to safety and security for his/her organization;
4. Ensure 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. Liaise 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. Advocate 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 United Nations 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 dependents are not exposed to unacceptable risk and that all measures are taken to mitigate risks;
9. Appoint a senior security manager and/or security focal point at headquarters;
10. Recognize and reward 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. Address specific security concerns for women as required.
12. The Executive Director is assisted by the Deputy Executive Director (Management) and the Deputy Executive Director (Programme) in the implementation of United Nations and UNFPA Security Accountability Policies, procedures and guidelines.

### **B. Deputy Executive Director, Management (DED (M))**

The DED (M) as the Senior Security Manager within UNFPA and is responsible to the ED for overall oversight for the coordination and management of UNFPA's strategic direction on safety and security and implementation of all security policies and procedures. In particular, the DED (M) is responsible for:

1. Maintain oversight of the security function within UNFPA;
2. Chair the Security Management Group (SMG), providing direction during crisis periods;
3. Inform the Executive Director on critical security related developments and keeping him/her updated on security management issues;
4. Ensure compliance with United Nations and UNFPA security policies and procedures;
5. Oversee and facilitate funding for the implementation of security measures (Minimum Security Standards (MOSS)/Minimum Operating Residential Security Standards (MORSS)).

**C. Deputy Executive Director, Programme (DED (P))**

The DED (P) responsible to the ED for the overall coordination and implementation of UNFPA programme activities and for the oversight of ensuring implementation of security policies and procedures as they relate to programme activities. He/she is specifically responsible for:

1. Support inclusion of safety and security as a core component of all UNFPA programme planning and proposals;
2. Oversee and facilitate funding for the implementation of security measures of programme activities;
3. Oversee participation of regional directors and representatives in the Security Management System at the country level;
4. Ensure compliance with United Nations and UNFPA security policies and procedures;
5. Support the implementation of MOSS compliance in all programmatic activities of the organization.

**D. Security Coordinator (SC)**

The Security Coordinator is responsible for coordinating UNFPA's global response to safety and security management and providing UNFPA Executive Director, Deputy Executive Directors and senior managers' advice, guidance and technical assistance on all security related matters. Specifically he/she is responsible for:

1. Advise the ED, DED (M) and DED (P) and senior managers on security developments and keep them updated on security issues;
2. Provide guidance to managers at all levels to ensure security is an integral part of UNFPA policies, procedures and operations and in particular, assisting in inclusion of security requirements in programme planning;
3. Support the mobilization of resources to assist country offices in the implementation of safety and security requirements (MOSS/MORSS);
4. Distribute information and guidance regarding security matters;
5. Provide day-to-day response to safety and security issues;
6. Provide guidance to the ED, DEDs, regional directors, representatives, regional security advisers and other personnel entrusted with security related duties under this framework

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in the application of the Security Risk Management approach to UNFPA activities and operations and the determination of acceptable risk decisions;

7. Serve as a member of the Inter-Agency Security Management Network (IASMN);
8. Represent UNFPA at the United Nations Crisis Operations Group (COG);
9. Work in close association with the United Nations Department for Safety and Security (UNDSS) and other members of the IASMN, as well as supporting the Under-Secretary-General for Safety and Security in the discharge of his/her responsibilities;
10. Ensure that all personnel and their recognized dependents are aware of security training requirements and the means to facilitate training and briefings to all personnel of the organization and their dependents;
11. Manage the development of UNFPA specific security policies, directives, guidelines, plans and procedures;
12. Monitor and report on UNFPA compliance with security policies, practices and procedures;
13. Provide technical clearance for relocation of UNFPA offices as well as security related expenditures;
14. Manage and direct the Office of the Security Coordinator (OSC) and regional security advisers.

#### **E. Deputy Security Coordinator (DSC)**

The UNFPA DSC assists the Security Coordinator in performing his/her security related functions and undertakes the responsibilities of the Security Coordinator during his/her absence. The roles and responsibilities of the DSC include:

1. Assist the Security Coordinator in the execution of his/her duties;
2. Assume the responsibilities of the Security Coordinator when absent from headquarters;
3. Advise the Security Coordinator on security matters and keep him/her updated on security management issues;
4. Assist the Security Coordinator in advising the ED, DEDs and senior management on security matters;
5. Assist the Security Coordinator to ensure that UNFPA representatives are aware of their security responsibilities at the country level;
6. Assist the Security Coordinator to manage the development of UNFPA specific security policies, directives, guidelines, plans and procedures;
7. Assist the Security Coordinator to ensure that all UNFPA personnel and their dependents are aware of security training requirements and facilitate the provision of security training and briefings;
8. Disseminate information and educational materials regarding security matters;
9. Monitor and report on UNFPA compliance with security policies, practices and procedures;
10. Coordinate the activities of the UNFPA regional security advisers and provide technical oversight and guidance.

**F. Headquarters Security Specialist (HSS)**

Reporting to the Security Coordinator, the UNFPA Headquarters Security Specialist performs advisory functions as a subject matter expert on physical security and standards, providing technical clearance for office relocations and security equipment. He is also responsible to maintain an updated security plan for the UNFPA Headquarters, New York. His/her roles and responsibilities include:

1. Update and maintain the headquarters security plan;
2. Liaise with Security and Safety Services in the United Nations Headquarters, (SSS), Facilities and Administrative Services Branch (FASB) and the building management on headquarters security issues;
3. Ensure that all UNFPA headquarters personnel are informed of safety and security matters;
4. Support the Security Coordinator in the day to day security activities at headquarters and at field duty stations, in particular during crisis situations;
5. Provide technical security clearance for office relocations/establishments based on security documentation (security risk assessments/survey/MOSS or MORSS).
6. Review and endorse security budget requests on behalf of the Security Coordinator;
7. Maintain records of security clearances for premises and budget endorsements;
8. Perform the duties of the Security Coordinator in his/her absence and the absence of the Deputy Security Coordinator.

**G. Regional Security Advisers (RSAs)**

1. Advise and assist regional directors and representatives in their security responsibilities, including participation in operational planning and providing security inputs to enable compliance with United Nations and UNFPA security policies, practices and procedures;
2. In support of the Security Coordinator, provide input on security policies and procedures;
3. Assist regional directors and representatives in security planning and emergency/crisis preparedness in accordance with the country specific security requirements;
4. Assist regional directors and representatives on all elements of their respective United Nations/UNFPA security responsibilities, in particular with the implementation of country specific MOSS;
5. Advocate for security to be an integral part of UNFPA operations and in particular, assisting in the inclusion of security requirements in programme planning and proposals;
6. Review security arrangements for UNFPA field operations and maintain records of relevant documentation of Security Assistance Missions (SAM), office security clearances, MOSS evaluations and budget endorsements.
7. Conduct security assessment missions of UNFPA offices as required or in support of crisis situations;
8. Brief UNFPA personnel during SAM on their specific security accountability, in accordance with the United Nations Security Management System (UNSMS)/UNFPA security policies and procedures;

9. Liaise with UNDSS on particular security concerns affecting UNFPA;
10. Monitor the level of MOSS compliance with respective regions as information becomes available;
11. When appropriate, participate as a member of the security cell when established at the duty station.

#### **H. Division for Management Services (DMS)**

The Director of the Division of Management Services is responsible for:

1. Ensure inclusion of funding for all UNFPA security requirements in the biennial Institutional Budget (IB) appropriations;
2. Ensure that funding approvals by the OSC for MOSS/MORSS and other security requirements are dealt with expeditiously;
3. Ensure implementation of safety and security measures at the UNFPA Headquarters in conjunction with building management, the OSC and the United Nations Headquarters.

#### **I. Division for Human Resources (DHR)**

The DHR is responsible for:

1. Ensuring that all personnel are informed of mandatory security training courses and how to access them;
2. Ensure that safety and security is included in the terms of reference (TORs) and vacancy announcements of UNFPA personnel and managers as per the UNFPA Security Accountability Policy;
3. Encourage evaluation of safety and security responsibilities through the Performance Appraisal and Development System (PAD).

#### **J. Division Directors (DD)**

Division Directors are responsible to ensure that safety and security is a core component of all UNFPA programme planning and proposals under their responsibility. They are responsible:

1. To ensure that accurate records of (a) all UNFPA international and locally recruited staff members and their eligible dependents, including short term staff members appointed for short-time periods of service or on a mission/detailed assignment, and (b) non-staff personnel, at the respective duty station, division, branch and their contact details in the event of an emergency, are maintained in accordance with prevailing UN/UNFPA policies and procedures.

**K. Regional Directors (RD)**

The regional directors are accountable to the Executive Director for overall oversight of personnel assigned with security management responsibilities within their region. **The safety and security roles and responsibilities of the regional director include:**

1. Identify regional safety and security priorities in conjunction with UNFPA representatives in the region and with the guidance of the RSA;
2. Ensure that UNFPA representatives have made adequate provisions in their budgets for safety and security related requirements of country programmes and projects;
3. Ensure that operational and programme activities are conducted in accordance with the United Nations security management policies and procedures;
4. Establish crisis coordination mechanisms at the regional offices to address coordinated response to crises;
5. Ensure that the regional office and its personnel comply with the decisions of the designated official and the Security Management Team (SMT) of the country in which the regional office is located;
6. Appoint a Security Focal Point (SFP) for the regional office from among the senior staff to support the implementation of safety and security measures for the regional office;
7. Maintain an appropriate level of confidentiality regarding UNFPA security matters;
8. Take actions on instances of non-compliance of security policies, procedures and practices and advise the Executive Director through the Security Coordinator of actions taken;
9. Assess the performance of security functions by the representatives within the region through the PAD system;
10. Ensure implementation of MOSS/MORSS within the respective regional office and monitor the implementation within country offices of the region;
11. Ensure that provision is made to address specific security concerns for women as required;
12. Recognize and reward good performance in security management as well as addressing noted shortfalls of what is expected of managers and staff at all levels in security management.

**L. Director/Head of Liaison/Specialized Office**

The Director/Head of the UNFPA Liaison/Special Offices outside of New York in Geneva, Copenhagen, Brussels, Tokyo and Washington, D.C. is responsible and accountable to the Executive Director for the security of UNFPA personnel and eligible family members, premises and assets within their respective locations. The roles and responsibilities of the Directors/Heads of UNFPA Liaison/Specialized Offices include:

1. Coordinate with the designated official of the country in which the office is located and represent UNFPA at all security coordination meetings;
2. Appoint a SFP to manage day-to-day security requirements at the respective location of the office;

3. Comply with decisions of the designated official and SMT of the country in which the office is located;
4. In coordination with the Security Coordinator, establish security priorities for their respective offices;
5. Coordinate with the Security Coordinator to ensure that the office has adequate provisions in their budget for safety and security related requirements;
6. Ensure that relevant UNFPA, UNSMS and country specific security policies, directives, guidelines, plans and procedures are being implemented in their respective locations;
7. Maintain an appropriate level of confidentiality regarding UNFPA security matters.

#### **M. UNFPA Representatives<sup>1</sup>**

The UNFPA representative is responsible and accountable to the Secretary-General through the Executive Director and report to their regional director for the safety and security of UNFPA personnel and eligible family members, premises and assets in their assigned country. The safety and security roles and responsibilities of the representatives include:

1. Implement appropriate actions to provide for the safety and security of UNFPA personnel and eligible dependants in their country;
2. Ensure that safety and security is a core component of all UNFPA programmes in the country and that appropriate funding is provided;
3. Consult with and assist the designated official on all matters concerning security and the implementation and maintenance of the country security plan, MOSS and MORSS;
4. Serve as a member of the SMT, attend SMT meetings and undertake all relevant security and crisis management training;
5. Ensure that a SFP is appointed from among senior staff/personnel at the country level to assist in the implementation of safety and security policies and procedures;
6. Ensure compliance by all personnel and eligible family members in the country with all security-related policies and procedures;
7. Take action on instances of non-compliance of security policies, practices and procedures and advise the regional director and the Security Coordinator on actions taken;
8. Provide the designated official and OSC with updated lists of all UNFPA personnel and eligible family members in the country, as per UNFPA corporate policies and requirements at the duty station;
9. Ensure that a tracking system is in place to monitor whereabouts and movement of UNFPA personnel and eligible family members, in accordance with procedures established at the duty station;
10. Ensure that all security related incidents are reported to the designated official and the Security Coordinator in a timely manner;
11. In an emergency, coordinate, as required by UNFPA and UNSMS policies for eligible family members of internationally-recruited personnel who are serving elsewhere, the

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<sup>1</sup> According to the Agreement between UNFPA and UNDP entitled "Organizational Arrangements of UNFPA Country Office" of 22 February 1996, endorsed by the Executive Board of UNDP/UNFPA (as per decision 95/20 of 14 June 1995), by ECOSOC (as per decision 1995/231 of 13 July 1995) and finally by the General Assembly (as adopted in its decision 50/438, dated 20 December 2005), in country offices where there is no UNFPA Representative the UNDP Resident Representative is designated as the UNFPA Representative.

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- same security provisions as for eligible family members of international personnel serving at the duty station;
12. Ensure that security collaboration with NGOs working as implementing partners with UNFPA is undertaken, in coordination with UNDSS, and using the framework of Saving Lives Together (SLT);
  13. Ensure that all UNFPA personnel are equipped with the required safety and security equipment as specified in MOSS and trained on its use;
  14. Keep the regional director and the OSC informed of all security developments in the country which could impact the safety and security of UNFPA personnel and eligible family members, premises and assets;
  15. Keep UNFPA personnel and eligible family members fully apprised of security-related information and measures being taken in the country;
  16. Ensure that there is a fully functioning and operational communication system for security management within UNFPA and that this is fully integrated into the country emergency communications system;
  17. Ensure that UNFPA personnel who volunteer to be or have been selected to be wardens or ASCs are given appropriate support and are provided with relevant training and recognised entitlements;
  18. Submit all requested security reports to the OSC, through their respective RSA, as outlined in the UNFPA security reporting guidelines or requested by OSC;
  19. Ensure that all offices under their responsibility, including project offices have office/building emergency procedures in place to include fire safety equipment.
  20. Ensure that provisions are made to address specific security concerns women as required.
  21. Maintain an appropriate level of confidentiality regarding UNFPA security matters.

N. **Head of Sub/Project/Field Offices (Ho//FO):**

The UNFPA sub-offices, project offices and field offices constitute an integral part of the relevant UNFPA Country Office. The Representative is responsible and accountable for all matters relating to the safety and security of UNFPA personnel and eligible family members at the sub-office, project office and field office location, and the premises and assets of the sub-office, project office and field office. The UNFPA HoO of the sub-office, project office and field office reports to the Representative on matters of safety and security and assists the Representative in fulfilling his or her security related responsibilities, as outlined in Annex I, item M above.

O. **Security Focal Points (SFP)**

The UNFPA representative being accountable for safety and security at the duty station may appoint a SFP, without negating his/her own accountability to assist them in the implementation of security related policies and procedures. The detailed functions performed by the SFP are included in Annex C of the Security Accountability Policy.



**P. Local Security Assistants/Associates (LSAs)**

Local Security Assistants/Associates are approved in exceptional circumstances for high risk duty stations and located at the regional office in support of the RSAs. They assist the representatives and RSAs in the implementation of the security policies and procedures, with specific TORs developed based on the scope and nature of the post.

**Q. UNFPA Personnel**

All UNFPA personnel are accountable to the Executive Director regardless of their level of seniority, and as such are responsible to abide by all UNSMS and UNFPA security policies, procedures, guidelines and directives. The responsibilities of UNFPA personnel include:

1. Must familiarize themselves with information provided to them regarding the UNSMS at their duty station;
2. Obtain security clearances for all official travel and ensure that they provide details of how they and their eligible dependents can be contacted during official and private travel;
3. Must attend security briefings upon arrival at the duty station;
4. Familiarize themselves with the warden system, their warden, chief security advisor and SFP;
5. Equip themselves with mandatory security/communications equipment for service and use it as per country specific MOSS;
6. Comply with all UNSMS and UNFPA security policies and procedures at the duty station, whether on or off duty;
7. Comport themselves in a manner which will not endanger their safety and security or that of others;
8. Reporting all security incidents to UNDSS and OSC immediately;
9. Complete the Basic Security in the Field (II) and Advanced Security in the Field mandatory training courses and retain copies of valid certificates of completion;
10. Attend security training relevant to their level and role at the duty station;
11. Ensure that all personnel information, (e.g. dependents, next of kin) are provided to the SFP or as designated by the representative to enable inclusion in the relevant contingency plans, including the country security plan;
12. Maintain appropriate level of confidentiality regarding the United Nations/UNFPA security matters.