Security Framework

CONTENT

PREAMBLE

AfricaRice affirms that the safety and security of all staff members and their families, consultants, visitors remain a matter of primary concern. The objective of AfricaRice's safety and security management is to ascertain the smooth undertaking and implementation of all program activities whilst ensuring the optimum standards of safety and security for all personnel, premises and assets at all duty posts, by ways of appropriate threat awareness, risk assessment, security planning and operational procedures.

AfricaRice's Security Management System applies to all AfricaRice employed staff members, consultants, affiliates assigned to any of its duty posts. It does not apply to casual workers or service contractors.

Compliance with AfricaRice Security Management System's rules, directives and instructions is mandatory. Breach to AfricaRice standing security procedures undermines the collective wellbeing of AfricaRice staff as well as its program delivery.

I –FRAMEWORK OF ACCOUNTABILITY

I. Scope

1. The primary responsibility for the security and protection of personnel employed by AfricaRice, their recognized dependents, and property of the organization rests with the Host Government. This responsibility flows from every government's normal and inherent function of maintaining order and protecting persons and property within its jurisdiction. In the case of international organizations and their officials, the government is considered to have a special responsibility under the government's agreements with the individual organizations.

2. Without prejudice to the above and while not abrogating the responsibility of the Host Government for its obligations, AfricaRice has a duty as an employer to reinforce and, where necessary, supplement the capacity of the Host Government to fulfil these obligations beyond those which the Host Government can reasonably be expected to provide; this Framework for Accountability specifies the responsibilities and accountabilities of AfricaRice officials and personnel for such measures.

3. In accepting responsibility and accountability for security management, it is recognized that fatalities and/or casualties may occur, even though appropriate efforts are being made and measures implemented to reduce to an acceptable level the risks to AfricaRice personnel, premises and assets.
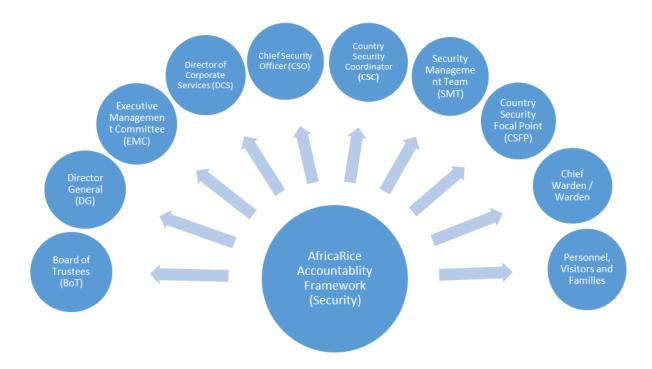
II. GOAL OF THE SECURITY FRAMEWORK

The goal of AfricaRice Security Management System is to enable the conduct of AfricaRice activities while ensuring the security of its personnel, premises and assets. To achieve this goal, AfricaRice shall maintain a robust and cohesive security management system and adhere to three principles:

1. The safety of AfricaRice staff must always take precedence over other priorities;

2. AfricaRice is committed to identifying and minimizing security risks to staff, its premises and assets to an acceptable level; Security responsibilities within the organization are defined in an accountability framework which clarifies the roles and responsibilities of actors from the Director General to individual staff;

3. AfricaRice shall provide adequate and sustainable resources to manage security risks to the personnel and their eligible dependents, premises and assets; and

III. SECURITY ACCOUNTABILITY FRAMEWORK

The accountability framework clarifies the roles and responsibilities of the actors who have a key role within the organization security management system. It sets clear guidance to understand their commitments and the resources they need to deliver as expected.

A. Board of Trustees

AfricaRice is governed by a legally constituted Board of Trustees. The Board establishes the Centre's mission and strategy to address security issues; and monitors the results achieved; The Board has authority to approve the Security framework of the Center.

B. The Director General

The Director General is accountable to the Board of Trustees for the proper running and administration of the Organization and implementation of its programmes to include, in the context of this framework, the overall safety and security of AfricaRice personnel, premises and assets at headquarters and field locations. The Director General can delegate authority to the any of the EMC members who are individually accountable to him.

The DG will approve the Security Standard Operating Procedures and Country Security Guidelines to operationalize the security framework.

C. The Executive Management Committee

The members of the Executive Management Committee have a responsibility to support the Director General and Director of Corporate Services (DCS) in the discharge of his/her mandate related to the safety and security of all personnel employed by the organization and their recognized dependents, premises and assets":

1. Executive Management Committee members shall advise and support the DCS in situations where a rapid decision is required to avoid loss of life or to resolve an impasse at the country level;

2. The EMC meets as requested by the DCS or confers with the DCS by telephone or other means when the situation does not permit a meeting; and

D. The Director of Corporate Services

The Director General delegates to the DCS the authority to make executive decisions relevant to the direction and control of the AfricaRice security management system and the overall safety and security of personnel, premises and assets at both field and headquarters locations. He/She:

1. Advises the DG on all matters related to the security and safety of personnel, premises and assets of the organization;

2. Represents the DG on all security-related matters;

3. Oversees the development of security policies, practices and procedures for the AfricaRice system worldwide;

4. Coordinates with the CGIAR sister organizations to ensure a global security approach and strategy and compliance to the system security standards;

5. Prepares reports of the DG on all security-related matters; and

6. Directs the organizational response to crisis management as required.

E. Chief Security Officer

The Chief Security Officer (CSO) is a security professional appointed by the Director General to advise the DG, the DCD and the CSC on security matters. The CSO reports to the DCS and:

1. Serves as principal adviser to the DG and DCS on all aspects of security management, crisis readiness and preparedness at the AfricaRice duty stations;

2. Participates in and provides security inputs to operational planning;

3. Cooperates closely on security matters with AfricaRice representatives at the country level and all other officials of the CGIAR system at the duty station to ensure the best possible security management;

4. Develops contacts with national security agencies, with a view to obtaining the best possible protection for personnel employed by the organization and their recognized dependents and their property;

5. Serves as a member of the SMT at the country level;

6. Undertakes security risk assessments for all locations where personnel of the organizations of the AfricaRice system and their recognized dependents are present, and facilitates the implementation of recommended mitigating measures;

7. Prepares, maintains and updates the country-specific security, contingency plans and security lists of personnel employed by the organizations of the system and their recognized dependents;

8. Prepares and maintains current, feasible and realistic implementation plans for the relocation/evacuation to a safe haven;

9. Maintains an effective and functioning security and emergency communications system;

10. Establishes a system for briefing all personnel employed by AfricaRice upon initial arrival, providing local security training as necessitated and ensuring such personnel are kept informed of matters affecting their security;

11. Maintains up-to-date instructions for personnel employed by the system and their eligible dependents on precautions they should take in relation to the implementation of the security plan, including providing a comprehensive listing of emergency supplies they should have on hand and providing guidance on their behaviour during emergencies, including natural disasters and political crises;

12. Reports all cases in which personnel employed by the organizations of the system and/or their recognized dependents are involved in security incidents;

13. Conducts security surveys of residential areas and premises;

14. Maintains an appropriate level of confidentiality regarding security matters;

15. Monitors and reports to the DCS all instances of non-compliance with security policies, practices and procedures.

F. Country or Station Security Coordinator

In each country and designated station where AfricaRice is present, the senior-most AfricaRice official is by definition, the Country Security Coordinator (CSC). The CSC is accountable to the Director General, through the DCS, and is responsible for the security of AfricaRice personnel, premises and assets in the country or designated area. The Director General delegates to the CSC the requisite authority to take decisions as required, including, but not limited to, the mandatory relocation or evacuation of personnel. This authority shall remain subject to the authority and review of the DCS:

1. Implements the arrangements detailed in AfricaRice security policies and procedures as well as developing and implementing the required plans for the duty station;

2. Engages with the authorities of the Host Country to advocate full implementation of the Host Country's security responsibilities in respect of AfricaRice personnel, premises and assets;

3. Applies a Security Risk Management approach to all activities and operations;

4. Manages and directs all security activities at the duty station;

5. Recommends to the DCS suitable nominations to act as Country Security Focal Point;

6. Keeps the DCS informed, of all developments in the country, which have a bearing on the safety and security of the system;

7. In the event that operational matters affect safety and security, communicates this information to the DCS;

8. Implements any arrangements decided by the DCS in support of the Host Government's measures for the safety and security of AfricaRice personnel, premises and assets, as well as maintaining liaison with the Government of the Host Country on matters concerning the safety and security of personnel;

9. Collaborates on safety and security matters with intergovernmental and non-governmental organizations working as operational partners of AfricaRice in accordance with established guidelines;

10. Chairs the SMT and submits minutes to the DCS;

11. Keeps the members of the SMT, fully apprised of all security related information and measures being taken in the country;

12. Maintains a fully integrated operational communications system for security management;

13. In consultation with the SMT, appoints Chief Wardens and Wardens, verifies that they are adequately trained and equipped and provides their line manager with input for the individual's performance appraisal;

14. Prepares special arrangements, for the evacuation of internationally recruited personnel, and an internal relocation plan for locally recruited personnel;

15. In an emergency where it has not been possible to communicate with neither the DG nor the DCS, uses his/her best judgment in carrying out relocations/evacuations and reports to the DG or DCS, immediately thereafter;

16. Provides all AfricaRice personnel and their recognized dependents information on specific measures which they should take in relation to the security plan, and ensures that all such personnel receive adequate and appropriate security training;

17. Takes appropriate action when advised of non-compliance with AfricaRice security policies, practices and procedures, including referral to the organization concerned, as well as reports serious instances of noncompliance to the DCS;

18. Addresses specific security concerns for women as required; and

19. Appoints, a Country Security Focal Point and ensures that the Country Security Focal Point receives appropriate training to fulfil his/her responsibilities.

G. Security Management Team

The Security Management Team (SMT) will consist of the CSC, who acts as chair, the Country Security Focal Point, the Chief Warden and the Chief Security Officer. The SMT advises the CSC on all security-related matters.

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

1. Collectively provides advice and support to the CSC;

2. Meets on a regular basis to review the prevailing situation and ensures that security is being managed effectively at all locations throughout the country where personnel employed by the system are present;

3. Ensures that there are functioning and effective security and contingency plans which are maintained and implemented for all locations throughout the country where personnel employed by the Center and their recognized dependents are present; ensures that lists of personnel and their recognized dependents are up to date;

4. Ensures that each Chief Warden and Wardens are trained, equipped and ready to carry out his/her responsibilities;

5. Addresses specific security concerns for women as may be required.

H. Country Security Focal Points

The CSC, in consultation with the DCS and CSO, will appoint a staff member to act as Country Security Focal Point (CSFP) to support the CSC and SMT. CSFPs are accountable to the CSC, for

the security-related administration responsibilities. In accordance with their respective letters of appointment, he/she shall:

1. Manage the administration of day-to-day security-related matters;

2. Maintain up-to-date lists of personnel and their recognized dependents;

3. Maintain and updates the country-specific security plan;

4. Submit all security mandatory reports in a timely manner to CSO and DCS; and

5. Immediately report all security-related incidents involving AfricaRice staff and their recognized dependents to the CSC and CSO.

I. Chief Wardens and Wardens

Chief Wardens and Wardens are appointed by the DCS, in consultation with the CSC and CSO, to assist in the implementation of the security policy, operational procedures and arrangements. All Wardens are accountable to the CSC/CSO for their security related functions: He/She:

1. Functions as a channel of communication between the CSC and AfricaRice personnel, their recognized dependents and visitors staying at hotels in his/her zone;

2. Regularly informs personnel regarding security arrangements and the changes in the security environment;

3. Undertakes other security-related duties as assigned by the CSC or the CSO;

4. Regularly visits every family living in his/her area to ensure that they are aware of the security arrangements; and

J. Staff employed by AfricaRice

Personnel employed by AfricaRice are accountable to their organization. All such personnel, regardless of the rank or level, have the responsibility to abide by security policies, guidelines, directives, plans and procedures of the security management system. Staff are expected to:

1. Familiarize themselves with information provided to them regarding the AfricaRice security management system at their location;

2. Notify all official travel to their CSFP prior to traveling;

3. Attend to security briefings;

4. Know their CSC, Chief Warden, Warden, CSFP and CSO;

5. Comply with all system security regulations and procedures at the duty station, both on and off duty;

6. Behave in a manner which will not endanger their safety and security or that of others;

7. Report all security incidents in a timely manner; and

8. Attend and complete security training relevant to their level and role.

K. Representatives of other organizations hosted at AfricaRice and participating in the AfricaRice security management system

Representatives of other organizations hosted at AfricaRice who participate in the SMS are accountable to the AfricaRice Director General for all matters related to the security of their personnel at the duty station:

1. Implements appropriate actions to provide for the safety and security of their respective personnel and their recognized dependents at the duty station;

2. Ensures that safety and security is a core component of their respective programmes in the country and that appropriate funding is provided;

3. Consults with and assists the CSC / CSFP on all matters concerning security, and the implementation and maintenance of the country security plan;

4. Serves as a member of the SMT if required;

5. Advises the CSC, CSFP or Chief Security Officer and their respective Headquarters on the particular concerns of their organization regarding security;

6. Ensures full and complete compliance by their personnel and their recognized dependents with all security-related instructions;

7. Takes action on instances of non-compliance of security policies, practices and procedures and advises the CSC or CSFP on actions taken;

8. Ensures that activities of their organization are conducted in a way that minimizes the risks to personnel, premises and assets;

9. On a regular basis, provides the CSC with updated lists of all their personnel and their recognized dependents in the country;

10. Routinely advises the CSC regarding the whereabouts and the movement of their respective personnel and their recognized dependents, in accordance with procedures established at the duty station;

11. Ensures that movement of all personnel is undertaken in accordance with system rules and procedures;

12. Equip their respective personnel with required safety and security equipment as specified and trained in its use;

13. Requires that their respective personnel attend appropriate security awareness training and briefings;

ABBREVIATIONS

SMS	Security Management System
DG	Director General
EMC	Executive Management Committee
DCS	Director of Corporate Services
CSO	Chief Security Officer
CSC	Country Security Coordinator
SMT	Security Management Team
CSFP	Country Security Focal Point