

# EXTERNAL REVIEW OF PARTNER SECURITY

## BACKGROUND

Our new strategic priorities aim to address the underlying causes of the climate crisis. We will bring our investigative and advocacy skills to hold those companies and governments to account for their destruction of the environment, disregard for the planet, and failure to respect human rights.

These new priorities will influence where we work, how we work, and with whom we work, including collaborations with local partners and networks. We will continue to rely on local information networks: sources in the traditional sense and journalists, defenders, activists and human rights networks, local NGOs or other civil society organisations, or trusted individuals with whom we collaborate in-country level.

Based on our new strategic priorities, we would like to take this opportunity for a refreshed look at how we work with information networks.

## OBJECTIVES

We would like to commission an independent person or organisation to conduct a review of the following issues:

1. The effectiveness of our existing source protection measures
2. The extent to which the changing nature of our work with local partners and information networks may give rise to other risks that we need to consider
3. Recommendations for change to for example, policies, processes and training

## TERMS OF REFERENCE

1. The effectiveness of our existing source protection measures
  - a. Given the nature of and activities involving external partners, are our current source protection measures fit for purpose?
  - b. Does Global Witness adequately implement them?
2. Review the types of information networks that we currently work with across all campaigns and countries and how these may evolve over the coming years, given our strategic shift and the other considerations outlined above

3. Analyse the types of support that we should be providing to those information networks. Taking into consideration the varying levels of need based on country, issue and type of network, and taking into account both our legal and ethical obligations as well as external best practice, and compare these to the support that we provide now, covering at a minimum the following issues:
  - a. Security and risk management support and training, including physical and digital security, reliance on legal risks, and crisis response
  - b. Support for mental health and wellbeing
  - c. Logistical and financial support
  - d. Mutual accountability and transparency expectations and requirements
  
4. Consider whether we have the appropriate policies, procedures, and internal training in place to ensure that we can work responsibly with partners in potentially risky situations, covering at a minimum the following issues:
  - a. Governance, including around information-sharing, record-keeping, and the appropriate involvement of our Board so that they can fully meet their legal responsibilities as directors
  - b. Compliance, in terms of meeting all applicable laws, regulations and standards governing our work, both in countries where we employ staff and in countries where we carry out investigations, including but not limited to meeting our legal duty of care and ethical responsibilities to our sources and partners (e.g., whether we are treating current and potential sources and partners in line with leading industry standards, such as the IPSO editors code)
  - c. Management practices, e.g., whether source protection and other partner security issues are routinely discussed
  
5. Consider how best to develop our current security risk management framework to incorporate both an appropriate focus on source protection and a holistic approach to identifying and mitigating the full range of risks faced both by Global Witness and by our local partners, with a focus on the most severe risks based on a combination of likelihood and impact
  
6. Recommend policies, procedures and training to determine how we should decide when and on what basis to work with local partners and 'information networks' (with particular attention paid to the most vulnerable groups), including 'red lines' for deciding either not to pursue an investigation at all or to stop an investigation due to risk levels that exceed our risk appetite

## **METHODOLOGY**

Bidders are invited to propose the most likely approach to deliver the best outcomes in the time available and keeping costs to a minimum while ensuring that sufficient time and expertise is given to each area outlined in the Terms of Reference.

We do not expect that any single bidder will have the range of skills and experience to be able to complete the review without bringing in third parties to provide specific expertise in some areas. Therefore, we will consider proposals from bidders whose expertise covers some areas and who plan to bring in others to cover any gaps in expertise. We also welcome joint applications from bidders who feel that they have the combined expertise to fulfil the review requirements without bringing in third-party experts.

## **DELIVERABLES, TIMINGS AND BUDGET**

Bidders should produce a report in line with the terms of reference outlined above, focusing on identified lessons learned and recommendations. The primary reviewer should deliver the report in their name, including contributions from named external experts. The primary reviewer should consult Global Witness before finalising the selection of external experts.

A sub-committee of the Global Witness board (the external review commissioning group or ERCG) will commission the review but has delegated the management of the process to a member of the Global Witness leadership team.

The review should begin by mid-July, and a report made to the Board in early October.

Bidders should provide a budget to cover the total cost of the review, including the estimated time needed and the proposed day or other rates for the primary reviewer(s). It should also allow the costs of paying external experts to provide advice based on estimates of the time needed and the likely day rates that they might charge.

## **SKILLS AND EXPERIENCE REQUIRED**

We will consider proposals from individuals and organisations who have the necessary skills, expertise and practical experience to produce a comprehensive report covering all of the areas in the Terms of Reference and makes a set of appropriate and actionable recommendations for Global Witness.

We are not prescriptive about the qualifications required of bidders. However, as laid out above, we do not expect all bidders to carry out the full review without bringing in external experts on some of the areas outlined in the terms of reference.

## **INSTRUCTIONS FOR SUBMITTING A PROPOSAL**

Please submit a proposal to Nadia Bunyan, HR Director at: [nbunyan@globalwitness.org](mailto:nbunyan@globalwitness.org) by Monday 21 June 2021 at 23:59 GMT, which includes:

- An outline of relevant expertise
- Proposed approach
- Detailed timeline
- Aspects of the review you would carry out yourselves and those aspects where you would engage external expertise
- Total budget

If you would like to discuss this work before submitting a proposal, please email Nadia at [nbunyan@globalwitness.org](mailto:nbunyan@globalwitness.org) to arrange a time to talk.