



# International Security Framework

Approved by Secretary General 8 May 2017

## **1. SRC's approach to International Security**

- 1.1. SRC's International Security Framework is the cornerstone of our international security management approach that sets out the various principles, responsibilities and minimum requirements that aim to promote security risk awareness and safeguard our people, assets and programmes internationally.
- 1.2. This Framework applies across the full breadth of activities the SRC undertakes internationally.
- 1.3. SRC's approach to security management is firmly and inseparably based on its identity and obligations as a national Red Cross Society and consistent with the Seven Pillars of Security (Acceptance, Identification, Information, Regulations, Behaviour, Communications and Protection); and other relevant International Red Cross and Red Crescent security principles, approaches, policies and practices which include the International Red Cross and Red Crescent Fundamental Principles, the Statutes of the International Movement, the Code of Good Partnership, the Strategy of the Movement and pertinent resolutions. Highlighted resolutions include, but are not limited to: Seville Agreement (R7, CoD 1997); Supplementary Measures (R8, CoD 2005); Guidance on Relations between the Components of the Movement and Military Bodies (R7, CoD 2005); Use of Armed Protection for Humanitarian Assistance (R9, CoD 1995); Guidance on Relations with Other Actors Outside the Movement: Minimum Elements to be included in Operational Agreements between Movement Components and their Operational Partners (Annex to R10, CoD 2003); Movement Policy for Corporate Sector Partnerships (R10, CoD 2005); Use of Emblem (R5, CoD 1991); Role of NS as auxiliaries (R3, CoD 2007); NS preparations and response for responding in armed conflicts and OSV (R7, CoD 2011).
- 1.4. Authorisation to adopt practices that diverge from this Framework can only be granted by the International Director, consulting as necessary with the HR Director and/or International Security Advisor.
- 1.5. This Framework applies parallel to the Swedish Red Cross Code of Conduct.

## **2. SRC's Duty of Care**

- 2.1. SRC recognises that risks are an inherent feature of our operating environment and staff, seconded delegates and associated parties may experience security incidents, and may even suffer physical and psychological harm, with possibly fatal results. SRC is committed to providing, as far as is reasonably practicable, a working environment internationally that does not simply avoid security risk, but seeks to manage risk in a way that allows SRC to remain present and effective. This requires a preventative rather than a reactive approach to security risk management. This is achieved through a set of globally-applicable minimum standards and local additional standards, based on continual analysis of the context of operation in relation to SRC's humanitarian impact. As part of a preventative approach, SRC encourages continual discussion of security-related issues within the organisation.
- 2.2. Under Swedish law, the SRC retains a duty of care ("arbetsgivaransvar") to all staff and seconded delegates travelling or deploying internationally that have a contractual relationship to SRC.
- 2.3. SRC also retains a duty of care to volunteers, students and other parties, including dependents, travelling or deploying internationally where this has been arranged, sanctioned and insured by SRC.

- 2.4. SRC also has obligations concerning the security of associated parties where the purpose of their travel or presence internationally is defined by SRC. SRC does not however have full duty of care or an obligation to provide insurance to officially contracted consultants and non-SRC official visitors to SRC programmes and this must be clear before travel.
- 2.5. SRC has an obligation to instruct (“instruktionsskyldighet”) its staff, volunteers, seconded delegates and associated parties concerning the conditions of international travel and deployments. This means that SRC must take all reasonable steps to inform all deploying or travelling internationally of the security risks involved in their travel or deployment so an informed decision to voluntarily accept those risks can be made. All staff, seconded delegates and associated parties also have a responsibility to independently inform themselves of the security risks involved in their travel or deployment, and to read, question and acknowledge the information provided by SRC, so that documented mutual informed consent exists between SRC and the individual when the individual accepts travel or deployment.
- 2.6. Aspects of SRC’s obligation to instruct may be subject to a contractual arrangement with other organs of the International Red Cross and Red Crescent Movement, for example in secondments. This does not mean that SRC fully transfers duty of care. Where such a contract is involved, this shall be explicitly stated so that the individual and SRC are fully aware of what elements are subject to the contractual arrangement and what elements are retained by SRC.
- 2.7. It follows that SRC retains its responsibility to validate, appraise and transparently and formally approve the security management arrangements of Movement partners in the country of travel or deployment as part of ensuring SRC fulfils its duty of care.
- 2.8. SRC must have an incident reporting procedure that ensures a proportionate response and appropriate support is given. The procedure shall employ three categories of incident: operational incident, potentially critical incident, and critical incident. All incidents are to be reported and actively managed to resolution and institutional learning applied.
- 2.9. SRC shall retain comprehensive globally-applicable insurance policies for international travel and deployments that cover health, accident, travel, war, Medevac, and general and workplace liability.

### **3. Overarching Principles**

#### **3.1. Primacy of Life**

- i. No individual should place themselves at serious risk in order to meet programme objectives or protect SRC property. This principle takes precedence over any expectation that might be placed on staff, seconded delegates or associated parties to exercise diligence in their work.

#### **3.2. Proportionate risk and its relation to humanitarian impact**

- i. Security risks are inherent in all environments in which SRC operates. SRC may adopt a higher or lower tolerance of security risk depending on the location and the specific nature of the organisation’s activities.
- ii. SRC may only accept higher levels of security risk where its humanitarian impact necessitates a higher tolerance of insecurity. Direct immediate life-saving activities are the reference point for determining humanitarian impact.

- iii. In order to ensure that the resources SRC employs in addressing security risk, and security risk mitigation measures are proportionate, SRC must have a consistent system for determining levels of risk at country level and apply this globally, with a focus on SRC's operations, Movement perspectives, and an external source of reference.

### 3.3. Equitable Security

- i. SRC strives for equality in its security approach, including in its assessment of available medical services internationally. SRC recognises however that individuals may face different risks or be more vulnerable to certain threats because of their ethnicity, cultural background, nationality, gender or sexuality. Individuals should be informed of any specific risks they may face, and be advised how to minimise these risks. In some circumstances the prevailing security context or specific non-mitigatable risks to an individual or programme may require SRC to take preventative action.
- ii. Notwithstanding its status as an independent humanitarian organisation, SRC's security risk assessment globally and in any given context is governed by the fact that it is a Swedish organisation based in Sweden and subject to Swedish law. SRC may also be directly or indirectly affected by events and policies related to Swedish interests. This means that SRC may therefore restrict, curtail, or otherwise change requirements related to nationality in recruitment and/or the deployment of staff, seconded delegates and associated parties based on the prevailing security environment and SRC's capacity to manage incidents and mitigate security risk.

### 3.4. Visibility

- i. All SRC staff will be provided with appropriate SRC photo identification. The extent to which this identification, and any other SRC identification including clothing and flags, is displayed will be determined with reference to the Lead Agency of the Movement's humanitarian response in the particular context.
- ii. Seconded delegates under the direct security management of a Movement partner will carry identification relating to the Movement partner to which they are seconded, and must comply with their visibility regulations.
- iii. SRC staff operating under 1) an Integration Agreement or an ERU Deployment with IFRC, or 2) a CAA or IP with ICRC, or 3) a consortium arrangement with another National Society shall follow the respective visibility and identification guidelines detailed in the relevant agreement.

### 3.5. No Involvement with Arms

- i. SRC staff, seconded delegates and associated parties must not carry or take up arms or weapons and must not use or hire armed personnel either directly or indirectly. Arms and armed personnel must not be allowed in SRC premises or vehicles, unless staff are being threatened or coerced. Permission to utilise any form of armed protection may only be granted by the International Director, in consultation with the ICRC and other Movement partners as applicable.

### 3.6. Specific Involvement with State Actors, Armed Forces and Military Assets

- i. SRC must ensure that any relationship with States, including Swedish or other civil contingencies agencies and authorities operational internationally, does not conflict with Movement principles and policies, or affect the safety and security of

humanitarian personnel and beneficiaries. Any use of military assets including personnel must be authorised by the International Director in consultation with the respective Movement partners as required.

- ii. SRC, as an independent humanitarian organisation, considers Swedish Government instructions as advisory and one element in SRC's assessment of risk in any given context.

### **3.7. No Ransoms**

- i. In the event of the abduction, detention or kidnapping of staff, seconded delegates or associated parties, SRC will do everything possible to secure their release. However, it is a strict Swedish Red Cross policy not to pay ransoms or provide any other goods or services under duress and SRC has not and will not procure insurance in this regard.
- ii. Staff, seconded delegates and associated parties must be informed of this no-ransom policy and be advised that they must not take any action or make any provision that conflicts with this policy.

### **3.8. Right to Withdraw and Refusal to Deploy**

- i. All SRC staff, seconded delegates and associated parties have the right to withdraw from an area/country due to security concerns, irrespective of SRC's assessment of risks in that location. The precise timing of a withdrawal is however to be decided by the SRC or the Movement partner responsible for security management in the location. The reasons for a withdrawal must be discussed with relevant stakeholders, to include one's Line Manager.
- ii. All SRC staff, seconded delegates and/or associated parties have a responsibility to make their own risk assessment before deployments and travel and may possibly conclude that they do not wish to travel to a particular place at a particular time. There will be no sanction by SRC in the case of a refusal to make an individual trip. The reasons for a refusal to travel must however be discussed with relevant stakeholders, to include one's Line Manager.

### **3.9. No Right to Remain**

- i. SRC has the right to suspend activities or withdraw its staff and associated parties from situations where it considers the risks to be too high to warrant continued presence. Staff do not have the right to remain in a location if they have been directed to withdraw by management. If they choose to remain this will result in disciplinary procedures; most likely the immediate termination of their contract. As such, anyone refusing to withdraw would no longer have access to SRC or other Movement facilities and waive all rights afforded to them, including insurance and representation by SRC, should they decide to remain.
- ii. All SRC seconded delegates must comply with the instructions of their Movement partner management according to their assessment of the security risk.
- iii. In the event of any discrepancy between the instructions of the Movement partner and SRC, it is SRC's International Director's instructions that must be followed.

## **4. Operational Roles and Responsibilities**

- 4.1. The ultimate accountability for security within SRC rests with the Secretary General.

- 4.2. Overall responsibility for the security of all staff, seconded delegates and associated parties travelling or deployed outside of Sweden rests with the International Director, who is responsible for the existence, relevance, application and maintenance of an International Security Framework that determines how this overall responsibility is exercised.
- 4.3. Respective Regional Managers hold formal responsibility for ensuring that sufficient security management provisions in compliance with SRC's International Security Framework exist and are resourced in SRC Field Stations and in contexts where SRC programmes require staff to be regularly present.
- 4.4. The Head of the Disaster and Policy Unit holds formal responsibility for ensuring that sufficient security management provisions in compliance with SRC's International Security Framework exist in surge/ERU deployments.
- 4.5. Country Representatives and Heads of Desk are accountable to their Regional Managers for ensuring that these security management provisions are being delivered and maintained in their respective countries.
- 4.6. All SRC Line Managers (Head of Unit and above) retain a duty of care for their staff when they are travelling or deploying internationally and are responsible for ensuring that they and their staff are aware of and can adhere to this Framework.
- 4.7. In the event of a critical incident involving SRC staff outside of Sweden, SRC's Strategic Security Group (SSG) shall ensure that a dedicated International Critical Incident Management Team (OCIMT) under the operational management of the International Security Advisor or identified alternative, is formed. The SSG is responsible for the strategic management of the incident, and comprises the International, HR and Communications Directors under the leadership of the International Director. The International Director is responsible for liaison with the Secretary General.
- 4.8. Individual SRC staff, seconded delegates and/or associated parties bear a responsibility for their own security, and are expected to inform SRC of any material fact that can negatively affect the security of themselves or others, and to behave in a way which reduces as much as possible the risks to themselves and to their colleagues.
- 4.9. The SRC International Security Advisor provides support, guidance and advice to SRC's Management and prepares the necessary procedures and tools to maintain compliance with this Framework.
- 4.10. The summary of Minimum Security Requirements applicable to all SRC international presences is at Annex 1 and forms an integral part of this Framework.
- 4.11. A summary matrix of international security roles and responsibilities is at Annex 2; and a schematic representation at Annex 3; Annexes 2 and 3 can be reviewed and adapted following formal changes in organisational structure.

## **5. Compliance and disciplinary measures**

- 5.1. All SRC staff, seconded delegates and associated parties are responsible for ensuring that they understand and adhere to this Framework, in addition to all other operational security procedures and regulations in place. Failure to comply,

or behaviour that jeopardises the security of themselves, their colleagues or SRC assets, will constitute a breach of SRC's Code of Conduct and will result in disciplinary action.

- 5.2. Associated parties who fail to comply with the provisions of this Framework and/or the security regulations and procedures in place in the country of assignment may have their association with the SRC terminated.
- 5.3. All SRC staff are responsible for reporting any actions or behaviour that breach the provisions of this Framework or jeopardise the security of SRC staff or assets. Failure to report any known breaches may also result in disciplinary action.

## **6. Public communications and security**

- 6.1 The Director of Communications is responsible for ensuring that all communications concerning SRC and Movement operations internationally protect and promote the security of Movement personnel through conforming to relevant Movement guidelines and the fundamental principles with particular reference to the principle of neutrality.
- 6.2 All SRC staff interacting with media are responsible for ensuring that all statements protect and promote the security of Movement personnel through conforming to Movement guidelines in the context concerned.

## **7. Recruitment and training**

- 7.1. All staff recruited to SRC for positions that involve deployment or significant international travel, regardless of Department, shall be sufficiently experienced and trained to fulfil their duties safely and effectively from the date of their assumption of their position or such deployments or travel shall be postponed to allow compliance with this requirement to be attained.
- 7.2. The HR Department is responsible for taking all reasonable steps to confirm that potential staff are sufficiently physically and mentally resilient to fulfil their duties before they are formally employed.
- 7.3. The recruiting manager is responsible for ensuring that advertised requirements and selection criteria for security-related experience and training accurately reflect the context(s) to which staff are to be deployed and that these criteria are adhered to in the selection of staff.
- 7.4. The SRC International Security Advisor quality-assures and approves security training offered to staff and maintains a database of approved training courses, and a system for recommending participants.

## **8. Development and review**

- 8.1. All SRC staff have a responsibility to share observations that can improve this Framework and/or its application to the International Director or the International Security Advisor.
- 8.2. A formal review of this Framework is to be commissioned by the International Director every 3 years, or as directed by the Secretary General, or following the resolution of a Critical Incident.

## ANNEX 1 MINIMUM SECURITY REQUIREMENTS

Code of Conduct	
<b>Code of Conduct</b>	During travel or deployment internationally, all SRC staff, seconded delegates and associated parties must abide by SRC's Code of Conduct, which takes precedence over other similar documents.
Travel Security Procedures	
<b>Pre-Departure Control Measures</b>	<p>Prior to departure, all travel internationally on SRC business must abide by a set of control measures proportionate to the level of risk determined by SRC to be present in the country. The list of control measures is to include at a minimum:</p> <ul style="list-style-type: none"> <li>&gt; Formal authorisation to travel</li> <li>&gt; Staff profile form and contact information</li> <li>&gt; Check-in protocol</li> <li>&gt; Health preparations and vaccinations</li> <li>&gt; Telecommunications preparations</li> <li>&gt; Country entry requirements</li> <li>&gt; Accommodation and transfers</li> <li>&gt; In-country ('field') travel procedures</li> <li>&gt; Familiarisation with incident reporting procedures</li> <li>&gt; Proportionate security training and experience</li> <li>&gt; Movement-derived security briefing and preparatory information</li> </ul>
<b>Travel Authorisation &amp; Monitoring</b>	<p>Prior to departure, all travel internationally on SRC business must be first authorised by the responsible Line Manager. It is the responsibility of the Line Manager to ensure that the individual(s) travelling are compliant with the standards for preparation and health that are applicable to all travel internationally.</p> <p>The respective Regional Manager is responsible for ensuring that the proposed travel is compliant with the control measures determined by the context, including ensuring security briefings and access to adequate preparatory information, and they are satisfied that the objectives of travel are weighed against the security risks.</p> <p>The International Security Advisor is to advise on travel to higher-risk destinations.</p> <p>All travel by staff, delegates and associated parties to higher-risk destinations must be authorised by the International Director.</p>
Country Security Management Procedures	
<b>Context and Security Risk Analysis</b>	Under the overall responsibility of the respective Regional Manager, a context and security risk analysis in order to determine compliance with the standards below must be completed by Country Managers and Heads of Desk where SRC retains a staff presence or conducts regular visits. This must be updated by monthly reporting. This must further be reviewed on an annual basis, or following a significant change in the context, or following a critical incident, whether SRC is directly involved in the incident or not.
<b>Country Security Management</b>	<p>It is the responsibility of the Regional Manager to ensure that Country Security Plan is in place in all contexts where SRC has a Field Station or ongoing programmes that require a regular SRC staff presence.</p> <p><i>If security management has been arranged through a formal agreement with one or more Movement partners, such as through an Integration Agreement, CAA or similar, the capacity of the Movement</i></p>

*partner and SRC to implement their respective responsibilities under the agreement shall be formally assessed, and SRC must ensure that where gaps exist, that these are explicitly stated and as far as possible mitigated.*

The plan should contain the following four resources:

### **1. Regulations**

- > Security Regulations must exist which outline the various control measures (rules) that SRC staff and associated parties must abide by in the country.
- > Regulations should have a practical focus and cover communications locally and with SRC in Stockholm, specific protocols on transport and field movements including restricted areas; site security and safety; and local check-in protocols and incident reporting procedures.
- > Regulations must include a Contingency Plan, which lists which observable and measurable indicators in the context that are then used to determine the level of security control mechanisms applied at any given time.

### **2. Relocation & Hibernation**

- > A Relocation & Hibernation Plan must be established which defines how SRC staff are to relocate or hibernate both within country and outside of the country in a planned and rehearsed manner, covering slow and rapid onset deteriorations in security or emergencies. This must be based on the Contingency Plan and its indicators.
- > All SRC staff including visitors must have *independent* access to telecommunications and collective unhindered access to vehicles – and staff based in the country must be able to drive them - to allow them to follow relocation and hibernation procedures, taking into account the number and location of offices and residences.
- > The plan must respect that the decision to suspend activities or withdraw/relocate from an SRC Field Station on the basis of security concerns must be either authorised by the International Director or following all reasonable attempts to obtain such authorisation.

### **3. Medical Evacuation & Repatriation**

- > A Medical Evacuation & Repatriation Plan must be developed to provide assurance that medical assistance can be acquired by SRC staff in-country.
- > Where the provisions of SRC's medical assistance provider only extends across a limited geographical scope and therefore does not cover all SRC presences, Regional Managers in consultation with their staff, International HR, and the International Security Advisor must establish alternative measures that ensure emergency medical assistance can still be acquired or make explicit where it cannot be acquired.

### **4. Country Security Information Sheet**

- > A Country Security Information Sheet must be developed to provide potential incoming SRC staff and visitors with an overview of basic preventative health information, security risk rating, security management arrangements, entry requirements and processes,

	and other practical security advice or guidance that assists in forming decisions concerning potential travel or deployment to the country.
<b>International Security Advisor's Review</b>	A formal review of country security arrangements shall be led by the International Security Advisor at least every third year, or following significant changes to the arrangements, or within the context of the establishment of a new SRC Field Station, or following a withdrawal or a prolonged relocation.
<b>International Incident Reporting and 'I'm OK' Procedures</b>	
<b>Operational security, safety and medical incidents</b>	The management of medical incidents are to be supported by an HR function and the management of security and safety incidents are to be supported by a security function.
<b>Immediate Incident Reporting</b>	All incidents and 'near misses' involving SRC staff must be verbally communicated to SRC immediately so that its criticality can be assessed. Within 24 hours of an incident occurring, it must be reported in writing to the Regional Manager and the International Security Advisor.
<b>Post-Incident Follow Up</b>	All reported incidents must be appropriately followed up by relevant stakeholders to ensure that control measures are applied to prevent the reoccurrence of future incidents, and that the SRC meets any obligations to report the incident internally or externally.
<b>International Critical Incident Management Procedures</b>	
<b>International Critical Incident Management functions</b>	SRC must establish and maintain a dedicated team capable of responding to any incidents defined as critical on behalf of the organisation. The team is to be based in Stockholm. The operational response to the incident is to be led by the International Security Advisor or nominated appropriately experienced alternative, reporting to a Strategic Security Group comprising the HR, Communications and International Directors under the leadership of the International Director, which in turn reports to the Secretary General.
<b>International Critical Incident Management Plan</b>	The International Critical Incident Management Team and Strategic Security Group must be provided with an operational plan and annual training that aims to support the team with managing and responding to critical incidents.
<b>Recruitment and Security Training Procedures</b>	
<b>Recruitment</b>	Required experience and training proportionate to risk must be explicit in all stages of a recruitment process and must be verified prior to an individual's employment.
<b>Security Training</b>	All security training given to SRC staff must meet <u>two</u> criteria: <ul style="list-style-type: none"> <li>- a solid grounding in personal security awareness, including practical and technical exercises</li> <li>- a solid grounding in Red Cross/Red Crescent Movement security approaches at individual, management and institutional levels.</li> </ul>