

# **Guideline SRC Security Risk Engagement Scenarios**

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# 1 Introduction

Risks are inherent in all environments in which the Swedish Red Cross operates. However, SRC's international engagements, as part of the RCRC Movement, often require staff and delegates to work in areas of the world where they are exposed to higher levels of risk to their personal security and safety, their physical health, and their wellbeing. Managing these risks effectively is integral to the achievement of SRC's international engagement strategy and in meeting its duty of care obligations towards personnel. The document as such is a supplement to the International Security Framework Duty of Care guidelines.

In producing this document, SRC sets out the scope and nature of the risks that personnel face in the organisation's international work and describes the risks it has the capacity to manage and those it does not. The organisation's attitude to risk for international operations serves as guiding principles for managers when planning programmes and activities and is intended to point to when greater analysis is required in order to make informed 'risk-sensitive' decisions.

SRC's Governing Board is ultimately accountable for all of the organisation's operations. It delegates monitoring the organisation's risk exposure in international operations to the Secretary General supported by the Senior Management Team (Ledningsgruppen), who in turn must ensure appropriate risk management systems and procedures are embedded across the organisation. Decisions on organisational risk exposure must be subject to an objective review by senior management, and responsibilities and criteria for escalating these decisions must be clearly identified and maintained.

These engagement scenarios should be reviewed periodically to ensure they remains relevant to the organisation's international programming, its risk capacity, and the environments in which it operates. The responsibility for this lies with the International Director.

## 2 Approach to risk management

SRC's approach to risk management is defined as the level of risk the organisation is willing to undertake in pursuit of its strategic objectives. This is on a general level considered across several risk management areas including finance, legal and compliance, operations, information, reputation, and staff health, safety and security.

SRC's approach to staff health, safety and security risks in its international operations is set in SRC's International Security Framework which outlines the principles, responsibilities and minimum requirements to safeguard people, assets and programmes internationally, and in the context of SRC' duty of care obligations to staff and delegates.

<b>SRC's Statement on security risk management</b>	<p>SRC adopts a <b>diligent and proactive approach</b> to risks regarding the health, safety and security of its personnel. Rather than simply avoiding such risks, the organisation will always seek to take prompt and effective action to manage risks in a way that allows SRC to remain present and effective in its international engagements.</p> <p>SRC seeks to avoid any risk exposure that could result in significant harm or injury to its employees, those acting on its behalf, or for whom it has a level of responsibility. SRC will seek to mitigate risks that place personnel at clear risk of physical harm or injury, when and where reasonable alternatives exist.</p> <p>In the pursuit of the organisation's international strategic direction and in its support to the RCRC Movement, SRC is willing to tolerate an increased level of risk exposure within its international programming where significant humanitarian impact or strategic value is clearly identified.</p> <p>SRC recognises that there are risks inherent in its international activities and that some mitigation measures may be limited in certain contexts, due to the specific operating environment and/or the availability of resources and support. However, the organisation does expect risks to be mitigated to their lowest practicable level. Where significant residual risks remain, further analysis is required and specialist advice must be sought, and final approval must be given by senior management.</p> <p>SRC will take swift action to restrict or stop programmes and activities where it does not have the capacity to manage security risk.</p>
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### 3 Risk Management Capacity

Risk capacity is an objective assessment of the risk levels the organisation can sustain given its operational footprint and resources, and its risk management capabilities and expertise.

<b>SRC's Risk Management Capacity</b>	<p>SRC has limited internal security risk management capacity at its operational and programme levels.</p> <p>Consequently, SRC will always seek security arrangements and agreements with RCRC Movement partners or host organisations in order to manage staff and delegate security and safety in country. Risk management capacity will vary depending on the partner or host providing this support, and the quality of the security management arrangements.</p> <p>In situations where no suitable security arrangement or agreement, either through a RCRC Movement partner or host, is available and SRC is required to manage the security of its own staff and delegates, the organisation will adopt a more cautious approach to its risk exposure.</p> <p>Security advice and support to management is provided at HQ level by SRC's Security Advisor, who in turn works in a network of security professionals throughout the RCRC Movement.</p>
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	<p>SRC has a Critical Incident Management structure and plan established at HQ level to coordinate and manage the organisation’s response to critical incidents affecting staff and delegates.</p> <p>SRC has no dedicated staff health function Staff and delegates are instead provided with emergency medical assistance provision through health insurance while travelling and working internationally. Staff and delegates have access to psychosocial support arrangements either locally or globally, through professional service providers or RCRC Movement partners.</p>
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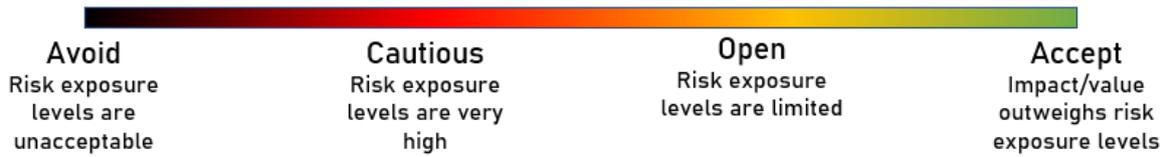
## 4 Engagement Scenarios

Decisions on risk exposure are rarely clear cut and will always require a level of interpretation and pragmatism to ensure effective implementation. There are several factors that influence SRC’s decision-making in its international programmes and activities, including:

- The level of risk present in the location.
- SRC’s confidence in the quality of security arrangements and mitigation measures in place, including SRC’s capacity to manage and/or support critical incidents affecting staff and delegates, both institutionally and in that specific location.
- The personal profile of the individual staff and delegates, and their level of security experience and training, in relation to the risk environment.
- The humanitarian impact of SRC’s presences and activities.

The humanitarian **impact of SRC’s presences and activities shall always be considered as part of security advice and management decisions.** Where SRC’s staff are directly carrying out life-saving operations, the highest level of risk in relation to SRC’s capacity can be tolerated. Higher levels of risk can also be tolerated where the presence of SRC’s staff, including through visits, is essential to the day-to-day activities of Movement partners who are carrying out life-saving operations. Essential means that if SRC staff were not present, partners’ activities would immediately stop or be seriously restricted. Activities that contribute to the quality, but are not determinant to the existence, of SRC’s or partners’ operations shall be assessed more critically. Activities that contribute to Movement relations but are not determinant to the existence or quality of SRC’s or partners’ operations, shall also be assessed more critically.

Different engagement scenarios, based on typical scenarios within SRC’s international programmes and activities, can be used to guide managers on the type of engagements the organisation considers acceptable or not, depending on the level of risk and the overall humanitarian impact or strategic value. These engagements could for illustrative purposes be reflected on a scale that ranges from ‘Avoid’ to ‘Accept’. Below, indicative scenarios are used as examples, while actual risk decisions are made on a case by case basis.



	Engagement Scenarios
<b>Avoid</b>	<ul style="list-style-type: none"> <li>– Any situation or location where the feasibility of managing security has not been considered</li> <li>– All situations or locations where there is a credible and direct threat of significant harm to SRC staff and delegates</li> <li>– Any IFRC or SRC delegate deployment, ERU/Surge deployment, short-term visit, or workshop/event where staff are clearly not sufficiently trained and/or experienced for the risk level at the location</li> <li>– Situations or locations where partners/hosts clearly have limited security management capacity and/or are unable to provide appropriate support to SRC’s staff and delegates.</li> </ul>
<b>Cautious</b>	<ul style="list-style-type: none"> <li>– Any delegate deployment, short-term visit, or workshop/event in <b>EXTREME</b><sup>1</sup> risk locations with <b>MODERATE</b><sup>2</sup>, or below, rated security management arrangements</li> <li>– ERU/Surge deployments in <b>HIGH</b> risk locations with <b>MODERATE</b>, or below, rated security management arrangements, with major humanitarian impact/strategic value.</li> <li>– Delegate deployments in <b>MODERATE</b>, or below risk locations with <b>LOW</b>, or above, rated security management arrangements.</li> <li>– Technical advisor visits, official visits, or workshops/events in <b>MODERATE</b>, or below, risk locations, with <b>LOW</b>, or above, rated security management arrangements.</li> <li>– IFRC delegate secondments in <b>HIGH</b> or <b>EXTREME</b> risk locations</li> <li>– Activities involving media/public communications in <b>MODERATE</b> or above risk locations</li> <li>– Technical advisor visits, official visits, or workshops/events in <b>HIGH</b> risk locations, with <b>MODERATE</b>, or below, rated security management arrangements, and with major humanitarian impact/strategic value.</li> </ul>

<sup>1</sup> Country/location risk ratings are currently based on Drum Cussac’s country risk ratings using the ‘Security’ filter. These may be adjusted to a higher level of risk on the basis of more detailed information received through SRC presences, RC/RC Partners or other similar sources. Adjustments shall be documented.

<sup>2</sup> Security arrangement confidence ratings are based on due diligence processes and referenced in the Security Advisor’s regular reporting.

<b>Open</b>	<ul style="list-style-type: none"> <li>– Technical advisor visits, official visits, or workshops/events in <b>HIGH</b> risk locations, with <b>HIGH</b> rated security management arrangements</li> <li>– ICRC delegate secondments<sup>3</sup> in <b>EXTREME</b> risk locations.</li> <li>– Delegate deployments in <b>EXTREME</b> risk locations with <b>HIGH</b>, or above, rated security management arrangements, with major humanitarian impact/strategic value.</li> <li>– IFRC delegate secondments in <b>MODERATE</b> risk locations</li> <li>– ERU/Surge deployments in <b>HIGH</b> risk locations with <b>HIGH</b>, or above, rated security management arrangements.</li> <li>– Technical advisor visits, official visits, or workshops/events in <b>MODERATE</b> risk locations, with <b>MODERATE</b>, or below, rated security management arrangements</li> </ul>
<b>Accept</b>	<ul style="list-style-type: none"> <li>– ICRC delegate secondments in <b>HIGH</b>, or below risk locations.</li> <li>– Technical advisor visits, official visits, or workshops/events in <b>LOW</b> risk locations</li> </ul>

In any circumstances when SRC is required to assume an increased level of risk, managers have the responsibility to ensure that a detailed risk assessment is undertaken in accordance with the International Security Framework and in consultation with involved stakeholders to ensure that relevant risks and the potential humanitarian impacts or strategic value of the engagement are fully evaluated before any actions are authorised.

## 5 Risk Monitoring

Regular monitoring of SRC’s risk exposure enables its leadership to ensure its actual risk exposure remains aligned with its capacity to manage those risks.

Risk exposure is monitored using SRC’s Key Risk Indicators (KRIs). KRIs are a set of indicators that illustrate the level of risk the organisation takes in its international programmes and with staff and delegate travel. KRIs are updated regularly, minimum on a tertiary basis. Tolerance limits and triggers are assigned to KRIs in the form of notes for management response to assist in identifying when actual exposure exceeds the organisation’s capacity to manage risk.

SRC’s KRIs are reviewed and endorsed by both the International Management Team and the SMT (Ledningsgruppen) and reported also to the SRC’s Board of Directors.

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<sup>3</sup> ICRC delegate secondments are currently limited to nationals and, exceptionally, permanent residents of Sweden.