

# : CHAPTER 12 :

## CRS Security Management Principles and Standards



## : NOTES :



## CRS Security Management Principles and Standards

### Principles of CRS Humanitarian Relief Programming

All CRS staff based or traveling overseas, particularly in areas of conflict, need to understand the values, principles, and legal frameworks which inform CRS' mandate and operational guidelines. As discussed in Chapters 1 and 2, these values, principles and legal frameworks (including codes of conduct and international community coordination mechanisms) are foundational to CRS security management decisions. It is equally important that partner organizations, the church, local authorities, and the surrounding population are aware of CRS' values and operational principles. This transparency helps to ensure that the motives of CRS are clear to all actors present in the operating environment. This chapter seeks to summarize the core guiding principles and frameworks which orient CRS' operational decisions equally in non-conflict and in conflict situations.



#### The CRS Justice Lens and Humanitarian Principles

The operating environment in a complex humanitarian emergency (CHE) provides complex challenges to humanitarian relief organizations. The humanitarian aid community has recognized that aid in CHEs has tremendous potential to not only save lives at a given moment in time, but also has potential to be manipulated by belligerents and serve as a negative element in the conflict dynamic. The aid community as a whole is actively examining the role of aid in conflict situations. One landmark resource guiding this explanation is Mary B. Anderson's "Do No Harm: How Aid Can Support Peace—or War."

Over the past few years, the humanitarian aid community has begun a process of examining what International Humanitarian Law (IHL) means for NGOs. One important step is the promotion of respect for IHL through increased cooperation of UN agencies and NGOs to define humanitarian principles and protocols as a framework for providing relief in complex emergencies.



Examples of work in this area include the development of joint NGO humanitarian principles and protocols in countries such as Sierra Leone, Liberia and Sudan. In addition, the Red Cross Movement and NGOs published the *Red Cross Movement and NGO Code of Conduct* that articulates the application of IHL to relief work. CRS (both as CRS and as a member of the Caritas Internationalis Federation) is a signatory to the *Red Cross Movement and NGO Code of Conduct*. See Chapter 13 Appendices for full text of this document.

CRS also developed its own set of principles, the Harper's Ferry CRS Guidelines for Humanitarian Aid in Conflict Situations, in 1992. In global terms, the various codes, principles and guidelines that relate to CRS's work in conflict situations support one another. See Chapter 13 Appendices for full text of the guidelines.



#### CHECK LIST: Consistent Communication by CRS Staff

All CRS staff as part of the onboarding process should receive a full overview of the various CRS principles, strategy, encyclical, and code of conduct documents that inform our approach to humanitarian work and security management more specifically.

- ✓ CRS Mandate and key messages.
  - Provides assistance based on impartial analyses of need.
  - Is an independent non-governmental organization, free from political

- influence both in the United States and within the host country.
  - CRS is open and transparent and stresses accountability in programs.
- ✓ CRS guiding principles and key messages.
  - Dignity of the Human Person.
  - Common Good.
  - Subsidiarity.
  - Social Nature.
  - Rights and Responsibilities.
  - Solidarity.
- ✓ Core humanitarian principles that underpin all relief work in complex humanitarian emergencies and key messages.
  - Non partisanship.
  - Impartiality.
  - Independence.
  - Transparency.
  - Accountability.



This section highlights the different frameworks that donors, UN agencies and the NGO community apply and expect other agencies to implement in order to keep staff and their families safe and secure. Overseas Foreign Disaster Assistance (OFDA) requires that all proposals comply with Interaction Security Guidelines.

### SECURITY GUIDELINES<sup>1</sup>

The purpose of a security plan is to enable staff to act effectively and mitigate the effects of security problems in a manner appropriate to the agency. A field security plan is based upon an individual agency's security strategy, which reflects its overall approach to security based upon the agency mission, mandate, principles, policies and programs as well as understanding of the context.

The planning process is as important as the plan itself. An individual should be designated the responsibility for leading the development of the plan, as well as the periodic review and updating of the plan. Staff who will be expected to implement the plan should be involved in its development. This helps foster more complete implementation by ensuring that the plan is realistic in its assumptions about the situation threats, and will encourage staff willingness and ability to implement it. The staff also thus understands all aspects of the plan and feels ownership of the plan, thereby increases the desire to promote adherence to the plan.

### Components of a Security Plan

- **Introduction**
  - Purpose of the plan.
  - Identification on the persons responsible for security and for leading the development, review and updating of the plan.
  - Intended users of the plan (which staff, locations, etc. are covered).
  - Location of a master plan and distribution list.
- **Background**
  - Articulation of agency mission, mandate (if applicable), principles and policies related to security.
  - Summary of the situation (political, economic, historical military, etc.).
  - Threat Assessment (indicating most likely types of threats NGOs will face).

<sup>1</sup> These guidelines also appear as in the OFDA PVO Proposal Guidelines of October 1998.

### ▪ **Standard Operating Procedures**

Outline the procedures for daily operations and routines as well as individual responses to incidents. For all procedures include 1) what to do/what not to do; 2) how to do it, as appropriate; 3) with whom 4) when it is to be done, frequency and sequence; 5) where it is to be done. Suggested areas of concern are:

- Site selection and management (offices, residences, etc.).
- Movement and transport (vehicles, convoys, etc.).
- Telecommunications ( regular use and during emergencies).
- Post incident actions (reporting, analysis, etc.).

### ▪ **Contingency Plans**

Outline procedure for incidents requiring complex, multi-personnel response. Include the same information as for standard operating procedures. Include line of communication and authority. Articulate alternative options.

- Evacuation.
- Medical evacuation.
- Death of staff.
- Other high risk, foreseeable events.

### ▪ **Supporting Information**

- Warden system with contact information and instructions to locations.
- Cooperating agencies, contact persons and information (phone numbers, radio frequencies, etc.).
- Contact information for government officials, airport, hospital, etc.
- Maps with assembly points, routes, borders.
- Emergency supply inventory.
- Incident reporting forms.

### **Check List**

- ✓ All new staff members should be given a briefing on the situation and threats, a copy of the plan and any training required to implement the plan.
- ✓ The plan should be tested and updated at regular intervals and whenever there is a change in the situation or threats faced by the NGO.

### **InterAction Minimum Operating Security Standards (MOSS)**

InterAction members recognize that being accountable to the people they serve and working in a spirit of collaboration and partnership are the most effective ways to strengthen its management of safety and security among the NGO community. Interaction's Minimum Operating Security Standards (MOSS) highlight that security is a balance of good practices between the organization and its employees.

- **Organizational Security Policy and Plans:** InterAction members shall have policies addressing key security issues and formal plans at both field and headquarters levels to address these issues.
- **Resources to Address Security:** InterAction members shall make available appropriate resources to meet these minimum operating security standards.
- **Human Resource Management:** InterAction members shall implement reasonable hiring policies and personnel procedures to prepare staff to cope with the security issues at their posts of assignment, support them during their service and address post assignment issues.

- **Accountability:** InterAction members shall incorporate accountability for security into their management systems at both field and headquarter levels.
- **Sense of Community:** InterAction members shall work in a collaborative manner with other members of the humanitarian and development community to advance their common security interests.



### **The Security of National Staff: Essential Steps 2002**

In spring 2001, InterAction commissioned research on the practices and policies of its membership regarding the security of its national staff. Based on the resulting report, InterAction's Security Working Group asked the researchers to draft essential steps that aid agencies can take to improve the security of their national staff. (See Chapter 13 Appendices for complete document)

- Increase the involvement of national staff in the formulation, review and implementation of security policies and plans.
- Identify threats to national staff, and then reduce their vulnerability to these threats.
- Establish clarity on security procedures and benefits, especially with regard to evacuation and relocation options.
- Integrate national staff security into preparedness, training and human resource management procedures.

See Chapter 13 Appendices for full text of this document.



### **LINKS/ONLINE RESOURCES**

InterAction's Private Voluntary Organization (PVO) Standards: [www.interaction.org](http://www.interaction.org)

### **SAVING LIVES TOGETHER**

Saving Lives Together is a UN framework for improving security arrangement among IGOs, NGOs and the UN in the field to further increase the collaboration between the UN system and its humanitarian partners to improve the operational security environment for all organizations involved in humanitarian response. (See Chapter 13 Appendices for complete document).

This approach clarifies how the UN Security Management Team collaborates with the NGO and IGO communities through protocols, forums, mobilization of additional resources, facilitating inter-agency security and emergency telecommunications, consulting in security training, identifying minimum security standards and seeking adherence to common humanitarian ground rules.

See Chapter 13 Appendices for full text of this document.