

Safety & Security policy

ICCO Cooperation

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Main changes cf. Previous version	Implementation of the outcomes of the advice report 'Duty of Care ICCO Cooperation' in the Safety & Security policy.
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Intended for	<p>Persons for whom ICCO Cooperation bears a Duty of Care:</p> <ul style="list-style-type: none"> ● All (inter)national ICCO Foundation and ICCO Group BV (together: ICCO) employees, interns, volunteers, Contractors (consultants) for which ICCO acts as Commissioner and invited visitors; ● In some cases (depending on agreed terms): staff of other organizations; staff of organizations with whom ICCO has an organizational partnership (e.g. Human Cities Coalition) or with whom ICCO is part of a consortium/alliance, family members of ICCO staff. ● For those not included in the aforementioned categories: HR of GO/RO/CO should check the Manual of Application of S&S policy of ICCO Cooperation for more information.
Aim	This ICCO wide Safety & Security policy describes the organizational safety & security principles and responsibilities in order to minimize security risks for ICCO staff and assets as much as possible, while safeguarding name and reputation and the continuation of ICCO programs as long as possible, even in insecure situations.
Related policy & procedures	<ul style="list-style-type: none"> ● ICCO Manual of Application of Safety & Security policy of ICCO; ● ICCO Manual for development of Country/Local Safety & Security Plans (CSPs); ● ICCO Country Safety & Security Plans and Briefing packs (per country/location); ● ICCO (generic) Standard Operational Procedures (SOPs) and Contingency Plans (CPs); ● ICCO practical guide 'Travel brochure'; ● ICCO Action plan-Travel: overview of all steps that need to be taken before, during and after mission or deployment; ● ICCO Procedure on Crisis Management - Crisis Management Team (Crisis Management Protocol, restricted distribution); ● ICCO is signatory of the Code of Conduct (CoC) for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief; ● ICCO is signatory of the ACT Alliance Code of Conduct for the 'Prevention of Sexual Exploitation & Abuse, Fraud & Corruption and Abuse of power'.

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1. List of Abbreviations

ACT	Action of Churches Together
ACT SSCP	Safety & Security Community of Practice of ACT Alliance
CD	Country Director
CMT	Crisis Management Team
CO	Country Office
CoC	Code of Conduct
CP	Contingency Plan
CSP	Country Security Plan
EDC	Expat on Dutch Contract
GO	Global Office (in Utrecht)
GSA	Global Security Advisor
HCN	Host Country National
HIPD	Head of International Program Department
ICCO	ICCO Cooperation
LSP	Local Security Plan
MoFA	(Dutch) Ministry of Foreign Affairs
MT	Management Team (global level)
RM	Regional Manager
RO	Regional Office
SFP	Security Focal Point
SOP	Standard Operational Procedure
S&S	Safety & Security
TCN	Third Country National

2. Introduction

ICCO (short for ICCO Cooperation) is active in all parts of the world, including insecure areas. This may include work in and visits to areas where medium or high safety and security risks exist.

ICCO has a safety & security framework that consists of the following:

- ICCO Safety & Security policy (this document);
- ICCO Manual for Application of Safety & Security policy;
- ICCO Manual on developing Country/Local Safety & Security Plans (CSPs);
- ICCO generic Standard Operational Procedures (SOPs) and Contingency Plans (CPs);
- ICCO Country Safety & Security Plans (CSPs); for some countries Briefing packs (per country / location);
- ICCO Travel Brochure: a practical guide to safe and effective travel;
- ICCO Action plan-Travel: steps that need to be taken before, during and after mission or deployment;
- ICCO is signatory of the Code of Conduct of the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and ACT Alliance Code of Conduct on the 'Prevention of Sexual Exploitation & Abuse, Fraud & Corruption and Abuse of power';
- ICCO Procedure on Crisis Management - Crisis Management Team (CMT) (Crisis Management Protocol, restricted distribution).

Apart from this framework, security instructions and practical safety & security related documents of ACT Alliance and ICCO shape the safety & security management.

The ICCO Safety & Security policy (in short: security policy or S&S-policy) sets out the organizational safety and security principles and the division of security related responsibilities and authorities.

The generic term 'staff' or 'staff member' is used to describe all categories of persons that are active for ICCO and for whom ICCO bears a Duty of Care and for which this S&S policy applies. This includes ICCO employees, but also other groups (see below).

Purpose of this Security policy

- Safeguard the name and reputation of ICCO;
- Minimize security risks for ICCO staff and assets as much as possible;
- Continue the ICCO programs as long as possible, even in insecure situations.

This Security policy applies to

Persons for whom ICCO has a Duty of Care:

- All ICCO Foundation and ICCO Group BV employees, either employed by the global office, regional offices or field offices as Host Country National (HCN), Third Country National (TCN) or Expat on Dutch Contract (EDC);
- ICCO board members, interns and volunteers (when travelling for ICCO);
- Invited visitors, journalists and partners/children of ICCO posted staff, when explicitly and contractually agreed upon;
- (External) Contractors/consultants, either individuals or staff of (service provision) organizations, when explicitly and contractually agreed upon;
- Seconded employees of other organizations to ICCO, when explicitly and contractually agreed upon;
- Staff of organizations with which ICCO Cooperation has an organizational partnership (e.g. Human Cities Coalition);
- Staff of ICCO Alliances/Consortia, when explicitly and contractually agreed upon.

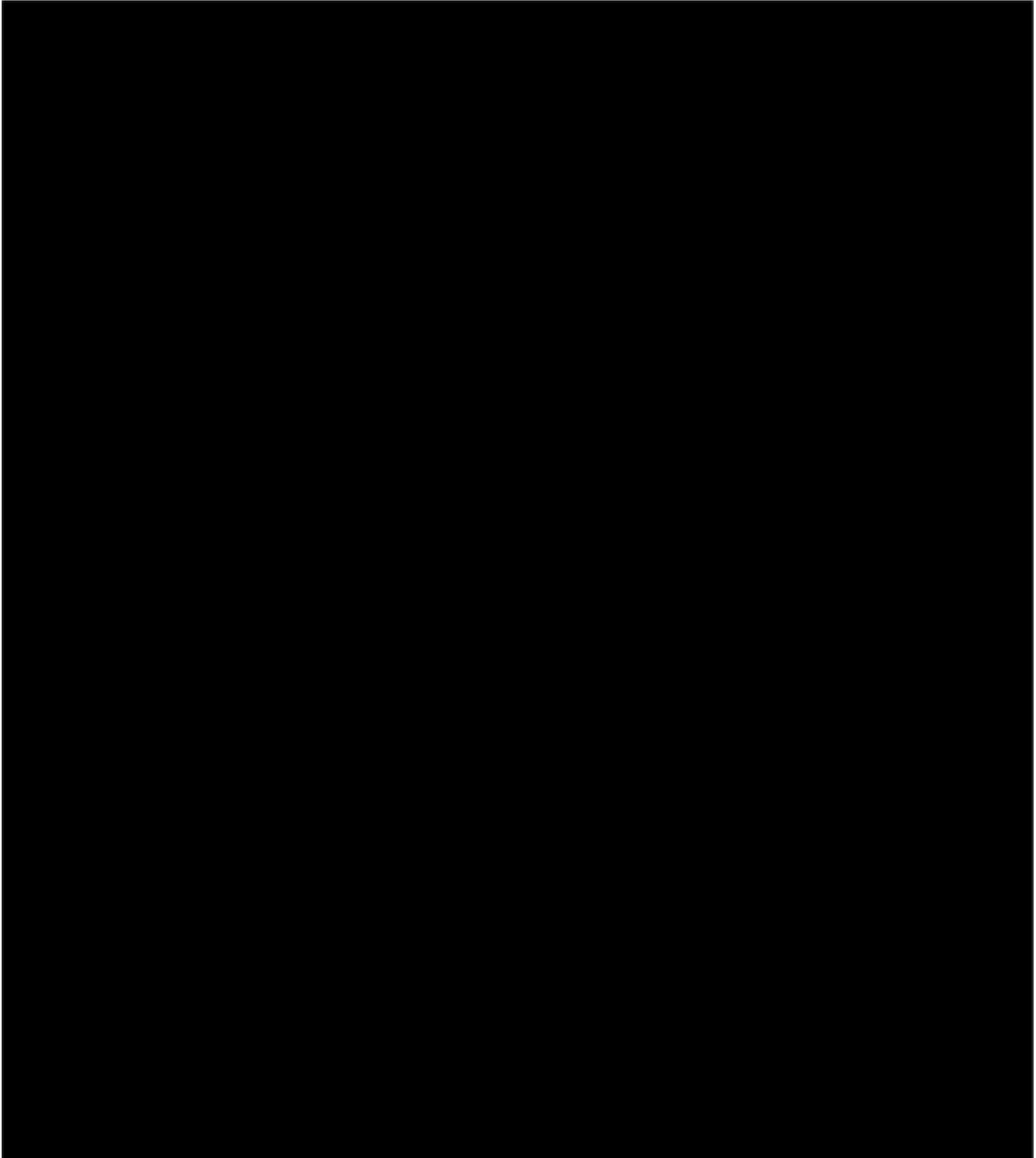
These staff members are responsible to take note of the content of the documents of the Safety & Security framework and obligated to follow the instructions and advice stated in these documents.

For those persons who are not stated in one of the aforementioned categories or for whom the status is not directly clear: HR of GO/RO/CO should check who is responsible for what and whether ICCO can be held liable if a safety or security incident happens. It is important to agree on (Safety & Security) terms before signing a contract and add these conditions to the contract.

The next chapters describe the ICCO S&S principles, the main Duty of Care implications and the S&S responsibilities.

3. ICCO Safety & Security principles

ICCO has a legal and moral responsibility and liability to conscientiously organize the safety & security of staff. ICCO has a Duty of Care (on safety & security) for staff members who have signed for application of and adherence to the security policy, procedures and instructions. This also includes the organizational interest in maintaining the ICCO reputation. To achieve this, the priority for safety & security is: staff – programs – assets. The ICCO S&S principles mentioned below are not necessarily listed in the order of importance:



ICCO is an independent International Non-Governmental Organization. In realizing its objectives, ICCO acts from a neutral, impartial position with the mission and vision of the organization serving as its guiding principle.

At ICCO global level, a designated Global Security Adviser is appointed, acting in an advisory capacity.

ICCO uses the 'line management' approach with regards to safety & security (policy, procedures, assessment, instructions). Staff have familiarized themselves with the ICCO hierarchical levels and its practical implementation. Decisions made by higher levels should be respected, taking into consideration each individual's personal responsibility.

The nature of ICCO's program management requires program monitoring. If staff safety & security is insufficient for regular -on the spot- monitoring, alternative monitoring systems will be developed. Local consultants and non- implementing partners as a remote management tool is the last option (see https://ec.europa.eu/echo/files/partners/humanitarian_aid/Remote_Management_instructions.pdf)

Each staff member should use common sense and bears a security responsibility for him/herself, colleagues, programs, partners and the organization.

While identifying and implementing programs, safety & security risk considerations and mitigation measures are part of the program set-up.

ICCO accepts working in insecure countries/areas. This involves risks for personal safety, health and well-being. Security incidents have taken place, and assumedly, will take place again. ICCO aims to analyze and reduce safety & security risks. Together with the staff and visitor, it will take the necessary actions and measures to reduce these risks to an acceptable level.

ICCO is not prepared to operate in areas where it is evident that staff of ICCO and/or international NGOs is explicit target for attacks and other forms of violence.

The main security management strategy of ICCO is Acceptance by the local community and other local actors for the presence and activities of ICCO. ICCO generally takes a 'Low Profile' approach, whereby staff participates in local networks and support partner organizations that are embedded locally.

Where necessary, the security management *Acceptance* strategy is supplemented with the *Protection* strategy. In exceptional circumstances, the (diplomatic) *Deterrence* strategy may be used.

ICCO is neither responsible nor liable for the safety & security of other organizations.

In case of kidnapping of her employees, the ultimate goal of ICCO is a safe release of the hostage(s). ICCO's policy is to not pay ransom.

Excessive behavior is not allowed and tolerated. Amongst others this includes: no use of recreational drugs, moderate alcohol consumption, no abusive language use and constructive attitude towards others. This is also applicable outside regular office hours and/or during leisure time.

4. ICCO Duty of Care

ICCO has to provide a safe and secure environment for all staff members for which it bears a Duty of Care (based on art. 7:658 Dutch Civil Code).

The ICCO Duty of Care is for employees, but also for volunteers, interns and other categories of staff for which ICCO has a contractual relationship (categories: see below). The content and extent of the ICCO Duty of Care is the same for these categories. It extends over the premises, tools and instruments which are being used for carrying out the activities as well as the organization of the activities. ICCO is also responsible for the locations where the activities are performed, such as the project location.

The Duty of Care implies that ICCO the employer has an *instruction obligation*. The bigger the S&S risks for a staff member, the more prominent the ICCO Duty of Care becomes.

In determining the level and extent of the organizational Duty of Care, the following circumstances play an important role:

- the nature of the work
- the levels of the risk and dangers and to which extent they can be recognized
- the degree of harmfulness of taking measures
- the to-be-expected attention and alertness of the staff member
- the experience of the staff member in dealing with Safety & Security risks and incidents

Categories of staff members for which ICCO has a Duty of Care

- 1) Employees, interns, volunteers and some Contractors/individual consultants.
- 2) Some staff members of other (service provision) organizations
- 3) ICCO employees being seconded to other organizations
- 4) Some staff members of an organization in an ICCO partnership (coalition, alliance, ...)
- 5) Family members of ICCO employees

A detailed description of these categories, actions and responsibilities is provided in the Manual of Application of the Safety & Security policy.

Phases in applying the ICCO Duty of Care

Three phases can be identified in the application of the Duty of Care for a trip, mission or deployment:

- **Before travel:** e.g. Action plan-Travel, security training, recruitment, sometimes S&S briefing, contracts (HR);
- **In the field:** e.g. security briefing, handling incidents;
- **After travel:** e.g. (security) debriefing, after care (physical and mental health).

A detailed description of these phases is provided in the Manual of Application of the Safety & Security policy.

5. ICCO Safety & Security responsibilities

5.1 Individual staff member

- The staff member or visitor who has agreed to be bound to the ICCO security management is primarily responsible for his or her own safety, taking into account the security policy, general and specific procedures and instructions of ICCO. This includes avoiding any unnecessary risks and taking care for personal hygiene (including the risk of infection through sexual contact and other forms of infection).
- Prior to departure or at the start of the employment/first assignment, the staff member or visitor must confirm in writing that s/he will comply with the security policy, Codes of Conduct, safety and security procedures, instructions and advice issued by or on behalf of ICCO.
- The staff member or visitor will leave relevant, security related personal data at the ICCO office and ensures s/he is updated with the latest approved security documents.
- It is mandatory to update the local embassy about your whereabouts. Dutch citizens need to use the so-called Kompas registration system for that: <https://www.kompas.buzaservices.nl/registration/>. When applicable, staff of other nationalities must register their travel at their respective embassies.
- Follow the (country specific) security training before departure/when necessary (usually every two years). Staff member needs to familiarize him/herself with the local security situation.
- Before departure a security briefing, including recent security updates, is mandatory for first travelers and for trips in/to medium and high risk countries.
- Each ICCO staff member or visitor needs to be familiar with the Country or Local Safety & Security Plan (CSP/LSP). In the program country, the Security Coordinator or SFP is responsible for monitoring the security situation and providing briefing to staff with respect to the CSP/LSP.
- When arrive in the country/on-the-job and travel in/to a medium or high risk country (travel within regions) staff member must receive a security related briefing. This includes information on do's and don'ts based on customs and rules of the country and s/he agrees to respects those do's and don'ts.
- Staff members are able to explain the reason for his/her presence to authorities, partner organizations, NGOs and underlines the nature and values of ICCO in providing support in development and relief, including neutrality and impartiality.
- The staff member or visitor ensures as much as possible that he/she can be reached on location and knows who to contact in case of need.
- The staff member or visitor maintains contact with his/her direct ICCO contact person (e.g. PO, SFP, RM) and in the event of deterioration in security, s/he must notify the contact person immediately.

5.2 Program Officer

- Stationed either in GO, RO, CO or antenna office.
- First point of contact for travelling staff.
- Responsible for liaison, briefing and monitoring of security situation and suggesting for changes of ICCO security levels unless a SFP is appointed (or that role is taken up by the Program Officer).
- Provides input for updating/maintaining the CSP/LSP.

5.3 Travel Coordinator

- ICCO staff members (preferably having essential knowledge about the country context) will take the role of Travel Coordinator during a field trip in which ICCO staff is involved.
- The Travel Coordinator ensures the safety of the travel party and has the authority to make decisions on behalf of the travel team. This requires preparation with consideration to the security situation. The travel will be carried out in accordance with the stipulations of the CSP/LSP, and the instructions of the CC/CM or advice of the SFP will be followed.
- If a CSP/LSP or CC/SFP is not available, the Travel Coordinator is responsible for assessing the security situation and decision making/acting in unsafe situations.

5.4 Security Focal Point

- Could be appointed at Regional or Country Level.
- Is accessible at a permanent basis for urgent security related issues.

- Supports the RM or CD in his/her role in preparation, monitoring and execution of safety & security tasks. This includes: gathering and disseminating of security information, analyzing security developments, networking, monitoring safety & security procedures and behavior, advising on measures, briefing/training and reporting.
- Is authorized to independently take all necessary security measures with respect to the local security situation if no prior consultation is possible with the line management (RM/CD), Security Focal Point, the GSA or the CMT due to the urgent situation. This also applies in the event of a decision to relocate/evacuate staff members and if so, to which location/country.
- Each ICCO staff member or visitor needs to be familiar with the CSP/LSP. In the program country, the SFP is responsible for monitoring the security situation and providing briefing to staff with respect to the CSP/LSP.

5.5 Country Director

- The CD is also referred to as Country Program Manager, Country Manager, and Country Coordinator.
- The CD has the role of SFP for the ICCO Program Country (as delegated by the regional manager).
- The CD may act as a SFP and/or mandate any staff member for this task.
- Responsible for developing and updating the CSP/LSP and the country/area specific safety & security Briefing Pack.
- Monitors the security of relevant, ICCO related travel.
- Keeps a security file on the country throughout the year as a base for the annual update.
- Acts as Crisis Coordinator in the Local CMT (when this role is delegated by the Regional Manager).

5.6 Regional Manager

- When an ICCO program country has a CO / CD, the RM supervises the development, update and application of the CSP/LSP.
- Takes go/no go travel decisions. In case of high insecurity areas (MoFA: *red color* or ICCO/UN security level 5 or higher), additional info from the GSA is required.
- Approves the ICCO CSP/LSPs of the region.
- In case no CO / CD exist but programs (through partners) exist, the RM supervises the security assessment and measures in case of travel for such an ICCO program country.
- Organizes that sufficient safety & security budget is available (including S&S training). Annually, the operational budgets for the countries in the region will include budget lines related to security.
- Assures that once every two to three years, a (refresher) Safety & Security training program is organized for ICCO staff in the region, possibly in combination with ACT members' staff. This is facilitated by the GO.
- Act as Crisis Coordinator in the Regional CMT (when this role is not delegated to the CD).

5.6 Global Security Advisor

- ICCO has a Security Desk at the Global Office. The GSA reports to the Head of the International Program Department. The GSA has an advisory & expert role, not a hierarchical role.
- Responsible for updated, good quality ICCO security policy, generic security procedures and the manual for developing a CSP/LSP.
- Monitors the development of CSP/LSPs and the implementation of security measures in the regions/programs and provides CSP/LSP feedback for countries with security level 5 and higher.
- Each ICCO staff member or visitor needs to be familiar with the Country or CSP/LSP. In the program country, the GSA or SFP is responsible for monitoring the security situation and providing briefing to staff with respect to the CSP/LSP.
- Organizes and provides relevant security training at Global, Regional or Country level.
- If a Global Office CMT is assembled, the GSA acts as secretary to the team. For both the global and the regional CMT, the GSA ensures that the protocol and Codes of Conduct are properly implemented.
- Provides security advice to ICCO line management and other relevant actors.
- The GSA can be asked to provide information/instructions in addition to the security briefing provided by the SFP.

- Is an active member of the ACT Alliance Safety & Security Community of Practice (SSCP).
- Represents ICCO in Netherlands and European based security networks.
- At least once every year, draws up a report with respect to developments/trends regarding ICCO security and provides an overview and analysis of security incidents.

5.7 Head of International Program Department

- Responsible for overall development and monitoring of the ICCO organization-wide S&S-policy.
- Liaises with the ICCO Executive Board.
- Acts as Head of the GO CMT.
- Acts as Chair of the GO Security Committee.

5.8 Security Committee

- Acts as a sparring partner for the GSA: for the development and implementation of the ICCO security policy; security procedures and manuals; strategy development and annual planning.
- Remains updated about ICCO's position in (global) security developments.
- Discusses and evaluates cases and safety & security trends.
- Members replace the GSA in case of absence (holding the 24/7 Emergency number).

5.9 Crisis Management Team of ICCO

- In case of serious security related calamities/incidents, a CMT can be activated. This can be activated at the Regional/Country Office and/or at the Global Office and is based on a joint decision between HIPD and the RM unless ICCO faces a (serious) crisis situation such as kidnapping, multiple victims and ICCO reputation damage. The Regional Office can decide whether installation of a CMT at Country Level is applicable.
- The CMT is responsible for decision-making and supervises the execution of these decisions.
- The composition and functioning of the Global and/or Regional CMT is described in the ICCO Procedure on Crisis Management - Crisis Management Team (also referred to as Crisis Management Protocol). This procedure has a restricted distribution.