



Canadian Friends  
Service Committee  
(QUAKERS)

# Security Policy

2015

## 1. Abbreviations

**CFSC** Canadian Friends Service Committee  
**CMT** Crisis Management Team  
**GS** General Secretary  
**TSC** Team Security Coordinator

## 2. Definitions

**Arms** – Generally, but not exclusively defined as firearms, explosives, or incendiaries.

**CFSC Representative** – Includes only staff members, staff members seconded from other agencies, consultants, contractors, volunteers, and visitors whose travel on behalf of CFSC has been approved by the Crisis Management Team. Individuals whose travel has not been approved by the Crisis Management Team are not CFSC representatives.

**CFSC Staff** – Any person employed and paid by CFSC.

**CFSC Volunteer** – Any person retained or deployed by CFSC having signed a volunteer agreement.

**Crisis Management Team** – The GS and a member of the Executive Committee designated by the Executive Committee. The CMT is tasked with providing a decisive response in the event of an emergency.

**Field Site** – A fixed location from which one or more CFSC representatives conduct daily operations and maintain a presence.

**On Assignment** – A CFSC representative is considered “on assignment” whenever deployed internationally by CFSC, regardless of time or location. The only exception to this is when on a pre-approved leave from their duties with CFSC (see "Non-CFSC Activities") at which time they are not considered "on assignment".

**Safety Issues** – Accidental hazards, including but not limited to car accidents and medical complications.

**Security Issues** – Risks to personnel and assets from violence.

**Security Manual** – A guide which articulates general procedures intended to further the personal safety of the CFSC representatives and the safekeeping of the organization’s premises and property. The acting Security Manual for CFSC is *Staying Alive* by David Lloyd Roberts (ICRC, Geneva, 1999).

**Team Security Coordinator** – The CFSC staff or volunteer who is, during travel, designated as the primary person tasked with implementing and managing security procedures.

**Security Practice** – Good security practice is a combination of pragmatism and sensitive behaviour, allied with experience and following established security procedures. Appropriate action in the face of a security risk can only partially be prescribed by guidelines, thereafter it requires interpretation, situational judgment and common sense.

### **3. Purpose**

Canadian Friends Service Committee staff and volunteers face risks when working internationally. As a responsible employer, CFSC must strive at all times to minimize and manage these risks, to ensure that none of our staff or volunteers are exposed to unacceptable levels of risk, and to take all reasonable steps to promote staff and volunteer security. The purpose of this policy is to define basic security principles, roles and responsibilities applicable to all CFSC personnel and programs, at all times.

### **4. Scope**

This policy applies to all CFSC representatives, whose travel will be formally approved by the CMT.

In the case of travellers participating in the overseas programs of a CFSC partner organization like the Africa Great Lakes Initiative of Friends Peace Teams, CFSC does not run the overseas programs and as such is unable to accept responsibility for security risks of those who choose to volunteer. CFSC will make this explicit in any posting promoting international travel or volunteering by using the wording, "We don't run this program and as such are unable to accept responsibility for security risks if you choose to volunteer."

### **5. Crisis Management Team**

A Crisis Management Team consisting of the GS and one member of the Executive Committee of CFSC designated by the Executive Committee shall exist in order to provide an authoritative response in the event of a serious security-related incident. The CMT can be convened at the discretion of either member of the CMT. Should either member be unable to fulfil their duties for any reason they should immediately inform the Executive Committee, so that a replacement from the Executive Committee may be named to serve on the CMT. Generally, the GS shall serve as the main contact person for the CMT.

The CMT is ultimately responsible for approving all international CFSC travel. The CMT shall not do so if they deem the CFSC representatives to be unready in terms of health, security awareness, or other aspects of travel preparedness, or if the location being visited is not considered by the CMT to be safe enough for travel. The CMT will sit together with CFSC representatives prior to their travel and go through this Security Policy in detail and ask that the CFSC representatives sign that they have understood and will follow this Security Policy.

### **6. Team Security Coordinator**

Prior to each trip, the CMT will meet with all CFSC representatives traveling and a TSC will be named. Where a single person is travelling unaccompanied, they shall be considered the TSC. Each TSC is responsible for the security of all CFSC representatives traveling with them. This responsibility includes assessing and regularly reviewing security levels and roles; delegating security management tasks to others; ensuring an appropriate security management system and plan is developed; ensuring that an appropriate induction/briefing is given to all CFSC representatives on the security situation and security procedures. Security management is demanding, and adequate time must be allocated to it.

### **7. Briefing / Debriefing**

All CFSC representatives will be briefed before departure, either by phone or in person, and will help to design simple terms of reference for their trip (e.g. purpose of the trip, questions to ask overseas partners, a general schedule of activities). Upon return, all CFSC representatives will file a report about the trip and may request a verbal debrief with appropriate staff or a listener if they experienced any traumas during travel.

## **8. Other Travel Preparations**

Before travelling, every CFSC representative must provide emergency contact information, travel information, and travel insurance information to the CMT. Every CFSC representative is also obliged to make sure they have all necessary vaccinations and have taken their other foreseeable medical needs into adequate consideration. CFSC representatives must also read and sign-off that they have understood the Security Manual (see "Definitions" above).

## **9. Roles and Responsibilities**

### **a. Individual**

Each CFSC staff member or volunteer is obliged to:

- Actively participate in and contribute to security measures, awareness of security risks, and team security;
- Understand and adhere to the CFSC Security Policy;
- Be responsible for their own security, the security of their team members, and the security of staff and volunteers they oversee;
- Behave as a positive representative for CFSC.

Irrespective of CFSC judgment of risks in a particular situation, any CFSC representative may decline to take up work in an insecure area, and may withdraw, having informed the CMT. Should a CFSC representative, individually or as part of a team, refuse to withdraw from a specific location when asked to do so by the CMT, it shall be deemed that they have terminated their employment and all affiliation with CFSC.

### **b. Management**

The ultimate legal liability for personnel security lies with the CFSC Board of Directors, which delegates responsibility for implementing personnel security measures to the CMT.

### **c. Organization**

The GS is responsible for overseeing the development of security policy, monitoring policy implementation, and advising the Executive Committee on security matters. To enable staff and volunteers to take responsibility for their personal security, CFSC will ensure all staff and volunteers receive relevant training in security before being deployed.

## **10. Incident Reporting and Analysis**

All security-related events must be reported to both the TSC and GS as soon as possible using the Incident Report template. Incident analysis must be undertaken, after the immediate event has been dealt with, to determine why the incident happened and whether it could be prevented or managed more effectively in the future. A serious security incident will trigger a formal review of CFSC's overall security management structure by the CMT.

## **11. Non-CFSC Activities**

If a CFSC representative wishes to take part in non-CFSC activities while deployed by CFSC (e.g. a trip on a weekend for the purposes of tourism), that must be approved in writing by the CMT. The CMT shall only deny such requests in extreme circumstances. During such an approved time, a CFSC representative is considered not to be on assignment and CFSC assumes no duty of care for them, though it is expected that the section below on "Accountability" will still be followed.

## **12. Communication**

Before departure, the CMT and the travellers will determine the interval of communication and the main contact person among those travelling. In case of loss of communications longer than the agreed upon interval of days, the CMT will contact the nearest Canadian embassy and report the situation.

Contact between those travelling will be preserved at all times. Each CFSC representative must be aware of the location and communication means of their travel companions. If they go separate ways for any reason, they must ensure that they have means of communication and will determine the interval of the communication.

## **13. Kidnap / Abduction**

In the event of a CFSC representative being kidnapped or abducted, the CMT will assume ultimate decision making authority and treat it as their top priority. Every effort will be made to engage with the kidnappers, and particular emphasis will be placed upon the use of an appropriate mediator. The CMT will contact additional sources of expertise and determine whether to deploy a specialist advisor to the field. The CFSC policy is not to pay any ransom to secure the release of any CFSC representative. CFSC will make funds available to relatives to travel to consult with appropriate authorities if CFSC determines that such action might assist in the release process.

## **14. Relocation, Evacuation, and Hibernation**

Planning and preparation for relocation, evacuation, and hibernation is an integral part of any security plan.

### **a. Relocation**

As required by security conditions, CFSC will relocate all CFSC representatives to a safer location within the country.

### **b. Evacuation**

CFSC's aim in an evacuation is to withdraw CFSC staff, volunteers and their immediate family to a place of safety in another country. An evacuation may be conducted all at once or in phases. A phased evacuation is likely to occur as a result of a gradual deterioration in the overall security situation.

### **c. Hibernation**

Hibernation involves remaining at a fixed location (potentially for extended periods of time) when security conditions dictate that doing so is safer than moving.

### **d. Authority**

Authorization to relocate, evacuate, hibernate, or temporarily shut down a project for security reasons can be given by the TSC and is binding on all CFSC representatives under the TSC's care. The CMT may also direct a team to relocate, evacuate, hibernate or temporarily shut down a project and may override the TSC's decision to stay or to keep a project running, but cannot override a TSC's decision to relocate, evacuate, hibernate, or temporarily shut down a project.

CFSC representatives have no right to remain in a location if they have been directed to withdraw. The CMT must be informed as soon as a relocation or evacuation starts or becomes likely. Authorization to return to an area after relocation or suspension must be given by the TSC. Authorization to re-enter a country after evacuation can only be made by the CMT. Following any relocation, evacuation, or program suspension, a systematic security review must be undertaken by the TSC and a written report, including recommendations, submitted to the CMT.

## **15. Accountability**

### **a. Code of Conduct**

The following code of conduct seeks to guard our standards of behaviour. It is not about operational details, such as how one should handle CFSC finances. Rather, it seeks to maintain the spirit of the testimonies which underlie CFSC's work.

### **b. Respect for Culture and Custom**

CFSC representatives will endeavour to respect the culture, structures and customs of the communities and countries visited. At the moment one travels internationally for CFSC, her/his behaviour will be subject to close scrutiny by our partners as well as the wider public in the host community.

CFSC and its representatives will maintain high standards of behaviour and be sensitive to the laws and culture of host communities and their expression in expected dress codes, non-use of alcohol, non-use of illegal drugs, sexual conduct and other restrictions.

### **c. Involvement with Arms**

In keeping with Friends' peace testimony, CFSC representatives must not carry or take up arms under any circumstance while on assignment and must not use or hire armed personnel either directly or indirectly. Arms and armed personnel must not be allowed in CFSC premises or vehicles, except due to threat or coercion.

### **d. Involvement with Armed Forces**

CFSC representatives shall not enter into formal partnerships with armed forces and should only undertake involvement with armed forces (whether they are national authorities, non-state

actors, or international in nature) when it can be done without undermining our identity as an independent actor. In specific cases of potential involvement of armed forces, a decision will be taken by the CMT.

## 16. Whistle Blowing

Each CFSC representative is responsible for reporting any actions or behaviours that breach policy or jeopardize team security. Breaches in security policy may be considered a disciplinary offence and must be dealt with by CFSC's Personnel Committee. Failure to report any known breaches in policy is also a disciplinary offence.

CFSC's representatives shall provide honest feedback to CFSC. Complaints shall be addressed to CFSC Executive Committee, not to staff or volunteers.

### INCIDENT REPORT

<b>Nature and description of incident</b> <i>See note 1 (Use additional sheets as necessary)</i>	
<b>Date and time of incident</b>	
<b>Identification of any failures of procedures or plans and recommendations to CFSC</b>	
<b>Names &amp; Contact Information of Witness's</b> <i>If more than 2 add details on a separate page</i>	

<b>Witness 1</b>		<b>Witness 2</b>	
<b>Name and title of person filling out incident report:</b>		<b>Signature</b> <i>(See Instruction 5):</i>	
	<b>Contact Details</b> <i>Address/phone number etc.</i>		
<b>Names of other Agencies notified</b>			

**Notes on Incident Report:**

1. Nature of the incident may be:
- Vehicle/Traffic Accident;
  - Car Jacking;
  - Shooting;
  - Mugging/Robbery;
  - Road Block;
  - Personal Attack;
  - Personal or Vehicle Mine/mine field;
  - Bombing;
  - Theft;
  - Air Attack;
  - Armed Conflict;
  - Animal Attack;
  - Mob/Public Disturbance;
  - Work Accident;
  - other.

Please provide a chronological account of what happened and why decisions were taken. Include as precise a location as possible (note region, village, street name and location on it i.e. near house number/name, side of road. etc.). Include details such as weather conditions, if any injuries occurred, if any on-going risks exist due to the incident. If safe to do so, include any photos of the incident location and any evidence/damage, etc.