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**Societal security — Guidelines for  
establishing partnering arrangements**

*Sécurité sociétale — Lignes directrices pour l'établissement d'accords  
de partenariat*



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# Contents

Page

<b>Foreword</b>	<b>iv</b>
<b>Introduction</b>	<b>v</b>
<b>1 Scope</b>	<b>1</b>
<b>2 Normative references</b>	<b>1</b>
<b>3 Terms and definitions</b>	<b>1</b>
<b>4 Plan the partnering arrangement</b>	<b>1</b>
4.1 Define the purpose of the partnering arrangement	1
4.2 Identify partners to the arrangement	1
4.3 Arrange initial dialogue with potential partners	2
<b>5 Develop the partnering arrangement</b>	<b>2</b>
5.1 Set the priorities	2
5.2 Conduct a risk assessment	2
5.3 Agree on the scope of the partnering arrangement	3
5.4 Identify objectives, tasks and resources	3
5.5 Identify roles, responsibilities and levels of authority	4
5.6 Establish relationship rules and how to resolve challenges	4
5.7 Determine communication and consultation needs	4
5.8 Determine need for training and exercises	4
<b>6 Implement the partnering arrangement</b>	<b>5</b>
6.1 Apply partnering principles	5
6.2 Select contractual tools	5
<b>7 Review the partnering arrangement</b>	<b>6</b>
<b>Annex A (informative) How to generate the information necessary to establish relationship rules — Example</b>	<b>7</b>
<b>Annex B (informative) Potential obstacles to the partnering arrangement</b>	<b>10</b>
<b>Annex C (informative) Partnering review checklist</b>	<b>11</b>
<b>Bibliography</b>	<b>13</b>

## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: Foreword - Supplementary information

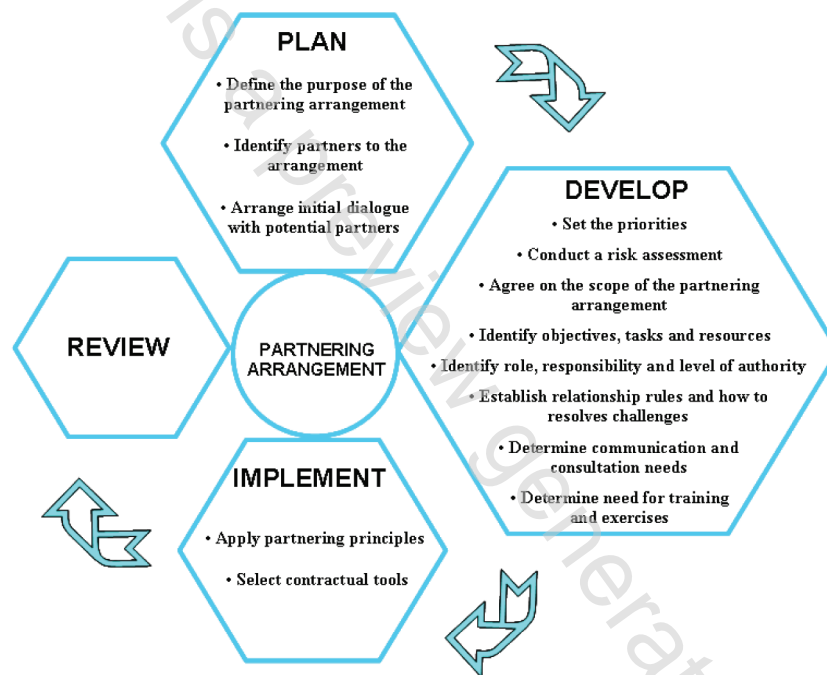
The committee responsible for this document is ISO/TC 223, *Societal security*.

## Introduction

The world has evolved into a global community of interdependent societies. Changes in technical and economic relationships have resulted in cross-jurisdictional and trans-boundary interdependencies for vital societal functions and assets. The security and well-being of people increasingly depend on the continuity of vital functions of organizations, local communities, nations and the global community. The impact of incidents has increased the need for enhanced preparedness, response and recovery programmes.

There are many different roles and responsibilities within and between public, private and not-for-profit organizations. Some roles and responsibilities are primarily the responsibility of individual organizations while others can be adequately addressed only by the multiple organizations in order to manage risks. In a complex and changing world, organizations need to consider partnering. Partnering is the association with others in an activity or area of common interest in order to achieve individual and collective objectives.

This International Standard provides principles and a process to develop the relationship among organizations in a partnering arrangement. [Figure 1](#) illustrates the process for planning, developing, implementing and reviewing partnering arrangements.



**Figure 1 — Process for planning, developing, implementing and reviewing partnering arrangements**

A partnering arrangement can be between two or more organizations. It can improve the capacity of organizations to enhance prevention, preparedness, response, and recovery programmes. This for a wide range of event(s) which may include natural, human induced disasters with potential impact on an organization, community or society and the environment on which it depends. There are a variety of possible partnering arrangements, both formal and informal. For example, contracts, memoranda of understanding (MoUs), mutual aid agreements, partnerships, cooperation agreements, coordination agreements, operational agreements, supply agreement, etc.

This International Standard is not intended to replace local, national or international regulations. Organizations are advised to seek legal counsel before entering into partnering arrangements.



# Societal security — Guidelines for establishing partnering arrangements

## 1 Scope

This International Standard provides guidelines for establishing partnering arrangements among organizations to manage multiple relationships for events impacting on societal security. It incorporates principles and describes the process for planning, developing, implementing and reviewing partnering arrangements.

This International Standard is applicable to all organizations regardless of type, size and nature of activity whether in or between the private, public, or not-for-profit sectors.

## 2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 22300, *Societal security — Terminology*

ISO 31000:2009, *Risk management — Principles and guidelines*

## 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 22300 and the following apply.

### 3.1

#### **interoperability**

ability of diverse systems and organizations to work together i.e. to inter-operate

### 3.2

#### **partnering**

association with others in an activity or area of common interest in order to achieve individual and collective objectives

## 4 Plan the partnering arrangement

### 4.1 Define the purpose of the partnering arrangement

The organization(s) initiating the partnering arrangement should:

- clearly identify the need for a partnering arrangement, and
- consider existing policies, roles, responsibilities and interests and the benefits to itself and other potential partners.

### 4.2 Identify partners to the arrangement

The organization(s) initiating the partnering arrangement should identify other organizations with the appropriate attributes as potential partners.