

ORGANISATIONAL SECURITY POLICY FRAMEWORK

| CONFIDENTIAL |

Preamble

In applying each of the following policies, the relevant risk management procedures should be referred to.

The application of these policies must be adapted to differing local circumstances, with the local version requiring sign off by the manager with security responsibility.

The policies

1 Primacy of life over assets

XXX values the life and health of its staff over its physical assets. Therefore this should be borne in mind in all security decision-making.

2 Nature of our responsibilities

If there is a security incident, XXX will take responsibility for staff during and after the incident, recognising that there will be different gender-based needs.

XXX also requires its staff to maintain high levels of personal responsibility for their own security and that of colleagues.

3 Development of country specific plans

XXX will have security plans for each of the locations in which it works. These plans will apply the principles of the organisational security strategy within a locally specific context.

4 Emphasis on planning travel to/from project sites

XXX believes that staff are most at risk when traveling to and from project sites. Therefore, all staff are required to assess the risks of their travel intentions and to complete a journey plan for each trip that details means of prevention, risk management and means of coordination.

Journey Plans will be authorised by the appropriate manager.

5 Transfer of money

XXX recognises that in many locations there is no banking infrastructure therefore the movement of cash is often a necessity. Clear criteria must be developed to enable the safe transfer of cash in a way that takes account of the local context.

Wherever possible, when transferring cash the risk should be with the cash transfer agent. Two members of staff should be involved in collecting, receiving and counting transferred cash.

The particulars will be detailed in country specific security plans.

6 Cash Storage

It is necessary to keep a certain amount of cash in country in the event of a security incident.

One month's running costs and three month's salary for national staff should be kept in a secured safe at all times.

A safe key should be kept by the appropriate Manager and Finance Manager. A spare key will also be kept at a safe location of which only they have knowledge.

7 Induction/Orientation/Training

As part of its commitment to its staff's security, XXX will induct all new members of staff on security and their responsibilities in relation to it. This will be done at HQ and at the country level, by the appropriate manager.

An induction checklist will be included in each country security plan.

All staff will receive a security briefing prior to travel and again on arrival in country from the security responsible person.

Each member of staff returning from the field should provide a briefing to the Programmes Team communicating trip outcomes. The returning individual will also be debriefed by their line manager in order to provide the opportunity to address any arising issues.

XXX recognises the need for high levels of security awareness to be maintained and for staff to have the necessary skills to respond to security incidents. XXX will therefore build and maintain security awareness and invest in staff training on a regular basis.

8 Evacuation

XXX recognises there will be times when a security or health situation will necessitate the removal of its local and international staff from a location. All country security plans will be required to develop clear pre-emptive and responsive evacuation procedures. It is therefore necessary that a budget and resources (including networks) necessary to effect an evacuation be available.

Who will be entitled to evacuation / relocation should be clearly communicated to all staff. Consequences of taking national staff over a border must be carefully considered.

9 Medical Issues

XXX recognises that staff health is a key platform for maintaining good security.

XXX requires people to operate in situations where they are exposed to increased health risks, therefore will contribute towards treatment for those conditions that clearly arise from the working environment.

XXX recognises that Post Traumatic Stress symptoms can occur without a trauma through a combination of intense stressors (separation from family and friends over long periods of time, working in an insecure environment, lack of access to recreational facilities etc). Therefore, XXX will support its staff to seek out activities that promote a work-life balance.

10 Kidnap

XXX recognises it is a danger therefore seek to prevent it through training, procedures and maintaining high level of awareness of the risk

During a kidnap, XXX will seek to create dialogue for purpose of keeping staff member safe. If we cannot create dialogue XXX must decide what its' options are. These must be looked at with next of kin and other key stakeholders and an informed decision taken under advice.

11 Photography

XXX staff should not routinely take photos and any photography should be a properly planned and executed exercise. Any photography needs permission from the appropriate manager

Do not take photographs of tactically sensitive places (military installations, airports etc); in public places (e.g. markets) & during events (demonstrations / rallies etc).

Informed consent of children and their duty-bearer should always be obtained.

12 Profile

XXX recognises that its' profile can be both a positive security strategy and attract risks.

XXX will develop within local security plans a clear strategy for developing our locally-specific profile in a way that establishes a clear purpose, identifies the key constituencies and means of raising our profile.

We will assess the need to use our organisational name/logo and evaluate the security implications of our partners' and funders' usage of the XXX name/logo as part of the local security plan.

13 Non-compliance

Non compliance with security policies and procedures is a major risk to staff safety in its own right.

Compliance with our insurance policy requirements is mandatory and non-negotiable.

In the event of un-negotiated non-compliance XXX will instigate disciplinary procedures.

14 Incident reporting/analysis

The reporting and analysis of incidents enables XXX to have a record that it can use to monitor, assess and learn from incidents. Staff are required to record all health, safety and security incidents and report significant incidents to the incident management team.

Security incident reporting logs will be kept in every country office for the purpose of analysis, review and learning, as well as good governance and incident management.

HQ will receive a summary/analysis of incidents on a quarterly basis.

15 Provisions

Basic (food and essential consumables) provisions will be kept in each country office, vehicles and national staff will be encouraged to keep basic provisions in their homes. International staff must keep provisions in their homes.

16 Minimum requirements before deployment

- Desk based research into context and key threats facing NGO workers (incl assessment of communications and transport assessment, plus cultural context)
- Connect to local networks
- Meetings with other NGOs/desk officers
- Clear schedule of movements, activities and calls for the first two weeks
- Understand what XXX positioning means within the local context and the risks it will attract
- Briefing
- Assessment of existing skills/training
- Accommodation security
- Working space
- Finances – especially cash transfers

17 Preparation for field trips

Please refer to XXX's Field Trip Policy.

18 Pregnancy

XXX does not see pregnancy among staff members as a hindrance to performance, but does recognise that it requires a different approach to security management, and deeper responsibility for the staff member concerned.

- Obtain medical advice –(travel, stress, medicine)
- Full risk assessment and on-going monitoring
- Acknowledge that flexibility will have an effect on maintaining consistent organisational security responsibility and, therefore, the need to assess and respond to this

19 Maintenance of organisational (security) assets

XXX acknowledges and commits itself to the primacy of life over equipment/assets.

XXX is committed to providing the necessary equipment for effective security risk management but also recognises its resource limitations and therefore requires all staff to take responsibility for the upkeep, maintenance and care of equipment. This responsibility also requires all staff to ensure equipment defects are reported in a timely way and responded to.

Each security plan must develop a security equipment monitoring cycle, and include equipment as a dimension of capability assessment.

Insurance coverage must, at the very least, extend to all essential security equipment.

Staff must have briefings and be provided with appropriate training for the use and maintenance of security equipment.

20 Political alignment

XXX's work is issue focused and it is recognised that XXX needs to liaise with political parties, groups and individuals, and mobilise political support for the processes required to address these issues.

XXX will not align itself with any political party or movement. Our approach and activities in advocacy and lobbying (in-country, internationally, and in the HQ country) should reflect the findings of our security analysis.

XXX staff should employ common sense in expressing their own political views – taking into account location, and political and social environment - as well as the position of the organisation on the issues XXX is seeking to address through political engagement.

As a part of in-country security assessment and planning the political positioning and affiliations of partner and funding organisations will be reviewed and any risks included in the risk management procedures.

21 Support of projects that foster acceptance (eg. small construction)

XXX recognises that tangible project types (eg. school buildings) raise the visibility of our support and impact within the communities we work. XXX believes that this is an important strategy to strengthen local acceptance.

However, when undertaking such projects, the following issues must be taken into account:

- The effects on our profile and what this means for the security of our staff and the people we work with
- Who owns and controls/distributes physical resources, and is subsequently influenced/affected by this ownership/control
- How and who is contracted to undertake work, their alignment and affiliations, and the local perception of them
- The impact on the populations we work with and their relationships (especially taking into account cross cutting issues of gender, ethnicity, religion etc)

22 Insurance

XXX will provide insurance coverage for security risks for all staff expected to work in and/or travel to programme locations.

International staff are not permitted to travel without appropriate insurance coverage.

All staff will be briefed and reminded of the relevant insurance procedures in response to an incident, and coverage.

23 Payment and support in the event of death/injury

24 Co-ordination and joint security management

All in-country security plans must clearly establish links with the local security network and the nature of any joint security management.

Dependencies in terms of security management must be identified and any risks that they attract assessed and a response to them clearly established. In the event of joint management breaking down, in-country security plans must provide a contingency, which will need to be communicated to relevant team members.

25 Improving and maintaining awareness

XXX is committed to ensuring a high, on-going level of awareness for security issues, responsibilities and behaviour. In fulfilling this commitment XXX will:

- Convene annual security awareness workshops
- Provide resources for individual reference (handouts, hand books)
- Ensure security is included in routine meetings and reports.
- Training
- Briefings and de-briefings
- Regular consultation on security planning and strategies
- Practice scenarios and drills
- Posters
- Advisories (email)

Responsibility for maintaining this awareness lies with both HQ security responsible manager, and in-country by the Country Director and local Security Focal Point.

26 Funding security training and management

Ensuring sufficient funds for security training and management is very challenging. XXX needs to provide consistent and on-going resourcing for this, especially for the support it offers to local partners and national staff. XXX will, therefore, ensure that security budget lines are incorporated within all institutional funding bids, and will also seek to raise money for it across other fundraising activities.

27 Benchmarking

XXX seeks to provide effective security risk management and support for local partners and national staff. XXX will do this through benchmarking with other agencies and sourcing emerging best practice - to challenge our assumptions and ways of working to learn, strengthen and improve our security management.

28 Weapons

The carrying of weapons – especially firearms, knives, explosives - by XXX staff compromises our position on impartiality and neutrality and constitutes a risk to the safety of our staff and those who we work with.

XXX does not permit anyone to bring a weapon into any of its' properties (office, accommodation, warehouse) or vehicles (rented or otherwise) and wherever possible will seek to ensure that weapons are excluded from our working environment and the space in which we engage the populations we work with.

XXX recognises that violence, and especially sexual violence, are weapons that can be used against our staff and the people we work with, including children. Therefore, XXX support its staff through:

- Training (negotiation and conflict management and way to withdraw from a physical conflict)
- Ensuring security planning anticipates when/where/with whom there might be a physical threat and how to avoid it
- Advice on conflict avoidance

29 Armed guards

XXX will routinely avoid the use of armed guards as this compromises our position on neutrality and impartiality.

However, XXX recognises that there will be exceptional cases when armed guards are required to enable and strengthen the delivery of our mission or ensure the safety of our staff. These will be reviewed on a case by case basis by the appropriate manager and proposed to the Chief Executive Officer for the final decision.

XXX's own guards will not be armed with firearms or explosives. The local country planning process will determine whether or not guards will be equipped with protection such as baseball bats, clubs or cudgels, subject to the approval of the Chief Executive Officer.

33 Grab bags

All national and international staff are required to carry grab bags. The contents of the grab bags will be developed and included in the specific country security plan.