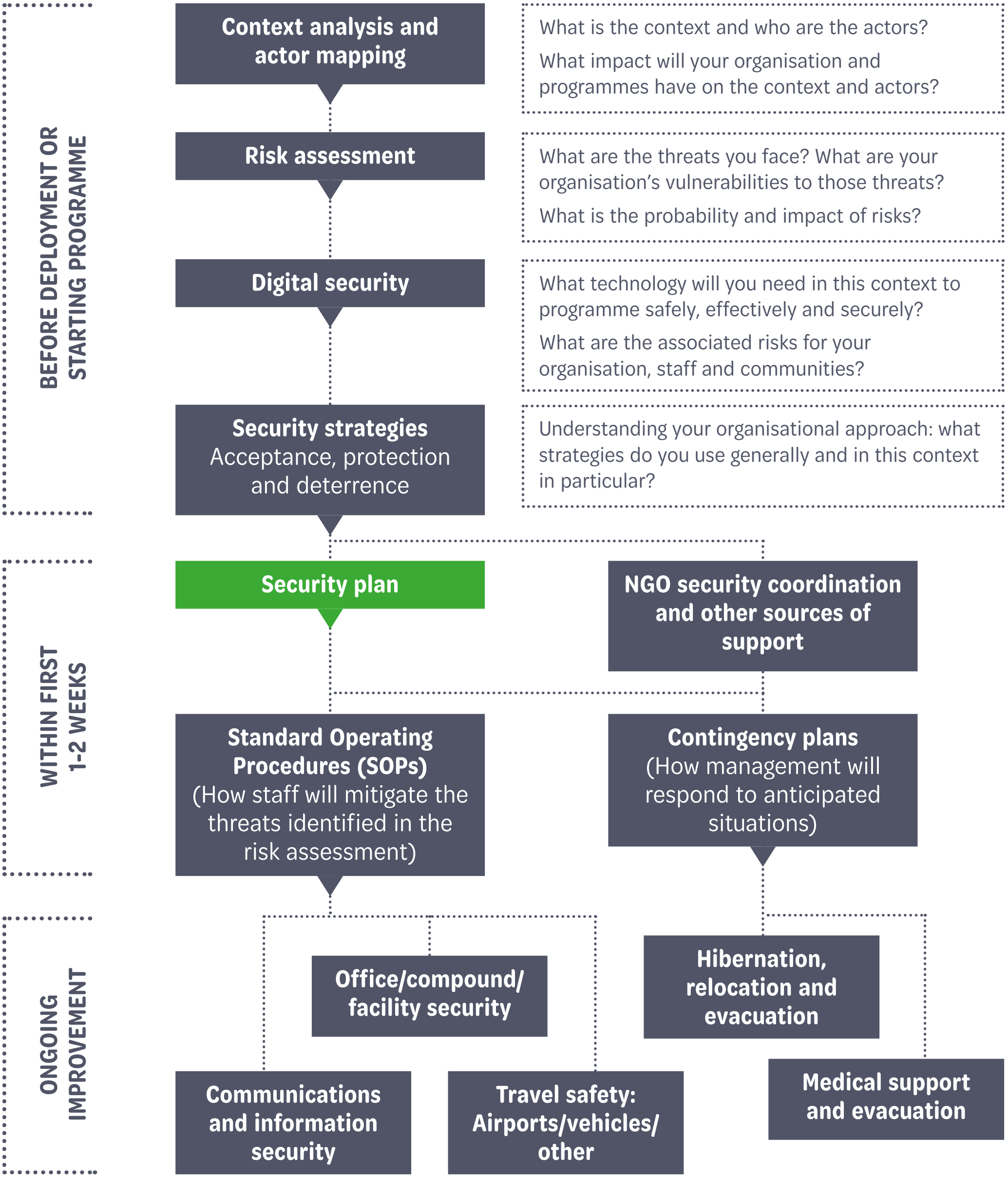
7 Security plan



BEFORE DEPLOYMENT OR STARTING PROGRAMME

Context analysis and actor mapping

What is the context and who are the actors?

What impact will your organisation and programmes have on the context and actors?

Risk assessment

What are the threats you face? What are your organisation's vulnerabilities to those threats?

What is the probability and impact of risks?

Digital security

What technology will you need in this context to programme safely, effectively and securely?

What are the associated risks for your organisation, staff and communities?

Security strategies Acceptance, protection and deterrence

Understanding your organisational approach: what strategies do you use generally and in this context in particular?

WITHIN FIRST 1-2 WEEKS

Security plan

NGO security coordination and other sources of support

Standard Operating Procedures (SOPs) (How staff will mitigate the threats identified in the risk assessment)

Contingency plans (How management will respond to anticipated situations)

ONGOING IMPROVEMENT

Office/compound/facility security

Hibernation, relocation and evacuation

Communications and information security

Travel safety: Airports/vehicles/other

Medical support and evacuation

Security plans are not strategic documents. They must be simple, easy to use and provide information in a format that staff can use in their daily work; otherwise the document will not be read fully or utilised. To be manageable, security plans should be no longer than 20 pages or staff will not read, remember or make use of the document.

There are many variations on security plans. However most follow a general format and contain similar sorts of information depending on the organisation, the type of engagement, number of staff and size of assets, location of projects, operating context and other localised factors.

Security plans are best created by a mix of staff including senior management, administration, programme management, field staff and drivers as well as a mix of different nationalities, ethnicities and genders. Each will offer a different perspective.

By using a mix of staff, national and international, country office and field staff you can create a sense of ownership of the plan and improve compliance. However, avoid having too much of a management focus as front-end staff in the field may be most at risk. Similarly, avoid excessive focus on international staff, and consider the exposure to risk for all staff, e.g. also national staff delivering programmes. If the security plan includes different measures for international, national-relocated and local staff, the reasons for this should be explained clearly to all staff. Otherwise the organisation may be perceived as only caring for a particular group within the staff.

The security plan, or at least the relevant parts, must be available in the language of the users. For non-literate staff, and if translation is not feasible, consider how the information within the security plan will be disseminated. It is important to include and explain the security plan to all staff based in the office, including cleaners and watchmen. Staff members that are not as involved in the organisation as programming or management staff can be more vulnerable to offers of money for information. They know less about the mission of the agency and may have less interest in ensuring the safety of all staff.

If the risk assessment identifies a threat, the security plan must advise staff how to manage the risk from that threat.

You can use the template below to ensure that your security plan has all the main elements.

I. Overview of security plan

- Purpose of the document

Why is this document important for all staff?

- Who is responsible for preparing the plan, updating it and training staff?
- Your risk threshold

What level of risk can your organisation manage? What is too much?

- Your security strategy

How does your organisation utilise acceptance, deterrence and protection strategies? How do you evaluate the results?

▶ *See Module 5 – Security strategies: acceptance, deterrence and protection*

- Date of document/update/reviews

When was the document written? When should it be updated?

II. Current context – your risk assessment

▶ *See Module 3 – Risk assessment tool*

- The overall context

A good, general description of the country and the region, and the challenges faced.

- Your risk assessments system

How are you identifying threats and your system rating?

- Threats you face in your context
- Evaluation of threats and rating of risk

III. Standard Operating Procedures (SOPs)

This section should include SOPs for all the threats and risks identified in your risk assessment. They must be simple, clear instructions for how staff should prevent risk (reduce probability) and/or how to react if an incident occurs (reduce impact). It should be in the format of checklists, procedures or actions.

- Cash in transit
- Communications, including social media plan

▶ *See Module 3 – Risk assessment tool*

▶ *See Module 4 – Digital security*

- Incident reporting
- Field travel and vehicle safety

▶ *See Module 10 – Travel safety: airports, vehicles and other means of transport*

- Fire in office or compound
- Office and facility access control
- Robbery
- Vehicle accident
- Include other SOPs

IV. Other key sections

- Health and safety

Staff protection from health threats (malaria, HIV, etc.) as well as accidents, stress, post traumatic stress disorder (PTSD).

- Human resources

Policies related to recruitment, background checks, contracts, confidentiality, etc.

- Administrative and financial security

Policies for preventing theft, fraud, corruption as well as cash handling and procurement.

- Include other key sections

V. Crisis management section

Who is in your crisis management team (CMT) and who they report to? How the CMT will be activated?

Include as well contingency plans for crises you suspect may occur such as kidnappings, natural disasters, evacuations, and armed conflict. Unlike SOPs, contingency plans are a management tool and are not for general distribution.

▶ *See Module 11 – Hibernation, relocation and evacuation*

▶ *See Module 12 – Medical support and evacuation*