



# ENGINEERS WITHOUT BORDERS SECURITY MANAGEMENT PLAN AND PROCEDURES

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## INTRODUCTION

This Security Plan of EWB SL is applicable to all volunteers, employees and staff of EWB-SL unless otherwise explicitly indicated. In any questions or need for further elaboration, do not hesitate to contact EWB SL or the sending partner.

By signing a copy of the security management plan, each signatory gives a formal acknowledgement that they have read and understood them and commits to abide by them.

**This Security Management Plan consists of two sections.**

**The first; Threats, Mitigating Measures and contingencies** addresses specific threats in the operating environment, how to mitigate the risk's threat, and what to do in the event that the threat is encountered.

**The second; is a list of Standard Operating Procedures** that each operation must have and use.

The ultimate security responsibility lies with EWB SL Programme Director deputized by the Project Manager and having Admin as a member for volunteers as regards EWB SL's role as hosting partner.

All international volunteers must be covered by insurance in accordance with agreement with the sending organization; local volunteers must arrange their own insurance cover



## 1.2 Application

Security of third party visitors with no contract relation, coming to volunteers is not the responsibility of EWB-SL. However, they must adhere to EWB-SL security plan

Volunteers hosting visitors are responsible for ensuring any visitors to the operational area abide by these security procedures.

Because of the importance for the safety of individuals and EWB SL as a whole, any breach of security and safety procedures may have disciplinary consequences, up to and including the immediate termination of an assignment or mission, or dismissal and send home on his/her own cost.

These procedures are confidential and must be handled accordingly. *EWB SL commits itself to provide and ensure that main concerns are included in a welcome briefing provided to all volunteers upon arrival or entering the operational area.*

- EWB SL commits itself to provide sending partner with information relevant for regular update of risk assessment, security plan and the evacuation plan.
- Frequency of reviewing of evacuation plan is determined by the risk assessment, which is to be adjusted in lieu of change in situation within six months period.
- EWB SL commits itself to provide sending partner information of the evacuation plan and measures in case of any incident that warrant evacuation at the area of operation and make it easily accessible for the Volunteer.
- EWB SL commits itself to provide sending partner of any significant changes in the area and to ensure that the volunteer is informed about any change in the area of security procedures or protocols.
- EWB SL to obtain information of the location of all volunteers and request them to provide a contact number or any other means that they can be reach.

## 1.1 In-Country Situation

Below you will find a brief overview of the country's historical, political, socioeconomic, religious and ethnic composition, including overview of the key players in the area of operations and their potential effect on security.

### Historical

Sierra Leone is a country in West Africa, on the Atlantic Ocean and lies between Liberia in the South East and Guinea Conakry in the North West. It's known for the white-sand beaches lining the Freetown Peninsula and some found around the islands of Bonthe, Bunce in the Bonthe district and Sulima in the Pujehun district. The capital city, Freetown, commemorates the nation's slave-trade



history with the Cotton Tree commonly referred to as the centre of the capital city. Both were known as places of refuge for returned slaves in the 18th and 19th centuries.

## Political

In political terms, Sierra Leone is relatively stable in the process of consolidating twelve years after the civil war. Politically, the two main tribes' Mendes and Temnes often have clashes during political debates as both are tied to opposite parties. In this event, volunteers should not or never participate in such debates or even take sides.

Sierra Leone has a long history of political tolerance and few political parties has emerged since independence but naturally converged to two main parties- the All Peoples Congress (the APC) and the Sierra Leone Peoples Party-the SLPP). We have just had elections (2018) and with a new President. Tensions do arise between the two main parties listed above and can be dangerous and volunteers must avoid scenes like this during their volunteer period and in addition, special political party colours, whether in pants or shirts should be minimized or avoided during political tension or campaign periods.

## Religious and ethnic composition

Sierra Leone has many ethnic groups who are known to be located or settled in different regions of the country with its own language and customs. The main dominated tribes are: Mendes, the Temnes, and the Konos, followed by the Fullas and Madingoes who actually from history migrated from Guinea. Mendes are predominantly found or reside in the southeast and Temnes in the northwest. In a small minority who are found in the capital of Freetown, we also have the Krios who are descendants of freed slaves.

As a whole, religious tolerance needs to be emphasised and volunteers need to be neutral when dealing with community members and stakeholders and volunteers must generally avoid;

- Discussion on the civil war, because many Sierra-Leoneans lost love ones and properties and as a result of this, people become aggravated by the mention of the war. One has to be sensitive to the memorised lost in the conflict.
- Movement in certain community considering customs and traditional practices especially the security risk due to secret society activities. The period of secret society must be taken into consideration by volunteers. The periods within the year are; (December-January) for men and (March-May) for women
- Political debates and ethnical composition which might also lead to tension and conflict.

## Culture

It is advisable to be aware of cultural context in order to avoid and reduce unnecessary tensions, conflicts which might lead to risks of escalation.



- *Customs:* The Sierra Leoneans are generally very friendly and curious, and enjoy speaking to people from outside of their country. When you meet someone for the first time, it is important to greet politely. It is also important to speak modestly as a sign of respect for the person you are speaking. Do not speak in a loud or arrogant manner, which may come across as rude. Topics to avoid in the beginning include politics, religion, gender and caste differences.
- *Clothing:* People dress formally in work environments. Men wear shirts and pants, and most Sierra Leonean women wear long skirt or dress and top, which cover the shoulders or chest or business formal trousers, shirt or jacket formal dress.

## Background orientation about the EWB SL

### Mission

EWB-SL mission is to partner and collaborate with developing communities to improve their quality of life, through the implementation of environmentally sustainable, equitable, and economical engineering projects. In the process of working to advance developing communities, EWB-SL promotes the development of globally aware and internationally responsible engineers, students and other professionals and to ensure that the poorest of the poor and the most vulnerable and marginalized in our world have access to their Fundamental RIGHTS as a human.

All these are geared towards meeting the United Nations Sustainable Development Goals.

EWB-SL is a non political organization which stays neutral in all political aspects. In addition, EWB-SL requests staffs and volunteers to refrain from signalling any personal political positions or statements while at work. EWB-SL is appreciated in all communities, where we are working.

## THREATS, MITIGATING MEASURES AND CONTINGENCIES

### 2. Threats and risk mitigation measures

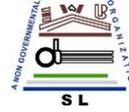
In the following section are listed the most prevalent threats to safety, health and security of Volunteer and risk mitigating measures to avert the threats.

#### 2.1 Political turmoil, elections

- Despite Sierra Leone's democratic transition process is on course one should be mindful of backlashes. Therefore, special attention needs to be applied in years of election or any change in political landscape.

#### 2.2 Criminal activity within the society:

- Fraud: to avoid experiencing fraud you should not engage in Commercial activities.



- Theft: to avoid experiencing theft be aware of your belongings and always keep a copy of your passport and other official documents including vaccination cards. Always keep record of the EMEI number of all the electronic equipment you are in possession of (Personal and EWB-SL)
- Armed robbery: to avoid experiencing armed robbery avoid going to secluded places alone and avoid night patrol.

**In case of the occurrence of any of the above incidents, volunteers should report immediately to EWB SL Security Manager. The security manager will determine whether to report to police. Under no circumstances should volunteer resist the demand of the perpetrators to avoid confrontation.**

### 2.3 Health Risk.

- Outbreak of Cholera: Avoid food or water that has the potential be contaminated
- Outbreak of Ebola: Avoid going to areas of the outbreak, seek advice from the security manager
- Snake bite: in other to protect your-self against snake bite wear protective boots and clothing in the field.

### 2.4 Natural hazards, landslides, etc.

- The rainy season normally runs from June to September. Flooding often occur during this time. Road travel anywhere can be hazardous, particularly in rural areas.
- Heavy storms during the rainy season; don't go out in bad weather to avoid heavy storm and lighting strike.
- Electrical shock: in order to reduce the risk of electrical shock, do not attempt to repair any electrical appliances and avoid amending electrical fault.

### 2.5 Road safety

- Road conditions are poor, especially during the rainy season or in mountain areas. Boats should only be used as alternatives with all safety equipment on board
- Generally, driving standards are poor in the country with many drivers not properly licensed, trained and insured. Vehicles, such as public transport, are often poorly maintained, not properly licensed and insured. There are few pavements there one should be careful while walking along the streets.



## Risk Contingency plan

The plan needs to be reviewed and amended in consultation with sending partner according to any changes in security situation.

In case of any security or medical emergency or severe health, safety or security risks, incidents and injuries, the sending partner is always to be contacted by EWB SL immediately and be responsible to inform relatives or other emergency contact person indicated by volunteer prior to departure.

Any security or medical emergency or severe health, safety or security risks, incidents and injuries and loss is to be reported and recorded to the relevant security focal point.

Available means of communication are phone and e-mails

Call for emergency service:

In Freetown

- Fire 308-only Africell
- Ambulance 177
- Police 177

In Kenema

- Fire 308
- Ambulance 078600440
- Police 030-447820 or 076-768312

## Evacuation, Relocation, Hibernate

EWB SL commit itself to have in place contingency plans for Evacuation, Relocation, Hibernation, "remain where you are", as well as for Medical Evacuation, and Fires. Prior to deployment of a volunteer, a specific plan will be developed in consultation with sending partner including for the volunteer operating in the fields.

Emergency Assembly Point for staff and volunteers unless other instruction from Security Manager EWB-SL or Sending organisation considering the volunteers.

Freetown: Head Office

Kenema: Sub Office

### 3.1 Evacuation

For international evacuation the nearest international airport, Freetown Lungi International Airport, Kenema Robert International Airport Monrovia Liberia International Airport, is the closest airport.

Nearest 24 hours hospital is Choithram Hospital Hill Station and Chinese Hospital Jui Junction. Kenema Government Hospital Combema Road.



Nearest border from Freetown is Guinea and the route passes through masiaka through Kambia the travel time is 4 Hours by car. And nearest border from Kenema is Liberia the route through Gola Forest, Zimmi and Gendema. It is reached by heading east road through Moala. Not far but bad roads travel time by car 3 hrs.

In case of an evacuation the volunteers meet at the EWB SL office unless otherwise is communicated specifically. Volunteers are immediately to contact Insurance Company directly and then inform the sending partner an Embassy of country of residence. EWB-SL is to be informed by sending partner on evacuation procedures to be followed.

### 3.2 Relocation

In case of need to relocate volunteers will leave the country in accordance with instruction from sending partner/Insurance Company/Embassy. EWB SL will provide practical logistical assistance as applicable.

### 3.3 Hibernation

In some circumstances, the options to remain may be preferred option. Remain involves remaining in-doors in a prepared location and waiting to see if the situation stabilizes. E.g. Ebola where all travel may increase risk of contamination and spreading the disease or alternatively, political turmoil at a reasonable distance of EWB SL area of work.

Location: EWB SL Sub office and head office will always have in s Water, food, fuel and hygiene kits to sustain staff and volunteers for at least a week.

In times of crisis EWB-SL will expand the supply of food water, fuel.

### 3.4 Medical Emergencies

Volunteers are to provide EWB SL with all relevant information about their health and security insurance coverage and contact information prior to arrival.

First aid equipment is to be available in all EWB offices and vehicles of EWB must have a first aid kit.

### 3.5 Fire

- Fire Brigade phone number is Freetown: 112 Kenema: 308 Aricell
- If the fire is in the first stage, make use of the nearest fire extinguisher.
- In case of fire, use emergency exits at the office of EWB SL.
- We keep fire extinguisher in the hall 2/workstation, and maintain them yearly to make sure they work.
- Fire procedures are to be introduced and enforced at worksites of partners of EWB SL

### Draft Crisis/Evacuation Plan for volunteer

This crisis plan applies to level three incidents/situations



An individual evacuation plan will be signed, dated and issued to all concerned parties.

- 1) EWB SL's security MAIN focal point is Project Manager Mrs. Cecilia Sheriff emergency contact +23276852005 SECONDARY contacts is the Program Director Mr Mohamed Khalil phone +23276241478 and alternative contacts the Administrator Mr. Morie Mustapha +23278694861
- 2) EWB SL Project Manager, will if tension builds up be in daily contact with the volunteer. If the situation is at a level of emergency and possible extraction bi hourly communication is required
- 3) If EU-Aid volunteers are in Kenema they should not move to Freetown and if in Freetown should not come to Kenema if unrest covers the whole country.
- 4) If situation becomes insecure volunteers are to 1) contact sending organization's insurance company to plan for evacuation and 2) locate to a safe place - which is  
For Kenema: Firstly, volunteer remains at where they are and follow communication from the Project Manager. Next place will be EWB SL Sub office at 8 Hotel Road Kenema before FINAL LOCATION OF STAY IS AGREED with sending organization/volunteer  
For Freetown Firstly volunteer remains at where they are and follow communication from the Project Manager. Next place will be EWB SL Head office at 5 Emile Wilson drives, Godrich College road before FINAL LOCATION OF STAY IS AGREED
- 5) EWB SL will form part of the evacuation plan with logistical support as requested
- 6) EWB SL will provide volunteer with situation specific security briefing.

## STANDARD OPERATING PROCEDURES

In this chapter, you will find EWB-SL Standard Operating Procedures. These are the general procedures, concerning security, however additional policies and procedures and regulations applies.

These procedures cover following areas: Field trips and staff movement control, transportation, Medical Precautions, communications, Incident reporting.

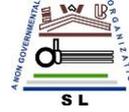
### Field Trips and Staff Movement Control

#### 4.1 Field Trips

Field trips must correspond to an operational goal / be relevant to project and task assignment of volunteer, and wherever possible, volunteer should join up with staff visiting the same area. Volunteer to seek approval from Project Manager before field trips and ensure they are well planned and to include security, safety and health precautions.

If a volunteer is assigned to conduct a field trip to a new area of operation, supervisor from EWB SL, will provide advice and guidance and if applicable participate.

Volunteers are to comply with movement registration policy and sign in and out at the Movement notice Board.



## 4.2 Field Trip Security

In the event of a negative change in local security situation, that may affect the security of a volunteer to conduct a field trip. EWB SL will cancel the field trip.

In a negative deteriorating security situation volunteer movement is prohibit, unless approved after consultation with sending partner. If volunteer is not respecting restrictions in movement, volunteer contract may be terminated at the cost of the volunteer at the ground of jeopardizing security.

## 4.3 Access policy

EWB SL Sub office Kenema, do have a metal guard, which is locked outside office hours.

ID CARD: EWB SL provide all staff and volunteers with ID card for them to identify themselves as affiliated with EWB SL. Volunteer ID Card will EWB SL Emergency number at the back preferably the Administrator: +232 78 694 861

EWB SL Head offices in Freetown do have a gate, which is closed always

Every one visiting is requested to sign in a log-book indicating time, purpose and contact person.

Guard need to ask permission before leaving the office and administrator to designate interim guard. Guard is responsible for receiving visitors and answer to queries.

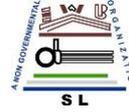
## Transportation

### 5.1 Transportation Regulations

In EWB SL office, volunteers are not allowed to drive themselves unless emergency situation.

For travel and field trips, EWB SL office vehicle or hired vehicle living up to security standards, will be used.

- EWB SL has a zero-tolerance policy regarding the use of drugs and alcohol while driving. In plain terms this means that the organisation will not tolerated any use of alcohol before or while driving a vehicle.
- Safety belts must be used at all times, including back seats belts. Driving always require drivers licence and traffic law apply.
- Volunteers must under no circumstances other than emergency drive or ride motorbikes.
- Volunteers may use three wheel vehicles (Keeh Keeh) within in city zone.
- EWB SL vehicle are undergoing check up and maintenance at a frequency based upon “mileage” kilometres.



## 5.2 Boat Regulations

- Volunteers should not travel by boat unless other means of transportation is not available.
- Volunteers must wear life vest.
- Volunteers must always follow security instructions provided by marine officers at duty, where these prevail.
- Volunteer is to obtain knowledge of where to find safety gear and how to evacuate the boat in case of emergency.
- Volunteers should not go across the rivers in dug-out boats/ “canoe”.

## Medical

### 6.1 Medical Precautions

Information of medical services:

Nearest 24 hours hospital is Sierra Leone  
Freetown: Health general Emergency number 177  
Kenema: Kenema Government Hospital 078 600440

For more severe injuries or illness, contact the insurance company directly and then inform sending partner, who is responsible for informing relatives or contact persons.

**(INSERT emergency contact information on Insurance Company)**

Procedure for collecting medical data records:

As part of pre-departure the volunteer is requested to provide all relevant medical information on blood type, vaccinations, chronic and pre-existing conditions. Information is to be filled and shared with EWB SL in respect of confidentiality regulations. All data is to be deleted upon return of volunteer by no later than one week after completion of the assignment.

### 6.2 First Aid kits.

First aid kits can be found in the Project Managers’ Office and all EWB SL cars. The first aid kits are checked quarterly and refilled. Furthermore all volunteers should bring a small first-aid kit to their accommodation.

## 7 Communications

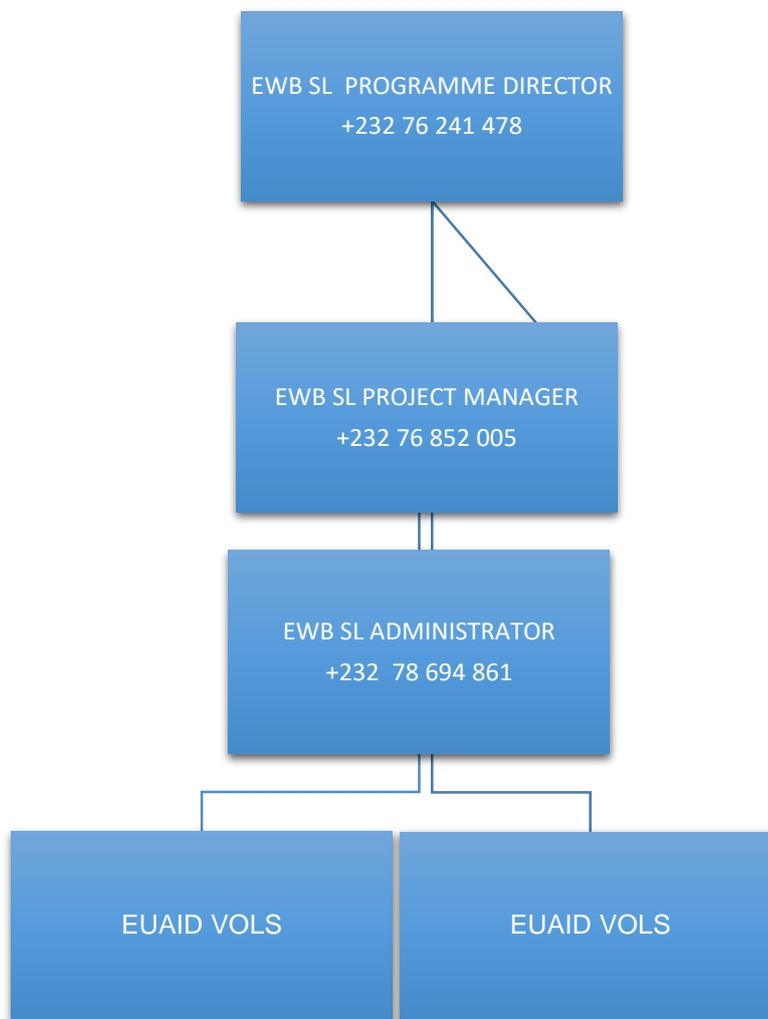
Volunteer should not communicate to external audience, including authorities in country of volunteering and country of residence, media, radio television written press or social media about the EWB SL or sending organisation or convey any information about the work of the organisations obtained, while volunteering, unless explicitly assigned and approved by both EWB SL and sending organisation.

Volunteer is recommended to bring a mobile phone for communication. A local SIM-card is to be purchased upon arrival. The phone number must be provided to both EWB SL and sending partner.

### 7.1 Mobile Phones

A list of relevant contact persons of sending organisation regarding international volunteer safety health and security and their respective phone numbers is to be inserted.

### 7.2 Phone Tree





## Incident Reporting

All incidents that involve volunteers and dependents or equipment/property must be reported in the most expedient manner possible.

The person responsible for security is to take immediate action and apply adequate measures to the incident as necessary and reports the incident to the Project Manager. Personal information will remain confidential unless security conditions warrant otherwise. Volunteer should submit a written incident report to EWB SL and in the case of level 3 incidents EWB SL must forward the report to the sending organisation within two-days of incident using the incident reporting form.

## Roles and responsibilities

The role of the Administrator is to handle level one incident/situation, whatever the situation is the Administrator should report and record every incident upwards.

The role of the Project Manager is to handle level two and level three incidents/situation however if it is level three the Project Manager will inform and consult the Program Director Every incident to be reported and recorded upwards

The role of the Program Director is to receive information on level three incidents and then support the Project Manager in resolving the situation, the Program Director to inform the board when necessary.

## Classification of incidents

1. Low Level Incidents (Level one) are incidents that have no injuries, no loss or damage to the volunteer or asset. Examples are; Insult, Minor illness.
2. Medium Level Incidents (Level two) would be minor injuries, some loss or damage to properties or an asset. Examples are; Health related issues that need some attention such as malaria, diarrhea etc., Demonstrations such as political rallies, strike, theft and fire outbreak.
3. High Level incidents (Level three) these are incidents that might involve loss of life and serious injuries. Examples are; severe road accident, sexual assault, national crisis such as political or health, heat of lightening.



## **Accident/ Incident/ Near Miss report form**

NB: It is important that as well as incidents and accidents, near misses are recorded so we are able to learn from potential incidents.

### **Part 1 - Activity Details**

<b>Country where incident occurred:</b>
<b>Programme:</b>
<b>Contact person 1 local:</b>
<b>Contact 2 where relevant(partner/donor):</b>

### **Part 2 - Details of Person Involved/concerned in the Incident (One Report Form/ Person)**

<b>Surname: Given Names:</b>
<b>Address:</b>
<b>Phone Number :</b>

### **Part 3 -Specify details of the incident/ How did the incident occur? (Attach additional sheets if required)**

<b>Location of reported incident:</b>	
<b>Time of incident:</b>	
<b>Were the services of the local police called:</b>	
<b>Who reported/alerted/notified about the incident?</b>	
<b>Nature of any injury/Damage :</b>	
<b>Name and contact phone number of any witnesses/Investigator</b>	
<b>Name:</b>	<b>Name:</b>
<b>Address:</b>	<b>Address:</b>
<b>Phone number:</b>	<b>Phone number :</b>



<b>Name:</b>	<b>Name:</b>
<b>Address:</b>	<b>Address:</b>
<b>Phone number:</b>	<b>Phone number:</b>
<b>INCIDENT REPORT COMPILED BY:</b>	
<b>Name:</b>	
<b>Position:</b>	
<b>Address:</b>	
<b>Phone number:</b>	
<b>REPORT QUALIFIED /ENDORSED BY:</b>	
<b>Name:</b>	
<b>Position:</b>	
<b>Address:</b>	
<b>Phone number:</b>	
<b>Signature:</b>	
<b>Name:</b>	
<b>Position:</b>	
<b>Address:</b>	
<b>Phone number:</b>	
<b>Signature:</b>	
<b>Name:</b>	
<b>Position:</b>	
<b>Signature:</b>	

**Part 4 - Management Investigation Record**

***What could be done to stop this occurring in the future?/ What actions need to be taken to stop similar future incidence?***

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## General Advice:

They should heed the following general advice for their stay and travel in Sierra Leone:

- Register with your Embassy or alternate
- Volunteers should avoid walking/travelling alone in isolated places be it night or day.
- Be familiar with the symptoms of outbreak on contagious diseases such as cholera, malaria, fluid etc
- Avoid travelling on public buses or dug-out river boats as these are prone to accidents.
- Take copies of your passport, visa, air ticket and keep these separate from the originals.

More info on security and safety in Sierra Leone can be found here:

*INFORM* - Global, open-source *risk* assessment for humanitarian crises and disaster.

For latest info about Sierra Leone:

<http://www.inform-index.org/Countries/Country-profiles/iso3/NPL>

More of the latest information from UK GOV: <https://www.gov.uk/world/organisations/dfid-SL>  
UK Foreign & Commonwealth Office ([www.gov.uk/foreign-travel-advice](http://www.gov.uk/foreign-travel-advice))

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