



## Generic Security Plan for small/medium size NGO's

Precondition for reading this generic security plan and applying the plan for NGO use:

- An attempt has been made to shape and phrase the contents generically, to the extent that the plan can be taken into use with only a limited number of corrections and additions.
- All contents should be read thoroughly and all relevant corrections should be made to secure that the plan is compliant with existing NGO policies and procedures.
- *All contents in italics must be supplied, reviewed or developed in detail by NGO and/or Partner*

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Evaluation and Review

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- Situation specific guide for actions (action cards)
- Emergency contact information
- Arrival briefing, specific to partner country
- Security policies
- Core Humanitarian Standards (CHS)
- Standard Operating Procedures (SOP) based on assessed risks in Partner country
- Abbreviations and definitions



## Preconditions for the Security Plan

### **Definition of key terms**

The Security Plan is not distinguishing between the terms staff, volunteers, delegates or others, but will use "staff" for all people deployed on a field mission by NGO.

No matter varying implications of using the terms "safety" and "security", "security" will function as the general term in this security plan. Observe that Danish language does not distinguish between the meanings of the two terms. In Danish "Sikkerhed" is covering both terms.

### **Individual responsibility with regard to the Security Plan**

NGO personnel hosting visitors are responsible for ensuring that visitors to the operational area abide by these regulations.

By signing their copy of the Security Plan, each signatory gives a formal acknowledgement that they have understood NGO's Security Policies and present regulations and commit to abide by them.

### **Confidentiality Statement:**

For the sake of information security and for upholding the integrity of agreements, responsibilities and security precautions, all content of this security plan is designated as confidential information, and the reader should abstain from disclosing details of the plan to outsiders.

### **Contact information**

Note that all contact information, with no exception, will appear only in the designated paragraph in annexes.



## Purpose and Framework of the Security Plan

### **Purpose**

The purpose of the NGO security plan is to document all precautions taken to secure the safety of NGO staff during deployment in partner countries. The security plan will provide:

- An unequivocal mapping of how responsibility is owned and shared in relation to security matters
- Documentation of all precautions taken to secure the safety of NGO staff during deployment in Partner countries
- A practical system of policies, procedures and practices for the prevention and elimination of injuries and hazards during deployment
- Sufficient information to assist and enable all NGO staff to work at minimal risk to themselves, fellow workers, public and the environment

### **Framework**

The security plan is produced on the basis of:

- The NGO Security Policy
- Additional policies related to security (Health, Safety, Environment/HSE)
- Core Humanitarian Standards (CHS)
- Assessment of risks based on frequency and consequence of identified threats (based on Partner consultation)
- Standard Operating Procedures (SOP)
- Current background information on relevant topics of the country of deployment.

Precautions include mitigation and response activities:

- Comprehensive briefing of deployed staff
- Targeted risk mitigation affecting the probability and consequence of incidents
- Training and exercises
- Current precautions during deployment (SOPs and situational precautions)
- Emergency response plan (ERP) to be activated in the case of an incident or a crisis



## Security Management Organization

To act correctly and in accordance with policies in the case of an emergency, all roles and responsibilities must be clear.

The primary responsibility for the Security Plan and the Emergency Response Plan (ERP) is shared between the **Chairman of the board and the Security Focal Point/Daily Management**. In addition, the **individual NGO delegates** carry a personal responsibility for adhering to rules and policies.

### **Chairman of the Board:**

- Primary responsibility for establishing and maintaining security policies and framework.
- Approval of the Security plan and the Emergency Response Plan
- Appointment of a board member as Security Focal Point in order to delegate the executive responsibility for security operations.
- Responsibility for business continuity management. I.e. secure, during a crisis, that all NGO commitments are upheld or resumed to agreed standards within given time limits.

### **Security Focal Point (Board Member?)**

- Primary responsibility for establishing and maintaining the Security Plan and the Emergency Response Plan.  
This includes updating local ERP's in the case of major changes in countries of deployment.
- Primary responsibility for proactively mitigating and responding to all risks related to Health, Security and Environment (HSE), according to the threats identified in the country of deployment.
- Supervising ERP activities and ERP exercises in cooperation with Daily Management

### **Security Focal Point or Daily Management duties**

- Identify HSE risks (responsibility is shared with the entire organization)
- Ensure that ERP's are prepared and implemented.
- Ensure that ERP exercises are held and evaluated according to procedures
- Ensure that partners are made familiar with ERP's for the location in question
- Ensure that proper evaluation is made after any security related incident or crisis, and that all relevant learning points are implemented in procedures

### **NGO delegates** in the field, responsibilities:

- Be familiar with all NGO security related policies, including CHS
- Be familiar with relevant ERP, including Partner for the location of deployment
- Attend security training prior to deployment and current ERP training and exercises, as described in this security plan
- Attend arrival briefing specific to Partner country



- Act according to ERP in the event of a crisis
- Provide input and feedback to the security plan



## Emergency Communication Plan

NGO is operating with two levels of communication in the case of an emergency:

- 1<sup>st</sup> level: Security Focal Point / Daily Management
- 2<sup>nd</sup> level: NGO Chairman of the Board / Security Focal Point

### **1st level of communication**

In the case NGO staff/volunteer witnesses or falls victim to an incident or a crisis, first point of contact is:

#### **NGO Daily Management** (Security Focal Point)

To ensure that contact is established, two or more alternative contacts will be appointed. Based on the information available at the time of reporting, the General Secretary will, in cooperation with NGO delegate, assess at which level the emergency will be handled appropriately.

According to basic emergency response considerations, there should be no hesitation to lift an emergency to the second level if in doubt. Degrading the level of alert is more appropriate than upgrading.

### **2<sup>nd</sup> level of communication**

If the Daily Management / Security Focal Point judges that the emergency demands a higher level of attention, NGO Daily Management contacts:

#### **NGO Security Focal Point** (Chairman of the Board)

To ensure that contact is established, two or more alternative board members will be appointed.

Reasons for upgrading the level of communication, e.g.:

- In all cases of injury, long term illness or fatality
- In the need of support and manpower
- If the crisis is assumed to be out of control
- If MFA recommends an evacuation of the country
- If the crisis is judged to attract media attention
- If local law enforcement authorities have been involved

When the Security Focal Point is activated, a Crisis Management Team (CMT) of NGO staff/board members with specific functions can meet within (set time limit) to provide support on:

- Media handling
- Internal and external communication, incl. key stakeholders, authorities and partners
- Authority contact
- Handling Next of Kin, equisition of psychologists

Action Cards for CMT duties to be found in Annex.



## Emergency Response Plan

The primary purpose of the Emergency Response Plan (ERP) is to reduce human injury and damage to property and environment in the event of an emergency involving NGO staff during deployment.

Swift and efficient communication is a key activity.

The context of the ERP:

- **Framework:** Emergency Management Organization and Emergency Communication Plan
- **Key substance:** Emergency Communication Plan
- **Tools:** Action cards for specific risks for field use  
Action cards for Crisis Management Team duties

This ERP describes and explains the NGO Emergency Response setup covering all NGO activities in partner countries.

The plan provides decision support to NGO CMT, NGO staff in the field and all partners/key stakeholders facing emergency situations.

The following objectives support the primary purpose of the ERP:

- Ensure that correct and appropriate initial actions are taken at the site of the emergency.
- Ensure that the alarm is raised and appropriate parties are alerted
- Summon assistance from appropriate sources (NGO office, authorities, partners)
- Establish and uphold communication lines with all internal and external parties
- Provide relevant information to assisting parties



## Hibernation, Relocation, Evacuation

A crisis can potentially develop to a scale, where suspension, hibernation, relocation or evacuation (concepts explained in appendix) of parts of the operation or the entire operation in Partner Country become necessary.

Planning of such extensive steps must take place at an early stage, before the commencement of the program and the deployment of delegates.

Planning is a joint activity in close cooperation with the Partner Organization.

Planning is based on:

- Context analysis and actor mapping
- Risk assessment based on threats and vulnerabilities
- Security strategies: acceptance, protection and deterrence

Depending on the actual situation, the scale of the emergency and the speed of the development the three concepts can be implemented as reactive measures in this order:

- 1) **Suspension.** Programme activities are temporarily suspended, awaiting a development of the crisis.
- 2) **Hibernation.** May act as a sufficient temporary security measure for a longer term of suspension.
- 3) **Relocation.** If hibernation does not provide sufficient security, and evacuation is considered to be an overreaction.
- 4) **Evacuation.** When the organization can no longer take responsibility for staff presence in the country.

Concise and specific actions and instructions must be described for each concept, so all parties know when, where and how to act in a given case.

- Names and addresses of meeting points and other relevant locations.
- Route descriptions incl. expected travel time
- Packing list specifying essential items to be brought when relocating or evacuating

*Generic procedures will not be sufficient.*

*Country specific, or even location specific, procedures and instructions must be made out in close cooperation with Partner.*

*The outcomes of the joint planning activities will be added as action cards in Annex.*





## Partner Responsibility and Duties

Partner must prepare and present a security plan for the Partner organization, specifying responsibilities, communication lines and procedures, including a local Emergency Response Plan (ERP).

Partner must assign an officer to hold the responsibility as Security Focal Point. It is the duty of the security officer to ensure that all procedures and all contact information are currently maintained and updated with valid information at any time.

The purpose of this NGO ERP is to supplement any existing ERP of the partner organization, not to replace it. In the event of an emergency, the partner must react in accordance with own plans and procedures. The NGO ERP provides Partner with guidance for proper collaboration with NGO in the event of an emergency, to ensure that:

- The appropriate parties are alerted and advised of any emergency in the operational area
- The appropriate third party plans and procedures are initiated
- Adequate assistance is provided as quickly as possible

### Partner Duties

In the case of any incident or crisis related to the catalogue of potential scenarios below, the following actions are mandatory:

- Respond with no hesitation to any security related inquiry or request from NGO delegates
- Initiate appropriate actions to alleviate the effects of an incident/crisis.
- Localise, contact and, in a given case, warn NGO delegates that may be affected by a crisis.
- Contact NGO Daily Management, or secure that this has already been done by NGO delegate
- If deemed necessary, initiate procedures for suspension, hibernation, relocation and evacuation.
- Designate a crisis officer, available as a resource of assistance as long as the crisis continues.
- Assist in the current assessment of the extent, the development and the consequences of the crisis.
- Assist in the evaluation of emergencies and security related situations, in order to improve procedures.
- Implement revised procedures with no delay, if the evaluation of past events has deemed it relevant.



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- Assist in the current assessment of the extent, the development and the consequences of the crisis.
- Assist in the evaluation of emergencies and security related situations, in order to improve procedures.
- Implement revised procedures with no delay, if the evaluation of past events has deemed it relevant.



## Training and Exercises

- All NGO employees, student assistants, interns and volunteers must be familiar with the contents of the Security Plan.
- The Security Plan will be part of the standard material introducing new employees and volunteers to the NGO organization and environment.
- Core Humanitarian Standards (CHS) form a crucial base for all NGO activities, and all delegates must achieve a thorough understanding of all elements prior to deployment.
- Volunteers must go through all Security related material prior to their deployment, including the UN CBT (Computer Based Training) “Advanced Security in the Field” (example).
- Every 6/12 months (intervals to be stated) an exercise will take place, based on a topical and realistic scenario, involving a variety of departments, levels of communication and partners.
- It is crucial that functions at all levels of the Emergency Organization take active part in the exercise in order to approach a realistic and educational environment.
- Progress and outcome of the exercise will be evaluated with no delay.
- In case any gaps or shortcomings are revealed, they will be dealt with immediately.
- All procedures and plans must be corrected accordingly.
- Any changes in security related procedures must be shared within the NGO organization and relevant partner organizations as soon as possible.



## Business Continuity

When a crisis scenario arises, resources of the organization are spontaneously diverted to managing the crisis.

Preparation for potential emergencies, as described in the NGO Security Plan, allows NGO to allocate resources both for handling the emergency and for maintaining the core NGO business.

The basic NGO accountability towards beneficiaries may rightfully be given second priority in a situation where lives, health or property are at risk.

The NGO will, however, secure procedures, that enables the organization to proceed normal operations to the highest possible degree.

Any project activity, that has been suspended during a crisis, must be resumed as soon as the situation allows at a predefined minimum level and within a predefined minimum time period.

In the event of a prolonged crisis it is the responsibility of the Chairman of the Board, in cooperation with the Daily Management, to secure that Business Continuity is given proper attention.

## Evaluation and review

A current evaluation of all contents of the security plan forms an important prerequisite for the plan.

- In the event of an emergency, or any other event, where parts of the plan have been in use, the event must be evaluated, and learning points should result in expedient amendments.
- Giving feedback, to all parties involved in the emergency, is an essential part of the evaluation.
- All policies, plans and procedures will undergo a six-monthly review, to secure the current quality and validity of the plan.
- Contact information will be corrected as soon as any information has been identified as no longer valid.



## Annexes

- Action cards. Specific staff and board member duties
- Emergency contact information
- Arrival briefing, specific to partner country
- Policies with respect to security: Travel Policy, Duty of Care, Child Protection, Anti-corruption
- Core Humanitarian Standards (CHS)
- Standard Operating Procedures based on assessed risks in Partner country
- Partner country information: political, economic, cultural, etc.
- Abbreviations and definitions



## Action Cards

### **Action Cards for NGO staff in the field**

- Theft
- Robbery/armed robbery
- Accident, minor, serious or fatality
- Health related incident
- Medical emergency, e.g. epidemic
- Abduction
- Political unrest, e.g. riots, civil war
- Bomb threat
- Natural disaster
- Suspension of project activities
- Hibernation
- Relocation
- Evacuation

### **Action Cards for Crisis ~Management team Emergency response duties**

- Media handling
- Informing the organisation, key stakeholders and partners
- Handling Next of Kin and additional issues in relation to staff involved in an emergency
- Insurance





## Action Cards for NGO staff in the field

### Theft

- Make a note answering the following questions:  
(For police record and insurance)
  - Where did it happen?
  - When did it happen?
  - How did it happen?
  - Who was involved
  - What was lost?
- Contact Partner office/Security Officer
- Contact police to make out report
- Contact NGO Daily Management
- Contact Insurance company



**Robbery / Armed Robbery**

- Do not resist! Cooperate! Give the criminal whatever he asks for: wallet, keys, jewellery, credit cards or whatever.
- Don't make any sudden, unexpected moves. A nervous criminal may think you are reaching for a concealed weapon.
- If the suspect claims he has a gun, knife or whatever in his pocket, never try to force his bluff.
- Never try to be a hero and apprehend the criminal yourself.
- Notify police as soon as possible.
- Make notes answering the following questions:  
(For police report and insurance)
  - Where did it happen?
  - When did it happen?
  - How did it happen?
  - Who was involved
  - What was lost?

<p><b>Accident</b></p> <p>Exercise following actions depending on situation</p> <ul style="list-style-type: none"> <li>• Stop the accident</li> <li>• Call emergency services</li> <li>• Perform 1st aid</li> <li>• Contact Partner office for assistance and briefing</li> <li>• Contact police if relevant to the incident</li> <li>• Contact NGO Daily Management</li> </ul>	<p>Make a note answering following questions: (For police records and insurance)</p> <ul style="list-style-type: none"> <li>• Where did it happen?</li> <li>• When did it happen?</li> <li>• How did it happen?</li> <li>• Who was involved?</li> <li>• What was the consequence?</li> </ul>
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<p><b>Medical incident, e.g. illness</b></p> <ul style="list-style-type: none"> <li>• Contact doctor/health clinic</li> <li>• Contact Partner office</li> <li>• Contact insurance company</li> <li>• Contact NGO Daily Manager</li> </ul>	<p>Make a note/log answering the following questions: (For insurance and for doctor's records)</p> <ul style="list-style-type: none"> <li>• What is the medical situation?</li> <li>• How long has it lasted?</li> <li>• How did it develop?</li> <li>• Have you been treated and how?</li> <li>• What are doctor's orders?</li> <li>• Is appropriate medicine available?</li> </ul>
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<p><b>Medical emergency, e.g. epidemic</b></p> <p>If any indication arises, that an epidemic, or any other uncontrolled medical emergency, is under development:</p> <ul style="list-style-type: none"> <li>• Contact Partner Office for a local assessment</li> <li>• Contact insurance company, who will provide up to date data on the situation</li> <li>• Contact doctor/health clinic as prescribed</li> <li>• Keep NGO Daily Management informed</li> <li>• Adhere to all restrictions and recommendations given by Partner, insurance company, doctor, local authorities and NGO Daily Management.</li> </ul>	<p>Make a note answering the following questions, to keep a record of the course of events:</p> <ul style="list-style-type: none"> <li>• What are the indications, that a medical emergency is under development?</li> <li>• Which information has been made available from: Media? Partner? Insurance company? Others?</li> </ul>
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<p><b>Abduction</b></p> <p>In case of abduction:</p> <ul style="list-style-type: none"> <li>• Do not resist</li> <li>• Regain composure and stay calm</li> <li>• Obey orders</li> <li>• Be cooperative</li> <li>• Maintain your dignity</li> <li>• Observe and pay attention. Captors, surroundings</li> <li>• Assist with establishing contact to Partner or home base if requested</li> </ul>	<p>Whenever possible, make a note answering the following questions. (For Police report, and insurance and in general to keep records of the course of events)</p> <ul style="list-style-type: none"> <li>• Where did it happen?</li> <li>• When did it happen?</li> <li>• How did it happen?</li> <li>• Who was involved?</li> </ul>
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<p><b>Political Unrest, riots</b></p> <ul style="list-style-type: none"> <li>• Stay away from demonstrations</li> <li>• Avoid any area of disturbance</li> <li>• Follow the instructions from law enforcement officials</li> <li>• Seek refuge in your hotel or dwelling, or any house, if considered safe</li> <li>• Shelter indoors and stay away from doors and windows</li> <li>• Contact Partner Office for assistance and advice</li> <li>• Contact NGO Daily Management and keep informed</li> <li>• Await and follow directions from Partner and/or NGO Daily Management</li> </ul>	<p>Attempt to create an overview of the situation</p> <p>Make a note answering the following questions about the situation:</p> <ul style="list-style-type: none"> <li>• What, when, where, why?</li> <li>• Known facts</li> <li>• Assumed future development?</li> <li>• Recommendation from law enforcement, Partner, media, others?</li> </ul>
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**Bomb Threat**

Stay calm and do the following:

- Keep log of the situation
- Preferably fill out below template
- Contact Partner office for assistance and briefing
- Contact police if relevant to the incident
- Contact NGO Daily Management

Make notes of all relevant findings and actions and make timeline.

Fill out below template if possible.

**Below form to be filled out and filed**

<p><b>DESCRIPTION DETAIL REPORT</b></p> <p><b>Questions to Ask:</b></p> <p>1. When is the bomb going to explode? _____</p> <p>2. Where is it right now? _____ _____</p> <p>3. What does it look like? _____ _____</p> <p>4. What kind of bomb is it? _____ _____</p> <p>5. What will cause it to explode? _____ _____</p> <p>6. Did you place the bomb? _____ _____</p> <p>7. Why? _____ _____</p> <p>8. What is your address? _____ _____</p> <p>9. What is your name? _____ _____</p> <p>Sex of Caller: _____ Race: _____</p> <p>Age: _____ Length of call: _____</p> <p>Time of call: _____ Date: ____/____/____</p> <p>Number at which call is received: (____) _____ - _____</p>	<p><b>CALLER'S VOICE:</b></p> <table border="0"> <tr> <td><input type="checkbox"/> Calm</td> <td><input type="checkbox"/> Normal</td> <td><input type="checkbox"/> Ragged</td> </tr> <tr> <td><input type="checkbox"/> Angry</td> <td><input type="checkbox"/> Distinct</td> <td><input type="checkbox"/> Clearing throat</td> </tr> <tr> <td><input type="checkbox"/> Excited</td> <td><input type="checkbox"/> Slurred</td> <td><input type="checkbox"/> Deep breathing</td> </tr> <tr> <td><input type="checkbox"/> Slow</td> <td><input type="checkbox"/> Nasal</td> <td><input type="checkbox"/> Cracked voice</td> </tr> <tr> <td><input type="checkbox"/> Soft</td> <td><input type="checkbox"/> Stutter</td> <td><input type="checkbox"/> Disguised</td> </tr> <tr> <td><input type="checkbox"/> Loud</td> <td><input type="checkbox"/> Lisp</td> <td><input type="checkbox"/> Accent</td> </tr> <tr> <td><input type="checkbox"/> Laughter</td> <td><input type="checkbox"/> Raspy</td> <td><input type="checkbox"/> Familiar</td> </tr> <tr> <td><input type="checkbox"/> Crying</td> <td><input type="checkbox"/> Deep</td> <td></td> </tr> </table> <p>If voice is familiar, who did it sound like? _____ _____</p> <p><b>BACKGROUND SOUNDS:</b></p> <table border="0"> <tr> <td><input type="checkbox"/> Street noises</td> <td><input type="checkbox"/> Office machinery</td> </tr> <tr> <td><input type="checkbox"/> Animal noises</td> <td><input type="checkbox"/> Factory machinery</td> </tr> <tr> <td><input type="checkbox"/> Clear</td> <td><input type="checkbox"/> Voices</td> </tr> <tr> <td><input type="checkbox"/> Static</td> <td><input type="checkbox"/> PA System</td> </tr> <tr> <td><input type="checkbox"/> Music</td> <td><input type="checkbox"/> Local</td> </tr> <tr> <td><input type="checkbox"/> House noises</td> <td><input type="checkbox"/> Long distance</td> </tr> <tr> <td><input type="checkbox"/> Motor</td> <td><input type="checkbox"/> Booth</td> </tr> <tr> <td><input type="checkbox"/> Other _____</td> <td>_____</td> </tr> </table> <p><b>THREAT LANGUAGE:</b></p> <table border="0"> <tr> <td><input type="checkbox"/> Well spoken</td> <td><input type="checkbox"/> Incoherent</td> </tr> <tr> <td><input type="checkbox"/> Foul</td> <td><input type="checkbox"/> Taped</td> </tr> <tr> <td><input type="checkbox"/> Irrational</td> <td><input type="checkbox"/> Message read by threat maker</td> </tr> </table> <p><b>REMARKS:</b> _____ _____ _____</p>	<input type="checkbox"/> Calm	<input type="checkbox"/> Normal	<input type="checkbox"/> Ragged	<input type="checkbox"/> Angry	<input type="checkbox"/> Distinct	<input type="checkbox"/> Clearing throat	<input type="checkbox"/> Excited	<input type="checkbox"/> Slurred	<input type="checkbox"/> Deep breathing	<input type="checkbox"/> Slow	<input type="checkbox"/> Nasal	<input type="checkbox"/> Cracked voice	<input type="checkbox"/> Soft	<input type="checkbox"/> Stutter	<input type="checkbox"/> Disguised	<input type="checkbox"/> Loud	<input type="checkbox"/> Lisp	<input type="checkbox"/> Accent	<input type="checkbox"/> Laughter	<input type="checkbox"/> Raspy	<input type="checkbox"/> Familiar	<input type="checkbox"/> Crying	<input type="checkbox"/> Deep		<input type="checkbox"/> Street noises	<input type="checkbox"/> Office machinery	<input type="checkbox"/> Animal noises	<input type="checkbox"/> Factory machinery	<input type="checkbox"/> Clear	<input type="checkbox"/> Voices	<input type="checkbox"/> Static	<input type="checkbox"/> PA System	<input type="checkbox"/> Music	<input type="checkbox"/> Local	<input type="checkbox"/> House noises	<input type="checkbox"/> Long distance	<input type="checkbox"/> Motor	<input type="checkbox"/> Booth	<input type="checkbox"/> Other _____	_____	<input type="checkbox"/> Well spoken	<input type="checkbox"/> Incoherent	<input type="checkbox"/> Foul	<input type="checkbox"/> Taped	<input type="checkbox"/> Irrational	<input type="checkbox"/> Message read by threat maker
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<input type="checkbox"/> Crying	<input type="checkbox"/> Deep																																														
<input type="checkbox"/> Street noises	<input type="checkbox"/> Office machinery																																														
<input type="checkbox"/> Animal noises	<input type="checkbox"/> Factory machinery																																														
<input type="checkbox"/> Clear	<input type="checkbox"/> Voices																																														
<input type="checkbox"/> Static	<input type="checkbox"/> PA System																																														
<input type="checkbox"/> Music	<input type="checkbox"/> Local																																														
<input type="checkbox"/> House noises	<input type="checkbox"/> Long distance																																														
<input type="checkbox"/> Motor	<input type="checkbox"/> Booth																																														
<input type="checkbox"/> Other _____	_____																																														
<input type="checkbox"/> Well spoken	<input type="checkbox"/> Incoherent																																														
<input type="checkbox"/> Foul	<input type="checkbox"/> Taped																																														
<input type="checkbox"/> Irrational	<input type="checkbox"/> Message read by threat maker																																														



<p><b>Natural Disaster</b></p> <ul style="list-style-type: none"><li>• Secure your personal safety</li><li>• Secure the safety of colleagues and partners</li><li>• Assess risk</li><li>• Make appropriate notes</li><li>• Contact Partner office</li><li>• Contact Emergency services if relevant</li><li>• Contact NGO General Manager and keep informed</li><li>• Await and follow directions from local authorities, Partner and NGO Daily Manager</li></ul>	<p>Make a note answering following questions:</p> <ul style="list-style-type: none"><li>• Where did it happen?</li><li>• When did it happen?</li><li>• How did it happen?</li><li>• Who is involved?</li><li>• What is the consequence?</li></ul>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Suspension of activities**  
To be completed with Partner

**Hibernation**  
To be completed with Partner

**Relocation**  
To be completed with Partner

**Evacuation**  
To be completed with Partner



## Action Cards, Specific CMT ERP duties:

- Media handling
- Informing the organisation, key stakeholders and partners
- Authority contact, "Borger Service" etc.
- Handling Next of Kin
- Requisition of psychologists
- Insurance

## Media Handling

"Golden rules":

- Take responsibility
- Own the crisis
- Be proactive – be ahead of the development
- Secure the presence and support of colleagues
- Show concern and care, apologize if relevant – then act
- Never say "No comment" – rephrase
- Never ever lie
- There's no such thing as "off the record"
- Handle every interview as if it was the first

## Informing the organization, key stakeholders and partners

- Inform the NGO organization via standard SMS or mail format.
- Inform Partner and additional key stakeholders
- Secure that information is confirmed received and communication is established
- Keep all parties informed with intervals (to be stated), or when relevant according to new development
- Keep a log of all actions

## Contact to authorities, e.g. "Borgerservice"

- Establish contact to MFA-DK, "Udenrigsministeriets Borgerservice" or local embassy or consulate services in the country of deployment.
- Map location and infrastructure to as much detail as possible if relevant
- Keep a log of all actions

**Handling of Next of Kin, and additional issues in relation to staff involved in the emergency**

- Any contact with Next of Kin should be handled with utmost care, tact and delicacy
- Gather comprehensive information about the incident or crisis before contacting Next of Kin
- Make out a time line outlining what has happened until now, the present situation and future prospects
- Do not share speculations, but confine yourself to mention confirmed information
- Consider requisition of a psychologist

**Handling insurance matters**

- Establish contact with a named employee in the insurance company in question
- Attempt to be one step ahead
- Provide as much documented information as possible
- Log all information provided to and from insurance company

**Emergency Contact Information**

Contact	Phone	Address/Email address
NGO Daily Management		
NGO 2nd point of contact		
NGO Head of board		
NGO 2nd point of contact		
Partner Head office		
Partner Local office		
Partner Security Focal Point		
Local Emergency Services		
Ambulance		
Police		
Doctor/Health Clinic		
Pharmacy		
Embassy or Consulate		
Ministry of Foreign Affairs		
EU Delegation		

*Insert applicable phone tree for Partner organisation*





## Arrival Briefing

*Specific Partner country briefing must be completed in cooperation with Partner, specifying all critical information and precautions, to meet all security needs at arrival.*

- *Airport arrival*
- *Security precautions*
- *ATM, local currency / USD, Euros*
- *Transport to first destination*
- *Partner, modes of contact*
- ...
- ...

## Self-Assessment checklists

The self-assessment checklists will be used as a tool for preparation of staff deployment and to secure that deployed staff is provided with all necessary information.

- Health
- Pre-deployment
- Travel security
- Working Conditions
- Debriefing



## Health

- Do health risks exist in the area (disease, environmental health risks, weather related risks, etc.?)
- Has a Danish and local health focal point been identified? (to act as liaison in case of incapacity)
- Has staff been made aware of the insurance coverage and how to reach assistance 24/7?
- Has proper insurance and ID cards for travel been provided?
- Has contact information of local hospitals and local medical professional at the duty station been developed?
- Is medical kit/first aid kit readily available?
- Is there an available service for staff concerning mental health?
- Has a procedure on work site injuries or security incidents been developed for staff members?
- Have medical facilities been properly assessed in the area?



## **Pre-deployment**

### **Security Instruments**

- Has the Security Plan been handed out?
- Has the security assessment for the specific project been handed out?
- Has the anti-corruption policy been pointed out?
- Has staff received a cultural briefing?
- Proof of life and Next of Kin information?

### **Communication**

- Name on local contact on arrival?
- Means of contact?
- Has contact schedule been developed?

### **Travel**

- Has an itinerary for staff been developed?
- If required, does staff carry international driving permit?
- Has local transportation been arranged for staff?
- Are local plans to cover travel plans in place?
- If weather related risks exist in the area, has information's on precautions been provided?
- Does staff need copies of passport and visa?
- Has staff been cleared by immigration to work?
- Have travel policies been discussed prior to departure to classify what mode of transport is safest?
- Has staff been made aware of laws and restrictions in the country?
- Do you have an emergency action plan for any disturbance that may arise during travel?

### **Finance**

- Has adequate insurance been secured?
- Does the insurance cover on site expenses?
- Does staff carry credit/debit cards?
- Does staff have emergency funds available in case of any irregularity or disturbance?

### **Risks/threats**

- Has staff received details of high-risk areas to avoid?
- Has staff received a briefing on specific gender related security issues?
- Has staff received mandatory security training, and has it been documented?
- Has the accommodation been in use previously? If not, provide all information.
- Have you done a preliminary security desk assessment?
- Have you done an in-country security assessment?
- Has your security assessment/country policy been shared with staff?



- Has staff been presented with an evacuation plan?
- Has staff been made aware of local management team and whom to contact?
- Has your staff received medical advice/clearance prior to departure?
- Has staff had all necessary vaccinations? Are they documented?
- Does staff have local medical contacts?
- Have local medical facilities been assessed?
- Has staff been advised to notify responsible officer on any relevant medical history?
- If prescription medicine is requested, can it be acquired in the location of residence?
- Has health and emergency insurance policy been handed out, incl. contact card?

**Debriefing**

- Have you debriefed your staff about the trip?
- Have you shared any lessons learned from the trip?



### **Travel security**

- Does the staff member have any health condition that would not allow him/her to participate in the mission?
- Is the country in question cleared for travel according to the travel policy?
- Has your partner been consulted on the mission?

### **Working conditions**

- Have a clearly defined set of assignments for the staff member been developed?
- Have a periodic review of assignments and plan of implementation been identified with the local supervising officer?
- Has an adequate work station been assigned with all the proper equipment?
- Has an agreement been developed with your local partner on a safety focal point?
- Does the work site have safety procedures to follow in case of emergency?
- Can first aid assistance be provided on site?
- Are there any known health risks in the area to address specific to the working compound that need to be addressed?
- Are there any known security risks in the area to address?
- Does the work site have an access policy and does staff need an identification mechanism?
- Has staff been trained on how to use relevant equipment?
- Has a plan been developed for delays caused by weather, political issues, etc.?

### **Debriefing**

- Has the mission progressed according to the terms of reference (as stated in contract or TOR)?
- Has information from the project been systematized and handed over to the hosting or sending organization?
- Has staff performed a local briefing with the hosting organization?
- Is information generated in the assignment ready available for knowledge sharing?
- Has a list lessons learned and potential changes for future assignments been developed?
- Has staff been advised to perform medical clearance upon return? Contact person to verify? (Physical or mental)
- Are there any incidents (health, security, other) from placement, that have to be reported and followed up on?
- Are there any other questions/issues brought forward by staff that need attention or follow up?



## NGO Policies

*Insert applicable policies/standards or associated links specific for NGO in question*

- *NGO Travel Safety*
- *Code of Conduct*
- *Duty of Care*
- *Child protection*
- *Anti-Corruption*

## Core Humanitarian Standards (CHS)

<https://corehumanitarianstandard.org/the-standard>

CHS-standards are set up to protect the rights and integrity of communities affected by crisis.

However, adhering to CHS-standards also functions as a general risk reducing initiative for the benefit of humanitarian staff by enforcing mutual respect and acceptance.

The nine Core Humanitarian Standards in short: (Please consult above link for in-depth information)

1. Communities and people affected by crisis receive assistance appropriate and relevant to their needs.
2. Communities and people affected by crisis have access to the humanitarian assistance they need at the right time.
3. Communities and people affected by crisis are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian action.
4. Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them.
5. Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.
6. Communities and people affected by crisis receive coordinated, complementary assistance.
7. Communities and people affected by crisis can expect delivery of improved assistance as organisations learn from experience and reflection.
8. Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers.
9. Communities and people affected by crisis can expect that the organisations assisting them are managing resources effectively, efficiently and ethically



## Standard Operating Procedures / SOP

SOP's are based on Partner information and recommendations.

***All text in italics must be reviewed and completed by or in collaboration with Partner.***

- Cultural norms
- Medical precautions
- Field trips staff movement control
- Transport
- Theft and robbery
- Political unrest
- Communication
- Incident reporting

***Any additional, relevant generic or Partner specific SOP must be included in this Security Plan***

## Cultural Norms

*In this section describe country specific customs, cultures norms, and laws that will influence staff security and rules that staff must abide by to conform to the described norms.*

*Special attention should be given to issues such as alcohol in public, dress code, as appropriate:*

- *local laws*
- *prohibitions*
- *taboos*

## Medical Precautions

Pre-departure medical preparations

- *The NGO provides staff with all relevant medical information on vaccinations and additional medical requirements.*
- *Deployed staff provides a personal record of chronic and pre-existing conditions.*

Local medical resources

- *Partner must identify and list local medical resources and relevant facilities:*
- *Local medical service providers, doctors, hospitals, pharmacies and others.*
- *Include contact information, maps and clear directions.*
- *List the location of first-aid kits in Partner possession*



## Field Trips and Staff Movement Control

- *Field trips must correspond to an operational goal, and wherever possible, staff should join up with other staff.*
- *All Partner offices must have a staff movement control system that monitors all field trips. Specify monitoring system and the agreed precautions in the event of a deteriorating security situation.*

## Transportation

### Road travel regulations

- *Staff are not allowed to drive themselves (except in the case of emergency) Local drivers must always be used.*
- *NGO has a zero-tolerance policy regarding the use of alcohol while driving. In plain terms this means that the agency will not tolerate any use of alcohol by partner staff driving a vehicle on duty.*
- *Safety belts must always be used, including back seats when there are available belts.*
- *NGO staff must under no circumstances other than emergency drive or be passengers on motorbikes or other two wheeled vehicles.*
- *At all times procedures for maintenance and timely frequency of inspection and servicing, appropriate equipment in vehicle (such as radio, first-aid kit, seat belts, water, blanket) must be ensured and enforced by partner organisation.*
- **Specify any additional transport regulations**

### Boat regulations

- *NGO staff must under all circumstances wear life vest when in a boat smaller than 100 passengers. Security instructions by marine officers must be followed.*
- *Staff must obtain knowledge of evacuation procedures and the location of safety gear.*
- **Specify any additional boat travel regulations**

## Theft

- *Off limit areas?*
- *Curfew?*
- *Choice of recommended transportation?*

## Robbery

(Generic advice)

- *Travel well lighted streets. Avoid dark corners, alleys and entrances to buildings. Always try to walk on the side of the street nearest oncoming traffic.*





- If you must travel at night regularly, don't carry more than you can afford to lose. One suggestion is to carry a second wallet containing a few \$1.00 bills and old credit cards, which are normally destroyed or discarded. If confronted at knife or gunpoint, give the suspect the second wallet and concentrate on a good physical description to give to the police.
- There's safety in numbers! If possible, walk with a companion, either male or female. An armed robber is less likely to confront two or more, than a lone individual.
- When waiting for a bus or taxi, try to select a well-lighted area. Aim for a busy stop where many people will be coming and going.
- Don't hitchhike or accept rides from strangers.
- Avoid taking shortcuts through deserted areas such as parks, playgrounds, vacant lots, etc.
- Be cautious entering your car as someone may be hiding inside. Or, when leaving your car, someone may be waiting. Park in well lighted areas.
- Never carry weapons that can be used against you.
- If someone asks directions, keep a polite but maintain a safe distance.
- If you are alone and think you are being followed, head for an occupied building such as a bar, restaurant, gas station, fire station, etc. If none is available, cross the street in the middle of the block. If there is street vehicular traffic, try to stop a car for help.
- **Specify any additional, location specific recommendations**

## Political unrest / demonstrations

- *Carry a cell phone all times. Partner security focal point will alert staff about developing or ongoing demonstrations or riots.*
- *Staff are required to receive a briefing regularly on any developing political crisis.*
- *If caught in the vicinity of a demonstration or riot, seek safer areas and contact the office.*
- *Specify any additional recommendations*

## Communications

- *Describe partner offices primary and secondary communication system e.g. mobile phones, supplemented by satellite phones as a redundant system.*
- *Describe any standard or emergency communication procedures*

## Incident Reporting

*All incidents that involve NGO staff members, dependents or property are reported to the Security Focal Point (SFP) at NGO head quarter in DK or designee in the most expedient manner possible.*

*The security focal point or designee responds to the incident as necessary and reports the incident to the Board of Directors. The security focal point determines what information concerning the incident will be shared with others. Personal information will remain*

**Engineers without Borders Denmark – Kalvebod Brygge 31 - 1560 Copenhagen - CVR: 27 99 22 85**

**www.iug.dk - e-mail: info@iug.dk - phone: +45 70 27 40 06 - account: 3543 3543626236**

*confidential unless security conditions warrant otherwise. A written incident report is submitted to the local partner SFP and the HQ SFP using the form at the end of this report.*

*Insert Incident Reporting Form*

**Abbreviations**

CBT	Computer Based training
CHS	Core Humanitarian Standards
CMT	Crisis Management Team
ERP	Emergency Response Plan
HSE	Health, Security and Environment
MFA	Ministry of Foreign Affairs
NOK	Next of Kin
SFP	Security Focal Point
SOP	Standard Operating Procedures

**Definitions**

Incident / Critical Incident	A critical incident is an event (or series of events) that seriously threatens the welfare of personnel, potentially resulting in death, life-threatening injury or illness. Most critical incidents – although they may have potentially severe impacts on individual staff and programmes – do not have wider implications for the organisation as a whole and can therefore be managed by regular management structures, with additional support from headquarters if required.
Crisis	A crisis is an event that significantly disrupts normal operations, has caused or is likely to cause severe distress or has severe consequences for individual staff or organisations. It requires out of the ordinary measures to restore order and normality, thus demanding immediate action from senior management. Crises can come in various forms, and include events threatening an organisation’s reputation, image, programmes, assets, financial stability or the safety and security of its staff. In this last case, a crisis may be precipitated by a critical incident involving one or more staff members.

Incident -> Crisis	<p>A critical incident (or series of such critical incidents) becomes a crisis when its nature, severity or broader consequences for an organisation warrant a response beyond the capacity of routine programme management mechanisms, requiring leadership and coordination from senior management level.</p> <p>Critical incidents that frequently constitute crises include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Abduction, kidnap or hostage-taking</li> <li>• Murder or death in suspicious circumstances</li> <li>• Incidents causing multiple casualties and requiring urgent response (medical, road traffic accident, operational, psycho-social)</li> <li>• Arrest or detention</li> <li>• Other security situations or events causing a high degree of threat to staff</li> <li>• Complicated or large-scale evacuation, or medical evacuation (“medevac”)</li> </ul>
Hibernation	<p>Staff stay at home. A temporary halt to programming during a crisis period. In some circumstances, staff may be required to shelter in the office or compound.</p>
Relocation	<p>Shifting offices and/or activities from an unsafe area to a safer location, usually on a temporary basis and within the same country.</p>
Evacuation	<p>Suspending operations in a country, evacuating internationals to another state and national staff from deployed areas to their home areas. Some limited programming may continue using remote management, depending on the situation.</p>