



# Global Safety and Security Policy and Standards

## Introduction

*Un Ponte Per* senior management recognizes that staff safety and security is, to a great extent, best assured when operations and staff are well integrated into the local community and valued for their contributions to local developments. To this end, UPP strives to build and maintain the acceptance of local authorities, partner agencies, communities and other stakeholders for its presence and the work it performs.

It is the responsibility of UPP staff to strive to understand the host culture and behave in a manner that is respectful of its cultural norms, while remaining vigilant to any changes in the operational environment that might increase their exposure to threats. Safety and security risks are an unavoidable aspect of our work due to the fact that UPP works in a wide range of threat environments that may expose individuals to crime, assault, harassment, and direct and indirect attacks. Underdeveloped infrastructure and local institutional limitations often exacerbate these risks.

While UPP is committed to the safety and security of staff, it is recognized that there are many variables beyond the control of UPP impacting the welfare of staff, and it is not possible to eliminate all the risks associated with the work that we do in the places where we work. UPP will continue to undertake high-risk activities in the support of the most vulnerable, and will endeavour to ensure risk controls are identified, implemented, managed and monitored in the course of seeking positive outcomes for beneficiaries.

Establishing an organizational Risk Appetite<sup>1</sup> is a major step towards providing a consistent vision of risk tolerance and response throughout UPP. It provides the basis for setting acceptable levels of risk and contributes to the implementation of mitigation actions. This document sets forth the safety and security policy and supporting standards and practices, which have been adopted by UPP senior management team.

The supporting standards are identified in clearly marked boxes, and the procedures follow each standards box. The supporting standards and procedures are intended to guide field teams in the implementation of the Policy.

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<sup>1</sup> See *Risk Appetite Statements*

# Policy Statement

**UPP is committed to minimizing safety and security risks to staff and ensuring staff are given training, support and information to reduce their risk exposure to threats while maximizing the impact for beneficiaries.**

## Key Principles

This Policy is based on the following principles:

- a. Staff are responsible for their own safety and security and should exercise common sense as provided in Staff Handbook *Safety and Security* dedicated paragraph.
- b. Staff are responsible for the impact their actions have on the safety and security of their fellow staff, and for UPP assets under their management and care; and will, when possible, reasonably support the safety and security of implementing partners and beneficiaries.
- c. Security is everyone's job: staff will actively participate in and contribute to maintenance of safety and security measures, awareness of security risks and team security, and coordination with other humanitarian actors.
- d. Failure to follow the policy, procedures and standards may increase the risk of harm to staff, assets, and may reduce acceptance of UPP by host governments and communities, and beneficiaries.
- e. All UPP staff must comply with this Policy and Standards. Failure to comply with this policy and standards, including failure to report breaches of this policy and standards, may result in disciplinary action up to and including dismissal and/or cancellation of the contract as provided in Staff Handbook about termination of contract.

## Application of policy and standards

This Policy and its supporting standards and procedures apply to **ALL** UPP staff visiting and/or working in Country Offices. Head of Mission (HoM) or Country Representative (CR) where present refers to the most senior person in the field responsible for directing, managing, and/or administering operations in a Country Office. "Country Office" refers to all types of field operations, assets and personnel, including Project/Program Offices, Field Offices, residences and living compounds, and emergency response operation sites. "Staff" means any paid full or part time employees of UPP, unpaid full or part time volunteers or interns, consultants, delegates and associates deployed by UPP.

## Meeting the commitment to safety and security

- All UPP staff will have access to a copy of this Policy and supporting standards and procedures.
- Orientation and briefings for staff will include safety and security issues.

- Training, learning opportunities and support will be provided as appropriate to ensure commitments are met.

**Standard 1 – The Head of Mission/Country Representative where present is the Ultimate Responsible for Safety and Security Management in the Country Office**

At a minimum, the HoM is responsible for:

- Establishing and maintaining an effective safety and security management system based on the Security Policy and the supporting standards and procedures.
- Resolve and Resume in prompt bulletin to circulate the monitoring by Security Focal Points on security trends and the situation in-country in order to determine the appropriate security threat level at all times.
- Ensuring the Country Office has adequate budget provisions for safety and security-related expenses to maintain safety and security standards together with Head of Offices and relevant Desk Officers.

**Procedures:**

- The HoM will make safety and security-related decisions in consultation with the local senior management team (HoM, CR, HoOs), the Security Focal Point(s), the Desk Officer and where necessary, with the Head of Department and the Executive Director (expatriate staff especially).
- The local senior management team will establish 'safety and security' as a standing agenda item for regular meetings.
- The HoM and the Desk Officers for the Country will ensure that all proposals for country programs have sufficient and appropriate budget allocations for full safety and security cost recovery.

**Tools:**

*Guidance for Security Considerations in Proposal Writing and Budget Preparation*

**Standard 2 – Country Office Management Will Develop and Maintain A Safety and Security Management Plan in Accordance with UPP Standards established by Risk Management Committee at HQ**

- The Country Office Safety and Security Management Plan (SMP) development is the responsibility of the HoM in consultation with the S&S Manager and the Risk Management Committee and must comply with UPP applicable standards and procedures detailed herein.
- The SMP is updated by the HoM and the CR (where present) in consultation with the Risk Management Team, at least annually, to effectively mitigate the associated risks of operating in all locations where UPP is working in a country.
- New country programs develop and disseminate a Safety and Security Management Plan within one month of the initial start up of the country program (by the acting HoM or CR in consultation with the Risk Management Committee at HQ).
- In an emergency response, *or after country management decision to respond*, the SMP must be reviewed and updated by the HoM in light of the changes wrought by the emergency, and disseminated within 7 days of the initial emergency declaration and should be taken into account for decision making.

**Procedures:**

- The following steps will be followed to create and maintain the SMP:
  - Conduct risk and vulnerability assessments for each operational area in a country or region annually (or as warranted, depending on the changes in the environment) by S&S Manager with SFPs and under the supervision and impulse of HoM/CR and the review and approval of by the Risk Management Team at HQ and
  - Clearly define roles and responsibilities for staff
  - Prepare Contingency Plans
  - S&S Manager with SFPs and under the supervision and impulse of HoM/CR review and update the document annually (or more often if needed) and in higher risk or complex Country Offices will update the SMP at least twice a year or as a change the risk level warrants and inform Risk Management Committee promptly
  - Submit to Risk Management Committee and relevant Desk Officers for review and approval
- The SMP will address safety and security management issues related to staff and where appropriate dependents, local partners and beneficiaries
- The SMP will be the product of an internal consultative process involving a broad range of Country Office personnel (international and national).
- Copies of the SMP and/or all associated security documentation will be made available to staff as appropriate; and, where necessary local language translation and training will be provided to ensure a full understanding of responsibilities.

**Tools:**

- *Risk Analysis Table*
- *Safety and Security Management Plan Outline*
- *Security Threat Levels*

**Standard 3 – Country Office Management Will Appoint Safety and Security Focal Point and HQ will employ a Full-time Security Manager in higher risk programs**

- A Country Office will appoint and train at least one Safety and Security Focal Point (SSFP) per office in the Country with clearly articulated responsibilities, adequate resources, and SMT support
- In higher risk Country Offices a full-time Security Officer will be employed

**Procedures:**

- The HoM and the CR will review SSFP duties and determine which apply to their respective Country Office. The final agreed upon duties will be documented in the Country Office Safety and Security Management Plan (SMP), added to the staff ToR and a copy forwarded to the Risk Management Committee at HQ.
- The HoM will appoint staff members who have prior experience with safety and security matters and are well connected to good sources of information about the safety and security situation in country as SSFP(s) and notifies to Risk Management Committee at HQ.
- The SSFP will have good judgment, using common sense and discretion consulting always with the HoM and other managers. The SSFP will also have the qualifications and standing within the Country Office to confidently represent the agency in interagency meetings in the field of Safety and Security.

**Tools:**

- *Safety and Security Focal Point Duties*

#### **Standard 4 –Country Office Management Will Conduct Safety and Security Orientations and Briefings**

- All new Country Office staff must be provided during the induction, an orientation to safety and security policies and procedures and their respective roles and responsibilities.
- Core safety and security orientation will be provided within the first week of staff or others taking up duties.
- All visitors (incl. dependents)/travelers to the Country Office must be provided pre-departure information and on arrival a safety and security briefing within 48 hours and for higher risk countries within 24 hours.

#### **Procedures:**

- The core safety and security orientation in each Country office will inform newly hired staff about the risks associated with their work and level of personal responsibility, and will include a discussion of safety and security policies and procedures and an overview of the Country Office SMP.
- The safety and security briefings for visitors will highlight current health, safety and security issues in country, applicable safety and security policies and procedures, emergency contact information, and any guidance specific to proposed activities.
- The orientations and briefings will be supplemented by relevant documentation, maps, emergency contact information, and local guidance and training on use of equipment (where necessary).
- The goal of the safety and security briefing is to give staff an immediate sense of policies, procedures, and issues relevant to their safety and security and a sense of their respective responsibilities while in country.

#### **Tools:**

- *Safety and Security Briefing SOP*
- *Pre-departure Information Format Guidelines*



### **Standard 5 – Country Office Management Will Provide Staff with Safety and Security Training**

- HoM and CR (where present) will ensure safety and security training for a basic level of personal safety and security, as the environment warrants. In insecure environments the level of training will be enhanced to match the environment.
- General rules for behavior, as appropriate for the cultural norms of the communities and country, will be clearly advised.
- Country Offices must include security training in their annual budget and plan and should consult with the Safety & Security Manager for appropriate training courses (either internal or external).

#### **Procedures:**

- All staff will be provided with ongoing and appropriate training and support to fulfill their assigned responsibilities and work effectively and safely in their respective areas of operation. HoM, in collaboration with the HoO (as well as HR Manager at HQ for expatriate staff) will ensure the following actions are implemented:
  - All Staff have completed the IFRC online course
  - Appropriate training is provided to staff consistent with assigned responsibilities
  - Establish a continuous security training program incl. periodic simulation for critical events
- The Country Office will plan for annual staff training in first aid and fire safety. At least one staff member in each office/sub-office of the field office, and preferably two staff members, should have a high level of first-aid training. All drivers should, at a minimum, be trained in basic first aid.
- The Country Office guards will receive introductory training to focus the individual on the basic requirements of guard duty and fire safety. In-service training will be performed periodically to provide training on current security issues or problems.

#### **Tools:**

- *IFRC training guide during induction*
- *Training curriculums for specific knowledge*

**Standard 6 – Country Office Management Will Ensure That All Safety and Security Incidents Are Reported Within 24 Hours**

- All safety and security incidents will be reported immediately (within 24 hours) in accordance with the UPP incident reporting protocol (see Incident Report Sheet in Staff Handbook).

**Procedures:**

- Incident reporting shall happen to the management in line, ccing the HoM and CR (where present).
- HoM collects all reports and summarize them in a bulletin for Risk Management Committee.
- Critical events (death, hospitalization, abduction, disappearance, etc.) will be reported immediately to Desk Officers by telephone with the written incident report to follow.
- All safety and security incidents will be submitted on a monthly basis to the Risk Management Committee which will inform the Desks and the Board of UPP.

**Tools:**

- *Incident Report Sheet (Staff Handbook)*

**Standard 7 – Country Office Senior Management (HoM, CR by country and Security Manger) Will Develop and Practice with Office personnel, the Staff Hibernation, Evacuation and Relocation Procedures.**

- In the event of extreme threat, UPP may evacuate international staff and accompanying dependents to a safe place in a neighboring country or to home of record. UPP will not evacuate national staff or their families except in the most *extreme* circumstances.
- UPP will endeavor to relocate national staff and their immediate family who were posted elsewhere in the country by UPP to a safer place within the country.
- UPP will endeavor to assist in the relocation of any national staff and their immediate family who are at risk directly as a consequence of their work with UPP.
- Refusal of a UPP staff member to evacuate or relocate may result in that staff member's dismissal. Regardless of the reason, any UPP staff member and their dependents refusing an evacuation/relocation order must acknowledge in writing that s/he is remaining at her/his risk and that UPP will not accept responsibility for her/his safety.

**Procedures:**

- The HoM and/or CR together with the Security Manager in consultation with the local senior management team will develop and document an emergency hibernation/relocation/evacuation plan as part of the SMP.
- The hibernation/relocation/evacuation plan will indicate the criteria for determining when staff should hibernate/relocate/evacuate, the location to which they will be moved, how costs will be allocated and reported.
- The authority to order the relocation of staff (in country) lies with the HoM and/or CR and it is applied and organized by HoOs.
- The authority to order the evacuation of international staff lies with the Executive Director (or designee) and it is applied and organizes by the HoM and/or CR.
- In cases where a threat is imminent the HoM/CR may take the decision to evacuate international staff without prior consultation. If such a decision is taken, the HoM and/or CR must notify the Head of Department and the Executive Director at the soonest possible time.

**Tools:**

- *Evacuation Planning*

## **Standard 8 – Country Office Management Will Follow UPP Abduction and Kidnapping Policies and Procedures**

In the event of the abduction of a UPP staff the following protocols apply:

- UPP will use all appropriate means to secure the release of staff that have been abducted.
- UPP cannot give in to the demands of abductors including the payment of ransom for the release of staff.
- Neither UPP, government authorities, nor the hostage negotiators will reveal the exact strategies that will be employed during the negotiation process
- UPP will keep family members apprised of the situation and offer support to families throughout and after the ordeal.
- UPP will ensure that post-abduction procedures will include an organizational debriefing, access to professional counseling and other support deemed necessary to support recovery.

### **Procedures:**

- Security Manager making decision with HoM and/or CR and the Risk Management Committee will establish a Country level Crisis Management Team
- In countries where it has been determined that staff abduction is a relevant threat, the Country Office Crisis Management Team will be trained in the management of abduction

### **Tools:**

- *Abduction & Kidnapping SOP*

**Standard 9 – Country Office Management Will Prohibit Possession of Firearms or Other Weapons in UPP Premises and Vehicles**

- Staff are prohibited from carrying/keeping firearms and other weapons at UPP premises or vehicles
- Firearms or other weapons will not be carried or used by UPP staff while on duty or while attending any function associated with UPP
- The presence of firearms, weapons of any type or armed personnel in any UPP premises or vehicle is prohibited.

**Procedures:**

- Although the presence of weapons on UPP premises is prohibited, this rule is not intended to prohibit staff from permitting police or other local officials to enter UPP premises in the course of their duties, particularly where their assistance has been requested in response to a particular incident, unless the premises are a humanitarian assistance space or associable.

## **Standard 10 – Right to Decline Deployment**

UPP staff have the right to decline to undertake a deployment, activity or travel without suffering disciplinary action if they feel the risk to their personal safety is high, except for:

- the tasks, activity or travel naturally attained and clearly described in the original ToR in the persistence of similar security conditions or
- when instructions are given for the purpose of avoiding a dangerous situation and reducing risk as described in Standard 7.

### **Procedures:**

- UPP staff must inform their line manager as soon as possible if they wish to decline any new/additional deployment, activity or travel.
- If a situation remains unacceptably high risk for a sustained period of time, continuation of employment with UPP will be reviewed.