

Across the Nations Security, Health and Safety Policy and Procedures

Version 1.0

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Section 1: Across the Nations Security, Health and Safety Policy Statement

Purpose

Across the Nations (AtN) is a Charitable Organisation that is committed to providing services to remote vulnerable populations overseas including children and families as part of its activities through our network of partners.

The purpose of this policy statement is:

- To prevent accidents at work
- Demonstrate our commitment to Risk Assessments and Mitigation Strategies for potential risks faced by our staff and volunteers
- To provide information to all staff, volunteers, children, and their families about what we should all do to have a safer working environment

The scope of this policy statement

This policy statement applies to anyone working on behalf of AtN and partnership projects, including senior managers and the board of trustees, paid staff, volunteers, sessional workers, agency staff and students.

AtN work with staff and volunteers in parts of the world that are often considered 'Hostile Environments'. We consider the health and safety of our staff as paramount while recognising that we will not always be able to mitigate all risks that our or our partners staff face as part of their daily and working lives. As such, learning about health and safety, risk assessments (Including dynamic risk assessment) and mitigation policies is something that AtN is committed to and will train our staff in.

In the light of the recent (2020) pandemic, it is important that AtN, and partner projects, staff and volunteer refer to and follow current country guidelines and procedures that deal with the Covid-19, or any future, pandemic. We recognise that this may have a detrimental impact on projects and personal situations, however, the health and safety of our staff and participants of our projects is paramount.

Reasons for our health and safety policy

- Prevent accidents and cases of work-related ill health
- Manage health and safety risks in our workplace
- Provide clear instructions and information, and adequate training, to ensure AtN staff and volunteers are competent to do their work
- Provide personal protective equipment where needed
- Consult with our staff and volunteers on matters affecting their security, health, and safety
- Provide and maintain our equipment
- Maintain safe and healthy working conditions
- Implement emergency procedures, including evacuation in case of fire or other significant incidents

Expectations of staff and volunteers

- Co-operate with supervisors and managers on security, health, and safety matters

- Take reasonable care of their own security, health, and safety
- Report all security, health and safety concerns and incidents using the form '[Across the Nations Accident or Near Miss Incident Report Form](#)' found in Appendix A

Arrangements for security, health, and safety

Risk assessment

- We will complete relevant risk assessments and take appropriate mitigation action for each project that we are involved in (See: '[Across the Nations Risk Assessment and Risk Mitigation Template](#)' in Appendix B)
- This will be submitted to and reviewed by the nominated lead for security, health, and safety
- We will review risk assessments when security, working habits or conditions change

Training

- We will give staff and volunteers personal security and risk assessment training by pre-approved and mandated training personnel
- We will provide personal protective equipment where needed
- First aid training is recommended for all AtN staff and volunteers
- All trustees, staff and volunteers must complete the NSPCC 3hr online Child Protection Course
- The AtN DSO will be expected to take the NSPCC 3hr Online Trustee Safeguarding Course

Consultation

- We will consult staff routinely on security, health, and safety matters as they arise and formally when we review health and safety

Evacuation from Buildings

- We will make sure escape routes are well signed and kept clear at all times
- Evacuation plans are reviewed from time to time and updated if necessary

Evacuation from Countries

- We will make sure that there are well researched evacuation plans in place for all the countries we operate in
- Evacuation plans are reviewed from time to time and updated as necessary

Welfare for Staff/Volunteers on Returning from Countries

- We recognise that there is often culture shock on re-entry to host countries, especially if the staff member/volunteer has been operating in a hostile environment
- It is important that time is taken to take stock of the impact on each individual
- AtN commits to helping and advising people through this period, and helping find professional help if needed
- The experiences gained are valuable to AtN, and where appropriate we will often invite individuals to share their learning and take part in fund raising and awareness raising events for the charity.

Section 2: Across the Nations Level 1a - Personal Security Training Curriculum

Purpose

Across the Nations (AtN) is a Charitable Organisation that is committed to providing services to remote vulnerable populations overseas including children and families as part of its activities through our network of partners.

The purpose of this training curriculum is to:

- Define key terms
- Provide a framework for training AtN, and its partners, staff and volunteers in personal security

Scope of this training

Everyone working on behalf of Across the Nations, or its partners, including senior managers and the board of trustees, paid staff, and volunteers – is to receive this training

Introduction

This training curriculum has been based on and adapted from the Global Interagency Security Forum (GISF) and InterAction Security Training Project 2014. There are also elements from Save the Children's Safety First 2010 document included.

The following is a suggested framework for a one-day training on Personal Security (Level 1a). The course is mandatory for everyone (Short & Long Term) that is due to go overseas as a staff member, volunteer, or partner in one of our projects.

There is a PowerPoint Presentation available to use in the delivery of this curriculum.

Only mandated Across the Nations trainers¹ can deliver this training

Subjects

1.a.1 Security Concepts. Overview of key security concepts.

Key points include but are not limited to:

- Defining security and safety and understanding the difference between the two concepts
- Explanation of security terms such as risk, vulnerability and threat and risk reduction strategies
- Overview of the AtN security management frameworks, refer to including: Risk Assessment, Planning, Standard Operating Procedures (SOPs) etc., Implementation, Monitor & Review
- Overview of security planning and what related training and support staff members should expect to receive (e.g., briefings, SOPs)
- Trends and issues in the global security picture for humanitarian and development workers.
- Overview of location specific Security Level Systems (e.g. the UN, Red Cross, Save the Children)

¹ The Across the Nations Security, Health and Safety Nominated Lead will keep a list of mandated trainers and organisations that can deliver training.

- UN = <https://www.etcluster.org/sites/default/files/documents/8%20-%20SLS%20FAQ.pdf>

1.a.2 Personal Awareness and Behaviour

Understanding one's personal strengths, weaknesses, behavioural habits and attitudes concerning security.

Key points include but are not limited to:

- Understanding how participants' self-perceptions and behaviour affect their personal security
- Impact of individual behaviour on their personal security
 - *Use of smartphones on the go*
 - *Choice & timings of routes to work*
- Understanding one's impact on the local community and how that affects one's security
- Impact of presence in the field – awareness of image
 - *Dress*
 - *Ability in language*
 - *How is our work / project / NGO viewed and understood?*
- Assessing personal weaknesses, habits and strengths
 - *Sense of direction*
 - *Ability to read a map*
- How to recognize and manage fear and panic
- Understanding the behavioural arousal cycle and what responses and characteristics accompany each phase

1.a.3 Situational Awareness

How to examine the operating environment and related security issues.

Key points include but are not limited to:

- What participants need to know to understand their operating context
- Situation-specific considerations
 - *Medinas / Markets / Crowded areas*
 - *Rural vs. Urban*
 - *ATM's / Banks*
 - *Etc.*
- How to be aware of one's immediate surroundings and how to react
 - *How to identify potential threats*
 - *Escape routes*
 - *What if ... learn to develop scenarios and responses to common areas*

1.a.4 Awareness of Cultural, Gendered and Personal Considerations

Strengthened participant sensitivity to personal and societal factors that affect security realities in their operating environment and during travel. These factors include gender, sexual orientation, religion, cultural and personal considerations such as disabilities.

Key points to include but are not limited to:

- How to assess different notions and understandings of security and safety, and what this means in relation to cultural, gender and personal considerations
- Overview of personal, cultural, and organizational considerations (e.g., age, ethnicity, nationality, disabilities, religion, and job position in the organization)
- Defining gender and gender-specific security considerations

- Closer examination of personal behaviour and how it relates to the local culture and perceptions

1.a.5 Personal Risk Assessment and Risk Reduction

Understanding threat and vulnerability in the participant's operating environment, and how to understand, assess, and manage risks.

Key points to include but are not limited to:

- Different types of threat
- Vulnerability to threats
- Possible strategies to reduce security and safety risks
- Basic personal security measures
- Setting a personal risk threshold

1.a.6 Travel Safety

How to prepare before travel and deployments, and considerations during travel.

Key points include but are not limited to:

- The organization's procedures and other good practices in preparing for travel and deployments
- Good practice while on travel or deployment, including what to bring, communications, airports, arrivals, using taxis, airports, hotels, and other accommodations

1.a.7 Resiliency and Stress Management

Understanding, recognizing, and managing different types of stress.

Key points include but are not limited to:

- Overview of different types of stress
- Signs and symptoms of stress
- Understanding resilience and emotional intelligence
- How to develop personal resilience
- Techniques for managing stress, including when and how to seek support

1.a.8 Crime Awareness and Prevention

Understanding different criminal threats and good practice in prevention and response.

Key points include but are not limited to:

- Overview of various criminal motives and likely threats
- Good practice in prevention
- How to react during a robbery

1.a.9 Gender-Based Violence (GBV)

Understanding GBV as a widely under-reported type of security incident.

Key points include but are not limited to:

- Defining GBV
- Overview of the types of GBV
- Overview of causes
- The role of power in GBV
- Understanding which personnel in the organization are most at risk
- Identify the causes and contributing factors of GBV

- Physical, psychological and social consequences survivors of GBV may face
- Overview of organization-related policies and codes of conduct
- Overview of the prevention and response measures available through the organization and in the participant's work environment
- Overview of relevant incident reporting mechanisms and confidentiality measures

1.a.10 Acceptance

Understanding, cultivating and verifying acceptance. Active acceptance is increasingly relevant in operational situations.

Key points to include but are not limited to:

- Overview of the acceptance approach to security
- The link between image and acceptance
- How an individual's behaviour can affect acceptance
- How different groups may perceive the individual and the organization in the participant's working environment
- Key and cross-cutting components of acceptance (e.g., stakeholders, programming, staffing decisions, behaviour, and composition)
- Tools to develop and strengthen acceptance

1.a.11 Incident Reporting

Overview of the organization's incident reporting systems and rules, and how participants can report incidents, near-misses and sensitive incidents.

Key points to include but are not limited to:

- Defining what constitutes an incident, what does a near-miss and what is a sensitive incident
- The importance of reporting incidents and near-misses
- Incident reporting options: overview of the organization's incident reporting channels and other related policies such as whistleblowing and reporting sexual exploitation and abuse
- Review of the organization's incident reporting and post-incident reporting protocols

1.a.12 Dealing with Aggression

How to use interpersonal communications skills to defuse anger and aggression in various situations.

Key points to include but are not limited to:

- Principles of communication
- Overview of different types of aggression and anger, and how to recognize their symptoms
- Understanding the cultural dimension of anger and aggression
- Techniques for de-escalating anger and aggression

1.a.13 Programming and Security

Understanding the organization's identity and overall vulnerability due to presence, programming, and operational habits in the participant's working environment.

Key points include but are not limited to:

- Review of the organization's local programming profile and potential security implications
- Understanding the interdependence of programming and security, and the importance of integrating them
- The project cycle and how a security framework correlates to it
- Programming and potential security implications
- How to conduct security assessments and implement risk reduction measures

- How to budget for security, including needs such as training, security assets, site enhancements and security staff

1.a.14 Hostile Observation Awareness

How to detect hostile observation activities, identify the risks of hostile observation, and develop preventive and responsive procedures.

Key points to include but are not limited to:

- The difference between surveillance and hostile observation
- How to recognize potential signs of hostile observation activities
- How to prevent hostile observation and other unwanted surveillance (general and context-specific)
- How to safely signal the presence of hostile observation activities to the right channels

1.a.15 Information Security

Understanding information security and developing personal awareness of external surveillance.

Key points to include but are not limited to:

- Understanding information security concerns and needs, including concerns about social media
- Overview of the organization's current and potential policies and measures concerning information management
- How these measures and policies relate to the participant's work
- Understanding surveillance and when it can become hostile
- IT security considerations and organizational IT security systems (e.g., intranets, encryption, social media, and security)
- Good practice in working with sensitive organizational, security, programming, and operational information

Section 3: Across the Nations Level 1b - Advanced Personal Security Curriculum

Purpose

Across the Nations (AtN) is a Charitable Organisation that is committed to providing services to remote vulnerable populations overseas including children and families as part of its activities through our network of partners.

The purpose of this training curriculum is to:

- Define key terms
- Provide a framework for training AtN, and its partners, staff and volunteers in personal security

Scope of this training

Everyone working on behalf of Across the Nations, or its partners, including senior managers and the board of trustees, paid staff, and volunteers – is to receive this training

Introduction

This training curriculum has been based on and adapted from the EISF and InterAction Security Training Project 2014. There are also elements from Save the Children's Safety First 2010 document included.

The following is a suggested framework for a one-day training on Advanced Personal Security (Level 1b). The course is mandatory for everyone (Short & Long Term) that is due to go overseas as a staff member, volunteer, or partner in one of our projects operating in medium security risk environments. It is also for people travelling to or on short-term deployments in high security risk environments.

There is a PowerPoint Presentation available to use in the delivery of this curriculum.

Only mandated Across the Nations trainers² can deliver this training

Subjects

1.b.1 Security Framework

Understanding the security risk management framework that applies to the organization and the participant's work.

Key points include but are not limited to:

- Overview of key components of the relevant security management framework
- Overview of cross-cutting issues related to the framework
- When and how to revise security plans

1.b.2 Situational Analysis

How to assess the participant's working environment.

Key points include but are not limited to:

² The Across the Nations Security, Health and Safety Nominated Lead will keep a list of mandated trainers and organisations that can deliver training.

- Overview of relevant information sources and their credibility (e.g., media, published key informants, information coordination platforms, participatory discussions, and consultation)
- The political, economic, socio-cultural, geographical, and technological context in which the office operates
- How to analyse the working environment using tools such as actor mapping, conflict analysis, violence mapping, conflict mapping, and political and economic analysis
- Understanding the interdependence of security and the organization's presence and programming
- Understanding how perceptions can vary and how those differences can affect the participant's work environment
- How to use scenarios to identify and prepare for changes in the security situation

1.b.3 Risk Assessment

How to assess situation-specific security risks. This enables participants to make more informed decisions on how to best reduce their risk exposure and minimize the potential impact.

- Key points include but are not limited to:
- Defining the terms threat, vulnerability, and risk
- The relationship between the three
- How to carry out a personal risk assessment, identifying and prioritizing context-specific threats
- How to assess the risk
- The importance of continuously re-evaluating and updating risk assessments

1.b.4 Risk Reduction Strategies

Overview of risk reduction strategies (including the organization's) for reducing the participant's personal security risk.

Key points include but are not limited to:

- Overview of different types of risk reduction strategies, their advantages and disadvantages
- Different ways strategies are implemented and the impact on local perceptions
- The current organizational culture and strategies to reduce security and safety risks
- How an organization's security strategies affect personal behaviour and vice versa

1.b.5 Acceptance

Understanding the acceptance approach to security. Active acceptance is increasingly relevant in operational situations.

Key aspects of this topic include but are not limited to:

- Key and cross-cutting components of acceptance (e.g., stakeholders, programming, staffing decisions, behaviour, and composition)
- Review of the organization's concept and strategy
- Challenges to realizing that strategy in the participant's operating environment
- Overview of degrees of acceptance and understanding the dynamic nature of consent
- Image and perception (i.e., factors affecting acceptance and how to assess level of acceptance)

1.b.6 Travel Safety and Security

Good practice in travel safety, including how to prevent and respond to vehicle-related incidents.

Key points include but are not limited to:

- Understanding road, water and air safety and security risks
- Selecting effective measures to reduce risk
- Vehicles, infrastructure, legislation, and human behaviour
- Organization-specific vehicle and field travel policies and procedures
- How to prevent and respond to specific threats such as accidents, ambush, indirect fire, carjacking, and kidnapping
- Overview of checkpoints relevant in the participant's operating environment, including type(s), what to expect, roles and good practice
- Overview of movements tracking protocols
- Introduction to defensive and evasive driving techniques
- Post-accident procedures

1.b.7 Residential and Office Security

How to stay safer and more secure in office compounds, residences, guesthouses, and warehouses. Key points include but are not limited to:

- Awareness of office compound and residence safety concerning matters such as fire, electrical, first aid kits, lighting, and perimeter security
- Key measures the organization uses in residential and office security
- Managing visitors' access to compounds and corresponding procedures
- Procedures for situations such as evacuations and hibernations, and using emergency exits and safe rooms

1.b.8 Personal and Team Resilience

How to better cultivate personal and immediate team resilience, dealing with trauma and traumatic events, including critical incident response.

Key aspects of this topic include but are not limited to:

- In-depth review of stress: types, how to recognize in oneself and in colleagues
- Overview of support and management options: personal, peer support and organization-specific
- Dealing with traumatic events, including incident response and debriefing
- Overview of psychological first aid, techniques, and considerations

1.b.9 Field Communications

Overview of field communications, including survey of possible methods, security considerations and how to communicate effectively and use field communications equipment.

Key points include but are not limited to:

- Relevant communication devices and when to use them (in which situations and understanding when they are secure)
- Overview of regulations and protocols related to communications
- How to set up, maintain and troubleshoot communications equipment and systems
- Guidance on communication protocols, etiquette, and other communications-related security issues

1.b.10 Security Stakeholders

How to identify, understand and interact with actors who can influence security and programming.

Key points include but are not limited to:

- Identifying stakeholders and appropriate parties to engage in dialogue and negotiation to increase security and access to key interlocutors
- How program design and activities influence social, political, and economic power structures
- How the organization's programming and presence affect different stakeholders and how they may react
- How to explain security messages in a way that makes it easier to ensure people understand and support them

1.b.11 Safety Threats

In-depth review of safety and how to assess safety risks in specific working environments.

Key points include but are not limited to:

- The difference between security and safety
- Overview of different types of safety threats, such as natural disasters, accidents, hazards, and health-related threats
- Overview of common safety threats and how to increase participants' awareness, reduce exposure and improve response

1.b.12 Evacuation, Hibernation, Relocation

Overview of what participants need to know about evacuation, hibernation, relocation, and suspension.

Key points include but are not limited to:

- Defining each term
- Overview of which situations could activate these contingencies
- Pros and cons
- Logistical and ethical considerations for hibernation, evacuation, relocation, and suspension

1.b.13 Grab Bags

Understanding grab bags and how to use them in different operating environments and security risks.

Key points include but are not limited to:

- Definition of a grab bag
- Typical contents of a grab bag
- When to have grab bags

Nominated lead for security, health, and safety:

Name:

Phone/email:

We are committed to reviewing our policy and good practice **annually**.

This policy was last reviewed on:(date)

Name:

Phone/email:

Signed:

Designated Safeguarding Officer

Date:

Appendix A: Across the Nations Accident or Near Miss Incident Report Form

This form must be completed immediately after any security incident or “near miss”

Who? Personnel involved (STEP staff and others)
When? Date and time of the incident
Where? (Please sketch a map, if possible, on the back of this form and take an OsmAnd / Google Maps location marker)
What has happened? Description of the incident

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What have you done about it? List down (in sequence) the procedure/s you took during/after the incident.

What help do you need?

Add any other important information here

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Your Name:
Your Position:

All incident reports should be sent to: AtN, or Partner project, line manager or country leader.

A copy must be sent to the AtN nominated lead for Security, Health, and safety within one week of the incident

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Appendix B: Across the Nations Risk Assessment and Risk Mitigation Template

The Nations

Guidance:

Using the template below,

1. Plot the local risks posed by Security, Health and Safety on the grid immediately below - assessing the likelihood and impact of a risk
2. Under the Procedure Section, fill in each of the Security, Health and Safety sections in detail
3. Keep a copy of this risk assessment in a secure location and send a pdf version to the AtN nominated lead in Security, Health and Safety.

Date of assessment:

By:

		Impact				
Likelihood		Critical	Severe	Moderate	Minor	Negligible
	Very Likely					
	Likely					
	Moderately Likely					
	Unlikely					
	Very Unlikely					

Very High Risk	Immediate response and extreme measures required. Is the risk acceptable?
High Risk	Implement specific safety and security measures and safety plans.
Medium Risk	Significant safety and security measures required.
Low Risk	Requires heightened awareness and additional procedures.
Very Low Risk	Managed by routine security and safety procedures.

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Procedures

The Nations

Security

Hazard	Risk Colour	Person Affected and How	Existing Control Measures	Recommended Actions	Action by whom	Action by when	Date Completed
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			

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Health

Hazard	Risk Colour	Person Affected and How	Existing Control Measures	Recommended Actions	Action by whom	Action by when	Date Completed
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			

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Safety

Hazard	Risk Colour	Person Affected and How	Existing Control Measures	Recommended Actions	Action by whom	Action by when	Date Completed
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			
			<ul style="list-style-type: none">	<ul style="list-style-type: none">			

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Next Review Date:

Compulsory Training

Type of Training	Date of Training	Delivered By	Refresher Date
AtN Level 1a Personal Security			
NSPCC 3hr Online Introduction to Safeguarding & Child Protection			
Anti-Bullying Training			

Recommended Training

[illegible]

Extra Training

[illegible]