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| **Ref** | **Indicators** | **Assessment Notes & Evidence** |

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| **Part 1: Governance & Accountability** |
| **1.1** | A statement of accountability and governance pertaining to safety and security risk management, and the organisation’s risk attitude and limits are explicitly communicated by the Board of Trustees / Country Director |  |
| **1.2** | Board of Trustees / Country Director assigns specific safety and security risk management responsibilities to one or more functional parts of the organisation / country office |  |
| **1.3** | Board of Trustees / Country Director officer is explicitly assigned responsibility for governance oversight of safety and security risks for the organisation / country office |  |
| **1.4** | A reporting and accountability process (with defined content and frequency) exists for informing the Board of Trustees / Country Director of safety and security risk issues and organisation / country office performance |  |

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| **Part 2: Policy**  |
| **2.1** | Policies articulate and implement the position and decisions of the Board of Trustees / Country Director on safety and security risk management including the organisation’s risk attitudes and limits17  |  |
| **2.2** | Policy implementation (through plans, procedures and/or guidelines) is appropriate to the local context  |  |
| **2.3** | Policies further detail employee responsibilities and obligations regarding safety and security and communicate these to all relevant parts of the organisation  |  |
| **2.4** | Policy documents are available to employees in all applicable languages  |  |

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| **Part 3: Operations & Programme Management** |
| **3.1** | Security decision-making authority (i.e. risk ownership) is clearly documented in employment contracts, job descriptions and personnel performance appraisals |  |
| **3.2** | Security management is actively promoted by managerial employees throughout the organisation, and is demonstrated by communications and reporting trails, workshop events, and/or other internal initiatives |  |
| **3.3** | Context-specific security strategies or approaches are articulated and communicated to all relevant parts of the organisation |  |
| **3.4** | Accountability and compliance processes are documented, with explicit processes for managing breaches of security policies, plans or procedure |  |

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| **Part 4: Information & Knowledge Management** |
| **4.1** | A functioning safety and security information management system and incident reporting tools are available to all employees |  |
| **4.2** | Organisation actively participates in security management forums or consortia and shares safety and security information with others |  |
| **4.3** | Context-specific safety and security plans and procedures are documented and reflect the organisation’s policy position |  |
| **4.4** | Safety and security plans and procedures explicitly state individual and organisational responsibilities and obligations |  |

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| **Part 5: Training, Learning & Development** |
| **5.1** | Performance benchmarks are determined and communicated throughout the organisation |  |
| **5.2** | Documented training, learning and development strategy and/or plan is accessible to all employees |  |
| **5.3** | Demonstrated management commitment to ensure all employees have access to safety and security training, learning and development opportunities |  |
| **5.4** | Accredited authorities recognise training courses (where available) |  |

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| **Part 6: Resourcing** |
| **6.1** | Explicit budget lines for security requirements are present in all programme budgets |  |
| **6.2** | Grant requests include explicit budget lines for future security costs and details how these costs have been estimated |  |
| **6.3** | Budget amounts are deemed sufficient to meet all resource requirements, with clear and logical processes for estimating these amounts |  |
| **6.4** | Insurance policies (Medical, Travel, Crisis, etc.) are in place and the amount of cover is considered adequate to meet potential risk costs |  |

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| **Part 7: Effectiveness Monitoring** |
| **7.1** | Employee performance management systems have explicit reference to safety and security responsibilities, and compliance with the organisation’s policies |  |
| **7.2** | Persons responsible for monitoring safety and security system implementation and compliance have these responsibilities explicitly stated in their job descriptions |  |
| **7.3** | Outcomes of lessons learned reviews, post-incident analysis, and audits are actively used to improve the security management system and/or its sub-systems and processes |  |
| **7.4** | Management demonstrate that accountability processes are applied in cases of non-compliance |  |