

**XXX**  
**SECURITY PLAN**  
Date

***CONFIDENTIAL***

## **INTRODUCTION**

These Regulations are applicable to all XXX staff, dependents, volunteers, and visitors. By signing their copy of the Regulations, each signatory gives a formal acknowledgement that they have understood them, and commits to abide by them.

This document is divided into two sections. The first; Threats, Mitigating Measures and contingencies addresses specific threats in the operating environment, how to mitigate the risk's threat, and what to do in the event that the treat is encountered. The second section is a list of Standard Operating Procedures SOPs that each operation must have and use.

**The [title], [name] has the ultimate responsibility for security in the agency.**

## **THREATS, MITIGATING MEASURES AND CONTINGENCIES**

### **1.2 Application**

These Regulations are applicable to all staff, staff on loan, local staff during work hours, volunteers working with visitors, consultants, family members accompanying staff and any personnel operating under the XXX's umbrella in the operational area. For the purposes of these regulations, the term "staff" is used to refer to the above personnel. XX Personnel hosting visitors are responsible for ensuring any visitors to the operational area abide by these Regulations.

By signing their copy of these regulations, each signatory gives a formal acknowledgement that they have understood them, and commits to abide by them.

*Consideration should be given to local staff and volunteers who may not speak the official language* Because of the importance for the safety of individuals and the agency as a whole, any breach of security may be considered to be misconduct or gross misconduct in accordance with the organisation's Code of Conduct. As such, security breaches may have disciplinary consequences, up to and including the immediate termination of an assignment or mission, or dismissal. Security breaches may also be relevant to any evaluation of the performance of personnel.

These Regulations are **confidential** and must be handled accordingly.

*It may be unrealistic to expect visitors to an operational area to read and have a clear understanding of these Regulations. In addition to providing personnel with a copy of the Regulations, the country director/head of mission should also ensure that key regulations are included in a welcome pack and that a briefing is provided to all personnel entering the operational area.*

### **1.1 In-Country Situation**

Provide an overview of the country's historical, political, socioeconomic, religious and ethnic composition. Finally identify the key players in the area of operations and their potential effect on security.

Insert background to the XXX's operation, and why the organization is here.

Describe XXX image in the country and how it is perceived by beneficiaries. Indicate the degree the XXX must rely on Acceptance, Protection and Deterrence to provide security and safety to its staff.

### **1.2 Culture**

[In this section describe country specific customs, cultures norms, and laws that will have an effect on 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

## Threats

### 2. Threat

The main threats to staff in [insert name of country] are;

[Insert a description of threats and the likelihood of occurrence based on a security / risk assessment

Examples:

- Theft
- Demonstrations
- Vehicle hijacking

## **Risk Mitigation Measures**

In this section list the measures to be used to mitigate the threats identified above. Example:

### **2.1 Theft**

- Due to high level of theft the following areas in the area are off limits to all staff...
- There is a curfew in effect in this agency and at this time all Staff are required to be in their residences at 1800.
- Staff are not to walk anywhere in town, but are required to use a XXX vehicle and driver.
- In the event of a confrontation, do not resist.

### **2.2 Demonstrations**

Given the high level of civil-unrest in the country staff is required to:

- Carry a cell phone with them at all times. The security focal point will alert staff to developing or ongoing demonstrations and riots.
- Staff are required to receive a briefing every week on the countries developing political crisis.
- If caught in the vicinity of a demonstration or riot, seek safer areas and contact the office.

## Contingency Planning

### 3.0 Contingency Plans

Each country and respective country program faces unique security risks. Above, the threat has been identified and risk mitigating measures developed to avert the threat. In this section you outline what to do in the event that the threat has been encountered. Note that not all threats will necessarily have a contingency plan associate with them.

### 3.1 Theft

- Report incident
- Go to police station and file a report

### 3.2 Demonstrations

When a staff member is caught in a riot or in an area and is in danger due to a riot:

- He/she will try to find a safe haven
- Will call the office
- According to the agreement between the organisation and the police, a unit will be dispatched to the area to escort the staff member out.

## Evacuation, Relocation, Hibernation

Regardless of the threats each office will have contingency plans for Evacuation, Relocation, Hibernation, Medical Evacuation, and Fires.

### 3.x Evacuation

Explain here the Country Office's primary and secondary modes of leaving the country. Example: Primary evacuation means is to collect the entire office in location xxx, where they will be safe and their needs provided for by xxx and then air transport will be arranged for them. In the event that international flights are not available, the only other option to evacuate is by road. At the time of writing, the only viable country to use to evacuate by road is XXX via the XXX Border crossing just outside of XXX.

### 3.x Relocation

Under some conditions it may be prudent to relocate staff to a different part of the country instead of evacuating them out of the country. Explain here where the office would likely relocate, where and how they would be housed and work. Include as much detail as possible.

### 3.x Hibernation

In some circumstances the options to hibernate may be preferred option. Hibernation involves remaining in-doors in a prepared location and waiting to see if the situation stabilizes. In case of hibernation remaining personnel will be directed to consolidate in a location or hibernate in their respective residences. Describe how the office will hibernate below. Include in your description: 1) How communication within each hibernation location will be accomplished, and 2) how communication with country office will be established.

Each residence must have a 14 day minimum food, water, hygiene, and fuel reserve.

### 3.x Medical Emergencies

- ◆ American staff with health insurance through **XX Health plan** will be evacuated by **xxxx**. To initiate medical evacuation, please call xxx at **XXXX**. The account number with xxx is **XXXX**.
- ◆ Staff with other health insurance will be evacuated by **xxxx**. To initiate medical evacuation with xxx, contact them via xxx.

### 3.x Fire

- Fire Brigade phone number is **XXX**
- If the fire is in the first stage, make use of the nearest fire extinguisher.
- This office's last fire drill was held **XXX** list program offices as well.

Indicate emergency exit routs from the office and residence, if more than one office and residence exists in the office floor plans with exit routs should be drafted and attached to the

appendix of this document and a copy laminated in each office and residence. Include locations of fire extinguishers.

### Scenarios

In some cases a threat can manifest itself in several ways. For example, a country's deteriorating political conditions can play out in different scenarios. Some analysis can illuminate likely scenarios that can deteriorate security conditions. List here the probable scenarios. These developments will be closely monitored by the country, and by the security focal point in conjunction with the security advisor. List here the likely scenarios that could change security conditions and therefore risk for our country office.

Example: In the event of the military dictator's death:

**4.1 Scenario A** - a political vacuum is likely to develop followed by civil-unrest, and possibly violence. In such an event the local office will hibernate, monitor developments and in consultation with headquarters decide on next steps depending on conditions.

**4.2 Scenario B** - the military may step in. In such an event there will certainly be bloodshed followed by, draconian rule and civil calm. The office will hibernate as there will be no time to evacuate. When evacuation is possible the security focal point, in conjunction with the country office and headquarters, will decide on when it will be safe to continue programs.

**4.3 Scenario C** - Depending on neighboring country xxx political climate there is a likelihood that it may take advantage of the situation and invade. In such an event the office will...

## **STANDARD OPERATING PROCEDURES**

Regardless of the threat faced in the country office the following Standard Operating Procedures have to be outlined and implemented. Field trips and staff movement control, transportation, Medical Precautions (this is different from medical evacuation procedures), communications, Incident reporting. Each office will face different circumstances and may therefore have to implement additional SOPs.

### **Field Trips and Staff Movement Control**

#### **5.1 Field Trips**

Field trips must correspond to an operational goal, and wherever possible, staff should join up with other staff visiting the same area. All field trips should be well planned. All offices, or sub-offices must have a movement control system that monitors all field trips. **[In this section describe how staff movement is monitored in your office. Example: A white board with a chart is mounted on each of our field offices. Every trip is noted by the Admin officer xxx before departure. The field team calls xxx every time they have arrived at one of their destinations and calls again before departing for their next destination and the times of the calls is recorded by xxx.]**

#### **5.2 Field Trip Security**

**[Specify any general rules applicable to the operation for example:]**

## Transportation

### 6.1 Transportation Regulations

**[Include general driver rules and responsibilities, key rules are detailed below, any regional rules should also be added.]**

- In this office, staff **[are, are not]** allowed to drive themselves (except in the case of emergency. Local drivers must be used at all times.
- XXX 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 XXX staff driving a XXX vehicle.
- Safety belts must be used at **all times**, including back seats when there is available belts.

### 6.2 Boat Regulations.

**[insert as appropriate]**

## Medical

### 7.1 Medical Precautions

Each XXX office office must:

**a) List here the local medical service providers.**

**Identify here how in your country all staff are provided with contact information, maps and clear directions to the above mentioned medical service providers. Example, the information above is provided in the staff briefing book, or the information is listed in this security plan in the Annex. In addition, indicate administrative procedures that ensure the office has conducted a dry-run with all staff to these facilities.**

**b) Describe here the procedure each office**

**uses to collect medical data records (including medical history, pre-existing conditions and allergies to medications, current medications, immunizations, personal physician; and blood type) for each staff and accompanying dependent and where that information is stored. Example: within the first week of the staff arrival he/she is provided with a form requesting the above information by xxx staff member and the information is then stored in xxx's files under heading xxx.**

### 7.2 First Aid kits.

- **List the location of all First Aid kits in the office. All houses, offices and vehicles must have one. The date that the First Aid Kit was last checked is recorded here as well.**

## Communications

### 8.0 Communications

**All offices provide their staff with a means of communication, in most cases a mobile phone. All offices will also have a redundant system of communication.**

Describe here the offices primary and secondary communication system Example: The xxx office uses mobile phones as the primary means of communication and satellite phones as its redundant systems.

#### 8.1 Mobile Phones

List staff member's name and their respective phone numbers here or if the list is too long attach it in the annex of this document.

#### 8.2 Radios

List here staff member's name, call sign and frequency if radios have been issued to them. Also, list vehicle, associated radio frequencies and call signs. If the list is too long attach it in the annex of this document.

#### 8.3 Satellite Phones

If satellite phones are used as secondary modes of communication, list here satellite phone numbers and how they are issued to staff.

#### 8.4 Phone Tree

In the annex of this document provide a copy of the Country Office's phone tree

## **Incident Reporting**

**9.0** All incidents that involve XXX staff members, dependents or property are reported to the Security Focal Point (SFP) 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 senior director and/or the senior security advisor. The security focal point determines what information concerning the incident will be shared with others. Personal information will remain confidential unless security conditions warrant otherwise. A written incident report is submitted to the XXX and the HQ using the form at the end of this report.

**INCIDENT REPORT FORM**

**Case #** \_\_\_\_\_

**Country:**

**Date of Report:**

**Office:**

**Reporting Staff:**

**Contact #:+**

**Date, Time and Location of Incident:**

**Description of Incident with relevant details given in chronological order:**

**Description of any sustained injuries to XXX staff:**

**Description of any damage to XXX assets:**

**Actions taken in response to incident and additional actions required:**

**Source of information (self, colleagues, operational partners, military, police, local authorities, etc):**

**Were staff and assets involved clearly marked with the organisation's logo?**

**Were operational procedures and security guidelines being followed?**

**Was the incident the first of its kind? (If not, list the previous incidents by date):**

**What is the analysis of the incident? Was it an isolated incident or is it indicative of a heightening risk?**

**Have other Staff been informed of the security incident?**

## **Annex B**

Key persons and contact numbers