

Safety and Security Policy

Introduction

In fulfilling our mission, Conciliation Resources (CR) will work in insecure and unpredictable environments that may expose personnel to great personal risk. As a responsible employer, CR has a duty of care and strives to ensure that the risks to our personnel are minimised and managed. This duty of care extends to personnel's physical security and mental wellbeing. In the course of their work, staff should not be exposed to levels of risk that either the organisation or the individual concerned deems to be unacceptable. Managing security is the responsibility of the organisation and the individual.

Purpose

The Safety and Security Policy sets out CR's approach to ensuring the safety and security of its personnel, which includes staff, board members, consultants (including translators and frequently-used drivers) and volunteers. This Policy applies to all personnel at all times and is supplemented by the Programme Security Plans, Safety and Security Due Diligence, Travel Risk Assessments and other security procedures. This Policy should be read alongside the Risk Management Policy.

This policy does not supersede the laws of the UK or any country in which CR is operating. CR will always seek to work within the law. CR staff and consultants should not knowingly break the law in the course of their work.

Personnel

People are central to the achievement of our work. As a result, the personal security and safety of our personnel is of higher priority to CR than the protection of assets, including vehicles, cash, and office equipment or programme materials.

We recognise that the effectiveness and success of our operations depend on the contributions of our personnel: trustees, staff, consultants, and volunteers. In turn, we recognise that these individuals need the reassurance that CR is doing all it reasonably can to ensure the security and wellbeing of its personnel in policy and practice.

Partners

While recognising that this policy does not and cannot extend to partner organisations, we do not wish to create additional risks for partner organisations' personnel. Where possible, we try to ensure that we take steps to ensure their safety and security where possible.

Participants

In accordance with our Safeguarding Policy, we have a duty to ensure that we do not expose participants to unacceptable levels of risk, especially if those participants are vulnerable adults or children.

Risk Appetite Statement

Conciliation Resources (C-R) is dedicated to stopping violent conflict and creating more peaceful societies. We recognise that if we are to meet our objectives, we are required to work in and travel to locations affected by conflict. Much of the work C-R conduct is in isolated areas where communication, infrastructure and basic governance are lacking, further compounding this exposure to risk and our capability to respond in the event of an incident.



The nature of our ambitions exposes our staff and partners to the heightened risk of being targeted by governments and other nonstate armed groups and the locations in which we work remain volatile; a sudden deterioration in the security environment is a real and ever-present threat. This means we accept that in some circumstances our staff and partners may be subject to the intimidation, detention and injury, and the organisation may face reputational and financial risks.

Our tolerance to risk will always take into consideration our strategic objectives and the criticality of our mission. However, staff life and health will always precede C-R's mission and assets. At no time should our staff endanger their own life or the life of others to proceed with a project activity or to protect the organisation's material assets. We are also committed to avoiding undertaking actions or interventions that we know might heighten or transfer risks or otherwise compromise the security and safety of our partners. All C-R's activities must therefore be scrutinised and consider both the resources and capability available to effectively manage such risks within our tolerance levels.

Security Management Approach

Responsibility

Security management is a collective responsibility, which should be integrated into CR's operations and programme design. Our greatest tool in security management is analysing risk and taking measures to prevent incidents. It increases the effectiveness of our response if we plan for incident and crisis management.

Management

Security throughout the organisation is overseen by the Chief Operating Officer and centrally administered by the International Safety and Compliance Manager. Department Directors lead on security for their department, working closely with the relevant Programme Directors. Any finalised documents relating to travel and security should be sent to travel@c-r.org, which can be accessed by the Executive Management Team and the International Safety and Compliance Manager. CR contracts Northcott Global Solutions (NGS) as our security provider. NGS provide security updates, track staff travel and assist with emergency response where they have the capability to do so. NGS are also the medical assistance provider for CR's Travel and Personal Accident, Illness and Medical Insurance for staff covered by the International policy and for CR's Travel and Personal Accident Insurance for staff covered by the Local Nationals policy.

Approach to security

In alignment with its mission, CR's security approach focuses on acceptance by communities in the contexts in which we work. Our security strategy is based on developing close relationships with individuals based in the contexts in which we work, which garners acceptance, brings some elements of protection, and ensures that we have access to up-to-date information about the contexts in which we work, which are often unpredictable. These relationships enable CR to work safely in these contexts, which benefit from the way in which CR's peacebuilding work provides increased security, access and protection to these communities.

Recognising that some risks remain even when we achieve acceptance, and in those places that we do not work, our security strategy is based on protection also. There are some protection measures that we take in every place that our staff travel to, such as the use of check in calls with NGS. Other protection measures are specific to a context, such as earthquake procedures. Protection measures may be specific to the individual because vulnerability to particular risks can change depending on personal characteristics, including gender, sexuality, religion, nationality or tribe.

The first step in security management is the Programme Security Plan, which analyses the risks in a context and assesses CR personnel's vulnerability to these risks. The Programme Security Plan should be reviewed on an ongoing basis for every context in which we have a sustained presence and updated either annually or when there is significant change in the context, whichever is more frequent.

The second step is considering appropriate security measures to minimise and manage these risks, which is done in both the Programme Security Plan and the Travel Risk Assessment. One Travel Risk Assessment is prepared by the traveller/s for each trip. This document, which is supplemented by a pre-trip briefing, should contain all information about the trip and requires approval by the EMT.

The third step is to respond to incidents when they occur. It is mandatory to report any incident or near-miss that occurs to CR personnel and preferable to report incidents and near-misses that involve partners. In moments where it is not possible to contact the London office, this will involve using contextual awareness, common sense and Hostile Environment Awareness Training. When it is possible to involve the London office, the Incident Response Procedure will be led by the Safety and Compliance team and supported by NGS and relevant Programme Department staff.

The final step is to reassess our analysis, security measures and incident response. This reassessment is done based on the debriefs conducted with individual staff members following their return or in group debriefs after incidents.

Risk management procedures

If CR has a programme in a particular context, a Programme Security Plan is required. For all trips, a Travel Risk Assessment will be required.

Where staff members or consultants are undertaking work for CR or activities suggested or paid for by CR, there must be risk management in place. This risk management should be proportionate. In many cases, the Travel Risk Assessment or Programme Security Plan will be the appropriate risk management process. Alternatively, the General Risk Management Check, which consists of five questions, can be approved by an EMT member.

The General Risk Management Check is a tool to fill temporary gaps in risk management in dynamic and changing environments.

Activity / Project / Ongoing work: _____

Go ahead if all 'yes':

- Is there a good reason why there is no Programme Security Plan or Travel Risk Assessment covering this trip/activity and is there a plan to develop these later as appropriate? Yes/No
- Are the activities within CR's risk appetite as detailed in the Risk Management Policy? Yes/No
- Has there been a discussion of safety and security risk with all involved, including whether insurance is provided and what the limits of this are, and has everyone accepted the risks? Yes / No
- Have we assessed what could go wrong and do we have contingency plans? Yes / No
- Have you or have you considered consulting the International Safety and Compliance Manager / Chief Operating Officer about this? Yes/No

Responsibilities

Organisational

Supported by the International Safety and Compliance Manager, the Chief Operating Officer is responsible for leading on the development, monitoring and implementation of the Safety and Security Policy and for advising the Executive Management Team on security matters. This includes leading the response to security incidents and crises. Permission to adopt practices that exceed the policy can only be granted by the Executive Management Team, although it is accepted that there may be rare urgent circumstances where this is not possible.

As part of policy implementation, the Executive Management Team are obliged to:

- Review the Safety and Security Policy every two years to ensure compliance with legal requirements and best practice;
- Provide valid and appropriate comprehensive travel, personal accident and medical insurance cover for each staff member undertaking assignments outside of the UK;
- Ensure that staff review their Proof of Life forms on an annual basis;
- Provide staff with training in the Safety and Security Policy, CR's security procedures, First Aid, Hostile Environment Awareness Training and other elements of security to a level commensurate with the travel they will undertake; and
- Plan for and oversee the response in the event of an incident or crisis, including participating in a debrief; and
- Ensure that staff undertake a debrief with the International Safety and Compliance Manager or their line manager upon their return.

Department Directors

Each Department Director is responsible for the security of the staff within their department and of staff outside the department who travel to the contexts in which that department works.

- From a project's inception, monitor time and resource allocation to for security planning and the implementation of security measures specific to the contexts in which CR works;
- Where a programme employs local staff, ensure that the Safety and Security Due Diligence is conducted to review staff working conditions, partner offices and so on;
- Approve any international travel and any domestic travel in CAR, Kenya, the Philippines and Uganda, for any CR personnel, based on the Travel Risk Assessment submitted;
- Ensure that staff have received medical advice for their destination and have all the required vaccinations and medication prior to travel outside their country of residence; and
- Ensure that staff are briefed by the relevant Programme Director for the context or the person that the Programme Director has deputised to, prior to travel.

Programme Directors

Each Programme Director is responsible for the security of the staff they manage, and reports on this to their Department Director who in turn reports to the Executive Director. This responsibility follows the line management structure. Programme Directors are responsible for managing staff security and safety within a programme and are obliged to:

- Include security planning in project proposals and inceptions, and ensure that sufficient budget and time is allocated for this;
- Lead on the development of a Programme Security Plan in accordance with the Safety and Security Policy;
- Update the Programme Security Plan on an annual basis or whenever there are significant changes to the security situation in the relevant context, whichever is more frequent;
- Ensure that the Programme Security Plan is followed for each country, regional or thematic programme;
- In line with CR's security strategy maintain a good network of contacts at home and in context on an ongoing basis;
- Ensure the team has provided the traveller/s with the information required for the preparation of thorough Travel Risk Assessments for individual trips;
- Ensure all staff have received adequate training to manage their own safety and the overall safety of the team, and review this on a regular basis;
- Comprehensively brief trustees, staff, consultants (including translators), volunteers or visitors on the security situation and security measures prior to travel in accordance with the briefing guidelines;
- Use contextual knowledge and understanding to advise the Chief Operating Officer in the event of an incident or incident debrief;

- Participate in debriefs following incidents and crises and adjust the programme's security practices accordingly.

Individual staff, trustees and volunteers

Some staff, trustees or volunteers will travel frequently in the course of their association with CR while others will not do so. No staff member, trustee or volunteer is permitted to travel within a month of starting at CR. Each member of staff, trustee or volunteer should be aware of their individual responsibility to manage their own safety and wellbeing and the safety and wellbeing of other personnel by contributing to security planning, following security guidelines, procedures and protocols. Each member of staff, trustee or volunteer is obliged to:

- Be responsible for their own security, including exercising their right to withdraw if they wish, and the security of any staff they manage;
- Actively participate in and contribute to the development of security measures, awareness of security risks and where relevant, team security;
- Understand what impact CR's actions and or presence in a specific situation or at a certain time may have on the security and safety of CR's partners;
- Accept that there is no organisational liability for the security and or safety of a CR partner, but that all staff are should avoid behaviour, actions or interventions that could jeopardise the security and or safety of such partners;
- Ensure that they do not undertake a trip or overseas assignment when an aspect of their health and condition at the time would invalidate the conditions of CR's travel and medical insurance. For female staff this includes travel during the final trimester of pregnancy;
- Prior to travel to an area that the Foreign Commonwealth and Development Office advises against all travel or all but essential travel to, undertake Hostile Environment Awareness Training with a CR-approved training provider.
- Participate in a Security Induction, obtain a visa if required, seek and follow medical advice for the relevant destination, read the relevant Programme Security Plan, complete a Travel Risk Assessment, attend a pre-trip briefing, receive EMT approval for the trip prior to travel, and check in with NGS at the pre-agreed times during travel.
- Following travel, attend a debrief with the International Safety and Compliance Manager or line manager.
- Be a positive representative for Conciliation Resources.
- Report any security incidents to the International Safety and Compliance Manager and the Chief Operating Officer immediately, or as soon as physically possible and safe to do so; and
- Report any actions or behaviour that breaches policy or jeopardises individual, team or partner security. Breaches in security policy may be considered a disciplinary offence that may lead to action being taken up to and including dismissal.

Individual consultants

Consultants may be procured to work outside their country of residence. If a consultant travels outside their country of residence during the course of the consultancy for CR, the consultant is obliged to:

- Be responsible for their own security;
- Be responsible for obtaining own travel and medical insurance unless agreed that CR will provide this insurance;
- Actively participate in security measures, awareness of security risks and where relevant, team security;
- Understand what impact CR's actions and or presence in a specific situation or at a certain time may have on the security and safety of Conciliation Resources partners;
- Accept that there is no organisational liability for the security and or safety of a Conciliation Resources partner, but that all personnel are should avoid behaviour, actions or interventions that could jeopardise the security and or safety of such partners;

- Ensure that they do not undertake a trip or overseas assignment when an aspect of their health and condition at the time would invalidate the conditions of CR's travel and medical insurance. For female staff this includes travel during the final trimester of pregnancy;
- Read the Safety and Security Policy, obtain a visa if required, seek and follow medical advice for the relevant destination, read the relevant Programme Security Plan, complete a Travel Risk Assessment, attend a pre-trip briefing, and receive EMT approval for the trip prior to travel;
- Report any security incidents to the International Safety and Compliance Manager and Chief Operating Officer immediately, or as soon as physically possible; and
- Report any actions or behaviour that breaches policy or jeopardises individual, team or partner security.

Security Principles

Recruitment and Procurement

Conciliation Resources ensures that staff job descriptions, person specifications and interviews draw applicants' attention to personal security risks posed by the context in which they would be expected to operate, some or all of the time. Likewise, Terms of Reference for consultants include reference to personal security if the consultant is required to travel. If the consultant will be travelling in a context in which CR does not have security expertise, the limits of CR's security monitoring and emergency response capabilities should be made clear to the consultant, and the consultant should be encouraged to monitor the security situation prior to travel.

Statement on National Staff Security

CR has clearly set out its organisational risk appetite in the Risk Management Policy and the Safety and Security Policy, in order that all personnel know what level of risk the organisation is willing to accept and is willing for them to accept in the pursuit of its objectives. In line with this statement, CR recognises that personnel and partners may be subject to intimidation, detainment, injury, harassment and/or exposure to mental stress. However, we do not place or ask personnel and partners to place their lives or the lives of others in danger to proceed with an activity or protect material assets.

Risk changes depending on identity, for example gender, ethnicity, nationality and sexuality. CR understands that national staff and consultants face different, and often increased, risk compared with non-national staff (staff not based in the country/region where we work). In recognition of the higher risk faced by national staff, we will always consider everything possible to ensure their safety and the Safety and Compliance team will have at least quarterly security catch-ups with staff based in satellite offices.

The Programme Security Plans, including the contingency plans, developed by Programme teams should consider whether there are particular risks and whether the mitigations and response for national staff should differ from those for nonnational staff. For example, national staff may be supported to purchase hibernation supplies to keep at home as well as in the office, in case it is safer and preferable for them to hibernate at home.

If non-national staff are undertaking work-related travel, CR will support non-national staff with international evacuation, most likely back to their country of residence although they may be evacuated via another country temporarily. CR will support national staff and their household if applicable with domestic evacuation, most likely to their home or an alternate safely reachable location within the country. However, it may not be possible to internationally evacuate national staff for a number of reasons. For example, it may not be legal to evacuate and/or employ national staff in another country and we may not be able to pay for the staff member to remain in the second country. If a national staff member wishes to leave their country of residence for the sake of their safety, CR will respect their personal choice and will try to provide practical support where possible, outlining on a case-by-case basis what this practical support involves. For example, if it is possible to give the national staff member several months' advance on their salary, pay upfront for local

transport and accommodation, provide communications equipment or to provide security information, CR would do this.

Before recruiting and procuring national staff and agreed long-term consultants, consultants, and the limits of this, clear to the individual being recruited and procured so they can decide whether to accept the risks associated with their role in an informed way. If national staff and agreed long-term consultants have any questions about the security approach for national personnel, they are welcome to speak with the relevant Department Director, Chief Operating Officer or International Safety and Compliance Manager at any time.

Right to Withdraw

Irrespective of a line manager's judgement of risks in a particular situation, every staff member has the right to either leave a programme area or decline to travel to an insecure area if they feel that the risk to themselves has become or will be too great. The staff member must inform the Safety and Compliance team or their line manager without delay if they reach such a decision.

If the level of risk a staff member is exposed to and considers unacceptable is found to be constant, an independent assessment will be carried out to establish whether the programme of work as currently planned can or cannot be carried out as a result of these risks. In consequence of this assessment continuation of these plans will have to be reviewed, including consequences for employees' tasks and contractual relationship with CR, in line with organisational procedure.

Travel safety

It is the individual's responsibility to ensure that they take all safety and security precautions possible when travelling. Seatbelts must be worn when travelling in vehicles. Where they are not available or are available but not working CR personnel are expected not to travel and alternative travel arrangements should be made. CR personnel should not travel in the back of open pick-ups or lorries. Where alternatives are available, CR staff should avoid using flight carriers with poor safety records.

Programme Directors are responsible for ensuring that individual Programme Security Plans set out a Standard Operating Procedure on vehicle safety particular to each context in which CR personnel operate. It is the responsibility of CR personnel to adhere to the vehicle safety requirements for the relevant context.

Staff driving themselves

The majority of the Safety and Security Policy which assumes that visiting and national staff and long-term consultants will be driven by a driver, rather than driving themselves, when working or travelling in a context in which CR works. However, on occasion, there may be a clear safety rationale for staff to drive themselves. The Safety and Security Policy sets out the organisational standards for travelling in vehicles. The Vehicle SOPs and Road Traffic Accident sections of the Programme Security Plans set out the driver and vehicle requirements for each context.

The decision to authorise a staff member to drive a CR-rented or CR-owned vehicle will depend on road conditions and the risks in each context and will be approved through the Travel Risk Assessment (TRA) process for visitors and separately over email for national staff.

Process

The decision to drive a CR-rented or CR-owned vehicle for work purposes should not be taken lightly. While it is recognised that the decision to drive a CR-rented or CR-owned vehicle may have positive programming and financial implications, this decision should be led by safety considerations and the relevant individual themselves. The staff member considering this decision should be supported with information from the relevant Department, Programme Director and International Safety and Compliance Manager.

The request for a CR staff member to drive a CR-rented or CR-owned vehicle should be made according to that individual staff member's risk appetite. When a request is made for a CR staff member to drive CR-rented or CR-owned vehicles, the Department Director (with help from the International Safety and Compliance Manager) will ensure that:

- The driver holds a valid driver's licence for the type of vehicle they will be driving in the country/ies they are driving in, which must be produced for the International Safety and Compliance Manager to check on an annual basis; and
- The driver has no convictions for any driving offence whatsoever and will notify the relevant Department Director and International Safety and Compliance Manager of any subsequent conviction immediately.
- The driver meets the driver and knowledge, experience and training requirements
- The vehicle meets the Vehicle Requirements in the Programme Security Plan

If the staff member meets the above requirements, the relevant Department Director can approve staff driving CR-rented vehicles for work.

Knowledge, experience and training requirements

The staff member must demonstrate the following knowledge and experience to the Department Director or the International Safety and Compliance Manager, as well as undergoing the relevant training. The staff member must demonstrate that they:

- Understand the transport laws and rules of the road in all countries in which they will be expected to drive for work purposes;
- Understand and have committed to abiding by CR's Safety and Security Policy, following the Programme Security Plan including SOPs particularly for vehicles and checkpoints, and meeting the Driver and Vehicle Requirements set out below;
- Have proven their ability to drive safely and within the law (if a driver is likely to drive on unpaved roads or off-road, they must prove their ability to do so, including previous employment references and / or recognised training certification);
- Have proven their ability to perform basic vehicle maintenance (for example, changing a tyre, adding water to radiator, push starting a vehicle, towing and being towed);
- Have undertaken Hostile Environment Awareness Training with a CR-approved trainer in the last 3 years; and
- Have undertaken Defensive Driver Training with a CR-approved trainer in the last 3 years.

Driver requirements

At all times when driving a CR-rented or CR-owned vehicle, the staff member must:

- Before and after use, check that the vehicle meets the Vehicle Requirements set out in the Programme Security Plan, maintaining a logbook.
- Ensure that the appropriate documentation is in the vehicle;
- Ensure that they and all passengers are wearing seatbelts at all times (any person not wearing their seatbelt should be reported as a security incident to the COO or Safety and Compliance Manager);
- Drive in a defensive, safe and considerate manner, ensuring that they abide by the rules of the road for the country in which they are driving;
- Maintain a safe speed, as set out in the Programme Security Plan;
- Rest for a minimum of 10 minutes every 2 hours or, where it would be unsafe to stop and rest, not drive for a period of 3 hours without a break (unless in an emergency);
- Not drive when it is dark;
- Not drive under the influence of, or having recently consumed, any alcohol or drug which may impair their ability to drive;
- Not drive while using a mobile/cell phone;
- Ensure that nobody smokes in the vehicle;
- Not carry unauthorised or armed personnel in CR vehicles or accept passengers in exchange for financial reward;
- Ensure that the vehicle is not overloaded or unsafely loaded, with all goods or luggage safely stowed;
- Park the vehicle in a safe location;
- Travel with a magnetic CR logo on the vehicle if safer to do so or if the Programme Security Plan advises this;
- Travel with a trauma first aid kit at all times;

- Travel with a tracker/trackable satellite phone at all times if this does not negatively impact on security;
- Not personalise the vehicle in any way;
- Use the Incident Report Form to promptly report any incident involving a CR-rented or CR-owned vehicle to the COO or Safety and Compliance Manager; and
- Have the vehicle serviced annually or sooner as necessary, and repairs done by a mechanic with a good reputation when required. Repairs should be agreed with a budget holder in advance where possible.

Insurance

Upon being told about the approval from the relevant Department Director, the Safety and Compliance Manager will obtain insurance for the approved staff member to drive CR-rented and CR-owned vehicles for work purposes in the relevant country/ies. The Safety and Compliance Manager should confirm when the individual is insured and what the period of insurance is. The staff member driving and the relevant Department Director should both read the insurance documents to ensure that they feel comfortable with the level of coverage.

Insurance will only cover work trips and personal use is not allowed. Any personal use of the vehicle resulting in damage or maintenance costs not covered by insurance or recoverable from other sources must be reimbursed by the individual driving the vehicle at the time.

Staff member agreement

The staff member should email the relevant Department Director and International Safety and Compliance Manager to say:

“I confirm that I have been informed of the risks of driving a CR-rented or CR-owned vehicle and I give my informed consent to drive a CR-rented or CR-owned vehicle. I will abide by this Policy at all times, informing the relevant Department Director and International Safety and Compliance Manager immediately if a part of this policy is not practicable.”

Accommodation safety

Programme Directors are responsible for ensuring that individual Programme Security Plans set out a Standard Operating Procedure on accommodation safety particular to each context in which CR personnel operate. It is the responsibility of CR personnel to adhere to the accommodation safety requirements for the relevant context.

In the event that a team wishes to use Airbnb or stay with partners in a particular context for security and financial reasons, EMT approval must be sought for this in the Programme Security Plan. In the event that either CR personnel stay with partners or partners stay with CR personnel, all staff should be made aware of this in advance.

Cash Security

CR seeks to work transparently in compliance with regulatory requirements and the laws of the territories in which staff work. CR also recognises that carrying large amounts of cash can affect an individual's personal security. When a substantial amount of cash must be carried, CR and its individual personnel must carefully consider and mitigate the risks associated with this.

Wherever possible CR uses insured and safe methods of transferring funds, including Western Union, and will continue to make direct financial transfers or other forms of payment. This ensures that personnel do not normally carry with them sums of cash larger than those needed to meet their own needs and not exceeding sums larger than our insured ceiling of £7,500 (which, under special arrangement, can be increased at additional cost, if necessary). For staff travelling on the Local Nationals Policy, cash is not insured and so particular caution should be exercised by teams in these cases.

Programme Directors will inform donors of the specific risk issues related to possible cash transfers and will include in their budgets either contingency lines to cover the eventuality of theft or loss over and above sums insured or the costs of the relevant supplemental insurance. In the unlikely event a

donor does not choose to accept this risk and a transfer is considered urgent and essential, the EMT may elect to meet the costs of the relevant supplemental insurance from strategic funds.

HIV and STIs

In many conflict-affected contexts incurring any form of bodily injury, including from assault, accident or clinical treatment, the injured person may be at increased risk of contracting HIV or STIs. CR will treat a medical and or security emergency in which there may be a risk of HIV transmission in the same way as any other emergency for the purpose of ensuring that the individual(s) concerned receives appropriate care and attention within the shortest possible timescale.

For most cases in which CR personnel may be exposed to the risk of HIV and other STIs outside the UK, CR's UK insurers (and most worldwide) do not meet claims resulting from STIs or HIV related diagnoses. Notwithstanding our insurers' position, CR will consider meeting the emergency medical costs arising from an injury or exposure incident regardless of whether or not a positive STI or HIV diagnosis results.

CR's provisions include meeting the cost of HIV testing, post-exposure treatment and counselling, should this be required. Where an HIV or other STI infection has been contracted by accidental injury or intentional violence endured in the course of working for CR, the organisation will seek to help the individual to obtain all necessary treatment. CR is unable, however, to make an open-ended commitment to meeting long-term treatment costs where the individual is not entitled to UK NHS treatment or equivalent in another country. Such situations will be dealt with sympathetically, on a case-by-case basis and with reference to relevant medical and legal professionals.

Staff Dependents

Conciliation Resources is not responsible for dependants of staff or consultants except where responsibility has been agreed through a specific contractual arrangement made at the time of recruitment or subsequently. In such cases, the scope and limitations of Conciliation Resources' responsibilities in relation to safety and security will be set out in the individual contract. Responsibility, and the modalities it might take, for a staff person's or consultant's dependants can only be contractually agreed with prior approval from the Executive Director or Director of Operations.

Involvement with Arms

CR personnel may, in the course of their work, be in the company of people who are armed. Programme Security Plans need to include an assessment of the risks posed by this possibility and detail the security measures that will be taken.

CR personnel must not carry or take up arms under any circumstance whilst in the employment of CR, nor knowingly employ or otherwise engage armed personnel for personal or material protection. This excludes situations in which Conciliation Resources staff find themselves travelling in the company of armed people, who would play a protection role if it came to it.

CR premises and CR-owned vehicles are arms-free zones; those carrying arms will be expected to disarm before entering or using CR premises and vehicles.

Staff who face refusal of those who carry arms to disarm when using CR premises or vehicles should seek advice from their line manager or member of the EMT as soon as possible on how to proceed in that moment or how to handle this issue in the future. Where it is not possible to enforce these rules (for example some roads can only be travelled in military convoy – and armed personnel may be posted onto vehicles) the Executive Director, or a member of the EMT, should be informed as soon as possible.

Where prevailing circumstances are such that CR personnel believe it is necessary to go against any aspect of this policy, approval must first be sought and obtained from the Executive Director unless there is an urgent risk to life. To proceed with the use or hire of armed personnel without the Executive Director's approval will lead to disciplinary action up to and including dismissal.

Involvement with Armed Forces

In pursuance of its conflict transformation aims CR does, at times as part of strategic interventions, engage with armed forces (including national and international authorities as well as non-state armed groups). Engagement must be carried out in a way that does not undermine CR's identity as an independent actor. Guidance must be sought from the EMT in specific cases of potential involvement.

CR personnel planning and or undertaking engagement with armed groups must, in the Programme Security Plan and pre-engagement preparations, assess the personal security risks involved and detail the security measures that will be taken to minimise these risks. In addition, planning needs to include measures to prevent engagement being seen as CR supporting the group's use of violence.

Political demonstrations

Participation in political demonstrations (especially by foreigners) can be illegal in particular countries and, where this is the case, personnel must not participate in demonstrations. While CR recognises that it can be appealing for personnel to participate in political demonstrations in instances in which it is not illegal, this participation can expose staff to both physical danger and political risk. For this reason, CR personnel must seek guidance from EMT if they wish to participate in a political demonstration during work travel.

Incidents and Significant Changes

Serious Security Incidents

In the event of any security incident, the Safety and Compliance Manager or Chief Operating Officer should be contacted as soon as possible. For SEAP, you may contact the Operations Director or SEAP Department Director to report the incident instead and they will proceed to contact the Safety and Compliance team.

It is mandatory to report security incidents and near-misses involving any CR personnel. Information about serious incidents affecting an individual staff member may need to be shared with others in the organisation. Staff should be discrete with information disclosed to them and respect the feelings and privacy of the person concerned.

In the event of a medical emergency, the Safety and Compliance team will work with NGS to gain access to medical care as quickly as possible and support the individual until that care arrives. In their contingency plans, Programme teams should identify which hospitals are best-equipped in which locations.

For serious security incidents, the EMT which will take appropriate action on various issues including: contacting next of kin, handling the media, gathering information, and providing a contact point for external communication.

In the event of a member of staff, trustee, volunteer or consultant being kidnapped or abducted during a CR trip, the Executive Director will assume ultimate decision-making authority and treat it as their top priority. The Executive Director will work with the EMT and others, in formulating and implementing an appropriate response. CR's policy is not to pay any ransom to kidnappers or abductors but every effort will be made to secure the safe release of our staff. CR will continue to pay a staff member's salary while they are abducted. CR will make funds available to relatives to travel if such action might assist in the release process.

Hibernation and Evacuation

Planning and preparation for evacuation is an integral part of programme and context-specific security planning. Preparation should also be made for 'hibernation' – a situation when it is safer to stay in a location than to attempt to move or when an evacuation is not being considered.

In an evacuation, CR's aim is to return staff to their home base, or place of safety. Notwithstanding legal obligations, CR will endeavour to move staff to a place of safety if they are at risk directly as a consequence of their job with CR; whether risk arises from their nationality, their ethnic origin,



another personal characteristic or other context-specific factor or they are subject to a particularly serious or targeted threat. All staff should be made aware of their own and CR's responsibilities, and limitations, in advance as set out in each Programme Security Plan.

Authorisation to withdraw

Authorisation to withdraw from an area, to suspend operations or to temporarily close an office for security reasons, can be given by the manager with immediate effect and is binding on all staff. The EMT may direct a team to withdraw, suspend operations or close an office and may override a local manager's decision to stay, or to continue the programme or for an office to remain open, but cannot override a manager's decision to leave, suspend or temporarily close. CR staff have no right to remain in a location if they have been directed to withdraw by their line-manager or member of the EMT. To do so means they are effectively operating outside of their contract with CR and contravening CR's Security Policy. The individual(s) employment with CR would be suspended and they may, in the judgement of the Executive Director, be considered to have effectively ended their employment with CR.

For offices in Bangui, Cotabato, Jijiga, Manila and Melbourne, this section of the policy will be contextualised in relation to staff based in these locations.

Authorisation to return

Authorisation to return to an area or resume visits after evacuation or programme suspension can only be given by the EMT who will reach their judgement after consultation and with relevant external persons having knowledge of the context. A comprehensive review of security must be undertaken by the relevant Programme Director; this will include reviewing and updating the Programme Security Plan. A written summary of the review's conclusions, plus the updated Programme Security Plan, must be submitted to the EMT before the final decision can be taken.

Security Procedures

For full details about CR's security procedures, please consult the Travel and Security page on the Hub.