



CID + MFAT + Impac

Keeping People Safe - What is required?

Presenter: Richard Gibson – Director



CONSULTING
Focusing H&S investment on what matters

TRAINING
Empowering people to work safely

RISK MANAGER
Delivering foresight to protect people from harm

PREQUAL
Identifying safe Contractors

Agenda

- + Introductions and Objectives
- + Health and Safety at Work Act - Intent
- + Current safety issues
- + HSMS - What a good H&S management system should look like
- + What interested parties such as MFAT will be expecting
- + Risk Management Example – Travelling by Vehicle
- + Workshop scenarios
- + Discussions
- + Common approaches to risk control
- + Triggers for no go or executive decisions

Themes from the Auckland workshop

- + Control vs influence
- + Skills vs systems
- + Heavy reliance on local knowledge and local briefings. How do we know its robust?
- + How do we monitor implementation?
- + Appetite for cross-fertilisation
- + Model for sharing information
- + How best (and for what purpose) do we do de-briefs?
- + What incidents should you report and for what purpose?
- + How can we reassure MFAT that we have the best systems/policies in place?
- + Don't want too much documentation! Use IT to reduce work load
- + Need to be realistic about any extra cost of complying

+IMPAC

International Aid Work – Safety Issues

- + Unfortunately, international aid work is now one of the worlds hazardous occupations (UN 2006).
- + The main fatal risk is **intentional violence** directed at Aid workers. This risk has increased substantially in a few violent environments (Afghanistan, Syria, South Sudan, Pakistan, Sudan). 87% of fatalities were to nationals.
- + The good news – the risk in other areas is likely to have remained stable or even have declined.
- + Vehicle accidents are still the most common cause of serious injury.
- + Due to lack of systems (capturing both local partners and international aid workers), the number of workers harmed is frequently not reported.

+IMPAC

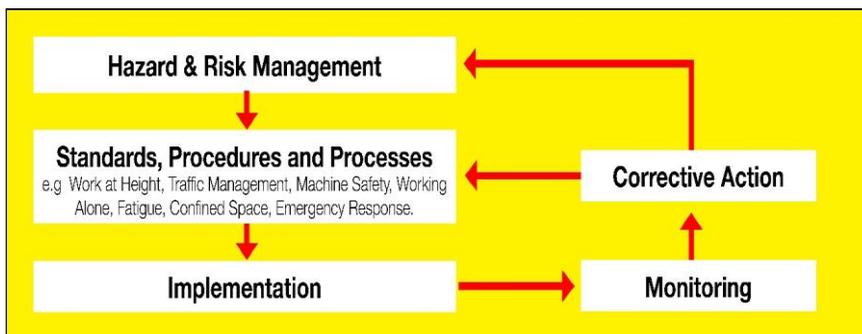
Intent of Health and Safety at Work Act

- + Address New Zealand's poor occupational health and safety performance
- + Protect workers (and wider NZ public) from harm due to work activity.
- + Require PCBU's to manage risk so far as is reasonably practicable
- + Your requirement to manage risk is based on your ability to Control and Influence
- + It was not developed to stop your activities.
- + Focus on the critical risks (what causes fatalities / disability / serious illness)

+IMPAC

Health and Safety Management System (HSMS)

The core



+IMPAC

Managing risk so far as is Reasonably Practicable - Considerations



Likelihood



Degree of harm



Knowledge



Controls



Cost – grossly disproportionate

+IMPAC

Not all risk controls are equal !

Eliminate

Substitute

Isolate

Engineered controls

Administrative controls

Personal Protective Equipment

Collective protection

Individual protection

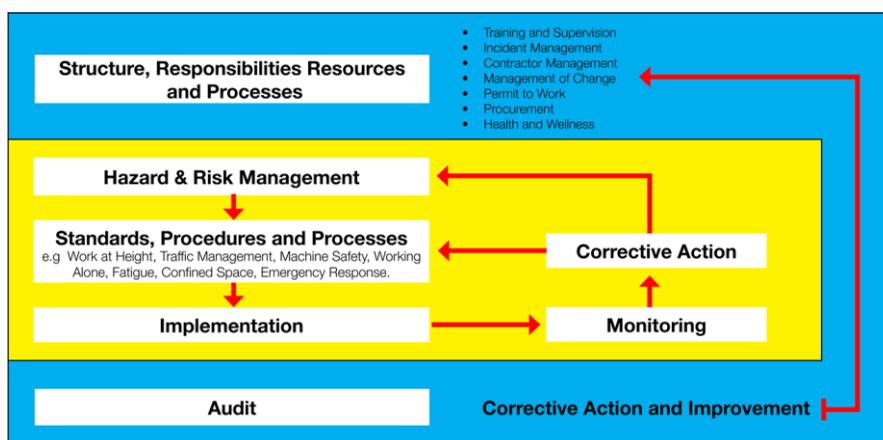
+IMPAC

Common Hazards and associated risks

- + **Travelling by vehicle** – fatal collision with other vehicle or pedestrian, robbery, hijackings/kidnapping, bombing
- + **Being exposed to violence** – being abused / robbed / assaulted / seriously harmed
- + **Travelling by boat** – breakdown, sinking, drowning
- + **Malaria / Zika Virus / Health hazards / Poisoning** –causing medical evacuation
- + **Air crash** causing multiple fatalities
- + **Fall when working at height** leading to disability or death
- + **Use of equipment** – electrocution / crushing / entrapment / impact / serious harm
- + **Psychological impacts** – Anxiety / Depression / PTSD are common in international aid (and other) workers

+IMPAC

HSMS – Supporting Structure, Responsibilities, Resources, Processes and Audit



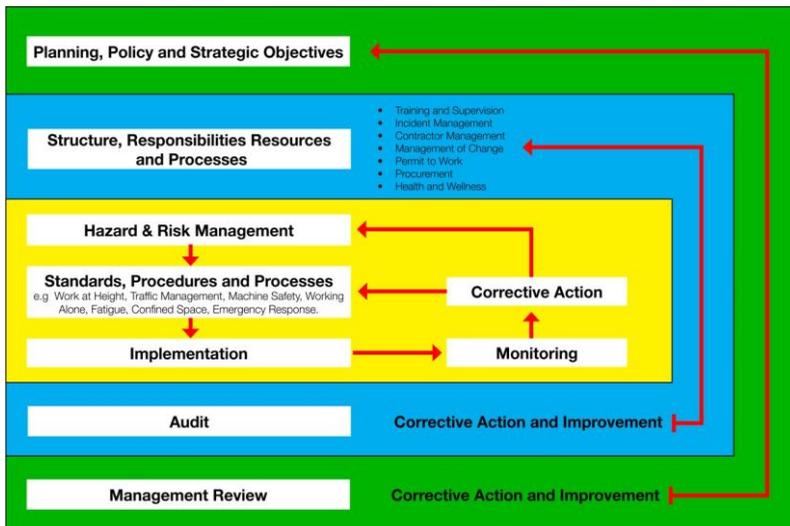
+IMPAC

Remain vigilant – there are always gaps in our systems

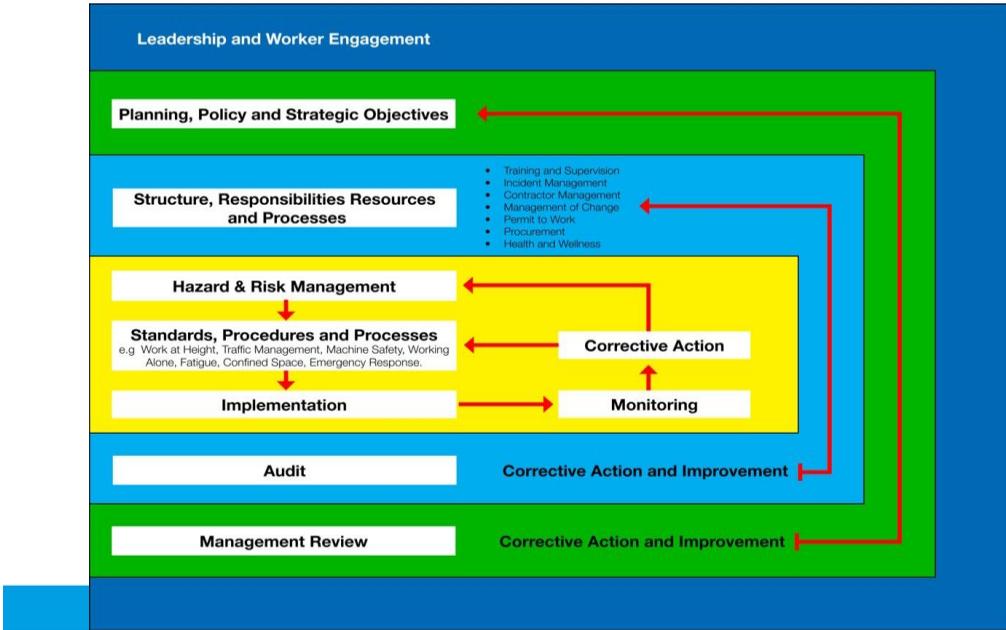
- + Creeping Entropy
- + Murphy’s Law
- + Normalisation
- + Routines
- + Hazards



Making it sustainable - Planning, Policy, Objectives & Review



Making it effective! Leadership & Engagement



The Starting Point.....



Health and Safety Plans, Standards and SOPs

- + Your HSMS may refer to plans being developed at various levels. For example, plans may be developed for
 - + **At the country level, for the management of health and safety for the various programmes being undertaken within that country**
 - + **At a programme level, covering the specific requirements for the programme and how various parties will work together to manage risks**
 - + **At an activity level – such as planning to deliver aid to a specific town**

- + Your HSMS may also refer to:
 - + **Risk Management Standards – which state expected performance outcomes that will be achieved or processes to be followed to manage a risk**
 - + **Safe Operating Procedures - instruction documents (or video's) on how a work activity should be performed or a piece of equipment operated**
 - + **Dynamic threat assessments – regularly undertaken by individuals**

+IMPAC

H&S Plans - What MFAT will be seeking

- + MFAT will be seeking assurance that you have identified the risks associated with the work your organisation will undertake and have appropriate plans established to manage those risks. Key areas are:
 - + **Understanding of the in-country risks (as described on the Safe Travel site) with appropriate processes to manage the risk**
 - + **Work activity related risks and the controls required to manage these risks**
 - + **Any other risks that should be considered**
- + This is generally conveyed through a summary health and safety plan which would include:
 - + **Responsibility for safety and health activities**
 - + **General risk management practices that will be applied**
 - + **Consultation/engagement processes with those performing the work**
 - + **Key skills competencies**
 - + **Safety critical equipment**
 - + **Health management**
 - + **Emergency management**
 - + **Monitoring / auditing activity**
- + *Note: The summary plan can refer to supporting processes / procedures*

+IMPAC

Travelling by Vehicle - considerations

- + **Plan in advance** – Routes / Vehicles / Drivers / Equipment / Procedures / Contingency Plans,
- + **Route** – What are the route options?
- + **Vehicles** – What is fit for purpose? What fits in? What can you use? How is it maintained? Do you travel in groups/convoys or individually?
- + **Drivers** – Who? Use of locals? What skills and knowledge is required?
- + **Equipment and Technology** – What supplies need to be taken? What safety equipment should be carried? How will communication occur?
- + **Procedures** – How does trip planning and safe travel work when on site? How do you handle things like vehicle break down, river crossings, wild animals, working with locals, local check points or security threats. What is the check in / out process.

+IMPAC

Travelling by Vehicle – good practices

- + **How-to guides** (including good practice at check-points and roadblocks, under crossfire, during armed robbery or kidnapping, when engaging with local authorities, etc.).
- + **Defensive driver training** (for drivers and staff)
- + Broader training including **negotiation skills**
- + **Country or programme specific travel / movement request procedures**, based on programme criticality
- + **Curfews and no-go areas**. – When and where you cant go!
- + **Route plan** – Options for the specific trip Check-in and check-out procedures
- + **Passenger policies** including the use of local community leaders to accompany movement of staff
- + **Security concerns - Routine changes in routes** and times, often on a daily basis
- + Two-car rules and vehicle-spacing guidelines
- + Use of high-frequency radio and satellite equipment during long-distance movements

+IMPAC

Indonesia – Safe Travel Advice

- + **There is high risk to your security in Papua and West Papua** provinces due to civil unrest and the risk of kidnapping. We advise against all tourist and other non-essential travel to Papua and West Papua provinces. The security situation remains unpredictable and there is a risk of kidnapping. Political tensions associated with anti-government groups and local rivalries can lead to violent clashes. Sporadic violence has occurred in Papua province, mainly in Jayapura, parts of the central highlands, around the Grasberg mine and on the road between Timika and Grasberg. There were a number of clashes in 2014 between security service personnel and civilians which resulted in deaths and injuries. If you are travelling to Papua or West Papua provinces for reasons other than tourism, a travel permit from National Police Headquarters in Jakarta is required.
- + **There is some risk to your security elsewhere in Indonesia, including in Jakarta and Bali, due to the ongoing threat of terrorism.** We advise a high degree of caution. While effective counter-terrorism measures have reduced the risk of attacks, Indonesian authorities continue to arrest terrorist suspects in the advanced stages of attack planning. Terrorist cells still exist and have the capacity to carry out attacks anywhere in the country, including Bali. Terrorists may specifically target Westerners or Western interests in Indonesia. This threat is heightened through the Christmas and New Year period.

+IMPAC

Indonesia – Safe Travel Advice

- + **Seismic Activity**
Indonesia is located in an active seismic zone (known as the Ring of Fire), and is prone to earthquakes with the potential threat of tsunamis and volcanic eruptions. Slips, flooding and landslides can occur with little warning, commonly in mountainous and remote areas, but also in urban areas. There are a number of active volcanoes in Indonesia and many have high alert levels which, at times, can necessitate the evacuation of people within a 3 – 6 kilometre radius. These volcanoes erupt from time to time and in the past have caused destruction and loss of life. Ash clouds have also caused disruptions to flights. New Zealanders are advised to exercise caution, check news reports and follow local advice before travelling to areas within Indonesia that are prone to volcanic activity
- + **Maritime Safety/Piracy**
Inter-island travel by boat has its risks and a number of passenger boats have sunk in bad weather and due to mechanical failure. Passenger limits are not always observed and sufficient safety equipment may not be provided. We advise against boarding any ferry you believe to be overloaded or unseaworthy. We also recommend caution when taking tourist boats and checking that appropriate safety and communications equipment are on board.

+IMPAC

Scenario One – Staff members travelling around Jakarta and to remote villages in West Papua

- + Using the information provided, what risks does this work activity create for staff? Please identify and record these risks as a group
- + Use the supplied risk matrix to assess the level of risk (e.g. Low, Medium, High, Extreme)?
- + Discuss how each of your organisations would manage these risks. What processes and / or control measures would normally be in place?
- + Record how you think the risks should be managed.

- + Notes:
- + Highlight if any organisation appears to have examples of excellent practice that they would be happy sharing
- + Highlight any gaps that your group would be concerned about. For example, inconsistency in approach or lack of controls for a specific risk.

+IMPAC

Solomon Islands – Safe Travel Advice

- + New Zealanders are advised to maintain personal security awareness at all times. As foreigners may be targeted due to their perceived wealth, avoid displaying or wearing items that appear valuable, such as mobile devices and jewellery. You should take particular care when using public transport in Honiara and avoid walking or travelling late at night and in the early hours of the morning in Honiara. Ensure that you have adequate home security measures in place.
- + Civil unrest can arise with little notice and political developments have occasionally resulted in civil unrest and violence.
- + New Zealanders should avoid, and move away from, any demonstrations, large gatherings or protests, as even those intended to be peaceful could turn violent suddenly. You should closely monitor local media and information sources for advice about safety or security risks. We recommend following the instructions of local authorities and avoiding travel at night in any areas affected by unrest.
- + Visitors should be aware that outside Honiara there is limited capacity to respond to emergency situations. Medical services are very limited.
- + Passenger ferry and flight services throughout Solomon Islands are routinely subject to schedule changes at short notice. Ferries are often overcrowded. Sufficient safety equipment may not be provided and safety regulations are not always adhered to. You may wish to consider taking your own lifejacket.
- + New Zealanders travelling or living in Solomon Islands should have a comprehensive travel insurance policy in place that includes provision for medical evacuation by air and unexpected flight schedule changes.

+IMPAC

Solomon Islands – Sudden upsurge of civil unrest following elections

- + The security risk has suddenly been put on high following an unpopular election result, with civil unrest in Honiara and in some villages along the Guadalcanal Weather Coast closest to Malaita. You have staff visiting programmes along the weather coast**
- + Using the example provided, what risks would this situation create to the staff that are visiting your programmes (and to people involved in the delivering the programme)? Please identify and record these risks as a group
- + Discuss how each of your organisations would manage these risks. What processes and / or control measures would normally be in place?
- + Record how you think the risks should be managed.

+IMPAC

Vanuatu - Safe Travel

- + Vanuatu is in an active seismic zone and prone to earthquakes and volcanic activity. There is an associated risk of tsunamis. There are a number of active volcanoes in Vanuatu including those located on the islands of Tanna, Ambae, Ambrym and Gaua.
- + An outbreak of Dengue fever is currently ongoing in American Samoa, Fiji, French Polynesia, New Caledonia, Niue, Palau and Vanuatu. Dengue fever is a viral disease spread by the bite of an infected Aedes mosquito and can cause significant symptoms. Symptoms include high fever, headache, pain behind the eyes, joint pain, muscle and bone pain, rash and mild bleeding (e.g nose bleeds). A small proportion of dengue fever cases have a severe disease which can lead to shock or death
- + As Dengue fever is transmitted by the Aedes mosquito, which is most active during the daytime, New Zealanders in these countries should take extreme care and take protective measures to prevent mosquito bites. Travellers are advised to use insect repellent, wear protective clothing, and stay in lodgings where there are mosquito screens on windows and doors.

+IMPAC

Vanuatu - Ambrym

- + You are completing work in northern Vanuatu which requires travelling by long boat. It is very remote and a village has lost a boat with a family on board just weeks before
- + Safe travel - Vanuatu - There are no significant security issues in Vanuatu, but normal safety and security measures should be taken to ensure personal safety

+IMPAC

Kenya - Emali

- + **In this rural setting, work is being done with Maasai on water and sanitation projects. Three villages are providing labour for construction, a Nairobi construction firm is doing the main concrete laying work and volunteers from New Zealand are helping with parts of the project**
- + There is **extreme risk** to your security in areas bordering Somalia due to the significant threat of terrorism, kidnapping and cross-border attacks and we advise against all travel to these areas. This includes Garissa county, Mandera county and areas within 60 kilometres of the entire border with Somalia, including Kiwayu and coastal areas north of Pate Island
- + There is **extreme risk** to your security in the border areas with Ethiopia and South Sudan and we advise against all travel within 30 kilometres of these borders. *Cross-border kidnapping and armed banditry make these border areas extremely unsafe*
- + There is a particularly significant risk to your security in the high density, low income areas of Kenya due to the level of violent crime, particularly in the Nairobi suburbs of Kibera, Mathare, Kasirani and Eastleigh
- + New Zealanders in Kenya are advised to avoid all demonstrations, protests and large public gatherings as even those intended as peaceful have the potential to turn violent with little warning

+IMPAC

Kiribati - Tarawa

- + An offshore earthquake results in a devastating tsunami leaving Kiribati cut off and locally engaged staff un-contactable. Your humanitarian coordinator is on stand by to leave and lead the emergency response on the ground
- + Kiribati- The Ministry of Foreign Affairs and Trade is not issuing a specific travel advisory for Kiribati at this time. New Zealanders travelling or living in Kiribati should have comprehensive medical and travel insurance policies in place that include provision for medical evacuation by air. New Zealanders travelling or living in Kiribati are encouraged to [register their details](#) with the Ministry of Foreign Affairs and Trade

+IMPAC

Papua New Guinea – East new Britain

- + One of your staff members in PNG has been found unconscious, suffering from sepsis after a foot infection has reached his bloodstream. He is going into septic shock. He is in a remote location
- + Safe Travel Advisory: PNG: Some Risk- There is some risk to your security in Papua New Guinea due to violent crime and the potential for civil unrest and we advise caution.

+IMPAC

Myanmar - Mandalay

- + Political and security risks have been identified in Myanmar. Foreigners have been accused of crimes by the military and taken into custody. Your organization is monitoring activities in Bassein and helping to build the capacity of a local women's rights organization.
- + Your local partner says this particular area is safe and secure. Your Programme Director is due for a monitoring trip
- + Travel Advisory: Myanmar: High Risk- There is high risk to your security along the borders with Laos, Thailand and China and we advise against all tourist and other non-essential travel in the vicinity of these borders, including official border crossings. There is high risk to your security in Kachin, Rakhine and northern Shan states due to ethnic tensions and the potential for armed conflict and violent civil unrest. We advise against all tourist and other non-essential travel to these areas

+IMPAC

Duties of Officers – Due Diligence

1. Understand H&S matters generally (key principles)
2. Understand the critical risks associated with your operations
3. Ensure adequate resources are provided to manage H&S
4. Receive H&S information (e.g. issues change in risk profile, incidents) and respond appropriately to it
5. Implement processes for complying with duties
6. Seek assurance (internally and externally) that H&S is being managed

+IMPAC

How confident are we in our processes?

- + If you were asked for the detailed plans for your in-country work, could you provide them today?
- + Are you confident that every one of your workers would have had the inductions and training required under your (and your international parent if relevant)?
- + Can you produce records, including assessments, of this?
- + How do you ensure that critical hazards and high potential events are reported and responded to in a timely manner ?
- + What is your process for providing assurance?

- + Would it be useful to have supporting tools to help you do these things?

+IMPAC

Discussion

- + What things are causing you the greatest concern?
(e.g. **Legal responsibilities, Applying NZ standards, demonstrating safety management to MFAT, loss of funding due to safety concerns, ability to influence your programmes, Quality of local information**)
- + Are there specific risks or controls that you are unsure whether you are going as far as is reasonably practicable?
+ (E.g. **Robustness of local briefings, reliance on individual experience rather than good process**)

- + **What tools, services, standards / common approaches or templates do you think would be useful for CID to develop or provide?**
- + Be as specific as possible

+IMPAC

Auckland Group - Identified gaps (tools/policies/approaches):

- + Checklists more useful than policies (e.g. for travelling by vehicle/boat; pre-trip pack list; child protection; disability)
- + Overarching statement of principle that clarifies when you can have 'control' and when 'influence'
- + Shared risk register for each country?
- + Country profiles? (but can we use existing versions?)
- + Quality controls on in-country briefings
- + Lists of approved drivers/restaurants/accommodation/contractors etc
- + Policy on how to do due diligence on partner organisations/sub-contractors
- + Contract template for sub-contractors with H&S clauses included
- + Model for incident management
- + Journey plan template
- + Emergency plan template, Crisis management template
- + De-briefing template
- + Resource data base - best trainers (e.g. I-SOS, Red R etc)/ list of INGO volunteers / list of available specialised psychosocial support resources
- + Identify best IT tools
- + Alternatives to long documents (videos, case studies / narratives, mobile checklists)

+IMPAC

Wellington – Potential gaps

- + Skills vs systems - greater focus on systems
- + Importance of relationships
- + Importance of perception
- + Risk assessment vs risk based decision making
- + Greater focus how you formally incorporate lessons into processes

+IMPAC