

Key risks and responses

	<u>Save the Children (Fiji specific)</u>	<u>Caritas (South Sudan context)</u>	<u>World Vision</u>
Kidnapping	<p>All staff avoid travelling alone, especially at night.</p> <p>All staff routinely communicate their movement plans, or any changes, to colleagues.</p> <p>Ensure staff is briefed weekly on security developments and incidents.</p> <p>Ensure all staff movements are strictly monitored, including time of departure, estimated time of arrival and persons travelling.</p> <p>Ensure the Country Director authorizes all travel to the field.</p> <p>If one or more staff is incommunicado or missing, the first action is to try to determine situational circumstances and facts. In the event of a kidnapping, the Country director or Designee contacts the Regional Office according to Agency protocols. Based on the severity of the incident and analysis further actions will be decided between the CD the Regional Director and Centre.</p> <p>NOTE: SCI does not pay ransom or provide goods under duress, but will use all appropriate means to secure the release of a staff member kidnapped or</p>	<p>Kidnapping incidents, though sporadic and less frequent than in Sudan, do occur. Abductions are most often linked to local political or social issues. Financial demands are less common, though this kind of kidnapping does occur, especially in and around the major oil fields.</p> <p>Travel will be during daylight hours and I will be accompanied at all times when outside the compound.</p>	<p>In cases of kidnapping or hostage-taking of our staff, board members, donors, volunteers, and other individuals related to our work, or members of their families, their safe return shall be a priority of our organization. All reasonable efforts consistent with our core values and policies will be made to achieve their safe return. These efforts include cooperation with appropriate authorities and hostage negotiation as primary strategies. We will seek assistance from professional hostage negotiators where we have the opportunity to negotiate for the safe return of hostages. We will encourage family members and others concerned for the safe return of the hostages to cooperate with these efforts.</p> <p>In cases of kidnapping, hostage-taking or other extortion, no ransom or concession that is reasonably likely to cause or contribute to the probability that future similar events will occur shall be paid (or made).</p>

	<p>held hostage. SCI will also provide all possible support to the hostage's family.</p>		
<p>Illness/medical emergency</p>	<p>In a situation requiring a medical evacuation, SCI will TL and/or LHAD will arrange a medivac in consultation with insurance provider - International SOS. Employees should always carry their insurance card while travelling on SCI business. The medical assistance provider for SCI is Chartis/International SOS (ISOS).</p> <p>All expatriate staff receives a medical examination prior to overseas assignment.</p> <p>Insurance for both national and international staff is sufficient to allow timely treatment.</p> <p>First aid training is delivered to all personnel.</p> <p>There are first aid kits in SCI offices in SCI vehicles and residences of international staff</p>	<p>Overall, the standard of health care in South Sudan is extremely limited. The standard of medical and nursing care is low. Hygiene standards are poor, and local hospitals lack basic medications and supplies. International evacuation is often recommended for all but minor medical problems. In case of an emergency it is recommended that you contact International SOS before accessing medical care in South Sudan.</p> <p>Malaria is rampant in South Sudan. Malaria is present year-round in all South Sudan. Chloroquine-resistant P. falciparum malaria is present.</p> <p>Malaria in this country is resistant to the medication chloroquine. Prevent mosquito bites. Insect repellent will be used and I will sleep under my own net</p> <p>Malorone and tester kit will be carried to self-diagnose and provide treatment. Any suspected malaria will be treated and further tested by a medical facility even if the self-test kit returns negative.</p> <p>International SOS report that Cholera and Measles is prevalent in Juba county.</p>	

		<p>I have up to date cholera vaccination and will be unlikely to come in to contact with those infected however all water will be treated (UV filter carried) or bottled.</p>	
<p>Threat to personal security</p>		<p>The protracted economic crisis poses a persistent risk for further deterioration in the security environment.</p> <p>There has also been a notable increase in carjackings targeting foreign workers and NGOs, particularly in Juba. Most attacks are premeditated and assailants are likely to identify and follow potential targets to gain an understanding of their routine before staging an attack. Do not resist when accosted by criminals due to the willingness of assailants to resort to violence. Worsening economic conditions are liable to trigger further increases in crime levels. Perpetrators may include both civilians and members of the security forces.</p> <p>Members of the Sudan People's Liberation Army (SPLA, the South Sudanese army) have occasionally staged demonstrations to demand improved conditions and the payment of salaries. These incidents are more likely to occur in remote areas, and may include the establishment of illegal</p>	<p>Security incident is defined as any event, circumstance or significant context change that affects the safety and security of World Vision staff, assets or programmes. It may include an event that results in; physical injury to staff, damage to World Vision property or circumstances that may require programme delays or suspension due to the level of insecurity.</p> <p>Security incidents must be reported within 24 hours by staff to the local Security Officer and National Director. A report should be forwarded to the Regional Security Director and the WVI Office of Corporate Security through the internal security reporting system. The Regional People & Culture Director should be informed in case the incident falls within the scope of Employee Relations Protocols requiring follow up actions, notably for code RED situations. All staff deaths must be reported to the WVI Chief People Officer through Regional People & Culture Directors.</p> <p>Serious security incidents involving the death or serious injury of staff, major asset losses or significant programme delays</p>

		<p>checkpoints where travellers may be asked to pay bribes to pass. Many international organisations have maintained self-imposed curfews from 22.00 to 06.00 (local time)</p>	<p>should be reported as soon as practicably possible to the local Security Officer and the National Director. The Regional Security Director and Regional Leader must be informed of the incident as soon as possible. The Regional Security Director should inform the Director (Operations) WVI Office of Corporate Security to ensure that appropriate support is given.</p> <p>Serious security incidents may be investigated, as requested by WVI senior management, under the direction of the WVI Office of Corporate Security, and/or the WVI Legal Department as appropriate, to establish what happened, whether WV policies and standards were met and what lessons can be learned to help prevent future similar incidents</p>
<p>Civil unrest</p>	<p>All staff are advised to exercise vigilance and avoid all protests, demonstrations and large public gatherings as they have the potential to turn violent with little warning. If you are in an area affected by demonstrations or violence, you should find a safe location and remain indoors until it is safe to depart, adhering to any instructions and restrictions issued by the local authorities.</p> <p>Develop and maintain strong relations with individuals, community leaders, authorities and local government.</p>		

	<p>Maintain liaison with other agencies and UN.</p> <p>Ensure a full security and safety briefing is provided to all staff and visitors, upon arrival, or as part of their local recruitment.</p> <p>Apply standard operating procedures for staff travel and movement, communications, facility access, etc.</p>		
<p>Natural weather events</p>	<p>Fiji context</p> <p>RISK CONTROLS</p> <p>Eliminate or Substitute: No work to be undertaken in any area rated as an extreme risk due to climatic events on SafeTravel. Any workers contractors or volunteers to be called back to Suva immediately should weather forecasting indicate adverse weather conditions.</p> <p>Isolate or Engineer: SC security planning and briefings to describe protocols to follow in the case of adverse weather forecasts.</p> <p>Administration: Security risk to be assessed for each project field site and security plans implemented.</p> <p>Personal Protective and Safety Equipment:</p> <p>Be vigilant about weather forecasts and contact SC Fiji in Suva for advice if any concerns.</p>		

	LOCAL CONTROLS Ensure workers, volunteers and contractors follow the advice of SC Fiji.		
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Health and safety policy

	<u>Caritas</u>	<u>World Vision</u>
Reporting	<p>Reporting on health and safety</p> <p><i>a) Incident reporting</i></p> <p>Accidents and incidents are to be reported to the Caritas Chief Executive as soon as possible after they occur, and are to be recorded by the Caritas Operations Support manager in the Caritas Accident/Incident Log. Records are to be kept for five years.</p> <p>If the accident/incident is building-related, it must be also reported according to the policy and procedures of the building's landlord.</p> <p>Employees must report ongoing or slow development issues such as repetitive strain or stress as soon as they become aware of the problem.</p> <p><i>b) General reporting</i></p> <p>A health and safety report is to be on the agenda of Caritas Board meetings and both Development Relief Committee and Finance, Risk and Remuneration Committee meetings.</p> <p>Caritas is to include health and safety in their twice-yearly financial reports to the NZCBC Finance Committee.</p>	<p>Under New Zealand Health and Safety legislation, WVNZ will be required to ensure as far as reasonably practicable the health and safety of workers by:</p> <p>...</p> <ul style="list-style-type: none"> • Notify occurrences of serious harm accidents to workers, to WorkSafe New Zealand as soon as possible after the event, followed by a written report within seven days of the events occurrence <p>Also: example of reporting requirements for incidents in the field</p>
Participation/engagement	<p>Employee engagement and participation</p> <p>Engagement with employees on health and safety is to take place</p>	<p>Employee Participation</p> <p>WVNZ recognises that successful management of health and safety issues is best achieved through the input of the persons</p>

	<ul style="list-style-type: none"> • On a regular basis at weekly staff meetings • when any of the circumstances in section 60 of the Act arise • individually during the performance appraisal process. <p>In the engagement process relevant information is to be shared with employees in a timely manner. They are to be given a reasonable opportunity to express their views and to raise work health or safety issues in relation to the matter; and to contribute to the decision-making process. The views of employees are to be taken into account by Caritas; and the employees are to be advised of the outcome of the engagement in a timely manner.</p>	<p>doing the work. WVNZ will as far as reasonably practicable engage workers, providing reasonable opportunities for effective participation on an ongoing basis. WVNZ will engage workers who are affected, or likely to be affected by health and safety matters including identifying hazards and making decisions around treatments, making decisions regarding the facilities of workers, changing or updating procedures, developing worker participation procedures or any other activity as appropriate. Engagement requires:</p> <ul style="list-style-type: none"> • Relevant information is shared with workers • Workers are given the opportunity to express their views, raise any issues and contribute to the decision making process relating to a matter • The view of workers are taken into account by WVNZ • Workers are advised of outcomes of all consultations <p>Staff may have their nominated representative participate or advocate on their behalf as part of the consultation process.</p>
<p>Management responsibility</p>	<p>The Caritas Chief Executive together with the management team are responsible for ensuring that</p> <ul style="list-style-type: none"> • Risks are identified, eliminated, mitigated or monitored and reviewed • Any health and safety issues and risks are responded to promptly and reported promptly to the Board • The risk register and incident registers are maintained and reviewed • Employees have suitable equipment which is safe for the work they do 	<p>Managers and Team Leaders have responsibilities for developing, implementing and improving the health and safety management system as an integral part of day-to-day operations. These include the following:</p> <ul style="list-style-type: none"> • Providing leadership and direction in matters of health and safety • Developing staff commitment to achieving excellent health and safety standards • Ensuring that all staff members receive appropriate induction training, and are involved in the improvement of systems and practices

	<ul style="list-style-type: none"> • Employees comply with the landlord PCBU's health and safety requirements • Information about health and safety in an office environment is made available to staff • Employees are supported in a safe return to work after illness or injury. 	<ul style="list-style-type: none"> • Allowing the Health and safety committee and health and safety representatives enough time to perform their functions
Staff responsibility	<p>Each employee is encouraged to play a vital and responsible role in maintain a safe and healthy workplace by</p> <ul style="list-style-type: none"> • Carrying out their work in ways which reflect safe practice • Assisting with identification of hazards in a pro-active manner • Reporting accidents, incidents, or developing health and safety problems (eg pain or discomfort) promptly • Seeking help with unfamiliar equipment, or if unsure about how to safely complete a task • Keeping the workplace tidy to minimize the possibility of trips and falls. 	<p>WVNZ workers, including Employees, Board Members, Contractors (and subcontractors), Interns and Volunteers are responsible to:</p> <ul style="list-style-type: none"> • Take reasonable care for their own health and safety • Take reasonable care that their acts or omissions do not adversely affect the health and safety of others. • Comply, as far as reasonably able, with any instruction that is given by WVNZ to allow WVNZ to comply with health and safety obligations. • Co-operate with any reasonable policy or procedure of WVNZ relating to health and safety at the workplace that have been notified to workers. • Undergo medical examinations if required.

Travel policy

	<u>Save the Children</u>	<u>World Vision</u>
Responsibilities	It is the responsibility of the individual travelling to obtain pre- authorisation for their travel from both their line manager and from the Country Director and Project Management Team of the Country Office/implementing country being visited (if relevant) by:	Responsibility for the implementation of this policy is shared between the organisation and individual travellers. WVNZ takes seriously our duty of care to anyone who travels overseas on our behalf and will take all reasonably practicable steps to safeguard their health and safety. WVNZ will also consult with any other

	<ul style="list-style-type: none"> • Obtaining approval of the TOR and budget from the Line Manager, and of the TORs from the Country/Implementing Office and the Country Director / CEO • Obtaining managers signature on Travel Request form • Reviewing the relevant pre-departure information and travel advisories • Completing the Global Safety and Security (GSS) course • Personally checking whether they will require vaccinations for their trip and to source appropriate travel documentation (including visas).and health services • Lodging relevant information on K drive (see section 6.4) under the International Travel appropriate folder (for team and individual) • Completing the International Travel Checklist (which includes a Health and Safety Risk Analysis) 	<p>PCBU with overlapping duties, where it impacts staff who are travelling overseas for work.</p> <p>Likewise, staff and NSTs who are travelling have a responsibility to do everything they can to prevent injury to themselves, their fellow staff members and others affected by their actions or failure to act.</p>
<p>Risk assessment</p>	<p>Prior to travel the traveller must ensure they have completed the International Travel Checklist (minus any on-return requirements).</p> <p>The check list includes a risk analysis. Travel will only be approved if the risk analysis includes sufficient risk mitigation strategies.</p> <p>The check list includes Pre-Departure Information (PDI) provided by Save the Children International for different countries. SCNZ will ensure a safety and security briefing is provided in line with Save the Children International’s safety and security briefing procedure.</p> <p>Save the Children subscribes to SOS International (Policy number 11BYCA000052). Health safety and security information about the country to be visited can be found at: https://www.internationalsos.com/MasterPortal/default.aspx?membrnum=11BYCA000052&akey=161C2162-BF1D-18DE-5FE879781AE36E0E&AspxAutoDetectCookieSupport=1</p>	<p>The individual traveller and their line manager must decide whether the risk of proposed travel is acceptable to them when they overlay the risk (threats, vulnerabilities and exposure), purpose of trip, locations of travel and National Office capacity to manage security. If the line manager or traveller is unsure as to whether the level of risk is acceptable, approval should be escalated according to the risk identification process outlined in the Procedures for International Travellers.</p> <p>No WVNZ employee will be required to travel to high risk or critical risk rated countries if their personal circumstances or personal assessment of the risk involved outweighs the benefits of travel. In such circumstances travel may be deferred or allocated to an alternative staff member.</p> <p>NB: Any travel to High Risk rated countries or locations must get CEO approval. Any travel to Critical Risk rated countries or locations must get RAAC approval.</p>

	<p>If this information is not available for the country being visited SCNZ will put together information for the traveller in line with the Save the Children International safety and security briefing, including:</p> <ul style="list-style-type: none"> • Security guidelines for that country (including risks and mitigation strategies). • Health and safety guidelines for that country (including risks and mitigation strategies). • Contact numbers for key staff in the country, including a contact in case of immigration issues. • Visa requirements, including whether an immigration letter is required to support entry. • Information on local customs. 	
<p>Health and well-being</p>	<p>Travellers are expected to ensure that they are personally fit to travel and operate in the conditions of the country they are visiting. SCNZ will reimburse staff and volunteers for the cost of necessary medical expenses, including vaccinations and medicines recommended by a qualified health care professional.</p> <p>Information on vaccinations can be sourced either from their GP, the Travel Doctor (City GP's, 189 Willis St, Wellington) or at WORLDWISE Travellers Health and Vaccination Centres of New Zealand. http://www.worldwise.co.nz.</p>	<p>WVNZ will ensure appropriate training and provisions for staff whose jobs involve international travel. Such provisions are detailed in the Procedures for International Travellers and include health checks, medical advice, vaccinations and first aid training. Where appropriate, preventive treatment will be provided for those travelling to areas infected with disease and/or infestation.</p> <p>Staff and NSTs are encouraged to take responsibility for their own health, to ensure that they are fit to carry out the duties for which they are employed, and that any health concerns related to overseas travel are adequately addressed. It is the worker's responsibility follow the medical advice they receive.</p> <p>Travellers should be First Aid qualified. This is especially important for staff who will be travelling to areas where professional medical support will not be easily accessible.</p> <p><i>If staff are (or could be) pregnant and planning to travel for WVNZ, Doctor's approval prior to travel is required.</i></p>

Other interesting things

The Save the Children [PfID Safety Plan](#) has a good template for outlining risks – includes a traffic light system for categorising risk (treating initial risk and residual risk separately)

List of scenarios (not expanded-upon, so not included in the ‘Key Risks and Responses’ table above) in the [World Vision Incident Protocol](#)

- Traffic Accident
 - Vehicle or Motorcycle Accident resulting in Fatality or Critical Injury (staff or non-staff – includes International Assignee’s dependents)
 - Vehicle or Motorcycle Accident resulting in minor injury
 - Other accidents
- Child protection
 - By WV PERSON: Abuse, Crime /Violence, Misconduct (Level 3)
 - By WV PERSON: Protocol Violation (Level 2)
- **Employee Death** (includes International Assignee’s dependents)
 - Accidental, Natural, Suicide, Other/Unknown
- **Employee Injury** (includes International Assignee’s dependents)
 - Critical Injury, Suicide Attempt or Gesture
 - Minor Injuries
- **Employee Sexual Assault**
- **Financial Loss** – Cash or Non Cash
 - Fraud or Alleged Fraud of any amount, Any other loss > US\$5,000
 - All other losses, including accidental loss, bribery, extortion, misappropriation of assets, or commodities loss
- **Grievance or Harassment**
 - Grievance by Group (grievance against ND, SMT, other)
 - Sexual Harassment (highly confidential), Discrimination General Harassment, Individual Grievance, Senior Management Corrective Action, Wrongful Termination or other Policy Violation
- **Hostage / Kidnapping / Abduction**
- **Information Security (InfoSec)**
 - Unauthorised Access, Denial of Service, Malicious Code, Inappropriate Use, Investigation

- **Legal Matter**
 - Employment/Labour matter worth >US\$100,000; Government Compliance Matter worth >US\$100,000; Other Matter worth >US\$100,000
- **Media & Reputation Management**
 - Accountability, Christian Identity, Donor Promise or Other issues published in the media
- **Staff Care**
 - Employee Conflict, Employee Stress
- **Violence and Staff Security**
 - Arrest/Detention, Attack, Bomb/Explosive (Severe Damage), Civil Unrest/Conflict/ War, Death Threat, Missing Person, Murder
 - Property Damage, Theft, Threat