



**Malteser
International**
Order of Malta Worldwide Relief

Malteser International Safety and Security Guidelines (SSG)



Imprint

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Disclaimer

The content of this document is of general nature and may not be applicable in all situations. The advice given could even be inappropriate and place people at risk. Therefore, it may be necessary to modify and adapt the tools and instruments to suit better the needs of a given situation or a particular project. This manual should also be used by qualified and experienced managers who should judge each particular situation to guarantee the best possible security management.

Foreword

Over the last years, a number of aid workers have been killed or kidnapped during their work. Aid agencies are increasingly becoming a target, and that is why security issues are high on the humanitarian agenda.

This manual has been compiled as a reference to be used by Malteser International staff in the field and aims to provide our humanitarian workers with tools and resources to assist the security management. It is intended for operations worldwide, but does not cover aspects that are specific to particular locations and cultures. Therefore, the information provided with this manual should be applied where applicable.

However, this manual is not a substitute for training and skill development. This remains an area in need of continued strengthening. Furthermore, this guide is no guarantee for security and does not replace experience and judgement linked with relevant equipment, procedures and staff discipline.

Ingo Radtke
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Box 1 Malteser International Mission Statement

Malteser International is a non-governmental worldwide relief agency of the Sovereign Order of Malta for humanitarian aid. The organisation has more than 50 years of experience in humanitarian aid and currently covers around 200 projects in about 20 countries in Africa, Asia, and the Americas. At present, 20 national associations and priories of the Order of Malta are members of Malteser International.

Evolved from Malteser Germany, therefore set up in accordance with German Law, and internationalized 2005, the organisation currently has two operational branches: “Malteser International” (www.malteser-international.org) in Europe (Cologne/Germany) and “Order of Malta Worldwide Relief – Malteser International Americas” (www.maltarelief.org) in the USA (Washington DC). It provides aid in all parts of the world without distinction of religion, race or political persuasion. Christian values and the humanitarian principles of impartiality and independence are the foundation of its work. Its mission is not only to provide emergency relief, but also to implement rehabilitation measures and to facilitate the link between emergency relief and sustainable development. Malteser International establishes and promotes primary health care services and seeks to reduce vulnerability and poverty. It is committed to ensure high quality standards. Accountability and transparency are priorities of its agenda

To ensure effectiveness and the utmost benefit to the affected populations it is indispensable for Malteser International to provide a working environment to its international and national staff that enables them to execute their often difficult tasks under the utmost safe conditions. The safety and security of staff are a first priority in all projects of Malteser International. These Security Guidelines intend to provide a base and framework for all staff of Malteser International.

Section I Introduction

The Security Guidelines are an essential part of Malteser International’s overall security concept. They complement the location/ area specific security plans, which specify conditions of security for the staff at a local level and provide a basis for Malteser International’s system of staff training with regard to safety and security on the ground.

The Security Guidelines will introduce the relevant instruments of analysis, strategic considerations and Standard Operating Procedures (SOP) to be followed by all Malteser staff. They provide advice for operations in standard situations, which subsequently have to be adjusted to local conditions in an ongoing process. A regular monitoring process will ensure actual and dynamic practice of security management of Malteser International at all levels.

An ongoing mainstreaming process will feed an increasing awareness for safety and security into the whole organisation.



- **It is Malteser International’s primary concern to ensure safe working conditions at all times.**
- **Careful study of these Security Guidelines is an obligatory prerequisite for all staff members working abroad!**

1. How to use the Safety and Security Guidelines

The guidelines describe the basic principles of the work of Malteser International following a modular system. Because situations differ in various countries and contexts of work and because safety and security dynamics may change quickly, even within local areas, it is important to look at these modules from different angles and at regular intervals. They will be updated and complemented according to needs as new situations arise. Five interrelated sections structure the Security Guidelines:

Section I	Introduction The Introduction further explains the need for Security Guidelines within the changing security environments of humanitarian assistance.
Section II	Basic Principles and Values of Malteser International Introduces Malteser International's basic principles of work in humanitarian assistance.
Section III	Context Analysis Reflects the safety and security context of work anticipating possible problems and security hazards. It identifies key actors and stakeholders and assesses the vulnerability of staff in order to mimimize risk . It helps Malteser International staff at all levels to analyse the safety and security situation in a given project.
Section IV	Strategies of Action Based on local context analysis the security policy assists staff to develop adequate strategies and plans of action regarding the adaptation and response to safety and security concerns in a particular project.
Section V	Operational Management (SOP) Deals with the Standard Operating Procedures (SOPs) and management of critical situations for all Malteser staff.
Annex	Tools and Checklists A comprehensive set of tools and checklists completes the Security Guidelines for easy reference and to introduce best practice. More material will be added at regular updates.

Malteser International expects and requires staff to adhere to these guidelines, to inform their respective programme officers and management on any aspect they consider difficult, or which may need adjustment and correction in view of their own safety and security while working with Malteser International.



- **These guidelines are the best available advice and shall be followed at all times, unless changes are necessary with the consent of the supervisor or line manager in charge.**
- **However, exceptional situations may require you to supplement these guidelines with your own common sense and judgment!**

2. Changing Security Environments for Humanitarian Missions

Since the early nineties most organisations working in humanitarian aid are facing a gradual process of deteriorating safety conditions. In many contexts, not only in armed conflicts but in crisis regions too, they are increasingly confronted with unpredictable hazards for their humanitarian missions, which have seen an increase of incidents including personal threats and sometimes fatal assaults.

The reasons for a worsening security situation are many fold and can be related to two major trends:

- a) **Growing number of civil conflicts and inner-state struggles**
A growing number of civil conflicts and inner-state struggles between warring factions, which do not adhere to international regulations, cause more humanitarian organisations to work in constantly crisis-stricken areas. At the same time, attackers are not held accountable for their activities; none of these actors within conflicts take responsibility for civil casualties.
- b) **Failure of political and military interventions**
Several political and military interventions of recent years have failed to solve the causes of conflict or build a sustainable peace. These situations often leave humanitarian missions without protection during conflict, or in the phases of transition. As the demarcation between military and humanitarian missions becomes blurred, aid organisations are often no longer considered as neutral parties in the conflict.

--> **Several publications discuss these trends further and analyse them along with their consequences in more detail. Please refer to the bibliography in Annex 1.**

Within this setting Malteser International employs a considerable number of staff in its projects and programmes. They often face working situations which include safety concerns and security risks to various degrees. These conditions may change and quickly escalate. Hence, it is Malteser International's primary concern to permanently ensure a safe working environment for all employees and to provide recommendations and regulations to maintain safety and security during service delivery. The organisation endeavors to adequately prepare staff for its projects and programmes so as to strengthen their capacity, and enable them to cope with stress, danger and possible confrontation.

3. Your Personal Safety

Safety and security in the field refers to all those working conditions of Malteser International staff, where you exercise your duties to the best benefit of the programmes' beneficiaries without compromising your physical, mental or emotional health.



There are inherent risks in all working situations - you owe it to yourself to perceive these risks and you should feel obliged to minimize them.

There are a number of things you can do to foster your safety:

Adjust to your new work situation – Coming to your new workstation, either in town or in the field needs adjustment. You cannot just behave as you were used to doing, instead you should always be aware of what is happening around you. In addition to the fact that free weekends may become rare, you will have to think ahead and try to avoid problems, or any possible dangerous situations. This means learning about your neigh-

borhood, identifying places for shelter and taking an interest in the people around you.

Ask questions and seek information – If you are joining an existing group of colleagues, it will be easier to gather the information you need in order to get orientated and learn about the best ways to safeguard your security. Being a newcomer on your own may be more difficult, but that makes it all the more important to ask questions. Local staff, NGO-colleagues, or the international (armed) forces will provide you with valuable information to start off. All information you collect needs to be acquired from different sources in order to crosscheck. You will have to distinguish reliable information from hearsay and rumor.

Use your intuition and common sense – Many things you encounter are not what they seem to be. Our guts and intuition are the most reliable warning systems we have. If you feel uncomfortable with a situation, for example with traveling to a certain area on a particular day, it is better to postpone the trip and reassess the risks the next day, instead of being a hero on a dangerous mission.

Take care of yourself – Living in a different environment with stressful work takes its toll. Don't ignore this stress especially if you hardly sleep, eat irregularly, or become irritable (vide chapter 16.1). Sooner or later your performance will suffer, as will the relationships with your colleagues and the people you are serving. Make sure that you take regular breaks, get enough sleep and eat properly.

Discuss with your colleagues and related groups – Your own safety is closely linked to the safety of your group of colleagues. If you are a team leader it is your responsibility to take an interest in the security of your individual team members. As a team member it will be equally important to be alert to possible threats and discuss them with your team. Each team must cultivate a system of sharing security information, e.g. in briefings or reports.

- c) Malteser International tries to strike a balance between possible risks for the staff and benefits for target populations. The trust and acceptance of staff by the local population contributes to the protection of their services and themselves.
- d) Malteser International promotes ownership of programmes and project activities in a local context, in which risks and vulnerabilities for Malteser International expatriate and local staff are limited to an acceptable extent.
- e) To demonstrate openness and transparency, Malteser International's staff needs to create awareness and sensitivity, which reflects Malteser International's principles and values for the benefit of the population, local authorities and the broader public.
- f) A clear understanding of Malteser International's policies enables staff to represent her/himself as well as the organisation's efforts effectively and as a trustworthy partner in often confusing and instable situations



As a member of the Malteser International team you are always a representative of the organisation. Others perceive your personal behavior and conduct in the light of being a Malteser International staff member. Everyone's personal comportment has an impact on the image of Malteser International and because of this also on the security of all staff. Please remember: this gives you a responsibility towards your colleagues and yourself!

By mainstreaming safety and security within the organisation, Malteser International intends to integrate appropriate security management instruments that enable safe operations under all circumstances.

Section III Context Analysis

6. Analysing Context Situations

Safety and security management is an integral part of project management. It starts with an in-depth knowledge of the country where Malteser International works or intends to work.

To be able to establish a proper analysis of a context situation it is necessary to obtain thorough information of the country on the following subjects:

- Religious and cultural aspects
- Knowledge of political situation and parties
- Environmental issues
- Social and economical aspects
- Geography and climate
- Infrastructural distinctions
- Seasonal characteristics
- Special security risks

Possibilities to obtain the necessary information are given through:

- Security briefings (e.g. UN, government bodies, embassies, military bodies)
- Newspapers
- National Staff
- Partner agencies
- Internet
- Research papers
- Other NGOs
- Malteser International internal papers and sources

N.B.: Depending on the source of the information these have to be cross-checked for reliability

Only through a solid understanding of the specific setting which has led to the emergency situation can a solid security plan be formulated. The specific settings like the history and dynamics of ongoing conflicts or emergencies can explain specific reactions of population and target groups. This is important information for understanding the context and in order to analyse the security risks.

Furthermore, a comprehensive context analysis is essential to introduce the local situation and the working environment to new staff as a matter of orientation and to prevent unnecessary risks.

Box 2 Elements of Context Analysis

A context analysis of a country/region for intervention by Malteser International should contain the following information:

1. Brief overview of Malteser International's previous presence in the country (if applicable)
2. Geography
3. Population
4. Society, culture, ethnic and religious composition
5. Economy
6. Infrastructure
7. History and current political situation / origin of crisis
8. Other development projects
9. Regional analysis of crisis
10. Risks and threats of working in the region
11. Consequences for Malteser International's humanitarian mission



Every staff member must familiarise herself/himself with the information provided in the context analysis of Malteser International's projects and programmes.



- a) The country/location responsible (the highest-ranking officer present in the country) has to update all context analysis at least every 6 months (vide Annex 2).**
- b) Monitoring responsibilities lie with the country/location responsible and relevant desk officers at headquarters.**

7. Actor and Stakeholder Mapping

To better understand security situations it is important to recognise how local populations and beneficiaries perceive Malteser International's humanitarian assistance.

One way of doing this is by actor and stakeholder mapping.

Key questions for actor and stakeholder mapping are:

- Who are the key actors influencing the distribution of aid?
- Who benefits from the assistance International Malteser renders?
- Who is left out?
- What alliances are visible?

Actor mapping and analysis starts with a list of relevant actors and stakeholders and explains relevant relationships and interest (vide Box 3).

Box 3 Example – Actor and Stakeholder Mapping

Example list of actors & stakeholders:

- Ministry of interior / rehabilitation
- Local authorities
- Political parties
- Vulnerable populations / refugees
- Humanitarian actors / organisations
- Embassies and representatives of EU etc.
- International organisations

- Donors
- Malteser International staff
- Representatives of religious groups
- Religious Extremists
- Suppliers and contractors
- Local partners
- Armed rebel forces
- Military and police
- Smugglers and trader
- Banks and cash traders
- People, who are critical of Malteser International
-

An example for a stakeholder analysis is the following table:

Box 4 Example - Actor and Stakeholder Analysis					
Actor / Stakeholder	Address, Tel. Nr., e-mail, function, whom to contact...	Characteristics - social - economical - organisation - attitudes...	Interests & expectations, sensitivities	Potentials & weaknesses (resources, expertise, contributions)	Implications & conclusions for Malteser International's work

NB: The answers contain information about the stakeholder's attitude towards the project of Malteser International. VERY GOOD FOR DOCUMENTATION AND HAND-OVERs! **Handle with care – this is sensitive information and has to be considered confidential!**



List all actors, describe their relationships relevant to the project, and/or analyse their interests, strengths and weaknesses.

Describe the position, responsibilities and functions of Malteser International's project staff with reference to the project.

Discuss alternative scenarios with reference to possible security implications, i.e. analyse the dynamics in the given situation and have options prepared to help form an appropriate reaction (plan A, B, C).

Inform new staff and visitors about the various actors and their interests.

Update and check these lists on a regular bases (vide Annex 2).

8. Risk Analysis / Risk Reduction

Based on detailed knowledge of the context (see chapter 6) in which Malteser International works and the key actors (see chapter 7) who influence our work in one way or another, it is essential for all staff to be aware and establish a correct assessment of the probable threats and risks to their safety surrounding them.

Risk for field staff mainly results from a combination of:

- un-/perceived threats in the project area or in the area of operation (e.g. mines, road conditions, weather conditions, health threats) and
- the weaknesses/conditions of buildings and material or personal behavior in a certain situation.

Box 5 **Example - List of potential risks and threats affecting people and projects**

Potential risks in a project environment and in its direct neighborhood may for example manifest in the form of:

- Theft
- Sabotage
- Personal assault
- Violence against material or persons
- Sexual harassment and abuse
- Blackmail, extorting services, money, or goods
- Threats to staff
- Conflicting interests among staff /stakeholders
- Damage to Malteser International's reputation
- Effects of personal misbehavior
- Fire
- Traffic accidents
-
-

NB: This list can be completed as a team exercise by brainstorming potential risks in the particular project – as a practical tool for work on safety & security issues.

Hence, it is important to regularly analyse the causes of potential risks and take the necessary measures to minimize the probability of incidents and their impact.

Risk Assessments are extremely important to every mission as they build awareness in the team and support decision-making for those responsible in order to draw a line between acceptable and unacceptable situations.

With regard to the safety of staff, Malteser International has to take precautions to reduce the risks of for example illness/diseases, road accidents,

or disaster preparedness. These dangers cannot be totally avoided, but most of the time it is possible to react adequately and handle the situation appropriately, when it occurs.

Key questions for a threat and vulnerability assessments are:

Threat Assessment:

- Who or what is initiating the threat?
- What is the location of the threat?
- Are they increasing in frequency or intensity?
- Are they changing locations?
- What is the impact of the threat to staff and/or programme?
- How well are you aware of potential threats in the environment in which you are working?

Vulnerability Assessment

- Who (or what) is most vulnerable?
- Why are staff and assets vulnerable?
- Where are staff and assets more vulnerable?
- When are staff and assets more vulnerable?
-

The combination of threat and vulnerability will result in the risk for personnel or material:



Risk = Threat x Vulnerability

While risks and threats are given, vulnerability can be influenced. By reducing the vulnerability the risk is minimized!

Analysing potential risks – ranking of risk matrix

Having collected and completed a list of potential risks they are analysed step by step referring to

- a) the probability that they may happen and
- b) the impact they cause, if the risks materialise.

A petty cash theft is frequent in all projects, but does not have a direct and severe effect on the project and/or safety and security situation. An ambush on a vehicle resulting in the death of a Malteser International staff member is rare, but has a tremendous effect on the project's future and the safety & security situation.

An important part of risk assessment is incident mapping. Through the visualisation of these incidents for example on a map it is possible to find patterns and identify high risk-areas and high-risk times. Not only high profile incidents but every incident should be plotted into the map in order to get a proper overview of the overall situation.



- a) **To analyse and to recognise the threshold between lower to high risk and to identify changing vulnerabilities of the project is vital. Therefore, risk analyses have to be updated at regular intervals as to avoid habituation.**
- b) **Malteser International headquarters monitors and reassesses pertinent risks at regular intervals according to need. Programme officers in close cooperation with country/location are responsible for project operations and monitoring of risk assessments in crisis areas.**

Section IV Strategies of Action

9. Levels of Safety and Security

In many of Malteser International's areas of operation, UN organisations such as UNHCR, WFP, and UNICEF are also present. They set a framework for security standards and operations, which offers non-governmental organisations an opportunity to follow these regulations.

The Malteser International security levels are oriented according to UN Security levels and are as follows:

- | | |
|-------------|--|
| Level one | = Normal operations |
| Level two | = Restricted operations |
| Level three | = Minimal operations |
| Level four | = Evacuation of non essential staff |
| Level five | = Complete withdrawal and/or hibernation |

The country responsible (the highest-ranking officer present in the country) in consultation with the respective senior desk officer and key local staff determines the actual security level based on risk analysis. Any changes in the security levels have to be communicated to the respective senior desk officer at the Malteser International headquarters. Normally the security level of Malteser International will refer to the UN security levels but as these are determined by the country representative, they might deviate in some cases.

There are separate security rules for each level - please note that each following level bears the rules of the previous one:

- a) **Level ONE:**
 - Normal activities with attention to security
 - Regular networking and information updating concerning security
 - Asset list is updated
 - All staff carry a Malteser ID
 - Each office must be supplied with emergency supplies
 - First Aid kits are maintained

- Preparation of security plan and training
- Preparation of medevac plan and assets
- Emergency contact cards (vide Annex 3) are handed out and always have to be carried on the person
- Enlist all expatriate staff onto the registration list of the competent embassy and inform embassy when changes occur
- SITREP (situation report) timetable (see Annex 2)

b) Level TWO:

- Activities continue on a normal basis as much as possible, limited movement as required to ensure safety
- Staff should plan to minimise the number of trips they are taking. Arrangements can be made for staff to be accommodated overnight in project areas as required
- Strict observations of travel restrictions in risk areas
- Security is assessed on a regular basis
- Consider redistribution of assets to one location
- Review arrangements for advance payment of national staff salaries in the event of an office closure/evacuation and hibernation - consider payment of accrued annual leave and up to three months advance salary
- Identify which critical documents will be stored in an evacuation (those needed to re-establish operations after crisis; e.g. contracts, payroll, vehicle registration, etc) and those which may be destroyed. Locations of all key documents should be known and quickly retrievable
- Review cash on hand, withdraw from bank if necessary or transfer funds
- Minimise driving in the dark
- International staff should not travel alone (preferably they should be accompanied by local staff)
- Review and organise equipment for evacuation vehicle and hibernation
- A telecommunications device has to be carried along on all trips
- Reassess security of buildings and if necessary upgrade
- SITREP timetable (see Annex 2)

c) Level THREE:

- Minimal operations continue only where risk is acceptable to do so
- Staff must seek authorization for any work related travel
- Intensify networking and security related information updates
- Confirm that everybody understands evacuation plans
- Identify emergency cash requirements
- Review current cash holdings and put a hold on new transfers
- Make sure that you have an exit strategy; a car or a seat in a car from another agency; evacuation vehicles are in good shape and equipped properly
- Make sure that the run-away-packs are packed and laid ready (maximum weight of 15 kg is allowed per person)
- SITREP timetable (see Annex 2)


d) Level FOUR:

- Evacuation of all non essential staff (e.g. high risk staff, staff having difficulty coping with tension, non essential international staff, international staff in non senior management positions, dependants of international staff)
- Remaining staff have everything prepared for evacuation
- Essential files and back-ups are evacuated.
- Continued monitoring of the security situation frequent updating
- Regular contact between all staff
- Officer in charge or delegated national staff member to remain in regular contact with partners about the local situation
- SITREP timetable (see Annex 2)

e) Level FIVE:

- Office is closed, country wide suspension of activities
- Evacuation of remaining staff via safest and most appropriate route – decision is based on security developments on site; national staff ‘hibernate’ until movement is deemed to be safe (international staff may also ‘hibernate’ if movement for evacuation is too risky)
- Ensure that remaining national staff have adequate resources, communication etc. to commence emergency relief programming following crisis

- Destroy non-essential sensitive files.
- Finalise salary payments to local staff – providing sufficient funds are available, staff could be given leave for up to and paid for up to three months advance on their salary. This will enable them to remain with their families so they can take measures that they consider best for their own security.
- SITREP timetable (see Annex 2) new

- 
- Where applicable, Malteser International links up with international / UN organisations on security issues. Participation in security meetings is mandatory. The various levels of security are linked to a clearly defined set of actions as described above. They will be further explained in chapter 15.**
 - Malteser International staff in crisis situations have to be constantly on alert as security levels may change quickly along with a dynamic increase of risks to its staff. Alert and communication mechanisms should be defined and known by all staff. Any change of security levels has to be communicated to the emergency coordinator at the HQ.**
 - For the same reason Malteser International headquarters carefully reviews and monitors security situations at regular, at least quarterly intervals. In unstable and floating situations as well as in emergencies the frequency of review, which will generate a stepping-up of security measures according to need.**
 - The choice of the appropriate safety and security strategy to adapt in a certain situation depends on the respective analysis of risks and vulnerability of the organisation.**

The ways to deal with security concerns and the implementation of the relevant measures are decisive for staff safety. This means that responsible programme officers and field staff have to adhere to the prescribed process.

Remember that even if you are in a “safe” area, where you are carrying out your humanitarian work, situations and security levels may change very quickly. This is why plans for emergencies are important.

10. Acceptance Strategy

In the field Malteser International staff are explicitly encouraged to build positive local rapport and acceptance as part of their work and within the overall framework of Malteser International’s security policy.

A positive acceptance is a primarily result of:


- Positive public image (e.g. treatment of local staff)
- Appropriate staff behavior (e.g. clothing, overall appearance on and off duty)
- Staff competency and impartiality (e.g. are any parties favored?)
- Effective programme implementation (e.g. how are resources used?)
- Transparency in communication and action (e.g. are the aims and goals of Malteser International clear to every relevant party?)

Malteser International endeavors to demonstrate transparency and accountability throughout its operations in every region. Local partner organisations, beneficiary populations and the broader public in countries of operation need correct information about the aims, intentions and outcomes of Malteser International’s engagement in a certain project area/region.

In all countries where Malteser International operates through its local members/associations, it is important to generate an interest from donors, funding resources as well as from its alliances that safety and security in humanitarian assistance are an essential part of our work.

The acceptance of its operations by beneficiaries and local populations helps to anticipate potential problems. It reduces potential risks and contributes considerably to safe working conditions for all staff. Staff trained in mediating, problem-solving and do-no-harm principles are always valuable human resources in field operations.

Major steps of fostering acceptance include:

- 
- a) **Good communication with all stakeholders**
 - b) **Maintain and demonstrate clear and transparent objectives**
 - c) **Appropriate individual appearance**
 - d) **Co-operation and networking with local partners and co-workers**
 - e) **Locally appropriate and well adopted approaches to programmes and project implementation using thorough analysis and appropriate technology etc.**
 - f) **Prevention of fraud and corruption check back ground, references and liability of potential business partners and other partners**

11. Protection Strategy

The presence of aid organisations like Malteser International in an unstable environment does not always please everybody. It may invite jealousy, blackmail, robbery and other hostile reactions. Parallel to building a positive acceptance in the country / area of operation, an active protection strategy for persons, premises and equipment is required.

Protection strategies intend to avoid threats:

- a) through defining and communicating for example no-go areas, curfew times or suspension of activities at certain times
- b) by reducing or increasing visibility of Malteser International's presence (in general high visibility reduces risks because it implies the signal of humanitarian work. If humanitarian agencies are a soft target of attacks, then visibility has to be low or even suspended)
- c) by enhancing overall security.

An effective protection strategy combines measures to protect:

- a) persons (through e.g. visibility)
- b) premises (e.g. site selection, access, fencing, illumination, guarding)
- c) vehicles and materials (e.g. maintenance, area of retention, inspection for anything unusual e.g. damage, explosive devices)

It determines adequate responses for current and upcoming situations by:

- a) coordinating with other humanitarian actors
- b) respecting and following organisational rules

Like most aid organisations, Malteser International uses this protection strategy more frequently to prevent criminal intrusion and burglary on its field offices. In larger cities as well as in remoter areas with unstable environments it is usually necessary to protect office premises and equipment behind (barbed wire) walls and alarm systems. Watchmen and guards are indispensable to keep uninvited guests away.

On the other hand field staff must assess how much protection is really necessary, as it may also alienate just the same people that Malteser International wishes to address and serve.

12. Deterrence Strategy

It may become necessary at times to suspend some project activities or leave the area of operations during times of unrest and conflict. As a matter of deterrence Malteser International staff may have to withdraw completely, if security conditions deteriorate and do not allow further work. It is important that Malteser International communicates the decisions taken clearly to those people affected, so that they will not misinterpret the suspension of programmes or feel punished.

Returning to the area only appears meaningful if the situation of conflict is clarified with the groups/ actors involved. Conflict solution, agreements on compensation or new forms of co-operation might have to be worked out.

Under extraordinary circumstance and only in exceptional cases, armed escorts can be necessary as a strong form of deterrence. However, such a choice has far reaching consequences for a humanitarian organisation and must be carefully weighed. If armed guards are contracted, their background must be known and their role and tasks clearly defined by contract.

As a rule Malteser International staff shall not carry weapons at any time.

Malteser International headquarters and field staff will always decide jointly about the current security strategy. Most often the strategic elements applied are a mixture of the three strategies of acceptance, protection, or if needed, deterrence.

The use of armed guards may be unavoidable in certain situations but may have far reaching consequences for Malteser International. Such decisions always have to be made in close coordination with headquarters.

13. Security Plans

Malteser International establishes individual security plans for all locations. A security plan is a single document containing:

- a) Basic information on the context
- b) Standard operation procedures (SOP)
- c) Contingency plans relating to the security situation of staff and property
- d) Supporting information

The Annex 4, “Template for a Location/Area Security Plan”, lists the key components of all Malteser International security plans, which should be as concise as possible. For an example see the abridgement from Security Plan – Sri Lanka in Annex 5.

Security planning at home is an ongoing process - in the field it is a daily task. It enables staff at headquarters and in the field to effectively prevent and deal with security problems that might occur during the mission.

The responsibility for implementation and monitoring of security procedures lies within the line management structures. Safety and security incidents are reported via defined reporting lines – major incidents have to be reported immediately at the senior management level. For guidance and specific regulations see Annex 7 “Incident reporting template”.

Respective senior desk officers in coordination with the country responsables (the highest-ranking officers present in the country) are designated to oversee a periodic review and updating (see Annex 2) of the individual plans in their area of responsibility. Furthermore at headquarters there is a focal point to facilitate safety and security regulations within the organisational structures.

Field staff, monitored by the respective coordinators, are from the beginning involved in the development of security plans. The updating and monitoring of the security situation at regular intervals is one of their key tasks (see Annex 2 “Permanent Security Monitoring Calendar”).

To encourage consistent implementation of procedures it is necessary to ensure that:

- a) All staff are regularly informed on safety and security regulations
- b) Security plans are realistic in their analysis about the situation, threats, and the staff's ability to implement it
- c) Staff understand all aspects of the plan
- d) Staff feel a sense of ownership over the plan and actively promote adherence to it
- e) All new staff members and visitors are briefed on the situation and threats. They will receive a copy of the security plan as well as any training required for its implementation.

Malteser International staff will test and update security plans at regular intervals (see Annex 2) and whenever there is a change in the situation or threats perceived by the organisation.



Section V Operational Management

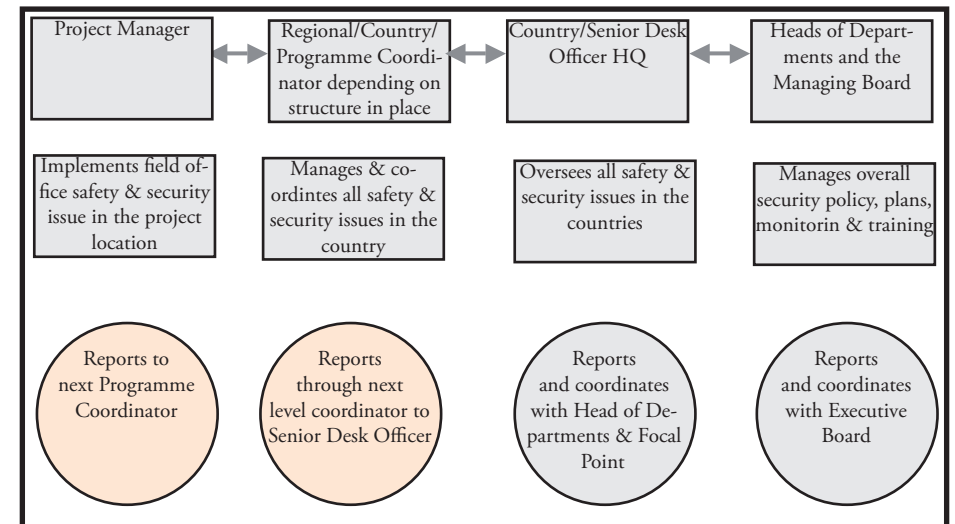
Whether one is the manager of a larger number of staff, a country or regional coordinator, or the only expatriate staff working with field offices and any number of local staff, these guidelines are applicable in all situations of working on security issues with Malteser International.

14. Prevention and Protection

14.1 Roles of Headquarters and Field Offices

The organisational set-up of security management at Malteser International is illustrated in figure 1. It explains the roles and responsibilities at various levels of operation with their relevant lines of communication. For medical advice it is also possible to contact the chief medical officer at the HQ.

Fig. 1 Security Management Structure of Malteser International



14.2 Staff Competence

Security depends mostly on individual staff competence, their training and capability in handling sensitive situations in the field. Most field workers work under high pressure and with continuous risk during their work in humanitarian crises or disasters. Their disciplinary conduct and observation of security regulations is essential to ensure safe implementation of programmes.

Personal decision-making affects teams and the organisation as a whole. Therefore, every staff member has to be aware of his/her own health precautions, stress management, safe behavior in everyday life and during work. However this is not only the responsibility of everybody by himself/herself alone but also the duty of the supervisor to look after the welfare of his staff especially concerning stress management (see chapter 16.1).

As explained in chapter 3 your personal safety conduct is your biggest asset, which reaches far beyond effective programme implementation and/or delivery of services.

Of course, team competence is equally important in field operations. All staff must be familiar with Malteser International's values and principles of work. Each member of the team has to be aware of security concerns and share the responsibility for safe operations to reduce possible risk. In particular visitors to projects have to be briefed by the respective project-manager responsible and familiarise themselves with the rules and regulations/ SOPs as laid out in the local/area security plan to minimise dangers for others and themselves.

Likewise, security training is a teambuilding issue: A "security group" of experienced staff can endorse the implementation of SOPs.

14.3 Training

Malteser International offers a safety and security introduction training to all staff. The curriculum is in line with the policies of Malteser International. Malteser staff shall participate in local or regional safety and security trainings. Project managers and supervising staff take decisions on training measures and frequencies.

At regular intervals, Malteser International provides its expatriate staff with basic safety & security introduction at HQ. Teams in the field have to ensure regular training for all staff.

When starting work with Malteser International, new staff will receive the Security Guidelines and have to familiarise herself/ himself with the relevant technical aspects of security, e.g. on vehicles, radio operation, telephone numbers, alarm chain.



Whenever possible, Malteser International links up its security training with other organisations and learns from their experience.

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14.4 Communication

During times of tension and crisis, communication lines must be maintained in a pragmatic way as openly and transparently as possible.

Effective communication is a pre-condition for all security issues that may occur in the daily work as well as in situations of crisis. The following aspects of communication are relevant for Malteser International staff and have to be observed by every staff member as well as by visitors or consultants to Malteser International projects.

When personal names, organisations, sensitive and personal information is passed on through communication devices encoded language has to be used. Telecommunication (not only VHF and HF Radio) is usually monitored. Call-signs for personnel and vehicles have to be handed out.

All Malteser International staff in operational regions have to be trained in the use and particularities of the different communication devices and the specific procedural words (vide Annex 8, 9 and 10).



Do not rely on just one way of communication, if technically possible always have a backup option at hand, i.e. cell phone and HF radio.

All staff as well as travelers from Malteser International headquarters must carry an emergency contact card (see Annex 3) containing the basic personal details, addresses and phone numbers in case of emergencies (security level 1

In some countries Malteser International maintains a set of cellular satellite phones, e.g. for disasters prone areas with broken communication lines, which can be used according to need.)



The international spelling code (Annex 8) and radio operation language (Annex 9) will be made available along with the above documents. Again: Be aware on sensitive communication issues, especially on HF radio communication.

Call-sign and table guidelines for communication are determined by the HQ. Specific allocations are made by the country representative.

These should be made up under consideration of other organisations in the operational region. Vehicle call-signs are formulated from the international country code ISO 3166-1 (vide Annex 10) and the vehicle number which is determined by the country representative.

Example:

county:	Afghanistan (AF)
vehicle number:	3
call-sign:	AF-3 (alfa-foxtrott-3)

14.5 Handling of Cash and Documents

As a rule, **non-cash transfers** are always recommended, where the banking system functions in a satisfactory way. It is advisable to limit the availability and transfer of cash to a minimum.

All money transfers must be handled as confidentially and as rapidly as possible while also considering the following points:

- a) A minimum amount of cash as well as chequebooks have to be deposited in a safe. **Safes** should be built into walls or into the floor, invisible to visitors, e.g. in a discrete location. Only the person in charge of accountancy may carry the keys to the safe.
If possible use two safes in different locations and divide cash between them.
- b) It will be useful to deposit **larger amounts of cash** in a bank if possible.
- c) When handling large amounts of cash, a **change of the daily routine**, e.g. changing routes of transport, times of bank visits, vehicles and couriers, has proven useful.

- d) (Only) Recipients shall be well informed about the amount, currency, location and time of transfer. Do not make any payments in public.
- e) As an employee you shall not carry more money than absolutely necessary. Carry it in two or more **different places** on your body with small change easily accessible. Larger amounts and credit cards must be kept at a safer place.
- f) When traveling, also plan for **unforeseen expenses**. Along with local currency it is useful to have a limited amount of (locally accepted) foreign currency at hand.
- g) In high risk areas carry smaller amounts to hand out in case of attack, and do not put up resistance to robberies.

Handling of Documents - All travelers must make sure that they possess the necessary documents, e.g. passport, visa, tickets, letters of passage and recommendations.

It is always worthwhile depositing a copy of those documents in a safe place, if possible.

All official documents shall be stored carefully in the office premises, financial and personnel files must be locked away at all times. Make sure that no unauthorised staff has access to documents and files.

These rules refer particularly to the following:

- a) **Documents** containing information about employees, addresses and contact persons
- b) **Reports** about sensitive issues, e.g. the political situation, or any confidential information.
- c) **Offices and archives**, where applicable, shall be kept separate and they must be locked up outside office hours.

- d) **IT security** shall comprise at least control of access to computers, daily back-ups, and monthly external back-ups might be considered.



In case of an evacuation, confidential documents have to be destroyed prior to departure. If any sensitive information is taken along it should be kept confidentially with utmost care and caution.

14.6 Site Security

Malteser International frequently works under confusing and at times anarchic conditions in areas of disaster or conflict, where it is not always easy to distinguish between combatants and civilians. Most of the time, the civilian population will respect you for your assistance and the support you render. However, people may be in a desperate situation, traumatised or at survival's edge. Malteser International vehicles, warehouses or project offices are valuables, which the population might target on account of various motivations, these may range from anger and open aggression to criminal intent.

Depending on your strategy and the level of security the measures needed to protect premises and personnel will differ. In an urban area of high criminal activity your office will probably need protective walls with alarm systems and/or wardens watching at night.

Hence, **site selection** amongst other factors has certainly to follow strict security criteria for example with regard to the office's neighborhood, its ethnic composition, social and economic conditions, infrastructure etc. If you integrate with people from the neighborhood, there should be additional informal security support for the office. On the other hand, you should avoid dark, remote quarters, with narrow streets, or industrial estates. Adjacent military facilities or other sensitive locations may also become a target.

Box 6 Some Security Criteria for Selection of Office Location¹

General Location:

- Are there any dangerous (e.g. fuel storage) or sensitive (e.g. military or police installations, prominent people, political party offices) locations in the area?
- Are there assembly areas - perhaps for demonstrations - in the area?
- How is the water, telephone, gas and electricity supply? Are these inaccessible for other people?
- Are there health risks in the area?
- Is the area prone to natural hazards (e.g. flooding, earthquakes)?
- Is the area easy accessible?
- Is the site being overlooked and does this affect the security of the operations?
- Does the compound have two or more exit ways? (Avoid dead-end streets!)
- How is the radio reception?
- Is there enough space for watchmen, vehicles, equipment, etc on the premises?
- Are there and how are the facilities for fire protection and escape routes?
- Avoid areas with covered approaches (e.g. high vegetation, dark alleyways, ruins, abandoned houses, warehouses that are unoccupied at night)
- How are the buildings located within the walls' enclosure?
- How far away are security and emergency forces (e.g. police, military, hospitals, fire department) located in case of emergencies?
- Is it possible to monitor people and the surrounding area before opening the gate?
-

Physical Security:

- Are additional security investments, e.g. wires, fences, lights, barred windows, watchdogs, alarm systems necessary and what would be the cost calculation?

¹ Partially taken from "Security Training Manual" European Commission - Humanitarian Aid, Commissioned by DG ECHO 2006

- Are the doors and gates secure enough (e.g. locks, hinges, bars, firmness)
- Are there sufficient fire safety measures, such as smoke alarms, fire alarms, primary and secondary escape routes?
- Are the walls high enough?
- How easy is the roof access from the outside (in high risk areas protect roofs with barbed wire)
- Availability of cellar or underground shelter
- Evacuation possibilities Is there a store for valuable items?
- Employment of watchmen with experienced background, and relevant equipment
- Consider professional armed security in exceptional cases of threat only
- Does the posting of an agency logo increase or decrease the safety?
-

Arrangements for receiving visitors

- In areas of high risk for explosive devices let the guards check cars for devices (with mirrors)
- Is there a place where visitors can wait and do they have to be controlled
- Is reception staff necessary
- Which areas may be accessible to visitors?
- Will visitors have to be escorted within the building?
- Does visitors' baggage have to be checked and where can this be done?
- Make sure that visitors can be seen before the gate or door is opened !
- Location of meeting rooms
- Striking the right balance between security and courtesy: making visitors feel welcome without compromising security
-

Identity of owner

- Who is the owner?
- Is he reliable and of good reputation?
- Does he or she have connections that might harm Malteser International?
-

As it is not possible to list every possible criteria it lies in everybody's responsibility to amend the list where needed. And to adapt to the security situation in the location.

While implementing these above mentioned security measures always have in mind that these may have an impact on the image that the surrounding community has of Malteser International. Having high visible protection measures may have a negative effect on the image and through this on the security (vide chapter 10 "Acceptance strategy").

Project facilities, warehouses and field offices often need locations further away, at times in areas closer to conflicts or disaster prone landscapes.

Passive protection measures (see Box 7) for buildings and shelters are perhaps essential to prevent attacks on staff and material. In case of doubt project managers may find it helpful to seek external consultancy on technical questions and equipment.

Box 7 Passive protection measures for offices (if the situation requires it)

All premises shall be equipped with the following items ²:

- Sandbags (better smaller and easier to handle, e.g. 30x60 cm)
- Alternative receptacles such as boxes, baskets, oil drums, anything to store earth or rubble
- Wooden planks and small tree trunks
- Shovels
- Strings to tie up anything from sandbags to wood, or fasten other materials
- Window shutters and 3M-paper / tape to protect splintering glass
- However, there are some basic rules to observe to ensure that the construction is strong enough to protect you and your team in case of emergency:
- Do not fill sandbags more than three-quarters and tie the necks

² These instructions and graphs are taken from D.L. Roberts ICRC "Staying alive" p.78

- Lay sandbags in horizontal layers the way a mason lays bricks (see figure 2)
- Stagger the joints in adjacent layers to achieve a correctly bonded structure
- Neither necks nor seams of sandbags should face the outer side of the wall
- Tuck in the unfilled end of each bag as you lay it
- Shape each bag in compact form as you lay it
- If the wall/shelter has to last for a longer period, you can mix 10 parts of earth with one part of cement and let it absorb water.

In areas with severe security threats and according to prevailing security levels it is necessary to **establish underground shelters (see figures 2 & 3)**. These should be easily accessible from either the office space or living/bed rooms. Cellars may need a strengthening of the roof by wooden beams, while other protected rooms should have an additional layer of sandbags on the outer wall (Fig. 2).

Make sure you have identified suitable space for shelter and additional protection measures when choosing the compound of your (office) premises. Should no cellar or in-house facility be available, you have to extend a room to an outside door. If possible, there should be two entrances protected by angled blast walls, in case one of them becomes blocked.

Some requirements for shelters

- Sufficient thickness of walls and roof
- Keep the entrance some meters away from surrounding buildings
- Second exit
- Easily accessible
- Angled blast walls at every exit
- If possible doors at exits (for the prevention of theft and the logging of animals)
- Emergency equipment (vide Box 8)
- Sufficient space for all staff
- Lockable box to prevent theft of equipment (staff have to know whereabouts of the key)

Box 8 Checklist for Basic Equipment of Emergency Shelters

Consider appropriate equipment of shelters, such as

- Spare antennas and cables for the radio
- Emergency power (linked to your generator)
- String of lights linked to the generator
- Heaters
- Sleeping bags, bedding, food, candles, water, torches, chemical toilet
- Shovels and picks (in case you have to dig yourself out)
- Spare fuel
- Medical kit
- Fire extinguisher
- Sufficient drinking water and food
- Chairs, benches
- ...

Fig. 2 Building Protection Walls and Shelters

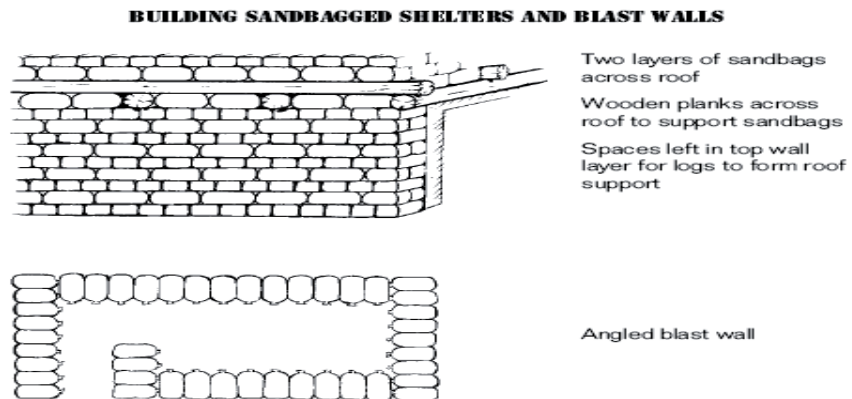
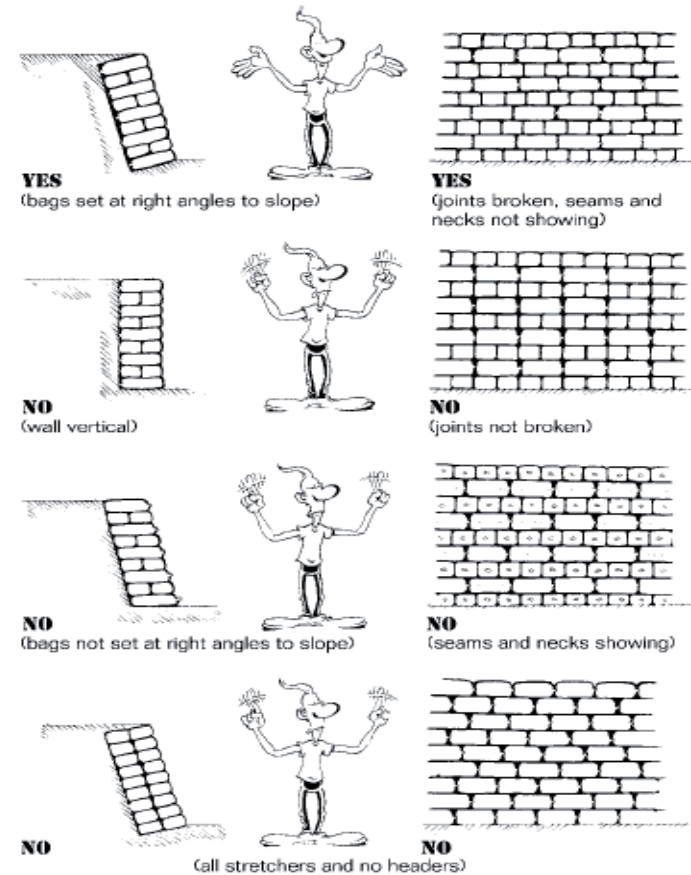


Fig. 3 Laying sandbags

HOW TO LAY SANDBAGS TO BUILD BLAST WALLS AND SHELTERS



Source: D.L. Roberts ICRC “Staying alive” p.78

14.7 Vehicle Safety & Security

It is a sad fact that there are far too many road accidents during field missions. At times security problems can follow from such incidents, e.g. if persons traveling are injured. Negotiations with relatives may be tense and difficult to settle. In some situations or countries it may be necessary to leave the location of the accident immediately and contact the next police station in order to prevent aggressive reactions / revenge actions of people on site.

Malteser International uses four-wheel drive vehicles in many project locations. These 4x4 high and heavy cars are specially manufactured for their reliability when driving in rough terrain. Driving in such vehicles needs some practice – it has to be ensured that all drivers and team members are properly trained. In general Malteser International expatriate staffs do not drive these vehicles, but a competent driver is employed.

Road conditions and driving style may differ considerably from what one is used to. For this reason it is important that everybody in a vehicle (especially the driver) know the basics of vehicle repair and maintenance (e.g. changing of tires and light bulbs, in cases of getting stuck, lacking of oil or water).

In the interest of minimizing technical problems and increasing the security, all vehicles have to be maintained at regular intervals and the drivers have to perform a daily technical and security check of their vehicles (vide Annex 11 "Technical and Security Checklist for Vehicles"). Further more it lies in the responsibility of every driver that the vehicle is properly equipped (vide Annex 12 "Equipment Checklist for Vehicles").



Malteser International staff must adhere to the following basic guidelines of vehicle safety:

- a) **Develop a standard procedure for vehicle driving, which advises drivers and passengers how to travel by car (speed limit, fuel, vehicle checks, hikers, transport rules, security)**
- b) **Recruit local drivers (correct license & documents, references, knowledge, practice test, language & ethnicity, keep logbook, reporting)**
- c) **Training for drivers (in case of accident, checkpoints, threats, protection from theft)**
- d) **Check security and equipment in vehicles regularly (spare tire(s), seatbelts, helmets, first aid kit, warning signs). Good conditions of tires (including spare tire) are essential.**
- e) **Check other equipment (drinking water, emergency food, blankets) and in extreme locations (snowy or extremely muddy) snow chains**
- f) **Choose correct visibility according to security level (board, logo, flag) or no visibility at all if indicated.**
- g) **Inform staff on procedures in case of accidents**
- h) **Never drive drunk or after having been drinking alcohol.**
- i) **The driver is responsible for the safety of the passengers and the vehicle.**

14.8 Transportation of Persons and Material

Traveling and transportation will need careful planning and adherence to the defined rules of information and communication. Please find an example for drawing up **Vehicle & Transportation Policy** in Annex 13 from the Malteser International Office in Cambodia (also see Annex 4 “Template for location/ area specific Security Plan”). Malteser International staff will thus follow internationally accepted rules.

Depending on the level of security and the situation in the location of the humanitarian mission Malteser International staff will have to review, whether it is advisable to travel with visibility of the organisation in terms of logos applied, flags or passing as inconspicuously as possible without attracting attention (see Chapter 12, “Protection strategy”)

If possibly avoid driving in the dark and consider basic safety rules ³:

Before a trip:

- Proper planning of travel
- Selection of car. Is the car properly equipped and in good shape?
- Car markings (e.g. usage or no usage of organisational logo, additional markings)
- Is travel in convoy necessary?
- What risks may be encountered?
- How are the road conditions?
- Are all traveling and car documents in proper order?
- Consideration of alternative routes
- Does the trip have to be announced (e.g. Malteser International, police, military)?

During

- Keep all doors locked while driving
- Wear seat belts/ helmet
- Knowledge of usage of safety equipment

³ Partially taken from “Security Training Manual” European Commission - Humanitarian Aid, Commissioned by DG ECHO 2006

- Vehicle markings
- Abidance by national laws (e.g. traffic laws)
- Communication (e.g. devices, Malteser International procedures, reporting points)

After

- Communications (e.g. affirmation of arrival)
- Report of any problems, events or unusual events
- Internal report for future usage of this route
- Vehicle check (e.g. technical check, visual sighting for foreign objects and damages)



Remember: No weapons will be allowed on Malteser International’s vehicles at any time! This rule implies that you cannot take any armed travelers, armed or non armed military personnel or their associates, along in your vehicle. Put a no-weapon-sticker on the car!

N.B. Be cautious in transporting any travelers as these might be military personnel in civilian clothing or members of the opposite conflict party which can cause conflicts e.g. at checkpoints.



- In tense and unstable situations be careful in revealing travel routes and destinations to outsiders.**
- Consider your exact routes of traveling with possible checkpoints, hold-ups, rest place or natural difficulties, e.g. floods, avalanches.**
- Avoid overnight travel and staying overnight in unknown or insecure areas.**
- Plan for your vehicles equipment and catering for the travelers.**

- e) **Make sure your travel documents are complete, including emergency numbers and medical information.**
- f) **No expatriate staff should drive a motorbike.**
- g) **Any non-Malteser International personnel taken along in Malteser International vehicles have to sign a non liability waiver (vide Annex 14)**

14.9 Checkpoints and Controls

Controls at roadblocks or checkpoints are a frequent challenge at high-risk areas. What happens in such situations often depends on the driver's/passenger's behavior:

- a) Go slow when approaching a checkpoint so that you can observe what happens to the other cars in front of the queue. In case of alert you may have time to turn and drive away
- b) Communicate via radio to your base when you reach and leave the checkpoint
- c) Agree on one person to lead the conversation (mostly the driver who knows the language, the people, the dos and don'ts)
- d) Agree on one coherent explanation about your purpose of travel, freight you carry etc. if necessary, have some change, cigarettes or papers at hand to pass on
- e) Switch off the radio as not to raise attention
- f) At night/dusk switch on lights in the vehicle so that every person on board can be clearly seen

- g) Stop on demand while leaving the motor on, keep your travel documents ready
- h) Keep your hand visible and do not make sudden movements. If you are instructed to get out of the vehicle, do so slowly
- i) Stay calm and friendly though assertive on your tasks, do not show anger
- j) Take off sun-glasses and move your hand slowly and keep them visible
- k) Do not leave the car (unattended) unless explicitly ordered and try to negotiate any issue from the car; when ordered to get off, descend slowly
- l) Accompany team members, especially women, for controls at checkpoints
- m) Communicate and maintain some small talk with security personnel, find out names and create a relaxed atmosphere

“Car-jacking”: You may have roadblocks that coerce you to hand over your vehicle.

In such situations do not risk your life or that of your passengers. If the robbers are nervous, don't negotiate or provoke an unintended reaction by showing anger or aggression!

15. Special Security Situations

In many countries, there will be dangerous moments that may occur to everybody especially to expatriate person as they are unfamiliar or uncertain in the given environment.



Remember that no money, no vehicle or material goods are worth risking your life or that of your fellow passengers!

As a general guidance: wherever one gets involved in a **hold-up, ambush or armed robbery**:

- a) Try to remain calm
- b) Move slowly and keep your hands visible
- c) Stay friendly and determined
- d) Follow the attackers' orders
- e) Avoid running away and provoking violence.
- f) Answer the questions but do not give more information than necessary

15.1 Reporting of Incidents

Immediate reporting may be necessary as an emergency warning to others, or as a call for help in a dangerous situation. But it is important that any incident and matters relevant for safety and security are also communicated in writing. Such incidents may be not only relevant for yourself and your team, but also for Malteser International's headquarters, colleagues of other humanitarian organisations, or the embassies. They may comprise an important piece of information to risk assessment, the increase of threat or for the necessity of stepping up security in the area.

Box 9 Emergency Reporting (see Annex 6)

Reporting must be immediate and confidential, in case of:

- Arrest / detention
- Violence / assault against Malteser International or staff
- Sexual assault / rape
- Civil unrest in the country / project region
- Death or major injury or staff accidents
- Any developments that may have consequences for staff security

The report should be:

- Safe / confidential for yourself and others involved
- Precise in details: who? what? when? where?
- Disciplined, e.g. as short, calm and accurate as possible (Give facts and mark clearly, when you comment on a fact!)

Post-incident reporting must be in writing following below structure:

Box 10 Post-incident reporting

Post-incident written reports follow this structure:

- Type of incident – what happened
- Description of (geographical) location – where exactly did it happen
- Date, time, duration – when did it happen
- Names, identity of persons, participants involved – who was involved
- Initial situation – how did the incident start
- Description of incident – what happened during the incident
- Injuries and damages
- Decisions taken and reactions – what happened after the incident and what might still happen
- Activities, assistance from third parties – what measures were taken, who helped
- Consequences - what were the impacts, steps taken in/for your/ team's work
- Who is reporting the incident

In Annex 7 “Incident reporting template” a template for emergency reports is given.

All reports have to be addressed to the direct superior at Malteser International. Depending on the seriousness and nature of the incident Malteser International headquarters have to be informed in order to provide adequate assistance.



In the case of not being able to reach the next person in the chain of command move onto the next level up and try to contact the previous one later again. Make sure that the report is received and noted (check acknowledgment of receipt)

When receiving an incident report an acknowledgment of receipt has to be sent without delay to the sender of the report.

15.2 Dealing with Threats and Assaults

All staff members of Malteser International can contribute to their own personal safety (see chapter 3) by observing some preventative measures, for example:

- a) Dress down in a culturally appropriate way as to not attract unwarranted attention.
As part of your personal safety this is equally important to male and female staff.
- b) Make use of existing protection facilities, safes, alarm systems etc.
- c) Adjust your behavior to the local context as much as necessary.

- d) Do not travel unaccompanied in case of perceived threats and risky situations.

For your **team and local co-workers** it is equally important to work in a safe environment:

- a) Discuss security issues in team meetings and take precautionary measures
- b) If necessary offer transportation to and from accommodation to work
- c) Avoid unprotected work situations for staff members
- d) Establish and implement security plans for various levels
- e) Provide adequate training for staff (from internal and external sources).

Much of your work as Malteser International staff members cannot be carried out without the know-how and **support of local staff**. Consultation and active involvement of them in security matters are vital as they may look at safety from a different perspective. Their warnings of potential dangers should be taken seriously. This also means that you should handle hiring and dismissal of local staff with great care. Their affiliation with certain social or ethnic groups, families and parties can create problems, if for example dismissed staff loses face against his/her peer group. **Face-saving solutions of problems** is equally important in dealing with local partners.

Hence, potential issues of dispute, e.g. on salaries, benefits, or responsibilities should always be **clarified by contract** from the beginning. In general, the same rules shall apply for members of the team. Too close a personal relationship with staff can easily turn out as a problem for your credibility as a team leader.

Be prepared to prevent such conflicts, or **seek help from a negotiator** in case of intimidation and threats from outsiders against yourself or the organisation.

There is no golden rule in dealing with direct assault and attack, e.g. in the streets or remote areas. Active resistance can result in severe consequences at times. In most cases, screaming, calling for help, or blowing the horn may attract sufficient attention; if possible, running away can save you.

Easier said than done – try to stay calm: you can try to talk with the offender, avoiding hasty reactions. Raise and relax your hands to deescalate the situation, while negotiating the demand.



Medical and psychosocial assistance should be sought after a serious incident, especially following sexual aggression, so as to help alleviate the shock it may have caused. Careful reporting to the direct superior at HQ is indispensable and will be treated with utmost confidentiality by Malteser International.

15.3 Gender and Security

Dressing down is a very gender-related issue for both women and men. Some simple neat-looking shirts, trousers, dresses will usually suit in most working situations, with a jacket and tie, or a more elegant dress for ladies for meetings with officials. With your staff you will set a sensible standard without extremely fashionable appearance. Practical clothing for field trips is likewise suggested.

Respect and appropriate adoption to traditional and cultural aspects of dress codes in the particular situation and working environment are essential.

Be aware of taboos and cultural rules referring to the relationship and roles of women and men in the society. Partnership, private and personal

contacts between expats and local staff are sensitive issues and need to be handled with care, or in some cases to be strictly avoided. It could get you into severe trouble and may affect Malteser International's ability to continue its work in the location. Aggression can result from a perceived violation of strict cultural norms and rules and may have serious consequences for the project staff and the programme.

NB: In this context you are reminded to acknowledge Malteser International's guideline on Sexual Exploitation and Child Protection

For Malteser International staff the working relationship with local male and female staff needs an increased awareness about gender relations and appropriate patterns of behavior. In terms of security measures this may create additional needs for female staff, e.g. regarding free movement, transport to work, behavior in public.

15.4 Detention and Arrests

There may be occasions where local staff and/or expatriates of Malteser International are detained by groups or individuals, for example if villagers are angry about not being supported adequately by a humanitarian project. Besides the anguish there may not be any demand or clarity about what they really want.

On the other hand, combatant groups or military authorities might arrest aid workers to exert pressure on the organisation, or get their share of goods and money, or political demands from the project.

Your conduct in such situation will decide the outcome:

- a) As always stay calm and friendly
- b) Try to understand their motives
- c) Negotiate your release on site
- d) Do not promise anything in order to achieve release
- e) Try to get in touch with your office,
- f) Find a negotiator

Sometimes, it is difficult to define whether you are detained or kidnapped and abducted; your status may change quickly. It is important for you not to panic.

15.5 Abduction / Kidnapping / Hostage Situations

The situation of being kidnapped and taken hostage is not a very common threat to humanitarian aid workers and will hopefully never occur to you. Nevertheless, it has happened several times over recent years that aid workers found themselves in such dangerous situations. Therefore it is necessary for Malteser International's staff to consider precautions as well as a few basic rules of behavior in case they are confronted with such an event.

The major issues of coping with hostage situations have been discussed in several books; you will find the relevant references attached for further reading in Annex 1.

In the following you will find a key checklist for hostage survival:

Box 11 Do's and Don'ts for Hostage Survival ⁴

Do:

- Remain calm; if your situation is inevitable, accept it and follow orders;
- Recognise the fact that you are now a captive and mentally accept your change of circumstances;
- Give your captors details of any medical treatment you have been receiving;
- Accept and eat food that is given to you, even if it is unpalatable;
- Prepare mentally for a long wait, perhaps many months, before your release;
- Adopt a realistic attitude of discreet skepticism towards information passed on to you by your captors;
- Systematically occupy your mind with constructive and positive thoughts;
- Plan a daily programme of activity, including daily physical exercise, and adhere to it;

⁴ Quoted from ICRC „Staying alive“, pp.116 ff.

- Try to keep an accurate record of time, even if your watch is taken away from you
- Take advantage of any comforts or privileges offered to you by your captors, like books, newspapers or access to the radio; ask for them;
- Keep as clean as circumstances permit; ask for adequate washing and toilet facilities;
- Develop, if possible, a good rapport with your captors and try to earn their respect;
- Affect some self-promotion, telling them about the work of your organisation;
- Beware of the possible temptation to and risks involved in permitting yourself to identify with their cause.

Do Not:

- Antagonise your captors unnecessarily – they have you in their power
- Permit yourself to be drawn into conversations about controversial subjects such as politics and religious beliefs
- Allow yourself to become either over-depressed or over-optimistic
- Commit physical violence or verbal aggression
- Attempt to escape
- Allow yourself to become convinced that you have been abandoned by your organisation or by your family.

15.6 State of Siege

Malteser International will always endeavor to evacuate its staff before such situations occur, but in some cases this might not be possible any more. There have been occasions, where whole teams of humanitarian aid workers found themselves locked up in a state of siege, which restricted their movement to zero and they had to stay for several days in their offices. In some cases they even had to survive looting from rebel groups and other combatants.

For this reason, some advice from the ICRC has been included for such situations⁵ :

- a) When armed groups attack or intrude the premises do not resist the looting. They will take whatever they want. You may be able to convince them to leave a few essential items for your use, for example one of the radios or phones.
- b) Stay calm and keep in touch via SATCOM with headquarters if possible.
- c) You can try to create some “safe space” in the office, where everyone can gather during the looting and keeps out of the way of the looters.
- d) Assign one or two people to communicate with the intruders, if possible staff that can cope with this stressful and dangerous situation and keep calm while talking to them.
- e) Inform the team members in the room of what is going on through brief meetings, so that they are aware what is going on. This may alleviate stress and uncertainty.
- f) Any alcohol that might be available should be thrown away immediately. Nobody should get into a state of endangering herself/himself and others by being drunk. One person may be able to do the cooking, if the situation allows for that.
- g) Should you have an opportunity before the looting starts to safely hide away an amount of money on the premises, make sure it cannot be found (that may create “real” problems). You will need that cash to buy food etc., when the situation stabilises later on.

⁵ Quoted from ICRC „Staying alive“, pp.111 ff.

15.7 Mines, Unexploded Ordnance (UXO) & Other Explosive Devices

Mines, as well as improvised explosive devices or unexploded military ordnance and ammunition are widespread threats in all areas of crisis and conflict. It does not matter, whether the conflict regions are labeled as low-intensity or high-intensity conflict zones, even long after the combatants have left and populations have returned to their villages there is always a danger that both anti-personnel and anti-tank mines lie around covered or open. Long years may have passed after a conflict and still people are hurt, mutilated or killed by such devices. This is due to the loss of knowledge about minefields and environmental conditions like rains, avalanches and sandstorms which shift the position of the mines. These weapons are still an ongoing threat to local populations.

When going to a former or present area of conflict Malteser International team leaders should gather as much information as possible on the threat of mines. UN de-mining programmes, peacekeeping forces and local populations will be able to provide the necessary information. Relevant project locations can be assessed for certain activities, e.g. clearing agricultural areas, rebuilding canals, roads, houses etc. and see, whether prior de-mining activities is needed.

Malteser International Staff have to take part in mine awareness courses offered from the relevant organisations.



Never touch a mine or unexploded ammunition!

It goes without saying that mine fields are a no-go area! In un-cleared areas you should always take a local guide with you and keep to the prescribed roads whether walking or while in a car.

Never leave safe roads to go cross-country or move onto the verge of the road to let another car pass or avoid an obstacle.

Indications for mined areas:

- Signs, markings (e.g. pile of rocks, plastic bags, crossed branches)
- Craters, conspicuous fouling, debris, casualties & debris
- Packaging
- Trip wires, pegs and cables
- Disturbed ground
- Unattended fields
- Unused paths, routes & trails
- Local behavior

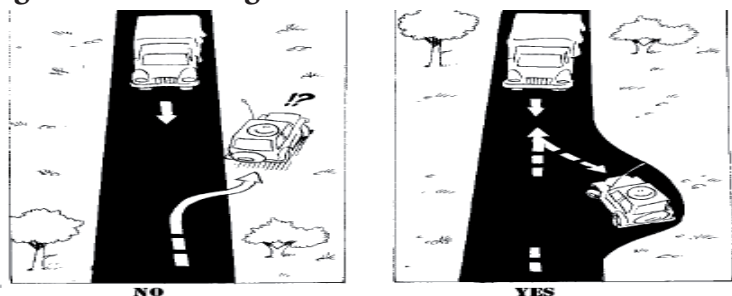
Mine locations:

- Confrontation lines, Routes, gravel roads, Railroads, bridges
- Checkpoints
- Industrial plants, private property
- Abandoned cars, wrecks
- Utilities, Disused buildings
- Woods and orchards
- Military establishments, Strategic areas

In the event of ending up in a mined area:

- stay where you are (if you are in a car do not get out)
- warn others who might come after you and call for help (radio, mobile phone, shouting, etc.)
- wait for help
- before assisting an injured person make sure that there are no mines on the path to and directly around the injured person.

Fig. 4 Avoid leaving roads in un-cleared mine areas



Source: ICRC “Staying alive”, p. 34

When in doubt about crossing a certain area listen to your intuition – just do not go! – **Don't know: don't go.** Avoid discovering empty houses and villages or deserted gardens, however attractive and peaceful such areas may look like.

16. Crisis Management

16.1 Stress Management ⁶

Malteser International staff working in crisis areas over a longer time may cope with these experiences in very different ways. Nobody should deny that the stress and pressure of work might easily be perceived as habituation (boiling-frog syndrome).

It may also suddenly turn into a state of complete burnout.

Long working hours and a life far away from family and friends will take its toll if not balanced by enough rest and regular communication opportunities. Every Malteser International staff should make her/his allowance to both in order to reduce stress levels.

There are different types of stress:

- Positive stress (Eustress):
Is the natural reaction of the body to a difficult situation with a stimulating effect
- Negative stress (Distress):
Is caused by adverse events
- Traumatic stress:
Is caused by the exposure to a terrifying event or ordeal in which grave physical or psychological harm is inflicted or threatened. Can cause PTSD

There are multiple signs which can indicate that a person is affected by stress. But keep in mind that these can also be normal none stress related symptoms.

⁶ Partially taken from “Security Training Manual” European Commission - Humanitarian Aid, Commissioned by DG ECHO 2006

Signs of stress:

- Sleep disorder
- Headaches
- Depression and anxiety
- Frustration
- Fear and apathy
- Uncharacteristic or erratic behavior
- Talking much more or much less than normal
- Irritable moods or short-tempered outbursts
- Unexplained aches and pains
- Overwork
- Skin problems
- Disregard for security and risky behavior
- Indecisiveness, inconsistency
- Reduced efficiency at work
- Inability to work
- Frequent absence from work
- Recurrent minor illnesses
- Disillusionment with work
- Extended fatigue
- Over- or under-eating
- Abuse of alcohol or use of drugs

The appearance of these signs may not always be the indication of stress but just a normal reaction to other influences.

Causes of stress:

- New environment and working situation
- Overwork, or high-pressure work environment
- Conflicting job demands
- Multiple supervisors
- Lack of clarity about responsibilities or expectations
- Job insecurity
- Personal problems or loss
- Trauma
- Mission failure

- Feeling overwhelmed by scale of need around
- Human error, Misunderstanding, Inter-personal difficulties
- Antagonism from authorities or local people
- Separation from families

Prevention of stress:

- Realistic work plans and working hours
- Clear briefing
- Efficient, caring management
- Listening regularly to staff, particularly when they are under pressure
- Keeping staff fully informed
- Encouraging staff and praising them for good work
- Rapid resolution of grievances or complaints
- Sufficient rest, including a weekly day off in all but the most acute emergencies, and enforced Rest and Recreation (R&R) in periods of high pressure
- Enabling staff to see their families and/or phone home
- Efficient Mail service, and private access to personal e-mail, where possible
- Privacy in living accommodation
- Little luxuries, such as books, magazines, videos, personal soaps, etc.
- Eating properly, with a variety of menus
- Building team spirit, friendships
- Physical Exercise
- Recognition, praise and reward for good work
- Secure living environment



- It is important that stress-affected colleagues inform their direct supervisor immediately – and in turn that team leaders recognise such signs in their co-workers and take necessary action.**
- Malteser International headquarters makes it a responsibility to see to adequate stress reduction and the well being for all staff it sends into the field. Programme officers in charge will monitor their expatriate staff in order to ensure that they take their due days off regularly.**

Programme officers in charge will monitor their expatriate staff in order to ensure that they take their due days off regularly.

- c) **Team leaders are required to observe sufficient leave of all staff. Every field office has to keep a leave book.**

16.2 Health / Medical Evacuation (Medevac)

Health hazards constitute a major threat for expatriate staff working abroad, particularly in tropical countries with little hygiene standards. Poor food and water hygiene may cause malaria or other illness. Common diseases or medical problems are:

- a) Dehydration and collapse
- b) Diarrhoea and dysentery
- c) Respiratory infections
- d) Malaria
- e) Parasites
- f) Skin infections
- g) Hepatitis A.

Every field office has to have basic information available about local health facilities, medical doctors and dentists, as well as about hospitals, formalities and emergency transportation facilities.

In case of injury and serious sickness every team has to be in a position to react appropriately and fast enough to deal with the situation. Medical emergency plans and first aid regulation have to be organized beforehand, communicated and known to the staff in any location.

Malteser International generally provides appropriate insurance/ provision for staff sent abroad and for staff employed locally against accidents and illness depending on the contract. Each expatriate staff will receive a briefing with the Malteser International personnel department on insurance needs and benefits.

All security plans have to contain first aid regulations and SOPs for medical or health problems and medevac.

All security plans for specific countries contain the procedure for medical evacuation as part of their emergency planning (see chapter 14).

Box 12 Checklist for Medical Evacuation of International Staff to their Home Country or a Neighbouring Country

(applies for all German staff and most international staff members, i.e. those with the accident insurance package of the insurance company)

Provision for medical evacuation of international staff because of accidents and injuries or severe illness comprises the following steps:

Arrange transport to next reliable health facility for stabilization of the person. If necessary and available this could be a transport by helicopter hired locally

Contact Malteser Rescue Service (Rückholdienst) as soon as possible. The 24 h contact number is +49 221 9822 333

Contact the emergency number of your own emergency insurance company if you are not insured through Malteser International.

The decision whether, when and how a medevac to Europe or a neighbouring country is necessary and possible is taken in a medical doctor-to-doctor case evaluation organized by Malteser Rescue Service.

Report the case through Malteser International reporting lines as soon as possible.

Make sure that clear information is given to the rescue services in order to properly decide and plan for medevac.

NB: Malteser International offices and teams in the country are responsible to organise means and arrangement for emergencies in advance. Be clear which health facility is reliable, where is the next medical doctor / hospital, identify availability of medical rescue and ambulance services and know how to contact them in case of an emergency.

16.3 Planning for Prolonged Stay and Hibernation

Talking about security plans, emergencies and evacuation often seems to be of hypothetical character, as long as you are working in peaceful areas and under safe conditions. And these guidelines from Malteser International headquarters are for a wider range of operations, in which Malteser International humanitarian teams service local populations.

Furthermore, one cannot foresee each and every possible risk or threat that may arise and give a blueprint for reaction. But if you are working in a deteriorating security environment you have to be prepared for a prolonged stay at high security levels (e.g. UN security level 4) with reduced activities and low to no visibility (hibernation). During such times most staff will remain at stand-by either on project location or being shifted to another, safer area within the country.

In preparation for hibernation different subjects have to be considered (see Annex 15 “Hibernation Equipment Checklist”):

- Food
- Water
- Medicine
- Fuel
- Lighting
- Cooking
- Sleeping
- Washing and toilet facilities
- Power supply (batteries, generator)
- Air circulation
- Stress management
- Team management
- Communication
- Etc.



- As part of all security procedures the decision-making about immediate downsizing of operations and preparations for hibernation lies with Malteser International’s local representative and the programme officer at Cologne headquarters.**
- Based on the actual developments and ongoing risk analysis of the security situation all preparations laid down in security and emergency plans will be undertaken.**
- Checks on communication lines, power supply, food & drinks, as well as on medical equipment, sleeping facilities and site security will be stepped up according to prescribed security levels.**
- Regular team meetings will ensure that everybody is informed about the current situation and knows her/his role and responsibilities.**
- All incidents are recorded appropriately (see chapter 15.1).**
- Communication with headquarters is updated regularly and as need arises (see Annex 2).**

16.4 Evacuations

As a response and reaction to increased security concerns and levels, partial or complete withdrawal may become inevitable. Different scenarios and steps can be necessary. They will range from a withdrawal of staff and project material to another/safe area in the country (relocation) up to hibernation and even to full evacuation of international staff from the country.

Evacuation plans are an inherent component of all security plans. They constitute an important guideline in unforeseen situations that might make a withdrawal from the project location necessary. An evacuation checklist (Annex 16) and an evacuation vehicle equipment checklist (Annex 17) are attached in the annex.

According to the context of each setting there are specific issues to consider depending on the circumstances of evacuation and the prospective for Malteser International's return to the area.

However, the key elements of all evacuation plans are listed as follows:

- a) The relevant location/area emergency & evacuation plan is up-to-date and readily available
- b) Inform all international and national staffs about assembly areas, safe houses, and the relevant routes for evacuation
- c) Inform local partners on next steps regarding Malteser International's operations
- d) Malteser International's country representative coordinates evacuation planning and operations in close communication with Cologne headquarters
- e) All international staff must leave in case of an evacuation
- f) Identify and coordinate contact with the relevant Embassy and/or UN Agencies or (if applicable) the international/national military forces for evacuation.
- g) Identify relevant assembly areas and coordinate with Embassy, UN, or other agencies.
- h) Evacuation routes are verified and cleared; coordinate all

sites and routes with the Embassy, UN and/or international/national military forces in the area. Make sure that roads are accessible, free and safe. Take notes who left with what means and on what road. Communicate these data to all relevant partners and to headquarters.

- i) Identify specific documents that must accompany the evacuating staff.
- j) Plans made to destroy or carry out documents that refer to specific positions, duties and salaries of national and international staff or that could be used against local or non local staff members.

Annex

Annex 1 References

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Annex 2 Permanent Security Monitoring Calendar

Security Issues	Assessment	Update	Reassessment	Points of assessment
Location/ Area security plan	Start of work in the country	Latest every 6 months		<ul style="list-style-type: none"> • See Safety and Security Guidelines • Is the plan appropriate? • Is the risk analysis correct? • ...
Security levels	Start of the project	<ul style="list-style-type: none"> • At security level ONE every 6 months • At security level TWO every 3 months • At security level THREE every week • At security level FOUR every day • At security level THREE every week • At security level FOUR every day • At security level FIVE every day if necessary hourly 	Occurrence of major incident	<ul style="list-style-type: none"> • See Safety and Security Guidelines • ...

SECSITREP	Start of the project	Once a month as a part of the overall SITREP	<ul style="list-style-type: none"> • Occurrence of incidents • Change of security levels 	<ul style="list-style-type: none"> • See Safety and Security Guidelines • Strategy correct? • ...
Risk assessment	Start of the project	<ul style="list-style-type: none"> • At security level ONE every 6 months • At security level TWO every 3 months • At security level THREE every week • At security level FOUR every day • At security level FIVE every day if necessary even hourly 	<ul style="list-style-type: none"> • Occurrence of incidents • Change of security levels 	<ul style="list-style-type: none"> • See Safety and Security Guidelines • Strategy correct? • ...
Analyse reporting of incidents	<ul style="list-style-type: none"> • Sent with monthly with SECSITREP to the HQ • Major incidents have to be analysed straight away and sent to HQ. This refers to verbal, written and af-termath report 			<ul style="list-style-type: none"> • Points of assessment: • See safety and Security Guidelines • Number of incidents? • Measures taken • Places of occurrence • Counter measures • Patterns • ...

Site security	<ul style="list-style-type: none"> Site selection At the begging of use 	Every 6 months	<ul style="list-style-type: none"> When changes have been made When incidents occur Changing of security levels 	<ul style="list-style-type: none"> See safety and Security Guidelines Is the site (still) appropriate? Does the security have to be improved? Do new sites have to be assessed? ...
Vehicle and transportation security	Start of the project	Sent with monthly with SECSITREP to the HQ	Occurrence of incidents	
Vehicle security checks	Sent with monthly with SECSITREP to the HQ			<ul style="list-style-type: none"> Repairs necessary? Needed repairs concluded? Decommissioning of vehicle? Acquisition of vehicles? Sufficient drivers? Does the security have to be improved? ...
Stress management	<ul style="list-style-type: none"> On perpetual basis especially in areas with a high security level 			<ul style="list-style-type: none"> R&R Necessity of forced R&R

	<ul style="list-style-type: none"> Occurrence of incidents 			
Asset list	Start of the project	Every 12 months	Occurrence of major incident	
Emergency exercises	<ul style="list-style-type: none"> At security level ONE every 6 months At security level TWO every 3 months From security level THREE onwards according to situation 			
Identify staff for training	<ul style="list-style-type: none"> Availability of training Necessity Arrival to project Visitors 			

Note: All reports come from the project/ programme manager and are sent to the country/ regional coordinator, the emergency coordinator at HQ and the senior desk officer at HQ.

Annex 3 Emergency Contact Card

The Emergency Contact Card should comprise of the following numbers and addresses:

- Number and address of country head office
- Telephone number of country coordinator
- Telephone number of Malteser International HQ in Cologne (don't forget country prefix) (country desk office, Executive Director of Malteser International)
- Telephone numbers and addresses of local emergence services (e.g. police, paramedic, hospitals , aid stations)
- Medevac contact number - Malteser Rescue Service (Rückholdienst): +49 221 9822 333 (check and if necessary correct country prefix)
- Embassies address and telephone number (depending on nationality of staff)
- If possible telephone number of emergency insurance company (this may differ from staff member to staff member)
- Telephone numbers and addresses of UN facilities (e.g. in case of evacuation)
- ...

Note: The format should be small but readable and protected so it can easily be taken along (e.g. credit card size).

This Emergency Contact Card has to be keep save because it contains sensitive information.

Annex 4 Template for a location/ area specific Security Plan

Cover sheet

with area of operations, implement area and date of effectiveness

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- 5.7 ...

6. Supporting information

- 6.1 Useful contacts
- 6.2 Maps
- 6.3 Incident report forms
- 6.4 ...

7. ...

8. Read and understood

Employee:	
Date:	

When writing a location/ area security plan always have following questions in mind:

- What has to be done/ what has not to be done?
- How does it have to be done?
- Who has to do it with whom?
- When does it have to be done and how often?
- Where does it have to be done?

Note: This sheet is meant as a template and a structural guideline for the establishment of country specific security plans. This means that it is not a fixed schema and can be complemented as seen necessary.

Annex 5 Example – Abridgment from the Security Plan Sri Lanka



Security Plan
(2006)

Guidelines for the Country Programme
Sri Lanka

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Foreword

Security has become a basic issue among Malteser International staff as a result of the escalation in fighting between government forces and rebels in the north and east of Sri Lanka. Many civilians, including NGO staff, have been caught in the crossfire and either got injured or lost their lives.

There is therefore a need to put in place guidelines to protect Malteser International staff as they work in the field and in the office premises. This security plan aims at informing all staff of the location-specific security rules and procedures that apply to Sri Lanka. It provides rules for travelling, while in the office and general behaviour in the country on a four level security framework which outlines the necessary actions that are recommended for each security level.

Every member of the team has a responsibility to promote security, and is required to follow all rules and procedures contained in this security plan. Failure to do so could endanger life, and is a disciplinary offence. The security plan is designed to help keep you and your colleagues safe, and to enable our work to run smoothly. Of course a security plan is only useful when it is implemented and when necessary training (e.g. usage of Thura-ya) are conducted.

The security plan will be updated as often as necessary. All staff are encouraged to contribute updates as the need arises. Each new version has to be clearly marked by those responsible.

The document has been made as simple as possible to enhance its understanding.

Please read this plan immediately and keep it with you at all times. If you have any questions about it, or suggestions for improving it, please inform the country Administrator or Country Coordinator as soon as possible.

*Lawrence Oduma,
Country Coordinator,
Sri Lanka*

1. Introduction

The genesis of the war in Sri Lanka is the fight initiated by the LTTE in the 1970s for a separate state for Tamils in Sri Lanka's north and east. They argued that the Tamils had been discriminated against by successive majority Sinhalese governments. The conflict has killed about 64,000 people so far, displaced one million and held back the island's growth and economic development. Some estimates suggest that the government has spent up to 5% of gross domestic product on defence in recent years.

The suicide attack on the army headquarters and on army chief Lt-Gen Sarath Fonseka on 25 April 2006 is a particularly daring attack that was responded to by the army through bombing areas around Trincomalee from the sea and the air. The attack followed escalating tension in early 2006. The escalation in violence has led to the killing of scores of soldiers, sailors and civilians from both Tamil and Sinhalese communities.

Some analysts argue that parts of the east of Sri Lanka resemble a war zone. International monitors say the increasing violence is the most serious threat to the 2002 ceasefire brokered by Norwegian mediators. Many say frequent truce violations mean that it barely exists on the ground. Both sides would have much to lose if war broke out again, with billions of dollars pledged in aid by the international community to rebuild the country.

The peace process has stalled because the rebels pulled out of talks in April 2003 claiming they were being sidelined. Later they wanted to discuss proposals for an interim government in the north - which the government of then Prime Minister Ranil Wickramasinghe was unwilling to do. He was under pressure from then President Kumaratunga and other Sinhalese politicians in the south who said too much ground was being given to the Tamil Tigers. The country spent months in political limbo after the two leaders' uneasy cohabitation escalated into a row in November 2003, which led to fresh elections.

Sri Lanka's once successful tourist industry has also been badly hit by the violence, but has been recovering in the recent past. Observers say battle

fatigue had set in on both sides, and it was becoming increasingly difficult for the army and the rebels to find new recruits to fight a war that looked more and more un-winnable.

Mr Wickramasinghe won parliamentary elections in December 2001 promising an end to conflict. His keenness to make peace gave Norwegian mediators a huge boost. They brokered a permanent ceasefire in February 2002. Initial fears that the Tigers would use the truce to regroup militarily proved unfounded, and consistent Norwegian pressure finally brought both sides to the negotiating table. And the impact of 11 September 2001 in refocusing the world on terrorism and cracking down on the financing of terrorist activities may also have been important. The Tamil Tigers are now proscribed as a terrorist group in many countries.¹

The eastern coast of the country is susceptible to frequent cyclones and typhoons and this ought to be taken into account by all staff.

2. General security procedures and rules

2.1. Accountability

The Malteser International Country Coordinator holds primary accountability and authority for all security related issues in Sri Lanka. He/she is responsible to coordinate and manage all aspects of security for the Malteser International Country programme.

Coordinator Partner Projects-East (currently Christopher Bender) is responsible for the gathering and distribution of any information concerning the security situation in Sri Lanka.

2.2. Visitors and new staff

Visitors and new staff of the Malteser International Program in Sri Lanka are immediately to be briefed about the security situation in the country by the Country Coordinator or in his absence by the person who is responsible for security. Furthermore to each visitor or new staff a copy of this security plan must be handed out.

¹ http://news.bbc.co.uk/2/hi/south_asia/2405347.stm

2.3. Information sources and communication

Communication is of high importance to security. In case of an emergency every team member must be reachable by any communication device. Unfortunately mobile connections tend to break down in emergency situations because everybody tries to call somebody else. It still might be possible to send SMS. If not it is advisable to have a secondary communication device. Malteser office, Colombo has a satellite phone and Galle office must be equipped with a Thuraya satellite phone. Further everybody travelling to the north and/or east must take a Thuraya with him / her.

The following persons can be contacted for security issues:

- ...

2.4. General travel guidelines

For travelling in the eastern and northern region the following guidelines should be applied:

- The car should be of white colour and magnetic Malteser International signs must be stuck on both sides.
- First Aid kit must be taken with you (see Annex 3). Don't rely on the equipment of the rented car.
- Take a copy of each of your documents with you. Passport with visa, work permit, Malteser ID.
- Take your mobile with you and a Thuraya satellite phone. Be sure each is charged and has enough credit.
- When travelling to an area make sure you know the security situation at your destination and contact the security focal point of the district and the local partner before the journey.
- Take a minute and remember your last First Aid course. (see Annex 6)
- What do you know about the area you are going to? Is there a threat of landmines or UXOs (unexploded ordinances)?
- Take enough water and food with you. Wear good shoes.
- Research your route. Find out as much as you can about the road conditions; talk to others who have been on the route recently. Take a map with you.
- Provide a route plan to Colombo office and contact them when you leave and when you arrive at your destination and tell them the appro-

ximate time of your travel before you leave.

- Do not travel after dark; ensure that all timings on your route plan enable you to reach a selected location well before nightfall.
- If you are stopped at a roadblock, be calm, cool and cooperative.
- When you are overtaken by a military convoy or you drive up to one slow down, stop and wait at least 30 min.
- Do not carry military personnel of any party to a conflict.
- Do not allow non-Malteser personnel to be transported in Malteser vehicles unless prior approval has been obtained or unless it is a medical emergency.
- If your vehicle is **attacked** during road movement, get as low as you can. If you can drive clear, do so. If your vehicle is disabled, take your small rucksack (which contains your emergency personal equipment) and crawl to the nearest available cover (ditch, depression, etc.) and stay down until the firing and belligerent actions cease. Contact Malteser Office Colombo immediately.
- Be aware that a rented vehicle driver is not likely to wait for you in case of attack.
- Do not hesitate to cancel the operation should the security situation so dictate.

2.5. Personal safety

First of all everybody is ultimately responsible for his own personal safety. As always information is the key so try to get as much information as possible about the area you are working in. Do not hesitate to ask your colleagues, friends or officials.

Never rely on your good luck! Security has a lot to do with common sense. If you have a bad feeling about a field trip discuss it with your line manager.

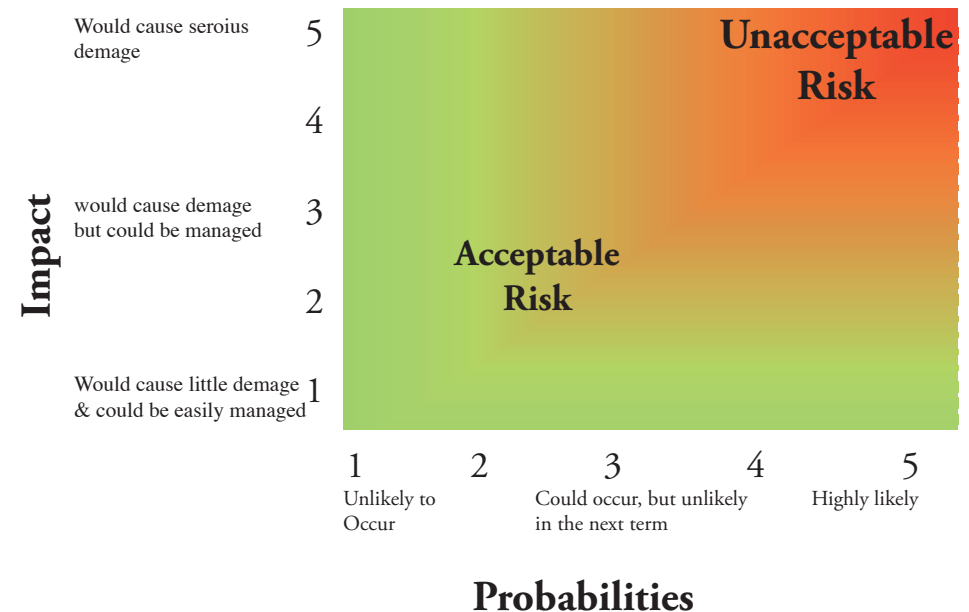
Always carry some kind of ID with you and keep some money (e.g. \$20) in your pocket for emergencies and in case you get robbed. Although this sounds strange it is always better to have something you can give to the robber to satisfy him.

Be aware of what is happening around you and be alert. Try to think ahead of what is happening to avoid problems and possible danger. This security plan will not only tell you how to react in a conflict situation but more important how to avoid getting into one.

The following tools should help you to assess the risk you are in.

- a) **Risk = Threat x Vulnerability.** What does that mean? You may be able to do nothing about the level of threat around you, but you can probably do a great deal to reduce your level of vulnerability by reducing the chances of an incident happening (e.g. improving locks) and by reducing the impact of an incident (e.g. wearing seat belts). By reducing your vulnerability, you reduce the risk that the threat will become reality and have a serious impact on you. A major part of good security management is reducing vulnerability in every way possible.
- b) **Comparing the power of the impact with its probability.**

Risk Assessment



- c) **Compare the risk with the benefit.** If you have to decide whether to go to a project site and the risk is low but the benefit (e.g. saving lives) is high you are likely to go. If the benefit is low but the risk is high you would probably not go.

Inevitably, at some stage or other, you will suffer from the stress of working and living in a difficult environment. This is an absolutely natural reaction. You can help yourself by eating properly, by getting adequate sleep and by making sure you take regular breaks.

The boiling frog syndrome

They say that if you put a frog into a pot of boiling water, it will leap out right away to escape the danger.

But, if you put a frog in a kettle that is filled with water that is cool and pleasant, and then you *gradually* heat the kettle until it starts boiling, the frog will not become aware of the threat until it is too late. The frog's survival instincts are geared towards detecting sudden changes.

This story should illustrate that you should not only be aware of sudden changes in security in a location but of slow, gradual changes as well. It's a warning telling us to keep paying attention to not just obvious threats but to more slowly developing ones.

2.6. Medical emergency

For an ambulance in Sri Lanka, call 422222.

In case of a medical emergency the following hospitals can be contacted:

National Hospital: emergencies: (941) 691111
Administration: (941) 693510

Regent Street, Colombo 8

Apollo Hospital: 074 -530000

Colombo 5

Galle District Hospital: 091-2232276

Trincomallee District Hospital: 026-2222261-2

Ampara District Hospital: 063-2222235

Batticaloa District Hospital: 065-2222261

Security in and around the office

2.7. Assets

Malteser International maintains a central asset register that is managed and updated by the office Administrator. This register contains an itemised listing of all fixed assets in the main office and at each project office. The register is maintained in electronic and hard copy format. All assets are labelled as per Malteser International policy requirements. Important, sensitive files in hard copy format have to be marked so that they can be found quickly in case of evacuation.

Project files are stored in a metal, lockable cupboard. For cash money and personal documents there is a safe to which only the Administrator has access. Personal files should always be locked up. A list of important files can be found in Annex 7.

Every office or team house must have an emergency storage in case of curfews consisting of basic supplies.

When entering security level FOUR in Colombo important files must be transferred to the project office in Dodanduwa.

2.8. IT security

To prevent a complete loss of data, back-ups of all data must be stored in regular intervals on the external HD provided by Malteser International. These back-ups must be clearly marked with a date. Additionally, if not stored in hard copy or in the internet, emails should also be stored in regular intervals on the external HD.

Data is also often lost after the computer is infected by viruses. To protect the computer from virus attacks antivirus software (e.g. Norton or AntiVir) and a firewall (Microsoft or Zone Alarm) must be installed on the computer. Further, do not open emails from unknown senders that carry

attachments.

The computer is the property of Malteser International and in most cases indispensable for your work. Take care of it!

2.9. Building security

At all Malteser International offices in Sri Lanka a guard is present 24 hours every day. These guards are employed from a security company that checks on them. Nevertheless rudimentary checks are useful and show the guard that you care about him. Maintain a friendly relationship with your guard. You need him!

If guards are not hired from a security company they have to be trained thoroughly.

For your own personal safety a first aid kit (see Annex 3 and 6) must be present at offices and team houses. Fire extinguishers are useful in every house especially with gas stoves and glowing mosquito coils.

In case of emergency call 011 691095 / 699935.

2.10. Cash management

In the beginning of a project an account is opened in the name of Malteser International by an authorized person. The HQs of Malteser International appoints with a written authority the person who is entitled to access the account by depositing a sample of his signature in the bank. Every transaction to be done has to follow the four-eye-principle meaning two signatures must be provided.

Transport of cash

Transport of cash should always be an exception. Bearing in mind precarious risk only small amounts of money should be transferred in cash. Before conducting cash transportation verify the conditions of your insurance and be aware of the risk of predation.

Last but not least: Colombo has quite a variety of literature about security in humanitarian aid projects. Do not hesitate to ask for it and read some of it.

Material used in the development of this security plan:

- Template for writing a World Vision Field Office Security Plan
- Generic Security Guide, ECHO
- Staying alive, David Lloyd Roberts, ICRC
- BBC webpage.

Useful Contacts:

Annex 7 International Spelling Code (ICAO)

A ALFA	N NOVEMBER	0 ZERO
B BRAVO	O OSCAR	1 ONE
C CHARLIE	P PAPA	2 TOO
D DELTA	Q QUEBEC	3 TREE
E ECHO	R ROMEO	4 FO-WER
F FOXTROT	S SIERRA	5 FIFE
G GOLF	T TANGO	6 SIX
H HOTEL	U UNIFORM	7 SEVEN
I INDIA	V VICTOR	8 AIT
J JULIET	W WHISKEY	9 NINER
K KILO	X XRAY	44 FO-WER FO-WER
L LIMA	Y YANKEE	136 WUN TREE SIX
M MIKE	Z ZULU	1268 WUN TOO SIX AIT

Annex 8 Standard „Pro-Words“ in International Radio Communication¹

Acknowledge	Let me know that you have received and understood this message
Affirmative	Yes
Approved	Permission for proposed action granted
Break Break Break	I wish to interrupt an ongoing exchange of transmission in order to pass an urgent message
Cancel	Annul the previously transmitted clearance
Check	Examine a system of procedure (no answer is normally expected)
Cleared	Authorised to proceed under the condition specified
Confirm	Have I correctly received the following message / or did you correctly receive this message?
Contact	Establish radio contact with....
Correct	That is correct
Correction	An error has been made in this transmission (or message indicated). The correct version is....
Disregarded	Consider that transmission was not send
Go ahead	I am ready
How do you read me	What is the readability of my transmission
Listening	I am prepared to take calls
Long message	Long message, which will be broken into manageable bits with the pro-words so far
Message reads	Marks the start of the written message

¹ Reference: Deutsche Welthungerhilfe „Sicherheitsleitfaden“

Message ends	Marks the end of the written message
Mayday Mayday	Distress call for imminent danger
Negative	No, or that is not correct
Over	Invitation for you to transmit
Out	I am closing down (returning to listening)
Pan Pan Pan	Urgent message in a danger to life, property, vehicle
Pass your message	I am ready to take your message
Repeat	I will repeat the last message
Read back	Repeat all, repeat the specific part...
Roger	I understand, I confirm
Say again	Repeat, ...after all, all before, word after, word before
So far	Have you / I have copied the message until now
Speak slower	Reduce your rate of speech
Stand by	Wait and I will call you
Verify	Check and confirm
For quality of radio reception:	
Radio check	How do you read me? What is my signal strength?
Loud & clear	Your signal and readability is excellent
Weak	I hear you with difficulty
Nothing heard	I cannot hear you at all
Readable	Good quality, no difficulties
Distorted	I have trouble reading you because of distortion
Unreadable	I can hear that you transmit, but I cannot read you

Annex 9 International Country Codes (ISO 3166-1) dated June 2007 sorted by countries

AFGHANISTAN	AF
ÅLAND ISLANDS	AX
ALBANIA	AL
ALGERIA	DZ
AMERICAN SAMOA	AS
ANDORRA	AD
ANGOLA	AO
ANGUILLA	AI
ANTARCTICA	AQ
ANTIGUA AND BARBUDA	AG
ARGENTINA	AR
ARMENIA	AM
ARUBA	AW
AUSTRALIA	AU
AUSTRIA	AT
AZERBAIJAN	AZ
BAHAMAS	BS
BAHRAIN	BH
BANGLADESH	BD
BARBADOS	BB
BELARUS	BY
BELGIUM	BE
BELIZE	BZ
BENIN	BJ
BERMUDA	BM
BHUTAN	BT
BOLIVIA	BO
BOSNIA AND HERZEGOVINA	BA
BOTSWANA	BW
BOUVET ISLAND	BV
BRAZIL	BR

BRITISH INDIAN OCEAN TERRITORY	IO
BRUNEI DARUSSALAM	BN
BULGARIA	BG
BURKINA FASO	BF
BURUNDI	BI
CAMBODIA	KH
CAMEROON	CM
CANADA	CA
CAPE VERDE	CV
CAYMAN ISLANDS	KY
CENTRAL AFRICAN REPUBLIC	CF
CHAD	TD
CHILE	CL
CHINA	CN
CHRISTMAS ISLAND	CX
COCOS (KEELING) ISLANDS	CC
COLOMBIA	CO
COMOROS	KM
CONGO	CG
CONGO, THE DEMOCRATIC REPUBLIC OF THE	CD
COOK ISLANDS	CK
COSTA RICA	CR
COTE D'IVOIRE	CI
CROATIA	HR
CUBA	CU
CYPRUS	CY
CZECH REPUBLIC	CZ
DENMARK	DK
DJIBOUTI	DJ
DOMINICA	DM
DOMINICAN REPUBLIC	DO
ECUADOR	EC
EGYPT	EG
EL SALVADOR	SV

EQUATORIAL GUINEA	GQ
ERITREA	ER
ESTONIA	EE
ETHIOPIA	ET
FALKLAND ISLANDS (MALVINAS)	FK
FAROE ISLANDS	FO
FIJI	FJ
FINLAND	FI
FRANCE	FR
FRENCH GUIANA	GF
FRENCH POLYNESIA	PF
FRENCH SOUTHERN TERRITORIES	TF
GABON	GA
GAMBIA	GM
GEORGIA	GE
GERMANY	DE
GHANA	GH
GIBRALTAR	GI
GREECE	GR
GREENLAND	GL
GRENADA	GD
GUADELOUPE	GP
GUAM	GU
GUATEMALA	GT
GUERNSEY	GG
GUINEA	GN
GUINEA-BISSAU	GW
GUYANA	GY
HAITI	HT
HEARD ISLAND AND MCDONALD ISLANDS	HM
HOLY SEE (VATICAN CITY STATE)	VA
HONDURAS	HN
HONG KONG	HK
HUNGARY	HU

ICELAND	IS
INDIA	IN
INDONESIA	ID
IRAN, ISLAMIC REPUBLIC OF	IR
IRAQ	IQ
IRELAND	IE
ISLE OF MAN	IM
ISRAEL	IL
ITALY	IT
JAMAICA	JM
JAPAN	JP
JERSEY	JE
JORDAN	JO
KAZAKHSTAN	KZ
KENYA	KE
KIRIBATI	KI
KOREA, DEMOCRATIC PEOPLE'S REPUBLIC OF	KP
KOREA, REPUBLIC OF	KR
KUWAIT	KW
KYRGYZSTAN	KG
LAO PEOPLE'S DEMOCRATIC REPUBLIC	LA
LATVIA	LV
LEBANON	LB
LESOTHO	LS
LIBERIA	LR
LIBYAN ARAB JAMAHIRIYA	LY
LIECHTENSTEIN	LI
LITHUANIA	LT
LUXEMBOURG	LU
MACAO	MO
MACEDONIA, THE FORMER YUGOSLAV REPUBLIC OF	MK
MADAGASCAR	MG
MALAWI	MW

MALAYSIA	MY
MALDIVES	MV
MALI	ML
MALTA	MT
MARSHALL ISLANDS	MH
MARTINIQUE	MQ
MAURITANIA	MR
MAURITIUS	MU
MAYOTTE	YT
MEXICO	MX
MICRONESIA, FEDERATED STATES OF	FM
MOLDOVA, REPUBLIC OF	MD
MONACO	MC
MONGOLIA	MN
MONTENEGRO	ME
MONTserrat	MS
MOROCCO	MA
MOZAMBIQUE	MZ
MYANMAR	MM
NAMIBIA	NA
NAURU	NR
NEPAL	NP
NETHERLANDS	NL
NETHERLANDS ANTILLES	AN
NEW CALEDONIA	NC
NEW ZEALAND	NZ
NICARAGUA	NI
NIGER	NE
NIGERIA	NG
NIUE	NU
NORFOLK ISLAND	NF
NORTHERN MARIANA ISLANDS	MP
NORWAY	NO
OMAN	OM

PAKISTAN	PK
PALAU	PW
PALESTINIAN TERRITORY, OCCUPIED	PS
PANAMA	PA
PAPUA NEW GUINEA	PG
PARAGUAY	PY
PERU	PE
PHILIPPINES	PH
PITCAIRN	PN
POLAND	PL
PORTUGAL	PT
PUERTO RICO	PR
QATAR	QA
REUNION	RE
ROMANIA	RO
RUSSIAN FEDERATION	RU
RWANDA	RW
SAINT HELENA	SH
SAINT KITTS AND NEVIS	KN
SAINT LUCIA	LC
SAINT PIERRE AND MIQUELON	PM
SAINT VINCENT AND THE GRENADINES	VC
SAMOA	WS
SAN MARINO	SM
SAO TOME AND PRINCIPE	ST
SAUDI ARABIA	SA
SENEGAL	SN
SERBIA	RS
SEYCHELLES	SC
SIERRA LEONE	SL
SINGAPORE	SG
SLOVAKIA	SK
SLOVENIA	SI
SOLOMON ISLANDS	SB

SOMALIA	SO
SOUTH AFRICA	ZA
SOUTH GEORGIA AND THE SOUTH SANDWICH ISLANDS	GS
SPAIN	ES
SRI LANKA	LK
SUDAN	SD
SURINAME	SR
SVALBARD AND JAN MAYEN	SJ
SWAZILAND	SZ
SWEDEN	SE
SWITZERLAND	CH
SYRIAN ARAB REPUBLIC	SY
TAIWAN, PROVINCE OF CHINA	TW
TAJIKISTAN	TJ
TANZANIA, UNITED REPUBLIC OF	TZ
THAILAND	TH
TIMOR-LESTE	TL
TOGO	TG
TOKELAU	TK
TONGA	TO
TRINIDAD AND TOBAGO	TT
TUNISIA	TN
TURKEY	TR
TURKMENISTAN	TM
TURKS AND CAICOS ISLANDS	TC
TUVALU	TV
UGANDA	UG
UKRAINE	UA
UNITED ARAB EMIRATES	AE
UNITED KINGDOM	GB
UNITED STATES	US
UNITED STATES MINOR OUTLYING ISLANDS	UM
URUGUAY	UY

UZBEKISTAN	UZ
VANUATU	VU
VENEZUELA	VE
VIET NAM	VN
VIRGIN ISLANDS, BRITISH	VG
VIRGIN ISLANDS, U.S.	VI
WALLIS AND FUTUNA	WF
WESTERN SAHARA	EH
YEMEN	YE
ZAMBIA	ZM
ZIMBABWE	ZW

Annex 10 Technical and security checklist for vehicles

	Car	Motor-bike	Essential
Check fluids, fluid level and density (cooling, wiper, brake, oil, hydraulic, if necessary battery fluid, etc.)	x	x	x
Check chain (lubrication and slackness)		x	x
Check air intake filter	x	x	
Are there any strews or other things loose?	x	x	
Do any parts need to be greased?	x	x	
Does the vehicle leak any fluids?	x	x	x
Are there any visible damages to the vehicle which need to be repaired?	x	x	
Tyres and tyre pressure (also spare wheel): are they worn, do they have cracks, are there any other damages to be seen?, etc.	x	x	
Check lights (indicator, low, high beam, etc.)	x	x	x
Check horn	x	x	
Is the petrol tank full (evacuation vehicles have to be refilled straight after use)?	x	x	x
Is there a first aid kit and is it filled properly, is the other emergence equipment (e.g. fire extinguisher) in proper working order?	x		x
Are the communication devices functioning properly? Make a radio check with base.	x	x	x
Fully charged handset radio and spare battery. Make radio check with base		x	x
A list of all call-signs of other organizations.	x	x	
Do vehicle specific technical checks (e.g. winch)	x	x	
Has the annual servicing been done?	x	x	
Have necessary repairs been concluded?	x	x	x

Are the seatbelts in working order?	x		
Is the helmet in proper order?		x	x
Are the brakes in proper working order?	x	x	x
Are there any unusual noises during the operation of the vehicle?	x	x	
Does the vehicle react in a different way than usually while driving?	x	x	x

Note: If any of the under “Essential” marked points do not pass the inspection the vehicle is not allowed to be used until these can be met!

Annex 11 Equipment checklist for vehicles



**Malteser
International**
Order of Malta Worldwide Relief

Equipment checklist for vehicles

- 1 cable: thick for towing one car to another car, approx. 10 m long
- minimum 1 spare tyre, wheel spanner (in heavy terrain better 2 spare tyres)
- 1 torch + batteries
- 1 set of tools (Hammer / pliers / screwdrivers / spanners)
- 1 car jacks + 3 wooden blocks suitable to support the jack
- jumper leads
- spare fuses
- fire extinguisher
- there must be a complete first aid kit
- enough water for drinking and for the car cooling system
- DRIVERS MUST CARRY LICENCE WITH THEM AT ALL TIMES
- registration and insurance details of the car and log sheet
- a copy of the transport and general security rules, contact phone numbers have to be kept in each car
- country specific equipment (e.g. snow chains in areas with snowfall) (vide Malteser International Country Guidelines)

Motorbikes:

- Fully charged handset radio and spare battery. A list of all call-signs of other organizations.

- Tools: Pliers, Screwdrivers, Spanners
- DRIVERS MUST CARRY LICENCE WITH THEM AT ALL TIMES
- Registration and insurance details of the car and log sheet

Annex 12 Non Liability Waiver for Non-Malteser International Passengers



Non Liability Waiver for Non-Malteser International Passengers

Non-Malteser International Passenger

Surname, First name

Journey

From	To
------	----

Date of travel

From	To
------	----

Waiver

I herewith agree that I undertake the ride on my own risk. This concerns the case of accident, damages, theft etc. I acknowledge the fact that Malteser International will not respond to any claims from third parties. I hereby declare that I have completely read the terms of this settlement, fully understood and voluntarily accepted them.

Note: Insert here the above text translated into language of the country.

Remarks

--	--

Location, date, signature of passenger

Surname, First name

Location, date, signature of driver

Surname, First name

Note: Not only the translation of the text has to be inserted but also the translations for name, first name, location, date, etc.

Annex 13 Hibernation equipment checklist



**Malteser
International**
Order of Malta Worldwide Relief

Hibernation equipment checklist

- Fuel for generators
- Communication device, charger and spare batteries
- Candles
- Boxes of matches/ lighter
- AA batteries
- Torches taking AA batteries
- Small gas stoves + gas refills
- Toilet paper
- Pieces of soap
- Notebooks
- Pens
- 50 meters of rope (diameter 10mm)
- Fire extinguisher
- 1 first aid kit
- Cans of varied food
- Rice/ potatoes
- Cooking oil
- Cans of fruit
- Drinking water
- Packets of biscuits (sweet)
- Packets of biscuits (salty)
- Bottles of various soft drinks

- Sufficient money
- Sleeping facilities
- Leisure activities, pastime, games
- Heater
- Protection for building
- ...

Note: No amounts have been mentioned because this depends on the number of people and the time they have to stay in hibernation.



Evacuation Preparation Checklist

- Advise headquarters of pending closure and plans for evacuation
- Make sure the reason for evacuation is known and understood by all staff
- Establish responsibility for tasks listed on checklist
- Identify and coordinate contact with the relevant Embassy and/or UN Agencies or (if applicable) the international/national military forces for evacuation
- Staff payment
- Pre-pay office and housing rental
- Wire out remaining funds
- Evacuate/destroy personnel files
- Evacuate/destroy old journals and vouchers prior to last audit
- Evacuate/destroy bank statements
- Evacuate current finance documentation (since last audit)
- Communicate clear understanding of what the Malteser International commitment is to national staff
- Document promises/commitments to national staff
- Authorise appropriate staff and/or agency(ies) to receive and use remaining equipment and vehicles
- Inform local partners of intended evacuation and new authority structure
- Advise and inform remaining staff and partners of Malteser Internatio-

nal in and outside of the country

- Set up authority structure to ensure continuity of programme
- Ensure that evacuation routes and assembly points are known
- Check evacuation vehicles on condition and equipment
- Check evacuation routes of any relevant changes
- Check arrangements for seats on none Malteser International vehicles/crafts
- ...

Evacuation vehicle equipment checklist

- Equipment vide Annex 12 “Vehicle equipment checklist”
- 1 rope for extension, pulling by people etc. 20 m
- 1 shovel, 1 hoe
- 1 axe, wrench, chisel
- 1 tarpaulin
- Jerry can full (extra fuel)
- Sufficient money
- Run-away-pack (maximum 15 kg per person)
- Drinking water in the double amount that is needed to arrive at the next safe haven (for all persons aboard)
- Cars must be parked ready for a quick departure

ECHO Generic Guidelines for Humanitarian Organisations



The ECHO Generic Security Guide for Humanitarian Organisations is a comprehensive security manual. It is available in English, French, Spanish and Arabic under <http://www.aidworkers.net/>.

You will also get a copy of the Guideline on a DVD from the headquarters of Malteser International to use as reference for security and safety issues.

ECHO is the Humanitarian Aid Department of the European Commission. It contracted a team of experienced humanitarian managers to write the Guide.

The Guide is aimed at humanitarian (i.e. emergency) aid workers and organisations. But it is also relevant, with minor adaptations, to long-term development work.



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