
INTRAC SECURITY AND SAFETY - PROCEDURES



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Introduction

These procedures are part of INTRAC's approach to security and safety of its representatives when travelling away from base. The general principles and responsibilities are set out in the board approved policy: [INTRAC SAFETY AND SECURITY POLICY.docx](#)

The purpose of these procedures is to support staff and associates in preparation, implementation, and follow up on assignments involving travel away from base. We will use these, learn from practice, and as appropriate adjust these. Importantly, the policy and these procedures require those travelling to take note of the policy and comply with the rules set out there and in these procedures, and familiarise themselves with relevant insurance policies and conditions.

Programme/project design

Programme design (which includes design of projects and jobs) has to be undertaken in a way that is 'security conscious'. Given the diversity of work carried out by INTRAC this cannot be handled prescriptively, but managers should consider:

- When and how to reflect on context specific security risk in the planning, implementation, monitoring and evaluation stages
- Who to consider to involve in the programme / project and its planning? Risks arising for INTRAC personnel (staff, contractors, volunteers) are as relevant to consider as risks that arise and exist in the programme implementation for others involved in INTRACs work, or affected by it
- Time allocation for risk assessment and security planning in mission preparation and post mission procedures
- Budget provision for security measures and support (including insurance), pre mission, during mission and post mission.
- Evaluation prompts for consideration of security issues arising in the programme

Assessing the risk level of a proposed activity / assignment

In the first instance, the job manager will go through the following questions to assess the main risk level of the proposed assignment.

1. Has the client, collaborating partners, the travelling consultant/staff member or manager or another involved staff member raised security concerns / identified security and safety risks associated with the destination or project?

2. Does the FCO recommend essential travel only to the country of travel and / or the specific destination?
 3. Is the country / destination not covered under standard insurance?
- If the answer to all questions is NO, no further special risk assessment is required. The INTRAC representative needs to be made aware of INTRAC's safety and security policy and observe the general protocols for travel on behalf of INTRAC and serious incident response, but otherwise normal job management procedures apply.
 - If any of the questions above is answered with YES, a risk assessment is to be carried out, security procedures need to be agreed, and senior management sign off for the assignment is required before travel begins. The additional special protocols required for travel involving high security risk are marked with a *. All other protocols / sections of this document need to be considered and followed as for all travel away from base.

*High Risk pre-visit planning

In cases where security risks have been identified (one of the questions above answered with YES), the High Risk Context Pre-visit Security Information Form ([High risk context Pre-visit security form.dotm](#)) needs to be filled in. It sets out steps and detail required for the safe management of the assignment.

When providing the form for senior management / Director's sign off, he / she should be provided with a brief context on the project, support provided by clients/donors/host organisations which INTRAC missions would be able to benefit from. Equally, specific lack of client / host organisation support should also be mentioned.

General protocols

1 Personal Health

INTRAC travellers are responsible for ensuring that they are: fit to travel; have all relevant vaccinations, prophylaxis and related documentation up to date to allow entry in the destination country; and do not travel when their condition may invalidate parts or all of INTRAC's insurance cover, which includes for female travellers adhering to legislative and insurance requirements regarding travel during pregnancy, and carry medical certification for any prescription drugs they may require during travel and which may be subject to drugs regulation in the destination country. Insurance certification and emergency details must be carried at all times. INTRAC will fund related vaccination and medication costs for

staff and volunteers travelling on behalf of INTRAC. Contractors will be responsible for meeting their own personal health costs.

2 Travel documents

Travellers are responsible for their own travel documentation (including visa and vaccination certificates) to be in order and up to date. INTRAC will facilitate the visa process through a visa service where necessary and meet the costs as part of project expense budgeting.

3 *Training

It is not normally expected that INTRAC travellers will be asked to travel to areas where specific security training will be required. Decisions on such training will be taken on a case by case basis including in relation to client/donor requirements.

4 Personal and collective conduct

INTRAC expects all employees and those travelling on behalf of INTRAC to conduct themselves with integrity, politely and respectfully of others and their identities and cultures both when working from base and when away from base. When on mission a particular awareness of risk and appropriateness of engagement with others, and sensitivity to the implications of their own actions for the safety and security of others is advised. INTRAC travellers will be seen as representing the organisation at all times, not just during working hours. INTRAC travellers are therefore required to conduct themselves at all times with the dignity and discretion appropriate to their roles as representatives of INTRAC.

Instructions by management and team/mission leader on security and conduct of the mission are to be followed promptly and at all times. Travellers must familiarise themselves with relevant insurance policies and conditions.

5 Travel and transport

- INTRAC travellers / mission participants should always travel on the appropriate type of visa, normally business visa, unless these cannot be obtained.
- All international travel companies approved by government for landing, docking and road travel from and in the UK can be used. Blacklisted air travel companies must not be used, neither internationally nor locally.
- INTRAC staff, contractors and volunteers should obtain up-to-date local and official advice on the possible routes, means and risks and security hazards.
- * When travelling in areas of high crime, areas previously or currently affected by or in the vicinity of armed conflict or violent disorder information should be sought specifically on recent incidents including official and unofficial road-blocks, landmines, hijackers, or ambush.
- Where possible avoid travelling, or walking alone, and after dark.

- Avoid public transport where this has a poor safety record.
- Travel with a reliable driver recommended by a local partner / associate if possible.
- In unsafe environments also inform team leader about any local movements.
- Carry a charged mobile telephone at all times, with numbers available to team members and INTRAC manager
- For lengthy transits during assignments INTRAC managers need to be informed about travel details: departure location and time, itinerary, destination, estimated time of arrival, vehicle/plane/boat, who is driving.
- Check vehicle roadworthiness, and if in doubt, look for alternatives, and postpone if no satisfactory solution can be found
- When travelling with strangers check before departure that doors can be unlocked from the inside.
- Where available seatbelts must be worn
- INTRAC travellers / mission participants must not travel in the same vehicle as soldiers, armed persons and or weapons.
- When travelling in armed convoys /under armed protection is unavoidable, permission must be sought from the INTRAC Director who needs to consider insurance implications.

6 Arms and drugs / prohibited substances / prostitution / bribery and corruption

- INTRAC travellers / mission participants must not at any time be in possession or handle arms (neither firearms, ammunition, nor blunt weapons) and objects that can be locally perceived as arms, nor allow these to be taken into INTRAC places of accommodation and vehicles used by INTRAC travellers. National laws on what is considered a weapon must be respected at all times.
- Where possible, travelling in armed convoys /under armed protection is to be avoided and requires special approval.
- INTRAC travellers / mission participants must not drink and drive, be involved in prostitution, and must observe the laws of the country on possession, handling and use of drugs, and prostitution.
- INTRAC travellers / mission participants must not be involved or seen to be involved in corruption and bribery.

7 Communication routines / Contacts

Communications routines can and should be used to exchange information about all aspects relevant to the pursuit mission, but their main function is to give confidence to mission participants and manager alike that things are on track, people are well, and the backup is in place and ready in case of need.

- Team leader and Manager must be accessible 24/7 via mobile telephone contact. It should be noted that emergencies may not only occur at the level of the mission.
- It is important that the routine and details are formally agreed and documented. The whole travelling team should be aware of the communications regime and collectively ensure it is fulfilled. Equally, there should be an appointed contingency person available at management level.
- On normal travel / mission implementation routine mission team leader / the traveller should be in touch with the manager at least weekly, preferably in an agreed rhythm with a contingency catch (i.e. every Thursday morning, latest Friday afternoon).
- * In unsafe environments the communications routine should increase to contact every 24 hours at a fixed time, with the contingency catch being a few hours. Additional / more frequent communications may need to be adopted during long distance / risky travel / displacement.
- Contact routines should comprise email, mobile telephone, SMS options, and a resource person (an additional manager, an additional local contact best outside the team) who can be called first when the contingency catch fails (see more under serious incidents).
- Travellers should carry at least two means of communication with them, and keep mobiles charged and switched on at all times.
- In some cases registration with the UN and embassies in country may be of benefit especially when staying over longer periods of time. What 'long' is, will depend on the security situation: it does not depend on how well the traveller believes s/he knows the country, but is a decision to be taken by INTRAC as part of security planning. It could be days, weeks, or months.
- * In unsafe environments a security update for team and manager should be provided at least once a week, and daily if an active situation of armed conflict / widespread unrest prevails.

8 Security of cash and assets

- Where possible carrying large amounts of cash is to be avoided. By preference traveller cheques and credit cards should be used, including as a contingency. Staff and contractors should also use their private credit cards.
- Cash, wallets and other assets such as computers and telephones should be kept hidden in public, and secured (i.e. in a lockable suitcase) also at night.

9 Confidentiality and data security

For reasons of data protection, research ethics and client confidentiality INTRAC data must be kept confidential and secure at all times. INTRAC may work in areas where not all of its work and network of contacts is welcome to everyone else. Loss of data /

acquisition of data by unauthorized 3rd parties could involve risks to partners and travelers alike.

- Data acquired or necessary for work should be kept securely, where appropriate (and legally possible) encrypted, and backed up regularly including by sending data back to INTRAC to the UK. A second copy of all data must be made once a day to a separate drive in case laptops get stolen. In some cases a third copy may be appropriate to make.
- * In the case of specific risks the security plan should detail the agreed level and means of data security.

10 Medical safety and health

The main aim of any response to a medical and health problem affecting INTRAC mission participants is to ensure that access to good quality health care and where necessary medical evacuation can be ensured.

- Travellers should, independent of the risk category of the destination, draw up a list of key reliable health care facilities at destination, and explore the options for accessing them. This may involve cash payments. Insurance arrangements for medical emergencies must be known to travellers, and relevant certificates carried.
- General advice on safe traveling and health practices at the destinations must be observed. When travelling in groups one traveller should be a trained first aider. INTRAC will work towards regularly training its key travelling staff in first aid.

11 Dealing with petty theft

- Many destinations where INTRAC travellers / missions will go will be low risk in general terms, but rife with opportunistic theft including but not limited to pickpocketing. Depending on the nature of material, documents, cash or other assets lost, this would not normally constitute a serious incident as defined below. However, it should be reported, also for insurance purposes, including to local authorities.
- Team leaders / travellers are advised to exercise discretion on where to draw the boundary with respect to invoking the serious incident procedure.

Serious / critical incidents or threats response

Serious / critical incidents or threats are events that affect or threaten the life, physical and mental integrity of a staff member, contractor or volunteer travelling on behalf of INTRAC or otherwise critically jeopardise the purpose and continuation of the mission. This may include serious incidents affecting in country partners and collaborators, and a

failure to maintain the communications routine. Serious incidents are not limited to high risk situations. They can occur anywhere, anytime, and can happen to anyone.

Serious / critical incidents include:

- Loss of life
- Assault leading to bodily harm
- Accidents involving injury
- Sexual violence
- Legal action, arrest and detention
- Abduction
- Robbery, burglary, theft
- Intimidation, harassment, public attacks on integrity of individuals, INTRAC or partners
- Serious illness / medical emergency
- (Risk of) exposure to, or immediate proximity to armed conflict
- (Risk of) exposure to or immediate proximity to acts of terrorism or armed governmental action taken against it
- Failure to maintain the communications routine in a high risk setting

Serious incidents require an immediate, short report within not more than 24 hours to the manager and INTRAC Director in the UK. This should include:

- What happened, Where, When, Who was involved
- The impact on other people involved
- What has been done so far
- Any immediate action required

- Where advisable and bearing in mind confidentiality requirements other stakeholders must / should be informed: local authorities, other civil society organisations, embassies, UN representations.
- 'Near misses' and incidents affecting partners / other organisations should also be reported in a timely manner, and form part of the mission debrief, risk assessment for the destination.
- Lapses in observing the communication routine may, and for the safety of the mission participants, should trigger the serious incident procedure from the side of the INTRAC manager

12 Contingency plans / emergency routines

1.1 Serious incidents communications

Team Leader / Traveller reports to manager and INTRAC Director immediately, but latest within 24 hours of the incident. The Director formally takes over as serious incident contact point.

1.2 Confidentiality

All communications on the incident are confidential.

1.3 Insurance handling

INTRAC office will assist with any insurance contacts and handling of claims.

1.4 End of mission

INTRAC Director will decide with team leader / traveller whether the incident warrants aborting the mission. Missions will always be terminated in cases of loss of life, serious illness or serious injury of a traveller, warranting medical evacuation and repatriation.

1.5 Safe places / contacts

In case of risk to travellers from 3rd party aggression, manager and team leader will proceed to use of safe places and fall back contact network in country.

1.6 Evacuation

In case that emergency evacuation of is necessary, either for medical or other reasons the INTRAC Director will in all cases formally terminate the mission and approve arrangements for immediate return of the travellers as well as any other provision of emergency assistance as appropriate. The Director must ensure that there is a single point of contact in place between INTRAC, mission participants and the emergency assistance company.

1.7 Communications to board, other staff and external stakeholders

The INTRAC Director will decide, if necessary in coordination with the Chair of the Board, how to communicate with staff and other stakeholders on the incident.

Post mission procedures

1.8 Reporting / Debriefing

Following completion of the mission, team leader / participants will provide a written report to INTRAC, built around the structure of the mission proposal, outlining substantive work completed during the mission and reporting any incidents, travel related issues of importance. In most cases this report will be short.

Depending on the issues raised in the risk assessment, the mission report, or orally in mission communications, the manager, or in case of serious incident the Director, will hold a personal and confidential mission debriefing, as appropriate with the group or the individual participants. A personal debriefing will always take in case of a serious incident, whether it led to the mission to be ended or not.

1.9 Counselling

INTRAC will offer counselling in case of serious incidents affecting physical and mental integrity of the mission participant(s).

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