

Guidelines for preparing Country Specific Security Plan

The purpose of the CSSP is to have a concise, contextual document that enables all vital information to be captured in one place. It should be written collaboratively with the country team leader, apostolic team lead and the Crisis Team Manager.

The country team should carry out a fresh risk assessment once a year, more often if necessary.

The CSSP should be completed in the following way:

- 1) Complete Section 1 of the CSSP that is in red.
- 2) Likewise, complete Section 2 of the CSSP
- 3) Research and complete section 3 – situational analysis. List potential threats and vulnerabilities including consideration of impact/likelihood.
- 4) Insert relevant maps into Section 4.
- 5) Discuss and articulate security rules in Section 5, which forms the basis of mitigating actions to the threats identified in section 3.
- 6) Security levels: based on the situation analysis the security level should be determined and appropriate actions enforced. Annex B of the CSSP details the precautions and actions that should be adopted at each security level.
- 7) Section 7: Crisis management. There may be additional crisis management procedures necessary depending on the context. Discuss as a team potential crises and actions required. Generic procedures are available in the Security and Safety Procedures. Insert context specific plans here.
- 8) Section 8: Evacuation – complete sections in red and discuss evacuation plans and readiness. Outline plans for hibernation and relocation. Specify transport routes and back up alternatives. Communication cascades and details should be documented here. Further details on evacuation planning can be seen below.
- 9) Complete medical facilities section
- 10) Identify non-personal items that should be collected prior to evacuation and whose responsibility it is to collect.
- 11) Debriefing – if possible, detail who will carry out a debrief for the team as part of the CSSP.
- 12) Annexes – complete the contact list with team names, contact information and Next of Kin. Note the actions required at each security level in Annex B and discuss as a team if these are relevant and appropriate.
- 13) Complete list of items required as per Annex C
- 14) Distribute among team
- 15) Review annually; adhere to plan in times of changing security.

Evacuation planning – points to consider

The following suggested procedure may be of help in designing evacuation plans and procedures. It should be adapted as required by the individual situation.

PLANNING STAGE

In an insecure location evacuation planning and rehearsals should be carried out regularly. In some contexts the safety and security situation can deteriorate rapidly, often without warning. The evacuation plan should be written, and an outline included as a section within the security plan issued to all staff. When writing the evacuation plan, at least the following issues should be considered.

Who will be evacuated - It is essential that all workers have identified who needs to be evacuated in the event of a crisis and this information is kept current and available to the UK crisis team.

Where will staff be evacuated to? As per the guidelines above - identify a first-choice destination and an alternate destination for evacuation or relocation. Determine visa requirements, and the logistics that will be needed upon arrival at the destination(s).

How will staff be evacuated? Establish a notification system to ensure everyone is informed of the impending evacuation. Determine and verify an assembly point. Detail the method of evacuation. Identify potential evacuation routes to airports, seaports, or land borders. Check to ensure that these routes can be travelled under emergency conditions. Inspect border crossings and safe areas. Coordinate plans with embassies, UN agencies, and other NGOs as appropriate.

What goes and what stays? Identify which documents, such as contracts, payroll records, etc, will be needed to re-establish operations once relocated or upon re-entry. Other documents should be marked for destruction, or left behind, as appropriate. Consider how evacuated documents will be perceived if seized by a particular person or group. They may contain information that could put the evacuating individual(s) at risk due to misinterpretation, and would be better destroyed or left behind.

Who is responsible for the various tasks during an evacuation? During crises key staff will be fully occupied so it is imperative that tasks and responsibilities for evacuation be clearly defined during the planning stage.

What will be the expected impact of evacuation on the operation? Will the office be closed and, if so, how? What are the policies and plans for continuing operations through locally employed staff members and partners?

DETERIORATING LEVELS OF SECURITY

Mounting tensions and/or instability may lead the Country team leader, in consultation with the UK team to decide to amend the security level, thereby limiting operations, increasing security measures, and reviewing the evacuation plan. Work outside the immediate vicinity of the field office may be suspended. Tasks during this stage are identified clearly as part of the CSSP.

IMMINENT EVACUATION

Potential evacuees may be relocated to a pre-selected staging or safe area. Remote staff may be recalled or relocated. Staff currently outside the region should remain in a safe place. Non-essential personnel may be evacuated.

EVACUATION

Once evacuation or relocation has begun, it should take precedence over all other activities. The field office may continue operations through local staff, or may close completely. Considerations during evacuation may include:

- If there is a risk of looting, consider disabling radios, equipment and vehicles. Empty and leave open all safes.
- Ensure effective communication with local staff left behind
- All evacuees move to pre-designated assembly area
- Evacuate by the safest means possible, maintaining good order and remaining in communication with all groups evacuating
- Keep in contact with key local staff, as far as possible
- Once evacuation is complete, inform International Director for the region, relevant embassies, and key local staff

SPECIAL CONSIDERATIONS DURING EVACUATION

An evacuation is not easy for the evacuees or for those staying behind. It is a very emotional event, giving rise to feelings of guilt, hurt, frustration, and powerlessness. The departure of international staff can have a variety of meanings to the local population, including the removal of a symbolic or real safety barrier. Thus, an evacuation is not a neutral act and may even aggravate a crisis. When a country team evacuates it should consider providing a statement for the media and others explaining the organisation's reasoning and any continuation or possible resumption of programmes. This should be discussed with the UK crisis team.

Self-evacuation

Individuals who are working remotely from a local office, or who find themselves isolated during a crisis should use their judgement concerning the safety in their area. All staff members should be authorised to evacuate on their own authority, in accordance with established criteria and procedures, when they feel their safety is threatened. Every effort should be made to communicate with their team leader during the process, and once in a safe area the individual must contact their team leader immediately. No one may re-enter an area after evacuation without specific authorisation from UK team.

Return and resumption of activities

This may occur soon after evacuation or take a long time. Re-establishing operations after an evacuation can be difficult. Local staff who did not evacuate may have experienced hardship and threats to themselves and their families. They may resent this. Restoring relationships with staff, local authorities, beneficiaries, and the local population can be made

easier if honesty, tact, and transparency are used prior to and during the evacuation, and on return.

DEBRIEF

An initial debrief should take place within 72 hours. Follow up will be required in the event of an evacuation.