



**Safety, Prevention and Security Policy**  
WeWorld-GVC Foundation

# Index

<b>PART ONE</b> .....	<b>1</b>
<b>1. INTRODUCTION</b> .....	<b>1</b>
1.1. ABOUT US.....	1
1.2. OUR MISSION.....	1
1.3. OUR VISION.....	1
1.4. OUR VALUES.....	2
<b>2. THE SAFETY AND SECURITY OF OPERATORS WITHIN INTERNATIONAL COOPERATION AND HUMANITARIAN AID PROGRAMMES: A SHARED RESPONSIBILITY</b> .....	<b>4</b>
2.1. RISK LEVEL AND RIGHT TO WITHDRAW .....	4
2.2. FUNDAMENTAL PRINCIPLES OF THE SAFETY MANAGEMENT MODEL ADOPTED BY WEWORLD GVC.....	5
Applicability.....	5
Duration.....	5
Nature .....	5
Validity and revision .....	5
Prevention, safety and security.....	5
Primacy of life.....	6
Exceptions and derogations.....	6
<b>3. ELEMENTS OF THEORY FOR SAFETY MANGEMENT IN CSOS (CIVIL SOCIETY ORGANIZATIONS)</b> .....	<b>6</b>
3.1. CONSENT.....	6
3.2. PROTECTION (AND PREVENTION).....	8
3.3. DETERRENCE .....	8
3.4. CHOOSING THE BEST STRATEGY .....	9
3.5. ELEMENTS OF RISK ANALYSIS .....	9
3.6. RISK ANALYSIS: ACCEPTABLE RISK .....	11
<b>PART TWO</b> .....	<b>11</b>
<b>4. MODEL FOR THE MANAGEMENT OF SAFETY AND SECURITY AT WEWORLD-GVC</b> .....	<b>11</b>
4.1. LEGISLATIVE REFERENCES.....	11
4.2. APPLICATION ABROAD.....	13
4.3. CORPORATE AND PERSONAL RESPONSIBILITY.....	13
4.4. PREVENTION AND PROTECTION SERVICE MANAGER (PPSM).....	13
4.5. MEDICAL OFFICER .....	14

4.6.	SECURITY ADVISOR.....	14
4.7.	OTHER SUBJECTS INVOLVED .....	14
4.8.	COUNTRY SECURITY OFFICER.....	15
4.9.	CRISIS MANAGEMENT TEAM.....	15
<b>5.</b>	<b>SAFETY MANAGEMENT ORGANISATIONAL TOOLS AND SYSTEMS .....</b>	<b>16</b>
5.1.	RISK ASSESSMENT DOCUMENT (RAD).....	17
5.2.	2004 ECHO GENERIC SECURITY GUIDE .....	17
5.3.	COUNTRY SECURITY PLAN .....	17
5.4.	SECURITY ANNUAL REPORT AND BUDGET .....	18
5.5.	TRAINING.....	18
5.6.	INSURANCE .....	18
<b>6.</b>	<b>MAIN OPERATIONAL SAFETY AND SECURITY GUIDELINES .....</b>	<b>20</b>
6.1.	EARLY WARNING.....	20
6.2.	HEALTH.....	20
	General Principles .....	20
	Stress and post-traumatic situations management.....	20
6.3.	USE OF DETERRENT SYSTEMS AND MEASURES .....	20
	Weapons.....	20
	Armed Guards.....	21
	Use of private security companies .....	21
6.4.	MANAGEMENT OF CRITICAL SITUATIONS.....	21
	Assaults, arrest.....	21
	Abduction and kidnapping for the purpose of extortion .....	22
	Evacuation .....	22
6.5.	ADMINISTRATIVE ASPECTS AND SENSITIVE DATA.....	23
	Funds transfer and management .....	24
	Protection of documents and information.....	24
6.6.	COMMUNICATION .....	25
	Principles and means.....	25
	Debriefing and hand over.....	25
6.7.	TRANSPORT .....	25
	Use of cars and vehicles .....	25
	Plane flights.....	26
6.8.	OFFICES AND OPERATIONAL BASES.....	27
6.9.	COMMUNICATIONS AND RELATIONS WITH THE MEDIA.....	27
6.10.	COORDINATION WITH OTHER ACTORS.....	28
	Networking.....	28
	GISF - GLOBAL INTERAGENCY SECURITY FORUM .....	28
	INSO .....	28
	Crisis Unit of the Ministry of Foreign Affairs and International Cooperation .....	28
	United Nations Agencies .....	29
	Civil-military relations .....	29

Relations with the local authorities .....	30
Visitors, relatives, accompanying persons .....	31
<b>7. FINANCIAL RESOURCES FOR PROTECTION AND MEASURES ...</b>	<b>31</b>
<b>8. POLICY APPROVAL AND REVISION .....</b>	<b>32</b>
APPROVAL.....	32
REVISION.....	32
<b>ACRONYMS .....</b>	<b>33</b>

## PART ONE

# 1. INTRODUCTION

### 1.1. About us

WeWorld-GVC is the Foundation born in December from the merger between WeWorld Onlus, founded in Milan in 1999, and the GVC Association, founded in Bologna in 1971. The Foundation operates in 25 countries and works, in Italy and around the world, to ensure that the fundamental rights of every human being, especially girls, boys and women, are recognized and respected, to fight poverty, violence and injustice, to generate opportunities and sustainable development. The approach is secular and independent, and it foresees the involvement of communities, social forces, institutions and local governments as agents of change to ensure appropriate access to education, water, food, shelter, health and work for all. Each project is planned to increase the resilience of populations so that they can achieve the self-sufficiency they need. WeWorld-GVC is also committed to provide a prompt and effective response in emergency situations, in case of conflicts or natural disasters. It also promotes education for active citizenship in Italy and Europe, encouraging peaceful coexistence between peoples, strengthening a multicultural identity and a common awareness of development issues.

### 1.2. Our mission

WeWorld-GVC's work focuses on girls, boys, women and youth, agents of change in every community for a fairer and inclusive world. We help people to overcome emergencies and we guarantee a dignified life, opportunities and future through human and economic development programs (in the framework of the 2030 Agenda).

### 1.3 Our vision

WeWorld-GVC contributes to build a better world, where all people, especially children and women, have equal opportunities and rights, access to resources, health, education and dignified work. A world in which the environment is a common good to be respected and preserved; in which war, violence and exploitation would be banished. A world in which no one would be left behind.

## 1.4 Our Values

As part of the process aimed at setting up its own organisational model, WeWorld-GVC adopted its own Code of Ethics and Conduct based on the values of transparency, fairness and integrity under the Italian legislation and in particular under Legislative Decree 231/01.

The principles included in the Code of Ethics and Conduct of WeWorld-GVC are addressed to directors, managers, officers and workers of the organisation (also pursuant to articles 2 and 299 of Legislative Decree 81/08 as amended and supplemented), as well as to all external parties (partners, suppliers, consultants and collaborators in general) who come into contact with WeWorld-GVC and who act in its interest. The Code of Ethics and Conduct applies to all activities carried out abroad, while considering all the differences in regulatory, economic, social and cultural aspects. WeWorld-GVC's core values are:

- Respect for Laws and Regulations - WeWorld-GVC recognises the respect of law as essential in all the contexts in which it operates;
- Autonomy and independence from political, economic, religious or military interference, interests or affiliations, of both public and private nature;
- Honesty, fairness and integrity are fundamental values that guide WeWorld-GVC's actions in all its activities and initiatives;
- Respect for human dignity, combating social discrimination and promotion of gender equality: WeWorld-GVC promotes respect for the fundamental human rights, underlining and recalling the importance of the values expressed in the United Nations Universal Declaration of Human Rights, adopting the principles of the International Convention on the Rights of the Child (UN - 1989). WeWorld-GVC fights to promote gender equality and aims to stimulate the adoption of policies and initiatives, both at national and international level, in pursuance of protecting women's rights, based on the Convention on the Elimination of All Forms of Discrimination against Women;
- Professionalism and diligence, adopting a professional and responsible approach, aimed at achieving maximum effectiveness, and responding to the real needs of all the people receiving WeWorld-GVC support;
- WeWorld-GVC guarantees transparency, completeness and accuracy in the dissemination of information about the Foundation;
- WeWorld-GVC avoids any situation that could create a conflict of interest, real or even abstractly expected;
- Sustainability: WeWorld-GVC intends to achieve long-term results. In order to guarantee the sustainability of its activities, it aims at a stable and concrete involvement of beneficiaries, communities, local authorities and institutional and non-institutional partners;
- Principles of Humanitarian Aid: WeWorld-GVC applies the principles of impartiality, neutrality, independence and humanity contained in the Code of Conduct for Humanitarian Aid and all the activities under emergency contexts are

in compliance with these principles. Furthermore, the Foundation rejects war and all other forms of violence, and all acts of terrorism or subversion of the democratic order are banned;

- Considers the safeguarding of workers' safety and health to be of main importance, and complies with current legislation to protect occupational safety and hygiene;
- Environmental Protection: WeWorld-GVC considers the environment to be a common good and a primary resource that must be respected and protected;
- Social work and active volunteering, with the aim of promoting a change in attitude and in the policies in favour of solidarity initiatives, international cooperation, initiatives of cultural and social value;
- Partnership and networking: WeWorld-GVC recognizes and implements the Humanitarian Partnership Principles (PoP) - Equality, Transparency, Result-Oriented Approach, Responsibility and Complementarity - adopted in 2007 by the Global Humanitarian Platform (GHP).

## 2. THE SAFETY AND SECURITY OF OPERATORS WITHIN INTERNATIONAL COOPERATION AND HUMANITARIAN AID PROGRAMMES: A SHARED RESPONSIBILITY

WeWorld-GVC operates internationally. Working in an organization that operates in emergency and developmental conditions puts strong pressure on staff, which is why WeWorld-GVC recognizes its responsibility to ensure the safety and physical and psychosocial well-being of staff before, during and at the end of the collaboration. Since not all dangers can be removed or eliminated at the source, the employee is duly informed, before departure, about the peculiarities of the context in which he/she will work, voluntarily and consciously acknowledging that he/she will have to manage autonomously, with his/her behavior, a part of the residual risks still presents in the working context, net of what WeWorld-GVC can concretely implement for prevention and protection purposes. This document does not exempt the Foundation from guaranteeing the safety and protection of the worker at the highest possible level, in order to interpret the dictates of art. 2087 of the Italian Civil Code.

### 2.1. Risk level and right to withdraw

The staff is always informed in advance of the level of risk in each mission and has the right to withdraw at any time, in complete freedom and autonomy, without prejudice. Any member of staff - regardless of the duties and the opinion of anyone - can decide to withdraw from an area or interrupt an activity, in coordination with their line manager. It is the responsibility of each staff member to keep up to date with the risk information related to their activity, which WeWorld-GVC will take care to provide, also by electronic methods, and on the actions taken by the organization to mitigate the risks. WeWorld-GVC is available to receive and evaluate reports and find the most appropriate solutions. Consultation and participation are fundamental elements in the health and safety management and within management systems.

Any member of staff perceiving a change in the level of risk in a specific activity or position must immediately notify the Line Manager (see below for a description of figures), who shall inform the safety manager on site for a new risk assessment and agree with the staff either on new measures, or the allocation to other activities or positions or a withdrawal at the expense of the Foundation.



## 2.2 Fundamental principles of the safety management model adopted by WeWorld GVC

### Applicability

The Protection and Security Policy applies to **all WeWorld-GVC staff**: headquarter staff, expatriate and local staff, employees and project collaborators, consultants on short or long mission, family members of staff duly authorized to accompany or visit on mission, authorized visitors, volunteers in the field, interns / trainees and any other person with a formalized collaboration with the organization, in accordance with the definition of worker indicated in art. 2 c. of Legislative Decree 81/08 as amended.

### Duration

The Policy extends to WeWorld-GVC people, goods, resources and documents - also administrative - in all programmes and in all circumstances.

### Nature

The adherence to the the Safety policy is compulsory and concurrent to the start of any form of collaboration with WeWorld-GVC. The Policy is binding for all persons to whom it is addressed. Any breach of the principles of the Policy and the operational guidelines set out in it will be considered a disciplinary offence as the legislation (Legislative Decree 231/01) envisages the presence of a disciplinary system applicable to employees and co-operators in case of non-compliance with the Model and regulation. It should also be noted that the same Legislative Decree 231/01 in Art. 4 - Offences committed abroad, paragraph 1 indicates that "[...] entities with head offices in Italy are also liable in relation to offences committed abroad [...].

### Validity and revision

This Policy shall enter into force after being adopted by the Board of Directors. It is subject to periodical review.

### Prevention, safety and security

A good prevention is at the basis of a good safety and security.

Safety and security, are obtained when, as a result of the risk assessment of the context, the following conditions are met:

- the staff is aware of the risks and knows how to handle them;
- the staff is provided with tools and resources to handle the risks;

- the staff is fully aware of their right to withdraw from a mission at any time;
- goods and resources (equipment, financial resources, buildings, documents) are protected to the highest degree possible;
- the organisation maintains contacts with the staff and in agreement with the staff, undertakes to adjust the prevention and protection measures as events change.

Implementing the safety measures contained in this Policy and in the related documents does not weaken the achievement of the objectives of cooperation and humanitarian aid and does not undermine the effectiveness and efficiency of the programmes and projects, but it rather makes them attainable with higher strength and quality.

Safety management must be set up as to provide flexible options according to the conditions and risks involved in the various environments.

### **Primacy of life**

Decisions and actions concerning the safety, security and health of staff have the priority on all activities aimed at preserving goods, equipment, financial resources, documents and infrastructures.

### **Exceptions and derogations**

Any exception or derogation to what is indicated herein may be authorized only by the Managing Director, giving written notice to the people concerned. Should the MD not be reachable and should compelling emergency reasons require a quick decision, the concerned Department Manager take on the responsibility after receiving adequate training. The President will inform the Board of Directors and Supervisory Body.

## **3. ELEMENTS OF THEORY FOR SAFETY MANGEMENT IN CSOs (Civil Society Organizations)**

Humanitarian organizations have various tools to share safety and security management procedures in contexts at risk. The theoretical analysis and experience developed over the last few years on safety coordination enabled to identify three different management approaches: consent (or acceptance), protection and deterrence.

### **3.1. Consent**

The purpose of consent (or acceptance) is to reduce or remove the danger of operating in a particular context by increasing appreciation of the presence of an

agency and the work it does.

The Consent is considered by all development cooperation and humanitarian aid organisations to be the approach that best suits their objectives and spirit. Just as it is not possible to carry out a good development or emergency operation without creating consensual relations with the stakeholders involved - starting with the beneficiaries of the projects, the social groups concerned and the local authorities -, so it is unthinkable to maintain a high level of protection and security without relying on the positive image that the CSO has managed to build in the context in which it operates.

The promotion of consent is not a stand-alone operation, but part of an overall strategy, to the success of which the following contribute:

- the use of a model that promotes the shared processes by increasing participation, transparency and sustainability as well as advice and claim management;
- the reputation of the CSO and its credibility as a player for development and humanitarian aid;
- the compatibility between what has been done and communicated and the cultural models and values of the local context of intervention;
- the quality of the selected staff;
- the reputation and reliability of the local partners and actors with whom the CSO collaborates;
- the quality and importance of programmes;
- the capability of the CSO to account for its actions in all respects: reports, visibility, use of the media, administration, management of human resources, etc.

In addition, the common attitude of the local population towards international organisations in general (UN agencies, national cooperation agencies, etc.) to which CSOs are often assimilated must be taken into account.

An organisation that has reached the maximum degree of consent possible in the area where it operates is generally safe and protected against most risks, as it can count on multiple protection factors provided implicitly by the community: availability of information, building surveillance, acceptance of operators, support implementing the programmes. Nevertheless, rarely this is enough to guarantee the maximum safety and security. There are dangers that require different approaches, such as the high frequency of natural disasters in the area, or the presence of criminal groups that are indifferent or even hostile to the role of the CSO.

### 3.2. Protection (and prevention).

Protection is the second most popular approach among many international cooperation and humanitarian aid organisations.

A protection approach is based on defence tools and procedures to reduce the vulnerability of staff, goods, assets, documents and infrastructures against threats, but does not have the ability of diminishing the threat itself.

This approach must be pursued in two ways:

- by varying the level of visibility (a greater or lower visibility may result more or less strategically suitable depending on the context) so as to make the target less attractive to potential attackers.
- by strengthening the objective.

Actions that are part of the protection strategy are for example:

- Taking measures to protect buildings (window bars, night lighting, etc.);
- Improving transport and communication systems (use of modern and safe vehicles and reliable communication systems).

The behaviour of the local and expatriate staff is the most relevant element for the safety and security of missions in critical areas, therefore suitable training and defined procedures are essential elements for a good protection system based on preventive measures.

### 3.3. Deterrence

In several countries, however, the neutrality of CSOs is no longer recognized, and they are increasingly becoming the victims of assaults, kidnappings or attacks by different types of criminal groups or terrorists, to such an extent that they can identify in such violence the main risk factors for humanitarian staff.

In these contexts, it is therefore necessary to include a deterrence-based approach within risk management measures. Deterrence is understood as the reduction of risks by containing the threat or opposing it with a counter-threat. The use of armed guards or escorts, the threat of abandoning the area and so interrupting the programmes and aid provided, using private safety-management companies, etc. are examples of deterrence strategy.

Deterrence is a countermeasure that is expressed through legal, economic, political or military measures. Its objective is not as much to act in a general and implicit manner on risks or to deal explicitly with vulnerabilities, but rather to contain the threat through counter-threat capable of putting a stop or contain the risk.

### 3.4. Choosing the best strategy

By virtue of their mission and the principles and values that distinguish them, CSOs tend to favour consent as the most appropriate strategic approach. However, although it is the basis of a defence strategy, it cannot be effective against all threats. In environments where crime, banditry and terrorism operate, where warring parties pursue national or even global objectives and where the objectives of aid agencies are not recognised, the consent approach alone cannot be sufficient.

On the other hand, protection and deterrence also have critical elements. When adopting a protection approach, the agency is identified as a potential target, with the risk of creating a paranoid "bunker" mentality that may end up affecting the relationship with the communities that receive the aid. The deterrence approach, which involves armed escorts or guards, could be in contrast with the principles of non-violence and independence of the organisation and may even make it look aggressive. What is more, it must be considered that deterrence measures may cause stress to the staff with an impact on the psycho-social well-being that the organisation is trying to safeguard.

A security strategy therefore requires a flexible and balanced combination of different approaches to the problem, but it can only be effective if it is tailored to the characteristics of the environment in which it is adopted, and only if the organisation has the skills and competencies to manage it adequately, keeping it up-to-date and adapting it to the changing environment and its risks. However, in no case will the single or combined use of a strategy reduce risks to zero, although the organization's willingness and commitment to risk mitigation remain understood, according to the international principles of "duty of care", which are shared by international cooperation and humanitarian aid organizations and as far as Italy is concerned, are implicit in the dictates of Article 2087 of the Italian Civil Code.

Finally, it should be noted that, regardless of which approach - or mix of approaches - is applied, this will have a cost and will require the organisation to commit to allocating resources, even those not related to the security sector (e.g., logistics costs for foreign offices, human resources, etc.).

### 3.5. Elements of risk analysis

Analysing risks means determining the level of vulnerability of a person, organisation, its goods and property or its programmes with respect to a specific threat in the context of implementation of an activity.

Not only this makes it possible to produce a series of measures capable of mitigating the risks themselves, but also to assess them in relation to the aid that the project brings to its beneficiaries. Responsible management implies a commitment not to put people and property at risk, i.e. not to expose them to

risks disproportionate to the impact of the aid.

The risk analysis must be treated as a living document and as such subject to periodic reviews and updates, based on significant changes in the operational context, and in any case when it is intended to start, end, expand ongoing activities, or even at special events (e.g., election campaign periods, threat of social and economic instability, prediction of particular weather conditions, etc.).

Risks can be defined and measured by objectively calculating the probability that a given threat will occur and the potential impact on the individuals directly involved (physical, moral and psychological damage) or on the organisation as a whole (programme activities, economic damage, damage to image or reputation, etc.).

Risk analysis has the purpose of developing a series of measures that can avoid or mitigate the risk. These measures must be framed within the limits of the approach that the organisation has chosen to follow, they can therefore be aimed at reducing its vulnerability, increasing its resilience, or lead to the modification of activities and/or the change of the area of operation, etc.

Since generally no security measure can cover all risks, the best solution is a combination of different actions. Such actions may include:

- withdrawal: no further action.
- control: use of risk prevention or mitigation measures.
- distancing: temporary removal of the target.
- transfer: of operations to other actors (insurance companies, sub-contractors, partners), provided that this operation determines a lower risk (e.g. due to a lower visibility, attractiveness or vulnerability).

This last option must be considered with extreme caution, as the risk is transferred to other actors, but it is not removed. Therefore, it remains up to the person who transfers the risk to evaluate the consequences and advantages of the transfer from the point of view of prevention, protection, security and- in more general terms, but no less important - from a moral, economic and political point of view. Therefore, the decision to manage a mission through remote control or remote management must always be taken at the highest possible level and cannot be left to field staff alone.

### 3.6. Risk analysis: acceptable risk

In the most critical situations, the process outlined above is also used to determine the acceptable risk, i.e. the threshold above which risk mitigation actions must be taken or when it would be preferable not to intervene or withdraw:

- would the implementation of the programme require the acceptance of a high or very high risk level?
- have all possible alternatives to reach the programme's objectives been considered?
- has suitable expertise been deployed?
- has every effort been made to reduce the risk level activating human and financial resources?
- what strategy has been implemented to prevent the unavoidable risk from growing further?

what kind of consequences would the implementation or interruption of the programme have?

At WeWorld-GVC, the control of the acceptable risk level is the competence of a system of actors with well-defined responsibilities. In order to make decisions, they use a series of tools described in the following chapters that form an integral part of the policy and which actually represent a true operating model of the safety and security service adopted by WeWorld-GVC.

## PART TWO

# 4. MODEL FOR THE MANAGEMENT OF SAFETY AND SECURITY AT WEWORLD-GVC

### 4.1. Legislative references

WeWorld-GVC applies the norms contained in Legislative Decree (Consolidated Law) 81/2008 as amended, which sets out specific personnel safety and security measures for all bodies governed by the Italian law. The following Management Model for the security of workers abroad is based on said norms. Considered this, WeWorld-GVC has a Risk Assessment Document (RAD).

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<sup>1</sup> The model also fulfils the company's purpose of constituting the "exemptions" provided for in Article 30 of Legislative Decree No. 81, an extensive extract from which is reproduced below:

"Article 30 - Organisation and management models.

The Employer (Managing Director) has appointed the Prevention and Protection Service Manager (PPSM) and, according to the indications of TU 81/2008, the Workers' Safety Representative (RLS), the First Aid Officers and the Fire Service Officers have been chosen. The Medical Officer (coordinator) was also appointed.

In the Italian offices, the MD is directly responsible for the application of safety measures with the help of the manager responsible, in this case the PPSM Raffaele Diotallevi, who was appointed precisely for this purpose.

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1. The organisational and management model capable of exempting from administrative liability legal persons (italics by WeWorld-GVC), companies and associations, including those without legal personality, pursuant to legislative decree 8 June 2001, no. 1, no. 2 and no. 3. 231(N), must be adopted and effectively implemented, ensuring a corporate system for the fulfilment of all relevant legal obligations:

- a) compliance with legal technical and structural standards relating to equipment, installations, workplaces, chemical, physical and biological agents.
- b) risk assessment activities and preparation of the resulting prevention and protection measures.
- c) activities of an organisational nature, such as emergencies, first aid, contract management, periodic safety meetings, consultation of workers' safety representatives.
- d) health surveillance activities.
- e) health surveillance activities.
- f) supervisory activities in relation to workers' compliance with safe working procedures and instructions.
- g) the acquisition of documents and certifications required by law.
- h) regular checks on the application and effectiveness of the procedures adopted.

Paragraph last amended by Art. Decree 20 14 September 2015, no. 151 on 'Provisions for the rationalisation and simplification of procedures and fulfilments for citizens and businesses and other provisions on labour relations and equal opportunities, implementing Law No. 183 of 10 December 2014' (G.U. n. 221 del 23/09/2015 - S.O. n. 53, in force since 24/09/2015), already included in Art. 32 of decree-law 21/06/2013, no. 69 laying down provisions<

Urgent measures to relaunch the economy' (G.U. n.144 del 21/6/2013 - S.O. n. 50) converted with amendments by Law 9/08/2013, no. 98 (G.U. n. 194 del 20/08/2013 - S.O. n. 63).

2. The organisational and management model referred to in paragraph 1 must provide for appropriate systems for recording the performance of the activities referred to in paragraph 1.

3. The organisational model must in any case provide for, as far as required by the nature and size of the organisation and the type of activity carried out, a structure of functions ensuring the technical skills and powers necessary for the verification, assessment, management and control of the risk, as well as a disciplinary system capable of sanctioning non-compliance with the measures indicated in the model.

4 The organisational model must also provide for a suitable control system to monitor the implementation of the model and the maintenance over time of the conditions of suitability of the measures adopted. The review and possible amendment of the organisational model must be adopted when significant violations of the rules on accident prevention and hygiene at work are discovered, or when changes in the organisation and activity occur in relation to scientific and technological progress.

5. On first application, the company organisation models defined in accordance with the UNIINAIL Guidelines for an occupational health and safety management system (SGSL) of 28 September 2001 or the British Standard OHSAS 18001:2007 are presumed to comply with the requirements of this article for the corresponding parts.

For the same purposes further organisation and management models may be indicated by the Commission referred to in Article 6.

5-bis. The Standing Advisory Committee on Health and Safety at Work draws up simplified procedures for the adoption and effective implementation of organisational and safety management models in small and medium-sized enterprises. These procedures are transposed by decree of the Ministry of Labour, Health and Social Policy.

6. The adoption of the organisation and management model referred to in this Article in undertakings with up to 50 workers is one of the activities eligible for financing under Article 11."



## 4.2. Application abroad

Since activities abroad are prevalent and the most exposed to various risks, WeWorld-GVC relies on the advice and monitoring operations of a Security Advisor regarding the supervision of the model abroad. The Security Advisor has the task of stimulating, guiding, monitoring and supporting the staff in the management of security and risk analysis in its technical aspects (as detailed below). The PPSM therefore consults the Security Advisor on the identification and assessment of risks factors in the countries in which WeWorld-GVC operates. In each country, the Country Representative is responsible for the security management. In countries with a significant number of local and expatriate staff, there is also a Country Security Officer for the application of operational measures, under the line management of the Country Representative (or the Head of Regional Unit).

## 4.3. Corporate and personal responsibility

WeWorld-GVC is committed to complying with the Italian safety and security legislation and to the best international standards. At the same time, the entire staff is expected to collaborate to this goal and must remain vigilant when it comes to safety and security matters.

The existence of specific services and managers does not exempt staff members from:

- understanding and implementing security measures.
- paying attention to the risks and security concerning their team.
- assessing their safety and that of the people managed.
- reporting any potential or actual element or event critical to safety or which may change risk conditions.
- behaving positively, promoting this policy as well as WeWorld-GVC's Code of Ethics and Conduct.
- taking part in the creation of a "safety culture".
- reporting any action or behaviour infringing the Safety policy and connecting documents to their line manager.
- maintaining a proactive attitude (using common sense).
- implementing emergency measures if needed.

## 4.4. Prevention and Protection Service Manager (PPSM)

The Prevention and Protection Service Manager (PPSM) is the consultative figure envisaged by the Italian law to deal with corporate security problems (including non-profit bodies). They are tasked with identifying the threats and eliminating or reducing the risks, collaborating in the drafting of the employer's RAD, proposing

information and training programmes for staff, supervising the drafting of the RAD, promoting the health of workers. The PPSM is chosen by the MD (precise and perfect mandate). For the activities abroad, the PPSM relies on the consultation with the Security Advisor.

#### **4.5. Medical Officer**

The Medical Officer is required by Italian legislation to supervise health issues concerning staff operating in Italy and abroad in relation to the provisions of the regulations contained in TU 81/08.

#### **4.6. Security Advisor**

The Security Advisor is an independent figure: he/she reports to the Head of International Programme Department, or alternatively to another person designated by the HIPD. Within the consultancy and technical assistance activity on safety and security, he/she supports and guides the Country Representative and Head of Regional Unit in monitoring the effectiveness of the security measures adopted by WeWorld-GVC in the countries in which it operates. The Security Advisor also informs the International Programme Department Manager of his/her evaluations and/or recommendations. These evaluations are based on the analysis of the context and the examination of the accidents that have happened, and either on the relations with networks specialized in safety and security issues. The Security Advisor leads the staff in the process of identifying and analysing the risks as well as in the preparation of SOPs - Standard Operating Procedures - in order to deal with the main threats identified by the risk analysis that is done at country level.

If the Security Advisor is not available, the International Programme Department Manager acts on his/her behalf.

The Security Advisor may be temporarily posted abroad for evaluation missions and/or monitoring activities.

The Security Advisor is consulted by the PPSM for the complete and correct analysis of the risks in relation to the activities carried out in the countries.

#### **4.7. Other subjects involved**

The application of security measures - in Italy and in the field - follows the managerial guidelines of the operational structure.

In the Countries where, in addition to the Country Representative, the specific figure of the Country Security Officer (CSO) is employed, the CSO works under the line management of the Country Representative and is operationally in charge of the safety and security of operators abroad.

If it is not possible or necessary to appoint a dedicated CSO, the task is generally appointed to the Country Representative or to a team of employees who, coordinated by a team leader (Security Focal point), will act as focal points of the security structure. The specific composition and functioning of the team will be

defined for each single country in compliance with the Security Plans.-

Staff with security and safety responsibilities must clearly have their functions articulated in terms of reference.

#### **4.8. Country Security Officer**

The Country Security Officer is responsible for: the management and supervision of security measures in countries with a significant presence of expatriate and local staff, he/she is in charge of drafting risk analyses and the security plan, promoting the circulation of information and training the local staff.

The function can be entrusted to expatriate or local staff, preferably with tasks of logistic nature. The Country Security Officer reports to the Country Representative unless the same person covers the role, or to the Head of Regional Unit, and he/she may consult with the Security Advisor when necessary.

#### **4.9. Crisis Management Team**

In case of serious crisis or incidents or if under a serious threat, WeWorld-GVC shall activate its own Crisis Management Team (CMT). The Team also has Crisis Communication functions.

The Team is chaired by the Managing Director, it remains active for the entire duration of the crisis and meets using all kinds of means (even electronic) without formalities. The CMT Core Team is made up of:

- MD Managing Director
- Head of International Programme Department
- Compliance Officer
- Head of Communication Department

The effective composition is decided each time by the Managing Director and includes any other person who, according to the Core Team, may contribute to managing and solving the crisis (e.g.: PPSM, IT Manager etc.).

By way of example, the Team deals with the following problems:

- death, serious accident or severe illness of a member of staff.
- relations with close relatives of the staff involved in a serious accident.
- disasters or other events that prevent the Head or local offices from functioning regularly.
- interruption of communications with one of the offices abroad or serious problems in the functioning of the IT in the head offices serious fraud or theft.
- kidnapping.
- claims for compensation following an accident.

- IT incident.
- reputational damage.
- interrupted business continuity etc.

The Team also deals with any other event that, according to the MD - and on a proposal of other members of the Team -, requires to be tackled collectively.

The MD reports to the President, and the President to the Board of Directors, on the activities of the team once a year.

The MD has the faculty of authorising the setting up of a Crisis Management Team in the field to manage any contingent situations and recruiting for this the staff members that are deemed most suitable to tackle the crisis in the Country affected.

The CMT meets, when necessary, with the purpose of identifying risks and formulating "Crisis Management Plans" in advance and as a precautionary measure.

## 5. SAFETY MANAGEMENT ORGANISATIONAL TOOLS AND SYSTEMS

The following tools and organisational systems are available to the staff for safety management purposes:

- this Policy, which illustrates the essential guidelines and allocates responsibilities.
- a Risk Assessment Document - RAD - in compliance with Consolidated Law 81/2008.
- a Reference manual on the safety of the staff abroad: ECHO, Generic Security Guide, 2004.
- an Operational Safety Management Manual that describes WeWorld-GVC's main safety management tools and the main operational guidelines. It also contains the standard formats in use at WeWorld-GVC.
- Country security plans for all Countries.
- an annual report on safety.
- a training plan, which is delivered both online and in person in the countries of destination.
- tailored models for each Country for the insurance and medical coverage of staff.
- compliance with the provisions of the Organisational model pursuant to Legislative Decree 231/01; 231/01.
- obligation to report to the Supervisory Body pursuant to Legislative Decree

231/01.

In particular, Article 4 of Legislative Decree 231/01 and Article. 231/01 and Article 18 D.Lgs 151/2015.

In view of the evolution of security standards in the field of international cooperation and humanitarian aid, a ISO 45001 certification may be evaluated.

### **5.1. Risk Assessment Document (RAD)**

The Risk Assessment Document is provided for by TU 81/2008 and includes the risk analysis. It is a mandatory document under Italian law. It consists of a general part and a specific part for each workplace, including those abroad. Its updating is the responsibility of the Employer assisted by the PPSM and, for foreign safety plans, by the Country Representative. All the Country Security Plans are part of the RAD. The RAD and its annexes are signed by the MD, the PPSM, the Medical Officer and the Workers' Safety Representative.

### **5.2. 2004 ECHO Generic Security Guide**

This document constitutes the main operational reference for the entire staff to implement generic security measures. In particular, it includes useful checklists suggesting the best action to take in case of unexpected situations for which the staff may feel unprepared. It has the great advantage of being available in English and French and other languages as well as of being easy to consult.

### **5.3. Country Security Plan**

The Country Security Plan is a fundamental document for the daily management of security in each country and it is the operational tool for missions abroad. No Country Plan is the same as another, because each one meets the specific conditions of operation in the country concerned.

After analysing the working context of NGOs in the country, i.e. the context of a specific area, the most likely risks and those that may have the most significant impact are identified. The Plan also includes preventive measures to manage the risks or the response to possible threats.

The Security Manager of the Country in question (CSO, CR, RC) is responsible for the drafting and updating of the Country Security Plan with the support and supervision of the Security Advisor. The Security Plan is reviewed at least annually and when conditions that might make the current plan ineffective occur.

The creation of the Country Security Plan must involve the entire operational staff at all levels (managerial and field) as well as the domestic and international staff with a suitable gender balance, so that the point of view of all workers involved is taken into account when analysing the risks and proposed solutions.

## 5.4 Security annual report and budget

For the benefit of the MD and the Supervisory Board, the Security Advisor produces a report on what happened during the year with regard to the security of the NGO. The report includes a final budget for the costs related to safety & security management activities.

## 5.5 Training

The application of security measures must be supported by a process of participation and attention fueled by training sessions, as established by TU 81 et seq. The process must include:

- pre-departure basic training for the entire expatriate staff (without distinctions based on to the type of task and responsibility) also via distance learning platforms.
- specific training for all staff, which also considers the risks and the related prevention and protection measures of the specific activities foreseen by the task carried out by each employee according to the specificities and risks of the country where the tasks are carried out.
- the possibility and criteria enabling the staff to take part in general or specific training sessions organised by authorised subjects, with or without the economic contribution of WeWorld-GVC.

The participation of relatives, journalists, staff from other NGOs or other people interested in the training courses held by WeWorld-GVC is subject to the approval of the management.

WeWorld-GVC shall bear the cost of the training provided (travel, accommodation, teaching and teaching materials).

Each trained person has the duty to contribute, within the limits of their abilities and responsibility, to the application of security measures.

## 5.6 Insurance

The entire expatriate staff or staff on a mission for short periods of time, regardless of its tasks and responsibilities, is insured for illness, injury, liability, death, emergency medical evacuation and medical repatriation; the insurance covers the staff also in case of war. Should staff members be covered by their own insurance policy, WeWorld-GVC shall assess whether to grant its standard insurance anyway. Should it decide otherwise, the operator will be required to explicitly renounce the policy offered by WeWorld-GVC. The premiums for the insurance policies stipulated by WeWorld-GVC are at the expense of the organisation.

Operators must always list the personal contact to warn in case of an emergency.

All the staff hired on-site benefit from insurance policies which are defined locally based on the local laws and customs. Should this not already be envisaged by the local labour law, the entire local staff must also be insured for injuries.

The local staff operating in an area different from that of origin (see "Evacuations") forms part of the category for which WeWorld-GVC bears the cost of medical evacuation by providing special insurance cover or special agreements with companies specialised in emergency medical evacuation.

The insurance coverage chosen is among the best available, but there are exceptions; it is the responsibility of each individual staff member to ensure the content and limits of the insurance policies that concern them. Staff are invited to ask the HR Department for clarification on their insurance coverage.

All vehicles (cars, motorbikes, etc.) used by WeWorld-GVC in Italy or abroad must be insured with appropriate liability coverage for injury, death, and damage.

## 6. MAIN OPERATIONAL SAFETY AND SECURITY GUIDELINES

The following part lists the main situations that the staff involved in humanitarian and development aid may face. The WeWorld-GVC management model, which is based on the principles and codes illustrated above, is provided for each situation. This list is not exhaustive of all critical situations potentially present in the field. For an almost exhaustive list, please refer to the checklists contained in the above-mentioned ECHO Generic Security Guide.

### 6.1. Early Warning

In the event of emergency, the persons to be immediately alerted are: the CSO, the CR, the Regional Unit Head of the country concerned, the International Programme Department Manager. The latter notifies the MD, who, if necessary, activates the CMT (crisis team).

### 6.2. Health

#### General Principles

The pre-departure training includes an examination of the documents on health risks issued by the Italian Ministry of Foreign Affairs and International Cooperation (MAECI) and published on the *Viaggiare Sicuri* website, in each country's profile. The operating conditions expose the staff to health risks. Therefore, the Organisation refers to the MAECI's requirements and informs the departing staff of the health risks to be expected in the country of destination.

Compulsory vaccinations required by the countries of destination are mandatory for each operator. The organisation bears the cost of health insurance, including repatriation if the country does not provide appropriate medical care.

#### Stress and post-traumatic situations management

Each operator can refer to his Line Manager as the first person in charge of reporting stress or trauma situations.

The possibility of R&R (Rest and Recovery) is provided. This is evaluated and decided for each individual country based on the information received from the CR regarding the causes of stress found.

### 6.3. Use of deterrent systems and measures

#### Weapons

Carrying weapons (firearms, knives, explosives) put it at risk the neutrality and impartiality that WeWorld-GVC tries to maintain in each context at risk. The



presence of weapons puts the safety and security of the staff and those working with them (beneficiaries of the programmes) at risk. Therefore, WeWorld-GVC staff is not allowed to carry weapons.

No armed person may access the vehicles and venues - even when hired - that are under the responsibility of WeWorld-GVC. To the extent possible, WeWorld-GVC shall act in a way so as to ban all kinds of weapons from the environment it operates in.

### **Armed Guards**

Having opted for a security approach preferably based on consent and protection and therefore not on deterrence, WeWorld-GVC usually avoids employing Armed Guards or Escorts when carrying out its activities. However, in certain circumstances, the employment of armed guards may be required by Country Governments as a precondition to allow the NGO to operate; in other cases, it may be necessary to deliver urgent humanitarian goods in situations of clear threat. In these situations, and in all other cases, only the MD together with the Security Advisor - after having been suitably informed by the CR or Head of Regional Unit of the interested area - may consent to an exception, basing on a specific risk analysis, to the use of armed guards or escorts. The authorisation shall always apply to specific circumstances and shall not apply to other similar cases. In any case, guards and escorts shall never be directly under WeWorld-GVC, but must be part of military, police and security forces recognised by the Country hosting the NGO.

### **Use of private security companies**

Using private security companies for surveillance purposes is allowed provided that they meet the safety requirements and measures established in the previous paragraph, comply with the laws of the host Country and do not violate the codes of conduct of the organisation.

## **6.4. Management of critical situations**

### **Assaults, arrest**

Prevention of aggression (for the purpose of robbery, intimidation, sexual assault, etc.) is an essential component of training and of each country Security Plan. Each Plan must include an analysis of the risks and the behaviours that can prevent them, including: avoiding certain areas at particular times of the day, refraining from attending certain venues, avoiding routine routes, etc.

Should a member of staff be assaulted, the person informed of the facts - i.e., the person with the highest degree of responsibility in the Country - must draft a detailed report for the Security Advisor, focusing on the measures to take to prevent similar situations in the future.

In the event of arrest of any member of staff, the consular authority must be

notified - if this is expatriate staff - and the best way to obtain their release in the shortest time possible shall be assessed. If necessary, a lawyer will be contacted to provide assistance. In addition, it will be considered whether to notify the International Red Cross. Similar actions will be taken if the local staff is involved.

### **Abduction and kidnapping for the purpose of extortion**

Abduction and kidnapping for the purpose of extortion are two of the most serious threats for NGO personnel.

Should a member of the staff be abducted, the head offices must be notified as soon as possible.

The CMT Core Team will activate the CMT to manage the following:

- contact with the relatives.
- contact with the competent authorities (also the Crisis Unit of the Ministry of Foreign Affairs if necessary).
- choosing a mediator if possible.
- relations with the media.
- choosing the best strategy to interact with the abductors, also if no ransom is required.

### **Evacuation**

All Security plans should include specific indications on how to best manage an evacuation and its preliminary phases while taking into consideration the conditions of the interested Country.

In support of the Plan, the following lists should be prepared:

- a list of the expatriate staff.
- a list of the local staff residing and operating in the area where it was hired.
- a list of local staff operating in an area other than the one where they were hired or are from. The evacuation plan must provide for the specific modalities of implementation for each category.

WeWorld-GVC is responsible for evacuating the expatriate staff, who will follow the indications contained in the Security plan or other modes defined by the organisation. In addition, it is responsible for the evacuation of the national staff operating away from its area of provenance towards a safe area. It is not responsible for evacuating the staff originally from the area where it is intervening. However, should there be obvious specific risks to the safety of the local personnel, it will do whatever possible to facilitate its evacuation towards a protected area using the resources of the interested Country.

During the on-site security training, all mentioned staff categories must be

informed of the procedures established for their category in the event of evacuation.

The ECHO Generic Security Guide contains useful information to manage various and most common situations. For any other information, the Country Representative or the Country Security Officer should refer to the Security Advisor. In any case, evacuation procedures must define at least what follows:

- the goods, equipment, documents and staff to be evacuated in case of pre-evacuation (non-essential staff and goods and resources that would be difficult to evacuate should the situation deteriorate rapidly. In fact, the pre-evacuation must be carried out when the situation in a Country deteriorates but there is still the time necessary to evacuate non-essential staff and goods).
- the staff to be left on-site, their responsibilities and the resources that must be available to them.
- the salary to be paid in advance to the local staff (no. of months).
- the procedures for the hibernation of the programmes.

As mentioned at the beginning of this Policy, no operator - either local or expatriate - can be put under pressure to continue the cooperation. A good recruitment and careful monitoring of the skills and results achieved by the staff should enable an easy and timely identification of the staff that can be trusted on in critical situations.

The decision to temporarily interrupt activities in an area (hibernation) - leaving the staff deployed on site, as removing it would be more dangerous - or vice versa to proceed with a partial or complete evacuation of the staff, must be taken by the Managing Director upon solicitation of the Head of International Programme Department or Security Advisor.

Decisions concerning the withdrawal from or the resumption of activities in a country that was partially or completely evacuated are taken in an analogous manner.

Should the latter occur, the security status of the area must be promptly re-assessed before resuming the activities.

When taking these decisions, WeWorld-GVC acts not only in the interest of its staff and programmes, but also in consideration of the information and indications provided by multiple actors (such as, for example: UN Agencies, European embassies, local partners and authorities, Crisis Unit of the Ministry of Foreign Affairs and International Cooperation, INSO, GISF, VOICE, etc.). Even when the orders to evacuate are issued by the local authorities, decisions are always made taking the interests of the staff and programmes into consideration.

## **6.5. Administrative aspects and sensitive data**

The administrative aspects that have an impact on security, which are mentioned

below, must be harmonised with the local administrative procedures and operating manuals. They must therefore be considered as an indication of their importance for the safety and security of the staff and not as a detailed analysis of all possible cases.

### **Funds transfer and management**

Funds must be transferred and managed according to what is set out in the Local Operational Manual and administrative procedures. The management of money is relevant activity for the security aspect involved.

All countries have now reliable bank services to manage money transfers without the need to handle cash. However, should it be required to handle cash due to unavoidable project needs, qualified services must be used (companies specialized in money transfer and capable of repaying any loss of money via formal guarantee) avoiding the use of project staff or civilians.

As part of the day-to-day management of administrative activities in individual offices, it is not permitted to keep figures higher than those required to deal with emergencies or evacuations.

In any case, it is forbidden to keep sums above what is indicated in the administrative procedure of the Local Operational Manual, in any currency.

No more or fewer than three members of the staff should be involved in procedures concerning the receipt, counting and protection of the cash.

If, for program reasons, it is necessary to work with amounts of money or management methods that differ from those stated, the Country Representative or the Head of Regional Unit must request a derogation to be granted by the AFC Responsible, supported by a Risk Assessment.

### **Protection of documents and information**

Administrative and financial documents must be managed in an accurate, orderly and confidential manner so as to prevent criminal actions by ill-intentioned people.

Only the members of the staff who deal with issues of administrative and financial nature because of their role may access these documents.

The management and proper circulation of information are an integral part of every security measure. Any information is in itself relevant to security; therefore its disclosure must be limited to the staff for whom it is intended. Each member of staff is responsible for the communications they receive and forward and must avoid their dissemination, either outside or within the organisation, when not necessary

Information relating to projects, security, administration, staff, context, goods, resources and sites are usually always confidential and must be processed with

caution to avoid their improper circulation.

Encrypted methods of communication are not admitted except for those already in use by the most common softwares.

All operators must pay the utmost attention and use methods of communication (radio, e-mail, Skype, etc.) appropriately to avoid putting at risk their own safety as well as that of their colleagues and other subjects involved.

## **6.6. Communication**

### **Principles and means**

Good communications with colleagues and all key stakeholders, which preserves the confidentiality of documents and information, is essential to preserve the high security standard of the NGO. All staff members are invited to help.

Successful communication and information sharing between team members and between NGOs is a key factor in improving the risk response process.

Improving the overall quality of relations among humanitarian actors can greatly contribute to maintaining security.

Employing modern communication equipment (radio, phones, etc.) and using them properly can benefit the management of security measures.

### **Debriefing and hand over**

The contribution of the whole staff to the implementation and improvement of safety and security measures is essential for the application of this Policy. To ensure the participation of a large number of staff members to this exchange and learning process, all collaborators are invited to make proposals.

During field or remote monitoring missions, the Security Advisor will solicit and collect assessment and suggestions (debriefing and hand over) from all the staff either individually or collectively.

## **6.7. Transport**

### **Use of cars and vehicles**

The issues arising from car traffic are of extreme importance for staff protection issues. Unfortunately, accidents are frequent in this area; the following recommendations aim to prevent them or reduce their consequences.

All vehicles must be insured under the regulations of the country in which they are registered. The insurance must guarantee the total coverage of the costs deriving from serious damage caused by third parties.

In no case economic considerations must prevent the replacement of worn out

and malfunctioning vehicles with efficient and modern ones.

In Countries with a higher risk of road accidents, car and motorcycles may only be driven by accurately selected and trained local drivers. The entire staff, and the Country Representative in particular, are responsible for checking the correct application of the rules of the road by the drivers. In case of repeated negligence, they must terminate the contract following the procedure set out in the existing contracts.

It is only possible to drive a motorcycle while wearing a helmet.

Seat belts must be used in all vehicles equipped with them, unless doing so increases the level of visibility of the staff putting it at higher risk.

In each Country, driving behaviour and other problems linked to road traffic (e.g., how to behave in case of accidents) are subjected to specific periodical training sessions held by the CR or by Regional Unit Manager, or by the Country Security Officer where envisaged.

In case of valid insurance cover for civilians' responsibilities or in case of an accident caused by the WeWorld-GVC staff, the opportunity to immediately help the victims and relatives to mitigate the consequences of the damage (even economically) should be considered.

### Plane flights

It is forbidden to use planes of airlines included in the Community list of air carriers subject to an operating ban within the EU (EU Black list): [https://ec.europa.eu/transport/modes/air/safety/air-ban/search\\_en](https://ec.europa.eu/transport/modes/air/safety/air-ban/search_en)

Travel agencies must be warned about this provision.

The civil aviation authorities of the Member States of the European Union are authorised to inspect only air carriers of companies flying to/from Community airports; given the random nature of such random inspections, it is not possible to examine all aircrafts landing at every Community airport. The fact that an airline is not on the Community list does not therefore mean that it meets the safety criteria in force. However, the presence of a particular carrier on the list mentioned is a kind of 'wake-up call' which WeWorld-GVC takes into account.

As controls outside Europe are in some cases superficial or non-existent, attention will have to be paid to the reliability of the airlines with which you decide to fly, assessing, on a case-by-case basis, the most appropriate choice through the collection of information useful to guide the decision. Each Security Plan must contain any existing recommendations on this subject.

Derogations may apply for if there are no alternatives to flying with a blacklisted airline.

Using non-profit airlines does not guarantee a safer service. Therefore, one needs to be equally scrupulous with these airlines as well and assess their reliability

based on practice and on the information available in the area of operation. The Security Advisor is available to advise the staff on the most appropriate choice.

Airport and customs regulations on flight safety and transport of goods must be strictly observed.

### **6.8. Offices and operational bases**

Choosing the site where to open an office or operational basis has significant consequences on the overall security of a mission. Therefore, the staff in charge with the choice is expected to follow the indications provided by the above-mentioned security manuals (e.g ECHO Generic Security Guidelines...).

The Security Advisor is at the disposal of the staff to help them make the best choice after considering all factors: social and political context, intended use of the premises, relationship with stakeholders, availability of services, accessibility, intrinsic protection factors, budget available, etc.

### **6.9. Communications and relations with the media**

All documentation activities and/or relations with the local media must be planned in advance, as they are an essential complement of all reports made to colleagues, donors and the public in general. Coordination with the Communications Manager at the headquarters will also be necessary for any activity that is going to be undertaken.

This should be in line with the regulations on the protection of sensitive and personal data.

Staff should never forget that important security factors come into play when communicating with the media, so they should follow the guidelines provided in the above documents.

Journalists and photographers are encouraged to visit the projects as an important element of accountability to donors and the general public. However, when planning the mission those in charge should ensure that this element is not harmful to the security of staff and programmes, if necessary by consulting the Security Advisor.

During the photo-journalistic mission, the supervisory staff must try to prevent situations that may damage the staff and projects.

Finally, staff must not put themselves or the projects at risk by taking photographs or making videos in places where doing so is usually prohibited: airports, public buildings, political, social and religious gatherings, military installations, etc.

## **6.10. Coordination with other actors**

### **Networking**

The coordination with other organisations is essential for a good management, development and learning of safety measures. Taking part in specific networks dealing with security and protection is encouraged, especially if autonomously promoted by the NGOs.

All Country Security Plans must list any existing local security network and the type of relationship with WeWorld-GVC. They must also include contingency measures should the network cease to function for any reason.

### **GISF - GLOBAL INTERAGENCY SECURITY FORUM**

Brings together security officers from European international humanitarian agencies. The objectives of the GISF are to facilitate the exchange of information and cooperation, perform analyses, promote dialogue and offer support in the management of security and protection measures. GISF is a collaboration opportunity between NGOs and not a service agency.

### **INSO**

In the countries where it operates, WeWorld-GVC recommends registering for (free or charge) and using the services of INSO (International NGO Security Organization), a non-profit organisation supporting the security of humanitarian agencies in contexts at high risk. INSO provides its members with a series of free services that include networking with other organisations, the monitoring and real-time information on accidents and ongoing crises, periodical analytical reports, statistical security data and their mapping, support for crisis management as well as personnel counselling and training.

To use INSO services, it is necessary to register, free of charge. This can be facilitated by the intervention of the central offices.

### **Crisis Unit of the Ministry of Foreign Affairs and International Cooperation**

The MAECI Crisis Unit is the body entrusted by the Ministry to assist Italian citizens abroad. Similar services are available in various countries to deal with situations of crisis and emergency abroad. Most of them are connected and in contact with the Embassies.

Crisis Unit activities include the monitoring of the Italian presence abroad via the website [www.dovesiamonelmondo.it](http://www.dovesiamonelmondo.it).

In addition, the [www.viaggiasesicuri.it](http://www.viaggiasesicuri.it) website provides information useful for the pre-departure training.

The entire WeWorld-GVC expatriate staff is registered on the website by the HR



team. Data are filed in compliance with the provisions on the processing of personal data. The website is managed by the Crisis Unit.

In case of emergency, WeWorld-GVC can contact the Crisis Unit to safeguard its staff.

In any case, while collaborating with the CU for the collection and sharing of information, WeWorld-GVC assesses the indications provided by the Crisis Unit, Embassies network, and other similar services in other Countries independently and it is not obliged to have its staff follow them.

The person in charge of interacting with the Crisis Unit is the Managing Director. In case of serious situations, the CMT may interact with the MAECI Crisis Unit.

### **United Nations Agencies**

WeWorld-GVC collaborates with UN Agencies for humanitarian and development aid programmes.

The assessment of the UN position and security measures in the face of persistent risks or threats in a given context is an activity of great importance, which is followed in the individual country by the Country Security Officer or the CR or by the Head of Regional Unit and, at a global level, by the Security Advisor, who keeps the MD informed at all times.

WeWorld-GVC is aware that interaction with these agencies is of fundamental importance for profitable and continuous risk analysis in the individual contexts in which it operates. Furthermore, it stresses that it is its primary responsibility to ensure the safety of its staff, since these agencies do not have a specific responsibility towards NGO staff (sometimes even in the case of projects co-

found by the United Nations).

### **Civil-military relations**

NGOs often find themselves operating in contexts where armed forces are active, legitimated or not by a Country recognised by the United Nations. In other situations, there are forces involved in peace-keeping and peace-enforcing operations with or without an explicit UN mandate. The question regarding civil-military relations in a humanitarian context is therefore complex and constantly evolving.

Through the networks it adheres to (e.g. VOICE: [www.ngovoice.org](http://www.ngovoice.org)), WeWorld-GVC strictly follows and takes part in the discussion on the development of civil-military relations as well as the coordination, dialogue and coexistence of military forces and NGOs.

In various occasions, WeWorld-GVC experienced how civil-military coordination contributes to the success of humanitarian operations. This occurs when the mandate of the military forces is clear, when their presence is accepted by most of the population where the operation takes place and when the military forces

respect the function of NGOs and the humanitarian space where they operate. In these occasions, the logistic support (transport, plane flights, communications) that the military forces provide can be useful.

Each situation is unique. This is why it is important, before starting to collaborate, to pay attention to the risks the WeWorld-GVC staff is exposed to and to the hazards for the beneficiaries of the programmes and other NGOs: it is also important to assess whether the neutral, independent and impartial position of WeWorld-GVC may be compromised. The assessment must also consider the attitude of the "humanitarian community" in the area concerned (NGOs, UN Agencies, International Red Cross).

For this reason, WeWorld-GVC invites its staff to assume a cooperative and positive attitude towards the possible synergies that may develop in each specific context with the armed forces legitimised by the UN, but to not underestimate the consequences.

Without prejudice to the autonomy of the field staff in assessing the situations, any commitment that requires non-occasional relations with the military forces must be discussed with the Head of International Programme Department who can activate a consultation with the Security Advisor. The MD must be informed. Any formal agreement, however, requires the authorisation of the MD.

### **Relations with the local authorities**

The staff, visitors and anyone attending offices, projects and activities abroad under the responsibility of WeWorld-GVC is required to comply with the Country laws concerning: trade, exports and imports of goods and money, access to specific areas, construction, visas, access, residence and transit permits, labour legislation, road traffic, etc. All unclear situations must be discussed with the contact person.

In addition to being a principle of general common sense, respect for local laws and customs is a fundamental factor for increasing consent on the work, the success of the programmes implemented and, ultimately, the safety of staff, whatever their nationality.

The procedure to register the NGO in the country of intervention - if possible, even before the start of a mission - must therefore be assessed.

All the personnel will be provided with visas and work permits suitable for the mission objectives.

The labour and business laws applicable to NGOs in force in the various countries will be analysed by the staff in charge with coordination or administration, so that the management of NGO affairs complies with local laws.

The communication to the competent local authorities on the activities delivered, through reports and meetings, will be carried out in a non-bureaucratic way, with the intention of generating consensus and with the aim of strengthening the authorities' support for future programmes. All this has important repercussions in terms of security and protection of staff and the NGO programmes.

Should there be any problem with the local authorities, it must be reported to the

CSO, CR and Regional Unit Manager, who will then notify the Security Advisor.

### **Visitors, relatives, accompanying persons**

All visitors should read the security measures contained in this Policy although no formal contract relationship between the organisation and the visitor is established.

In all offices abroad, a notice at the entrance reminds that "respecting the rules established by WeWorld-GCV for the security of its staff and visitors guarantees everyone's protection". In addition, a copy of this Policy and of the Country Security Plan will be affixed on the notice board.

It is the duty of all members of staff accompanying or organising visitor missions to inform them of the existing security measures. It is the responsibility of all members of staff to explain the content of the Security policy and other related documents to their visiting relatives. Escorts must also prevent, tackle and solve any visitor behaviour that may put the organisation and its staff at risk.

## **7. FINANCIAL RESOURCES FOR PROTECTION AND MEASURES**

The implementation of the measures set out in this policy requires a suitable use of human and financial resources. Material and equipment are needed as well as specific or general training sessions.

Most Donors recognise that guaranteeing the security of personnel is essential to the effective realisation of programmes and are therefore generally willing to cover costs. In addition, a number of donors subscribed the recommendations of the Saving Lives Together initiative: <https://www.unocha.org/es/themes/saving-lives-together-slt>. This means that there is common ground to develop a collaboration also when it comes to the financing security costs.

It is the responsibility of the Head of International Programme Department to ascertain that project proposals always include the costs associated with security management, transposing the recommendations of the Security Advisor. The Security Advisor promotes the ability of staff to access Donors' resources to cover security costs and is available to arrange for a section of the budget to be dedicated to covering said costs.

## 8. POLICY APPROVAL AND REVISION

### Approval

This Policy was approved on 1<sup>st</sup> of October 2019 by the Board of Directors (BOD) and updated on the 17<sup>th</sup> of November 2021.

### Revision

The Security Advisor and the Compliance Officer can promote, through participative and consulting methods, the verification of the application of part of or of the entire Policy, providing an account of it in the Annual Security Report. Whoever has a suggestion, complaint or evaluation when it comes to the principles in the Policy or its application can directly contact the line manager or the Compliance Officer.

## ACRONYMS

E Employer

MD Managing Director

CMT Crisis management team

CSO Country Security Officer

CR Country Representative

IPD International Programme Department

DVR Risk Assessment Document

GISF GLOBAL Interagency Security Forum

HIPD Head International Programme Department

INSO International Ngo Safety Organization

CSO Civil Society Organization

WSR Worker's Safety Representative

PPSM Prevention and Protection Service Manager

SA Security Advisor

CU Crisis Unit of the Ministry of Foreign Affairs and International  
Cooperation



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