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PART ONE

1. INTRODUCTION

1.1. ABOUT US

WeWorld-GVC is an independent Italian organization born from the union of GVC Onlus (founded in Bologna in 1971) and WeWorld Onlus (founded in Milan in 1999), with the aim of increasing the impact of Development Cooperation and Humanitarian Aid projects in the 29 countries of intervention, including Italy. Together, WeWorld and GVC work in 128 projects reaching over 2.4 million direct beneficiaries and 12.3 million indirect beneficiaries. WeWorld-GVC is active in Italy, Greece, Syria, Lebanon, Jordan, Palestine, Libya, Tunisia, Burkina Faso, Benin, Burundi, Kenya, Tanzania, Mozambique, Mali, Niger, Bolivia, Brazil, Peru, Nicaragua, Guatemala, Dominican Republic, Haiti, Cuba, Afghanistan, India, Nepal, Thailand, Cambodia. Girls, boys, women and young people, actors of change in every community, are the protagonists of WeWorld-GVC projects and campaigns in the following areas: human rights (gender equality, prevention and fight against violence against children and women, migration), humanitarian aid (prevention, relief and rehabilitation), food security, water, hygiene and health, education and education, socio-economic development and environmental protection, global citizenship education and international volunteering.

The president of WeWorld-GVC is Marco Chiesara and the Delegate Councillor is Dina Taddia.

1.2. OUR VISION

We strive for a better world where everyone, especially women and children, have equal opportunities and rights, access to resources, to health, to education and to dignified work. A world in which the environment is a common good to be respected and preserved; in which war, violence and exploitation are banned. A world in which no one is left behind.

1.3. OUR MISSION

We work for girls, boys, women and youth, actors of change in every community for a fairer and more inclusive world. We support people overcoming emergencies and we guarantee a life with dignity, opportunities and a better
future through human and economic development programs (in the framework of the 2030 Agenda).

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 contained in the Code of Ethics and Conduct of WeWorld-GVC, in addition to being addressed to directors, managers, officers and workers of the same (also pursuant to articles 2 and 299 of Legislative Decree 81/08 as amended and supplemented), are also addressed 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, while considering the differences from a regulatory, economic, social and cultural point of view, also applies to any activities carried out abroad. WeWorld-GVC’s core values are:

- Protection of the dignity and human rights as envisaged Universal Declaration of Human Rights adopted by the United Nations on 10 December 1948;
- Protection of children’s rights: as enshrined in the International Convention on the Rights of the Child (1989) and the Italian law against child prostitution (2006);
- Repudiation of child labour: as established by the International Labour Organization Convention No. 138 of 1973, which determines the minimum working age (not less than 15 years) and Convention No. 182 of 1991, which sets out guidelines for the prevention and elimination of the worst forms of child labour;
- Protection of women’s rights: as set out in the United Nations Convention on the Elimination of All Forms of Discrimination against Women (1979);
- Repudiation of violence against women and sexual exploitation of children and adolescents: as set out in the United Nations Declaration on the Elimination of Violence against Women (1993) and the Council of Europe Convention on preventing and combating violence against women and domestic violence (known as Istanbul Convention 2011);
- Repudiation of war: in full implementation of and in compliance with art. 11 of the Italian Constitution:

“Italy rejects war as a means of offense against the freedom of other peoples and as a means for the settlement of international disputes. Italy agrees, on conditions of
equality with other States, to the limitations of sovereignty as may be necessary to ensure peace and justice among Nations. Italy promotes and encourages international organisations pursuing such goals; 

- Interculturality and respect for cultures and customs: respect for the local culture encouraging intercultural dialogue;

- Autonomy and independence: in compliance with the values formulated, the organisation operates independently of private interest and autonomously with respect to government policies;

- Relationships: it interacts with national and international institutions to contribute to cooperation policies;

- Partnership and sustainability: when intervening on a local level, it establishes stable partnerships and involves communities, in order to ensure the achievement of the planned objectives with lasting results over time;

- Social promotion: permanently includes in its activity the sensitization of civil society with the aim of encouraging a change of attitude and policies in favour of solidarity and international cooperation;

- Professionalism: has a professional and responsible approach, aimed at achieving maximum effectiveness, which responds to the real needs and requirements of those who - directly or indirectly - benefit from the support of WeWorld-GVC;

- Transparency and donor rights: it guarantees transparent management and information, both towards donors and partners; recognizing the need to account for its activities, both financially and in terms of the effectiveness of the interventions and recognizing the donor’s contribution as essential to achieve the project objectives;

- Fairness and integrity: all activities are performed with fairness and integrity with particular attention to collaborators. Furthermore, these principles are promoted through all Foundation components in order to remove all obstacles to their pursuit (e.g. conflicts of interest);

- Respect for the environment: it works to identify the balance between social and economic development and respect for the environment, as the only solution to permanently reduce the causes of poverty.
In addition to the Code of Ethics and Conduct, WeWorld-GVC complies with what set out in the Document on the protection of the safety and health of workers pursuant to Legislative Decree 81/08 as subsequent amendments and, with reference to international codes of reference, it adheres to the Code of Conduct for the International Red Cross and Red Crescent Movement and to the humanitarian principles of humanity, neutrality, independence and impartiality as well as the Humanitarian Charter and Minimum Standards for Humanitarian Response promoted by SPHERE (2000 and subsequent editions).

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. At the same time, since not all the dangers can be removed or eliminated at source, the sharing, at the moment of signing the contract, of the Safety Information, guarantees that the worker is duly informed and consciously accepts to have to manage autonomously, with his behaviour, a part of the residual risks still present in the work 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 a given mission and can make use of the right to withdraw at any time, in complete freedom and autonomy, without prejudice. Any member of staff - regardless of their duties and the opinion of anyone - may decide to withdraw from an area or interrupt an activity, coordinating with their line manager. It is the responsibility of each staff member to keep up to date on the risk information related to their activity, which WeWorld-GVC will take care to provide, also electronically, and on the actions taken by the organization to mitigate them. WeWorld-GVC is available to receive reports and find the most appropriate solutions. Consultation and participation are fundamental elements in 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 Security Advisor (see below for a description of figures), who shall promptly reassess the risk and agree with the staff on new measures, 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 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 cooperators 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 reviewed periodically according to what established by the Board itself.

Prevention, safety and security
A good prevention is at the basis of good safety and security. Protection and security, i.e. safety and security, are obtained when, as a result of the assessment of the risks existing in the context concerned, the following conditions are met:
- the staff is aware of the risks and knows how to handle them;
- the staff is fully aware of their right to withdraw from a mission at all times;
- the staff has available the tools and resources to face them;
- goods and resources (equipment, financial resources, buildings, documents) are protected to the highest degree possible;
- the organisation keeps contact with the staff and undertakes, in agreement with the staff itself, 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 programmes and projects, but rather makes them attainable with a superior strength and quality.

Safety management must be set up as to provide flexible options according to the conditions and risks found 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 compelling emergency reasons require a quick decision, the responsibility will be held by the Department Manager, who will have attended a suitable training course. The President will inform the Board of Directors and Supervisory Body.

### 3. ELEMENTS OF THEORY FOR SAFETY MANAGEMENT IN CSOS

Humanitarian organizations have various tools to share safety management procedures in contexts at risk. One of these is the European Interagency Security Forum, (EISF). [https://www.eisf.eu/](https://www.eisf.eu/).

The theoretical analysis and experience developed over the last few years on safety coordination enabled the globally identification of 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 Consensus 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 consensus is not a stand-alone operation, but part of an overall strategy, to the success of which they contribute:

- the use of a model that promotes the shared processes by increasing participation, transparency and sustainability as well as suggestion and claim management;
- the reputation of the CSO and its credibility as player for development and humanitarian aid;
- the compatibility of what has been done and what has been communicated with the cultural and value models of the local context of intervention; the quality of the selected staff;
- the reputation and reliability of 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 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, facilitated implementation of programmes. Nevertheless, this is rarely enough to guarantee the maximum safety. 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, instruments, 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 strategically more or less 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:

- 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 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 being the victims of attacks, 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 thus interrupting the programmes and aid provided, using private safety-management companies, etc. are part of a deterrence strategy.

Deterrence is a counter-threat expressed through actions of legal, economic, political or military nature. Its objective is not so much to act in a general implicit manner on risks or to deal explicitly with vulnerabilities, but rather to contain the threat through a preventive counter-threat capable of blocking or halting it.
3.4. CHOOSING THE BEST STRATEGY

By virtue of their mission and the principles and values that distinguish them, CSOs tend to favour consensus 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 consensus 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. In no case, however, 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 international principles shared by international cooperation and humanitarian aid organizations of “duty of care”, and as far as Italy is concerned, 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 - it is applied, it will have a cost and will require a constant commitment on the part of the organisation in the allocation of 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 part of the context of implementation of an activity.

This makes it possible not only to produce a series of measures capable of mitigating the risks themselves, but also to assess them in relation to the aid 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 them. 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 is able to 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 annulled. 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 level of risks?
- have all possible alternatives to reach the programme objectives been considered?
- has suitable expertise been employed?
- has all 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.

1 The model also meets the corporate need to establish the “exemptions” envisaged by Art. 30 of the Legislative Decree (Consolidated Law) 81, from which it takes a considerable excerpt:

“Article 30 - Models of organisation and management.
1. The organization and management model suitable to have an exemption effect when it comes to the administrative liability of legal entities (cursive by WeWorld-GVC), companies and associations including those without legal status referred to in Legislative Decree 8 June 2001, n. 231(N) must be adopted and effectively implemented, guaranteeing a system for the fulfilment of all legal obligations relating to:
  a) the compliance with technical and structural standards on equipment, facilities, workplaces, chemical, physical and biological agents;
  b) risk assessment and the arrangement of prevention and protection measures;
  c) organisational activities for emergencies, first aid, contract management, periodical safety meetings, consultations with workers' safety representatives;
  d) health surveillance activities;
  e) worker information and training activities;
  f) supervisory activities with reference to the compliance with procedures and instructions to work safely;
  g) the acquisition of the documents and certifications required by law;
Considered this, WeWorld-GVC adopted a Risk Assessment Document (RAD). 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 PPSM Raffaele Diotallevi who was appointed precisely for this purpose.

4.2. APPLICATION ABROAD

Since the activities abroad are the most prevalent and most exposed to risks of various kinds, the MD has delegated the RSPP to use the advice and monitoring operations of a Security Advisor for the supervision of the model abroad. The function of the Security Advisor since the entry into force of this policy is assumed by the Compliance Officer. The Security Advisor, operating independently from the

h) the periodical checks on the application and effectiveness of procedures implemented.
Paragraph modified by art. 20 of Legislative Decree 14 September 2015, no. 151 containing “Provisions to rationalize and simplify the procedures and fulfilments borne by citizens and companies and other provisions on work relationships and equal opportunities, in implementation of law 10 December 2014 no. 183” (O.G. No. 221 of 23/09/2015 - O.S. No. 53 in force as of 24/09/2015), already incorporated by art. 32 of law-decree 21/06/2013 no. 69 laying down Urgent


2. The organisational and management model referred to in paragraph 1 must set out suitable systems to register the actual performance of the activities listed in paragraph 1.

3. The organisational model must anyway envisage, as required by the nature and size of the organization and by the type of activity performed, a structure that ensures the technical skills and powers necessary to verify, assess, manage and control risk as well as a suitable disciplinary system to sanction the failure to comply with the measures set out in the model.

4 The organisational model must also set out a suitable control system for the implementation of said model and the maintenance over time of the conditions of suitability of the measures adopted. The review and modification of the organisational model must occur should significant violations of the regulations on accident prevention and hygiene at work be discovered or if there are changes in the organisation and activities relating to the scientific and technological progress.

5. When first introduced, the company organisational models - defined in compliance with the UNIINAIL Guidelines for a management system of health and safety in the workplace of 28 September 2011 or with the British Standard OHSAS 18001:2007 - are presumed compliant with the requirements set out in this article.
Additional company organisational and management models can be indicated for the same purpose by the Commission pursuant to art. 6.

5-bis. The permanent advisory commission for health and safety in the workplace develops simplified procedures for the adoption and effective implementation of organisational and safety management models in small and medium enterprises. Said procedures are transposed with a decree by the Ministry of Labour, Health and Social Policy.

6. The adoption of the organisational and management model referred to in this article by companies with up to 50 employees is part of the activities that can be financed pursuant to article 11”
operational structure, maintains a function of training, stimulation, guidance, verification, assisting the RSPP. As established by the relevant legislation, the RSPP maintains the responsibilities assumed by the appointment. The Security Advisor assists the RSPP in risk analysis and indicates countries with significant risks.

The application of security measures abroad follows the management guidelines of the operational structure. In compliance with the provisions of Art. 18 of Legislative Decree no. 151 of 15 September 2015.

In the countries with a significant risk, the presence of a Country Security Officer is envisaged to apply the operating measures and reports to the Country Representative (or Regional Coordinator).

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**Staff functions**

MD: Managing Director;
PPSM: Prevention and Protection Service Manager;
SA: Security Advisor;
HIPD: Head of International Programmes Dep.
CR: Country Representative;
CSO: Country Security Officer.

**Line functions**

MD

PPSM

SA

HIPD

Medical Officer

CR

CR

CR

CSO
4.3. CORPORATE AND PERSONAL RESPONSIBILITY

WeWorld-GVC is committed to complying with Italian safety and security legislation and to the best international standards. At the same time, the entire staff is expected to collaborate to this end 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). It has the task of identifying threats and eliminating or reducing ensuing risks, collaborating to the drafting of the employer’s RAD, proposing staff information and training programmes, supervising the drafting of the RAD, promoting worker health\(^2\). The PPSM is chosen by the MD (precise and perfect mandate). For the activities abroad, the PPSM uses a Security Advisor who also works for the MD.

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\(^2\) Art. 33 of Legislative Decree Consolidating Act 81
4.5. MEDICAL OFFICER
The competent Doctor 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 works for the MD and collaborates with the PPSM. It advises and supports the expatriate staff, monitors the efficiency of the security measures adopted by WeWorld-GVC in the various countries it operates in and notifies the MD about its evaluations. It operates independently and an on-call system is envisaged (i.e. substitute figures are listed and trained).
The Security Advisor issues general or specific recommendation which, once approved by the MD, are sent out to the staff concerned. These recommendations emerge from context analysis and examination of the incidents that have occurred, or are the result of relations with specialized security networks or public services with which the Security Advisor is in constant contact (e.g. EISF, INSO, MAECI Crisis Units, etc.).
When recommendations are issued, they become an integral part of this Security Policy. If necessary, the Security Advisor may be deployed abroad and temporarily or permanently assume the role of Country Security Officer.
The Security Advisor mandate (job description) is available in the Appendix.

4.7. OTHER SUBJECTS INVOLVED
The application of security measures - in Italy and in the field - follows the managerial guidelines of the operational structure.
Abroad, the application of safety measures follows an operational line: from the Chief Executive Officer to the International Programme Department Manager and the Regional Coordinator or Country Representative.
In countries more at risk, the specific figure of the Country Security Officer (CSO) is also envisaged, who answers to the Country Representative and is responsible for 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 and with the support of the Security Advisor.
In order to be able to perform this role, employees will need to demonstrate willingness and aptitude, and at the same time receive adequate support, training and
recognition from the organization, so as to facilitate the addition of this task to normal activities. Staff with safety responsibilities must clearly have their functions articulated in terms of reference.

With regard to the operational structure, the Security Advisor maintains a function of training, advice, stimulation, guidance, verification.

4.8. COUNTRY SECURITY OFFICER

The Country Security Officer deals with the management and supervision of security measures in the countries most at risk: he/she drafts risk analyses and Security Plans, favours the circulation of information and provides on-site staff training.

This function can be combined with that of Country Representative or Regional Coordinator in special circumstances subject to the approval of the MD. The function can otherwise be entrusted to expatriate or local staff, preferable with tasks of logistic nature. The Country Security Officer answers to the Country Representative or Regional Coordinator and consults with the Security Advisor (see the Job Description in the Appendix).

4.9. CRISIS MANAGEMENT TEAM

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

The Team is presided by the Chief Executive Officer, it remains active for the entire duration of the crisis and meets using all kinds of means (even electronic) without a formal procedure.

The Team is made up of:

- CMT Core Team
- MD – Managing Director
- International Programme Department Manager
- Security Advisor
- Corporate Communications Manager

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.).

For 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 preventing 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;
• computer incident;
• reputational damage;
• interrupted business continuity etc.

The Team also deals with any other event that, according to the MD - and also on a proposal of other members of the Team - requires to be tackled collectively. The MD reports the Team activities to the President, who reports to the Board of Directors, and submits all matters relating to the Team for approval. The MD has the faculty of setting up an on-site Team to manage any contingent situations, asking the staff members deemed most suitable to tackle the crisis in the Country affected to take part. The CMT meets at least twice a year with the purpose of identifying risks and formulating “Crisis Management Plans” in advance. Crisis Management Plans, Italian and Foreign RADs an any other risk analysis document (e.g. financial risk, image and reputational risks, project risks, etc.) are made available by the MD to the BOD for an ongoing complete risk analysis.

5. SAFETY MANAGEMENT ORGANISATIONAL TOOLS AND SYSTEMS

The following organisational tools and 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;
- Country security plans for all Countries;
- an annual report on safety;
- a general budget for the actuation of security and training measures;
- a training plan that includes online and face-to-face modes in the countries of destination;
- suitable 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;
- obligation to report to the Supervisory Body pursuant to Legislative Decree 231/01.

In particular, Article 4 of Legislative Decree 231/01 and Article 18 of Legislative Decree 151/2015 are taken into account.
In view of the evolution of security standards in the field of international cooperation and humanitarian aid, 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 SA. 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 check lists 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 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 countries and 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. Preventive measures to manage risks or acts reactive to threats that may arise are also described.
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 envisages at least one annual revision or if conditions that may make the current one ineffective occur.

The programme and operational staff at all levels (managerial and field) as well as the domestic and international staff with a suitable gender balance must take part in the drafting of Country Security Plans so that the point of view of all workers involved can be kept into consideration when analysing the risks and solutions proposed.

The guidelines to draft the Security Plan are found in the Appendix.

5.4. SECURITY ANNUAL REPORT AND BUDGET

The Security annual report is drafted annually by the Security Advisor under the supervision of the PPSM. It summarises what happened during the year, when it comes to the security of the NGO, to the benefit of the MD, who then reports to the BOD and the Supervisory Body. It also includes a budget.

Every year, the Security Advisor drafts a concise plan together with an estimated budget to cover the general costs that the NGO head office sustains for security abroad.

The attachments include an example of an index for the annual security report.

5.5. TRAINING

The application of security measures must be supported by a process of participation and attention fuelled 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 when it comes to the type of task and responsibility) also via distance learning platforms;

- specific training for the staff to act as Country Security Officer, to be carried out also in the country of destination;

- 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;

- specific training for all staff, which also considers the risks and the consequent prevention and protection measures of the specific activities foreseen by the task carried out by each collaborator;

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 Security Advisor.
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 his/her abilities and responsibility, to the application of security measures. Security plan models are available.

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 benefits from insurance policies defined locally based on the local laws and customs. Should it 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 via a specific insurance policy or through ad hoc agreements with companies specializing 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 means of transport (cars, motorbikes, etc.) used by WeWorld-GVC in Italy or abroad must have a comprehensive insurance.

6. MAIN OPERATIONAL SAFETY AND SECURITY GUIDELINES

The following part lists the main situations which the staff involved in humanitarian and development aid may find itself in. The WeWorld-GVC management model based on the principles and codes illustrated above is provided for each situation. The 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 case of emergency, the following people must be immediately notified: the CSO, the CR and RC of the country involved and the Security Advisor. An on-call system is in place for the latter. To this purpose, the Security Advisor contacts are communicated to all CSOs, CRs and RCs. If necessary, the Security Advisor activates the CMT (Crisis Management Team).

6.2. HEALTH
General Principles
Part of the pre-departure training is the viewing of documents relating to health risks identified by the Ministry of Foreign Affairs and published on the website. The operating conditions expose the staff to health risks. For this reason, the Organization refers to what is prescribed by the Ministry of Foreign Affairs and informs the departing staff about the health risks present in relation to the country of destination. For countries that require mandatory vaccinations, the Organization will pay for the reimbursement of expenses in favour of the individual. The Organization is also responsible for the cost of health insurance, which also provides for repatriation if the conditions for receiving adequate medical assistance are not met in the country.

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. In the most stressful missions there is the possibility of R&R (Rest and Recovery) which 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) puts the neutrality and impartiality that WeWorld-GVC tries to maintain in each contexts at risk. The presence of weapons puts the safety 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 - albeit hired - 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 RC of the interested area - may consent to an exception to the use of armed guards or escorts based on a specific analysis of the risk. 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. To this end, it is necessary to include in each Plan an analysis of risks and 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, it is necessary that the people informed of the facts - or the person with the highest degree of responsibility in the Country - draft a detailed report for the Security Advisor, focusing on the measures to take to prevent similar situations in the future.

In case of arrest of any member of staff, the consular authority must be notified in case of expatriate staff and the best way to obtain his/her 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

Abduction and kidnapping are two of the most serious threats for NGO personnel. A specific section is dedicated to preventing and managing this threat in the basic training of the staff destined to Countries where this risk is widespread. It is the responsibility of the Country Security Officer to hold an on-site training session for the entire local staff.

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 keeping the conditions of the interested Country into consideration.

The following lists should be arranged as well as the Plan:
- list of the expatriate staff;
- 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 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 the other modes defined by the organisation. In addition, it is responsible for the evacuation towards a safe area of the national staff operating away from its area of provenance. 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.

All mentioned staff categories must be informed of the procedures established for their category in case of evacuation during the on-site security training.
The ECHO Generic Security Guide contains useful information to manage the most diverse common situations. For any other information, the staff 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 and with which resources and responsibilities;
- the salary to be paid in advance to the local staff (no. of months);
- the hibernation of 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 selection and careful monitoring of the skills and results achieved by the staff should enable the easy and timely identification of the staff that can be counted on in critical situations.

The decision to temporarily interrupt activities in an area (hibernation) - leaving the staff deployed as removing it would be more dangerous - or vice versa to proceed with a partial or complete evacuation of the staff, must be made by the International Programme Department Manager on request of the Security Advisor, by the Country Representative or by Security Advisor.

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

Should the latter occur, the security status of the area must be promptly reviewed before resuming 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 subjects (such as, for example: UN Agencies, European embassies, local partners and authorities, Crisis Unit of the Ministry of Foreign Affairs and International Cooperation, INSO, EISF, VOICE, etc.). Even in case of orders to evacuate 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 having an impact on security mentioned below must be harmonised with the local administrative procedures and operating manuals. They
must therefore be considered as an indication of their importance of for the safety and security of the staff and not as a detailed analysis of all possible cases.

Money transfer and management
Money must be transferred and managed according to what set out in the Local Operating Manual and administrative procedures. The management of money is a relevant activity for the security aspects 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 specialising in money transfer capable of repaying any loss of money via formal guarantee) avoiding the use of project staff or simple 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 indicated in the administrative procedure of the Local Operating Manual in any currency.
No more or fewer than two 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 Regional Coordinator must request a waiver from the Managing Director, supported by 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 questions 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 that 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 software.
All operators must pay the utmost attention and use methods of communication (radio, e-mail, Skype, etc.) appropriately to avoid putting their own safety as well as that of their colleagues and other subjects involved at risk.
6.6. COMMUNICATION
Principles and means
A good communication with all main interested parties that maintains documents protected and information confidential is essential to maintain high the security standard of the NGO. All members of staff are required to give their contribution. Vice versa, an unhealthy competition between members of the same team and between NGOs is a factor that considerably undermines their response to risk. 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 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
Issues arising from motor vehicle 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 according to the regulations of the interested Country. The insurance must guarantee the total coverage of the costs deriving from serious damage caused by third parties. A comprehensive insurance policy or similar is generally adopted.

Anyway, economic considerations must not impede the replacement of worn and malfunctioning vehicles with ones that are more modern and efficient.

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 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 RC or by the Country Security Manager where envisaged.

In case of valid liability insurance or in case of an accident caused by the WeWorld-GCV 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 part of the Community list of air carriers subject to an operating ban within the EU è (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 aircraft 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 Safety Plan must contain any existing recommendations on this subject.

Derogations may be applied 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 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 Security...).

The Security Advisor is at the disposal of the staff to help it 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. It is also necessary to coordinate with the Communications Manager for all activities undertaken in compliance with the regulation on the safeguard of sensitive and personal data.

Staff should never forget that important security factors come into play when communicating with the media, so it is a good idea to stick to the above mentioned 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 must ensure that this element is not detrimental to the security of staff and programmes, in consultation with 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 itself or the projects at risk by taking photographs or making videos in places where doing so is generally 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.

**EISF**

The Security Advisor is a member of the European Interagency Security Forum (EISF) gathering the security managers from International and European humanitarian agencies. The objectives of the EISF are to facilitate the exchange of information and cooperation, perform analyses, promote dialogue and offer support in the management of security and protection measures. EISF 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 British 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, which 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. The various Countries provide similar services 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 [www.dovesiamonelmondo.it](http://www.dovesiamonelmondo.it) website.

In addition, the [www.viaggiare sicuri.it](http://www.viaggiare sicuri.it) website provides information useful before and after the departure.

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

The Security Advisor is in charge of interacting with the Crisis Unit and keeping the MD informed. 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 RC 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-financed by United Nations resources).

**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.

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

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 MGOS 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 requiring non-occasional relations with the military forces must be discussed with the Security Advisor in advance.

All formal agreements must instead be authorised by 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 consensus 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 of the activities carried out, 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 NGO programmes.

Should there be any problem with the local authorities, it must be reported to the CSO, CR or RC, which will in turn 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 as regards existing security measures. It is the responsibility of all members of staff to illustrate their visiting relatives the content of the Security policy and other related documents. Escorts must also prevent, tackle and solve any visitor behaviour that may put the organisation and its staff at risk.

7. FINANCIAL RESOURCES FOR THE PROTECTION AND SAFETY 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 of security costs.

It is the responsibility of the International Programme Department Manager to ascertain that project proposals always include the costs associated with security management transposing the recommendations of the Security Advisor, who promotes the ability of staff to access Donor 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 October 1st 2019 by the Board of Directors (BOD).

REVISION

The Security Advisor may 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 Security Advisor.

ACRONYMS

E Employer
MD Managing Director
BoD Board of directors
CMT Crisis management team
CSO Country Security Officer
CR Country Representative
IPD International Programme Department
RAD Risk Assessment Document
EISF European Interagency Security Forum
HIPD Head International Programme Department
INSO International Ngo Safety Organization
CSO Civil Society Organization
RC Regional Coordinator
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