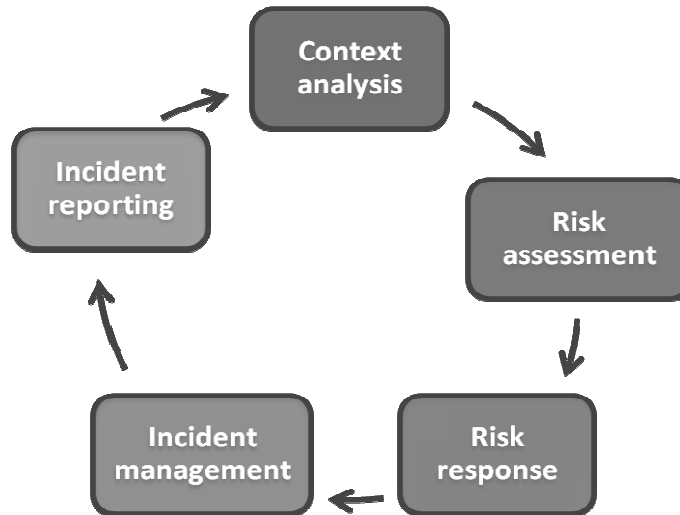




FIELD SECURITY PLAN

The Field Security Cycle

The Field Security Cycle (FSC) consists of the following phases:



The following table indicates which actor is responsible for which part of the FSC and what sources are used in each phase:

Phase	Implementation	Sources
Context analysis	WSN PM	NL Ministry of Foreign Affairs US State Department AKE Risk Updates
Risk assessment	WSN PM and PO	Risk assessment
Risk response	WSN PM and training department	Participant information guide Team leadership manual Training team leadership and preparation participants
Incident management	WSN PM, PO staff, local community, WSN trip leaders & participants	Standard Operating Procedures Contingency plans
Incidents reporting	WSN trip leaders, WSN PM, PO	Partner organization Other organizations Trip leadership reports

WSN = World Servants Netherlands
 PM = Project Management department
 PO = Partner organization

1. Security Analysis

WSN Project Management provides here any relevant security analyses (e.g. MinBuZa, US State Department, AKE Risk Updates).

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2. Incident Report

WSN Project Management records here a history of security or safety incidents relevant to the project country, project area or previous projects in the country.

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3. Travel Advise

WSN Project Management records here the travel advise provided by the Dutch Ministry of Foreign Affairs. Advises are classified as explained below.

Classification	
Date of last up-date:	
Red: No travelling There is a concrete indication of a security risk, which makes that there is a direct life-threatening situation for travelers.	
Orange: Only essential traveling There is an elevated security risk-level.	
Yellow: Be on guard Security risks are present and there may be some indication that it will give problems to travelers.	
Green: No special security risks Country can be visited without problems.	
If the travel advise is 'red' or 'orange' for one or more areas, justify why WSN is nevertheless operating in this country:	

4. Risk management

During the annual field visits, WSN Project Management conducts a field check (risk assessment) with the local partner organization.

Risk assessment

There is a standard risk assessment available, in which the risk identifier, consequence, and impact have been predefined. Doing the risk assessment involves checking these descriptions and assessments, and assessing and completing those items that have not been defined yet: the risk probability and risk exposure.

Item	Purpose
Risk ID	Sequence number of risk.
Risk Identifier	Name used to identify a risk
Risk Condition	A phrase describing the condition that might lead to a loss. This forms the first part of a risk statement
Risk Consequence	A phrase describing the loss that would occur if the risk became certain. This forms the second part of a risk statement
Risk Probability	The likelihood that the risk condition will actually occur. A number between 1 and 3 that indicates relative likelihood (1 = low, 2 = medium, 3 = high). Probability should be assessed taking <i>standard</i> operating procedures into account.
Risk Impact	The magnitude of impact should the risk consequence actually occur. A number between 1 and 3 that indicates relative magnitude (1 = low, 2 = medium, 3 = high). Impact has been assessed taking <i>standard</i> contingency plans into account
Risk Exposure	The overall threat of the risk, balancing the likelihood of actual loss with the magnitude of the potential loss. Multiply probability times impact to estimate the risk exposure.

Risk response

The risk response describing the planned response in the event that the risk will play out. There are six alternatives that can be considerate when formulating risk responses:

- *Accept*. Can we live with the consequences if the risk were actually to occur? Can we accept the risk and take no further action?
- *Avoid*. Can we avoid the risk by changing the scope of project activities in such a fashion as to eliminate the risk all together?
- *Transfer*. Can we avoid the risk by transferring it so that it may be managed by another organization (e.g. insurance, outsourcing)?
- *Mitigate*. Can the team do anything ahead of time to prevent a risk from occurring or to reduce the probability or impact of the risk? (standard operating procedures)
- *Plan for contingency*. Can the impact be minimized through one or more fallback plans that can be activated in case the risks does turn into a problem? (contingency plans)



FIELD SECURITY PLAN

5. Risk Assessment

Identifier	Condition	Consequence	Probability (A)	Impact (B)	Exposure (AxB)	Response
1. Traveling						
1.1 Flight-related delay	Participants fail to bring passport, violate airport rules	Flight missed, camera taken, participant(s) arrested	Example: Low (1)	Medium (2)	Example: 2	Mitigate: SOP 1.1, Plan for contingency: CP 1
1.2 Domestic travel	Use of unreliable domestic airline, water or rail ways	Participants injured or killed		High (3)		Mitigate: SOP 1.2
1.3 Condition of roads	Unpaved roads, holes in road, no street light	Damage, delay, people injured		Medium (2)		Mitigate: SOP 1.3
1.4 Driving habits	Driver drunk, drives too fast, irresponsible	Damage, delay, people injured/killed		High (3)		Mitigate: SOP 1.4
1.5 Condition of vehicle	Mechanical defects of vehicles used	Delay, accidents, vulnerability to attack		Medium (2)		Mitigate: SOP 1.5
1.6 Use of local vehicles	Participants use (unsafe) local vehicles/transport	Participant(s) injured/killed, robbed, involved in a fight		High (3)		Mitigate: SOP 1.6
1.7 Check points	Team encounters police checkpoint	Fine paid, delay, sent back, intimidating to participants		Medium (2)		Mitigate: SOP 1.7
1.8 Visit to safari park	Wild animal attacks vehicle	Participants stressed/injured, car broken down		Medium (2)		Mitigate: SOP 1.8
2. Disturbance						
2.1 Civil unrest	Demonstrations, riots, looting, arson	Curfew, participants robbed, molested or injured		High (3)		Mitigate: SOP 2.1
2.2 Terrorism	Bomb explodes, airplane high-jacked	Participant(s) injured/killed, airport/airspace closed (off)		High (3)		Mitigate: SOP 2.2
2.3 Road block/ambush	Team encounters/ignores unauthorized road block	Team cannot pass, shots fired at bus		High (3)		Mitigate: SOP 2.2, Plan for contingency: CP 4
3. Crime						
3.1 Corruption	Bribe required before team can get things done	Delay, loss of money, unethical practice		Medium (2)		Mitigate SOP 3.1
3.2 Theft	Pick pocketing, break-in	Loss of money, fight with perpetrator(s), injury		Medium (2)		Mitigate: SOP 3.2

Identifier	Condition	Consequence	Probability (A)	Impact (B)	Exposure (AxB)	Response
3.3 Malpractice	Engages unreliable service provider, e.g. contractor/bus	Poor progress on site, delay, team frustrated		High (3)		Mitigate: Sop 3.3
3.4 Armed attack	Raid on compound, stick-up, armed robbery of bus	Loss of property, trauma, participants shot/raped		High (3)		Mitigate: SOP 3.4
3.5 Rape	(Female) participant(s) alone/unprotected	Physical injury, pregnancy, trauma, HIV infection		High (3)		Mitigate: SOP 3.5
4. Health						
4.1 Heat-related issues	Not drinking enough water, bear heads/skin	Dehydration, sunstroke, sunburns		Medium (2)		Mitigate: SOP 4.1/4.3
4.2 Food-related issues	Food not prepared properly, eating fat food at last day	Food poisoning, diarrhea, not fit to fly		Medium (2)		Mitigate: SOP 4.2
4.3 Drinking water	Drinking water that is not safe to drink	Diarrhea, other sickness		Medium (2)		Mitigate: SOP 4.3
4.4 Hygiene practice	Poor hygienic practices	Sickness		Medium (2)		Mitigate: SOP 4.4
4.5 Sanitation	Toilets unclean	Diarrhea		Low (1)		Mitigate: SOP 4.5
4.6 Mosquito-borne diseases	Exposed to mosquito's	Hospitalization/repatriation required		Medium (2)		Mitigate: SOP 4.6
4.7 Unsafe blood/needles	Use of HIV-infected blood, needles previously used by infected person	Becomes infected with HIV, gets AIDS		High (3)		Mitigate: SOP 4.7
4.8 Outbreaks	Recent outbreaks of infectious diseases	Increased risk of infection and illness or even death		High (3)		Avoid: do not travel to this area, if the area is unsafe
5. Nature						
5.1 Rain	Roads absolutely impassible	Team cannot reach site, return to airport		High (3)		Avoid
5.2 Hurricanes	Hurricane (S2>) hits country	Extensive damage, evacuation required		High (3)		Plan for contingency: CP 2 and 3
5.3 Animals	Attack/bite by dangerous insect, reptile, wild animal	Sickness, paralyzation, or death		High (3)		Mitigate: define specific SOPs
6. Safety						
6.1 Work place discipline	Lack of protective cloths, materials laying about	Participants injured		Medium (2)		Mitigate: SOP 6.1
6.2 Height-related issues	Working at height, with scaffolding	Participants injured		Medium (2)		Mitigate: SOP 6.2

Identifier	Condition	Consequence	Probability (A)	Impact (B)	Exposure (AxB)	Response
6.3 Use of tools and materials	Use of hazardous/heavy tools or materials	Participants injured		Medium (2)		Mitigate: SOP 6.2
6.4 Fire	Standard fire protection measures are not in place	Burns, inhalation of smoke, death		High (3)		Mitigate: SOP 6.4
7. Social						
7.1 One-on-one involvement	Adult participant and local person involved, often on basis of false perceptions	Misunderstanding, broken friendship, HIV-infection, reduced impact of trip		Medium (2)		Mitigate: SOP 7.1
7.2 Giving	Dutch participants sees need and wants to help	Misallocated resources, 'helps' in dangerous way		Medium (2)		Mitigate: SOP 7.2

List here any risks (identifiers) that have a high exposure (at least those at 9, sometimes also those at than 6) and the measures (standard or extra operating procedures that should especially be taken into account).

Risk areas of attention:

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Measures of attention:

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