

Safety and Security Policy

Defence for Children International Netherlands – ECPAT Netherlands



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**DEFENCE for
CHILDREN**





Glossary

CA	Communications Advisor
CT	Crisis Team
Duty travel	Work-related travel for DCI-ECPAT NL (outside of the Netherlands)
DCI-ECPAT NL	Defence for Children International Netherlands - ECPAT Netherlands
ED	Executive Director
Essential travel	Consular work, emergency humanitarian aid.
PM	Programme Manager
SFP	Security Focal Point
SO	Security Officer

1. Introduction

Defence for Children International Netherlands – ECPAT Netherlands (hereafter: DCI-ECPAT NL) is committed to the protection and promotion of the rights of children under the UN Convention on the Rights of the Child. DCI-ECPAT NL is based in the Netherlands and implements programmes and projects in and outside of the Netherlands. DCI-ECPAT NL staff therefore frequently undertake duty travel to a variety of destinations, with different degrees of risk. The organisation has a commitment to provide a safe and healthy workplace in accordance with the relevant international and national standards and good practice to, as far as reasonably practicable, ensure the health and safety of its employees on duty travel.

Associated documents:

- DCI-ECPAT NL’s Staff Regulations;
- DCI-ECPAT NL’s Privacy Policy (under construction and review);
- Defence for Children International Code of Ethics and Gender Policy;¹
- DCI-ECPAT NL’s Gender Policy (under construction and review);
- DCI-ECPAT NL’s Child Protection Policies, Procedures and Code of Conduct; and
- DCI-ECPAT NL’s Partner Policy and Sanction Policy (under construction and review).

1.1 About DCI-ECPAT NL

Defence for Children International (DCI) is a global movement for children, established in 1979, the International Year of the Child. DCI protects and promotes the rights of children on the basis of the UN Convention on the Rights of the Child. DCI is an independent grassroots and human rights-based NGO. DCI is currently represented in 47 countries and its International Secretariat resides in Geneva. DCI the Netherlands was established in 1983.

ECPAT is a global network of organisations in 82 countries and campaigns worldwide against the sexual exploitation of children. ECPAT coordinates research, advocacy and action to end the commercial sexual exploitation of children. The International Secretariat of ECPAT, ECPAT International, is based in Bangkok. ECPAT became active in the Netherlands in 1995.

In the Netherlands, Defence for Children International and ECPAT are one organisation since 2003.

1.2 Purpose of this Policy

The safety and security of DCI-ECPAT NL staff on duty travel is of utmost importance. This Safety and Security Policy sets out the policy for safety and security of staff by defining basic security principles, applicable to all DCI-ECPAT NL staff while travelling.

Objectives

- To inform all DCI-ECPAT NL members of staff, consultants, interns, volunteers and board members on duty travel for the organisation of the issues they need to consider to ensure, as far as

¹ http://www.defenceforchildren.org/wp-content/uploads/2014/12/CodeofEthics_GenderPolicy_EN.pdf.

reasonably practicable, a safe and trouble-free experience while travelling abroad on behalf of DCI-ECPAT NL;

- To ensure that all DCI-ECPAT NL members of staff, consultants, interns, volunteers and board members on duty travel for the organisation are aware of the safety and security risks while travelling, comply with the safety and security standards, are able to recognise potential dangerous situations and know how to respond in case of incidents; and
- To adequately prevent and/or respond to safety and security risks by providing a tool that sets standards and procedures to control the risks related to duty travel and working abroad for travelling DCI-ECPAT NL staff.

Scope and application

The Safety and Security Policy applies to all members of staff, consultants, interns, volunteers and board members on duty travel *for* DCI-ECPAT NL. This Policy is not applicable to those who are travelling *with* (being: in the company of) DCI-ECPAT NL for their own organisations or on their own account. Duty travel is the term used for activities associated with and agreed through DCI-ECPAT NL carried out abroad, such as monitoring visits, lecturing, research, work assignments, conferences and field work.

The Safety and Security Policy deals with the protection of staff, programmes and assets from violence or the risk of violence. This can include intentional violence or risks such as theft, mugging, carjacking, abduction or blackmail. Unintentional violence, such as general public disorder, also falls under this Policy. Accidents, such as traffic or medical accidents, are also covered in this Policy.

Since DCI-ECPAT NL works together with local partner organisations, a principle of mutual trust is also applicable in terms of safety and security measures. While DCI-ECPAT NL has this Safety and Security Policy in place with its applicable principles, DCI-ECPAT NL staff will trust partners in the field with regard to safety and security information and measures.

1.3 Principles of this Policy

This Safety and Security Policy is based on the following underlying principles:

Priority to human life: The safety and security of staff is of higher priority than the protection of assets, including premises, vehicles, office equipment or programme materials.

Staff have responsibilities and rights: Security awareness is an ongoing collective responsibility. Every employee is primarily responsible for her/his own safety and security while on duty travel. For that reason, each employee intending to travel abroad for DCI-ECPAT NL is obliged to:

- Actively participate in and contribute to the maintenance of security measures;
- Be aware of security risks and team security;
- Understand and adhere to security measures;
- Be responsible for their own security and the security of the travelling staff team;
- Behave as a representative for DCI-ECPAT NL and adhere to this Policy.

Each employee is responsible for reporting to the Security Officer any actions or behaviour that breaches this Policy or jeopardises team security. Breaching this Policy is a disciplinary offence and

must be dealt with as such by Human Resources and/or the Executive Director under the Staff Regulations.

Right to withdraw: Irrespective of the judgement of the Security Officer, manager or organisation of the risk in a particular situation, any employee may decline to take up work in an insecure area or may withdraw from such an area, having informed their manager and Security Officer that they intend to do so.

All security incidents, including ‘near misses’, must be reported: All security incidents, including ‘near misses’, must be reported immediately to the Security Officer. As soon after the incident as possible, a post-incident report needs to be completed by all those involved in or affected by the incident. This allows for an analysis of the incident to be undertaken, with which the Security Officer and Executive Director may determine why the incident happened, whether it could have been prevented and how such incidents may be managed more effectively in the future.

Universal application of principles: The security principles outlined above apply to all DCI-ECPAT NL travels abroad, even in insignificant and low risk countries.

2. Roles and Responsibilities

The following roles exist under the Duty Travel Safety and Security Policy:

- Executive Director (ED);
- Security Officer (SO);
- Security Focal Points (SFP);
- Line/Programme Manager (PM);
- Individual employees traveling;
- Secretariat;
- Human Resources (HR);
- Local partner organisations;
- Crisis Team (CT);
- Insurance company ACE Business Travel;
- Communications Advisor (CA).

The responsibilities per role are explained below.

2.1 Executive Director (ED)

The ED has the overall responsibility for Duty Travel Safety and Security and for ensuring that a system is in place to adequately prepare and manage employees who are travelling abroad and to, wherever possible, protect their safety and security. The ED ensures, together with HR, that an insurance is in place covering all duty travel conducted by DCI-ECPAT NL staff. The ED is informed by the SO about safety and security related to duty travels and about staff currently travelling. The ED is head and member of the CT and takes the lead within the CT, if necessary. The ED is part of the annual reflection meeting (see Chapter 6).

2.2 Security Officer (SO)

The SO is responsible for the implementation, monitoring and evaluation of the policy, conducts induction training, pre-departure briefings and debriefings with travelling staff and is an advocate for duty travel safety and security within the organisation. The SO files all Duty Travel Requests ('Reisaanvraagformulieren') and Mission Travel Sheets ('Reisinformatieformulieren') of travelling staff and updates the Country Risk Analysis documents based on the information gathered from duty travel. The SO is the person to turn to in case of queries before, while and after traveling. The SO can be reached 24/7 on the number +31 (0)6 23634235 and is backed up by SFPs, especially in case the SO is traveling him/herself or on leave. The SO authorises duty travel and may revoke authorisation if procedures are not complied with. In case of high or very high risk countries, the SO may discuss approval with the PM and/or ED. In these cases, a Field Security Plan is mandatory and the situation will be closely monitored until departure and authorisation may be revoked if the situation proves the risks are too high. The SO informs the ED about who is traveling where and when, if there are any incidents or near misses. The SO identifies possible risks concerning duty travel and informs/advises the ED on how to avert/handle/take measures. The SO initiates the annual reflection meeting. The SO is member of the CT. The SO resorts directly under the ED.

2.3 Security Focal Points (SFPs)

The SFPs support the SO in his/her duties, including the 24/7 standby duty. There is one SFP within each traveling team of the organisation to ensure that the interest of each team is represented regarding issues of safety and security and to ensure that the importance of safety and security is understood within each team. The SFPs and SO meet when needed to review/discuss/update this policy and are part of the annual reflection meeting.

2.4 Line/Programme Manager (PM)

The PM grants permission on travel requests. They also have the task to uphold and monitor the policy and procedures and keep informed about who is travelling within their teams. The relevant PM can be added to the CT, if this is deemed necessary.

2.5 Individual employees traveling

Employees are first and foremost responsible for their own safety and well-being and to duly prepare their duty travel. Employees must be aware of and comply with the Duty Travel Safety and Security Policy and not jeopardise their safety on purpose while on duty travel nor take unnecessary risks. Employees must pay attention to self-care before, during and after their duty travel.

The travelling employee must have a **NGO ID-card**, completed an **ICE Form** and completed a **safety and security training**² prior to travelling for DCI-ECPAT NL.

The travelling employee must submit a Duty Travel Requests ('Reisaanvraagformulier') and inform the Secretariat, SO and PM of the details of travel through the Mission Information Sheet ('Reisinformatieformulier'). If the employee is travelling for the first time or to a medium, high or very high risk country, additional actions may need to be taken, including a pre-departure briefing and

² During the inception phase from January – June 2017, the safety and security training must have been completed by all DCI-ECPAT NL staff travelling to medium, high and very high risk countries. In this timeframe, all travelling staff should complete the safety and security training as soon as possible. From July 2017 onwards, no duty travel is permitted without prior and up-to-date safety and security training. For staff travelling to insignificant and low risk countries only, an online training is sufficient.



debrief upon return. When traveling in groups, the travelling employee can be lead and responsible for safety and security of the entire team. Employees communicate with the SO as planned and must report incidents and near misses. If duty travel is combined with personal travel, the employee must ensure a valid insurance is in place for the time period(s) and location(s).

2.6 Secretariat

The Secretariat arranges the logistics of travel: booking of tickets and (if necessary) accommodation, visa application. No travel may be organised without a complete and approved Duty Travel Request ('Reisaanvraagformulier'). Moreover, the Secretariat provides a First Aid kit in case of high or very high medical risk countries. The Secretariat checks the kits for every duty trip, updates them when necessary and ensures that enough kits are available. Lastly, the Secretariat files the Mission Travel Sheet ('Reisinformatieformulier').

2.7 Human Resources (HR)

HR, together with the ED, makes sure adequate insurance is in place. HR keeps the In Case of Emergency forms ('ICE Formulieren') on file and confidential. HR ensures all travelling staff have received a copy of this Duty Travel Safety and Security Policy and are up-to-date with their security training. No travel expenses may be reimbursed to the individual employee travelling if the duty travel in question was not approved by the SO. HR provides the ED, SO and/or CT the necessary information, if needed. HR makes sure new travelling staff will comply with the basic requirements for duty travel as soon as possible. HR is part of the Annual Reflection Meeting.

2.8 Local partner organisations

Local partner organisations are most aware and up-to-date regarding safety and security in-country. Duty travel is conducted with mutual trust in local partner organisations, relying on their knowledge and experience. In case of an incident, the travelling employee can ask the local partner for support, but the SO must be informed as soon as possible/reasonable considering the circumstances. Local partners can never be held accountable for travelling employees' safety and security. We request partners to subscribe to DCI-ECPAT NL's policy and provide an in-country security briefing in medium, high and very high risk countries.

2.9 Crisis Team (CT)

The CT consists of the ED, SO and a CA. A PM can be added if needed. The CT is responsible for handling crises. In case the SO and/or ED is/are notified of a crisis, the CT may be called upon by the ED and meets **within 1 hour**, either physically or through a conference call.

The CT discusses the situation and sets a strategy, requests external support from a suitable and experienced entity if necessary and communicates internally and externally (relatives/media) if possible/needed.

2.10 Insurance company

ACE Business Travel is the insurance company that covers DCI-ECPAT NL's duty travels. The insurance company can be consulted prior to travels to get up-to-date information about travel destinations. The insurance company may deal with crises and take over the role and responsibility of the CT for

safeguarding the travelling employee if so decided. The CT continues to function internally and can be of support to the Insurance Company.

2.11 Communications Advisor (CA)

The CA is part of the CT. The CA determines how/what/when/whether to communicate, both internally and externally.

3. Prevention

DCI-ECPAT NL will exercise due care in ensuring safety and security issues are prevented and risks are minimised through staff recruitment, training, information sharing and insurance. Underneath, the measures of DCI-ECPAT NL to prevent risks are explained.

3.1 Staff recruitment

HR takes note of an applicant's level of travel experience, as well as safety and security training and ensures that the prospective employee will have completed all necessary safety and security training prior to travelling for DCI-ECPAT NL.

3.2 Training

1. New DCI-ECPAT NL staff who will be travelling as part of their position will receive an initial induction, including an introduction to this Policy, from the SO as soon as possible.
2. All staff travelling for DCI-ECPAT NL must have completed a basic safety and security training prior to travelling. Once in three years, a refresher training must be completed. *For staff travelling to insignificant and low risk countries only, an online course on duty travel safety is sufficient.*
3. HR will ensure all travelling staff is current on safety and security trainings. Completed trainings are documented and archived by HR for implementation, monitoring and evaluation purposes. The effectiveness of the training and the level of uptake should be monitored. The aim will be to:
 - a. Raise the awareness of staff of the possible risks and particular vulnerability in case of intentional and unintentional violence and accidental hazards while travelling;
 - b. Ensure that staff understand this Policy and DCI-ECPAT NL's procedures related to safety and security, including the employee's roles and responsibilities;
 - c. Ensure that staff take action in order to minimise risks while travelling.
4. The SO also conducts briefings for employees travelling to medium, high and very high risk countries to highlight potential risks and reporting procedures in case of an incident. The SO also has additional information on duty travel safety and security available.

3.3 Information sharing

DCI-ECPAT NL collaborates and shares information with (partner) organisations to ensure better safety and security for their employees.

3.4 Insurance

DCI-ECPAT NL ensures that adequate insurance is in place prior to travel. It should be noted that some countries may be excluded from the travel insurance arrangements. Should any employee require medical assistance whilst abroad, they should contact the appropriate advisor using the contact details

on the travel insurance medical card. In case duty travel is combined with personal travel, the employee must ensure a valid insurance is in place for the time period(s) and location(s).

3.5 Performance management

Employees travelling for DCI-ECPAT NL are required to acknowledge the existence of, and agreement to, this Duty Travel Safety and Security Policy by signing the Duty Travel Request ('Reisaanvraagformulier'). All employees are informed of policy changes as they arise by the Security Officer.

3.6 Management structure

The ED is responsible for ensuring that a system is in place to adequately prepare and manage employees who are travelling abroad and to, wherever possible, protect their safety and security. The SO guides the effective implementation of the Safety and Security Policy and Procedures in the organisation. The SO takes a lead in identifying safety and security needs and ensures that all measures are recorded and that the safety and security of staff and the organisation is of primary consideration.

4. Additional Safeguarding Measures

Additional safeguarding measures are described below, to ensure duty travel is conducted in a responsible manner.

4.1 Reasons to not authorise or revoke authorisation on a Duty Travel Request ('Reisaanvraag')

The SO can decide to not authorise or revoke authorisation of a Duty Travel Request ('Reisaanvraag') for the following reasons:

1. The employee did not comply with the compulsory requirements for duty travel as prescribed in this Duty Travel Safety and Security Policy;
2. The duty travel presents unusual or high risks, which may be unacceptable;
3. There are ethical reasons as to why DCI-ECPAT NL does not want to work at the travel destination;
4. No employee is permitted to conduct duty travel to or through any country or area where the Dutch Ministry of Foreign Affairs advises against "all" or "all but essential" travel; and/or
5. The SO deems the employee not fit to travel (physical/mental health/lack of experience for the duty travel in case).

4.2 Minimum standards and good practice

Minimum standards (required)

- All employees who travel abroad regularly as part of their duties are issued a DCI-ECPAT NL NGO ID card. Information on this ID card includes: name, position, blood type, other essential medical information, emergency numbers and key contacts.
- When an employee has conducted duty travel for more than five consecutive days, (s)he is entitled to one compensation day upon return.



- Standards of travel and accommodation may vary from country to country. It is expected that employees will conduct local travel and stay in accommodation which does not present any health or safety concerns.
- A method for communication must always be available to employees while abroad. This may mean purchasing a local SIM card or, in case of high or very high risk countries, hiring a satellite phone.
- In medium, high and very high risk countries, travel between cities should not be conducted after sunset and before sunrise. If due to unforeseen circumstances travel must be continued, the SO shall be notified as soon as possible.
- Travelling employees will show (culturally) appropriate behaviour. This also applies when duty travel is combined with personal travel.

Good practice (recommended)

- Employees who travel abroad should register with the Ministry of Foreign Affairs and subscribe to email or social media updates for the country/countries they are traveling to.
- In case of long-haul flights (*e.g.* when the period of travel is longer than approximately 5-6 hours), employees should not undertake duties and/or lengthy drives without an adequate rest period. A reasonable period for rest and/or acclimatisation should be allowed for within travel itineraries, even where this may involve an additional night's accommodation while abroad.
- No appointment should be made on the day of arrival in case the total duration of travel is over 6 hours. Itineraries should take into account travel time, travel mode and allow for meal breaks.
- Where working days are likely to significantly exceed 8 hours, appropriate consideration should be given to the potential of fatigue when preparing the itinerary for the following day.

Individual risk assessment (recommended)

- Employees are advised to seek the advice of their GP or travel clinic prior to travel, having given them an outline of the destinations to be visited and the type of work to be carried out. They can then obtain the necessary vaccinations. Any employee who is concerned about their ability to undertake overseas visits should seek the advice of their GP before travelling.

5. Crisis Management

5.1 Incident reporting

Travelling employees must report all security incidents and near misses that took place. The employee may report to the local organisation first if the situation so requires. The SO must be informed without due delay.

The list of incidents is non-exhaustive, but includes the following:

- 1) When persons have been killed, are in mortal danger or seriously injured (multiple causality or life-threatening) while engaged in a DCI-ECPAT NL related activity;
- 2) Abduction, detention, extortion;
- 3) Serious staff/visitor safety or security concerns;



- 4) Sudden evacuation (political/natural disaster);
- 5) Terrorism or other violent threats or actions directed at DCI-ECPAT NL;
- 6) Military/police security action (raids, insurgent attacks);
- 7) Attacks directed at other NGOs/agencies;
- 8) Breakdown of law and order or any other security event beyond the scope of the country to effectively manage.

If the employee is unsure whether to report or not, it is better to be on the safe side. The content of the reports will be treated confidentially. The aim of the reporting is to ensure proper follow-up action and prevent future safety and security issues.

5.2 Crisis response

In case the SO and/or ED is/are notified of a crisis, the CT may be called upon by the ED and meets **within 1 hour**, either physically or through a conference call. The CT discusses the situation and sets a strategy, requests external support from a suitable and experienced entity if necessary and communicates internally and externally (relatives/media) if possible/needed. The CA is responsible for internal and external communication and will consider all interests and concerns at stake and decide how/what/when/whether to communicate.

5.3 Incident follow-up and evaluation

Upon return after an incident, the employee completes the Incident Reporting Form ('Meldingsformulier') and submits this to the SO. The SO will discuss the reported incident and further actions (e.g. counselling, writing a formal letter of complaint, or any other measure that may be required) to be taken with the employee during the debrief. Each incident report will be analysed and conclusions will be drawn by the traveller, SO, PM and ED. If desired, the SO updates or revises this Policy and informs all travelling employees.

6. Annual Reflection Meeting

Once a year, the SO, SFPs, ED and HR hold the annual reflection meeting to reflect on reported incidents and security developments. Meeting minutes will be shared and discussed with the Management Team. If desired, the SO updates or revises this Policy and informs all travelling employees.

Amendment history

Version	Date	Comments/changes
1.0	January 2017	