
IPE GLOBAL LIMITED, NEW DELHI

SAFETY & SECURITY NOTE

A. PREFACE

This note is designed to assist in improving the safety and security of IPE Global staff and consultants worldwide. The purpose of this note is to provide overall guidelines for different situations which pose a threat to the safety and security of the staff and their dependents. All staff members should go through the note thoroughly and carefully and understand its contents. In case of any doubts or concerns the same should be shared with your line manager and/or human resources department within IPE Global.

Obviously, no note can provide guidelines for every situation, nor should it be relied upon as the sole source of safety and security information. This note provides general precautions and procedures applicable to different situations. While the procedures in this note are suggestions based on sound practice, but each situation is different, and staff members/consultants must always use their own training and judgement to determine what course of action is best for them. Please remember that each staff member has a duty to address issues of safety and security — proactively and flexibly — at all times.

This note will be reviewed and updated as necessary. Feedback and suggestions for changes to the note should be forwarded to crc@ipeglobal.com.

B. GENERAL SAFETY AND SECURITY POLICIES

B.1 ABDUCTION/KIDNAPPING

In case of abduction/ kidnapping and/ or hostage situation, IPE Global does not pay ransom but will use all other appropriate means to secure the release of the hostage. It will intervene in every reasonable way with governmental, non-governmental and international organizations to secure the safe release of IPE Global employee(s). The kidnapped person should have one goal...survival. It is vital to obey the captor's instructions and not attempt escape. IPE Global and the employee's government will undertake securing employee's release. IPE Global will also provide all possible support to the hostage's family members.

B.2 ALCOHOL

Unauthorized use, possession, sale or distribution of alcohol while on the premises of IPE Global is strictly prohibited. It includes being under the influence of alcohol while working for IPE Global. Additional restrictions may be imposed when working in certain geographies, based on law of land.

B.3 ARMED GUARDS AND ESCORTS

In some situations it may be necessary to employ guards around residences, offices, storage facilities and vehicle parking lots. The use of armed guards will be considered primarily when there is a potential for violence against staff. Although situations vary, in most cases it is preferable to use an established security firm rather than the local police or military. The use of armed escorts, including military, will be used only when there is no alternative, such as in cases of widespread armed banditry or ongoing civil conflict in the country.

B.4 LANDMINES, UNEXPLODED ORDNANCE (UXO) AND BOOBY TRAPS

IPE Global policy with respect to working in areas inundated landmines, UXO, or booby traps is very specific. No one will work in areas with known or suspected landmine/UXO history. If the area has a history of landmines, work will only commence once the area has been secured and an official confirmation of the same has been released by the concerned government department.

B.5 LOCAL LAWS

Law of land is sacrosanct. IPE Global expects its employee(s) to obey local laws, in letter and spirit, at all times. Also, as much as possible, staff should avoid transacting business or carrying on personal relationships with those

suspected of violating local laws. Doing so can negatively affect the reputation of IPE Global in the local area and increase the risk for IPE Global employee.

B.6 PERSONAL CONDUCT

IPE Global personnel must not engage in conduct that interferes with operations, discredits IPE Global or is offensive to co-workers, donors, beneficiaries, vendors or visitors. IPE Global personnel must avoid conduct that may lead to their becoming a victim of a security incident. Personnel should avoid lack of sleep, poor stress management and drug or alcohol abuse since they can impair judgement and the ability to react appropriately in a potential safety or security incident. Also, any conduct that is unbecoming and contravenes IPE Global's Code of Conduct is liable to invite disciplinary action.

B.7 SUBSTANCE ABUSE

Consumption, presence, sale, distribution, manufacture or possession of illegal drugs or controlled substances while on IPE Global premises (including in IPE Global vehicle), or on IPE Global business, is strictly prohibited. In many countries, the possession or use of illegal substances, even in minute amounts, can result in immediate incarceration. The judicial system in many countries does not give the accused the right to post bail or communicate with anyone, and pre-trial detention may last for months. All medicines/ pharmaceuticals should be kept in their original containers/ packages along with doctor's prescription.

B.8 THEFT

No material possessions are worth risking the life of IPE Global personnel. When faced with a demand for IPE Global property, such as a vehicle or computer equipment, do not resist.

B.9 THREATS

All threats directed at IPE Global staff and/or operations must be taken seriously. The IPE Global Regional Director/Country Director (CD)/ Head should initiate all security precautions within his/her scope and report the threat immediately to appropriate law enforcement authorities. Confidentiality is recommended when reporting threats or intimidation.

B.10 TRANSPORTATION

Vehicle accidents are the main cause of injury and fatality. While driving or travelling as a passenger, seat belts front and rear, if available, should be worn at all times by all IPE Global personnel. Do not self drive hired vehicles. In addition, when driving a motorised two wheeler, always wear helmet to prevent head injuries and ensure the pillion rider wears one too. Refer **5 Absolute Safety Rules** (Annexure 1).

B.11 WEAPONS

Under no circumstances will IPE Global employees carry weapons or have weapons or ammunition while on assignment with IPE Global. IPE Global offices shall adopt a "No Weapons" policy, prohibiting any weapons in IPE Global offices or vehicles.

C. STAFF HEALTH AND PERSONNEL POLICIES

C.1 ORIENTATION

All reporting personnel should receive an area-specific orientation from the Regional Head Office/Country Head Office/ Branch office or Human Resources Department as appropriate. This discussion should include security conditions and area orientation.

C.2 INSURANCE

The Country Head office/ Branch office must ensure that new hires or contractors have the appropriate personal life, health, injury, and medical repatriation/evacuation insurance.

C.3 MEDICAL EVACUATION

Medical evacuation is used when there is an emergency illness or injury in an area where local medical assistance or emergency/hospital care is unavailable or inadequate. It is appropriate when failure to obtain immediate care will

likely place the patient's life in jeopardy or lead to serious physical impairment. If a medical evacuation is required, the Country Head office should help arrange the same.

C.4 IMMUNIZATIONS

The staff member should receive all required and recommended immunizations for diseases prevalent in the country of assignment.

C.5 STRESS

Everyone, regardless of age, background or experience, will experience stress in dangerous or insecure environments. Fear is a natural response to danger and, if ignored or suppressed by individual staff or managers, may lead to psychological and/or physiological damage. It is recognized that responses to stress vary according to surroundings, perceptions and sensitivities. The Regional Director/Country Director/ Head will review any situation involving an employee's reaction to extraordinary stress on an individual basis. This will be done without prejudice to that person's professional continuance with IPE Global. At the conclusion of the project, or earlier if necessary, the Regional Director/Country Director/ Head may recommend that staff individually or as a group receive psychological counselling and assessment. Additionally, any staff member can request counselling and assessment. The Country Head office will support short- and long-term treatment for posttraumatic stress disorder when diagnosed by qualified medical authorities.

D. SAFETY AND SECURITY RESPONSIBILITIES

Safety and security cannot be assured by simply drafting and distributing policies and procedures. Creating a safe working environment requires commitment and action at every level of IPE Global's organization. Each level, including the individual staff member, has specific roles and responsibilities, some of which were mentioned in the Policy section. This section outlines at which level certain responsibilities lie and where the staff member should look for guidance or action concerning safety and security issues.

D.1 IPE Global HEAD OFFICE, NEW DELHI

- **Analysis.** While recognizing that a certain degree of risk is acceptable, when justified by the moral and physical imperatives of an intervention, IPE Global will guide appropriate analysis to ensure a balance between risk and anticipated benefits.
- **Flexibility.** IPE Global furnishes Country Head Offices with the latitude to shape interventions in a manner that is sensitive to what is prudent and most likely to be safe and effective in the local context.
- **Human rights.** Worldwide, IPE Global is committed to assisting vulnerable populations with their ability to defend their collective and individual rights, to participate in relevant decision-making processes, and to shape their own development.
- **Leadership.** IPE Global provides appropriate support and leadership to its members to ensure the highest possible conditions of security.
- **Monitoring and evaluation.** IPE Global monitors the actions of IPE Global offices, governmental entities, and other non-governmental organizations, assessing the impact of their actions on the safety and security of IPE Global personnel.

D.2 REGIONAL /COUNTRY HEAD OFFICE

- **Evacuation.** The Country Head office will coordinate with IPE Global Head Office in New Delhi, India and other concerned members on evacuations and other actions in emergency situations. Unless time or communication problems prevent proper coordination, the Country Head Office has the final decision on whether to evacuate.
- **Kidnapping and hostage taking.** The Country Head Office is the senior authority during hostage negotiations. The Country Head Office of the detainee, in conjunction with Country Director/ Head, will lead the coordination with the appropriate authorities, such as local police and others, to facilitate release.

- **Risk levels.** The Country Head Office will determine, in consultation with the Country/ Branch Offices, a risk level for every country or area in which IPE Global operates. It will monitor significant political, social, economic, meteorological and other natural disasters, and military events worldwide, particularly in high-risk countries, that might affect ongoing programs. It will coordinate with Country/ Branch Office during crisis management to determine when, in the interest of personnel safety, it may be appropriate to suspend programs and evacuate or relocate personnel.
- **Support.** The Country Head Office will provide assets and support as appropriate to ensure effective security-related systems for field staff.
- **Work environment.** The Country Head Office will promote a productive work environment with zero tolerance for verbal or physical conduct that harasses, disrupts, or interferes with another person's work. It will prevent creation of an intimidating, offensive or hostile environment, prohibiting discrimination against another person on the basis of his or her race, ethnic group, color, sex, or creed. This includes putting procedures in place to allow an employee to bring job-related safety and security issues to management's attention with the assurance that the matter will be given serious consideration and without fear of retribution.

D.3 THE COUNTRY OFFICE

- **Security decisions.** Everyone in the operational line of authority has responsibility for implementing IPE Global International safety and security policies. However, most security measures are actually implemented by the Country Office and are the responsibility of the Country Director (CD)/ Head. The CD/ Head may make final decisions in a crisis situation, take disciplinary or dismissive action when security lapses occur, and make other necessary decisions based on his/her assessment of the current situation.
- **Emergency evacuations.** Country Offices should provide its staff IPE Global's policies, procedures, and responsibilities for emergency evacuation. . Ordinarily, the final authority for an evacuation rests with the Country Director/ Head
- **Record of Emergency Data.** Country Offices should obtain as required a Record of Emergency Data (RED) for all staff members. The RED should be kept either in the personnel folder or in a separate notebook to facilitate access in the event of an emergency.
- **Sharing information.** Security-related information can be shared with other members of the aid community working in the country or region as appropriate. In conflict situations, use caution when choosing communication methods, since transmissions could be monitored. If appropriate, the Country Office can join or form a network for information-sharing with other local organizations and agencies.
- **Staff meetings.** Country Directors should hold regular meetings for both senior management and field staff to provide an opportunity for staff to voice safety and security concerns.
- **Staff orientation.** On hire or upon arrival into a country, all new staff regardless of position must be given an updated briefing on threats in the area and the Country Office's safety and security policies and procedures.

D.4 THE INDIVIDUAL IPE Global STAFF MEMBER

- **Situational awareness.** Every IPE Global staff member, national and international, has an obligation to learn and understand the security situation where they are located. International staff members, in particular, have a responsibility to become familiar with the political, social and cultural features of their assigned country. Inappropriate or offensive behaviour can put IPE Global in a difficult position, impair operations, and jeopardize the staff of IPE Global and of other aid organizations.
- **Safety and security policies and procedures.** Each IPE Global staff member should adhere to all pertinent policies concerning safety and security. Lapses in safe conduct can jeopardize the health and welfare of all staff.

D.5 PERSONAL SAFETY AND SECURITY

Every IPE Global staff member must view safety and security as an individual responsibility and not depend solely on the organisation procedures. A staff member will gain a greater sense of security and self-confidence by preparing ahead for a potential incident.

This section provides general safety and security guidelines that individual IPE Global personnel can use. Most of them are common sense measures that are frequently forgotten when in an unfamiliar environment or during crisis. Successfully employing the safety and security measures in this section requires resourcefulness and vigilance. It is hoped that by applying these measures, IPE Global personnel can prevent safety and security incidents from ever occurring. When they do occur, the well prepared personnel can take quick and decisive action to minimize the likelihood of injury or damage. This section provides information on:

- Situational Awareness
- Building Community Relations
- General Security Guidelines
- Criminal Activity
- Traveling
- Walking
- Public Transportation
- Vehicle Safety and Security
- Additional Considerations for Women
- Family Members
- Fire and Electrical Safety
- Office and Residences

E. SITUATIONAL AWARENESS

Developing situational awareness by examining surroundings and potential threats is the first step in reducing the likelihood of a safety or security incident. Because each region poses its own unique threats, it is important to look at each region and culture with openness and discernment. Situational awareness in its simplest form means paying attention to your surroundings and being sensitive to changes in them. It begins with an understanding of the culture and history of the area and is reinforced by frequent interaction with the local people.

F. BUILDING COMMUNITY RELATIONS

IPE Global understands the value of protection provided through building positive rapport and good relations with the local population. Such positive acceptance can help reduce vulnerability, creating a buffer of neighbours committed to the safety of staff in the event of a crisis. Steps to building positive community relations include:

- Do not be aloof or isolated. Interact often with neighbours and other staff.
- Consider frequenting the local social gathering places, cafes, and parks. Families should be included as appropriate.
- Arrange an introduction to the local authorities as appropriate and build rapport with them.
- Become involved in community activities apart from work
- If not from the area, learn the local language and practice it often. At a minimum, be aware of words or phrases that could be offensive.
- Avoid political discussions.
- Avoid being drawn into relationships that might carry personal obligations or expectations.
- Understand local religious and cultural beliefs and practices and the various issues that may arise from them.

F.1 "HARD TARGETS"

Personnel who have been working for long in a particular area are accustomed to feeling accepted and may have difficulty acknowledging that they are under threat. They may be reluctant to adopt or adhere to necessary security procedures, leaving them vulnerable to security incidents. The intent of an effective safety and security program is to make personnel and assets less attractive targets – hard targets – forcing the criminal or potential attacker to look

elsewhere. Personnel do not have to hide inside fenced compounds to be considered hard targets. Often adopting simple security measures can deter a potential perpetrator. Some characteristics of a hard target include:

- **Inaccessible.** Staff and assets are difficult to get to. The staff member rarely travels alone and assets are out of sight, secure, or well-protected.
- **Unpredictable.** Staff members vary their routine, using different routes and times for daily activities without any apparent pattern.
- **Aware.** Alert to surroundings, each staff member constantly maintains situational awareness and adheres to recommended security procedures.
- **Safe habits.** Everyone in the Country Office supports and maintains all safety and security policies and procedures.

G. GENERAL SECURITY GUIDELINES

- Take time to plan activities. Try to know the exact route before traveling.
- Dress and behave appropriately, respecting the local customs.
- Learn a few words or phrases in the local language to deter an offender or call for help, such as “police” or “fire.”
- At a new assignment, find out about local customs and behaviour and potential threats or areas to avoid.
- Know the local security arrangements, such as the nearest police station, emergency contact procedures, and potential safe areas.
- Maintain a calm, mature approach to all situations.
- Be non-provocative when confronted with hostility or potentially hostile situations.
- Be alert to the possibility of confrontation with individuals or groups. Be aware of times when crowds can be expected, such as after religious services or sporting events.
- All international staff, family members, and visitors should register with their embassy or consulate. They should know the telephone numbers, contact personnel, location and emergency procedures for their embassy.

H. CRIMINAL ACTIVITY

In recent years, criminal activity has become a significant threat to the safety of Development Sector workers. Criminal activity can take many forms, including armed assault, hijackings, or robbery. Be aware of the extent and activities of organized crime and take necessary precautions. General precautions against criminal activity include:

- Avoid tourist areas that are often favourite places for criminal activity.
- Do not display jewellery, cash, keys, or other valuables in public.
- Pickpockets often work in pairs using distraction as their basic ploy. Be aware of jostling in crowded areas.
- When carrying a backpack or purse, keep it close to the body. Do not carry valuables in these bags; instead, leave them in a secure place.
- It is better to carry only a small amount of money and a cheap watch to hand over if threatened. Divide money and credit cards between two or three pockets or bags.

I. GENERAL GUIDELINES FOR TRAVELING

More than half of all security incidents occur during travel. If there is any indication of significantly increased risk along your intended route or at your intended destination, do not travel.

General Guidelines

- Look confident, dress sensibly with valuables out of sight.
- Use hardcase, lockable luggage and label it so the name and address are not easily seen.
- When traveling, leave a planned itinerary with a responsible person.
- Carry a list of emergency names, addresses, phone numbers, and the names of reputable hotels along the route.

- When appropriate, photocopy passport and other documents and carry only the copy, keeping a second copy at home or office. When carrying the original, consider disguising it with a plain slip-on cover.
- Carry a phone card or local coins to make emergency phone calls if required.
- In public areas or on local transport, sit near other people and hold all belongings.
- Use caution when taking taxis in areas where cab drivers are known to be involved in criminal activity. When available, take licensed taxis and always settle on the fare BEFORE beginning the trip. Have the destination address written out in the local language to show the driver if necessary.

8.1 HOTELS

- Be sure that the hotel is located in a safe area and has not received adverse reviews on public platforms.
- Take note if people are loitering in front of the hotel or in the lobby. Avoid hotels frequented by criminals.
- Be alert to the possibility of being followed to the room.
- Advise colleagues of hotel location and room number.
- Note the evacuation route in case of fire or emergency. Keep a flashlight by the bed to aid emergency evacuation.
- Always secure doors when inside the room, using locks and security chains.
- Examine the room, including cupboards, bathrooms, beds, and window areas for anything that appears suspicious.
- If the room has a telephone, check to be sure it is working properly.
- Keep room curtains closed during hours of darkness.
- Do not open the door to visitors (including hotel staff) unless positively identified. Use the door peephole or call the front desk for verification.
- When not in the room, consider leaving the light and TV or radio on.
- If available, use the hotel's safe deposit boxes for the storage of cash, traveller's checks, and any other valuables. Do not leave valuables or sensitive documents in the room.

J. WALKING

In most settings it is possible to walk safely to and from work or on errands. Walking can help increase exposure to the community and build acceptance, dispelling the image of the privileged aid worker taking a vehicle everywhere.

When the situation permits walking, staff members can help increase their safety with these precautions.

- Seek reliable advice on areas considered safe for walking. Consult a local street map before leaving and bring it along.
- Be aware of surroundings. Avoid groups of people loitering on the streets.
- If possible, walk with companions.
- Avoid walking too close to bushes, dark doorways, and other places of concealment.
- Use well-travelled and lighted routes.
- Maintain a low profile and avoid disputes or commotion in the streets.
- Never hitchhike or accept a ride from strangers.
- If a driver pulls alongside to ask for directions, do not approach the vehicle. A common criminal technique is to ask a potential victim to come closer to look at a map.
- Carry all belongings in a secure manner to prevent snatch-and-run theft.
- If someone suspicious is noted, cross the street or change directions away from them. If necessary, cross back and forth several times. If the person is following or becomes a threat, use whatever means necessary to attract attention of others. Remember, it is better to suffer embarrassment from being overcautious than to be a victim of crime.

K. PUBLIC TRANSPORTATION

- Avoid traveling alone.
- Have the proper token or change ready when approaching the ticket booth or machine.
- During off-peak hours, wait for the train or bus in a well-lit, designated area.
- In areas where crime is common on public transport, especially at night, consider using a taxi instead. In some areas, taxi use may also be dangerous but can be safer than waiting for public transport.
- Be mindful of pickpockets and thieves when waiting for transportation.
- If bus travel at night is unavoidable, sit near the driver. Avoid riding on deserted trains or buses.
- If train travel at night is unavoidable, select a middle car that is not deserted and try to sit by a window. This provides a quick exit in the event of an accident. Alternatively, select a lockable compartment if available.
- Leave any public transport that feels uncomfortable or threatening. After getting off any public transport, check to be sure no one is following.

L. VEHICLE SAFETY AND SECURITY

Traffic and vehicle-related accidents are the major cause of injuries and fatalities among aid personnel. Driving in unfamiliar and sometimes difficult conditions, or where traffic laws are different from what staff members are used to, can increase the likelihood of an accident. If available and practical, all staff members should receive driver safety training.

L.1 GENERAL GUIDELINES

- It is IPE Global policy for all staff members to wear seat belts at all times, in the front and rear of the vehicle.
- Follow **5 Absolute Safety Rules** (Annexure 1).
- Do not speed or drive too fast for conditions. Observe local driving laws and regulations.
- Take extra precautions when driving through rural villages or on undeveloped roads with pedestrians on the roadway.
- Avoid night driving or driving alone.
- Avoid letting the fuel tank fall below half full.
- Keep a spare vehicle key in the office. Keep vehicle and residence keys on separate key chains to reduce additional losses during a carjacking.
- Never voluntarily carry unauthorized passengers, especially soldiers. However, if threatened, provide the transportation.
- Keep doors locked. Open windows no more than 5 cm and only those windows near occupied seats.
- Know where the vehicle safety and communication equipment is and how to use it. Know how to perform basic vehicle maintenance (changing a flat tyre, checking and adding fluids, etc.)
- Motorcycle drivers and riders should wear helmets at all times. While it may not be a local law, Country Offices should encourage this safety guideline and examine insurance policies for International staff to determine if it is a requirement for coverage.
- In remote areas or where threats may be present along the route, select primary and alternate routes. Avoid developing patterns.
- Avoid areas with criminal activity or known threats. If possible avoid “choke points” such as narrow alleys.
- When possible, consult with other agencies and organizations to monitor route conditions and change routes as necessary.
- If approaching a suspicious area, stop well before the area and observe other traffic passing through it. This is especially useful for “unofficial” or unexpected checkpoints or police roadblocks.
- Notify others of travel times, destination, and steps to take if late.

- Vehicles should be well maintained and checked daily. Safety discrepancies should be corrected before any journey. Make a maintenance checklist and keep a copy of the checklist and maintenance schedule with each vehicle.
- Do not travel without appropriate safety and communication equipment, such as HF or VHF radio, first-aid kit, maps, compass, etc.
- Have travel documentation in order, including vehicle registration, inspections, and passes as required. All drivers should have an international driver's license or a valid license for the host country.
- Avoid transporting sensitive documents or equipment in areas prone to banditry. Arrange proper permits for transporting items that could be interpreted as useful to combatants or terrorists.
- Mark official vehicles appropriately for the area.

L.2 CONVOY SAFETY

Traveling by convoy in two or more vehicles is often the safest way to travel in areas of conflict or high crime. Having more than one vehicle can deter attack or provide assistance during breakdown. It may be possible to coordinate travel with other aid organizations in the area to create convoys or accompany security force convoys already scheduled. Each Country Office should examine transportation security procedures to determine if convoy travel is recommended. In addition to the basic guidelines for transportation safety listed elsewhere, convoy travellers are advised to consider the following:

- Identify a leader for each vehicle as well as an overall team leader to follow regarding all safety issues.
- Use a pre-planned intended route, have an alternative route, and ask local authorities about the feasibility of those routes. Ensure availability of accommodations along the route in the event of delay.
- Leave behind a description of the intended and alternate routes and expected arrival times.
- Maintain communication between vehicles, ideally via radio, particularly between the lead and rear vehicles. Agree on manual signals in the event of radio failure.
- Do not transmit the names of destination and convoy routes when communicating by radio; use code words.
- Maintain an agreed-upon convoy speed.
- When necessary, notify local authorities of movements to alleviate suspicion.
- Follow in the tracks of the vehicle ahead while maintaining a distance of two to three car lengths. The vehicle behind should always be in view.
- If required to turn back, start with the last vehicle first, and drive in reverse until it is safe for all vehicles to turn around.

L.3 TRAFFIC ACCIDENTS

Traffic accidents involving IPE Global personnel can be minimized by implementing defensive driver training and other precautions, but they can never be avoided entirely. When an accident is mishandled, it can quickly change from an unfortunate occurrence into a security risk. In extreme situations, it can trigger violence or threats of retribution. The following procedures are useful when involved in an accident.

- Quickly discern the attitudes and actions of people around the accident site to ensure that the staff member is not at risk by staying.
- Do not leave the site unless staff safety is jeopardized and then only to drive to the nearest police or military post.
- Provide care and assistance as appropriate. As appropriate, contact local authorities immediately and cooperate as required. Contact the Country Office as soon as practical.
- If feasible, take pictures of the scene and record the names and contact information of witnesses, responding authorities, and those involved.
- When approaching an accident involving other vehicles consider safety and security, taking care not to become involved in a second accident while responding.

L.4 SECURITY AT CHECKPOINTS

Checkpoints are manned by personnel with varying degrees of experience, education, or training. Regard all checkpoints with caution, especially in the evening. All staff should receive specific training on identifying and navigating the variety of checkpoints encountered in a given area.

- Avoid checkpoints whenever possible. Increase attentiveness when approaching checkpoints or possible threat areas.
- Consider later departure times to ensure others have travelled the route. When approaching a checkpoint or threat area, if possible allow others to pass through the area and observe from a safe distance.
- Approach slowly with window slightly opened.
- At night, switch to low beams and put on the interior light.
- Be ready to stop quickly, but stop only if requested.
- Keep hands visible at all times. Do not make sudden movements.
- Show ID if requested, but do not surrender it unless it is insisted.
- Leave the vehicle only if requested. If the checkpoint is not judged to be an attempted carjacking, turn the vehicle off and take keys. Remain close to the vehicle if possible.
- Do not make sudden attempts to hide or move items within the vehicle. High theft items, such as radios, cameras, and computers, should always be stored in nondescript containers or kept out of sight.
- Comply with requests to search the vehicle. Accompany the searcher to ensure nothing is planted or stolen.
- Use judgement about protesting if items are removed. Do not aggressively resist if something is taken. Request documentation if possible.
- Do not offer goods in exchange for passage. This can make it more difficult for later travellers.

M. ADDITIONAL CONSIDERATIONS FOR WOMEN

Female IPE Global staff members should never be pressured, or allowed to forgo common sense safety measures, to prove themselves in the field. General safety and security measures are the same for everyone. Both men and women should review all sections of this handbook. Additionally, women should consider the following:

- Upgrade hotel accommodations if they feel unsafe.
- For long-term housing, consider sharing a residence with another person or living in a group home or apartment.
- Do not use first names in the telephone book or by the entryway or doorbell.
- Do not hesitate to call attention when in danger. Scream, shout, run, or sound the vehicle horn.
- Immediately leave a location or person that feels uncomfortable.
- Exercise caution when meeting people. Arrange the meeting in a public place or with others.
- Communicate clearly. Be assertive and insist on being treated with respect.

12.1 SEXUAL HARASSMENT

In any area, sexual harassment is incompatible with providing a safe and secure working environment and as such is unacceptable. Sexual harassment can be directed at men or women, but women are most often the targets. Staff members should be aware when someone is focusing unwanted attention on them or others with overt or subtle pressure or by other actions or comments. Each Country Office will clearly post the IPE Global Sexual Harassment Guidelines on its website/HR Manual and ensure all staff know and comply with them. The Country Office will investigate all sexual harassment complaints in accordance with IPE Global country specific policies and procedures.

N. FAMILY MEMBERS

Families of national and international staff are just as exposed to threats from crime and other local risks as the staff but are often overlooked. Some procedures that should be stressed to all family members include:

- All staff members and their families should register with the appropriate embassy and know its emergency evacuation procedures.

- Family members should know the address and telephone numbers for the office and residence and know how to use the local telephones, both public and private, and radios if in use.
- Family members should avoid local disturbances, demonstrations, crowds, or other high-risk areas. In areas of significant risks the location of family members should be known at all times. Family members should be encouraged to develop the habit of “checking in” before departure, after arrival, or when changing plans.
- Everyone should know the personal security procedures for the region and policies and procedures in case of natural disasters, bombings, or assault.
- Everyone should receive fire and electrical safety training and know the location of safety equipment such as fire extinguishers.
- A Record of Emergency Data (RED) should be completed on family members as appropriate.
- Procedures for child care should be carefully laid out, such as who can pick up children from school, etc.

O. FIRE AND ELECTRICAL SAFETY

Basic safety and security procedures are often overlooked in Country Offices and residences. Simple improvements in fire and electrical safety and first aid training and procedures can safeguard all staff, national and international, and should be the first step in any Country Office security plan. Individual staff members, even when traveling, should make every attempt to adhere to common-sense precautions concerning fire and electrical safety. Staff members should take advantage of local or Country Office fire and electrical safety training and include family members. Minimum general guidelines include:

FIRE EXTINGUISHERS

Install and regularly inspect extinguishers useful for all possible fires in all vehicles, offices and residences. Know the location of fire alarms and extinguishers, if present, in hotels, residences and offices.

EMERGENCY EXITS

Every office and residence should have a primary and secondary exit route. Plan ahead on how to exit the office, residence or hotel room in the case of fire.

Smoking areas

Smoke only in designated areas and dispose of cigarettes properly.

ELECTRICAL SAFETY

The electrical condition of many Country Offices and residences can be considered poor, with overloaded circuits, poor maintenance and inferior wiring. This can increase the risk of electrical shock or fire. Measures to improve electrical safety include:

- Conduct regular inspections of residences and office spaces (See Appendix A: Safety and Security Assessment Checklist) and correct electrical discrepancies.
- Locate and mark the electrical cut-off for all offices and residences. The cut-off should be kept free from obstruction, should never be in a locked space, and everyone should be made aware of its location.

SMOKE DETECTORS

When available, smoke detectors should be placed where there is cooking or a heat source (lounges with microwaves, coffeepots, kitchens, etc.) and by the main electrical circuit box. Detectors should be tamper resistant, ideally using a sealed power source to prevent battery theft.

P. OFFICES AND RESIDENCE SAFETY AND SECURITY

P.1 LOCKS AND KEYS

Having secure locks and proper key management is central to the concept of physical security. Cheap locks are easily overcome or bypassed, and secure locks are worthless if their keys are not protected from unauthorized access. Some general guidelines for lock and key security include:

- Keep a minimum number of keys for each lock and strictly control who has access to them. Keep household keys separate from vehicle keys.
- Use caution when providing keys to house staff.
- Do not allow duplicate keys to be made without permission, and record who has each duplicate.
- If a key is lost under suspicious circumstances have a new lock fitted.
- Never leave keys under the mat or in other obvious hiding places.

P.2 DOORS

- Solid doors provide important protection against theft. Install a peephole, safety chain, strong locks and bolts, lights and intercom (where appropriate) at the main entrance. Keep entrance doors locked at all times, even when at home.
- When answering the door, identify visitors first through an adjacent window, a peephole, or a safety-chained door.
- Use an outside light when answering the door at night to illuminate your visitor. Do not turn on the interior light.
- Pay attention to interior doors. In some areas heavy steel internal doors can be used to create “safe rooms” for use during emergency or criminal attack.

P.3 WINDOWS

- Keep access windows locked whenever possible. Bars on windows can prevent unwanted entry but ensure that proper emergency and fire exits are created. In some cases this involves certain windows fitted with hinged bars and locks. Those designated for emergency exit should have working locks on them with keys kept nearby in an easily accessed and well-marked location.
- After dark, keep curtains or blinds closed. Draw curtains before turning on lights and turn off lights before drawing back curtains.
- In areas where there is a threat of violence or disaster, select offices and residences without large glass windows and use heavy curtains over all windows.

P.4 ADDITIONAL GUIDELINES FOR RESIDENCES IN INSECURE ENVIRONMENTS

Additional security measures should be taken if located in an environment with a high crime level or potential for insecurity or disaster.

- Ensure coordination with embassy and other agency (UN, host nation, etc.) plans.
- Select housing as far as possible from host nation military bases.
- An apartment located above the ground or first floor is considered more secure than a single-family dwelling.
- If multiple IPE Global staff families are in the same city or area, select housing that is in close proximity.
- Keep shrubbery and bushes around residences trimmed low.
- Establish a family communication and support system, especially for families of staff members who travel often.
- Pre-plan for emergencies by stocking extra water, food, and supplies.
- Establish a back-up power supply if appropriate.
- Be familiar with the routes to approved hospitals or clinics

P.5 RESIDENCE STAFF

Trustworthy and competent staff employed at private residences can contribute to security. However, even trustworthy staff, if inadequately briefed, may unwittingly endanger the safety of the staff or family. Guidelines for residence staff include:

- Whenever possible, hire domestic staffs that are recommended by others.

- Thoroughly evaluate any applicant for employment. Conduct background checks as appropriate. Take the staff member's photograph and attach it to their personnel record.
- Give all new staff a security briefing to include guidelines for:
 - Visitor procedures and unexpected visitors.
 - Telephone calls and messages, including what to tell people during residence absence.
 - Procedures for securing keys, windows and doors.
 - Emergency procedures and emergency telephone numbers.
 - Safety and security incidents, such as fire, electrical safety, or attempted robbery or attack.
 - Handling family affairs, habits, and movements with discretion.
- Dismissing a residence staff person should be conducted in a timely manner, avoiding confrontation. Financial considerations in the event of dismissal should be discussed and agreed upon when hiring.

Annexure 1

