LIGHT
FOR THE WORLD

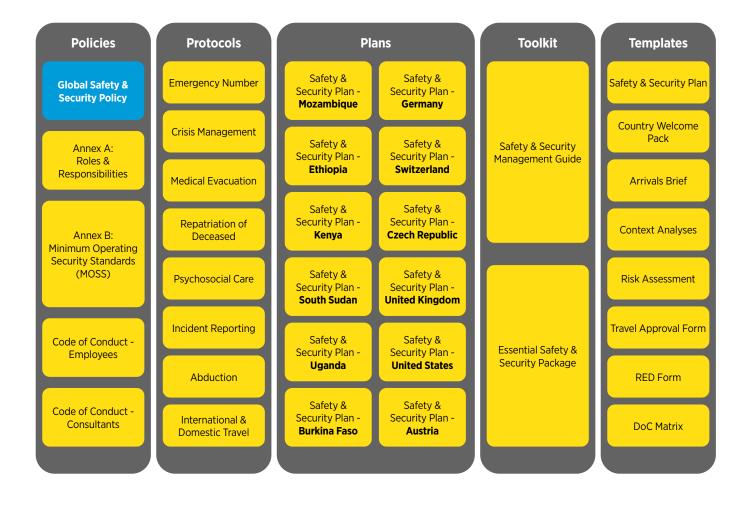**POLICY**

Safety
and Security

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Content:

Global Safety & Security Framework

This document (highlighted blue below) is part of Light for the World's Global Safety & Security Framework that consists of policies, protocols, plans, toolkits, and templates.

Policies	Protocols	Plans		Toolkit	Templates
Global Safety & Security Policy	Emergency Number	Safety & Security Plan - **Mozambique**	Safety & Security Plan - **Germany**	Safety & Security Management Guide	Safety & Security Plan
Annex A: Roles & Responsibilities	Crisis Management	Safety & Security Plan - **Ethiopia**	Safety & Security Plan - **Switzerland**		Country Welcome Pack
Annex B: Minimum Operating Security Standards (MOSS)	Medical Evacuation	Safety & Security Plan - **Kenya**	Safety & Security Plan - **Czech Republic**		Arrivals Brief
	Repatriation of Deceased	Safety & Security Plan - **South Sudan**	Safety & Security Plan - **United Kingdom**		Context Analyses
	Psychosocial Care	Safety & Security Plan - **Uganda**	Safety & Security Plan - **United States**	Essential Safety & Security Package	Risk Assessment
Code of Conduct - Employees	Incident Reporting				Travel Approval Form
	Abduction	Safety & Security Plan - **Burkina Faso**	Safety & Security Plan - **Austria**		RED Form
Code of Conduct - Consultants	International & Domestic Travel				DoC Matrix

1. Introduction

The nature of Light for the World's work sometimes necessitates working in challenging and volatile environments. At times this may present a range of threats to our programmes and the wellbeing of those for whom we are responsible; something the organisation takes very seriously. This policy conveys the strategic approach and principles by which Light for the World operates in all matters of safety and security.

2. Scope

This is a global policy and is applicable to all core members and in all locations in which Light for the World activities are undertaken. It does not apply to associate members, who are expected to make separate (albeit comparable) provision.

The policy applies to all individuals employed by or acting as a representative of Light for the World, including full-time, part-time and fixed term employees, trustees, supporters, interns, volunteers, consultants/contractors and visitors, including any journalists and celebrities that may work with us from time to time. All of these individuals will hereafter be referred to as 'staff'.

This policy is distinct from the practical management of occupational safety and health (OSH) at work, which commonly considers conventional office-based hazards such as slips, trips, falls, fire, display-screen equipment testing, electrocution etc. Such safety issues will be considered separately under Light for the World's OSH policies.

3. Policy Review

Given its strategic nature, this policy will be reviewed every three years or at the beginning of any major shift in organisational strategy, whichever is sooner. The review period for any underlying operational documents that form part of the framework may be reviewed at higher frequencies (e.g. given the higher likelihood for change, country security plans will be reviewed annually or following a major incident, whichever is sooner).

4. Definitions

For the purposes of this policy and underlying framework documentation, the following terms are used:

▶ **Safety** refers to risks originating from unintentional acts that may cause harm or loss (e.g. road traffic accidents, natural hazards);

▶ **Security** refers to risks originating from intentional acts that may cause harm or loss (e.g., theft, carjacking, kidnapping, terrorist attack, sabotage);

▶ **Threat/Hazard** refers to something that has the potential to cause harm or loss;

▶ **Risk** is the effect of uncertainty on objectives and is assessed as a combination of the probability of an event occurring, and the impact that would result should the event occur;

▶ **Risk assessment** refers to the systematic process of identifying threats, assessing the associated risks, and determining means of risk reduction.

▶ **Risk reduction** refers to the implementation of control measures to lessen the probability of occurrence and/ or impact of an event.

5. Duty of Care

The primary purpose of safety and security risk management at Light for the World is to enable and support the delivery of our programmes and associated activities. However, our approach is underpinned by our 'duty of care':

"...the legal, moral, contractual, and donor obligations to take reasonable and appropriate measures to reduce foreseeable risk to acceptable levels while enabling programme activity."

The wellbeing of our staff is of the highest priority to the organisation. This duty applies to all staff, but also extends to our partners and the communities with whom we work.

While we cannot directly manage the activities of our partners, we have an obligation to ensure that they and any other third party that is conducting work on our behalf, has the capacity and capability to manage safety and security risks to a level we deem acceptable. This must not be assumed and the inherent liability to manage these risks effectively cannot simply be transferred via written contract alone. Where gaps in safety and security risk management are identified, we will work with our partners to assist their delivery of our programmes without endangering the communities we support.

6. Risk Appetite

Light for the World's Safety and Security approach draws on risk reduction and a local understanding of the communities in which we work. The focus is on equipping staff with the appropriate skills, knowledge, and information to take the necessary precautions, recognising threats to the safety and security of those involved, preparing adequately for foreseeable incidents, and responding accordingly.

Light for the World will not consciously place any staff, our partners, or beneficiaries at unacceptable risk in order to achieve programme objectives. We must carefully and systematically weigh the benefits of programming against the potential risks to our staff, other programmes, assets, and the organisation's reputation.

While lifesaving programme activities may demand a higher risk appetite, Light for the World will not commence or continue activities in areas where the risks outweigh the potential programme benefits. Specifically…

Light for the World will not engage in activities that:

- Are likely to result in serious physical or psychological injury, illness, disablement or death of any staff.

- Results in our partners being placed in dangerous situations, the risks of which are beyond their ability to manage effectively.

- Requires staff or partners to be routinely protected by any form of armed escort when conducting field activities.

- Requires staff or partners to proactively enter negotiations with other actors in order to prevent the intentional harm of any stakeholder to whom we owe a duty of care.

- Results in Light for the World's image, reputation or community acceptance being eroded to such a degree that direct threats are likely to be made against any stakeholder to whom we owe a duty of care.

7. Roles & Responsibilities

Safety and security is everyone's responsibility and staff are accountable for their actions at all levels.

Functional management of safety and security will be assigned to nominated roles throughout the organisation. The responsibilities and accountabilities of these roles are explicitly stated at Annex A. Ultimate responsibility for safety and security lies with the Chief Executive Officer, who is accountable to the Board of Trustees.

Light for the World will ensure that audits and other quality assurance mechanisms are used to measure the accountability of management to implement this policy.

Any staff found to have knowingly acted contrary to this policy or underlying plans, or to have willingly endangered themselves, or others, may face disciplinary action up to and including dismissal. Such actions may also serve to invalidate Light for the World's insurance policies in respect of safety and security, thus limiting the organisation's ability to respond to incidents.

8. Principles

The following principles frame our strategic approach to managing safety and security risks and must be consistently upheld.

Primacy of Life

Light for the World will always prioritise the safety and security of those to whom we owe a duty of care. Although staff are expected to exercise due care and attention to protect the organisation, its programmes, and assets, they must never place their wellbeing at risk in doing so.

Do No Harm

Under no circumstances must any Light for the World activities place any communities or beneficiaries that we seek to support in harm's way. Programme planning and risk management should be an integrated process that considers the possible negative consequences of programme implementation and/or closure.

Equity

The safety and security of all staff is equally important; no one group or individual is valued more than another. Light for the World recognises however that individuals may be more or less vulnerable to safety and security risks by virtue of their role, gender, nationality, disability, ethnicity, religion, race, sexual orientation, or any other protected characteristics. Light for the World may therefore choose to apply different approaches to managing these risks in order to afford individuals the same opportunities without unnecessary distinction or discrimination.

In exceptional cases…

…and where identified risks cannot be mitigated to acceptable levels, Light for the World may choose to apply restrictions on individual activities and will collaborate with these individuals fully to ensure the rationale for doing so is fully communicated and understood.

Right to Stop / No Right to Continue

Right to Stop

All Light for the World staff have the right to suspend their involvement in a situation that they feel justifiably poses an unreasonable level of risk, without suffering disciplinary action. No manager or staff member may force, intimidate or otherwise coerce another staff member into doing something s/he feels represents an unreasonable risk. Staff are consequently obliged to report to the next appropriate level of management any instructions they consider threatening to themselves or those around them.

No Right to Continue

Conversely, all staff must comply with a management decision to cease working or leave an area on account of assessed safety or security risks. Failure to follow instructions, rules, or procedures in this regard will result in disciplinary action, up to and including dismissal.

While staff are expected to take a proactive approach to remaining aware of the risks associated with their work, Light for the World is obliged to ensure that staff are briefed on the situation, context, and consequential risks they may face prior to commencing an activity, based on the best available information (exercising the notion of 'informed consent'). Staff must knowingly and freely accept these risks – it cannot be implied and cannot be assumed that staff could have obtained this information for themselves. The line manager and senior manager in each Light for the World location are responsible for ensuring this occurs.

Neutral & Independent

Light for the World will never hold or express any partisan opinions on politics, race, religion or any other ideology that may erode Light for the World's acceptance in project areas, marginalise any communities with whom we work or increase the vulnerability of our staff and other stakeholders to any form of harm.

We must always consider the potential negative consequences of partnering or collaborating with third parties, that may weaken our neutral and independent position. Collaborating with government agencies and others is central to the work of Light for the World, so we need to actively ensure that this is always aligned with our mandate and that any loss of neutrality is minimised and weighed against the benefits of programming.

Armed Protection...

By default, Light for the World does not employ the use of armed protection because it is fraught with potential negative consequences, including degradation of our neutrality and independence. It should only be considered in exceptional circumstances whereby:

▶ The use of armed protection is the only way to mitigate unacceptable risk to staff and every other option has been exhausted.

▶ The benefits of employing armed protection outweigh the risks to staff, other stakeholders (including other NGOs), and Light for the World's reputation as a responsible organisation.

▶ Where it is assessed that it is possible to operate responsibly with armed protection, and would not be possible to operate without it.

Where Light for the World employs armed protection, they must be under strict instruction to use force only in self-defense, or in the defense of those whom they have a duty to protect. In this regard, careful consideration must be given to who is providing the armed protection, the quality of supervision and training they have received, and how they are perceived by other local actors, including the communities with whom we work.

> **The CEO must approve the use of armed protection in consultation with the Compliance & Governance Team. Country Teams must not engage armed protection without such prior approval.**

Under no circumstances shall Light for the World staff or partners pre-emptively take up arms or weapons to protect themselves or colleagues. This includes guns, knives, batons or other such similar items. Weapons are strictly prohibited in any Light for the World office, premises or vehicle.

Inclusion & Empowerment

Safety and security risk management is an inclusive process that requires input from staff at all levels; it cannot be reduced to a risk management specialist's prerogative. Wide participation from staff will ensure that any approach is relevant, appropriate, and applicable to the organisation.

Staff must be empowered to make decisions, aligned with the guiding principles of this policy, that are appropriate to the varied contexts in which we work.

9. Global Policy Commitments

Assigning Security Levels

Light for the World will categorise the overall security threat level in each country or location using five levels:

Very Low – Low – Medium – High - Extreme

These threat levels will be reviewed periodically and form the basis of a tiered approach to risk management to ensure that appropriate measures are applied in higher threat environments, without imposing unnecessary measures in lower threat environments.

Minimum Operating Security Standards (MOSS)

To ensure a minimum standard of safety and security provision across the organisation, all Light for the World locations are required to adhere to a set of minimum standards (see MOSS at Annex B). Enhanced levels of safety and security provision will be required in higher risk environments and will be based on the outcome of contextualized risk assessments.

Crisis Management

In the event of a safety or security incident or situation that has the potential to significantly disrupt the organisation, Light for the world will ensure that Crisis Management Teams are established at relevant levels to coordinate an appropriate management response. More details can be found in the Crisis Management Protocol.

Incident Reporting

Light for the World will maintain mechanisms that allow staff to verbally and immediately report safety and security incidents to the appropriate level of management, and for management to quickly communicate with all staff should the need arise. Specific mechanisms for reporting and triggers for escalation can be found in the Incident Reporting Protocol.

Stress

Light for the World's work can involve dealing with stressful situations, witnessing traumatic events, and living with threats to personal security. As part of its duty of care, Light for the World will maintain provision for monitoring stress levels, ensuring appropriate time off where necessary, and providing access to proactive and reactive psychosocial support.

Insurance

As part of its duty care, Light for the World will ensure that national and international staff have appropriate personal accident and travel insurance, suitable to the operating context and operating risks. All consultants, volunteers, and interns performing work related activities on behalf of Light for the World must be covered by similar insurance, although Light for the World may choose to stipulate who has responsibility for procuring such cover.

Project Proposals and Budgeting

All Light for the World programmes must ensure there is sufficient funding for (at least) the minimum standards of safety and security appropriate to the context. The budgetary implications of satisfactory safety and security are to be considered from the inception of a programme, throughout its lifecycle, and written in to programme proposals.

Where sufficient funds are not available to ensure the minimum standards of safety and security, Light for the World will not commence or continue programme activity.

Training and Equipping Staff

Light for the World is obliged to provide appropriate training and equipment to ensure staff can carry out their work safely. The level of training and type of equipment required will vary but will be driven by the operating context and level of risk to which each individual may be exposed.

Inter-Agency Cooperation

Light for the World recognizes and supports a collective approach to safety and security management within the NGO community. Within the bounds of confidentiality and staff protection, Light for the World will cooperate closely with other organisations in order to best manage risks. At the discretion of each Light for the World location, this may include information sharing, joint training, and pooled resources.

Annexes:

A – Roles & Responsibilities
B – Minimum Operating Security Standards (MOSS)