Policy on health, safety and security

1.1   Purpose
   a. TLMTI recognises that its staff members sometimes work in extremely unstable and potentially dangerous environments and has therefore created this health, safety and security policy with a view to maintaining the safest possible working conditions.
   b. Effective health, safety and security policies and procedure are designed to ensure that the work of TLMTI can continue even in challenging environments.
   c. Health, safety and security in the field refers to working conditions where employees of TLMTI can exercise their duties with the utmost benefit of the beneficiaries and for the values and goals of TLMTI without undergoing physical, mental or material damage.
   d. Safety is the management of risk that might affect TLMTI staff, volunteers, assets and reputation. Such risks include intentional and unintentional violence, kidnapping, theft, natural disasters, safety and medical issues.

1.2   Principles and Values
   a. TLMTI staff must, in general, be aware of and be prepared to travel to and work in areas with some level of risk.
   b. Staffs' seek to minimise risks practicing good preventive procedures, personally and for others. The behaviour of the individual can impact dramatically on the security of the team and the effectiveness of the program.
   c. TLMTI values life over property. Staff members must not put their lives or the lives of others in risk in order to achieve project aims or to protect TLMTI or partner organisation's property. Health, security and safety of staff is never weighted against programs benefits.
   d. TLMTI subscribes to the principles of good Human Resource practices and believes that staff comprises the most important resources for the organisation.
   e. TLMTI believes that health, safety and security exist when staff is enabled to pursue their tasks without undue risk to health or life.

1.3   Scope
   The provisions of this policy will apply to all staff of TLMTI both regular and contract including their dependants, trustees including their dependents, consultants, and to visitors, volunteers, trainees that are engaged with TLMTI

1.4   Security Analysis
   There are three approaches to reducing security risks: Acceptance, Protection and Deterrence, which need to be considered and implemented as part of an effective security system. They are aimed at reducing or removing threats and reducing vulnerabilities, and should be based on the context

analysis and the risk assessment. They are not mutually exclusive; the key is to adopt the right mix in a given context.

a. **Acceptance** - Acceptance strategies reduce or remove threats by gaining widespread acceptance (political and social consent) in the community for TLMTI's presence and program. This is achieved by building positive relationships and promoting understanding of TLMTI's work.

b. **Protection** - A protection strategy aims to reduce the risk (but not the threat) by reducing vulnerability, through use of protective devices, operating procedures and coordination.

c. **Deterrence** - A deterrence strategy reduces the risk by attempting to contain or deter threat with counter-threat. These may consist of legal, economic or political sanctions and/or armed action. It is very unlikely that TLMTI will want to use this approach.

1.5   Risk Analysis

A risk analysis basically consists of:

a. The regular analysis of the changing nature of threats (dangers) in an area of operation.

b. The regular analysis of the organisation and individual's vulnerability faced with these threats and the strategies, resources, capabilities and instruments to deal with them.

c. There are a number of serious threats to TLMTI staff and property. They vary from state to state but include:

   i.   Civil unrest: Demonstrations, riots, inter-tribal clashes

   ii.   Terrorism: Bomb threats

   iii.   Kidnapping/hostage-taking: This could be for criminal purposes or ideological purposes.

   iv.   Theft/robbery: In office premises, including theft of confidential personal files

   v.   Communication failure: Loss of electrical power or telephone services

   vi.   Natural disasters: Flood, hurricane

   vii.   Travel: Road accidents, air travel disaster

   viii.   Personal Security: Mugging, rape , car hijacking

   ix.   Sexual abuse including child abuse: Identify situations where children are being cared for by people other than their parents

   x.   Financial crisis: Bank closure, embezzlement, forgery or identity theft

   xi.   Loss of essential services: Water, basic foods, fuel scarcity

   xii.   Criminal charges against a TLMTI's staff member or against the office: Perhaps because of a road accident, or other cause of death or injury to a person

   xiii.   Media or adverse publicity against TLMTI or an individual staff

d. Experience shows that the safety and security situation can change rapidly. Regular assessments are therefore essential, considering a wide range of relevant information from local, national and international media reports, local, national and international organisations (reports and briefings),

embassies, research institutes, local people and security structures (police) etc.

1.6 Security Ratings

It is recommended that in response to political changes and upheaval the following security ratings be used

a. *Green Alert -* Normal operation where no specific threats are identified
   i. Normal procedures apply
   ii. Staff should be informed and trained in the program security guidelines
   iii. Provisions should be made to ensure security guidelines can be adequately implemented.

b. *Yellow Alert -* An ongoing, non specific, increased potential security threat.
   i. Staff should inform the Unit Head or the Director for India if they feel that they are entering a yellow alert.
   ii. The Unit Head should define what steps will be taken to protect staff and their dependents during their normal work in a yellow alert.
   iii. Activities that need to be curtailed should be identified and new activities to increase protection should be described and implemented.
   iv. Steps should be taken to protect lines of communication with the Director for India or the Unit Head.

c. *Orange Alert -* Current, specific, real potential threat. All the steps for a yellow alert should be taken but also the following:
   i. Regular contact - There should be regular contact with either the Unit Head or the Director for India. Communication lines should be strengthened and methods found to keep in contact with the Unit Head or the Director for India.
   ii. Travel restrictions - Unnecessary travel should be avoided and staff may be confined to compounds. Where some travel has to be carried out, the Unit Head and the Director for India should know your travel plans including time of departure, mode of transport, travel route, estimated time of arrival.
   iii. Preparation for relocation - Have a travel bag packed and be prepared for immediate relocation. Your travel bag should include a torch, passport, some money, small amount of basic clothing, necessary medicines and contact phone numbers. It may be necessary to carry some money or tickets available at this point.
   iv. Removal of some vulnerable staff - During this orange alert period, families may be withdrawn if this is recommended or requested. Staff may also be asked to leave.

d. *Red Alert -* Immediate, direct, actual security threat
   i. In a red alert situation international staff (if existing in-country) will be requested to evacuate the country immediately. Initially evacuation will take place to a designated place of safety. Where necessary, evacuation from a country will be covered under TLM-International's Insurance Policy.

ii. National staff may be withdrawn to 'safe' areas. Steps should be taken to protect TLMTI property if possible, but TLMTI always sees people and life as being much more important than property.

iii. The decision about security ratings will be made by the Director for India.

iv. Staff are expected to comply with the injunctions given.

v. When a Red Alert is given staff must evacuate or relocate immediately, as appropriate.

1.7 General Health, Safety and Security Policies

a. **Abduction / Kidnapping:**

TLMTI does not pay ransom or provide goods under duress, 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 organisations to secure the rapid and safe release of TLMTI staff.

The kidnapped person should have one goal…survival. It is vital to obey the captor's instructions and not attempt escape. TLMTI with support from the Global Fellowship, and the staff member's family will undertake securing a staff member's release. TLMTI also will provide all possible support to the hostage's family members.

b. **Alcohol:** Unauthorised use, possession, sale or distribution of alcohol while on TLMTI property is prohibited. Being under the influence of alcohol while working for TLMTI is also prohibited. Additional restrictions may be imposed when working in certain areas.

c. **Guards and Escorts:** In some situations it may be necessary to employ guards around residences and office. Although situations vary, in most cases it is preferable to use an established security firm. The use of escorts, including police/military, will be used only when there is no alternative, such as in cases of widespread armed banditry or ongoing civil conflict.

d. **Local Laws:** TLMTI staff should obey local laws at all times. 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 TLMTI in the local area and increase the risk for TLMTI staff.

e. **Personal Conduct:** TLMTI staff must not engage in conduct that interferes with operations, discredits TLMTI or is offensive to co-workers, donors, beneficiaries, vendors or visitors. TLMTI staff 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 judgment and the ability to react appropriately in a potential safety or security incident.

f. **Substance Abuse:** The use, presence, sale, distribution, manufacture or possession of illegal drugs or controlled substances while on TLMTI

property (including in a TLMTI vehicle), or on TLMTI business, is prohibited.

g. **Theft:** No material possessions are worth risking the life of a TLMTI staff member. When faced with a demand for TLMTI property, such as a vehicle or computer equipment, do not resist.

h. **Threats:** All threats directed at TLMTI staff and/or operations must be taken seriously. The Director for India should initiate all security precautions within his/her scope and report the threat immediately to appropriate authorities. Confidentiality is recommended when reporting threats or intimidation.

i. **Transportation:** Vehicle accidents often lead to injury or death. Seat belts front and rear, if available, will be worn at all times by all TLMTI staff.

j. **Weapons:** Under no circumstances will TLMTI employees carry weapons or have weapons or ammunition while on assignment with TLMTI. TLMTI offices should adopt a "No Weapons" policy, prohibiting weapons in TLMTI offices or vehicles.

1.8   Staff Health and Personnel Policies

a. **Orientation:** All newly reporting personnel should receive an area-specific orientation from concerned Unit Heads. This discussion should include security conditions, area orientation, and TLMTI policies and procedures regarding health and safety.

b. **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 staff members, may lead to psychological and/or physiological damage. It is recognised that responses to stress vary according to surroundings, perceptions and sensitivities. The Director for India, if required, 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 TLMTI. At the conclusion of fieldwork, or earlier if necessary, the Director for India may recommend that staff individually or as a group receive psychological counseling and assessment.

Additionally, any staff member can request counseling and assessment. The Unit Leaders will support short - and long - term treatment for posttraumatic stress disorder when diagnosed by qualified medical authorities.

1.9   Media Relations

TLMTI's media objective is to inform the common debate and policy decisions on issues of concern to TLMTI, and increase public awareness and understanding of issues facing the communities with which TLMTI works. In the midst of an emergency or ongoing conditions that invite media attention, the Director for India or whomsoever he/she delegates, shall serve as the primary point of contact between the TLMTI office and the media.

1.10   Health, Safety and Security Responsibilities

Health, 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 TLM Trust India. Each level, including the individual staff member, has specific roles and responsibilities.

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.

1.10.1 Responsibilities of the Unit Head

a. **Analysis:** While recognising that a certain degree of risk is acceptable, when justified by the moral and physical imperatives of an intervention, TLMTI local units will guide appropriate analysis to ensure a balance between risk and anticipated benefits.

b. **Flexibility:** Local Unit Head furnishes Field/Institution Programs 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.

c. **Human Rights:** TLM Trust India is committed to assisting communities affected by leprosy with their ability to defend their collective and individual rights, to participate in relevant decision-making processes, and to shape their own development.

d. **Leadership:** TLMTI provides appropriate support and leadership to its staff members to ensure the highest possible conditions of security.

e. **Monitoring and Evaluation:** Local Unit Head monitors the actions of TLMTI staff members, governmental entities, partners and other non-governmental organisations, assessing the impact of their actions on the health, safety and security of TLMTI staff.

f. **Record of Emergency Data:** Local Unit Head should obtain and update annually or as required a Record of Emergency Data (RED) for all staff members. The RED should be kept either in the personnel file or in a separate notebook to facilitate access in the event of an emergency.

g. **Sharing Information:** Security-related information can be shared with other partner organisations working in the country as appropriate. In conflict situations, use caution when choosing communication methods, since transmissions could be monitored. If appropriate, TLMTI can join or form a network for information-sharing with other local organisations and agencies.

h. **Staff Meetings:** The Director for India should hold regular meetings for both senior management and field staff to provide an opportunity for staff to voice health, safety and security concerns.

i. **Staff Orientation:** On hire or upon arrival into a country (cross-cultural staff), all new staff, volunteers, visitors,-regardless of position-must be given an updated briefing on threats in the area and TLMTI's health, safety and security policies and procedures.

1.10.2 Responsibilities of the Director for India

a. **Security Decision:** Everyone in the operational line of authority has responsibility for implementing TLMTI health, safety and security policies. However, most security measures are actually implemented by the local Unit Heads and is the responsibility of the Director for India. The Director for India 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.

b. **Incident Reports:** The Director for India will coordinate with the local Unit Heads during assessment of security incident reports forwarded from the Units, and suggest appropriate corrective measures. The Director for India will immediately report all security, safety, and serious health incidents to the TLM Global Fellowship. Original incident reports should be kept at the local Unit Heads with access controlled to ensure confidentiality.

c. **Kidnapping and Hostage Taking:** The Director for India is the senior authority during hostage negotiations. The Director for India, will lead the coordination with the appropriate authorities, such as local police and others, to facilitate release.

d. **Risk Levels:** The Director for India will determine, in consultation with the local Unit Heads, a risk level for every project or area in which TLMTI operates. He will monitor significant political, social, economic, meteorological and other natural disasters, and military events nationwide, particularly in high-risk states, that might affect ongoing programs. He will coordinate with the Unit Heads during crisis management to determine when, in the interest of staff safety, it may be appropriate to suspend programs and evacuate or relocate staff.

e. **Safety:** The Director for India will develop and implement procedures to ensure a safe and secure environment for TLMTI staff. Upon request from the Unit Head, the Director for India will review security/contingency plans and suggest amendments and modifications as appropriate.

f. **Support:** The Director for India will provide assets and support as appropriate to ensure effective security-related systems for field staff. He also will provide security guidelines, training, and implementation assistance to field programs as the situation requires.

g. **Work Environment:** The Director for India 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, colour, 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.

1.10.3 Responsibilities of the Head Human Resources

a. **Analysis:** The Head Human Resources will review the effectiveness and value of TLMTI's health, safety and security plan and recommend appropriate modifications. He will coordinate with the appropriate staff at all levels on decisions concerning actions during emergency situations.

b. **Incident Reports:** The Head Human Resources will receive, analyse, and coordinate with the Director for India all security incident reports forwarded from Units Heads, assisting the Director for India in developing appropriate changes in security measures.

c. **Information:** The Head Human Resources will assist Unit Heads in preparing up to-date, area-specific health, safety and security briefs profiles for TLMTI staff. The Head Human Resources will ensure that newly assigned staff members are thoroughly briefed on the political and safety situation and health risks at their destination. Upon departure, staff members will be debriefed on their experiences, observations and recommendations.

1.10.4 The Individual Staff Member

a. **Situational Awareness:** Every TLMTI staff member, and other TLMTI staff, visitors, trustees, have an obligation to learn and understand the security situation where they are located. International visitors, in particular, have a responsibility to become familiar with the political, social and cultural features of the country they are visiting. Inappropriate or offensive behaviour can put TLMTI in a difficult position, impair operations, and jeopardise the staff of TLMTI and of other aid organisations.

b. **Health, Safety and Security Policies and Procedures**: Each TLMTI staff member, visitors and trustees should adhere to all pertinent policies concerning health, safety and security. Lapses in safe conduct can jeopardise the health and welfare of all staff.

1.11 Review of the Policy

This policy will be reviewed once a year by the Head Human Resources in consultation with the Director for India and other Unit Heads.