

Indicators	Phases	Programme implementation	Security management applicable procedures
- Secure situation within the country/area. - No signs of significant social disruption. - Crime is within normal limits and a functioning system of justice is in place. - Unrestricted movement of staff at all times. - No observable threat to our NGO staff.	PHASE 1 normal context	All areas are accessible, and the beneficiary population can receive assistance without hindrance.	The standard procedures of the organisation apply (security plan, briefings, etc.).
- Significant political, economic and social unrest is present. - High crime, ineffective police and/or justice systems. - Local animosity/hostility towards UN and NGOs, but not directed at our NGO staff. - Some restrictions on the movement of staff in certain locations.	PHASE 2 tense context	Normal implementation of programmes, possibility of restricted travel depending on the zones and times.	Phase 1 in place, plus: - Quarterly review of the Risk Assessment - Initial training all personnel on contingency plans
- Substantial deterioration in the security situation. - Incidents of rioting or looting reported. - Emergency or martial law declared. - Organised anti-government or terrorist groups threatening government stability. - Assassinations of prominent leaders/politicians. - Terrorist activities or other violence indicates foreigners are being targeted. - Localised incidents of fighting between specific groups, or as a result of military activity. - Staff movement and presence in particular areas, or at particular times, is restricted.	PHASE 3 unstable context	Potential interruption of certain activities. Possible remote management in certain zones.	Phase 2 in place, plus: - Monthly meeting with the HQ's security expert - Relocation of the families of foreign staff - Hibernation room is ready and always operational
- Widespread civil unrest and indiscriminate violence. - Fighting or military actions close to area of operations. - Credible threat against NGOs or towards our NGO staff. - Staff relocated from particular areas, and possible further relocation of staff. - All staff movements restricted.	PHASE 4 dangerous context	Suspension of the programmes. Some remote <i>life-saving</i> activities may be maintained.	Phase 3 in place, plus: - Non-essential staff are relocated or evacuated - Daily meeting with the HQ's security expert
- Fighting or military actions in the immediate vicinity of our NGO's offices and residences. - Security deteriorated to such an extent that it is considered unsafe, or impossible, to relocate/evacuate from the area/country. - Staff waiting for an opportunity to relocate/evacuate. - No movement of staff at any time unless as part of a relocation/evacuation.	PHASE 5 untenable context	Closing of the base (evacuation).	Phase 4 in place, plus: - Remote monitoring of the security context - Few key local admin staff working from home