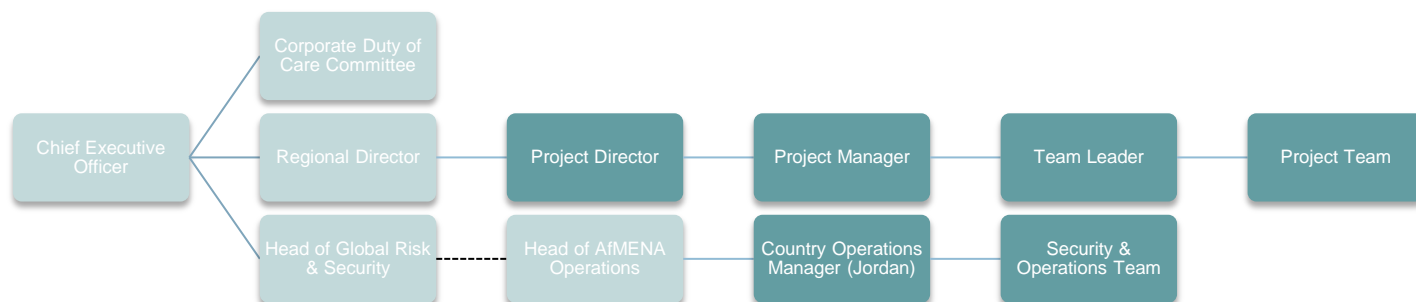


Duty of Care

Adam Smith International has been managing projects in hostile environments since 2002. Over this period we have developed a robust and responsive approach to risk management that combines corporate policies, set at the central level, with standard operating procedures that are tailored to the requirements of each country. We have dedicated resources to deliver on these policies and procedures, particularly in the Afghanistan, Middle East and North Africa region where we have nurtured a Regional Operations Management team to handle the constantly changing environment in that region.

The following sets out how this Regional Operations Management team is structured in relation to a specific project team working in support of Syrian projects.



The Chief Executive Officer, Layth Bunni, takes overall responsibility for risk management in relation to the all Adam Smith International staff and contractors. Direct responsibility for programmatic risk lies with the Regional Director and the Project Director. Direct responsibility for operational risks lies with the Head of AfMENA Operations who delegates day-to-day management of operations to Country Managers and reports on security issues to Corporate Duty of Care Committee; and works closely with the Head of Global Risk and Security on risk management. The Head of AfMENA Operations conducts a full security review prior to commencing any new projects to take account of the rapid change in security environment. The following sets out our current and planned arrangements for monitoring risks, responding to emergencies and mitigating risks on an ongoing basis.

The Country Operations Manager receives regular security updates from our contracted security/risk management firm or the Project Manager. Moreover, we enjoy a network of our own local contacts (security forces, international agencies, NGOs, FCO, etc.) to provide up to date security assessments and benchmarking.

Proactive risk monitoring and assessment is integral to our overall Risk Management Plan and response mechanisms, with our personnel being regularly updated either verbally, or by email, depending on the nature of the threat.

Duty of Care for Our Staff and Subcontracted Staff in Jordan

Security in Jordan: With regards to the risks facing project staff working in Amman, the Country Operations Manager is on call 24/7 to tackle any issues that may arise. Tracking the local security situation, she disseminates information about any local disturbances, and advises project staff how to mitigate any associated risks. The Country Operations Manager also tracks the comings and goings of all project staff, meaning that we have a constant awareness of our staff's whereabouts.

All staff in Jordan are issued smartphones with our security app preinstalled or can download the app on their personal smartphone. The app has several risk management tools including:

- A. SOS – Once activated it sends an SMS and email to the Global Head of Risk & Security, Head of AfMENA Operations and Country Operations Manager. It provides an exact GPS location and cannot be switched off by the user once activated.
- B. Tracking – Uses the phone's GPS to emit regular signals identifying the user's location globally.
- C. Call Response Center – Automatically dials the ASI Corporate 24/7 Emergency Response Number.
- D. Check in – Allows the users to "check in" following an incident alerting the Country Operations Manager that he/she is safe. Additionally, allows users to check in and out when arriving/leaving a location or country.
- E. Recent Alert – Allows users to view the latest incident reports for Jordan.
- F. Emergency Contacts – Provides users with information on embassies and ASI contact information.

Medical coverage and medevac: All staff working in Jordan are provided with emergency medical insurance, including emergency medical evacuation. In the event of a serious illness or injury the Country Operations Manager will coordinate with insurance providers and medical facilities and the staff member's next of kin to ensure a smooth evacuation or repatriation. Details are covered in ASI's Emergency Response Plans and Security Standard Operating Procedures (SSOPs).

Crisis preparedness: Emergency Response Plans (ERPs) is in place for all staff in Jordan as detailed above. This will be the basis on which Pilgrim's Emergency Operating Procedures (EOPs) for the project are developed. EOPs will be practiced and rehearsed as necessary by staff and trainees.

All ASI staff also attend Adam Smith International's in-house Hostile Environment Awareness Training (HEAT).

Psychological support: Due to the unique stress of working on Syrian related projects, ASI utilises the services of professional trauma counsellors. Support sessions are confidential and can be held in person or via telephone or Skype. The Project Manager is trained in Trauma Risk Management (TriM) and is well versed in how to handle staff in the wake of a traumatic event.

Emergency Contact Information: All staff working in Jordan are required to complete our Emergency Contact Form which provides ASI with vital health and insurance information for use during an emergency, as well as next of kin information should the need arise.

Subcontracted partners: Adam Smith International works with all our subcontracted partners to ensure they meet the same standards as ASI.

Range Safety: Our planning, medical and safety regime for all live-firing range activities are covered in our '*Operating Environment*' section.

Duty of Care for Staff in Syria

ASI's current UK-funded projects rely upon Syrian Field Officers to liaise directly with the communities that the projects support. We propose in this submission to offer the option of a similar model, requiring Syrian staff to work in Syria. If this option is exercised by FCO, we will monitor the risks in the following ways:

Personalised security plans and training: On first joining the project, a Personal Protection Plan (PPP) is drawn up for each Field Officer, which is tailored to their individual needs. In this process the risks associated in working in their locations are outlined, and point-by-point plans made for how to mitigate these risks. Each Field Officer is also provided with emergency money, to be used to facilitate the emergency evacuation or movement within the country should the Field Officer's community come under attack.

The Personal Protection Plan covers risk and mitigation for ground attacks, kidnapping and arrest, artillery attacks and improvised explosive devices (IED). These plans and mitigations were developed in consultation with the ASI Head of Global Risk & Security.

Each Field Officer receives comprehensive first aid training (with annual refreshers), specifically designed for conflict situations, and the project provides all field staff with a first aid kit.

Daily check-ins: On a day-to-day basis, all Field Officers receive a phone call from the Security Officer who is based in Amman, Jordan. During these calls the Security Officer logs the Field Officers' locations and notes any security concerns that they may have. Information is gathered on the general security situation in the different locations, which is then fed to the Sr. Risk Associate for dissemination to the management team. Combining this "on the ground intelligence" with intelligence gathered through his own networks he is able to produce an ongoing analysis of the conflict, and provide an objective evaluation of the threats that each community is facing.

Equipment: All Field Officers receive a complete package of equipment, including trauma (first aid) kit, smart phone with internet access and tracking/security software, satellite internet equipment/subscription and a portable generator (if necessary).