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Czech University of Life Sciences Prague  
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Analysis of safety and security policies and management among  
Czech development organizations

**Master Thesis**

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## **Declaration**

I hereby declare that this thesis entitled Analysis of safety and security policies and management among Czech development organizations is my own work and all sources have been quoted and acknowledged by means of complete references.

In Prague 24<sup>th</sup> April 2015

.....

Tereza Michalová

## **Acknowledgement**

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## Abstrakt

Pracovat jako humanitární či rozvojový pracovník je považováno za jedno z nejnebezpečnějších povolání na světě, přičemž v posledních 10 letech mají útoky na rozvojové pracovníky vzrůstající tendenci. V roce 2013 bylo celkově napadeno 474 pracovníků. Nebezpečné prostředí a bezpečnostní hrozby mohou mít negativní vliv na implementaci a efektivitu projektů a je povinností organizace zajistit dostatečnou ochranu svých pracovníků a majetku. Nicméně v České republice neexistuje žádný bezpečnostní standart nebo minimální požadavky na organizaci či pracovníka, který vyjíždí na rozvojový projekt.

Hlavním cílem práce bylo analyzovat úroveň a významnost bezpečnostních politik českých rozvojových organizací. Pro případovou studii byla použita kombinace metod kvalitativního výzkumu s metodou kvantitativního výzkumu. Organizace byly rozděleny do třech sektorů (soukromý, neziskový, akademický) a jedné oddělené skupiny, která se skládala z dárcovské agentury a referenční organizace. Bezpečnostní politiky vybraných organizací byly zanalyzovány a na jejich základě bylo zjištěno, že většina organizací používá kombinace bezpečnostních přístupů, přičemž nejvíce zastoupenou akceptací. Organizace se snažily vyhnout odstrašení, které bylo používáno pouze v extrémních případech, především v bezpečnostně nestabilním prostředí. Kolem 70 % dotazovaných rozvojových pracovníků se zúčastnilo bezpečnostní přípravy, kterou připravovala sama organizace. I přes to se většina shodla, že bezpečnostní politika českých rozvojových organizací by měla být zlepšena. Téměř 50 % dotázaných pracovníků mělo zkušenosti s bezpečnostními incidenty, avšak ti kteří prošli bezpečnostní přípravou si myslí, že byli schopni nastalou situaci zvládnout. Úroveň a významnost bezpečnostní politiky v českých rozvojových organizacích záležela na sektoru, ze kterého organizace pocházela. Nejvíce rozvinuté bezpečnostní politiky měly organizace pocházející z neziskového sektoru. Ve výzkumu bylo prokázáno, že je potřeba zlepšit bezpečnostní politiku českých rozvojových organizací.

**Klíčová slova:** rozvojový pracovník, bezpečnostní hrozba, rozvojová spolupráce, bezpečnostní incident, bezpečnostní standarty

## **Abstract**

Working as a humanitarian or development worker is considered to be one of the most dangerous professions in the world and the amount of the attacks on aid workers has been increasing in the last 10 years. The insecure environment and security threats could affect the project implementation. It is responsibility of the organization to ensure sufficient protection for its employees and property. However there are no standards settled for security policies or minimum requirements for aid workers who are going for a development project in the Czech Republic.

The main goal of the thesis was to analyse the level on importance of the security and safety policies among Czech development organizations. Quantitative and qualitative methods were used as an approach to achieve the goal in the case study. The organizations were divided into the three sectors (private, non-profit and academic) and additionally one special group, which contain donor agency and reference organization. The security policies of the selected organizations were analysed. Majority of the organizations used combination of the security approaches, the most common was acceptance approach and the organizations were trying to avoid the deterrence approach as much as possible. It was used only in extreme situations, especially in high-risk environment. About 70 % of aid workers participated on security preparation provided by the organization. Nevertheless the majority of them agreed that the security policies among Czech development organizations should be improved. Almost 50 % of aid workers experienced security attack and people who went through the security preparation felt more capable to handle these situations. The level of importance of security policies depends on sector, which the organization comes from. Non-profit organization had the most developed security policies. The research showed that the security and safety policies among organizations should be improved and the security standards need to be settled.

**Key words:** aid worker, security threat, development cooperation, security incidents, security standards.

# Contents

<b>1</b>	<b>INTRODUCTION .....</b>	<b>- 1 -</b>
<b>2</b>	<b>LITERATURE REVIEW .....</b>	<b>- 4 -</b>
<b>2.1</b>	<b>Definition of security and safety .....</b>	<b>- 4 -</b>
2.1.1	Security and its impact on NGOs .....	- 4 -
2.1.2	Concept of the neutrality of NGOs .....	- 4 -
<b>2.2</b>	<b>Security approaches and their use in practice .....</b>	<b>- 5 -</b>
2.2.1	Acceptance approach .....	- 6 -
2.2.2	Protection approach .....	- 7 -
2.2.3	Deterrence approach .....	- 8 -
<b>2.3</b>	<b>Types of organizations and its threat .....</b>	<b>- 8 -</b>
2.3.1	Security threats .....	- 8 -
2.3.2	Types of organizations .....	- 9 -
<b>2.4</b>	<b>Security documents.....</b>	<b>- 11 -</b>
<b>2.5</b>	<b>Security in research and its standards .....</b>	<b>- 13 -</b>
2.5.1	Important standards and its creators .....	- 13 -
2.5.2	Security in research.....	- 16 -
2.5.3	Security policies.....	- 17 -
<b>2.6</b>	<b>Security and safety in the Czech Republic .....</b>	<b>- 18 -</b>
<b>3</b>	<b>AIMS OF THE THESIS.....</b>	<b>- 20 -</b>
<b>4</b>	<b>MATERIALS AND METHODS .....</b>	<b>- 21 -</b>
4.1.1	Type of research.....	- 21 -
4.1.2	Target groups .....	- 21 -
4.1.3	Methods of selection.....	- 21 -
4.1.4	Method of data collection .....	- 22 -
4.1.5	Data processing.....	- 24 -
4.1.6	Limits of the research .....	- 26 -
4.1.7	Sample .....	- 26 -

4.1.8	Validity and reliability of data .....	- 29 -
<b>5</b>	<b>RESULTS .....</b>	<b>- 30 -</b>
<b>5.1</b>	<b>Analysis of the level and importance of safety and security policies and management among Czech development organizations.....</b>	<b>- 30 -</b>
5.1.1	Faculty of Tropical AgriSciences, Czech University of Life Sciences Prague .....	- 30 -
5.1.2	Dekonta a. s.....	- 33 -
5.1.3	People in Need.....	- 35 -
5.1.4	ADRA .....	- 38 -
5.1.5	Salanga s. r. o.....	- 43 -
5.1.6	Czech development agency .....	- 45 -
5.1.7	Security policies from aid workers point of view .....	- 46 -
<b>5.2</b>	<b>Detection of security trainings quality among Czech development organizations.....</b>	<b>- 49 -</b>
5.2.1	Model situations.....	- 49 -
5.2.2	Security incidents.....	- 50 -
<b>6</b>	<b>DISCUSSION .....</b>	<b>- 53 -</b>
<b>7</b>	<b>CONCLUSION .....</b>	<b>- 56 -</b>
<b>8</b>	<b>REFERENCES.....</b>	<b>- 58 -</b>

## List of figures

Figure 1: Balance between the security approaches. ....	- 6 -
Figure 2: Types of security threats.....	- 9 -
Figure 3: Attacks on aid workers. ....	- 11 -
Figure 4: Division of the respondent according to the organization.....	- 28 -
Figure 5: Most visited countries among Czech aid workers.....	- 28 -
Figure 6: Employees vs. volunteers preparation. ....	- 47 -
Figure 7: Level of satisfaction of provided information among aid workers. ....	- 47 -
Figure 8: Consent with the settled statements among aid workers. ....	- 49 -

## List of tables

Table 1: Chosen Czech development organizations .....	- 26 -
Table 2: Interviewed people among Czech development organizations.....	- 27 -
Table 3: Evaluation of level and importance of safety and security policies and management in Czech University of Life Sciences Prague .....	- 33 -
Table 4: Evaluation of level and importance of safety and security policies and management of DEKONTA a. s. ....	- 35 -
Table 5: Evaluation of level and importance of safety and security policies and management in People in Need.....	- 38 -
Table 6: Evaluation of level and importance of safety and security policies and management in ADRA ČR .....	- 40 -
Table 7: Comparison of level and importance of safety and security policies among Czech development organizations .....	- 41 -
Table 8: Form of security preparation by organization, its obligation and verification. ....	- 48 -
Table 9: Statistical evaluation of the preparation on handling the security incidents, which happened to the aid workers and volunteers by Cochran-Armitage trend test. ....	- 51 -
Table 10: Types of security incidents which happened to Czech aid workers and volunteers .....	- 52 -



## List of contractions

CULS	Czech University of Life Sciencis Prague
CZDA	Czech development agency
ECHO	The European Commission's Humanitarian aid and Civil Protection department
EISF	Europan Interagency Security Forum
EU	Europian Union
FAO	Food and Agricultural organization of United Nations
FTA	Faculty of Tropical AgriSciences
ICRC	International Committee of the Red Cross
INGO	International Non-governmental organizations
ISAF	NATO-led International Security Assistance Force
LNGO	Local Non-governmental organizations
MSF	Médecins Sans Frontières (Doctors without borders)
NATO	North Atlantic Treaty Organization
OCHA	UN Office for the Coordination of Humanitarian Affairs
ODI	The Overseas Development Institute
OEF	U. S. -led Operation Enduring Freedom
OSCE	Organization for Security and Co-operation in Europe
OSH	Occupational safety and health
PIN	People in Need
UN	United Nations

# 1 Introduction

According to Deen (2006), working as an international aid worker has started to be concerned as one of the most dangerous professions around the world. In the terms of attempts on the aid worker in the field, last ten years have seemed to be one of the worst periods for them (Egeland et al., 2011). Since 2003 the total number of the incidents on aid worker has increasing tendency, in 2003 there were committed 63 incidents with the number of 143 aid workers victims and in the 2013 the number of the incidents increased to 251 incidents with 460 aid workers victims per year. More than 50 % of it has happened during the aid workers transport. The statistics indicate that the most hostile countries are Syria, South Sudan along with Afghanistan, Pakistan and Sudan (Stoddard et al., 2014).

There used to be an assumption that as long as humanitarian or development organizations would be independent and neutral, nobody would perceive it as a threat, however nowadays this assumption has become controversial because some of the organizations operating in the risk environments are targets of attacks and they are losing tacit protection which is needed for them to operate safely (Bickley, 2010). As an example of threat for aid workers can be used an incident which happened on 26<sup>th</sup> April 2014 in the Central African Republic, in the town Boguila, where members of ex-Seleka killed sixteen civilians, including three national staff members of the international humanitarian organization Doctors without Borders. The incident happened during the meeting about the medical access and care with forty community leaders and it was organized by Doctors without Borders. All civilians were unarmed and before the meeting, the organisation called on all participants of the conflict to respect the neutrality of the health facility. Stefano Argenziano, MSF head of mission in CAR admitted: “This appalling incident has forced us to withdraw key staff and suspend activities in Baguila.”(Doctors without borders, 2014).

Due to the changing attitude to the neutrality and safety of the organizations, development organisations have to know how to act in the high risk circumstances and have to become more professional and disciplined (Egeland et al., 2011). It is obvious that the aid work could be dangerous and unpredictable, and thus it is important to ensure the safety and security management of the organization to minimize risks for staff as well as assets, but at the same time delivering effective projects. The safety and security

management should be considered as a part of all projects in all countries, not just in those which are influenced by political violence or conflict (Bickley, 2010).

The basic concern of the development organization should secure the safety of the staff. It is responsibility of the organization to ensure safe and secure working conditions for their staff and manage all potential risks, which they could be exposed to during the work (Bickley, 2010). Aid workers very often occur in threatening conditions in the conflict areas, where soldiers are deployed. When these two professions are compared, there is a visibly different approach in the preparation for such conditions. For the soldiers it is obligatory to be prepared for the complex situations which involve different kinds of threats and acting in the risky situations. On the other hand aid workers are not introduced to this kind of the trainings; nevertheless the experience suggests they should be. (Hearn and Deeny, 2007). The insecure environment and frequent attacks on the aid workers could affect the efficiency of the organization or even suspend the activities in region, but the impact could be even bigger. For instance Somalia belongs to the countries with a greater number of attacks on aid workers in the last six years. Due to this fact international organization Doctors without Borders in 2013 decided to withdraw their programmes focused on healthcare, which was running around whole Somalia for 22 years (Stoddart et al., 2014).

The Czech Republic represents no exception in the security incidents on the aid workers worldwide. In 2011 a tragic accident happened on the road between two Nicaraguan cities Managua and Leon. Four members (three teachers and one student) of the Mendel University in Brno, who were part of the agriculture development project team, had a car accident on the way from the excursion on the shrimp farm. Their van had a crash with the local truck. Three of the Czechs died, one ended up with serious injuries in the hospital, the driver of the truck was arrested – as the truck was going in high speed without lights turned on (Czech television, 2015). Recently three workers of the Czech organization People in Need were accidentally killed by grenade in Syrian city of Aleppo. The director of the Czech organization People in Need stated that despite the security situation, the organization remains committed in order to provide assistance in the area (People in Need, 2015). These incidents did not have impact on subsequent operations of the organizations in the area. Mendel University in Brno continued on the project as well as People in Need. It might have been caused by the character of the attacks, as both

tragedies were not aimed especially on the organizations. Anyway the impact of security threats be taken into account and as a practical outcome they can be used for modifying the organizations security policies.

Nowadays every Czech development organization handles the security and safety policies by themselves and there are no standard measures that would set the minimal requests which are needed for the preparation of the aid workers to travel to the foreign country. Czech development organizations do not share any information or important experience from the developing countries that could decrease potential security and safety risks for the staff of their own or other organization (FORS, 2013). Security and safety policies in many Czech development organizations differ or are missing and almost no attention is paid to the evolution and improvement of the situation. There is a lack of scientific information about security policies among Czech development organizations and few authors focus on the topic, which is probably caused by the sensitivity of the issue. The sensitivity of the information about the security incidents might be the main reason, why organizations are not willing to share the information about their security and safety policies. The result of the thesis could be an initial hint for summarization, unification and improvement of the Czech development security and safety policies and it also could be used for other future research of similar topic.

## **2 Literature Review**

### **2.1 Definition of security and safety**

In general it means security protection of the humanitarian and development aid workers and their property against violence and thefts. It is necessary to explain the differences between security and safety - the meaning of security was already mentioned: it is a prevention of threat which is caused by violence or by another human (for example robbery, kidnapping, shooting etc.). On the other hand safety is defined as prevention of dangerous coincidence, which could be caused by nature (earthquake, floods), by human (car accident) or other (diseases) (Jančovič, 2011).

#### **2.1.1 Security and its impact on NGOs**

According to the Humanitarian outcomes (2014) there were 269 victims of security incidents reported to the Aid worker security database in 2014. The attacks on the aid workers negatively affect the work of the NGOs in the area of incidents; eventually the NGOs are forced to partially or sometimes even completely close the project. This kind of situation happened in January 2014 in Northern Syria, where five international aid workers forcibly taken from organizations residence 'for questioning'. There was no contact with the workers from 2<sup>nd</sup> January, till 4<sup>th</sup> April 2014 when 3 of the workers were released; the two remaining were released on 14<sup>th</sup> May 2014. As a reaction to this incident the organization reduced the project in that area and closed some of its medical facilities there. Similar situation happened in Afghanistan where in January 2014 was kidnapped senior staff INGO, when he was returning from school where he was providing services. Twelve people have already been arrested with suspicion of participating on these kidnappings. In reaction of the INGO, the services in Afghanistan were suspended. (Humanitarian outcomes, 2015a).

#### **2.1.2 Concept of the neutrality of NGOs**

Neutrality is considered as one of the main principles of the development and humanitarian work as well as independency and impartiality. Concept of neutrality is understood in various ways, for some it is necessary to be neutral for the future

humanitarian help, on the other hand for some it is senseless charade that may cost lives instead of saving them (Harroff-Tavel, 2003).

A situation that happened in Afghanistan in 2006 is an example of neutrality. Two main international military coalitions of OEF led by U.S. and ISAF led by NATO operated there, as well as more than 800 international and indigenous Afghan NGOs. Due to the fact that there had to be co-existence between the international military operations and NGOs in such risk environment, it is a valid proof that the NGOs are able to keep up with the main principles of humanitarian neutrality and independence. The aid workers murders in this area had shaken many NGOs, some of the organizations abandoned principles of neutrality and independence, while large number kept holding it. That led to truly unusually close contact between these two communities which helped to start new type of military-humanitarian dialogue.(Olson, 2006).The close links with the armed forces can put the NGOs into high risk of the attacks as it is visible on the example of the organization MSF, which withdrew from Afghanistan when five people from its staff were murdered in 2004. The attacks were commented by Taliban spokesperson: “Organisations like Médecins Sans Frontières work for American interests and are therefore targets for us” (Shetty, 2007).

## **2.2 Security approaches and their use in practice**

Developing highly effective safety and security policies is the way how the development organizations could minimise the risk on them and their staff. The organizations have mostly been trying to minimise the risk by developing the safety and security documents, on the local or field level. To be effective the policies should be adopted as a part of the strategic approach and should suit the context and organisation (Bickley, 2010). Before developing security policies it is necessary for the organisation to decide on institutional level which approach is preferable and then used it appropriately. In practise these approaches are combined to fit into local conditions (Harmer, 2010).

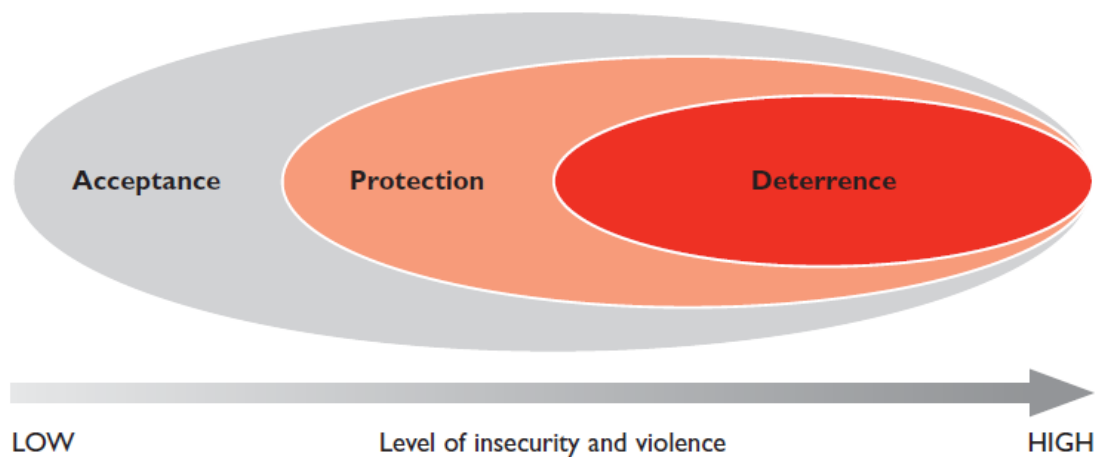
There are more variations how to divide different approaches to build effective security strategies in reference books. Egeland et al. (2011) says that in practise it is possible to observe seven categories: (1) acceptance-based approaches, (2) negotiated access, (3) localised or devolved management strategies, (4) low-profile approaches, (5) protective measures, (6) deterrent measures and (7) other operational measures related to security management, coordination, and preparedness. On the other hand according to Van

Brabant (2000) only three approaches of the security strategies can be observed: acceptance, protection and deterrence.

The acceptance strategy is based on keeping the risk acceptance, among every level of presence and work of the aid worker to reduce or remove threats. The protection strategy is focused on reducing the vulnerability to existing threats by using the protective physical structures, materials and other equipment. The deterrence strategy is based on posing a counter- threat that should deter or influence aggressors. Armed protection can be an extreme form.

When deciding which strategy is the best for the organization it is necessary to think about the security and safety conditions and risks of nature disasters that are meant to be reduced. The most effective security strategies are based on combination of the elements of the all three strategies, with variable amount of emphasis on each strategy in connection with the aid actor and operational settings (Egeland et al., 2011; Bickley, 2010). That is shown in the Figure 1.

### **Security strategies**



**Figure 1:** Balance between the security approaches. Source: Bickley (2010)

#### **2.2.1 Acceptance approach**

It is one of the strategies that is focusing on increasing the security in the environment, based on active attitude in making good relations with the local habitants, communities, parties of conflicts and other relevant actors. The organization should obtain acceptance and consent for its presence and work (Egeland et al., 2011). Due to this important part of the acceptance approach is that all workers in the organization are aware of the program objectives and are able to explain it to the locals. Alongside the locals

should know who the organization is, what its work is and why the organization is doing it (Bickley, 2010).

As example of the cultural differences and necessity to explain the activities to the local population Rodon et al., (2012) present the case of Somalia. In February 1994 the cholera epidemic burst out in there and the humanitarian organization Médecins Sans Frontières (MSF) had the project focused on controlling and avoiding the spread of the epidemic. The MSF created the centre for the treatment of cholera; they also were in touch with the health authorities to provide them with advices and started to accomplish safe burials. According to the tradition, there were a lot of people who participated on the traditional burial and were in the contact with the corpse in the local community. Because of this, the ritual became the important focus for the spread of epidemic. To be effective and reduce the risks of the spread of the epidemic MSF decided that the best would be to bury the infected corpses without the ritual. This decision resulted in violence against MSF workers and the local community stopped using the treatment centre built by the organization. As a reaction on that the MSF workers gave the information to the local community about the epidemic spreading, also allowed the community to perform the traditional burial ritual with some preventive measures to reduce the risk. That shows how important communication with the locals about the organisation activities and understanding and respecting the local culture can be for the efficiency of the organization and safety of its workers. Moreover both are tools of acceptance approach.

### **2.2.2 Protection approach**

The protection approach is caring about the vulnerability of the organization and its stuff by strapping or restricting its exposure to the different kinds of the threats (Bickley, 2010). This strategy is used by UN agencies more than by other international development organizations. In the terms of the security it could be called “hardening the target” and it is mostly used in the more insecure areas, where the acceptance approach is not enough (Egeland et al., 2011).

In spring 1999 NATO held the air campaign against Serbia, in that time the Macedonian population was divided into the two main groups. The Slav majority which sympathise with the Serbs and the Albanian minority, which in general supported the NATO action. Due to this the developing and humanitarian organizations which were operating there decided to use the removable logos on their vehicles. The organizations put



on the logos only in the Albanian-inhabited areas; everywhere else the logos were removed. This action reduced their visibility in the certain areas and on the other hand increased the visibility in areas where it was needed (Van Brabant, 2000).

### **2.2.3 Deterrence approach**

The third and most extreme strategy is the deterrence. This strategy is very rare in the developing organizations, mainly because it is the last resort for them. Direct or indirect harming of people is in the contradiction with the basic principles and objectives of the developing organizations, but in extreme circumstances are used obvious expressions of the deterrence strategy as guard dogs, armed guard or electric fence (Childs, 2013).

After the series of kidnaps of the aid workers in Pakistan in 2012, the government ordered obligatory armed escorts for the international staff in some provinces. Some of the organizations refused to go to the field, because they do not want travel with the armed escort. The mandatory armed escort was only for the international staff despite the fact that national staff was more common victim of the kidnapping. This decree meant the decreasing risk of the kidnap for the national staff (Stoddart et al., 2012).

## **2.3 Types of organizations and its threat**

### **2.3.1 Security threats**

The threat is any danger which can lead into harm or injuring the employee, or destroyed or stolen property of the organization (Dworken, 1998). Historically aid worker faced two main categories of threat. First category is environmental threats, including incidental threats (collateral damage caused by operating in risk environment) and parasitic threats (aid workers are targeted due to their economic assets). Second category is political threats, where the aid workers are target due to their allegiance or participation in political agenda of the attacker. Also a non-differentiation from the political agenda can be a risky attitude. It involves attacks on the workers or aid operation in purpose to block the provided aid to certain groups (Stoddard et al., 2006).

Nowadays the threats could be divided to the two main groups. First group are threats which are part of the working environment, and they could affect anybody no matter the location (inherent threats). The second group are specific threats to the

organization and its workers (targeted threats). In general the inherent threats are easily predictable, so it is possible to prevent them by common sense or basic safety and security procedures. On the other hand the response on the targeted threats is more difficult and requires more developed security measures and procedures (Bickley, 2010). The types of the threats and their division into two mentioned groups are listed in the picture below.

<b>Inherent threats</b> (Non-targeted threats)	<b>Targeted threats</b>
<ul style="list-style-type: none"> <li>• <b>Work and travel</b> – ill health; work place accidents; vehicle accidents; air crashes; boat accidents, etc.</li> <li>• <b>Natural hazards</b> – earthquakes; floods; avalanches; wildlife, etc.</li> <li>• <b>Wrong place, wrong time</b> – demonstrations and rallies; indiscriminate violence; looting; crossfire; military actions, etc.</li> <li>• <b>Indiscriminate weapons</b> – mines and unexploded ordnance (UXOs); shelling and aerial bombardment; chemical and biological weapons, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Crime</b> – armed robbery or theft; arson; ambush; carjacking; bribery, extortion and fraud, etc.</li> <li>• <b>Acts of violence</b> – bodily harm; assault; sexual violence, etc.</li> <li>• <b>Acts of terror</b> – bombs/improvised explosive devices (IEDs); suicide attacks; shootings/assassinations, etc.</li> <li>• <b>Staff disappearance</b> – detention; arrest; abduction; kidnapping, etc.</li> <li>• <b>Psychological intimidation</b> – harassment; death threats, etc.</li> </ul>

**Figure 2:** Types of security threats. Source: Bickley (2010)

The reasons of the security threats can be various. Randolph (1999) mention that it could be caused by increase in the number and duration of conflicts and by the absence of the rules how to act in the conflicts. Another reason can also be a lack of diplomatic relations with the combatants that may lead to the perception that humanitarian organization can be attack with impunity. Another reason of security threats is loss of neutrality and culture of the NGOs. The aid agencies often try to get as close to the lines as possible and there is lack of discipline among the workers, even though it is necessary for following proper security protocols.

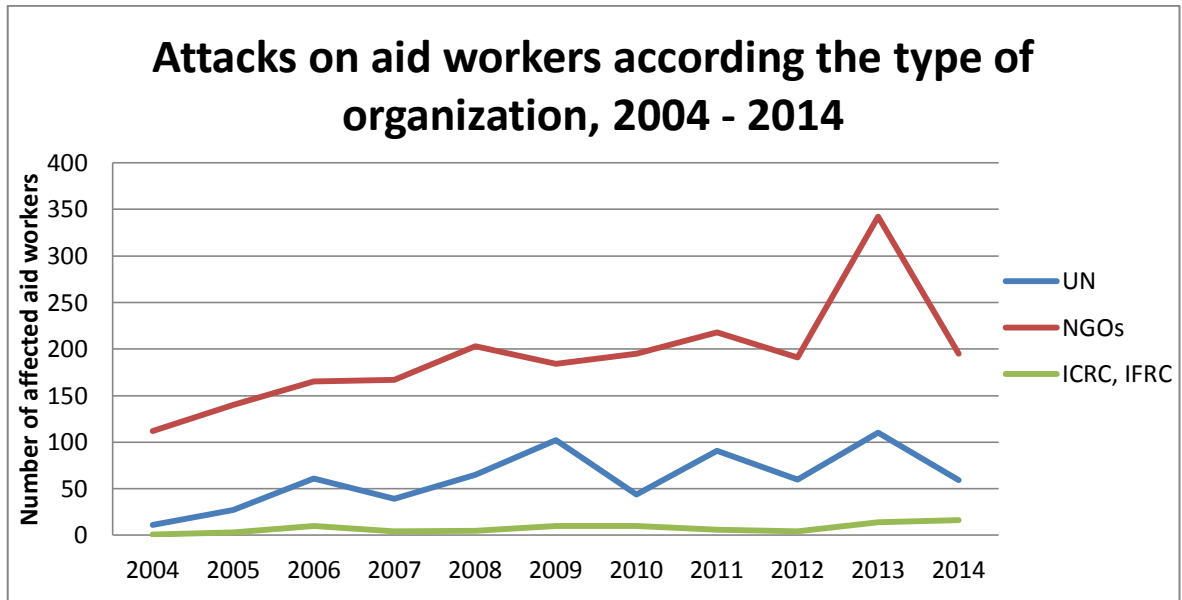
### 2.3.2 Types of organizations

The organizations could be on different levels of security risk due to the type of the organization. The level of treat for each form of the organization depends on different factors, for example on environment where the organization act (location of the project),

kinds of projects which are implemented as well as on the number of the workers who are actually working abroad at the time.

According to the research by Stoddard et al. (2006) the largest share of the victims of violence incidents are from NGOs (60 %). The second largest group of victims is personnel of the UN agencies (23 %) and 16 % of the violence incidents were performed on Red Cross workers in years 1997 - 2005. The attacks on UN and ICRC had decreasing tendency in years 1997-2005, but on the other hand the share of total victims in absolute number of the NGO and Red Cross workers increase rapidly in that time period. The possible reason in the differences could be transition period in 2003 during which UN and ICRC increase the conservatisms and used more risk-averse approach to their projects. The next graph shows the attacks on the aid workers according the type of the organization in years 2004 -2014. The organizations were divided to the tree main groups - UN workers, NGOs workers (from International non-governmental organizations, local non-governmental organisation) and Red Cross workers (International committee of the Red Cross, International Federation of Red Cross and Red Crescent Societies).

The security incidents had increasing trend, with largest share of the security victims from NGOs, it was the same in the research from 2006. On the other hand the attacks on the aid workers of all types of organizations had increasing tendency, except Red Cross where the number of affected workers is approximately the same. The largest amount of aid workers victims were in 2013 among all organizations. This year reached the highest number of the aid workers victims in the history of Humanitarian outcomes database (United Nations, 2015).



**Figure 3:** Attacks on aid workers. Source: Data from Aid workers security database (Humanitarian Outcomes, 2015)

In the time the threats according the type of the organisations are changing. It was demonstrated that recently the workers of the non-governmental organizations are in the largest threat. In the research, there were examined deaths among humanitarian workers between 1985 and 1998, was pointed out that almost half of victims were workers of UN programmes and a quarter were in UN peacekeepers (Sheik et all, 2000).

## 2.4 Security documents

While settling an effective security of the organization, it is necessary to create basic documents, which are subordinately divided according to their purpose. The documents should be designed to clearly defined purpose. Hierarchy of the key documents:

**Security policy** – aggregate security policy of the organization

**Security manual** – comprehensive procedures in term of security for the organization

**Security plan** – particular procedures for a specific location

Security policy and Security plan should be brief and short to ensure that they would be readable and understandable. On the other hand Security manual is meant to be longer, due to the wide range of the security procedures, which should be used in various situations.

## **Security policy**

It is top-level document describing general security policy of the organization. The document of the security policy consists from the organization approach to the security and basic rules, which are settled for security management. Each of the organization has different security policy, because it should be modified to suit the needs of the organization. The ECHO (2004) suggests amount of the topics which should be covered in the security policy as principles of the organization, approach and framework for security management, roles and responsibilities of managers in term of security, responsibilities of the organization, minimum requirements before deployment in new areas, approach to funding the security measures and others. In the research of Rowley et al. (2010) was proved that organizations security policies mostly briefly summarize the security philosophy and include important principles and key guidance points. On the other hand not all of the organisations have security policies – that could strongly affect the employees in terms of internalising the content, which should be provided by the security policy and cooperation with the local governments, leaders, community or even donors.

## **Security manual**

Development organizations mainly create their own security manual. Mostly it is a large document which is used as a reference document for the staff. It contains security advices, procedures and rules and should suit to the local context. Security manual describe generic procedures and reactions on different types on security incidents or threats. It is often named “security handbook” or “standard operating procedures”. The organization could use the manual created by another organisation and modified it according to their specific needs.

## **Security plan**

This document is created in terms of the location, where the project is implemented. The security plan is usually created by the person who is responsible for the security on the project (field team leader), it also can be written in cooperation with international and local employees. The document has to be short and it must take into account the local situation and other characteristic of the region. It must be updated whenever it is needed, mainly when the security situation in the area is changing. It should cover security situation in the location, security rules for the employees, information about evacuation from the security point of view or for example contact list on offices, police, civil authorities etc (ECHO, 2004).

## **2.5 Security in research and its standards**

Incidents as ambushes or kidnapping had always happened in the past, as no safety or security rules were created. There was Clayton Kratz, worker of the development organization Mennonite Central Committee, who disappeared in Ukraine in early 1920s. In 1935-6 were Red Cross ambulances bombed in Ethiopia and in June 1968 the ICRC plan were shot down in Biafra. The sources of the attack are mostly from the chronicle individual and selected experiences. The notion of security started as one of the basics elements of the humanitarian operation after the shooting of the six ICRC nurses in their bed in 1996 in Chechnya. This was the first impulse, based on which security training manuals and management strategies were developed. Bombing of the UN compound in Baghdad in 2003 led to improvement and changes of security management strategies (Fast, 2010).

### **2.5.1 Important standards and its creators**

There is no unified security standard use by the aid organizations. The groups, which act in the field of NGO security, have developed various standards, measures and procedures based on their own researches, data and experiences. Most of the standards are available and free on their websites and can be used by any other organization and adopted for its needs. Below are summarized main creators and its standards.

#### **OCHA**

United Nations Office for the coordination of Humanitarian Affairs brings together the humanitarian actors, and tries to ensure a comprehensive response to emergencies. One of the three core functions of OCHA is to support “*effective and principled humanitarian action, saving lives and reducing suffering*” the protection of the civilians in armed conflicts and protection in terms of natural disasters or civil unrest (OCHA, 2015). OCHA is one of the international creators of the standards in field of the security of the development workers, most used and cited one is *To Stay and Deliver: Good practice for humanitarian in complex security environments* from 2011. The study was created by three authors – specialists in the field. Jan Egeland, Adele Harmer and Abby Stoddard. It is an analysis of the broader challenges in securing the humanitarian action and points out recommended areas for improvement (Egeland et al., 2011).

## **ODI**

Overseas Development Institute is research institute founded in 1960 that focuses on international development and humanitarian issues. The institute cooperates with partners from public and private sectors in order to inspire and inform policy and practice by doing the “*quality applied research, practical policy advice, and policy-focused dissemination and debate*”. ODI has 10 programmes that focus on the aspects of international development, for the thesis is most important Humanitarian Policy group, which works under the Integrated Programme. The body of the research is created as a consultation with their advisory group. That is put together with the commissioned studies, communications and networking activity (ODI, 2015). Under the Humanitarian Policy group is Humanitarian Practice Network, which provides forum for sharing the disseminate information, analysis and experiences. Policy-makers, practitioners and others working in humanitarian sector (Human Practice Network, 2015). The Humanitarian Practice Network published the second edition of the *Good Practice Reviews on Operational security Management in Violent Environments*, this publication is concerning on security management concepts and highlights the right governance and practical advices in operational security on the development (humanitarian) projects (Harmer, 2010).

## **EISF**

„European Interagency Security Forum is an independent network of Security Focal Points who represent European-based humanitarian NGOs operating internationally“. The EISF was founded by several security managers among European NGOs, with the idea to create informal alliance for information-sharing. Nowadays the main aim of the EISF is to improve the security risk management and its approaches, with effort to provide space for aid workers help to locations where needed. In the cooperation with the EISF members are produced independent researches, organized forum meetings and regular workshops and the forum provides the space for sharing of the information between the members. EISF created amount of the publications form different fields of the security management (EISF, 2015)

## **INSO**

International NGO Safety organization – INSO is non-governmental organization, which is dedicated to supporting the safety of humanitarian and aid workers and executes their missions safely with minimum risk to their employees and beneficiaries. The organization provides quality services, information, analysis and warning in the risk

environments to achieve the safe state. The information from the INSO is provided only to non-profit NGOs, fundamentally they do not provide any information or support to governments, armed forces or private companies (INSO,2015). The INSO services are used also among Czech development organizations as People in Need and Centrum Dialog (Macíček, 2014).

### **Humanitarian outcomes**

Humanitarian outcomes are the team of professional consultants providing researches and policy advice for humanitarian aid agencies and donor governments. This work is through independent studies, commissioned research and policy recommendations, evaluations, operational reviews and strategic input into planning processes, trainings, teachings and development of curriculum materials (Humanitarian outcomes, 2015b). Under the Humanitarian outcomes *The Aid Worker Security Database* (AWSDB) was created, which provides information about the security incidents of aid workers from 1997. Data from the database provide the evidence base analysis that reflects changing security environment concerning civilian aid operations. Due to the large interest in the data, AWSDB is available online and accessed free (Humanitarian outcomes, 2015a). Another programmes of Humanitarian outcomes are SAVE (Secure Access in Volatile Environments) and GDHO (Global Database of Humanitarian Organisations). The Humanitarian outcomes publish Aid Worker Security Report every year, and the members of the team cooperate with other security forums and publish other researches, available on Humanitarian outcomes web pages (Humanitarian outcomes, 2015b).

### **ISO 31000**

While managing the risks, the development organizations can use the certification ISO 31000, Risk management – Principles and guidelines. This certification is international and provides principles, framework and a process for managing risks. It especially helps with effective organization and allocation of the sources for risk management. By this it is possible to increase probability of achieving settled goals and effectively identify the threats in which are being dangers for the organisation (ISO, 2015). This certification is used worldwide, People in Need is one of the certified development organizations from Czech Republic (Homolka, 2015).



## 2.5.2 Security in research

Majority of researches in the field of the security of NGO is focused on practical information about security, or case studies from the different parts of the world. This chapter summarizes main authors, which publish in the field of NGO security management.

One of the main authors in this field is **Koenraad Van Brabant** the creator of the *Operational Security Management in violent environments* (2000), this research is widely used by many NGOs as a reference literature, if the own security manual is missing. Brabant's main focus is on security management in the field. The researches *Cool ground for aid providers: Toward better security management in aid agencies* (1998) and *Security training: where are we now* (1999) deal with the level of development of the security trainings among organizations and points that are necessary to improve. He was also part of the Humanitarian policy Group in 1997-2000. Another researcher **Larissa Fast** is concerned with the violence against aid workers and security approaches. Her works were published in journals as *Disasters*, *Conflict Resolution Quarterly*, *European Journal of International Relations* and others. In 2014 she published her book *Aid in Danger: The Peril and Promise of Humanitarianism*, which examines causes and consequences of violence against aid workers. Fast is author or co-author of researches as *Mind the Gap: Documenting and explaining violence against aid workers* (2010), *In Acceptance We Trust? Conceptualising Acceptance* (2013) or *A Closer Look at Acceptance* (2010) and others. She is co-founder or member of amount of the security databases and organizations.

Noticeable author is also **Christina Wille**, who is expert in the field of security with more than 18 years of experiences. She is author of publications *Operating in Insecurity. Shifting patterns of violence against humanitarian providers and their staff* (2013), *Humanitarian staff security in armed conflict. Policy implications for the international community from changes in the operating environments for humanitarian agencies* (2013) or co-author of *Security Facts for Humanitarian Agencies* (2013). **Adele Harmer** and **Abby Stoddard** are partners of the Humanitarian Outcomes and together their published mainly under these group, for example: *Aid Workers Security Report 2011: Spotlight on security for national aid workers: Issues and perspectives* (2011). The best known is *To Stay and Deliver: Good Practice for Humanitarian in Complex Security Environments* (2011), which they published with **Jan England** under the OCHA as one of

widely quoted study. This study aimed to identify and document security strategies and practices, which have facilitated humanitarian organisations to maintain effective work and implementation of projects in contexts characterised by high security threats. Mr. England is also author of the book *A Billion Lives: An Eyewitness Report from the Frontlines of Humanity* (2008), about his experiences during his travels to the disaster and war zones and meeting with aid workers.

### **2.5.3 Security policies**

Large numbers of the NGOs do not have sufficient security policies and procedures. As the policies are developed it is usually not happening in discussion with the all employees (international and local, who do have realistic notion about security threats in region) and so it does not appropriate respond to the threats in context. Due to this the procedures may occur as irrelevant and not respected. Security awareness of the humanitarian organization and security of its workers should be integrated into the project cycle management, this commits the donors but still they do not tend to make specific security requirements of partners (ECHO, 2004). On the other hand based on the interview with the Head of project formulation of CZDA was confirmed that the agency has requirements to the organizations in the term of security. It depends on the location and security situation in the area. In the insecure environments as Afghanistan the CZDA have compulsory requirements on the security of the organization and its workers (Ciboch, 2015).

## 2.6 Security and safety in the Czech Republic

Current security policy of the Czech Republic was accepted by resolution of the Czech Government on 8<sup>th</sup> September 2011. It contains five basic components: foreign policy, defence policy, internal security policy, economic policy in terms of national security, policy of public information, policy in term of national security. Key document is Security strategies of the Czech Republic (Ministry of Foreign Affairs, 2015). The document follows the Security Strategies of the Czech Republic from 2003, which reflects and describes changes in security field and threats in Euroatlantic space. It also takes into account the agreement of North Atlantic Treaty Organization (NATO) on the summit in Lisbon in autumn 2010, where this Strategic conception was accepted. Due to the membership of the Czech Republic in international organizations: NATO, EU, UN, OSCE the Security strategies of the Czech Republic have to fulfil the international commitments that follow from the agreements with the organizations. The interests of security of the Czech Republic are divided to the three main parts: life interests, strategic interests and other important interests.

(Ministry of Foreign Affairs, 2011).

The security of the employees is under the Act no. 262/2006 Coll. Dated April 21, 2006, Labour code about **Occupational safety and health** in the Czech Republic. According to the statement from the mentioned status: *“The employer is obliged to ensure the safety and health of workers at work with regard to the possible risk to their life and health, which is related to the performance of work.”* all the organisations should have developed mandatory security policies (Ministry of Labour and Social Affairs. 2015). This confirms Mr. Němec (2015), who based on his experience with the security among Czech development organizations, said that organizations mostly understand this law in the term of security in the Czech Republic. The main point is that Czech development organizations have security policies placed in the working environment of the Czech Republic, but abroad. The perception of the law depends on the organization. On the other hand this law includes statement about prevention of the risk: *“Risk prevention means all measures followed of legal and other regulations to ensure safety and health at work from employer’s actions, which aimed to prevent risk and eliminate or minimize the affect of unavoidable risks”* (Ministry of Labour and Social Affairs. 2015). According Mr. Němec (2015), this should be motivation for the organizations to have developed sufficient

security policies. Due to the fact that after the security incident and potential prosecution the organization has to prove that all measures to prevent the risks were done. If the organization did not prove it, it could have financial penalty in much higher amount than the original investment to the security policy might have cost.

The organization which is involved in the security of aid workers in Czech Republic is **Czech Forum for Development Cooperation**. FORS was founded in 2002 by fifteen NGOs. It is a platform for Czech nongovernmental organizations (NGOs) which are involved in humanitarian assistance, development cooperation and education. One of the topics is focused on the Security of humanitarian and development workers. Due to the fact of non-existing standards about the requirements on aid workers the goal of FORS is to create the space for sharing the information, procedures, processes documents and standards in terms of security of aid workers. The establishment of the Working group for security had purpose to support this goal and conceptual approach to security of the aid workers topic. To support the security among Czech development organization the platform offers different resources and trends in international scale. With the other organization was created e-learning platform about the supporting safety and security in operations of humanitarian organizations and their personnel (FORS, 2015).

### 3 Aims of the Thesis

The objective of the thesis is to analyse how the Czech development organizations are handling safety and security policies. There is analyse of the security and safety policies of the three sectors (public, academic and non-profit) of the development cooperation by sample of the selected Czech developing organizations in the thesis. Another part of the thesis is focused on evaluation of security trainings of aid workers and volunteers who's due to their job travel around the whole world to the developing countries and put themselves at risk very often.

The importance of this goal refers to lack of compulsory security and safety standards in the Czech development sector, which would set minimum rules and principles to be followed by organizations, whose employees leave for development and humanitarian projects. Large numbers of the organizations do not have any security and safety policies or the policies are poorly developed, which may lead to the decreased efficiency of the implemented projects especially in the high risk environments.

The goal is structured in to the two main objectives.

1. Analysis of the level and importance of safety and security policies and management among Czech development organizations.
  - case study comparison of the safety and security policies and management of the Czech development organizations in three difference sectors (public, governmental, private)
  - identification of security and safety policies of Czech development organizations from aid workers' point of view
2. Detection of quality of the security trainings among Czech development organisations.
  - *Hypothesis 1:* There is a significant difference in reactions in the model situations between respondents who were and were not prepared by organisation.
  - *Hypothesis 2:* Respondents who received information related to possible risks were more capable of handling the situation as they faced it.

## **4 Materials and Methods**

### **4.1.1 Type of research**

The pragmatic approach was used for the research; it combined quantitative and qualitative methods. Case studies of four Czech development organizations from different sectors (one donor agency and one representative organization that work in field of NGOs security) were used for analyzing of the level of importance of security policies. Interview was used as a method of the qualitative research. Method of quantitative research – semi-closed questioners was chosen for the evaluation of the security training.

### **4.1.2 Target groups**

Two main target groups were established for the research purpose. Czech development organizations which have humanitarian or development projects allocated in developing countries were settled as a target group for the analysis of security and safety policies. The second target group was established from aid workers and volunteers, who has been part of the humanitarian or development projects in developing countries.

### **4.1.3 Methods of selection**

Foreigner development cooperation of the Czech Republic was divided into three main sectors; private, non-profit and academic. FORS used the same division in *Finding the ways of cooperation in developing countries* document (FORS, 2013). The same division of the development cooperation was used for the thesis and also for selection of actors, who were approached based on the extent and size of their development activities (in terms of amount of projects and number of targeted countries), for each of the sectors. The approached organizations were from non-profit sector: Caritas Czech Republic, Development WorldWide, People in Need and ADRA. From private sector were approached Dekonta a.s. and from academic sector the Faculty of Tropical AgriSciences - Czech University of Life Sciences Prague, Mendel University in Brno, Palacky University Olomouc. As a special organizations that participate in security policies, but do not implement own projects were approached donor agency of Czech development coordination –CZDA and reference security organization Salanga s.r.o. which main goal is to contribute to decreasing security risks which aid workers face.

There is no database of the development organizations that work in developing countries or their employees and volunteers. Due to that the method of random selection of the respondents was used. Therefore results from similar researches could be different from the findings in this thesis. The aid workers and volunteers who were approached took part in the development projects under the following organizations:

**Private sector:** DEKONTA a.s.

**Non-profit sector:** People in Need, Caritas Czech republic, ADRA, Kintari org., SpolekPralesděttem, Centrum Narovinuo.p.s., Nhoma, United Vision, KejdomKeku, Centrum Dialog o.p.s., Njovuo.p.s., Magna Children in Need, Care Czech Republic, Diakonie ČCE.

**Academic sector:** Charles University, Czech University of Life Sciences Prague, Mendel University in Brno, Palacky University Olomouc.

These organizations were selected according the authors awareness of the Czech development organizations as members of Czech Forum for development Cooperation. The largest group of the approached organizations (73 %) was from non-profit sector, 21 % of the organizations were from academic sector and 5% from private sector. Approximately 300 aid workers and volunteers were included into the survey.

#### **4.1.4 Method of data collection**

Materials which were collected by semi-structured interviews (Annex 1), with prepared questions providing the space for interviewed person to add their opinions and experiences were used to analyze the situation of security policies among Czech development organizations. One person responsible for security policy from each organization was interviewed. If there was not anybody responsible for security policy, one of the leading managers of the organization was interviewed. DEKONTA a.s. also provided own security document “*Implementing and security project: Recovering the environmental burdens cause by pesticides in Republic of Moldova*” (2011) which was used. Interviews were conducted personally, through the Skype or email, depending on the place of headquarters of the organization and possibilities of the interviewed person. The interviews took 45 – 60 minutes and were recorded and transcribed in the time period from January to April 2015. The interview was divided into four main parts: general information about safety and security policies, preparation before the project, safety during the project

and after the project. The indicators were created based on standard division of the security management used by different authors (Jankovič, 2011; ECHO, 2004). The main indicators used in the interview are listed below.

<b>Indicators</b>	
General	Person responsible for security
	Security approach (acceptance, protection, deterrence)
	Sharing of information about security threats
	Experience with security incidents
	Costs of security policies
Preparation before project	Meetings with people who already participate on project
	Written security guide, evaluation of knowledge
	Theoretical or practical training
	First aid course
	Requiring and cost covering of vaccinations
	List of contacts for emergency (in the Czech republic)
	List of responsibilities
	Contract and organization responsibilities
Insurance provided by organization	
Safety during the project	Covering the costs
	Presence of responsible person on project
	Existing and modification of situation analyses
	Existing security rules for workers
	Physical protection of workers
	Types of property protection
	Cooperation with governmental and local security agencies
	Cooperation with community
Cooperation with headquarters	
After the project	Feedback from workers
	Evaluation
	Possible modification of security policies

The materials were collected by semi-closed questionnaires with 18 main questions subsequently divided into sub-question (Annex 2). The questionnaire was created by application Google forms and send online directly to the email of the respondents, or to the headquarters and/or secretary of the selected organizations, who should resent it to its employees and volunteers, who took part in the developing project. The data and



information from questionnaires were collected from 16<sup>th</sup> February 2015 till 19<sup>th</sup> March 2015.

#### **4.1.5 Data processing**

The safety and security policy of each organization was described based on the interviews and subsequently it was arranged to synoptic table of created indicators. Each of the indicators had assigned value which was used for basic comparison of the organizations. The values of the indicators can be seen in Annex 3. One synoptic table with indicators was created for each organisation and every indicator was classified by set values. Maximal possible amount of the value is 39, which refers to the possibly best managed safety and security policies. The exceptions were CZDA and Salanga, which were not compared with other organizations, due to their position in Czech development cooperation in terms of security and possibility of distorted results.

Collected data from the questionnaires were separated to three main parts: Security policies of organizations from the aid workers point of view, model situations and security incidents that has happened to the respondents.

##### **Security policy**

Analyze of the security policies among organizations from aid workers point of view was researcher's main focus in this part. The result of this part contributes to the interview part of the research and the data was processed with MS Office Excel<sup>®</sup>. A summarizing table was created to see how the security policy was provided to the respondents. The table contains various forms of the security policies provided to the employees, showing the information if the participation on the training was obligatory and also if the organization verified the knowledge of the employees and how.

##### **Security incidents**

A sort of the respondents who had some experience with the security incidents on the project was chosen for the purpose of the research. The research explored if the respondents who were prepared by organization were more capable of handling the situation as they face it. Also there is the summarizing table which covers types of the security situation aid worker experienced and if or how the organization help the respondents to solve the situation. A hypothesis was settled for this purpose.

*Hypothesis:* Respondents who received information related to possible risks were more capable of handling the situation as they faced it.

The same method as in previous hypothesis: locally strongest Cochran-Armitage trend test by using contingency table was used to prove or disprove the hypothesis. This test was used to see the linear trend of the category of the instructed respondents having higher level of preparedness and awareness about security and safety, particularly of being more capable to handle the situation.

### **Model situations**

Four Model situations of security incidents, which could happened during the development project were settled in the questionnaire. The respondents were supposed to choose the answer, which they considered as the best within their personal safety. They also had the information that all of the situations are happening in a developing country.

*Model situation 1:* You are walking on the street; approximately one meter before you there is a man with knife and wants all your staff. What are you going to do?

*Model situation 2:* You are sleeping in hotel room; a man with gun wants to kidnap you. What are you going to do?

*Model situation 3:* You are driving your car alone and see a car accident that has just happened. The cars in the opposite direction have already stopped. What are you going to do?

*Model situation 4:* You are a witness of an accident when car hit a local man. He is seriously injured and bleeding, but you do not have any medical equipment. Would you provide him first aid (suppose that providing a first aid is not obligatory in this country)?

The main goal was to find out if the respondents who went through the security preparation had significantly different answers than the respondents who were not. To evaluate collected data was settled hypothesis.

*Hypothesis:* There is significant difference in responds on the model situations between respondents who were and who were not prepared by organization.

To prove or disprove the hypothesis were choose the Pearson's chi-squared test, which was used for each model situation separately. The data were arranged to the contingency table from which was possible to calculate the value of the test and research if it is likely that the responds of the each group of respondents were significantly different.

#### 4.1.6 Limits of the research

Due to the sensitivity of data, organizations were not able to share all the information which was requested (for example the security incidents which happened to its workers). In the field of the Czech Republic development cooperation, there does not exist any database of the development organizations or its workers, so the selection of the organizations depended on the author. For that reason the research could be influenced by personal preferences. The survey did not consider the time period when the aid workers were participating the project and the country of its implementation.

#### 4.1.7 Sample

The interviews were done among four development organizations, one donor agency and one reference organization. The response rate was 60%. The sectors are represented by 50% non-profit sector, 25% private sector, 25% academic sector. The division of the organizations from which were the people interviewed is listed in the table below and its description in Annex 4.

**Table 1:** Chosen Czech development organizations

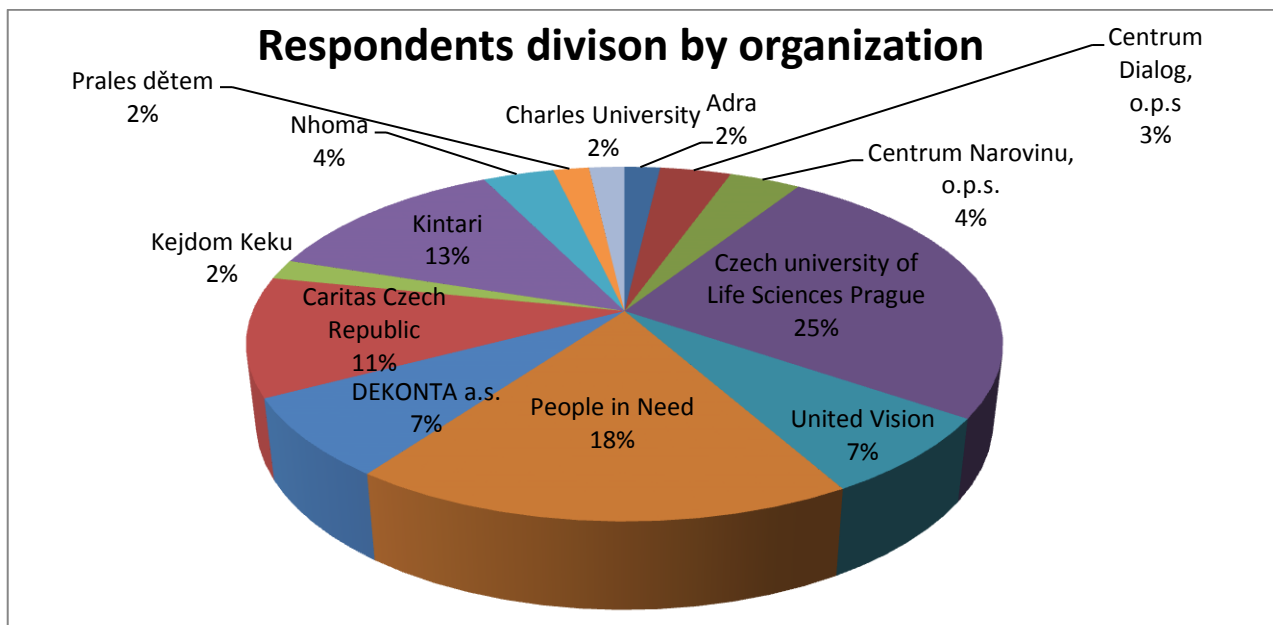
<b>Private sector</b>	<b>Non-profit sector</b>	<b>Academic sector</b>	<b>Others</b>
DECONTA a. s.	People in Need	Faculty of Tropical AgriSciences, Czech University of Life Sciences Prague	Czech development agency
	ADRA ČR		Salanga s. r. o.

The gender rate among the interviewees was 2 women to 4 men. Their position in the organization was various, all the people worked in higher level management. Most of the interviews were led personally (3 respondents), via Skype (2 respondents) and via email (1 respondent). Half of the organizations do not have developed any security policy, but still somehow prepare their workers for the security threats which they could face. The interviewed people, their positions in organizations and form of the interview are summarized in the following table.

**Table 2:** Interviewed people among Czech development organizations

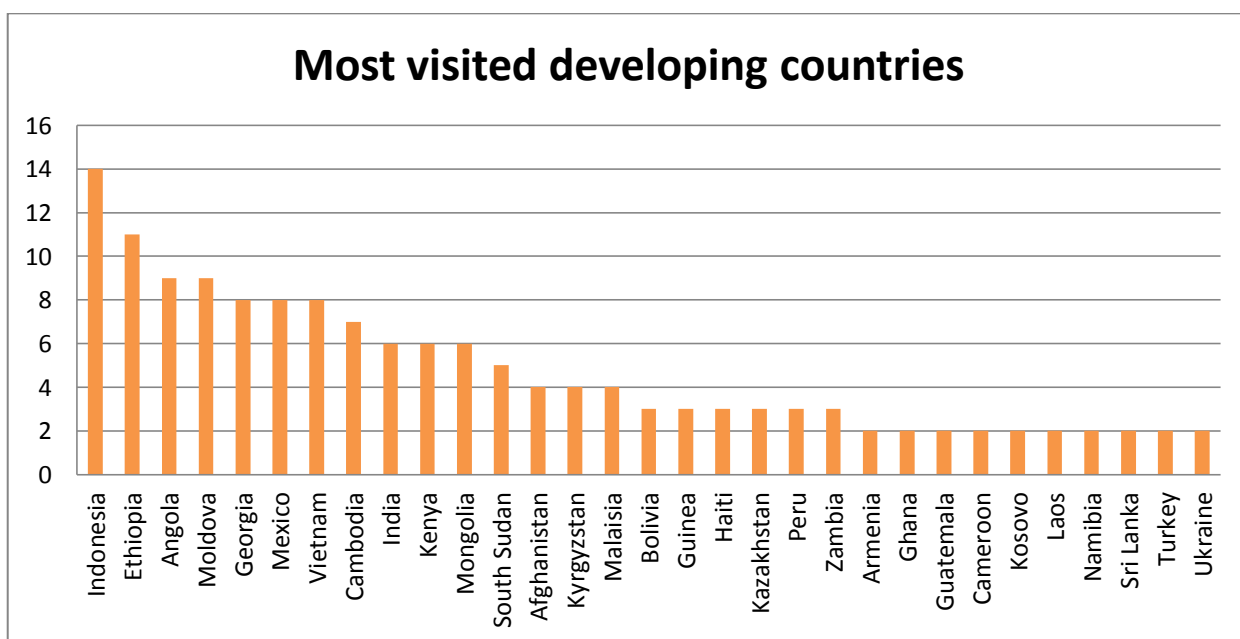
<b>Organization</b>	<b>Name of interview person</b>	<b>Position in organization</b>	<b>Form of interview</b>
DECONTA a. s.	Ing. Iveta Čepeláková	Remedial and Environmental Projects Division, Quality Attorney	email
People in Need	Josef Homolka	Head of Logistic department	personally
ADRA ČR	Radek Špinka	Head of foreign projects department	Skype
Faculty of Tropical AgriSciences	Ing. Jana Mazancová, Ph. D.	Assistant manager, Department of Sustainable Technologies	personally
Czech Development Agency	Ing. Hynek Ciborch	Head of project formulation	personally
Salanga s. r. o.	Jakub Němec	Manager of organization	Skype

It is not possible to identify the return rate due to the fact that the questioner was sent to the headquarters and it could have been resent to unknown amount of employees. Also the respondents had opportunity to resent it to their colleagues and friends. The research was led via electronic communication to the target group to increase the amount of responses. The amount of final respondents was 55. 30 people out of those 55 were aid workers, 12 of them were volunteers, 10 students and 2 others interns and board members. The respondents were from 11 development organizations and 2 universities. Gender division was 18 men and 37 women; the average age of the respondents was 32.1 years with the minimum age 23 and maximum 52. The division of the respondents by the organization is visible on the figure 4. The results could not be generalized for the whole Czech Republic, due to the small amount of the respondents, due to the fact there is no information about the aid workers, who were working in developing country, therefore it is not possible to calculate how statistically significant the sample is.



**Figure 4:** Division of the respondent according to the organization

The total number of visited developing countries was 60. The most visited developing countries, which were visited more than one respondent, are listed in the graph below.



**Figure 5:** Most visited countries among Czech aid workers

#### **4.1.8 Validity and reliability of data**

The interviews were settled to cover all aspects of the security policies; the indicators were convenient to achieve settle goal. To increase the validity of data the interviews and indicators were divided to the four parts to cover whole spectrum of the security policies. This standard structure of the security management was used by different authors (Jankovič, 2011; Generic security guide, 2010). The values of the indicators were created by the author, so the reliability of collected data is lower and more subjective. The reliability was also decreased by the forms of interviews, where one of them was done via email. Triangulation of the question by using multiple choice questions, closed questions and open questions on similar topic were used in the survey. Similar research may achieve different results, due to the small amount of the respondents. Reliability of the questioner could be influenced by the method of collecting data. The data was collected online, this kind of collection of data decrease the reliability of data.

## **5 Results**

The results are divided into the two main sub-chapters for better orientation. Each sub-chapter analyses results of particular goal.

### **5.1 Analysis of the level and importance of safety and security policies and management among Czech development organizations.**

The chosen organizations have different types of project and point of view on developing countries. The non-profit organization People in Need has the projects focused on Human rights and Humanitarian aid and development. The projects are allocated in the environments with different level of security threats – from the relatively secure countries as Moldova to countries as Democratic Republic of the Congo and Afghanistan, which are considered by Humanitarian outcomes (2015) as the most hostile countries in the world in term of dead among aid workers. ADRA has focus on similar type of project as PIN – Humanitarian projects, Development projects and Human rights projects, some of them are allocated in as risk environments as Iraq. The academic organization Czech University of Life Sciences Prague is focused on educational and agricultural project in the countries, where the risk of security attacks is lower as Moldova, Georgia and others. The private company DEKONTA a.s. operates also in relatively secure environments, majority of the projects take place in Moldova. Different projects types of the organizations and environments where they operate could influence the level and investments to the safety and security policies among the organizations and has to be considered.

#### **5.1.1 Faculty of Tropical AgriSciences, Czech University of Life Sciences Prague**

Faculty of Tropical AgriSciences, as a part of Czech University of Life Sciences Prague, has been an implementer of the development projects for more than thirty years. The main mission of the faculty is to educate Czech and foreign students in the field of tropical agriculture, rural development sustainable management and energy, natural resources in the tropic countries and also research and development of life sciences in the field of these countries. The employees of the Faculty have general security policy under

the responsibility of the Head of the Dean's office, which is focused on the areal of CULS. Security on development project is solved individually by the head of the project; there is opportunity to use materials from Jana Mazancová and utilize consultations among various departments.

The University does not have general security and safety policies, which means that there is no consensus in the security approaches. The security approaches are dependent on the head of the project, country of implementation and security situation. During implementing projects by University security incidents were reported from various countries. Assistant manager of the Sustainable Technologies Department leads the database of reported security incidents, which attended to the internal utilization of the Faculty. Sharing the information is taking place in country of implementation, with the Czech development organizations and international organizations. Whole sharing process is unofficial, based on the acquaintance relationship with the employees of other organizations. The costs on the security policies go mainly from the project finances, according to estimation of the manager assistant it is less than 1% of the budget. The budget of the faculty is from Ministry of Education, Youth and Sports and the security policies on project cannot be financed by it. Only part, that is possible to consider as costs on security policies, is part of the assistant manager. It is due to the fact that she is guarantor of the optional subject Personal security.

Security situation in the country highly affects decisions about the location and implementation of the project. There is possibility of leaving the area however that happens mostly on recommendation of the Ministry of Foreigner Affairs and in case that other organizations are leaving the area as well. Until nowadays all the security incidents were focused on individuals and did not threat the whole mission. Because of the fact that the incidents did not affect the implementation of the project, it was not necessary to contact donor, which is mostly the Czech development agency and which knows about the security risk mostly before the organizations.

For the employees of the University there is no unified preparation, it depends on the head of the project and employees themselves. Before the project started, the Faculty communicates with NGOs that already work in the area and contacts the embassy. Needed vaccination and insurance are ensured in term of covering the costs by the organization. The Faculty cooperates with individual guard, who protects employees and property of the



Faculty during the project. Situation analyses is done before the project implementation and it is modified in reaction to possible security risk of governmental notice, it can be changed temporary or permanently. Employees should follow the basic rules, which commit to follow before the work starts, such as: do not drive car drunk, all the time give information about your location to a second person, etc. If the rules are not followed employee could be sent back home, with appropriate consequences. Those rules emphasized by the guard protect employees from risk situations.

Majority of the projects are bilateral, that means with the cooperation of the local government. And according to the nature of the project, the faculty is in close contact with local community, which contributes to decision making process. The Faculty is also in touch with local police, which gets reported the number of workers, special attention is paid to women workers. The whole realization team has meeting after the project and one of the discussed aspects is security policy. But this is happening mainly during the project on its location. There is no systematic evaluation of the security policies, just sharing on the information between the departments of the faculty.

**Table 3:** Evaluation of level and importance of safety and security policies and management in Czech University of Life Sciences Prague

<b>Faculty of AgriSciences, Czech University of Life Sciences Prague</b>			
<b>General information</b>		<b>Security during the project</b>	
Responsible person	1	Responsible person on project	1
Sharing of information	2	Situation analyses	2
<b>Preparation before project</b>		Security rules for workers	2
Meetings with people who already were there	1	Protection of workers	1
Written security guide	0	Protection of property	1
Theoretical or practical training	0	Cooperation with governmental and local security agencies	1
First aid course	0	Cooperation with community	1
Vaccinations	1	Cooperation with headquarter	1
List of contacts for emergency (in Czech republic)	1	<b>After the project</b>	
List of responsibilities	1	Feedback from workers	1
Contract and organization responsibilities	1	Evaluation	0
Insurance by organization	1	Possible modification of security policies	0
<b>Total value</b>	<b>20</b>		

### 5.1.2 Dekonta a. s.

Dekonta a. s. is company providing services connected with protection of the environment. It is implementer of the development projects in stable and secure countries as Moldova, Mongolia and Vietnam. Special certification in the terms of the security and safety of the employees is needed for the characteristic work of the company. Dekonta is holder of three special certifications: ISO 9001, which specifies requirements on quality management system in organizations, ISO 14001, which specifies requirements on environmental management system to formulate policy and goals and cover all legal requirements and information about significant environmental impact and OHSAS 18001, which represents requirements on direct risk for OSH (Occupational safety and health of employees). The company does not have a general security and safety policy for

development projects, the security and safety of employees who participate on the project is solved individually based on documentation of the exact project. Each project has its own security and safety policy and the documentation covers mainly the security on the working place, general rules which have to be followed, basic first aid and information about targeted area.

The organization charges one person to be responsible for the security policy during the projects. The part of the implementing team is an experienced project manager, who has personal experience with local environment and issues. During the project, employees have to follow the general Occupational safety and health rules for employees and rules led by estate owner, who is provider of accommodation. The company cooperates with the local government mainly as a partner organization of the project, and also communicates with local community and its leader. The organization covers all costs on the security of the employees.

Organization does not consider the security policies of its workers during the projects as necessary as the security which is required based on the character of the work. Operating in different environments does influence the security policies a little and also the awareness about the security questions were on low level.

**Table 4:** Evaluation of level and importance of safety and security policies and management of DEKONTA a. s.

<b>DEKONTA a. s.</b>			
<b>General information</b>		<b>Security during the project</b>	
Responsible person	1	Responsible person on project	1
Sharing of information	2	Situation analyses	0
<b>Preparation before project</b>		Security rules for workers	3
Meetings with people who already were there	1	Protection of workers	1
Written security guide	1	Protection of property	1
Theoretical or practical training	1	Cooperation with governmental and local security agencies	1
First aid course	0	Cooperation with community	1
Vaccinations	0	Cooperation with headquarter	1
List of contacts for emergency (in Czech republic)	0	<b>After the project</b>	
List of responsibilities	1	Feedback from workers	1
Contract and organization responsibilities	1	Evaluation	0
Insurance by organization	1	Possible modification of security policies	3
<b>Total value</b>	<b>22</b>		

### 5.1.3 People in Need

People in need has designed settled security and safety structure. The structure includes security team, which meets in case of serious security incident and regularly for improvement of security and safety policy. Risk situations and their solutions, possible upgrade of security policy for minimizing the risks in similar case are discussed during the meetings. Security approaches, which are used during project implementation, are combinations of acceptance, protection and limits cases, when deterrence approach must be used. Acceptance approach takes place on community level, mainly in the place of living of the employees and its surroundings. The use of acceptance approach in surroundings is based on fact, that most of the attacks on the aid workers is on the way from place of living and working. People in Need shares the information about the security incidents mainly in the place of incident. Formal reporting functions thought coordination

centres or coordination security agencies that operate in the area. If there is any connection to different development organizations in the area, which have close connection to People in Need, they are also informed about the particular incident or risk situation through informal way.

The organization has experience with security incidents, but due to the sensitivity of the information and security of the organization, the incidents cannot be named. Majority incidents are car crash, medical risks, thefts or gender based violence. All the costs on the security managements are covered by organization; it is not possible to estimate the percentage share of budget, because it differs from the location of the implementation and insecurity level of area. Security is one of the main points in the decision making process aiming the selection of location for implementation of the project. People in Need mainly operates in areas which are familiar to the organization or where the organization has some partners. People in Need is willing to accept the localities, but it comes with strict security procedures. The communication with donors in the terms of security is necessary, especially in cases of serious incidents, which could reduce set activities or could even lead to evacuation of employees from the particular area.

Security preparation before the project is obligatory for every person, who works in developing countries on behalf of People in Need. It consists from one week training, which involves personal security exam, e-learning and written test, security framework, first aid course and others. For the employees on the management level is security preparation widened for more modules, trainings and courses focused especially on security management. In the case that the employees travel to high risk location a special training at the place of their staying is provided to them. There is no difference between basic security preparation of volunteers and employees, there is only difference in project location (volunteers are not sent the risk countries). During the project implementation a particular person or people are responsible for the security as Desk officer, Country officer and Security officer. It depends on the location. People in Need uses security consultants in high risk environment. Situation analysis is created before the project and in case of significant incident; the analysis is adjusted during the project. Organization has Security framework with set rules, which are obligatory to be followed. The framework differs by each country and covers various aspects of security incidents. In case, that employee does not follow the security framework, the organization gives the employee firstly verbal

warning and then written warning. In more serious cases can the employer decrease the salary or the cooperation with the organization can be stopped. Security rules are different for local and international employees. Protection of the employees is insured primarily by settled rules. Guard, insurance of the equipment and in extreme condition hard protection can be used for the protection of the organizations. The dependence on the local agencies and governments is in some places necessary, but there is effort to reduce it to possible minimum. It is connected with attempt to be neutral and any connection with security of armed conflicts could endanger activities of the organization. On the other hand, the communication with local community is a key aspect of security in terms of acceptance approach.

After the project implementation, it is obligatory for the employee to report a feedback in form of formal notice, which includes security information. The evaluation of security policies efficiency is proceeded as simulation, role playing and questions. The evaluation is not regular, just when it is needed. Security policy is adjusted according to needs of organization and based on the experience.

**Table 5:** Evaluation of level and importance of safety and security policies and management in People in Need

<b>People in Need</b>			
<b>General information</b>		<b>Security during the project</b>	
Responsible person	2	Responsible person on project	1
Sharing of information	4	Situation analyses	3
<b>Preparation before project</b>		Security rules for workers	3
Meetings with people who already were there	1	Protection of workers	1
Written security guide	1	Protection of property	1
Theoretical or practical training	1	Cooperation with governmental and local security agencies	0
First aid course	1	Cooperation with community	1
Vaccinations	1	Cooperation with headquarter	1
List of contacts for emergency (in Czech republic)	1	<b>After the project</b>	
List of responsibilities	1	Feedback from workers	2
Contract and organization responsibilities	1	Evaluation	2
Insurance by organization	1	Possible modification of security policies	3
<b>Total value</b>	<b>33</b>		

#### **5.1.4 ADRA**

ADRA ČR is a part of the network of the international organizations ADRA. Employees travel on the project mainly for short time period (up to 1 month) to monitor the projects in the location. The organization has a person who is responsible for security policies and monitoring the needs of security training for the employees. Combination of all three approaches is used as a security approach. Being in touch with the local ADRA and its employees, whose provide the security information from the region is most important for the organization. The organization does not have experiences with the security incidents among its employees, in case of it the information would be shared with the local ADRA. The cost for the employees and volunteer are covered by the organization, but financial resources provided on security are unknown, due to the fact that the level of preparation also depends on the insecurity in the area. The security situation in

the country could influence the implementation of the project in terms of selecting the location, term of the visiting the country or presence of the local partner. The organization is primarily taking into account the health and security of its workers. The organization communicates about the security situation in the location with the Czech government and local embassies.

Security preparation of the employees and volunteers is developed; the organization also widely uses the on-line courses for personal security and taking a part in practical security trainings. The preparation also includes meeting the people who already took part on the project; it provides the security manual and first aid course. These courses are not regular. ADRA does not send a lot of volunteers and if it does, they are allocated in countries which are considered as secure. On the place of the project the responsible person for the security is always present; in some cases ADRA also uses external security organizations. The situation analysis is done before every project and it takes into account also the level of security threats in the area. Its modification is not regular but base on the security incidents and changing in the area. The organization has settled the security rules which have to be followed by the employees; the rules differ according to the country. If it is not followed or seriously broken in extreme situation it could lead to the end of cooperation between the employee and organization. This rules and security preparation protect employees during the project. ADRA has also established “Emergency response teams” in different regions, which in the case of an emergency (mostly natural disaster) are prepared to provide aid in the place of accident/disaster.

Due to the character of ADRA work the communication with the local community widely used, even as approach for security protection. Organization also cooperates with the security organizations, which collects data, provides information and are exerts in the field of security. The communication takes part also on the governmental level with local governments and UN parties in the area. The security policy after the project is based on formal reporting after the project, where could be mentioned the security situation if is needed. The organization does not evaluate efficiency of the policies at all, on the other hand ADRA modifies it, mostly according to the change of the localities or security situation.



**Table 6:** Evaluation of level and importance of safety and security policies and management in ADRA ČR

ADRA ČR			
General information		Security during the project	
Responsible person	1	Responsible person on project	1
Sharing of information	2	Situation analyses	2
<b>Preparation before project</b>		Security rules for workers	2
Meetings with people who already were there	1	Protection of workers	1
Written security guide	1	Protection of property	1
Theoretical or practical training	1	Cooperation with governmental and local security agencies	1
First aid course	1	Cooperation with community	1
Vaccinations	1	Cooperation with headquarter	1
List of contacts for emergency (in Czech republic)	1	<b>After the project</b>	
List of responsibilities	1	Feedback from workers	1
Contract and organization responsibilities	1	Evaluation	0
Insurance by organization	1	Possible modification of security policies	2
<b>Total value</b>	<b>25</b>		

**Table 7:** Comparison of level and importance of safety and security policies among Czech development organizations

Indicators	Faculty of Tropical AgriSciences	DEKONTA	People in Need	ADRA
<b>General</b>				
Responsible person for security	1	1	2	1
Sharing of information	2	2	4	2
<b>Preparation of the project</b>				
Meetings with people who were there	1	1	1	1
Written security guide	0	1	1	1
Theoretical or practical training	0	1	1	1
First aid course	0	0	1	1
Vaccinations	1	0	1	1
List of contacts for emergency	1	0	1	1
List of responsibilities	1	1	1	1
Contract and organization responsibilities	1	1	1	1
Insurance by organization	1	1	1	1
<b>Security during the project</b>				
Responsible person on project	1	1	1	1
Situation analyses	2	0	3	2
Security rules for workers	2	3	3	2
Protection of workers	1	1	1	1
Protection of property	1	1	1	1
Cooperation with governmental and local security agencies	1	1	0	1
Cooperation with community	1	1	1	1
Cooperation with headquarter	1	1	1	1
<b>After the project</b>				
Feedback from workers	1	1	2	1
Evaluation	0	0	2	0
Possible modification of security policies	0	3	3	2
<b>Total value</b>	<b>20</b>	<b>22</b>	<b>33</b>	<b>25</b>
			<b>29</b>	

The comparison of the selected development organizations from the three sectors, brought out that the level of security and safety policies is most developed in organization People in Need and ADRA as chosen organizations from the non-profit sector. The chosen organization from academic sector Czech University of Life Sciences in Prague has poorest developed security and safety policies and the private sector with chosen organization DEKONTA a.s. has achieved the middle values.

The interview showed that the organizations have a person responsible for the security and safety. This person is mostly the head of the project and the security issue is part of his/ her job. The People in Need have special trained employees who take care of the security management. All the organizations share the information about the security incidents at least with the organizations working in the same location.

The organizations mostly have the person responsible for the security on the project and the employees protect by the rules of the organization. In case of breaking the rules the consequences for the employees could be from oral warning to ending the cooperation between the employees. The organizations communicate with the local community, due to the character of their work, but also from the point of security protection of the organization as a tool of acceptance approach. The interviews show that the organizations tries to avoid the deterrence approach, but in the extreme conditions are forced to implement it. In the term of the preparation of the aid workers before the project were used different forms of it. The fewest were used first aid course, which were part of the security policies among two of the selected organizations.

As it is visible the sub-part which could be considered as underdeveloped is the security policies after the project, when there is mostly informal feedback from the employees and there is lack of the evaluation of the security and safety policies. The organizations mainly modify their policies based on the security incidents (own or reported by another organization). From that point of view the security policies are changed after the incidents and not before them in order to avoid and prevent them.

The two following chapters describe the organizations which are special in the term of the security policies. First is Salangas.r.o. which was selected as reference organization due to its specialization in the field of security and project, which is focused on training of the aid workers among development organizations. The second is CZDA, this agency is the donor of the Czech development aid and does not implemented own project at all. However it sends employees to monitor ongoing project and their implementers.

### **5.1.5 Salanga s. r. o.**

Salanga is a specific organization due to its focus on increasing risks threatening to the organizations in the risk areas. The workers of the organization hold position as external consultants in development project of the partner's organization. Due to the fact, that Salanga cooperates, communicates and trains workers of other organizations Salanga disposes of huge range of knowledge, information and general overview about security and safety policies among Czech development organizations.

One of the directors of the organization is responsible for the security policy in the company, which combines different security approaches. Especially approach of acceptance is used, which is from the perspective of organization the first and the most important part of the security. The acceptance approach is combined with physical protection approach and in extreme situations is used deterrence approach, which is implemented under the condition, that the aid or development workers do not have weapons. Salanga usually does not apply this approach, because it could be perceived as a disruption of neutrality. According to the employees' position as consultants, they are obliged to follow the security policy of the partner organization, which they work for. Salanga shares the information about security and incidents in form of trainings, where there is a space for discussion about the risk situations and in case of more serious incidents it is reported to the international platforms as EISF or OCHA. Since Salanga has been organization with trained people, they have not had any experience with any security incident by their own. On the other hand, the workers were facing security situations as car accidents, evacuation based on health reasons or even missing employee with their partners. The costs are completely covered by organizations, even for volunteers. Salanga itself manages security training for its workers, which decreases expenses for security (for example for insurance of workers and property, satellite phone, etc.) to minimum and the costs are approximately 2,5% of the budget.

Salanga mainly selects countries of implementation by the security situation and risk in the region. This factor influenced the decision not to send employees to Ukraine and Syria, because there was lack of information about security or it was not safe. On the other hand, manager of organization says that the partner organizations follow set grants and when they are accepted, sometimes pointless risks are taken and no security circumstances are taken into consideration. Preparation before the project is very formal, and when the

employees do not follow set rules, it could be reason not to send them on mission. The difference between preparation of the volunteer and employee in Salanga does not vary, only in terms of practice. Manager of the organization noticed that during missions volunteers have much lower level of training. He also adds that now organizations starts working with cultural awareness and stress.

Due to the fact that employees work as consultants for short time period for partner organization, there is no responsible person for the security in the field. The presence of responsible person in field is replaced by contact with the organization management twenty four hours per day through the satellite mobile phone. The situation analysis is created before every single travel abroad and it is modified during the stay based on the security situation, especially in risk environments. Not only the situation analysis, but also form is required, which has to be filled in order to analyze the risk and its evaluation. To maintain the protection during projects implementation, employees have to follow set rules by organization and the security policy of the partner organization, which they work for. Fundamental breaking of organization rules without any serious reason could lead to the end of cooperation between the employee and Salanga. Priority is protection of communities, because in case of security incident, other organizations could restrict the activities in the area. The property of the organization on the project is protected mainly by insurance. One of the main principles is, that when an employee is in the risk, they should not take care of the equipment but firstly of their health. This principle is combined with using the lights and control of the people who enter the estate controlled by the organization.

The communication and its acceptance is the pillar of organization's security, and it is realized between the partner organization and local community. Cooperation with the local government is not often, but in some cases it is necessary to inform local authorities about presence of employees, who participate on the realization of project. After leaving the developing country, the head of the project is required to provide informal feedback from employees. The feedback's intensity and overview depends on the future return to the area. In case of the employees having been a part of security incident, formal report describing the incident or risk situation has to be written. Salanga regularly evaluates efficiency of security policy by practical simulations of the risk situation, which enables to verify the set policy and its successful use in field.

Salanga adjusts the security policy at least once a year, very common practice is, that the policy is modified during the year based on security incidents and experience. To improve the security and safety policies among Czech development organizations, Salanga tries to convince donors to change the advocacy and accept the security of the employees as part of budgets. One of the most serious problems among Czech development organizations and their donors is that they do not admit possible security risks. The conviction, that Czech development aid takes places only in secure countries is not true. Manager of the organization says that it should be in interest of organizations to set security policies. The motivation should be responsibility for their employees. Because in case, that any risk situation (for example with health consequences) happens, the employees or family members could sue the organization and it is the organization's duty to prove, that all necessary steps were done to secure the employee or to minimize the threats. The organizations should create such environment, where the employees feel that they are secured.

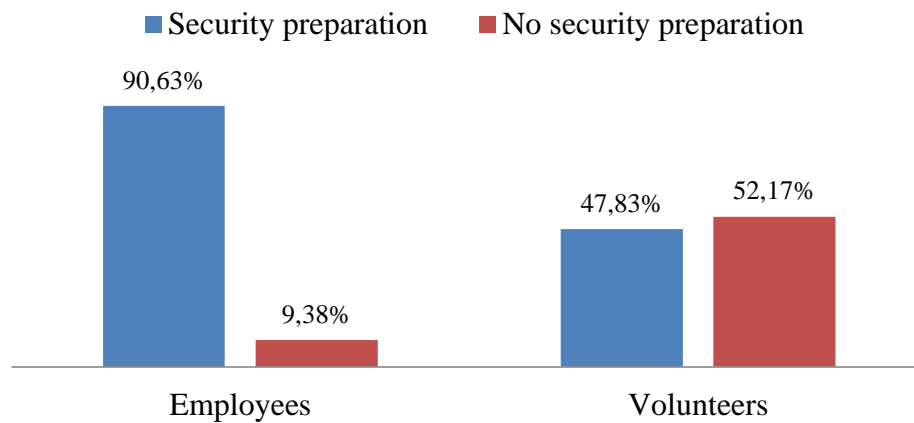
#### **5.1.6 Czech development agency**

Czech development agency acts as an implementation agency of development cooperation goals under the Ministry of Foreign Affairs. In the development cooperation CZDA act mainly as a donor. The employees of the agency mainly travel to monitor the implementers of projects. The security and safety policies is in accordance of the policy of Ministry of Foreign Affairs, especially Security department and in cooperation with embassies are followed the security rules in the area. CZDA does not have any special security policies or a person who is responsible for it. During the travel the employees use acceptance approach, except for Afghanistan where deterrence is used in way of armed escort. The agency does not have any experiences with the security incidents or attacks on their employees, in case of it there would be formal sharing with other NGOs in the region. All the costs on the security policies are covered by the agency, the security situation effect the selection of the locality of projects and time schedule of the work travels of the employees. Due to the fact that CZDA is in position of donor, it informs the realization organizations about the security situation in the region. These information are from local embassies, which provide it regularly.

The employees of the agency have security training and opportunity to participate on the practical trainings through diplomatic academy. The trainings are not periodically repeated or organized before the project, but they are always prepared for new employees. There is no responsible person from CZDA on the project it is led individually by the realizing organization on its own responsibility. There is analyze of the security situation in the country which is updated weekly based on the information from local embassies, the employees of the CZDA do not have any rules which have to be followed, on the other hand there are protected by the embassies. In some cases the agency had settled the obligatory rules for the retaliators. Communication between the local governments is linked with the agency especially through the embassies; on the other hand communication with the community is only in cases when the community is receiver or partner of the project. After the return to the Czech Republic the employees are required to fill the official report, which includes the security situation in the country if it is needed. Due to the fact there is no security policy of the agency, there is no evaluation or correction of it.

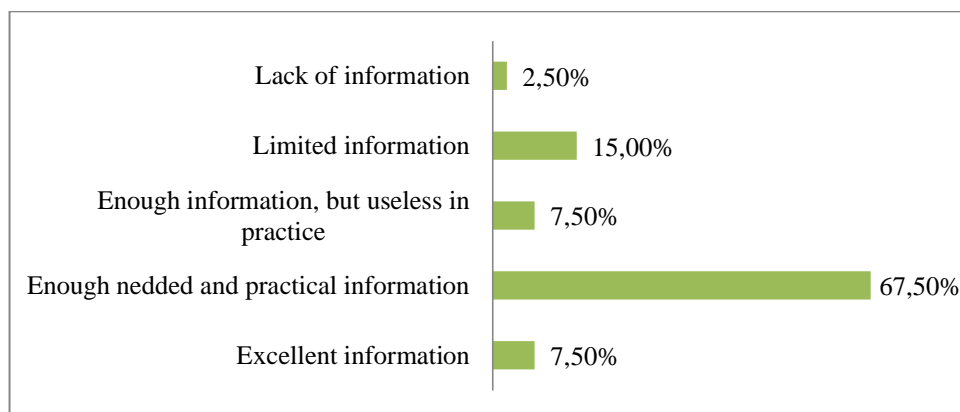
#### **5.1.7 Security policies from aid workers point of view**

From the questioners (question number 8) is visible that 72 % of the respondents were prepared by the organization about the security policies before the participating on the development project. It shows (questions number 5 and 8) the differences between the preparation of the employees of the organization and its volunteers. The group of the employees consists from present employees and board members and the group of the volunteers consist form students, volunteers and interns. Whereas the majority of the employees were prepared by the security threats, which may happen during the project more than half of the volunteers were not. The comparison between these two groups is in the graph below.



**Figure 6:** Employees vs. volunteers preparation.

This difference could be caused by lack of the financial sources provided on the security policies, the characteristic of the work, during of the job in the country or approach of the organization. One of the questions (question number 9) researched the satisfaction with the information which the aid workers get from the organization. In total 40 of respondents were prepared by organization and evaluate the provided information predominantly positive and the largest group gets the enough needed and practical information (27 respondents) about the security threats which may happen and how to deal with them. The division of the answers is in the graph below.



**Figure 7:** Level of satisfaction of provided information among aid workers.

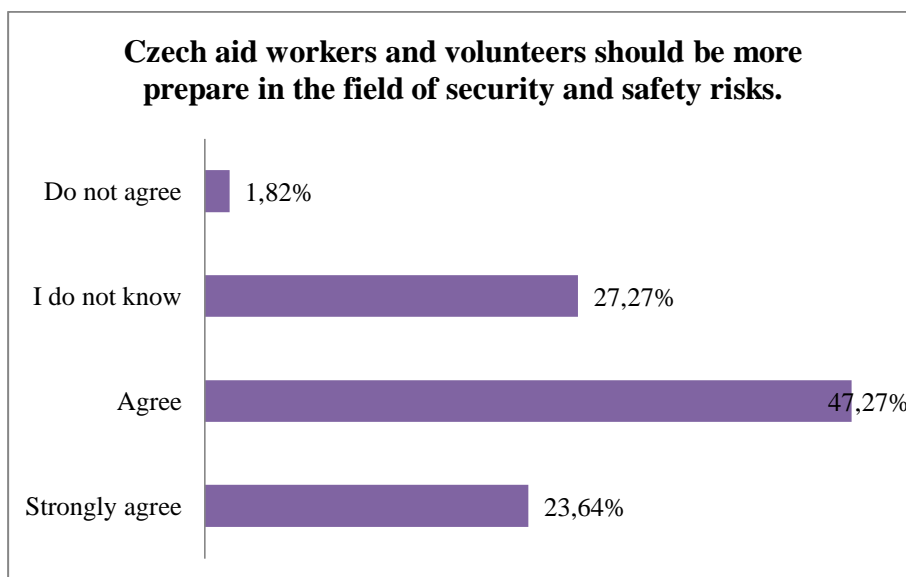
Each of the organization prepared own employees and volunteers in different ways on security threats. The form of providing the information and decreasing the awareness in term of security threat depends on the organization. In the table below are listed the types of security preparation by the organization, if the preparation was obligatory or not and if and how the organization verify the knowledge of the employee before the travel.



**Table 8:** Form of security preparation by organization, its obligation and verification.

<b>Form of preparation</b>		
Written guide	19	47,50%
Training, security course	17	42,50%
Preparatory interview	23	57,50%
First aid course	14	35,00%
Electronic information system	1	2,50%
Self-study	1	2,50%
Accompaniment of experienced colleague	1	2,50%
<b>Obligatory participation</b>		
Yes	28	70,00%
<b>Verification of knowledge</b>		
Yes	13	46,43%
<b>Form of verification</b>		
Oral exam	9	69,23%
Written test	3	23,08%
E-learning test	1	7,69%

The summarize table shows that most used form of preparation in Czech development organizations is written guide and then training and security course. Experiences with that kind of security preparation have more than 40 % respondents in both cases. The preparation was for 70% of the respondents obligatory, but the organization did not verify the knowledge of the respondent among more than half of them. If there was some kind of verification, most used was oral exam, mostly by interview form of it. Despite the fact that more than 70% of the aid workers went through some kind of the security preparation before they were participating on development project abroad, with the statement that Czech aid workers and volunteers should be more prepared in field of security almost 71 % agreed with it and only 2 % do not agreed. The rest of the respondents did not know. Exact division is visible on Figure 8.



**Figure 8:** Consent with the settled statements among aid workers.

## **5.2 Detection of security trainings quality among Czech development organizations**

This chapter sums up results of the research in field of the quality of security training of the Czech aid workers. Hypothesis was settled to achieve this goal. The hypothesis were proved or disproved in the text below.

### **5.2.1 Model situations**

Four model situations which could affect the personal security of the aid workers during the project were settled in the questioner. This part was engaged in differences of the answers on model situations between two groups of the aid worker – the one who went through security preparation before the project and who did not. It shows if the security training influences the decision making process of the aid workers. The following hypothesis was settled to research differences between the groups of respondents.

*Hypothesis:* There is significant difference in responds on the model situations between respondents who were and were not prepared by organization.

P value of each model situations used to prove or disprove the. The variables are not ordinal, for that reason it is not possible to use Cochran-Armitage trend test. The test examines if the researched variables (answers on the model situations) are dependent on each other according to the category of the respondents (who were or were not prepared before the project). As most suitable test for statistical evaluation of collected data was

chosen The Pearson's chi-square test, which tested the expected frequency in responses with actual frequency. The Pearson's chi-square test was done on the 95% level of significance.

In the Annex 5 is listed calculated statistical evaluation of each situation. The p value of the Model situation 1 is 0,924 so the answers on the situation were not significantly different among the two groups of respondents. Model situation 2 has p value 0.596 which is bigger than 0.05 and there was no significant difference between the answer of the chosen groups of respondents. The same results are in model situation 3 and 4, with the p-values 0.337 and 0.445. Due to the results of the test **the hypothesis is rejected**. There is no significant difference in responds on the model situations between respondents who were and were not prepared by the organization in term of security risks. According to rejecting of the hypothesis is possible to say that the preparation by the organization on security risks have small impact on the behaviour of the workers in the risk situation. The fact, that respondents were answering the questions with lack of information about the situation and it is their opinion how they would act, has to be taken into a consideration. Therefore in real situation the reaction could be different from the theoretical one.

### **5.2.2 Security incidents**

This part of the results is concerns on the respondents who had experience with some security incident during their work on development project; that was 22 respondents (44% from all). The most hostile for the Czech aid workers and volunteers from the point of security incidents were Angola where 18 % respondents have experience some security risk, Indonesia (with 13.63 %respondents affected) and other countries as for example Afghanistan and Kenya. It compares the opinion of these respondents on handling the situation depending on the security preparation by the organization before the project. The following hypothesis was determined for achieving the settled goal.

*Hypothesis:* Respondents who received information related to possible risks were more capable of handling the situation as they faced it.

**Table 9:** Statistical evaluation of the preparation on handling the security incidents, which happened to the aid workers and volunteers by Cochran-Armitage trend test.

		Prepared by organization		All respondents	t	T	Var(T)1	Var(T)2		
		No	Yes							
Evaluation of preparation of the handling the security incident	5	2	2	4	0	0	0			
	4	1	4	5	1	-20	250	0		
	3	2	7	9	2	-50	1656	90		
	2	0	1	1	3	-45	486	54		
	1	0	3	3	4	-	180	2496	36	
	Total number of respondents	5	17	22		-	295	4888	180	5068
									Statistics=	<b>-4.14</b>
									p value=	<b>0.000</b>

For the statistical evaluation was used Cochran-Armitage trend test, which shows linear trend between the answers on question number 13b and it is used to verify the collected data. Due to the fact that the variables (evaluation of preparedness on situation) are ordinal (on the scale according the priorities) and we have two categories (prepared and not prepared respondents) was Cochran-Armitage trend test chosen as most suitable for proving or disproving the hypothesis. The trend was established by the hypothesis, if the respondents who were prepared by the organization, felt more capable to handling the situation than the respondents who were not prepared by the organization. Second column represents the division of the respondents who had experiences with some security incident; how they evaluate their capability of handling the situation on the scale from 1 to 5 (where 1 is 100% prepared on situation and 5 is not prepared at all). The test was done on the 95% level of significance. The calculated value of “Statistics” is testing statistic which is compared with the critical value on the settled level of significance. The p value is 0.000<sup>1</sup>, that means that is less than 0.05 and **the hypothesis has been proved**. The

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<sup>1</sup> Due to the rounding to three decimals the p-value is equal 0.000, in reality the p-value is larger than zero it is 0.0000170763...

respondents who were prepared by the organization in terms of security were felt more capable of handling it.

According to the collected data organizations provide support to the 50 % of the respondents in the time of risk situation. Mostly provided help was by support of the senior executive on the project, by the mobile phone support or insuring the health care or transportation. In extreme situations as a civil war the organization even evacuate the employees. In the table below are listed the security incident with which Czech aid workers and volunteer have experiences.

**Table 10:** Types of security incidents which happened to Czech aid workers and volunteers

Type of security incident	Number of respondents	Percentage
Attack (street or on place of living)	6	27,27%
Robbery	5	22,73%
Dangerous traffic, car accident	4	18,18%
Illness	3	13,64%
Threat by civil war, demonstration, soldiers	3	13,64%
Aggressive police	2	9,09%
Threatening	2	9,09%
Shooting	1	4,55%
Witness of attempted rape	1	4,55%

The most frequent risk situations were attacks, robbery and dangerous traffic which includes the car accidents as the table shows. Majority of incidents were caused by another human, besides illnesses. From the research emerge that Czech development aid workers and volunteers have experiences with the different types of the security incident from minor offence to the serious as shooting or threat of the civil war in the location.

The results from the part about quality of the security training shows that the preparation on the security threats by the organization does not have influence in the responses of aid workers on the model situations. That means that the person would act in such situations naturally not based on the received training. On the other hand if we compare these results with the real situations, the respondents who received the preparation about security risk felt more prepared for the situation which they faced and felt more capable to handled it.

## 6 Discussion

As was mentioned before, the selected organizations mainly used the acceptance as one of the security protection of their own workers and property. This result is confirmed by Macíček (2014), who researched the trends in security of the humanitarian and development workers among similar Czech development organizations. The acceptance approach is widely applied among different development organizations; Brugger's (2009) research identified the acceptance as the main pillar of the ICRC's field security concepts. The ICRC uses the acceptance approach in armed conflicts and internal violence as well, and it differs from the selected Czech development organization, using the combination of the approaches (mostly acceptance together with protection) in risky environments and in the extreme situations or highly risky environments deterrence approach. According to the interviews the majority of selected organizations are trying to avoid armed guards or escorts and some of the organizations refuse it completely. Such statement of the organizations is proved by Morgan's (2010) study, where he claimed that most of the NGOs prefer to avoid such protection. On the other hand Childs (2013) in her research Cultural Theory and Acceptance-Based Security Strategies for Humanitarian Aid Workers pointed out that the acceptance as a valid strategy could be used for reducing of the risk but not for its elimination. Too much faith in acceptance without recognizing the changes in the security environment refers research of the Fast and O'Neill (2010) – A closer look at acceptance. Their search discusses the efficiency of the acceptance in the risky environments and mentions the fact that there is no evidence if the acceptance works in practice or on which level.

The results show that 70% of employees and volunteers among Czech development organizations went through security training. The research of Fast and Wiest (2007), about security perceptions, was done by snowball sample method by sending emails to the selected individuals and NGO security or human resources staff members resent it to their employees. The information about survey was also posted on Aid Workers Forum websites. The sample was 180 respondents mainly from NGOs or INGOs (88 %) from 37 countries in total. The results show that the 50% of the survey respondents did not received security training in comparison to 30% of the respondents among Czech development organizations. The reasons of different results could be the nationality of the respondents and the time difference between the researches.

Despite the fact that most of the respondents went through training, majority agreed with the statement that Czech aid workers should be more prepared in the field regarding to security and safety risks. The phenomenological study by Hearn and Deeny (2007) examined the concept of supporting workers in risky environments. The study consisted from interviews with six relief workers who had worked in at least four complex emergencies. This study shows similar results as most of the interviewed person of the study agreed that the training in field of the security training could be better, especially in terms of dealing effectively with the stress.

The thesis points out that the volunteers are underprepared by the organization. Closer view shows that more than half of the volunteers were not prepared to the security risk before the project at all. Comparing the volunteers with employees, who were trained by organization, 90% showed that the preparation of the two groups is different. These findings were supported by the interview with the security expert Mr. Němec, who has experiences with the safety and security risk especially among Czech development organizations, where he works as a security trainer. On the other hand Mr. Němec noted that volunteers are about to be trained especially in the area of cultural awareness and dealing with stress. Rowley et al. (2010) describe that the NGO continue to make significant investments in security training.

The lack of money provided to the organization by the donor was observed as one of the problems with developing the security policies in organization. Majority of the expenditures spent on security policies is taken from the budget of the project, but not all of them are allowable expenditures. The recommendation from the interviews is to apply pressure on the donor to allocate obligatory percentage of the project budget devoted especially to the costs related to the security management. With some recommendation it was concluded by EISF (2013), which pointed out that typically it does not exceed 5% from the budget (interviewed organization providing from less than 1 to 2.5%)

The lack of standards, which would clarify the minimum requirements as skill and knowledge of the development worker regarding to the security issues and minimum requirements for the sending organization operating in risk environments is pointed out in the research. The need of such standards was mentioned in the research of Van Brabant in 1999 and from that time on, the security policies of the aid organization had been changed. Nevertheless the minimum requirements which are needed are still not achieved.

The sensitive character of the data was determined as one of the mentioned limits of the research, as some of the organizations were not willing to cooperate or could not provide all the information which was needed. The same limits are discussed by Fast and Wiest (2007) in their research and there is pointed out the general problem for research of this character.



## 7 Conclusion

Based on the interviews with the people who are experts in the field of security or are responsible for it among chosen organizations, were summarized the recommendations how to contribute to the improving security policies among Czech development organizations. To achieve successful security policies among Czech development organizations it is necessary to increase the budget for the security management. Nowadays the security policies are trend among the world. The donor (Czech development agency) should allocate part of the project budget especially for the security of people, who are implementing project activities. It is also necessary to invest to risk management, increase organization professionalism in this field and learn from experience. For the organizations it is possible to cooperate with the professional security organizations in the field, which could be more effective and economical, especially for smaller organizations. One of the important points is to cooperate with local partners and have developed security manual for each country where the projects are implemented. Last but not last the organizations should not forget about the legal part of the implementation of the project, for example the aid workers should not be in the country while having only the touristic visa.

The analysis of the security and safety policies among four selected Czech development organizations showed that there is a different level of perception of the security policies among different sectors of development aid. Whereas non-profit organization People in need considers the security as one of the main aspects of development aid, the academic organization Czech University of Life Sciences in Prague due to the fact that the main goal of the organization is to provide education does not attach much importance to the security policies. Private sector organizations have different approach on the security policies. DEKONTA a.s. has highly developed security policies in term of the safety which is connected with the characteristic work with dangerous material. On the other hand the security policy in terms of working in different country and environment was taken into account poorly. Private sector organization Salanga s.r.o. considers the security as the most important aspect connected with development cooperation. However it is influenced by the focus of the organization as a provider of security trainings and consultants on development project.

Aid workers and volunteers from Czech development organization are mostly prepared in terms of security risk. There was different percentage of prepared employees and prepared volunteers; it demonstrates different approach to the security preparation by the organization according to position in the organization. The preparation before the project does not have significant impact on the answers of the respondents in the model situations however the significant difference was visible when the actual risk situation was going on. The aid workers who were prepared for the security risk by organization felt more capable of handling it. The workers who went through any kind of preparation were mostly satisfied with the knowledge and awareness which they get. Nevertheless the opinion of the majority of respondents is that security and safety policies among development organizations should be improved.

The results of the research could not be generalized to all Czech development organization and its security and safety policies, due to small amount of the analyzed organizations. However the approach of the case study design could be used as a starting point for the future deeper examination of security policies and their impact among Czech aid organizations and donors.

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# **ANNEXES**

## **List of annexes**

- Annex 1**      Scheme of interview with the persons responsible for security policy
- Annex 2**      Questioner for aid workers among Czech development organizations
- Annex 3**      Values of the indicators for security and safety policies among the organizations
- Annex 4**      Description of selected organizations
- Annex 5**      Statistical evaluation of the responses on the model situations among aid workers and volunteers by Pearson's chi-squared test.

## **ANNEX 1 – Scheme of interview with the persons responsible for security policy**

Interview s pracovníky zodpovědnými za bezpečnostní politiku organizace (nebo s vedoucími pracovníky) – schéma rozhovoru

### **Obecné**

1. Je ve Vaší organizaci osoba/y, která je zodpovědná za bezpečnostní politiku?
2. Jaké bezpečnostní postupy používá Vaše organizace? (akceptace, ochrana, odstrašení, jiné)
  - Můžete uvést nějaké konkrétní prvky?
3. Sdílíte Vaše zkušenosti s bezpečnostní z různých zemí s dalšími rozvojovými organizacemi?
  - Kde, jak, jste členi FORS...
4. Máte zkušenost s nějakým bezpečnostními incidenty, které se staly zaměstnancům či dobrovolníkům, Vaší organizace?
  - Kde, jaký? Jak incident ovlivnil následnou realizaci projektu či přítomnost organizace v zemi?
5. Kdo pokrývá náklady na bezpečnost pracovníků? Pracovník/organizace – kdo platí co?
6. Víte jaká přibližná částka, či procento z rozpočtu je věnována bezpečnostní politice?
7. Jak ovlivňuje bezpečnostní situace způsob implementace projektů (rozhodnutí o lokalitách, způsobu práce).
8. Komunikujete s Vašimi donory souvislosti bezpečnostní situací a implementaci projektů?

### **Příprava pracovníků před odjezdem**

9. Jak připravujete své zaměstnance/dobrovolníky ? (setkání s lidmi, kteří již na projektu byli, psaný bezpečnostní manuál, teoretický nebo praktický výcvik – kurz, kurz první pomoci, očkování, list kontaktů, zodpovědnosti pracovníka, zodpovědnost organizace, pojištění)
10. Je rozdíl mezi bezpečnostní přípravou dobrovolníka a zaměstnance?
  - Jaký?

### **Bezpečnostní politika během projektu?**

11. Je na projektu osoba zodpovědná za bezpečnost pracovníků? (externí firma, pracovník organizace...)

12. Provádí organizace “Situationanalyses“ před nebo při projektu? Jak často je upravována?
  13. Mají pracovníci během projektu nějaké bezpečnostní pravidla, které musí dodržovat? Jaká?
  14. Jak jsou pracovníci organizací chráněni před bezpečnostními riziky?
  15. Jak je chráněn majetek organizace?
  16. Komunikujete na místě s místními vládami, či bezpečnostními agenturami?
  17. Jste ve spojení s místní komunitou, a jejími hlavními představiteli?
- Bezpečnostní politika po projektu?**
18. Máte zpětnou vazbu od pracovníků po návratu z projektu? (návrhy, připomínky k úpravě bezpečnostní politiky)
  19. Provádí Vaše organizace hodnocení efektivity bezpečnostní politiky? (během projektu, po projektu)
  20. Jak často měníte, či upravujete bezpečnostní politiku? Na základě čeho?

- Nějaká doporučení pro české rozvojové organizace v oblasti bezpečnostní politiky?

**ANNEX 2 – Questioner for aid workers among Czech development organizations**

**Dotazník pro rozvojové pracovníky / Questioner for aid workers**

**1. Pohlaví/Sex**

Muž / Male

Žena / Female

**2. Věk / Age**

**3. Národnost / Nationality**

Česká / CzechRepublic

EU / EU

Jiná / Other .....

**4. Organizace / Organization**

DEKONTA a.s.

Člověk v tísni / People in need

Charita Česká republika / Caritas Czech republic

ADRA

Česká zemědělská univerzita Praha / Czech University of Life Science Prague

Mendelova univerzita v Brně / Mendel University

Univerzita Palackého v Olomouci / Palackého University

Jiná / Other

**5. Pozice v organizaci / Position in organization**

Zaměstnanec

Externí pracovník

Dobrovolník

Student

Jiné

**6. Souhlasíte s názorem, že jsou rozvojové země více nebezpečné než země rozvinuté? / Do you agree with persuasion that developing countries are more dangerous than developed countries? – vyberte na stupnici od 1-5 / choose on the scale 1-5**

Ano/Yes	Spíše ano/Mostly yes	Nevím/I do not know	Spíše ne/ Mostly no	Ne / No
1	2	3	4	5

**7. Jaké rozvojové země jste navštívili? / Which developing countries have you visited?**

Název země/ Name of the country	Rok / Year
.....	.....
.....	.....

**8. Byli jste poučeni (organizací, která Vás vyslala) o bezpečnostních rizikách, které mohou nastat a jejich případném řešení ? / Were you inform (from the organization) about the safety and security risks, which may happen and how to resolve these situations?**

- ano / yes
- ne / no (přeskočit na otázku 9)

**8a. Jak jste byli před odjezdem poučeni o bezpečnostních rizikách a jejich případném řešení? / Before your travel, how were you inform about the safety and security risks, which may happen and how to resolve these situations?– možno vybrat více odpovědí / you can chose more answers.**

- tištěný text / written guide
- školení, kurz bezpečnosti / security and safety training
- přípravné interview / preparatory interview
- kurz první pomoci atd.) / aid course
- jiné / other .....

**8b. Byli povinné se zúčastnit / Was it obligatory to participate?**

- ano
- ne

**8c. Ověřila si organizace před odjezdem Vaše znalosti o bezpečnosti ?(např. Formou testu, pohovoru atd.) / Before you travel abroad did the organization verify the level of you knowledge about security and safety? (For example some test or interview etc.)**

- ano
- ne (přeskočit na otázku 9)

**8d. Jakou formou? / Which way?**

.....

**9. Ohodnot'te Vaši informovanost bezpečnostních rizikách, která Vám byla poskytnuta. / Please evaluate the level of the information.**

- 1 Naprostá informovanost / excellent information
- 2 Dostatek potřebných a praktických informací / enough needed and practical information
- 3 Dostatek informací, ne však prakticky využitelných / enough information, but useless in practice
- 4 Omezenost informací / limited information
- 5 Naprosto žádné informace / lack of information

**10. Jak jste se před odjezdem do rozvojové země připravovali vy sami na možná bezpečnostní rizika, která mohou nastat? / Before your travel to the developing country, how did you prepare on the security and safety risks what may happen, by your own? – možno vybrat více odpovědí / you can chose more answers.**

- hledání informací na internetu / searching the information on the Internet
- informace od lidí, kteří v dané zemi již byli / information from people who have already been in the country
- studium jazyka a kultury země / study of the language and the culture of the country
- školení o bezpečnostních rizikách / security and safety training
- kurz první pomoci / first aid course
- vybavení lékárničky / first aid kit equipment
- okopírované dokumenty na emailu / copy of all documents on the email
- předání důležitých informací a dokumentů příbuzným (známým) / hand over important information and documents to relatives (acquaintances)

- očkování / vaccination
  - pojištění / insurance
  - seznam kontaktních údajů / emergency contacts
  - registrace v systému DROZD / registration to the software DROZD
  - příprava vlastního postupu v případě nesnáží / preparation of own procedure how to act in the case of trouble
  - zajištění obranných pomůcek / ensurance of defence equipment
  - jiné / other
- .....

**11. Jak jste řešili otázku bezpečnosti v rozvojové zemi? / How did you deal with security issue in the developing country? – možno vybrat více odpovědí / you can chose more answers.**

- Zjišťování informací od místních rozhovory / Probing the information from locals by interviews
- Zajištění kontaktů na klíčové místní obyvatele / Ensuring the contacts on the key local inhabitants
- Respekt k místní kultuře / Respect local culture
- Omezení pohybu po setmění / Restrict movement in dark
- Omezení pohybu v nebezpečných lokalitách / restrict movement in dangerous locations
- Pravidelné informování druhé osoby o lokalitě a plánovaných aktivitách / Periodically inform other person about my location and plan activities
- Jiné / Other .....

**12. Zajišťovala organizace Vaši bezpečnost během pobytu v rozvojové zemi? / Did the organization ensure your safety during your stay in developing country?**

- ano
- ne (přeskočit na otázku 13)

**12a. Jak zajišťovala organizace Vaši bezpečnost během pobytu v rozvojové zemi? / How did the organization ensure your safety during your stay in developing country?**

.....

**13. Dostali jste se během Vašeho pobytu v zahraničí do situace, kdy byla ohrožena Vaše bezpečnost či bezpečnost někoho blízkého? / During your stay abroad,**



**have you ever been in situation, when your security or security of someone close to you was threaten?**

- ano / yes
- ne / no (přeskočit na otázku č. 14)

**13a. Do jaké situace jste se dostali a v které zemi? / What situation you were in and in which country?**

Situace / situation

Země / Country

.....

.....

**13b. Myslíte si, že jste byli na tuto situaci (situace) dostatečně připraven/na? / Do you think you were enough prepared to this situation (situations)? – vyberte hodnotu od 1 – 5 (1 = 100% připraven/á, 5 = nepřipraven/á) / chose number from 1 – 5 (1 = 100 % prepared, 5 = not prepared).**

1      2      3      4      5

**13c. Pomohla Vám v této situaci organizace? / Did the organization help you during this situation?**

- ano
- ne (přeskočit na otázku č. 14)

**13d. Jak Vám organizace pomohla? / How the organization helped you?**

.....

**14. Obávali jste se před Vaším příjezdem bezpečnostních rizik, které mohou v zemi nastat ? / Before you arrived to the country, were you afraid of security and safety risks, which may happen? – vyberte na stupnici od 1-5 / choose on the scale 1-5**

Ano/Yes	Spíše ano/Mostly yes	Nevím/I do not know	Spíše ne/ Mostly no	Ne / No
1	2	3	4	5

**15. Jakých bezpečnostních rizik se během Vašeho pobytu v zahraničí nejvíce obáváte? / What risks do you consider as the most dangerous, during your stay abroad? – vyberte hodnotu od 1-5 (1 = neobávám se, 5 = obávám se) / chose number from 1-5 (1 = I am not afraid at all, 5 = I am afraid)**

- zemětřesení / earthquake	1	2	3	4	5
- tsumani / tsunami	1	2	3	4	5
- výbuch sopky / volcano eruption	1	2	3	4	5
- záplavy / flooding	1	2	3	4	5
- hurikán / hurricane	1	2	3	4	5
- autonehoda / car accident	1	2	3	4	5
- letecká nehoda / aircraft accident	1	2	3	4	5
- tropické nemoci / tropical diseases	1	2	3	4	5
- nebezpečná zvířata / dangerous animals	1	2	3	4	5
- vážnější zranění / injures	1	2	3	4	5
- krádež / robbery	1	2	3	4	5
- únos / kidnap	1	2	3	4	5
- sexuální obtěžování / sexual harassment	1	2	3	4	5
- znásilnění / rape	1	2	3	4	5
- teroristický útok / terroristic attack	1	2	3	4	5
- pozemní miny a výbušniny / landmines and UXO	1	2	3	4	5
- demonstrace / demonstrations	1	2	3	4	5
- střelba / shooting	1	2	3	4	5
- střet s vojáky, armádou či, policií / meeting armed persons/solders, police	1	2	3	4	5
- střet s opilci / meeting drunk persons	1	2	3	4	5
- přepracování / overwork	1	2	3	4	5
- syndrom vyhoření / burnout syndrome	1	2	3	4	5
- stres / stress	1	2	3	4	5
- smrt / death	1	2	3	4	5
- další / other .....	1	2	3	4	5

**16. Myslíte si, že by měly být rozvojoví pracovníci v České republice více připravováni v otázkách bezpečnostních rizik v rozvojových zemích? Do you think that aid workers in Czech Republic should be more prepare in the field of security and safety risks in developing countries?**

- 1 - Silně souhlasím / strongly agree
- 2 - Souhlasím / agree
- 3 - Nevím / I do not know
- 4 - Nesouhlasím / disagree

5 - Silně nesouhlasím/ strongly disagree

**17. Jaká druh přípravy by se Vám nejvíce vyhovoval? / What kind of the preparation do you consider as the best? - možno vybrat více odpovědí / you can chose more answers.**

- schůzky s lidmi, kteří na daném projektu již byly / meetings with the people who have already been on the project
- individuální konzultace před cestou / individual consultations before the travel
- Psaný bezpečnostní manuál / written security guide
- Psané podmínky a rozdělení odpovědnosti při cestě / written conditions and division of responsibilities during the travel
- teoretické a praktické školení o bezpečnostních rizicích / theoretical and practical security and safety training
- kurz první pomoci / first aid course
- Pravidelný, aktivní kontakt a sledování ze strany organizace / Periodical and active contact and monitoring from the organization
- jiné / other  
.....

**18. Zde je vypsáno několik situací do kterých byste se mohli dostat, vyberte prosím odpověď, která je podle Vás nejlepší vzhledem k vaší osobní bezpečnosti. / Here is list of the situation which could happened, please choose answer you consider like a best one within your personal safety.**

- všechny situace se odehrávají v rozvojové zemi / all of the situations are happening in the developing country

**18a. Jdete po ulici a přibližně jeden metr před Vámi je muž s nožem a chce všechny Vaše věci. Co uděláte? / You are walking on the street, approximately one meter before you is man with the knife and wants all your stuff. What are you going to do?**

- Dám mu všechny své věci. / I going to give him all my stuff.
- Zkusím s ním vyjednávat, pokud nebude reagovat dám mu všechny své věci. / Try to negotiate with him, when he do not react – give him all my stuff.
- Budu bránit své věci a křičet o pomoc. / I will protect my stuff and shout for help.
- Budu se snažit mu utéct. / I will try to run away.
- Jiné / Other  
.....

**18b. Spíte ve svém hotelovém pokoji, vtrhne k Vám muž s pistolí a chce Vás unést z pokoje. Co uděláte? / You are sleeping in hotel room, some man with the gun wants to kidnap you. What are you going to do?**

- Začnu křičet o pomoc. / Start shouting for help.
  - Pokusím se utéct. / Try to escape.
  - Dám mu peníze a šperky. / Give him money and jewellery.
  - Půjdu s ním, nebudu dělat žádné rychlé pohyby. / Go with him, I would not do any quick moves.
  - Pokusím se ho přeprat. / Try to beat him up.
  - Jiné / Other
- .....

**18c. Jedete sám ve svém autě a jedete okolo autonehody, která se právě stala, auta v protisměru již zastavují. Co uděláte? / You are going in your car alone and see the car accident, which just happened. The cars in the second direction stop. What are you going to do?**

- Zastavím auto, vezmu lékarničku a jdu pomoc. / Stop the car, take first aid and start help.
  - Zastavím auto, a zeptám se jestli je potřeba moje pomoc. / Stop the car and ask if my help is needed.
  - Pojedu dál, avšak zavolám na policii a záchranou službu. / Keep going, call to police and ambulance.
  - Pojedu dál. / Keep going.
  - Jiné / Other
- .....

**18d. Jste svědkem nehody, kdy auto srazí místního obyvatele. Ten je vážně zraněný a krvácí, avšak vy nemáte žádné lékařské vybavení. Poskytnete mu první pomoc (předpokládejte, že poskytnutí první pomoci v dané zemi není zákonem povinné) ? / You are witness of the accident where car hit local man. He is seriously injured and bleeding, but you do not have any medical equipment. Do you provide him first aid (suppose that providing a first aid is not obligatory in this country) ?**

- ano / yes
- ne / no
- nevím záleží na situaci / I do not know it depends on situation

**ANNEX 3 – Values of the indicators for security and safety policies among the organizations**

Values of the indicators for general information about security and safety policies in organization

<b>General</b>	
<b>Responsible person for security</b>	<b>Value</b>
No responsible person	0
Part job of head project	1
Responsible person	2
<b>Sharing of the Information</b>	<b>Value</b>
No sharing	0
Sharing only in NGO country	1
Sharing only in implemented country	2
Sharing in implemented and NGO country	3
Sharing in implemented, NGO country and international databases	4

Values of the indicators for the information provided to the employees of the organization before the project

<b>Before the project</b>		
	<b>Yes</b>	<b>No</b>
Meetings with people who already were there	1	0
Written security guide	1	0
Theoretical or practical training	1	0
First aid course	1	0
Vaccinations	1	0
List of contacts for emergency (in Czech republic)	1	0
List of responsibilities	1	0
Contract and organization responsibilities	1	0
Insurance by organization	1	0

Values of the indicators for security policies of the organization during the project

<b>During the project</b>	
<b>Responsible person on project</b>	<b>Value</b>
No responsible person	0
Part job of head project	1
Responsible person	2
<b>Situation analyses</b>	<b>Value</b>
No situation analyses	0
Before project	1
Before and during project (reaction on situation, not regularly)	2

Before and during project (reaction + regular editing )	3	
Before, during (reaction) and after the project	4	
Before, during (reaction + regular) and after the project	5	
<b>Security rules for workers</b>	<b>Value</b>	
No security rules	0	
Recommended rules (-do not have to be followed)	1	
Obligatory rules	2	
	<b>Value</b>	
	Yes	No
Protection of workers	1	0
Protection of property	1	0
Cooperation with governmental and local security agencies	1	0
Cooperation with community	1	0
Cooperation with headquarter	1	0

Values of the indicators for security policies of the organization after the project

<b>After the project</b>	
<b>Feedback from workers</b>	<b>Value</b>
No feedback	0
Written or personal feedback	1
Participation of the workers on editing modification	2
<b>Evaluation</b>	<b>Value</b>
No evaluation	0
No systematic evaluation	1
Systematic evaluation	2
<b>Modification of the policies</b>	<b>Value</b>
No modification	0
Modification as a reaction on incident	1
Modification as a reaction on governmental notice	2
Regular modification	3

## **ANNEX 4 - Description of selected organizations**

### **Private sector**

DEKONTA a. s. provides services in the field of environmental protection and its approximate turnover is equal to 500 millions CZK per year (Dekonta a.s., 2015). If the turnover of other organizations in private sector is taken into account, DEKONTA represents one of the largest private organizations in Czech development cooperation. This company has great experience with the realization of the Czech development cooperation in the countries as Moldova, Kosovo, Mongolia. The important role of the company is proved by high competitiveness in the tender, which were announced by FAO. DEKONTA won the contract of more than 1 million USD and implements project “Safety and disposal of hazardous chemical wastes in Moldova” (Czech development agency, 2015). After comparing other organizations in the private sector, DEKONTA occupies strong position in the sector thanks to large experiences and high competitiveness.

### **Non-profit sector**

People in need is non-profit organization providing the humanitarian and development aid from 1992. In 2013 was the organization operating in twenty nine developing countries. With the expenses around 270 million CZK, which were spent in 2013 on development and humanitarian aid in foreigner countries, is it one of the largest non-profit organizations working in Czech development cooperation (People in need, 2013).

ADRA ČR is part of the international network ADRA, in the Czech republic is the organization since 1992. It implements the Humanitarian projects, Development projects and Human Rights projects. The projects are allocated in different parts of the world, in 2014 ADRA ČR had projects in 10 developing countries (ADRA, 2015).

### **Academic sector:**

For the academic sector were selected Czech University of Life Science Prague provides the development cooperation through the Faculty of Tropical AgriSciences. The Faculty had operated in developing countries and in 2014 nine development projects were realized. The FTA provides studies on three levels (bachelor, master, doctor) and also focuses on researches and publishes in the impact periodic (Faculty of Tropical AgriSciences, 2015).

**References organization:**

Salanga s.r.o. is created by the team of experts from different fields; the main goal of the organization is to contribute to a reduction of the risks which threat organizations working in insecure parts of the world. The internationally operating organization provides security and safety training for the development organizations in their home countries same as in the location, where the project is implemented. Through their work organization creates the specialized education system and support for the people who are taking part on the development project in the risk environments (Salanga, 2015). Due to that the organization is highly inform about the situation in the field of security and safety policies especially among the Czech development organization.

**Donor agency:**

Czech development agency was founded in 2008 as implementer agency of Czech development cooperation; its establisher is Ministry of Foreign Affairs. The main goals of the agency is preparation and realization of the bilateral projects, it is responsible for the identification, formulation, realization and monitoring of projects in terms of project cycle (CZDA, 2015).



**ANNEX 5 - Statistical evaluation of the responses on the model situations among aid workers and volunteers by Pearson's ch-squared test.**

<b>Model situation 1</b>	Prepared by organization	No	Yes	All respondents	E(ij)		X(ij)	
You are walking on the street, approximately one meter before you is man with knife and wants all your staff.	Give him all my stuff.	6	16	22	6.0	16.0	0.0	0.0
	Try to negation, when he does not react-give him all my stuff.	6	18	24	6.5	17.5	0.0	0.0
	Protect my stuff and shout for help.	0	1	1	0.3	0.7	0.3	0.1
	Try to run away.	2	3	5	1.4	3.6	0.3	0.1
	Other	1	2	3	0.8	2.2	0.0	0.0
	Total number of respondents	15	40	55				
							<b>Statistics=</b>	<b>0.9</b>
							<b>p value=</b>	<b>0.924</b>
<b>Model situation 2</b>	Prepared by organization	No	Yes	All respondents	E(ij)		X(ij)	
You are sleeping in hotel room; some man with the gun wants to kidnap you.	Start shouting for help.	3	5	8	2.2	5.8	0.3	0.1
	Try to escape.	2	5	7	1.9	5.1	0.0	0.0
	Give him all money and jewelers.	0	3	3	0.8	2.2	0.8	0.3
	Go with him, I would not do any quick moves.	9	18	27	7.4	19.6	0.4	0.1
	Try to beat him up.	0	2	2	0.5	1.5	0.5	0.2
	Other	1	7	8	2.2	5.8	0.6	0.2
	Total number of respondents	15	40	55				
							<b>Statistics=</b>	<b>3.7</b>
							<b>p value=</b>	<b>0.596</b>
<b>Model situation 3</b>	Prepared by organization	No	Yes	All respondents	E(ij)		X(ij)	
You are going in your car alone and see the car accident, which just happened. The cars in the second direction stop already.	Stop car, take first aid and start help.	3	5	8	2.2	5.8	0.3	0.1
	Stop car and ask if my help is needed.	9	15	24	6.5	17.5	0.9	0.3
	Keep going, call to police and ambulance.	1	12	13	3.5	9.5	1.8	0.7

	Keep going.	1	5	6	1.6	4.4	0.2	0.1
	Other	1	3	4	1.1	2.9	0.0	0.0
	Total number of respondents	15	40	55				
							<b>Statistics=</b>	<b>4.6</b>
							<b>p value=</b>	<b>0.337</b>
<b>Model situation 4</b>	Prepared by organization	No	Yes	All respondents	E(ij)		X(ij)	
You are witness of the accident where car hit the man. He is seriously injured and bleeding, but you do not have any equipment. Do you provide him first aid (suppose that providing a first aid is not obligatory in this country).	Yes	7	17	24	6.5	17.5	0.0	0.0
	No	0	4	4	1.1	2.9	1.1	0.4
	I do not know	8	19	27	7.4	19.6	0.1	0.0
	Total number of respondents	15	40	55				
							<b>Statistics=</b>	<b>1.6</b>
							<b>p value=</b>	<b>0.445</b>