

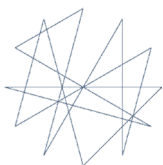
SECURITY INCIDENT INFORMATION MANAGEMENT HANDBOOK

TOOL 5: INCIDENT ANALYSIS GRIDS



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TOOL 5: INCIDENT ANALYSIS GRIDS

These grids will guide the analysis of impacts and causes of an incident, and how management and follow-up have been implemented during and after this initial analysis.

1. IDENTIFICATION OF THE IMPACT OF THE INCIDENT

Duration of the incident	How long did the incident last?
Type of context	According to the categorisations used in the organisation of context and type and level of violence.
Security phase	As defined in the security documents in the organisation.
Estimation of loss	
Organisation	
Money	Indicate what the direct costs of the incident have been for the organisation as a result of the incident (figures).
Equipment	Indicate if equipment/property has been damaged and its value.
Documentation	Indicate if sensitive documents (for example, list of staff) or something used to authenticate documents (for example, stamps) are missing.
Other	
Personal	
Money	Indicate the amount of cash lost by staff during the incident.
Equipment	Indicate if equipment belonging to staff has been damaged during the incident and the value.
Documentation	Indicate if personal documents belonging to the staff are missing.
Other	
Emotional Debriefing	Indicate whether an emotional debriefing has been done or not. Specify the date.

2. IDENTIFICATION OF THE CAUSES OF THE INCIDENT

POTENTIAL CONTRIBUTING FACTORS (MULTIPLE ANSWERS POSSIBLE) IS THE INCIDENT RELATED TO ...?		
Type of activity	The incident is connected to the type of work of the organisation	Specify
Lack of acceptance of our programme	The incident is the result of the lack of acceptance of the programme	Specify
Insufficient measures of protection	The incident is the result of the lack of measures of protection	Specify
Non-compliance to security rules and/or SOPs	The incident is the result of non-compliance to security rules and/or procedures	Specify
Recklessness/ lack of vigilance	The incident is the result of the recklessness or the lack of vigilance of the team	Specify
Lack of communication equipment	The incident is the result of the lack (absence or malfunction) of communication equipment necessary to the security and safety of the team	Specify
Conflict(s) within the team	The incident is the result of a conflict between two or several members of the team	Specify
Incompetence/driving of the vehicle not controlled	The incident is the result of the lack of capacity of the driver to manage the conveyance involved in the incident	Specify
Inappropriate behaviour	The incident is the result of the inappropriate behaviour of one or several members of the team (violation of the code of conduct, inappropriate clothing, etc.)	Specify
Change of context	The incident is the result of the change of the overall situation (i.e. context)	Specify
External cultural conflict	The incident is the result of pre-existing conflicts among the community such as ethnic or religious confrontations	Specify
Other	Describe unlisted factor(s) that may have contributed to the incident	

3. PATTERN IDENTIFICATION AND POTENTIAL ACTIONS

QUESTION/ PROCESS	ANSWER	POTENTIAL IMPLICATION (BASED ON ASSESSMENT)	POTENTIAL AGENCY ACTIONS
1. Has this accident happened before and how similar was it?	Yes	Accurate threat (evidenced by supporting documentation)	Communicate assessments, continue to use as basis for security decisions
	No	Flawed threat (evidenced by supporting documentation)	Change assessments and the security practices based upon them
	No	Outdated threat (evidenced by supporting documentation)	Change assessments and the security practices based upon them
2. If appropriate procedures were followed, what was the outcome?	Positive	Appropriate procedures were followed	Reinforce procedures
		Fortunate staff	Reconsider procedures
	Negative	Flawed security practices	Reconsider security practices
		High-risk propensity	Communicate to staff Train/re-train staff
3. If appropriate procedures were not followed, what was the outcome?	Positive	Inappropriate procedures	Reconsider procedures or applicability of them to all situations
		Fortunate staff	Reconsider procedures
	Negative	Lack of knowledge of procedures, possibly for the following reasons: <ul style="list-style-type: none"> no security briefings for new staff; lack of a security plan (SOPs and contingency plans); insufficient attention to providing staff with security briefings and access to the security plan; lack of time and encouragement for staff to read the security plan. 	Consider ways to better communicate procedures to staff
		Failed at attempts to follow procedures, possibly for the following reasons: <ul style="list-style-type: none"> procedures are too complicated to remember and follow; require training that has not been provided; require equipment that is not always available or working. 	Reconsider procedures, training, equipment sufficiency
		Staff disagrees with procedures, possibly for the following reasons: <ul style="list-style-type: none"> inappropriate procedures; requirement for more training to convince staff of the importance of the procedures; inappropriate hiring practices; a lack of enforcement mechanisms within the agency. 	Reconsider appropriate security-related practices

4. ANALYSIS OF THE MANAGEMENT OF THE INCIDENT

Reporting to programme managers	How successfully was information passed on? Were the organisation's time limits met?
Communications tree	How successful was the transmission of information within the field location as a whole? Did the communications tree work properly?
Roles and responsibilities	Did managers know what to do according to their responsibilities and tasks?
Pre-identification of key resource persons before the incident	Did we have clearly pre-identified key persons (externally and internally) who helped us in the management of the incident? Did we try to contact an institution/authority to help us? Did we identify the key resource person(s)? Indicate that contact person.
Communication field-HQ-field	How was the communication between HQ and the field? What do we need to improve?
Other	