

SAFETY AND SECURITY POLICY

ORGANISATION:	Kokoda Track Foundation
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OWNER:	CEO
APPROVED BY:	Finance, Audit & Risk Management Committee
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INTRODUCTION:

KTF delivers a range of aid and development activities in rural and remote regions across Papua New Guinea (PNG). The safety and security of KTF people including staff is of paramount importance. KTF works in many challenging governance and security environments across PNG that may present heightened safety and security risks to people who work in and travel to these locations. It is necessary that all KTF personnel are aware of the risks associated with travelling to these regions (including travel via on-route cities and Provincial towns) and that KTF's Safety and Security Policy is strictly adhered to to mitigate these risks.

POLICY:

KTF places the security and safety of its people at the forefront of its operations and will take all practicable steps to ensure their well-being. KTF acknowledges that working in certain areas in PNG comes with risks towards staff and programs. Aid and development work can be dangerous and unpredictable. Unfortunately, communities in greatest need are often located in areas presenting the greatest safety and security risks to staff.

As part of its wider duty of care to its staff, and as a responsible employer, KTF strives to always minimise and manage the safety and security risks to its staff. People come first: the safety and security of staff will always take precedence over the protection of the organisation's assets, programs and reputation.

Rather than viewing security management as a restrictive necessity, KTF sees security management as a way of enabling our work and programs and thus the continuation of operations under conditions where without security management this might no longer be possible.

As a result of the aforementioned considerations, KTF considers security management as a way to:

- Enable operational activities under difficult security conditions
- Reduce the risk to individual staff members to an acceptable level
- Protect KTF property and reputation

The balance between these objectives is carefully decided upon at every level in the organisation and this document will provide clarity on which decisions are made at which level. Also, it gives every staff member; regardless of his/her function the right and duty to contribute to these objectives.

To safely access and continue to work in our target communities, KTF adopts a range of safety and security strategies and measures, depending on the specific risks in a particular location. KTF's safety and security policy is based on the following principles that reflect the organisation's approach to embedding good safety and security management practice across the organisation.

1. All KTF personnel will hold themselves accountable for maintaining and respecting the KTF Safety and Security Principles through their policies, protocols, and procedures.
2. Safety and security are everyone's responsibility within KTF through full compliance and accountability.
3. Program decisions must be informed by appropriate safety and security considerations at all levels.
4. There must be clear lines of authority and decision-making mechanisms that underpin safety and security.
5. KTF personnel will be equipped, trained, and supported in the area of safety and security, appropriate for the safety and security conditions of their assignment.

This Safety and Security Policy is the main tool in the implementation of security management within KTF and it strives to do so by:

- Providing clear decision lines and responsibility levels
- Give guidance in certain specific situations
- Ensure adequate awareness and preparation on all levels within the organisation

SCOPE:

This Policy applies to all KTF people and personnel including staff, interns, volunteers, directors, contractors and consultants, and visitors to KTF offices, Colleges, and program implementation locations.

On occasion, KTF personnel are joined by others, such as but not limited to family members, journalists, politicians, donors, volunteers, and fundraisers. Therefore, this Safety Security Policy applies to all KTF staff; headquarters, expatriate and national staff, consultants on short- or long-term missions, family members duly authorised to accompany or visit staff during missions, authorised visitors, volunteers in the field and interns and any other person working formally and directly with KTF.

This Policy does not concern itself with the safety and security of our partner organisations. This is not because KTF does not see the importance of good security management within the partner organisations but because it should have its rightful place in other documents including the Partners' own Safety and Security Policy and Procedures.

In case of a duty trip, working time will usually be considered to be beyond the actual working hours and it is difficult to distinguish between activities with or without business objectives. This Policy therefore applies 24/7 and staff are expected to comply throughout the entire duration of a duty trip or placement.

Towards employees who are, by their own choice, in an area where they were not sent by KTF, irrespective of whether or not KTF is active in that area, KTF will not take responsibility. In the case where an employee wants to combine a holiday with a duty trip, then a clear moment in time needs to be agreed upon that separates the holiday from the duty trip.

COMPLIANCE:

One of the critical success factors for this Safety and Security Policy is the acceptance and compliance by staff and all other persons involved. Compliance is not optional; it is compulsory and concurrent with the start of any kind of work with KTF. The Policy is therefore binding on all persons it addresses. However, in some unforeseen situations staff might be unable to comply with the stipulations or compliance will lead to even greater direct risks. In those cases, consultation with the CEO is sought beforehand and a clear explanation is submitted afterwards.

Any unreasonable breach of stipulations in this Policy or related documents and decisions shall be considered a disciplinary offence and will be subjected to disciplinary action within the organisation such as (but not limited to) suspension or dismissal.

PRINCIPLES:

The following principles are the guiding principles for safety and security management within KTF. Any exception to these principles may only be authorised by the Board of Directors.

PRIMACY OF LIFE AND THE INDIVIDUAL RIGHT TO WITHDRAW

For KTF, life proceeds over material and therefore no staff should endanger their own life, or the lives of others, whilst attempting to protect KTF property, equipment, financial resources, documents, or infrastructure.

Personnel are always beforehand informed of and prepared for the level of risk of any given duty travel and by accepting the mission they accept the risk. However, unforeseen circumstances or developments may occur and therefore every individual staff member has the right to request to suspend activities, withdraw and/or leave the area.

Such requests will be granted where this suspension or withdrawal does not expose the individual or team to greater risk. This will be assessed by the CEO. If the CEO considers that this individual decision exposes a greater risk to the individual or team, then the individual still has the right to suspend or withdraw, but at his/her own risk and costs.

PRINCIPLE OF PRECAUTION

Within the line-management structure there is a co-responsibility between an individual or manager and the next higher manager. They try to communicate and discuss certain issues and aim for consensus. If this communication is not possible or there is a difference of opinion and immediate action is required then the principle of precaution overcomes.

This means that the decision to evacuate, withdraw or prohibit a field trip will be endorsed, independent of which level initiates the decision. Both levels can make decisions on evacuation or withdrawal or the prohibition of specific trips and nobody can overrule these decisions.

KTF, at all times, withholds the right to withdraw an employee or a group of employees from an area or country.

ACCEPTANCE AS MUCH AS POSSIBLE, PROTECTION WHEN NEEDED

KTF can find itself operating in complex situations involving significant risks for staff and program, therefore, KTF needs to formulate a clear strategy on how to mitigate the risks for every specific situation and how to position itself in these complex situations.

The basis of our security management in all situations will be acceptance by the local community. We will make all reasonable efforts to negotiate and gain acceptance from relevant local stakeholders. Acceptance by the community is one of the preconditions to operate and we will actively contribute to that, through communication, participation, relationships and through our programs. Our behaviour is with respect for local cultures and existing economic, religious, and political patterns and all KTF personnel behaviour is managed by the Code of Conduct.

The protection approach to security focuses on reducing staff vulnerability to risks by implementing procedures and using equipment to secure themselves against the risks. Key elements are clear and agreed policies and procedures, staff awareness of risks and vulnerabilities, communication procedures and equipment, protection devices and so forth.

The default balance between the mentioned approaches is to achieve acceptance as much as possible, complemented with protective measures when needed. Ideally, the protective measures do not inhibit or contradict our acceptance approach.

DETERRENCE AS A LAST RESORT

In the reality of current working environments, where the context and sometimes even the configuration of aid are politicised, acceptance or even protection is not enough. In those cases, one last resort might be the deterrence approach, most clearly defined as posing a counter-threat in legal, economic, or political terms.

One of the most viable examples might be the threat of suspending activities or withdrawal from the area.

Another example is the use of any form of armed guards, protection, or escorts. Since the latter example seriously undermines our acceptance approach and the perception of our independence and impartiality, this option is an exception which can only be made after approval by the CEO or temporarily during immediate evacuation.

DO NO HARM

One of the biggest factors influencing the success of our acceptance approach is the 'Do no harm Principle'. KTF will not undertake any missions or field visits that jeopardise the safety of personnel, partner organisations, or the local community.

KTF will not send consultants or others to areas where they are not willing to send employees unless KTF can make it absolutely clear that these consultants or others are less at risk than KTF employees.

THRESHOLD OF RISK

The impact of our activities that can be achieved should always outweigh the risks taken. In principle, KTF will suspend its operations where the security risks are disproportionate to the potential program benefits. Therefore, KTF commits itself to continuously analyse and understand the context and the risks that result from working in that context.

Acceptance by the local community is one of the preconditions to operate. KTF is not willing to operate in areas where it is evident that employees of international organisations are explicit targets of attacks. Also, when there are known and specific threats towards KTF staff in certain areas and this threat is considered as credible, or in circumstances where the level of generalised violence suggests a high probability of an incident harming KTF staff, then the principle of precaution indicates that KTF will not allow staff to work in or travel to this area.

KTF commits itself to minimising the risk to staff and therefore will always explore all possible alternatives to attain the aims of the operations.

The above developments and considerations will be monitored and decided on by the CEO.

SAFETY & SECURITY FRAMEWORK

The following Safety & Security Framework outlines the various procedures, guidelines and allied policies that are in place to ensure the safety and security of our personnel.

LINE MANAGEMENT AND DECISION MAKING

A clear division in responsibilities, communication between staff as well as checks on the application of measures are key factors in managing security in the best possible way. For that, KTF considers the line-management structure as the primary system for security management. Security is an integral part of field operations and only managers are in the position to balance between the impact of the activities and the risks taken. Additionally, KTF has some management tools and task forces at institutional level to support this line-management responsibility.

In the event of the absence of key players, the responsibility is transferred to a colleague at the same level or one's own manager, and this is communicated, beforehand and effectively. Decisions made by higher levels should be adhered to with due consideration of each individual's personal responsibility.

PERSONAL RESPONSIBILITY

Staff is the organisation's most valuable asset. KTF employees have made a conscious decision to work with the organisation and are committed to its mission. While this attitude is crucial for boosting staff motivation and performance, it needs to be balanced against security risks on the ground. Each employee is expected to understand, weigh, and ultimately, accept these risks. (Also, see Primacy of life and the individual right to withdraw)

An open and proactive attitude is a prerequisite for implementing a successful security policy. Each staff member must realise that his/her conduct will have an impact on KTF's image, whether positive or negative, and thus on the security status of the mission. This includes, but is not limited to, the adherence to the Code of Conduct.

For the security management structure to work it is important that the strict operational hierarchy is respected at all times. This requires an open and inclusive working environment in which all staff members contribute to improved security by taking an active role in security issues.

This means that personal responsibilities include (but are not limited to) the following responsibilities:

- Staff members adequately prepare for going to or staying in certain areas. This includes the understanding of the context and the risks involved, receiving security briefings from KTF head office, and knowledge of and compliance to organisational policies.
- Everyone is responsible for his/her own health and must pay attention to their health before, during and after their travel. KTF offers the possibility for health advice from qualified professionals, vaccinations, first aid kits, and other preventative measures and the employee is expected to act accordingly. Every employee is expected to maintain a certain level of hygiene and avoidance of infection.
- Everyone is expected to actively contribute to improved security management practices of the organisation. This includes incident reporting, making suggestions for improvement and pointing out to colleagues when certain behaviour is not in line with the policy.
- Staff members are expected to share their detailed travel planning with all relevant stakeholders.

CEO

The CEO has overall responsibility for all KTF personnel working in or travelling to PNG:

- The CEO is responsible for approving and maintaining security planning and/or for adequate and functional alignment with KTF partners with regards to security management agreements.
- The CEO ensures every staff member is adequately trained and prepared for his/her work.
- The CEO decides on the withdrawal or evacuation of staff members, individually or collectively, voluntary or forced.

BOARD OF DIRECTORS

The Board of Directors has overall responsible for the safety and security of all KTF personnel and thus the obligation to actively contribute to and formulate the KTF security policy and its implementation:

- Lead a discussion and process of articulating the principles of KTF on current and foreseeable security issues; this is a standing item at all board meetings.
- Decide on armed guards or armed escorts.
- Take security into account when deciding on starting operations or field presence in an area by means of a thorough assessment process.

COO

The COO is one of the first points of call for reporting safety and security incidents and for KTF's immediate response to incidents. The COO is responsible for:

- Delivering pre-departure briefings
- Preparing, with the CEO, safety and security risk analyses
- Reporting to the board on safety and security risk assessment
- Being the first point of call for safety and security incident reports alongside the SSR Advisor
- In cases of high risk travel, the COO may discuss approval with the CEO
- Establishing the Crisis Management Team (CEO, COO + board member for severe incidents)
- The COO informs the CEO about who is travelling where and when, if there are incidents or near misses.

SAFETY, SECURITY & RISK ADVISOR

The SSR Advisor advises and assists the CEO and COO in all matters related to safety and security, and conducts safety and security training and capability development across the organisation. The SSR Advisor is responsible for:

- Reviewing KTF's Safety & Security policy
- Developing scenario-based training exercises for staff and partner professional development
- Training and advising staff and partners in safety and security processes, procedures and policies;
- Development and maintenance of location specific safety & security information
- Updating KTF's safety & security risk analyses, regional registers and other appropriate documentation.
- Real-time management of safety and security incidents alongside the COO

RISK ASSESSMENT:

The purpose of Risk Assessment is to identify safety and security risks to KTF personnel in PNG. All proposed travel must undertake a risk assessment in advance. Critical risk areas must be considered including the following.

CIVIL UNREST AND POLITICAL TENSION

Local tensions and ethnic disputes occasionally lead to outbreaks of fighting and flare up around the country from time to time. These are most common in the Highlands region and often involve the use of firearms, rioting and looting. Outbreaks of violence also occur in settlements and marketplaces in Port Moresby, Popondetta, Lae, Goroka, Kainantu, Mt Hagen, and towns in the Highlands.

The Royal Papua New Guinea Constabulary (RPNGC) faces a number of obstacles, including limited resources, and this may affect police response times in the event of a crime.

Tension between ethnic groups can result in the widespread destruction of property, disruption of normal services and serious injury. National elections and recent political turmoil may also have the potential to fuel civil unrest and demonstrations leading to potentially violent confrontations with security forces. Opportunistic violence and crime throughout Papua New Guinea may occur during the period surrounding the elections. Rallies, demonstrations and other large public gatherings may turn violent.

CRIMINAL ACTIVITY

Crime is particularly prevalent in urban areas such as Port Moresby, Popondetta, Lae and Mt Hagen, and is generally considered to be highly opportunistic and random. Settlement areas on the outskirts of towns and cities are particularly dangerous and where many criminals live. 'Bush knives' (machetes) and firearms are often used in assaults and thefts. Bag snatching, robberies (personal residences and businesses) assaults (including sexual assaults), and carjackings are common. Banks and automatic teller machines are regularly targeted. The crime rate tends to increase leading into the Christmas holiday period.

Walking after dark is particularly dangerous in Port Moresby and other urban centres. All travel at night should be limited, but if required must be made by car, with doors locked, windows up, and radio security installed (connected to reputable security firms such as Black Swan and Guard Dog).

Opportunistic crime is by far the most prevalent in PNG, however, there have also been incidents of robbery in which expatriates have been targeted in their homes or workplaces and also small numbers of high-profile kidnappings for ransom. Many areas in Port Moresby are very high risk for carjacking and robbery, however, the areas near Parliament House in Waigani on weekends and the roads near the airport and Airways Hotel have a higher risk.

There is a high incidence of sexual assault and rape committed against women and girls. Due to the high prevalence of HIV/AIDS, victims of violent crime, especially rape, are strongly encouraged to seek immediate medical assistance.

NATURAL DISASTERS

Regular volcanic eruptions do occur as PNG is in a regular seismic zone. Areas where these happen most often are around Rabaul, Bougainville, West New Britain, and Manam Islands. Some coastal areas are in tsunami zones. Some areas are prone to flooding and landslides, particularly in the highlands where there is very high rainfall. Oro Province, in particular the Northern Beaches region (Sanananda, Buna and Gona), is prone to flooding, king tides and occasional cyclones.

HEALTH RISKS

In Papua New Guinea there remains a risk of disease outbreaks and epidemics. KTF personnel need to be aware that illness can quickly escalate and access to quality medical treatment is limited. KTF personnel must be diligent about basic hygiene, follow medical advice, and monitor any change to their general personal health.

Healthcare facilities in PNG are poor. Facilities in large towns are usually adequate for routine problems and some emergencies, however, health facilities in rural areas are very basic, under-resourced and often long distances apart.

Malaria, dengue fever and other mosquito-borne diseases are a risk throughout Papua New Guinea, including in Port Moresby. KTF non-resident personnel are encouraged to take prophylaxis against malaria where necessary and take measures to avoid mosquito bites, including using insect repellent at all times. The mosquito-borne disease Japanese encephalitis is found throughout many regions of North, South and South-East Asia and Papua New Guinea.

In recent years, there have been outbreaks of polio, cholera, yaws, typhoid, and influenza in Papua New Guinea, and most recently, outbreaks of COVID-19 including the Delta and Omicron variants. The spread of airborne diseases such as COVID-19, influenza, and tuberculosis can be mitigated by wearing masks.

The Government of Papua New Guinea has in the past called a national emergency to prevent the spread of infectious diseases, including Government mandated lockdowns in recent response to COVID-19. The national emergency declaration enables the Government to make provisions, laws, orders, or regulations without notice to stop the spread of the infectious diseases. This may include the closure of businesses, limits on the gatherings of crowds, and the restriction of travel by individuals.

HIV/AIDS is a critical health issue in PNG and volunteers should take appropriate steps to minimise exposure (see PSEAH policy for regulations relating to prohibitions on sexual encounters and fraternisation for staff). Any potential risk of exposure should be reported immediately to your healthcare practitioner.

Local water supplies can be interrupted or polluted. You should take precautions to ensure you have access to safe drinking water. Food and water-borne diseases (including typhoid and hepatitis) are common. You are advised to drink bottled or boiled water throughout PNG and avoid ice cubes and raw and undercooked food.

Swimmers should also be aware that water-borne parasites and crocodiles pose a risk in many of PNG's rivers.

TRANSPORT RISKS

KTF is operating in increasingly remote regions, and small boats are becoming the only way for staff to access some field locations. Whilst necessary, this form of travel is inherently dangerous and requires specific risk assessment and mitigations strategies which are outlined in the SAFETY AND SECURITY HAZARDS Appendix. The Safety, Security and Risk Advisor will prepare and deliver annual small craft safety awareness training for staff expected to use this means of transport.

Car transport carries its own inherent risks to staff safety and security: both directly through the risk of accidents, and indirectly through the risk of breakdown and misadventure placing staff in dangerous security situations. Whilst driving and vehicle maintenance is outsourced to local partners, KTF staff themselves must assume an element of responsibility to ensure that vehicles are driven and operated safely and prepared appropriately.

TRAVEL PREPARATION AND APPROVAL:

DFAT SMARTTRAVELLER ADVICE

KTF expatriate staff (and the manager approving travel) should always check the Smart-traveller website prior to travel. During periods when DFAT advice recommends no travel, staff travel will be at the decision of the board only in consultation with the CEO and in accordance with current laws.

APPROVAL

International travel is to be approved by the CEO in consultation with the person's line manager. During travel bans, international travel is to be co-authorised by the Board of Directors and CEO, with board delegation assigned to the Chair. Domestic travel is to be approved by the COO in consultation with the person's line manager. During travel restrictions, domestic travel is to be co-authorised by the CEO and COO.

TRAVEL BOOKINGS & INSURANCES

All travel bookings are to be made in consultation with your line manager and by KTF's Administration & Program Coordinator; or KTF's Corporate Traveller Advisor. It is important that insurance is in place for all locations where our people are working or visiting, in the event of an incident occurring. International travellers will be covered by comprehensive travel insurance policies.

PRE-DEPARTURE CHECKLIST

All international travellers must complete KTF's pre-departure checklist. This is a mandatory checklist that must be completed by each traveller in advance of KTF-related travel. Depending on the responses to certain questions, staff may be directed to additional pre-departure steps (e.g. a pre-departure medical examination). This checklist must be reviewed and approved by the traveller's manager, in advance of any travel.

PRE-DEPARTURE BRIEFING

All travellers must participate in KTF's pre-departure briefing. This is a mandatory briefing that must be completed by each traveller in advance of KTF related travel. Briefings are to cover:

- Pre-departure checklist (for international travellers)
- KTF Code of Conduct and behavioural expectations
- KTF key policies training / re-orientation including Child Protection, PSEAH, No Alcohol & Drugs and Fraud & Corruption Prevention
- Safety and security briefing related to the area of travel and risk mitigation strategies
- Emergency preparedness plan – operationalization of emergency response discussed

IN COUNTRY SAFETY & SECURITY GUIDELINES:

LOCAL LAWS AND CUSTOMS

When you are in PNG, be aware that local laws and penalties, always apply to you. Information on what Australian consular officers can and cannot do to help Australians in trouble overseas is available from the Consular Services Charter.

Penalties for treason, murder and piracy include the death sentence. Homosexual acts are illegal and punishable by imprisonment. Overt public displays of affection by persons of the same sex should be avoided.

PNG has very strict laws relating to the possession and sale of pornographic material and penalties include imprisonment.

Adultery is a criminal offence and punishment may include imprisonment.

KTF personnel should be aware that the traditional custom of 'payback' and 'compensation' are often practised in PNG. Australians who engage in illegal or inappropriate sexual or financial relations run the risk of extrajudicial responses from offended parties. Demands for compensation for property damage, including to livestock, are common.

There are conservative standards of dress and behaviour in PNG. You should take care not to offend.

You should seek permission before taking photographs of individuals and cultural sites (for example, spirit houses). Photographs should also be taken in line with the KTF's Child Protection Policy and Photography & Ethical Life Stories Policy. It is recommended that photographic consent be obtained in writing.

PERSONAL BEHAVIOUR

The following guidelines should be adhered to by KTF personnel when working in PNG:

- All personnel are required to understand, sign and adhere to KTF's Code of Conduct.
- Drinking alcohol in PNG must be done in accordance with the KTF's Alcohol, Drugs & Betel Nut Policy. Alcohol **MUST NOT BE CONSUMED** by KTF personnel in villages or at project sites (such as KTF Colleges, aid posts, and in communities with project operations). Alcohol may only be consumed by individuals in the discretion of their hotel (either in Port Moresby or other cities) or at an appropriate function (e.g. dinner, cocktail party). Be aware of the implications of drinking alcohol in public. Your ability to assess risk decreases dramatically when under the influence of alcohol which can have serious implications for security.
- Do not walk after dark, particularly in urban areas. In some areas avoid walking around during the day without being accompanied by a local staff member or community representative (at the advice of your line manager). Be aware of whether people in your area walk around alone during the day. While it may seem difficult at first, it may be best to stick to groups when possible.
- Be wary of the implications of relations (platonic) between men and women and the kinds of speculation that may occur when visitors of the opposite sex are travelling together. All personnel are required to understand, sign and adhere to KTF's Prevention of Sexual Exploitation, Abuse & Harassment Policy which also provides guidelines on fraternization (not allowed) for international staff in country.
- Dress modestly and according to what is appropriate in the region you are in.
- You should be mindful that crime is opportunistic and therefore, you should not carry anything that you are not prepared to lose. It is not advisable to wear excessive or expensive jewellery or to carry large amounts of money at any one time, although you should consider always having a small amount of currency to hand over in case of robbery.
- If withdrawing money from ATMs it's advisable to do this inside a hotel, airport, shopping centre or the bank, rather than from an ATM on the outside of a building or in a car park. Be mindful that you may be under surveillance.

OTHER IN-COUNTRY GUIDELINES

Additional in-country guidelines relating to accommodation, transportation and specific areas are included in the KTF Safety Handbook in Appendix A.

CRITICAL INCIDENTS & CRISIS MANAGEMENT

Despite the safety and security measures KTF adopts, exceptional situations can still occur. Such critical incidents are rare, but they will, due to their nature, complexity, or impact, require specific crisis management.

Crisis management depends on decisions being taken quickly, and this requires good information flow and clear channels of communication and decision-making that all staff understand. On receipt of a report of a serious incident involving staff, KTF will immediately establish a Crisis Management Team consisting of the CEO, COO and in severe cases a board member. This team will provide overall incident management coordination and support. The role of the team is to:

- Assess the situation and its impacts on staff and operations.
- Determine the level of support required to stabilize or resolve the situation.
- Develop and implement an appropriate course of action.
- Continually gather information on the incident from other aid agencies, local authorities, embassies, and local media (including social media).
- Prevent further harm and ensure the health and safety of any victims or other KTF personnel affected by the crisis.
- Support the organisation of safe houses, evacuations, and medical care as appropriate.
- Coordinate communication with key stakeholders, including family members, authorities, other aid agencies, insurance company etc and provide regular updates to relevant parties.
- Act as the principle point of contact for crisis-related enquiries including the media.
- Initiate and lead post-incident investigation and analysis.

All KTF personnel must adhere to instructions issued by the Crisis Management Team and no personnel should take any action relating to the crisis without the approval of the team.

INCIDENT REPORTING

Incident reporting and analysis is crucial for organisational learning when it comes to security management. Every single member of staff has the obligation to report any situation that jeopardises or almost jeopardises the safety and security of staff. This includes near misses or developments in the context that in the future might affect the security situation.

Incidents that require the establishment of the Crisis Management Team are then reported and logged in KTF's Safety & Security Log by the team and the individual's involved in the incident.

Other less serious incidents that do not require the establishment of a Crisis Management Team should still be reported to the individual's line manager within 48 hours of the incident occurring an Incident Form completed and added to the Safety and Security Log. Regular reviews are undertaken of the log by the COO and reported to the Board of Directors at each board meeting and used for staff briefings via fortnightly team meetings. Reviews also inform decision-making processes for future travel and ongoing safety and security risk assessment.

HIGH-RISK LOCATIONS

Travel to high-risk locations must be analysed in advance for the criticality of travel and alternative delivery mechanisms (e.g. online delivery of training). Where travel is necessary to a high-risk location, a safety and security plan is to be put in place and approved by the CEO and Chair.

Risk treatments include:

- specific staff trainings
- targeted high-risk location pre-departure briefings
- processes for monitoring travel
- support in-country
- contingency plans
- insurance
- arrangements with in-country security support

- monitoring of security situation via satellite phones, ZOLEO satellite communicators for staff mobile phones, and local partnerships.

APPENDIX A: KTF PERSONNEL SAFETY & SECURITY HANDBOOK

ACCOMMODATION, TRANSPORTATION & LOGISTICS

ACCOMMODATION

Non-resident KTF personnel must reside in accommodation that is approved by KTF as being appropriate in terms of safety and security. KTF personnel visiting the urban centres will reside in hotels approved by the KTF as secure. These currently include:

- Airways Hotel (Port Moresby)
- Crowne Hotel (Port Moresby)
- Grand Papua Hotel (Port Moresby)
- Holiday Inn Hotel (Port Moresby)
- Holiday Inn Express (Port Moresby)
- Gateway Hotel (Port Moresby)
- Hilton Hotel (Port Moresby)
- Birdwing Butterfly Lodge (Popondetta)
- Suh's Guesthouse (Popondetta)
- Hikers Hut (Kokoda)
- Tufi Dive Resort (Tufi)
- Balimo Lodge (Balimo)
- TVET (Balimo)
- Golden Century (Kiunga)
- Crows Nest Hotel (Daru)
- McRoyal Hotel (Mount Hagen)
- Highlander Hotel (Mount Hagen)
- Driftwood Hotel (Alotau)
- Masurina Lodge (Alotau)
- Kerema Hotel (Kerema)
- Kiburu Lodge (Mendi)
- Bird of Paradise Hotel (Goroka)
- Pico's Beach Resort (Kavieng)
- Kavieng International Hotel (Kavieng)
- Plantation Resort (Rabaul)
- Hotel Lorengau (Lorengau)
- In Wewak Boutique Hotel (Wewak)

When staying in a hotel or guesthouse take these basic precautions:

- Avoid rooms that are easily accessible from the outside, or in isolated parts of the building. If possible, request a room between the second and seventh floors to minimise the risk of break-ins or being trapped in the event of a fire.
- Locate safety exits and memorise the nearest exit in case of fire or another emergency. Keep a torch by the bed.
- Secure your door when inside, even during the daytime, and jam the door with a doorstop or a chair to delay any attempt to enter your room while you are sleeping. Keep windows and balcony doors locked and draw the curtains.
- Never leave valuables lying around your room. Use your room safe, if available, or the hotel safe.

- Be alert to people hanging around the front of the hotel or in the lobby, and make sure you are not followed to your room.
- Don't open the door to callers, including hotel staff, unless they can identify themselves. If necessary, telephone the front desk to confirm their identity before you unlock your door.
- Keep a small bag packed and important items close to hand in case you have to leave quickly.

KTF headquarters must also advise and approve KTF personnel's accommodation options in rural and remote areas. Current accommodation options include registered campsites and guesthouses along the Kokoda Track (approved by the Kokoda Track Authority), on-site at the Kokoda College, and Lodges in Sogeri. Also approved are the Balimo College in Balimo Middle Fly and Morehead FODE Centre in Morehead South Fly.

KTF personnel may also board with families in the rural Kokoda catchment region. KTF must undertake a risk assessment and have an existing relationship with those families before accommodation can be arranged.

Non-resident KTF personnel who have families in PNG may also board with their families as long as a risk assessment is submitted to the CEO.

TRANSPORT

WALKING:

Walking or exercising in public areas can be dangerous in some urban areas of PNG. Never walk anywhere until you are well oriented to the area. Walking with PNG colleagues is a very good way to do this - they can provide local knowledge and introductions and ensure you know and can avoid the risks. Always take extra precautions:

- Let a responsible person know your intended destination and an approximate arrival time;
- Do not carry valuables with you, including jewellery (but consider carrying a small amount of Kina currency which can be handed over in case of robbery);
- Do not wear headphones or any other device that would reduce your ability to hear someone approaching;
- Dress modestly and wear shoes and clothes that give you freedom of movement;
- Avoid walking alone;
- Do not walk at night.

FLYING:

KTF uses reputable air services in PNG for flying. These include:

- Air Niugini – international, domestic (serviced flights)
- PNG Air – domestic (serviced flights)
- Niugini Aviation – domestic (charter only)
- Helifix – domestic (charter only)
- Airborne Logistics – domestic (charter only)
- MAF – domestic (charter and service flights)
- Tropicair – domestic (charter and service flights)

Domestic flights are often over-booked and are subject to cancellation. You will need to arrive 2 to 3 hours before the scheduled departure to ensure that your ticket is honoured, and you are able to board the flight. Ensure that another responsible person is aware of your flight schedule, and have a 'Plan B' for returning from the airport, and or transit accommodation if required.

TAXIS:

There are only 2 reputable taxi companies in Port Moresby and they must be called. When using taxis ensure the meter is turned on at the beginning of the journey.

- Ark Taxi Services - 323 0998 / 7122 5522
- Scarlett Taxi Services - 323 4479 / 7220 7000

Where taxis are available in other towns, ask for guidance from local colleagues, before using a particular service or driver. Always travel with someone else until you have established knowledge of trustworthy drivers and how to contact them.

PMVs:

Public Motor Vehicles (PMVs) are the only form of public transport in Papua New Guinea. These are privately owned vehicles – usually a 15 seater bus, minivan or open tray truck. These vehicles and their drivers do not have the same standards of safety, security or cleanliness that you would expect in a developed country.

Non-resident personnel are NOT permitted to use PMVs. Resident personnel who are familiar with local PMV services, drivers, routes, and procedures may use PMVs with caution; although utilizing KTF private transportation or hired secure taxis is preferable.

PMVs are sometimes the only transport option in rural areas and cities other than Port Moresby. KTF personnel must always travel with representatives from local communities. Women are advised to only travel on PMVs when other women are using the service. It is advisable for women to sit with other women. Theft is common in PMVs and at PMV stations, so take minimal cash and valuables with you when you are travelling in this manner. KTF personnel are not permitted to travel on PMVs after dark.

DRIVING:

Road rules in PNG are similar to road rules in Australia. Driving in PNG is on the left-hand side of the road. You will need a valid license to drive. Non-residents are required to get a PNG license if they spend more than three months in-country. If you have an Australian car license, or other recognized international license, you can apply for a PNG License without a test – the fee is K60 for a three-year license. You must have a valid visa for a period of more than 6 months. All expatriate drivers must have an international driver's license.

Extra precautions are required when driving in PNG due to the poor condition of the roads, unpredictable weather, erratic driving of others – particularly PMV's and taxis, frequent drink driving, opportunistic and organised crime, and risks from civil disturbances. Carjacking is a common and an increasing threat in almost all areas of PNG.

If you, or others you are driving with, have a security radio, always radio in your current location and your intended destination, so that the radio operators are aware of your movements, and can warn you of any risks that you may need to avoid. Windows must be up and doors locked no matter which vehicle you are driving in.

Guidelines for safe driving include:

- Carry your license(s);
- Always travel with a local PNG staff member or partner/community representative;
- Become well oriented with your location before driving by yourself. Be able to identify the key landmarks and

streets, so that you can call for assistance if needed. Know your route and destination before you set out. Find out and keep updated on areas to avoid such as settlements;

- Keep your car keys separated from any accommodation keys;
- Ensure you are familiar with operating the vehicle, particularly the lights, wipers, horn, locks and windows;
- Regularly check the vehicle oil, lubricant, tyres, spare tyres and lights;
- Ensure the fuel level is always above a quarter of a tank full – above half is preferable;
- Wear a seat-belt;
- Travel with doors locked and windows up. If the air conditioning is not working wind down the driver side window slightly, and only when the vehicle is in motion;
- Maintain a safe distance from the vehicle in front of you – you should be able to see the mud flaps of the vehicle in front;
- Conduct regular mirror and speed checks. This helps maintain vigilance on the road and your immediate surroundings. You never know when you may have to turn around or take an alternate route;
- If you think you are being followed, proceed to the nearest major Hotel, secure compound, or Police Station, and either radio or telephone for assistance. Varying your speed and driving around roundabouts will help verify the true nature of the situation;
- When parking in a public street, try to park as close as possible to your destination;
- Do not let yourself get boxed in – for instance – do not drive right up to a closed gate, but wait in the street – with clear exit routes available to you, until the gate are attended and about to be opened;
- If you notice unfamiliar people loitering near your driveway when you intend to enter your residence, continue on and return when you feel it is safe. Radio or telephone for assistance;
- Never leave anything of value in plain sight (including laptop bags); and
- Avoid unnecessary travel at night and where possible travel in convoy of two or three vehicles.

NO GO ZONES:

Prior to travel, all personnel must check whether KTF has advised any No Go Zones based on security intelligence received by private sector and Government agencies.

CHECKPOINTS:

Checkpoints are common in PNG and are frequently found on the edge of towns and cities, and at Provincial border crossings, bridges and airports. In most cases, aid agency vehicles will pass easily through military or police checkpoints. However, some checkpoints are controlled by young, underpaid, frustrated, or frightened police or soldiers, who may also be drunk or drugged. These checkpoints are threatening situations that have the potential to escalate if not handled properly. It is vital to regard all checkpoints with caution, especially those which are not known, fixed checkpoints, as criminals or irregular soldiers may set up fake checkpoints or illegal roadblocks in order to rob vehicles.

As a general guide, when approaching checkpoints you should:

- Slow down and quickly assess the situation. Inform your manager or base that you are approaching the checkpoint and resume contact when you have passed through it.
- Stop well before the checkpoint, if it feels suspicious, and let other vehicles overtake you to observe them passing through. If you suspect hostile intentions, reverse and, at a safe distance, turn around and drive away.
- Remove hats and sunglasses so that you can be seen clearly.
- Turn down radios/music in the vehicle, keep valuables out of sight and wind down the driver's window so that any order to stop can be clearly heard.

- Stop if ordered to, or there is a barrier. If there is more than one vehicle, keep a reasonable distance between vehicles. Keep the engine running and stay inside, unless you are ordered otherwise.
- Keep hands visible at all times. Don't make any sudden movements, as this could be misinterpreted, and always explain what you are going to do before you do it.
- Identify, in advance, one person to speak on behalf of the vehicle. The driver will often answer initial basic questions, but a senior member of the team should be ready to step in if problems occur.
- Have documents handy (e.g driver's licence), rather than unpacking your bags at the checkpoint trying to find them. Be ready to answer questions about the occupants of the vehicle, the purpose of your journey and what is being carried in the vehicle.
- Be friendly, cooperative, and alert. Do not object to identity or vehicle checks or argue with checkpoint personnel; they are likely to give you an easier time if you are considerate towards them.
- Try to build some rapport with the soldiers or police manning a checkpoint, if appropriate. In many cases, they will be bored and appreciate some interaction. Checkpoint personnel can be a good source of security information.
- Do not offer bribes or gifts in exchange for passage. This is a breach of KTF policy and can make it more difficult for your KTF colleagues and other aid agencies, to pass through the same checkpoint.
- Refuse to give lifts to armed or uniformed personnel. Do so politely, explaining that this is your organisation's policy, which you must follow.
- Protest strongly, but calmly and politely, if you are denied access or if items are removed or confiscated. Don't resist if checkpoint personnel are persistent or aggressive. If items are taken, request documentation, if possible.
- Always report harassment, threats, or demands received at checkpoints to the COO.

CHOPPERS:

KTF sometimes uses helicopters in relief and development operations to transport staff and supplies to inaccessible areas. However, travelling by helicopter poses an additional safety hazard and you must adhere to the following:

- Never approach a helicopter by walking down a slope, or leave by walking up a slope.
- Take extra care when loading or unloading equipment.
Carry long items horizontally below waist height, never upright or on your shoulder.
- Helicopter rotors will blow about dust, dirt and loose articles, especially when hovering. Make sure items are secure and if an item does get blown away, don't chase it.
- Once on board, fasten your seat belt and pay close attention to the pre-flight safety briefing and any instructions during the flight. Make sure you know how to exit safely in an emergency.
- Never approach or leave a helicopter until you receive the visual signal from the pilot, or instructed to by ground staff.
- Stay where the pilot can see you at all times and never approach or leave from the rear of the helicopter.
- Don't approach or leave a helicopter when the engine and rotors are starting up or shutting down, even if you duck your head, the blades can flex down when turning slowly or when it's windy.

WALKING THE KOKODA TRACK:

The Kokoda Track is a single-file foot thoroughfare that runs 96 kilometres overland through the Owen Stanley Ranges in Papua New Guinea. The track is the most famous in Papua New Guinea and is known for being the location of the World War II battle between Japanese and Australian forces in 1942.

The track starts, or ends, at Owers Corner in Central Province, 50 kilometres east of Port Moresby, and then crosses rugged and isolated terrain, which is only passable on foot, to the village of Kokoda in Oro Province. It reaches a height of 2,190 metres as it passes over the peak of Mount Bellamy. Hot, humid days with intensely cold nights, torrential rainfall and the

risk of endemic tropical diseases such as malaria make it a challenge to walk. Despite the challenges posed, it is a popular hike that takes between four and twelve days (depending on fitness).

KTF personnel planning on walking the Kokoda Track must prepare adequately for the crossing. Personnel must be of a suitable level of fitness to manage a Kokoda crossing and must prepare adequately, including fitness training and having the appropriate trekking equipment.

The following policies apply to all KTF personnel when walking the Kokoda Track:

- No alcohol is to be carried in, purchased or consumed in any locations along the Kokoda Track (see KTF's Alcohol, Drugs and Betel Nut Policy).
- Trekking will only take place during daylight hours. Itineraries must allow enough time between villages to allow for the trekking party to finish the day's trek in advance of nightfall (approximately 6pm local time).
- The trekking party must take all necessary trekking gear including ropes, machetes, tarpaulins, tents, cooking utensils and other items required for river crossings. The trekking party must also take appropriate communications equipment (satellite phone or two-way radios).
- The trekking party must be equipped with a first aid kit and at least one trekker must have up-to-date first aid qualifications.
- The trekking party must abide by the Kokoda Track Authority's Code of Conduct including adhering to maximum porter carrying weights and behaviour in local communities. They must also adhere to the KTF's Code of Conduct.
- Trek permits must be sought from the Kokoda Track Authority and a licensed tour operator used to support the trek logistics.

COMMUNICATIONS:

KTF staff are often required to operate in remote areas where mobile phone coverage is limited or nonexistent. Maintaining adequate satellite communications with Australian and Port Moresby is essential for members during these periods to ensure safety and security. Additionally, text message and email communication during these periods via ZOLEO satellite communicators can greatly enhance our capacity to continue working effectively during such periods.

- During pre-departure planning, inform your line manager and the SSR Advisor if you will be out of mobile coverage for an extended period, and what alternative means of communication you will be utilizing.
- ZOLEO satellite communicators (or satellite phones, as backup) should be issued to staff for such travel.
- Staff who anticipate operating in these environments should be trained in the use of ZOLEO communicators and have the relevant apps installed on their phones and tablets.

HEALTH & WELLBEING

Health Risks

KTF staff operate in places that expose them to health risks. In PNG, communicable diseases present a significant threat however, many health risks can be mitigated by taking simple precautions.

Ultimately, staying healthy is your own responsibility. Looking after yourself means understanding the risks that exist where you are working and following the recommendations listed in this policy. Most staff will stay healthy if they undertake basic precautions including preparations before they travel, paying attention to the advice they are given, and looking after themselves during and after their assignment.

Before travelling to a new area, whether for a short trip or a long-term deployment, it is essential to:

- Be aware of the current health risks in the area.
- Check with your doctor to identify what immunisations are currently required and allow sufficient time to develop immunity. As a guide, Appendix 3 contains a list of recommended vaccinations.
- Seek medical advice as to which malaria prophylaxis you should be taking if travelling or working in a malarial zone. Ensure you have sufficient quantities to cover the treatment period and pack a mosquito net for sleeping. Additionally, take tropical-strength insect repellent to prevent mosquito bites. This will provide protection from malaria and other diseases carried by insect bites including zika, Chikungunya, dengue fever, and Ross River fever.
- Know your blood group and keep a written record with you.
- Take enough of your personal medications with you, with any additional medicines and basic first aid items you are likely to need.
- Avoid patting animals.
- Be aware of the nature and scope, and any limitations of your medical insurance cover.
- Discuss any health concerns with your line manager.

Common health risks in PNG include:

Health Risk	Causes	Transmission	Prevention	Signs & Symptoms	Treatment
Cholera	Bacteria	Contaminated water or food	Clean/treated drinking water & food, good personal hygiene, vaccination	Severe watery diarrhoea, vomiting, stomach pains, rapid dehydration	Oral rehydration, medication (antibiotic) in severe cases
COVID-19	Virus	Airborne (coughing or sneezing)	Avoid infected persons, vaccination	Fever, sore throat, runny nose, headache, aches, cough, trouble breathing	Treatment with antivirals if required.
Dengue Fever	Virus	Mosquito bite	Avoid mosquito bites (repellent, nets), vector control	Headache, fever, exhaustion, severe joint & muscle pain, swollen glands, rash	Oral rehydration, rest
Diarrhoea	Bacteria, Virus, Parasite	Contaminated water or food	Clean/treated drinking water & food, good personal hygiene	Diarrhoea, headaches, vomiting, nausea, fever, stomach aches	Oral rehydration, medication (antibiotic) in severe cases, rest
Diphtheria	Bacteria	Person to person (coughing or sneezing)	Avoid infected persons, vaccination	Fever, sore throat, problems swallowing, skin lesions	Medication (antitoxin, antibiotic)
Dysentery	Bacteria, Virus, Protozoa, Parasite	Contaminated water or food	Clean drinking water & food, good personal hygiene	Severe diarrhoea containing mucus and/ or blood, vomiting, fatigue	Oral rehydration, rest, medication (antibiotic) in severe cases

Hepatitis A	Virus	Contaminated water or food	Clean drinking water & food, good personal hygiene, vaccination	Jaundice, fever, abdominal pain, fatigue, nausea, diarrhoea	No specific treatment. Oral rehydration, rest, non-fat diet. Long recovery period.
Hepatitis B	Virus	Person to person (via body fluids), needlestick injuries	Vaccination	Abdominal pain, jaundice, dark urine	Antiviral medication as treatment. No cure. Avoid paracetamol.
HIV	Virus	Person to person (exchange of body fluids), needlestick injuries	Use of male and female condoms	Flu-like symptoms, swollen lymph nodes, weight loss. More severe symptoms develop at later stage of infection	Combination of antiretroviral drugs
Malaria	Parasite	Mosquito bite	Avoid mosquito bites, (repellent, nets) vector control, anti-malaria drugs	Fever, headache, joint & muscle pain, nausea, shivering, anaemia	Prophylactic medication can be used as treatment (antimalarial), rest, paracetamol.
Polio	Virus	Person to person (faecal-oral route)	Vaccination	Fever, headache, vomiting, limb pain. Paralysis in 10% of cases. Mostly affects children.	Symptom relieving treatment only. No treatment for the virus.
Rabies	Virus	Animal bite	Avoid infected animals, vaccination	Fever, headache, violent movements (later), difficulty swallowing	Repeated doses of vaccine
Sexually Transmitted Infections (STIs) (excluding HIV, Hep B)	Virus, bacteria, parasites	Sexual contact	Male and female condoms, vaccine for HPV	Genital discharge, burning during urination, genital ulcers, abdominal pain	Antibiotics, antivirals
Tuberculosis	Bacteria	Airborne, through coughing, sneezing or spitting. Only symptomatic	Vaccination for children. Avoiding close contact with infected person	Prolonged cough, fever, weight loss, chest pain, night sweats. Many	Combination of antibiotics for a 6-month period

		people can transmit infection.		people have no symptoms.	
Typhoid Fever	Bacteria	Contaminated water or food	Clean/treated drinking water & food, good personal hygiene, vaccination	Poor appetite, headaches, severe joint & muscle pain, fever, lethargy, diarrhoea, constipation	Medication (antibiotic)
Zika	Virus	Mosquito bite, blood-borne	Avoid mosquito bites (repellent, nets), safe sex	Fever, rash, conjunctivitis, malaise	Symptom relief only. No treatment

Health In the Field

To maintain a good state of health while working in the field, it is important to:

- Be fully briefed on health risks that exist, either in particular locations you'll be visiting or working in, or in the country as a whole, as soon as you arrive.
- Take your malarial prophylaxis as prescribed if working in a malarial zone, and do not stop taking them before the recommended time after leaving a malarial zone.
- Protect yourself from mosquitoes by remaining in well-screened areas where possible, using mosquito nets and repellents, and wearing long-sleeved shirts and trousers.
- Always maintain good personal hygiene. Wash your hands often with either clean running water and soap, or use hand sanitiser.
- Make sure food is cooked thoroughly and served hot. Avoid raw foods, salads, and unpasteurised dairy products. Eat only fruit that you can peel.
- Consume only bottled, boiled, or sterilised water. Prior to drinking, check bottles are correctly sealed. Avoid ice cubes.
- Minimise your exposure to the sun, wear a hat and suitable clothing and use sunscreen. Always drink plenty of fluids.
- Try to maintain a healthy lifestyle: a nutritious diet, limited consumption of alcohol and tobacco, adequate exercise and rest, and manageable working hours.
- Avoid swimming or bathing in stagnant water in regions where schistosomiasis (a disease carried by freshwater snails) is endemic. Seek local advice before swimming in rivers. Take care when swimming in the sea as there may be strong rip currents or potentially harmful marine animals. Never swim alone.
- Be conscious of the risks posed by HIV and sexually transmitted diseases (STDs). Avoid risk-taking sexual behaviour. KTF has zero tolerance to SEAH incidents.
- Be aware of the location of local health facilities.
- Ensure you always have access to a basic first-aid and medical kit. However, remember that first-aid kits are only as useful as the person using them, first-aid training is recommended. See a health worker where possible.
- Report any illness and injury to your colleagues or line manager as soon as possible.

You must continue to look after your health on your return home and take an adequate break before your next field assignment. You should:

- Undertake, if required, a post-deployment medical and psychological assessment provided by KTF to discuss any concerns or health-related issues.
- Visit your own doctor and ensure that you have a medical check on your return, ideally with a travel health specialist.
- Tell your doctor your travel history if you become ill after you return home – even up to 1 year after you get back.

MEDICAL CARE

Reasonable quality health care is available in Port Moresby. KTF recommends:

Port Moresby Specialist Centre
Taurama Road (behind Port Moresby General Hospital)
Port Moresby 325 0709

Paradise Private Hospital
Taurama Rd (across from Port Moresby General Hospital)
Port Moresby 325 6022

Port Moresby General Hospital
Taurama Rd, 3 mile 324 8200

Pacific International Hospital
Taurama Rd 7155 8866

REGIONAL HEALTH SERVICES:

Popondetta General Hospital
Popondetta Town, Oro

Kokoda Memorial Hospital
Kokoda Station, Oro

Balimo Hospital
Balimo, Western Province

Kavieng General Hospital
Kavieng, NIPS

Medical Emergencies

In the event of a serious injury or illness, staff may need immediate medical or hospital treatment. When responding to a medical emergency, preparedness and a quick response is vital. To ensure a rapid and efficient response to a medical emergency involving yourself or colleague, it is vital to be familiar with your medical insurance cover and KTF's medical emergency procedures which will be reviewed during your pre-departure briefing. The essential key actions are to:

- Report it immediately to KTF's COO who will alert the CEO and assemble the Crisis Management Team.
- Proceed to the nearest KTF-approved hospital or medical clinic or contact a pre-identified local doctor who can provide assistance.

- Inform your insurance company as they may need to guarantee medical fees before treatment can be provided, and will need to approve medical evacuation, if required.
- Be prepared to provide the following information to the medical evacuation company:
 - your location and contact telephone number/radio frequency.
 - name, age and sex of patient(s).
 - insurance membership number, usually on the insurance card provided.
 - the nature of the problem – car accident, collapse, assault etc.
 - the current condition of the patient – conscious or unconscious, bleeding, pain etc.
 - patient location – specific hospital, clinic, scene of accident.
 - medical care provided – what treatment have they received (if in a hospital get a medical report and send it to the evacuation company, or get a doctor to talk to the company directly).
 - Nearest air access point (airport, airstrip or helicopter landing site)
 - GPS coordinates, if known.
 - local weather situation.
 - availability of appropriate transport to air access point.
 - how many people are accompanying the patient.
- Be aware that in some locations medical evacuations can take time to arrange due to national flight clearance regulations, the time of day or local weather conditions, availability of suitable air access points, the destination point, and possible visa requirements
- Always adhere to advice from the KTF Crisis Management team.

Stress in the Field

At some stage, all staff will suffer from the stress of working and living in difficult environments. Stress is physically and mentally draining, and is most dangerous when it occurs too often, is too intense or lasts too long. Continual exposure to stress factors, without sufficient support or time to recover, will eventually take its toll on your health. If not managed appropriately, stress will create disharmony within teams, disrupt programmes, and even cause safety and security incidents.

As we all deal with stress in different ways, you should recognise the factors that cause you stress, and identify practical coping mechanisms and measures that will help you manage it. To minimise the effects of stress it is important to:

- Be well briefed. The more aware and prepared you are for the environment you will be working in, and the organisation's expectations of you, the easier it will be to adapt.
- Know yourself. Recognise signs of stress and understand the situations/events that stress you most. Consciously try to minimise your exposure to these stress triggers.
- Take care of yourself. It is impossible to support others unless you look after yourself. Remember, the time to act is before you reach burnout rather than after it.
- Maintain good physical health. Try to exercise regularly and maintain a healthy diet. You are advised to limit your intake of alcohol, cigarettes and caffeine, as excessive use will cause additional stress on your body.
- Avoid long hours in the office. Often because of insecurity, or limited social activities in the field, there is a tendency for staff to work long hours. Try to maintain a normal working day, relax in the evenings, and avoid working at weekends. Rest days are important because as well as helping you to avoid burn-out through stress, you will be more productive when you return to work.
- Manage your time well. Set realistic goals, define priorities, and try to manage your expectations.
- Ensure rest and relaxation. Get sufficient, regular sleep and try to get some space and time, privately or with family and friends, to unwind and relax. Allowing your body and mind time to recover will help you to feel more alert, perform better, be less irritable and find it easier to handle stress.
- Take a break. Staff often feel they can't take time off, even for short periods, or delay their leave because of work pressures or insufficient staff cover. Ensure you take your leave when it's due.

- Be positive. When you find yourself being negative and critical, try to focus on solutions rather than dwelling on problems, and recognise your limits and accept them.
- Maintain a sense of humour. Laughter and a good sense of humour are powerful stress-reducing agents.
- Keep in touch with friends and family. Try to have regular contact with others outside of the work environment, and focus on things other than work.
- Talk to others. Share your thoughts and concerns with colleagues or others you feel you can talk to. Pay attention to others' concern about your stress levels, as stress is often more easily noticed by others than yourself.
- Professional counselling support is available from KTF. Please speak with your line manager, COO, or CEO to access the service.

NATURAL HAZARDS & NATURAL DISASTERS

Papua New Guinea is ranked as one of the most disaster-prone countries in the world due to its geophysical conditions and its limited coping capability. PNG is located on a volatile seismic strip known as the "Pacific Ring of Fire" and is regularly exposed to both geohazards and meteorological hazards. Many of these hazards are expected to increase due to climate change.

Travellers should be aware of the following hazards and follow the recommended protocols:

Flood

Most flood-related deaths and injuries occur when people try to walk or drive through hazardous flood water. Seasonal flooding is a result of prolonged or heavy rainfall and can trigger other hazards such as landslides or debris flows. Flash floods, however, happen quickly and are most dangerous because they generate a powerful wall of surging water carrying rocks, mud, and other debris, which sweeps away most things in its path. Steps to take to protect yourself from flooding:

- Know the risk in your area. Ask about recent flooding and identify areas liable to flood.
- Avoid low-lying and flood-prone areas when choosing your accommodation or establishing an office.
- Construct barriers to divert water and protect buildings, if necessary.
- Store critical items, communication equipment, food and water supplies above flood level.
- Participate in a pre-departure briefing with KTF if entering a flood-prone zone. If you receive flood warnings, know where to evacuate to, and plan evacuation routes by foot as roads may be blocked or damaged.
- Prepare for evacuation by identifying safe routes to high ground and packing a bag with essential items

During a flood:

- Get to higher ground and stay there.
- If you are in a solid building, move to a higher floor, taking essential items and equipment if time allows.
- Switch off electricity at the main power switch, and remove fuses.
- Turn off gas supply.
- Fill water containers, even bathtubs and sinks, in case water becomes contaminated.
- Consider evacuating the area. Evacuation is much safer when flood waters are not too deep, so leave early to avoid getting trapped.

After a flood:

- Avoid flood water and mud as these may be contaminated with sewage and chemicals, or electrically charged from damaged power cables.
- Be cautious when driving as roads and bridges may have been damaged and could collapse.
- Stay out of buildings until you know they are safe. When re-entering a building check carefully for any structural damage and use a flashlight in case of gas leaks.
- Be observant for wild animals, especially snakes. Use a stick to poke at any debris.
- Always check that the water supply is not contaminated and is safe to drink. Seek advice if unsure!
- Clean and disinfect everything that has been touched by flood water.

Earthquakes

Earthquakes strike suddenly and without warning at any time of the day or night. Large tremors can result in collapsed buildings and bridges, fires, explosions, landslides and tsunamis. While earthquakes cannot be predicted, there are geographical areas in which they are more likely to occur. Steps to take to protect yourself in an earthquake:

- Know the risk in your area. Find out if you are in an earthquake prone zone.
- Participate in pre-departure briefing with KTF if entering an earthquake-prone zone. Know, where to evacuate to, and plan evacuation routes by foot as roads may be blocked or damaged.
- Choose accommodation and offices that offer the most earthquake protection: structurally sound, single storey, light roof buildings with good exits.
- Identify items likely to fall during an earthquake and remove these or fasten them securely to walls.
- Position emergency supplies (water, food, radios, first-aid kit, torches and blankets) outside your building if possible, so you do not have to re-enter a damaged building to get them.
- Keep a 'grab bag' with essentials (water, torch, whistle, ID card, clothing etc) by your bedside in case you get trapped.
- Know where the prearranged assembly point is outside the building. The assembly point should be away from surrounding buildings to avoid falling debris.

During an earthquake:

- If in a building, **drop** to the floor; crawl to a position of **cover**, such as under a sturdy table or desk, and **hold on** until the shaking stops. If your cover moves, then keep hold and move with it.
- If not near a table, drop to the floor against an interior wall and protect your head and neck with your arms. Stay away from windows, outside walls, fireplaces and anything that could fall.
- If you are in bed, move underneath the bed if possible; if not, hold on and stay there, protecting your head with the pillow.
- Stay inside until the shaking stops and it's safe to go outside.
- If outdoors, stay there! Move away from buildings, trees, overhead wires, and other hazards.
- If in a vehicle, stop in a clear area (away from buildings, trees, bridges etc). Pull on the handbrake, and stay in the vehicle until the shaking stops. Be alert for landslides.
- If you become trapped under debris:
 - Cover your mouth with a cloth.
 - Tap on a pipe or wall, or use a whistle to help rescuers locate you.
 - Shout only as a last resort – shouting uses up a lot of energy and could cause you to inhale dangerous amounts of dust.
 - Do not light a match or use a light switch, in case of gas leaks.

After an earthquake:

- Move out of and away from buildings as these could collapse some time after the quake and aftershocks can do further damage to weakened structures.
- Move to the pre-arranged assembly point. Watch out for downed electrical wires and weakened walls.
- Be prepared for aftershocks. Each time you feel one, DROP, COVER and HOLD ON.
- If you are near the coast, and the earthquake was powerful, be prepared for a tsunami. Move quickly inland to higher ground.
- Inspect the building for damage, extinguish small fires, turn off the gas and switch off the electricity.
- Use flashlights or battery-powered lanterns instead of open flames because of possible gas leaks. Evacuate the area if you suspect a gas leak.

Volcanic Eruptions

PNG is subject to frequent volcanic eruptions. Communications infrastructure limitations may reduce access to information about impending eruptions, it is important to be prepared.

Steps to help protect yourself:

- Know the risk in your area. Find out if you are in a seismic zone.
- Volcanic eruptions can generate tsunamis so determine the location of evacuation zones
- Keep a 'grab bag' with essentials (water, torch, whistle, ID card, clothing etc) with you in case you get trapped.

During a volcanic eruption:

- If outside, seek shelter in a car or a building.
- If caught in volcanic ashfalls, wear a mask or cover your nose and mouth with a handkerchief or cloth.
- Stay indoors, particularly if you suffer from respiratory conditions such as asthma or bronchitis.
- Close windows and doors where possible and use wet towels to cover thresholds.
- Disconnect pipes from rainwater tanks.
- Do not enter restricted zones.

Tsunamis

Tsunamis are a series of huge waves caused by an earthquake, landslide or volcanic eruption. If a major earthquake occurs close to land, the first in a series of powerful waves could reach the coastline within minutes, before a tsunami warning can be issued. Most tsunamis occur in the Pacific Ocean, but any coastline can be affected by tsunamis and they can occur far from an earthquake's epicentre. Steps to take to protect yourself in a tsunami:

- Know the risk in your area. Find out if you are in a tsunami zone.
- Participate in pre-departure briefing with KTF if entering a tsunami-prone zone. Know if and how you receive tsunami warnings, where to evacuate to, and plan evacuation routes by foot as roads may be blocked or damaged.
- Choose accommodation and offices away from the coast. Areas at greater risk are those that are less than eight metres above sea level and within one-and-a-half kilometres of the shoreline.
- Know your location's height above sea level and its distance from the coast, as evacuation orders may be based on these figures.

- Prepare a 'grab bag' of essential supplies (food, water, first-aid kit, torch, ID card etc) and store it somewhere easy to locate in an emergency.

During a tsunami:

- When an earthquake occurs, listen out for a tsunami warning, if such a system exists. Turn on your radio or TV to hear if there is a tsunami warning.
- If you hear a tsunami warning or detect signs of a tsunami, evacuate at once. Move to the designated assembly point, or as far inland and as high as possible, and stay there. Tsunami indicators include:
 - Strong earthquake near the coast, for more than 20 seconds.
 - Rapid changes in sea levels.
 - Loud roaring noise from the sea.
- If the tsunami wave is flooding ashore, get yourself as high as possible. Even a large tree or post may offer some protection – tie yourself to it and hang on.
- If you get caught in the water, the most important thing is to keep afloat. Grab onto anything such as a tree trunk or floating debris, and use this to get to a point where you can pull yourself out of the water.

After a tsunami:

- Only re-enter a building when you know it is safe to do so, as flood waters may have damaged them. Avoid buildings still surrounded by water.
- Refer to the Floods guide for further advice on dealing with the flood waters caused by the tsunami.

Cyclones

Cyclones are severe tropical storms, or 'tropical cyclones' that occur in specific regions at predictable times of year. Tropical cyclones can produce winds of more than 250km/hr, and move in a large spiral around a centre known as the 'eye'. They can continue for hours or even days, and change course and intensity frequently. Tropical cyclones may also bring torrential rain and storm surges, which can result in widespread flooding. Steps to take to protect yourself in a cyclone:

- Know the risk in your area. If you are visiting or working in a tropical cyclone region during the season, monitor local weather reports.
- Participate in pre-departure briefing with KTF if entering a cyclone-prone zone, and know how you would be alerted to a cyclone, and where to evacuate to.
- Choose accommodation and offices away from the coast. Storm surges cause the most damage during a cyclone. In case of a storm surge warning, know the nearest safe high ground and the safest access route to it.
- Check your accommodation for structural weaknesses and identify a safe room. If staying in a high-rise building away from the coast, identify a room on the lower floors away from windows.
- Use timber or drag heavy objects to barricade windows and doors.
- Store emergency supplies in your accommodation and office, including several days water supply, food, torches, first-aid kit, communications equipment etc. Prepare for evacuation by identifying safe routes to high ground and packing a bag with essential items.

During a cyclone:

- If you know that a cyclone is imminent, turn on your radio or phone to monitor the storm's progress, and follow the instructions of the authorities.
- Make sure that you are in or can get to a safe location or shelter well before the cyclone hits.

- If you must remain in your accommodation, board up and tape over the windows, and secure doors and loose material outside the property, to prevent flying glass and other objects causing injury and damage.
- Stay indoors. During the cyclone's peak move to a small room, or cupboard, away from windows, and glass doors. In flood-prone areas do not use the basement because of the additional risk of flooding.
- Avoid using naked flames, such as candles and paraffin lamps, as a source of light, in case of gas leaks.
- If the building you are in starts to break up get under a table or bed, protect yourself with a mattress and blankets, or hold on to any strong fixtures.
- Beware that a sudden lull in winds occurs as the cyclone eye passes over, it may last up to two hours. However, when the other side of the cyclone then hits, winds will resume with equal strength.
- If you are stuck outdoors during a cyclone, look for somewhere solid to shelter from the winds, but avoid trees.
- If you are driving, pull over avoiding trees, power lines and buildings and stay in the vehicle.

After a cyclone:

- If you're in a safe shelter, stay where you are until officially advised it's safe to leave. If you have evacuated, do not return until authorities say it's safe to return.
- Drive only if necessary. The streets will be filled with debris and roads blocked or damaged. Be careful to avoid damaged buildings, bridges, trees, power lines, and any flood waters.
- Stay away from the beachfront, river banks and streams until potential flooding has passed.

SAFETY AND SECURITY HAZARDS

Burglary & Theft

Burglary and theft are widespread in PNG. Burglary refers to theft from property without the use of a weapon. However, a burglar may be prone to violence if challenged. If assailants use a weapon this is considered armed robbery. Steps to take to protect yourself in a burglary:

- Know the risk in your area. Monitor reports about burglaries and theft to determine where and how they occur.
- Check that locks, doors, windows and other points of access are secure and if necessary put in place additional security measures. If criminals see alert guards and a well lit compound, with a secure gate and perimeter fence, they may look elsewhere.
- Keep your doors and windows locked, even if you are at home or leaving the building for a short time.
- Report any suspicious visitors or individuals watching your property. Burglaries are often preceded by surveillance of the premises.

How to respond:

- If you return to your residence and suspect that an intruder may be inside, or you find a broken door or window, do not go in. Leave quietly and call the police or alert the guards or your neighbours.
- If you are in the building and suspect that someone is trying to force entry, call the police or alert the guards, and activate the alarm if you have one.
- If an intruder succeeds in entering, remain calm and hand over anything requested without protest. Make no sudden moves and do nothing which could appear threatening.

After the Incident:

- Report the incident to KTF's COO. In consultation with the COO, report to the local authorities/police, if appropriate.

- Secure the property and assess items that were stolen or damaged.
- If you do not feel safe staying in the property, arrange to stay elsewhere.
- Seek support. Burglaries can be unsettling events to experience. Discussing the incident with colleagues or a psychological specialist may help you deal with it.

Mugging & Street Robbery

Mugging, or robbery on the street, is a very common crime in PNG. Even experienced staff are susceptible to being mugged, and lose money, important documents, and other valuables. People are caught off guard in such situations and, forgetting their security training, try to resist which can escalate a mugging into a more serious incident. Steps to take to protect yourself in a street mugging incident:

- Know the risk in your area. Seek reliable advice on areas considered safe for walking, and areas to avoid. No-Go-Zones or high-risk areas may be identified by the COO for your location. You should be aware of this from your pre-departure briefings. If you are not sure you should ask about the risks of mugging and street robbery in your area during your safety and security orientation/briefing. Never walk around on your own in PNG.
- Be aware of your surroundings. Do not put yourself in a vulnerable position. Always look as if you know where you're going.
- Stick to well-lit areas and don't take short cuts through isolated areas, even if you're in a group.
- Maintain a low profile and avoid any disputes or disturbances. Be wary of groups of people loitering on the streets.
- Carry your bags securely to avoid them being snatched.
- Valuables should be out of sight and only carry your KTF ID card, or photocopy of your passport, rather than the original, unless necessary.
- Only carry the cash that you need. Keep a small amount of cash in your wallet to hand over in the event of being mugged. The remainder should be divided between your pockets, money belt, and bags.
- If a driver pulls up asking for directions, do not approach the vehicle. Be cautious when asked to look at a map. If you are offered a lift, politely refuse.
- Cross the street if someone suspicious is walking behind or ahead of you. If you are still being followed, head to a populated area and attract the attention of others.

How to respond:

- If threatened, cooperate calmly and give the perpetrator what they want. Make no sudden movements and don't risk being injured just to protect your money, phone or other possessions.

After the incident:

- As soon as the attack is over, move rapidly to a safe place and report the incident to KTF's COO. In consultation with the COO, report to the local authorities/police, if appropriate.
- If you are injured seek medical attention.
- Seek support. Muggings can be unsettling events to experience. Discussing the incident with colleagues or a psychological specialist may help you deal with it.

Armed Robbery

Due to the proliferation of weapons in some parts of PNG (especially Port Moresby and the Highlands), criminals can be armed and violent. The resources managed by staff, or perceptions regarding their wealth, have made them victims to armed robbery by criminal groups. Steps to take to protect yourself in an armed robbery:

- Know the risk in your area. Understand where and when robberies occur, who is targeted, whether the assailants are armed and violent, and what the outcomes usually are.
- Limit the amount of cash and valuables stored at the office and your residence.
- Be discreet about financial transactions, especially any communication regarding cash movements.
- Avoid predictable financial routines, for example regular visits to the bank or ATM to withdraw money, or regular payments that require large amounts of cash to be stored.
- Assess the security of the office or your residence. If criminals see alert guards and a well-lit compound, with a secure gate and perimeter fence, they may look elsewhere.
- Report any suspicious visitors or individuals watching your property. Robberies are often preceded by surveillance of the premises.

How to respond:

- Remain calm and do not be aggressive. The assailants are probably nervous and anxious to make a quick get-away and are more likely to shoot if they feel threatened.
- Comply fully with their demands. No possessions are worth risking your life for. Do not resist threatening demands for equipment or money – give them what they want or what you have.
- Keep your hands visible, avoid eye contact and don't make any sudden movements. Inform the assailants what you are going to do before you do it.
- DON'T talk among yourselves in front of the assailants – particularly in a language they do not understand. If necessary, one person should talk on behalf of everyone.
- DON'T attempt to intervene if the assailants are physically aggressive to a colleague, as you may increase the risks for yourself and your colleagues.

After the incident:

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to the KF COO. In consultation with the COO, report to the local authorities/police, if appropriate.
- Seek support. All armed robberies, whether violent or not, are traumatic events to experience. Discussing the incident with colleagues or a psychological specialist may help you deal with it.

Car Jacking

Carjackings are rife in some areas of PNG. Common techniques include setting up fake road blocks, or waiting at traffic lights, junctions, fuel stations, or outside an aid agency's office or residence. Carjackers can also force a vehicle to brake by overtaking suddenly or will 'bump' the vehicle to induce the driver to stop and get out. Although the main motive is to steal the vehicle, these situations are dangerous and unpredictable as carjackers are often armed, nervous and will quickly resort to violence. Steps to take to protect yourself in a carjacking:

- Know the risk in your area. Gather information on carjackings to identify when and where they occur, the techniques and the level of violence used, and the types of vehicles targeted.
- Avoid areas where carjackings are known to occur. If possible, avoid 'choke points' such as traffic lights and narrow streets where you may be especially vulnerable.
- Be alert and always keep doors locked and windows closed.
- Try to vary routes and travel times to avoid developing patterns in your movements.
- Avoid stopping outside your residence while the gates are being opened. Arrange a signal with the guards so they can open the gates in time for you to drive straight in without waiting.

- In high-risk areas consider travelling with another vehicle or in convoy with other aid agencies or government officials, as carjackers will rarely confront more than one vehicle.
- Consider using locally hired vehicles. Often these are owned by influential local businessmen or members of the community, and therefore may be less likely to be stolen.

How to respond:

- Change direction if a suspicious vehicle is behind or ahead of you. If you are still followed, stick to busy roads and return to the office. At night, drive to a busy hotel or petrol station rather than your home.
- If your vehicle is bumped from behind, remove the keys before getting out to check the damage. At night, don't stop in an isolated spot – signal the other vehicle to follow you to a well-lit, busy area.
- If confronted by armed assailants stop the vehicle but keep the engine running.
- Get out of the vehicle slowly, but only when instructed. Leave the door open with the key in the ignition.
- Keep your hands visible, avoid eye contact and don't make sudden movements. Be especially careful when reaching to release your seatbelt. Inform the assailants what you are going to do before you do it.
- Comply with their demands. Do not become aggressive or try to negotiate. Do not risk your life for a vehicle, and always surrender personal valuables if demanded.
- If in a group, do not talk among yourselves more than is necessary, particularly in a language not understood by your assailants.
- DON'T attempt to take anything with you when you're forced out of the vehicle, or return to the vehicle to retrieve anything, unless instructed.
- DON'T attempt to immobilise the vehicle to prevent them from taking it. This is likely to increase their aggression and they may take you or a colleague hostage to ensure that they get away safely. Always allow the carjackers to depart without interference.

After the incident:

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to your base immediately and inform the KTF COO. In consultation with the COO, report to the local authorities/police, if appropriate.
- Seek support. Experiencing a carjacking incident is traumatic and discussing the incident with colleagues or a psychological specialist may help you deal with it.

Demonstrations, Riots and Looting

At times and in certain locations in PNG, political instability, tribal conflict, and underlying tensions can lead to civil unrest, mob violence and looting, especially during elections. Actions – or inaction – by authorities, frustration with the political process, or events in another country can cause violence to erupt spontaneously. Resentment and violence can be directed towards aid agencies and their staff due to anger about the assistance being provided. Even if aid agencies are not the focus of the unrest, in the chaos and confusion their offices, warehouses and aid convoys may still be targeted by mobs intent on looting. Steps to take to protect yourself during demonstrations, riots and looting:

- Know the risk in your area. Develop an awareness of growing tensions, determine who the resentment is aimed at and what events are likely to trigger violent unrest.
- Participate in pre-departure briefings that focus on areas at risk of demonstrations, riots and looting due to current social and local affairs. Know if you receive warnings, where to evacuate to, and plan evacuation routes by foot as roads may be blocked.
- Monitor local media to know where and when demonstrations, strikes and public rallies are occurring, and avoid these areas.

- Store emergency supplies in your residence, including food and water to last several days, communications equipment etc.
- If you have advance warning of possible unrest, limit your movements, and remain in your residence, maintaining regular communication with other colleagues. Be aware that curfews may be put in place by the security forces as a direct result of the unrest.

How to respond:

- Quickly move away from the area of unrest and seek refuge in a nearby shop, hotel, religious building or with a willing local resident. Inform the office of the situation and your location.
- If confronted by an angry crowd act passive but calm. Identify yourself as an aid worker, if appropriate, and try to diffuse the situation. Do not resist any demands.
- If in a vehicle and you see a large crowd ahead, carefully reverse, turn around and proceed to a safe location.
- If the vehicle is confronted by an angry crowd, lock your doors and don't get out. Let the crowd pass or drive through carefully.
- If your vehicle is stopped from leaving, remain calm. If possible, and appropriate, identify yourself as an aid worker and try to diffuse the situation.
- If the crowd becomes violent and you are forced out of your vehicle, do not resist. If necessary, abandon your vehicle and quickly move away from the area.
- If you are in a building, ensure that all gates, doors, and windows are locked. Instruct guards not to open the gate unless physically threatened. Inform other staff and aid agencies who might be at risk.
- If the building is besieged by an angry crowd, think carefully before attempting to diffuse the situation. Do not leave your compound; instead, invite a few representatives of the crowd into the compound to discuss their grievances. Remain calm, listen attentively, be respectful and avoid making promises.
- If the crowd appears violent, consider evacuating the building from another exit. If this is not possible, barricade yourself in a safe room, such as a bathroom.
- DON'T confront rioters to prevent them causing damage to KTF's property, as they may turn their aggression on you.
- DON'T resist or challenge looters. If possible, leave the area before more looters arrive and the situation escalates.

After the incident:

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to your base immediately and inform the KTF COO. In consultation with the COO, report to the local authorities/police, if appropriate.
- Seek support. Experiencing a riot is traumatic and discussing the incident with colleagues or a psychological specialist may help you deal with it.

Bribery & Extortion

Staff at times face demands for bribes or kickbacks, for example to gain access to areas, or to clear urgent supplies through customs. Bribery – the provision of money, gifts or favours to persuade someone to act dishonestly or to unduly influence a decision – is against KTF's Fraud & Corruption Prevention Policy. Complying with requests for incentives not only affects KTF's credibility, but it may also create a precedent that leads to increasing demands being made in the future. Staff may also be subject to extortion, a form of blackmail where threats are issued against an individual unless demands, usually for payment, are met. Extortion may involve threats of physical harm. Steps to take to protect yourself during bribery or extortion attempts:

- Know the risk in your area. Develop an awareness of where and when bribes may be requested, and how to handle such requests.
- Always remain courteous, respectful and, if possible, friendly.
- Make sure that you are aware of and respect local laws and traffic regulations, so that you are less likely to be accused of wrongdoing and therefore laying yourself open to demands from officials.
- Ensure your paperwork and documents are in order and carry copies of them with you at all times.

How to respond:

- Politely refuse if asked to pay a bribe or give any incentive. Often a situation can be diffused with good humour and a brief chat.
- Explain that you don't understand why you must pay and ask if they can get a colleague to explain. Fear of getting others involved might change their mind.
- If they persist with a demand for payment, explain why KTF prohibits payment of any unofficial fees or the giving of gifts.
- Be prepared to wait. Impatience or urgency often increases the pressure to pay a bribe. At a checkpoint be prepared to wait if it is important that you pass through and keep negotiating politely. Otherwise, consider turning back and trying again another day.
- If the situation is not resolved, politely ask to speak to a superior, or ask to contact the KTF COO so that they can discuss with them the problem that you are facing.
- If your personal safety or that of your colleagues is endangered by a refusal to pay, then pay the bribe and report the incident.
- If you face demands associated with threats of violence or blackmail, immediately report this attempted extortion to KTF's COO.
- DON'T assume that you have to pay a bribe. In most cases bribery arises when you don't know the rules and regulations of a process. You can probably still get things done, but it may take a while longer (in some cases, much longer!).

Death Threats

Death threats or threats of violence issued to any staff member must be taken seriously. Threats are often anonymous, can be verbal or written, and can be targeted against an individual staff member because of their role, ethnicity, religion, or behaviour, or more generally against the organisation and its staff to deter them from working in a particular area. Threats may arise from former employees unhappy with their dismissal or treatment. Steps to take to protect yourself from death threats:

- Know the risk in your area. Develop awareness of threats issued to other aid agency staff to understand the nature of these threats, when and how they are issued, actions taken, and usual outcomes.
- Be respectful towards local customs and social norms and avoid behaviour and actions that might antagonise others.
- If instigating disciplinary procedures against a staff member or terminating their employment, adhere to KTF's HR policies, procedures, and guidance. Inform the COO prior to advising the individual.

How to respond?

- If confronted by an individual, remain calm and if possible, remove yourself from the situation. Don't engage in an argument or issue counter-threats as this may make the situation worse.
- Document the incident as soon as you can. Write down exactly what was said or done by the perpetrator while it is fresh in your mind.
- If you receive a written threat, don't ignore it or try to deal with it on your own.

- DON'T treat threats lightly. Even if you consider it to be an empty threat, take it seriously and report it.

After the incident?

- Immediately report any threats to KTF's COO, so it can be thoroughly investigated.
- In consultation with the COO, report to the local authorities/police, if appropriate.
- Review your current security measures. Minimise your movements and, if you live alone, consider staying with colleagues or friends. It may be necessary to temporarily relocate while the threat is investigated or until the situation is resolved.
- Seek support. Dealing with a threat made against you is distressing. Discussing it with colleagues or a psychological specialist may help you deal with it.

Sexual Harassment

Sexual harassment is any unwanted conduct of a sexual nature, whether verbal, non-verbal or physical. It can take place in any setting, including the workplace, and can be directed at men or women. KTF does not tolerate sexual harassment in any context (see PSEAH Policy). Common forms of sexual harassment include suggestive remarks or gestures, unwelcome sexual advances, repeated requests for dates, touching or groping, pressure for sexual favours, staring at someone's body, or sending letters, emails or materials of a sexual nature. Steps to take to protect yourself during sexual harassment:

- Know the risk in your area. Talk to other staff to identify situations in which sexual harassment occurs. Staff may be subject to sexual harassment while walking in the street, from individuals in authority, by soldiers at checkpoints, or from colleagues.
- Be aware that what you may consider in your own culture to be 'friendly contact' might be mistaken as flirting, or perceived by others as sexual harassment.
- Dress and behave in a manner considerate of local customs to avoid unwanted attention or disrespect.

How to respond?

- When faced with unwanted attention, initially try to ignore the advances. Street harassment is the most common form of sexual harassment; often if the person gets no reaction, they stop.
- Be safe. If you are in a situation where you feel unsafe, remove yourself as quickly as possible.
- If they persist, and if you feel secure in doing so, tell them to stop. Be firm, but calm.
- If you feel you can't confront the harasser face to face, ask a colleague to explain that their behaviour is making you feel uncomfortable and that you want it to stop.
- If facing sexual harassment from a colleague, tell them that their behaviour makes you uncomfortable and ask them to stop, ignore any attempts to trivialise or dismiss your concerns. If they persist, report it. You may also report the initial incident. If you witness sexual harassment, as per KTF's PSEAH policy, report the incident to KTF management.
- Document the harassment while the incident is still fresh in your mind. Write down what happened, where, when, and how you responded, in case of police involvement or disciplinary action. Include names of any people present at the time.
- Report the problem to your manager or another senior member of staff. KTF always take allegations of sexual harassment seriously.

Sexual Assault

Sexual violence is a threat in PNG and while the vast majority of sexual assaults are committed against women, attacks on men do occur. In conflict environments, risks of sexual violence are significantly heightened and aid workers have been targeted in PNG, although it is rare.

Steps to take to protect yourself from sexual assault:

- Know the risk in your area. Sexual violence risks are present in all program locations, although these are often underreported.
- Review your working, travel or accommodation arrangements and make sure that these do not make you more vulnerable. If you have any concerns, raise these with your line manager or the COO.
- Avoid walking or driving alone in isolated areas, particularly at night.
- Trust your instincts in social situations, and if you feel uncomfortable, leave. Avoid drugs and drinking too much as this will affect your ability to notice or react to changes in people's behaviour.

How to respond?

- Depending on the number of attackers, who they are and whether they are armed, where the attack occurs, and whether help is nearby, your response may be one or a combination of the following:
 - Passive resistance – doing or saying anything to persuade an attacker to change their mind or to buy you time.
 - Active resistance – screaming for help, struggling or trying to fight off the attacker, or running away. Be aware that this could lead to an increased violent response.
 - No resistance – doing nothing, in an attempt to minimise the physical harm and survive.
- If you are forced to witness a sexual assault, do not attempt to intervene as you could be seriously injured or killed. As well as being unable to help the victim, you may provoke the attacker into further violence against them.

After the incident:

- Talk to someone you trust. Everyone copes with trauma and shock in their own way, but it's important to get emotional and physical support as quickly as possible after the event.
- Report to the incident immediately. Inform the organisation so you can access the medical and emotional care you need. CARE will always provide immediate access to professional medical and psychological care and support.
- Seek medical treatment for any physical injuries and quickly get advice regarding HIV exposure, and the option of post-exposure prophylaxis (PEP) treatment. Although it does not guarantee protection from HIV infection, if taken shortly after an incident it may significantly reduce the risk of developing HIV.
- Consider reporting the attack to the police. If you do, you will be questioned about the circumstances of the crime and they will probably insist on a medical examination.

Abduction, Kidnapping and Hostage Taking

Abductions, kidnappings, and hostage situations involving aid workers are rare, although they have occurred in some contexts in PNG. Aid workers can be taken to add weight to political or ideological demands, or to draw media attention to a localised dispute. Aid workers can also be targeted by groups seeking to obtain a ransom. Steps to protect yourself from a kidnapping:

- Know the risk in your area. Be aware of any abductions and kidnappings that occur, and how these were carried out and resolved.
- Avoid routine and report any suspicious activity. Abductions and kidnappings are usually preceded by some surveillance of the target's activities and movements.
- Avoid travelling alone, especially at night. Perpetrators may be less likely to attempt to abduct people travelling in groups, as this requires more planning and resources.

How to respond?

- Don't resist and try to remain calm. The most dangerous time is when you are initially taken or being moved, and overwhelming force may be used, so any resistance will be futile and you risk being killed.
- You may be blindfolded, restrained, beaten, and even drugged. Don't resist this, as the main purpose is to keep you quiet.
- Quickly accept that you are in a very dangerous situation and prepare for a long and difficult experience. You may be held in the same place or moved several times.
- Try to keep your clothes and identification. Avoid accepting an exchange of clothes as it could put you at risk during a rescue attempt.
- Expect rough treatment. Your abductors may threaten you or try to demoralise you as this makes you easier to control. Remember you have a value and your captors want to keep you alive and well.
- As the situation stabilises, try to gain your captors' respect and build some rapport with them. Family, children, and sports are good topics. Avoid sensitive issues, for example, religion or politics.
- Try to stay healthy and build up a daily routine: wash, exercise, sleep as much as you can, and eat and drink even if you're not hungry.
- Politely ask for items that you need such as washing and toilet facilities, medicines, books, or papers, and inform your captors of any medical concerns.
- Be patient, as negotiations are often difficult and time-consuming. Remain confident that the organisation is doing all it can to secure your release and support your family, even if your captors tell you differently.
- If there is a rescue attempt by the authorities, there will likely be explosions, gunfire, and total confusion. Drop to the floor and seek cover – don't run. Keep your hands on your head and wait until you're discovered. Try to identify yourself, but expect to be handled roughly or even restrained by the security forces, as until you are formally identified they will treat everyone as a potential captor.
- If you are released by your captors, proceed with great care. This is a dangerous time as your captors will be nervous and fearful of capture. Listen to orders given by your captors and obey them immediately. Stay alert and don't make any sudden movements. Be prepared for delays and disappointments.

After an incident:

- Once released or rescued, expect further delays before you are free to return home. Authorities will want to debrief you about your abduction and time in captivity.
- Seek medical treatment for any physical injuries and if you have been sexually assaulted get advice quickly regarding HIV exposure and the option of post-exposure prophylaxis (PEP) treatment.
- Be aware that there may be significant media interest following your release. KTF's COO will manage this and will discuss options with you.
- Seek support. Being abducted, kidnapped, or held hostage is a very traumatic experience. KTF will arrange appropriate professional psychological care and support.

Shooting & Crossfires

Being caught up in sudden crossfire may be a threat in some areas in PNG. Although shooting is unlikely to be directly targeted at staff, their presence puts them at risk of being shot. KTF staff should not work in locations where there is open conflict or gunfire. Steps to protect yourself:

- Know the risk in your area. Be aware of areas of fighting or previous shootings and, if possible, avoid these areas or any others that are likely to be affected.
- Be alert at all times, particularly around potential targets such as checkpoints and military positions. Keep clear of military convoys – always pull aside, let them pass and keep a safe distance from them.
- Continually survey your surroundings and assess suitable cover. This may help you react immediately and appropriately if there is a shooting.

How to respond:

- If on foot, STOP, DROP, and seek COVER. Lie face down on the ground. If you think you are the target, crawl out of sight of your attacker. Don't stand up or look around, as this may get you shot.
- Try to determine the direction of fire. Observe the reaction of people around you to determine what is happening.
- Decide whether it's safer to move away from the area or to wait for the shooting to cease.
- If there is a lull in firing, attempt to improve your cover. Look for a ditch, wall or building nearby, and move quickly, crawling, rolling or crouched low. Stay there until the firing has stopped for some time.
- If in a building, move away from windows and doors. Do not look out. To avoid stray bullets, get down and crawl to more protected areas such as a bathroom, basement or under the staircase. Wait until the shooting has stopped for some time before leaving your cover.
- If in a vehicle, assess what is happening and use your judgement. If the road in front of you is clear, accelerate and drive quickly but at a safe speed so you do not lose control of the vehicle. If the shooting is in front of you, reverse slowly to indicate your peaceful intent and, when at safe distance, turn around and drive away.
- If you are coming under direct fire, it may be an ambush. Accelerate and continue driving forward, if necessary, ramming obstacles to knock them out of the way. If your escape route is blocked, stop the vehicle, get out and seek cover away from the vehicle. Crouching behind the vehicle will not protect you. Quickly move to a ditch, wall or building nearby.
- DON'T run at the sound of gunfire. It is difficult to establish which direction the shooting is coming from, so you may run towards gunfire and get shot. Running will attract attention if you are a target.
- DON'T ignore the risks from celebratory gunfire (e.g. weddings), which can still cause serious injury or death. Bullets fired up in the air can land anywhere. Move away from the area.

After an incident:

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to your base immediately and inform the KTF COO.
- Ensure other staff and other aid agencies travelling in the area are informed.
- Seek support. Being shot at or caught in crossfire can be very traumatic and discussing it with colleagues or a psychological specialist may help you deal with it.

SMALL BOATS EMERGENCIES

Small craft transport is inherently risky. KTF staff can mitigate many of the associated risks by taking adequate precautions as follows:

- Always wear a lifejacket and insist all KTF staff and partners do likewise.
- Conduct a visual inspection of the craft and safety equipment to ensure compliance with the relevant checklist provided annually by the SSR Advisor.
- Ensure that the SSR Advisor and/or COO is notified about any small boat travel in advance.
- At the time of travel, ensure the SSR Advisor or COO is notified at the time of departure and informed about likely arrival location and time.
- One KTF staff member is to affix a ZOLEO emergency satellite communicator/beacon to their lifejacket in a waterproof pouch, with the location tracking function turned on.

How to respond:

- Establish communication via ZOLEO satellite messaging or satphone with the SSR Advisor/COO if possible (i.e. in the event of a breakdown)

- Activate the ZOLEO beacon SOS function if other communication is not possible or the situation is critical (i.e. in the event of a capsize or sinking)
- SSR Advisor/COO will contact the PNGMRCC and Australian JRCC, and any other relevant authorities for advice, assistance and if necessary, rescue coordination.
- SSR Advisor /COO will concurrently attempt to coordinate recovery/assistance with local contacts and partners
- SSR/COO will, in the event of a critical emergency, advise the onboard member to activate the ZOLEO SOS function and facilitate liaison with Global Rescue.

After the incident:

- Notify whoever has been alerted to the emergency the situation is resolved as soon as possible. Expensive assets may have been or may be about to be deployed to facilitate your rescue.
- Attempt to gain as much information from the local operators and local partners about what has occurred as possible. Why did we break down? What specifically broke/malfunctioned? Why did we get lost/delayed/etc? How would we prevent this in the future?
- Take detailed contemporaneous notes.
- Provide a detailed incident report to the SSR Advisor and retain all notes for the benefit of further analysis.

APPENDIX B: EMERGENCY CONTACT DETAILS

KTF

Name	Contact	Number/s
KTF Emergency Contact	Mike Nelson, COO	+61 423 711 197 +675 7269 7454
KTF Sydney Office	Petra Arifeae	+61 418 811 748
KTF	Dr Genevieve Nelson, CEO	+61 412 869 210 +675 7068 7647
KTF	Mike Nelson, COO	+61 423 711 197 +675 7269 7454
KTF	Saii Faole, Logistics Officer	+675 7019 0972
KTF	Grayson Kaumi, Project Officer (Popndetta, Oro)	+675 7344 5701
KTF	Lydia Dimokari, POM Programs Manager	+675 7953 5797 +675 7591 4530
KTF	Basil Jofari, POM Programs Manager	+675 7590 2769
KTF	Dominic Papau, POM Programs Manager	+675 7479 2503
KTF	Michael Gari, MK FODE	+675 7151 0603

Port Moresby

Name	Contact	Number/s
Airways hotel	General contact number	+675 324 5200 (landline) +675 7373 2600
Air Niugini PoM	General contact numbers	<u>180 3444 (Toll Free)</u> <u>+675 327 3444</u> (landline) <u>+675 7104 3444</u>
Air Sanga	Kingsley Ian Landline	+675 7292 8289 +675 7293 7741 +675 325 2096
Australian High Commission	General Office number	+675 325 9333 (landline)
Budget Car Rental PNG	General number, POM airport	+675 323 6244 (landline)
National Department of Education	Main phone line	+675 328 8800 (landline)
PNG Air	Call Centre	+675 7411 2644 +675 7550 0007 +675 320 6263 (landline) PNG TOLL FREE 16111
	Reservations	+675 7421 1264
Tropic Air		+675 311 2673

Popondetta Accomodation

Name	Contact	Number/s
Birdwing Oro Guesthouse		+675 629 7477 (landline) +675 629 7334 (landline)
Suh Guesthouse	Jarrold/Mildred/Reservations	+675 7996 2997 +675 7235 3582 +675 629 7552 (landline)

Popondetta Transport and supplies

Name	Contact	Number/s
Air Niugini	Domestic Sales	+675 629 7022 (landline) +675 327 3663
Dawa Transport and Logistics	Via Grayson	+675 7344 5701
EES Real Estate Services Car hire	Via Florence	+675 79552301
HQH Enterprises New shopping complex	Supermarket/food supply – Jay Jay Dewi Chong	+675 7399 9955 +675 652 0033 +675 629 7976
HQH Enterprises – Old HQH		+675 7480 7800
No 1 Car Hire	John	+675 4791546 +675 472 2799
Oro Logistics (fuel only)	Need from Gray	
PNG Air	Popondetta Agent	+675 7100 0809

Oro Health Contacts

Name	Contact	Number/s
City Pharmacy		+675 629 7008 (landline) +675 7030 9094
Kokoda Hospital	Florence Tumbari	+675 7955 2301
Popondetta General Hospital	Dr Bob Kevin	+675 7164 9259
Northern Provincial Health Authority	Selina Pollard	+675 7064 9693
Beuru CHW	Terry Ombora	+675 7344 8569
Kokoda College aid post	Jessica Harika	+675 7006 3131
Kokoda hospital CHW	Margaret Yowei	+675 7952 8876
Kokoda Hospital CHW	Thomas Yowei	+675 7947 8584
Kicks 4 Kokoda coach supervisor	Coach Paulo	+675 72906687
Oro Safe Haus	Petra/Sage	+61 418 811 748

Kokoda College

Name	Contact	Number/s
Principal	John Yandawai	+675 7300 6131
Projects and Welfare Coordinator	Patricia Devini	+675 7378 0237
Community Liaison Officer	Philip Arari (Kou Kou village)	+675 7447 9721
Deputy Principal	Samson Kuman	+675 7311 3999
Head of Buildings and Grounds	Theo Laimo	+675 7184 7293
Solar Hub	Desmond Poivi	+675 7992 2066

Western

Name	Contact	Number/s
A&J City Unique Hardware		+675 7374 3571
A&J City Balimo Supermarket		+675 7374 3571
Balimo College	Enosh Ben	+675 72317881
	Philip Kongoi	+675 7412 6327
Balimo Schools	Queny Yingut	+675 7241 7334
Balimo Teachers College	Les Roai	+675 7211 8102
Balimo Lodge		+675 7374 3571
Morehead	Elijah Wape	+675 7423 4771 +675 7363 0160
St Gabriels	Patrick Yamu	+675 7949 4223
	Lucianus Lakra	+675 7387 0950
Yong Siang	Jasmine	+675 7135 9777

Mt Hagen

Name	Contact	Number/s
Highlander Hotel	Patlyn Wamp/Theresa Paru	+675 542 1355
McRoyal	Nao/Tiona	+675 545 1955 +675 7905 7602
MAF	Jasmine/Nancy/Serah	+675 7373 9999 +675 7011 5657

APPENDIX C: RECOMMENDED VACCINATIONS FOR TRAVEL TO PNG

Vaccination	Frequency required
Hepatitis A	2 doses within 36 months provides lifelong protection
Hepatitis B	For adults: 3 doses scheduled at 0,1, and 6 months
Typhoid (oral or injection)	Oral vaccine = 5 years, injection = 2 years
ADT booster (Diphtheria, tetanus)	Every 10 years
Polio	For all never previously vaccinated. A lifetime booster is available for adults.
Covid-19	At least 3 shots required for immunity
Japanese encephalitis	For long-term travellers to PNG only

Vaccination requirements can change in response to current outbreaks. It is advised to seek medical advice prior to each trip for the most up-to-date recommendations.

END.