



CO «CF «ADRA UKRAINE» Safety & Security Plan

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1. INTRODUCTION

The aim of this document is to provide CO «CF «ADRA UKRAINE» (ADRA UKRAINE) staff, dependents, volunteers, and visitors with standardized Safety & Security procedures to:

- Prevent and minimise the effects of safety and security risks on staff and assets
- Ensure the staff is well prepared to manage crises and critical incidents

The Safety & Security Plan functions as a support document for the safety and security management in ADRA UKRAINE. The document gives safety and security guidelines for ADRA UKRAINE daily operations, contingency plans and guidelines for managing critical incidents and crises.

1.1. Application

Safety and Security Plan is applicable to all ADRA UKRAINE staff (National & International), local staff during work hours, volunteers, visitors, consultants, family members accompanying staff and any other personnel operating under the auspicious of ADRA in the named/listed operational area. The President and/or the designee hosting all visitors is/are responsible for ensuring that all individuals visiting the operational area abide by this Safety and Security Plan.

By signing their copy of the Safety and Security Plan, each signatory (visitor) gives a formal acknowledgement that they have understood it, and commits to abide by it.

This Safety and Security Plan is **confidential** and must be handled accordingly. It should not be circulated to third parties. ADRA UKRAINE visitors shall return their copy of the Safety and Security Plan to the President and/or the designee at the end of their visit.

In addition to providing ADRA UKRAINE personnel with a copy of the Safety and Security Plan, the President or Designee should also ensure that key regulations are included in a welcome pack and that a safety & security briefing is provided to all staff personnel and visitors upon arriving and or entering an operational area/environment.

1.2. Roles and Responsibilities

While the President (Country Director) may delegate the completion and revision of the Safety and Security Plan to the appropriate staff, the President (Country Director) ultimately remains responsible and accountable for its content, implementation and maintenance.

Because of the importance of the safety of all individuals, any breach of the Safety & Security Plan, procedures and policies may be considered misconduct, in accordance with ADRA UKRAINE Code of Conduct. As such, security breaches may result in disciplinary actions, including the immediate termination or dismissal. Security breaches may also be utilized in any employee performance evaluation.

The Senior Management Team (Steering Committee) and Area Coordinators/Project Managers should have a high level of knowledge and understanding of all parts of the Security and Safety Plan.

Each Project and/or Sub-office will have designated Safety and Security Focal Points (SSFP) with a back-up. For this response in most cases the Field based SSFPs will be the Project Managers/District Coordinators.

It is the responsibility of supervisors/ Project managers to communicate all the necessary information regarding safety and security to subordinates. If necessary, supervisors/ Project managers should contact Safety and Security Manager for more details.

1.3. In-Country Situation

Russia's military aggression against Ukraine began in 2014 after the occupation of the Crimean Peninsula and a part of the territory of Donetsk and Luhansk regions.

In February 2022, with the attack of the troops of the Russian Federation on the territory of Ukraine, the open phase of the war began, which continues to this day. The main hostilities are now concentrated in the East and South regions of the country, but rocket attacks are periodically carried out throughout Ukraine. Almost all types of weapons are used in battles, including aviation, the navy, and cruise guided missiles. The situation in the country is extremely unstable and needs constant monitoring and timely response to the changing environment. The main risks for ADRA UKRAINE personnel at the moment are shelling in areas of hostilities, missile attacks on infrastructure facilities, and a large accumulation of unexploded ordnance in de-occupied areas or areas of active hostilities. At the same time, possible sabotages and risks associated with damage to infrastructure facilities (destroyed bridges, roads, buildings and structures, etc.) also pose a danger.

Because of the war in Ukraine, more than 6 million people need humanitarian aid. Approximately 10,2 million people are suffering from the food crisis. More than 7 million people have become IDPs and more than 6 million have left for neighbouring countries. Ukraine takes the first place in the world by the number of internally displaced people.

ADRA UKRAINE is a part of the extensive worldwide network of Adventist Development and Relief Agency that operates in more than 130 countries of the world and includes thousands of staff members and volunteers. ADRA UKRAINE is a member of HCT, Board of NGO forum and INSO, member of the various NGO coordination meetings, Shelter, Food, Livelihoods, Logistics, WASH, Protection, Health and Nutrition. Apart from this, ADRA UKRAINE is also part of working groups namely, cash working groups, shelter technical working groups, and mental health working group.

2. THREATS AND RESPONSE MEASURES

All staff is requested to operate only in Government Controlled Area (GCA).

For the current in-country situation, the main threats are:

- Shelling and shootings
- Air attack
- Landmines and unexploded ordnance (UXO)
- Crime (banditry, theft, mugging, etc.)
- Terrorism attack (car explosions, ambush and explosive devices)
- Traffic/Transportation
- Checkpoints

The following chapters will present standard operating procedures (SOP) that describe the basic requirements for how to mitigate these threats and as well as to respond to them in case of emergency.

2.1. Shelling and shootings

Risk reduction measures:

- Be alert at all times, particularly around potential targets such as checkpoints, location of military units, buildings with military symbols, clusters of military or special equipment, infrastructure facilities - industrial, railway or automobile stations, railway stations, etc.
- Keep clear of military convoys, pull aside, let them pass and keep a safe distance
- Enquire about areas known for snipers or previous shootings and, if possible, avoid these areas or any other areas that are likely to be affected
- Continuously survey your surroundings, and be aware of where you could go for cover if you were fired upon
- Determine whether capital or any other structures at the destination point can provide reliable shelter if necessary;
- Practise what to do in the event of suddenly being fired upon.
- Gather information from a range of sources on military activity and the tactics and types of weapons likely to be used
- All staff should be vigilant of military movements and any other changes in the area
- Evaluate the location of sites. Avoid locating offices and residences near potential military targets such as airfields, military positions or official buildings
- Consider improving site protection measures (E.g. window reinforcement, blast walls, and shelters)
- If you hear air raid sirens or see civilians running for shelter, take immediate action
- Brief and drill staff so they know how to react and where to seek shelter in the event of shelling

In case of an incident*During shelling and/or shooting:*

- If you are inside an office, house, or another building lie flat on the ground and crawl to a 'safe area,' ideally an enclosed space which gives at least 2 walls between you and the outside, away from windows.
- If you are outside, drop instantly to the ground and lie completely flat. If it is possible to roll or crawl into a ditch, into a building or behind a wall without raising your profile. This may give you some protection. Otherwise, remain still.
- If in a vehicle, decide whether or not you can drive away from the threat. If not possible then leave the vehicle on the opposite side from where the shooting is coming from, lie flat on the ground and crawl into a ditch or behind a rock, etc. if possible. Remember a vehicle only provides limited protection as doors and windows in particular will most likely not be able to absorb the high energy of a bullet and stop its flight. If surrounded by shooting, get out of the vehicle and move away from it fast and low. Take cover on the ground first and if possible, crawl to a ditch or rocks or somewhere you can protect yourself
- As soon as it is safe to do so, report the incident and your location to your manager

After shelling and/or shooting:

- If you are in a safe area, check that all staff members are accounted for. If anyone is missing, do not leave that safe area. Rather try with any communications means available to you to locate them.
- Call local contacts for advice on the situation, e.g. where it is coming from, what the target is thought to be.
- Assess any injuries to people, and damage to ADRA UKRAINE property or vehicles and implement appropriate contingency plans (injury, medevac etc)
- When it is safe to do so, report incident to your manager and Safety and Security Manager

In a situation where personnel are directly threatened with weapons:

- Stay put (outside or in the car) and not try to run away
- Make sure your hands are clearly visible
- Keep calm, in no case show aggression
- Movements should be slow, words clear and calm
- Be sure to identify yourself as an employee of a humanitarian organization - the charity fund ADRA UKRAINE

2.2. Air Attack**Risk reduction measures:**

The most effective preventive measure in the event of an airstrike risk is to closely monitor air raid alerts (through dedicated smartphone apps, radio, television, city horns, etc.).

When receiving an "Air Raid" signal, you must move to the nearest reliable shelter. This is especially true for areas with a high risk of air strikes. Otherwise, the measures to minimize the risk are similar to those described for section 2.1. "Shelling and shooting".

In case of an incident

Out in the open

- Drop instantly to the ground. Lie completely flat.
- If it is possible to roll or crawl into a ditch, into a building or behind a wall without raising your profile, do so. Otherwise, remain still. Most blast and shrapnel fly upwards from the site of the explosion in a cone shape, so your best defence is to stay as low as possible. In this way it is often possible to survive explosions that are very close by.
- Observe what is happening.
- Do not move until you are confident that the attack has finished. Beware: it may appear to have finished when in fact a second wave of attacks may be about to start. You may therefore have to wait a long time before you can be reasonably confident that no more attacks are coming.

In a building

- Drop to the ground and move away from windows. Many injuries and deaths are caused by shattering glass. If it is safe to do so, move into the pre-designated shelter, without raising your profile.

In a vehicle

- Stop, get out and run for cover as far away from the vehicle as possible. Do not try to return to the vehicle and drive away, until you are sure the shelling/bombing has stopped. If you do not have time to stop the vehicle and run, make a U-turn and zig-zag rather than drive in a straight line.
- If the threat of an air attack exists, your ears may be your best warning mechanism. Therefore, you should drive with at least one window down and without music in the vehicle.

Helicopter attacks

A helicopter attack is fundamentally different from an attack by an airplane because the helicopter pilot is better able to see you. If you see a helicopter, continue driving or walking as you were before. Any change in behaviour could be seen as an aggressive move and may prompt an attack. Above all else, do not wave at the helicopter or attempt to establish contact. The exception to this is if the helicopter is clearly about to attack you. In such cases, follow the procedures for if it was an airplane. Get out of your vehicle, run away and/or attempt to find a safe cover.

2.3. Landmines and unexploded ordnance (UXO)

Risk reduction measures:

- Gather information from a wide range of sources (other organisations, de-mining organisations, authorities, hospitals, etc.) on the likely presence of landmines and UXOs in the area.
- Consult the local population on the location of known mines, but take their advice with caution. Misconceptions about the safety or otherwise of specific areas are common. If you are in any doubt, turn back.
- Contact State Emergency Service and other related organizations for specific mines awareness information regarding the types of devices you will find in your area of operation, where mines are located, how to identify mined areas, and who to contact should you find yourself or others in a minefield.
- Never travel in high-risk areas unless absolutely necessary. Always avoid old military positions or abandoned buildings: they are almost certain to have been mined.
- Keep to well-used roads or tracks. Never drive vehicles off a road or track. The military often clear roads and tracks of mines, but rarely the verges, so avoid these as well as lay-bys and other roadside parking places.
- If walking in an unknown area, keep in single file following the same path as the lead person. If practical, maintain at least ten metres between each person.
- Local methods of marking known or suspected mined areas will vary from place to place. Familiarise yourself with the official minefield markers used in your locality. They may be warning triangles, signs, painted stones or other less visible markers. Be aware that over time these could have fallen down or become overgrown if not maintained.
- Do not approach, touch or attempt to move any suspicious object. Mines and unexploded ordnance come in all shapes and sizes. If you notice a mine, mark the location clearly and inform the authorities and/or a mine clearance agency.

Recognising mined areas

Mine warfare is based upon the principle of unsuspecting victims activating concealed devices. This of course means that you will not see the mine until it is too late. However, there may be signs or clues as to the presence of mines. Indicators may include:

- Evidence of previous fighting – e.g., battlefield relics such as bunkers, barbed wire, ammunition dumps, helmets, destroyed military vehicles, abandoned weapons, etc.
- Traces of previous explosions, such as small round craters and freshly disturbed ground.
- Animal remains, scraps of footwear or similar signs that something or someone has fallen victim to a mine.
- Abandoned buildings and vehicles, or overgrown and uncultivated fields.
- Out-of-place colours or shapes. Be suspicious of exposed circular rims and metallic or plastic surfaces. But remember that mines can be any shape and made of any material, including wood.
- Bushes, branches or objects that seem out of place.
- Taut, partly buried or tangled thin-gauge wire or filament (similar to fishing line). Never pull on exposed wires.

In case of an incident

If you enter a mined area

You are most likely to realise you have entered a mined area when you spot a mine or when one explodes. Whether you are in a vehicle or on foot you must do the following:

- Stop moving. Warn everyone in the vicinity to do likewise. Mines are seldom laid on their own, so assume that others are in the area.
- Assume that you are inside the minefield rather than approaching its edge
- Never act impulsively. Mine incidents often cause panic, so calm yourself and your colleagues. Assess the situation carefully before acting.
- If you have radios, call for help. However, be aware that using radios in very close proximity to certain kinds of modern mines can trigger the device to explode.
- Even if you have no means of alerting others, you should stay still and wait for help. Standing still and waiting to be rescued offers the best chance of leaving the minefield safely.
- Only as an absolute last resort, when you are positive that no assistance will come, should you attempt to extract yourself from a mined area. In such cases the best option may be to attempt to travel back the way you came, so try to identify the safe ground over which you have travelled.
- If you are in a vehicle, exit it from the back, either through the rear door or by climbing over the roof. Step only on your vehicle tracks, and walk carefully and slowly in single file, with sufficient space between people, to the last known safe point.
- If you are on foot, try to identify the route you took to your present location. This may be possible in some terrains, but realistically it will be very difficult. Begin to retrace your steps very slowly, examining the ground carefully as you proceed. Warn others behind of any obstacles or route changes. Do not bunch together: move in single file with a safe distance between each person.

If someone is injured by a mine

- Do not rush to help, even if the person is screaming for help. The initial explosion may have exposed or destabilised other devices, or the victim's body may be concealing untriggered mines.
- Assess the situation before taking any action. Panic and instinctive attempts to help the casualty could result in further injuries and a situation that is even more difficult to bring under control.
- Reassure them. If he or she is conscious, they will be in shock and may try to move or crawl away. Warn them to stay still.
- Assess the casualty's injuries. Do not approach them: base your assessment on what you can see from where you are standing.
- If you have radios, call for assistance. If not, stay still and wait for help if there is a reasonable chance of someone passing by. If you must try and get assistance, identify the last safe ground over which you travelled. Move yourself and other colleagues to a safe area by slowly retracing your steps. Send someone for assistance and wait for it to arrive.
- Only attempt a rescue yourself as an absolute last resort, and even then, only if the casualty is alive, needs urgent medical care and no other assistance is available. This must be a common-sense judgement. If you do need to attempt to rescue the casualty, then initially you should try to throw them a rope and drag them out. Do not attempt to go in and retrieve them yourself.

2.4. Crime (banditry, theft, mugging, etc.)

Risk reduction measures:

- Know the risk in your area. Monitor reports through security information networks 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.
- Keep doors and windows locked at all times while inside car, home or office even if one is inside for a short time period.
- Report any suspicious visitors or individuals watching your property.
- Do not leave valuables and possessions in plain view of the public. Seek to close windows or cover valuables so such are not easily seen.
- 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; and conversations pertaining such in public places like restaurants, or cell phone conversations.
- 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.
- Do not converse among yourselves in front of the assailants – particularly in a language they do not understand. One person should talk on behalf of everyone.
- Do not seek to intervene if the criminal actors are physically aggressive towards a colleague, as this may increase the risks for all parties.

In case of an incident:

- In the event of a confrontation, do not resist.
- Go to police station and file a report.

2.5. Traffic/Transportation

Road travel accidents are one of the main causes of death and injury among humanitarian aid workers. The existing infrastructure, geographical and topographical conditions in Ukraine pose significant risks for driving, especially during high traffic time periods and at night.

During field visits to high-risk areas (where there is a likelihood of hostilities and heavy shelling), a backup vehicle should be readily available, in cases of emergencies. Each vehicle working in high-risk areas shall be equipped with emergency equipment and supplies to support project staff in the field (first aid kit, fire extinguisher, helmet, bulletproof vest, etc.). Drivers as well as staff have to use all the necessary safety equipment (vest with ADRA logo, bulletproof vest, helmet) while in high-risk area.

When planning new vehicle routes, it is the Project Manager's responsibility to inform the Safety and Security Manager in order to discuss in advance all the risks associated with the new region of activity.

Risk reduction measures:

- All staff and passengers are required to wear seat belts at all times (being on seats equipped with belts);
- Drivers and vehicle owners are to adhere to in-country local traffic laws, and motor vehicle operations, licensing, registration, inspections, and regulations. Secure suitable and safe place to park ADRA UKRAINE vehicles;
- Make sure staff is briefed locally before every departure.
- Drivers who work near the conflict line, in the area of minefields, at the checkpoints, settlements that are located in the conflict zone is categorically prohibited: traffic on the roadside, hard shoulder running, road exit from the general use road, traffic on the forest path or field roads.
- If the general use road is not accessible due to some reasons, it is necessary to change the route, choosing the most secure way. It is obligatory to inform an employee who is responsible for the safety of the project about changing the route.
- To give a lift to non-employees of CO "CF "ADRA Ukraine" can take place only after approval from management.
- Emergency relief and assistance on the road can be provided to people only after prior approval of the manager and receipt of the permission.
- The braking system of a car, light system (headlamp lower beam, headlamp upper beam), control system and liquid (oil, antifreeze) must be checked. It is forbidden to use a car without such check.
- The tank must be filled at least half and a Driver must have coupons for fuel with a stock of 10-20 litres more than needed for a trip.
- Communication with the base/office is carried out once 1-1.5 hours where communication available. For this purpose, drivers must be provided with a hands-free device.
- When two or more team members are leaving, the team leader must constantly be in contact with them and inform base/office about the situation every hour. Drivers need to be provided with SIM cards of various mobile operators to maintain a stable connection.
- Under any circumstances, project staff and drivers are forbidden to bring in military and other persons wearing military uniforms, weapons and (or) any military equipment in company or contractor's cars.
- Personnel performing tasks on behalf of ADRA Ukraine and/or traveling in a company car are prohibited from wearing any elements of military uniform - camouflage clothing or military symbols.

In case of an incident

- If staff is involved in a car accident, the staff member is to notify the President and Project Manager immediately, as well as the necessary local authorities.
- Remain calm. Note the time and place of accident.
- Follow the advice of the Driver of ADRA UKRAINE (if employed).
- Quickly ascertain the attitudes and actions of people at or around the accident site. Generally, one does not leave the accident site, but if there is an absence of law and order, or the staff's knowledge of the local situation warrants, it may be necessary. In such cases, request the help and, if necessary, the protection of police at the site, or staff should drive to the nearest place of authority.

- If needed, provide first aid treatment.
- Complete a traffic accident report.
- Report the accident to the appropriate insurance carrier.

2.6. Terrorism attack (car explosions, ambush and explosive devices)

Risk reduction measures:

- Increase situational awareness.
- Avoid crowded areas and suspected unstable ones.
- Avoid areas where attacks are expected e.g. road blocks, security buildings, recently selected public places.
- Staff should vary their routine, using different routes and times for daily activities without any apparent pattern and at the same time should be alert to the surroundings and constantly maintains situational awareness.
- Staff should refrain from driving around roadblocks and over materials or objects that are positioned over the roadway.
- Once driving a car, to give a call every hour back to the office with an updating of place, turn on the radio to hear current news.

In case of an incident:

- Temporarily suspend operations affected by the threat.
- Do not rush to aid in an emergency before ensuring that it is safe.
- You can minimize the harmful effect on the victim by removing the harmful objects without worsening the condition.
- Once the victim is in a safe area administer first aid, including CPR if necessary, and continue until arrival at a medical facility.
- Pay careful attention to the attitude and reaction of passers-by, and be sure that they understand the rescuer's process.
- Call for assistance, if cannot, stay still and wait for help if there is a reasonable chance of someone passing by. Move yourself and other colleagues to a safe area by slowly retracing your steps. Send someone for assistance and wait for it to arrive.
- Only attempt a rescue yourself as an absolute last choice, and even then, only if the casualty is alive, needs urgent medical care, and no other assistance is available.

2.7. Checkpoints

Risk reduction measures:

- While crossing checkpoint always use ADRA UKRAINE visibilities.
- When reaching a checkpoint or threat area, decrease speed and open windows slightly. If possible, allow others to pass through the area and observe from a safe distance.
- Approach the checkpoint slowly. Stop, keeping a distance in one vehicle before entering, leave the engine running.
- Be ready to stop quickly, but stop only if requested.
- Do not speak on the phone when crossing the checkpoint.
- Remain calm and cooperative.

- It is prohibited to hold a photo, video fixation.
- Represent yourself and provide the ADRA UKRAINE ID card. But, as employee's ID card is not a regulatory document, it is also necessary to have a passport or driver's license to cross a checkpoint. Do not surrender ID card unless it is insisted;
- Keep hands visible at all times. Do not make sudden movements (movement of the hand to unbuckle the seat belt can be interpreted as an intention to pull out a weapon) or attempts to hide or move items within the vehicle; speak aloud your actions before doing something.
- Leave the vehicle only if requested. If the checkpoint is not judged to be an attempted carjacking, turn the vehicle off and take keys. Remain close to the vehicle if possible.
- Comply with requests to search the vehicle. Accompany the searcher to ensure nothing is planted or stolen.
- The team leader must communicate and answer on behalf of all passengers, except when questions are asked directly to one of the other passengers.
- Do not make sudden movements (movement of the hand to unbuckle the seat belt can be interpreted as an intention to pull out a weapon); speak aloud your actions before doing something, move slowly.
- Always give a call to the supervisor/project responsible person once the checkpoint is crossed (at least the critical ones, indicated by supervisor).

In case of an incident:

- Do not aggressively resist if something is taken. Request documentation if possible.
- If you see that military officers do illegal actions against you and the situation goes out of control, you should call the police officers (102) and, if possible, inform supervisor and the Safety and Security Manager.
- In case of shooting, shelling, take actions as described in chapters 2.1. "Shelling and shootings", 2.2. "Air Attack"

3. CONTINGENCY PLANNING

3.1. Evacuation

ADRA UKRAINE primary evacuation means is to gather/pick-up the program/project personnel in safe location, where they will be safe and their needs are met to the safe zone. Depending on the situation, they will be transported either from conflict zone to the city which has an airport or directly from current place to other country.

The Safety and Security Manager in coordination with the President will evaluate which scenario is applicable and whether the route is safe for travel.

3.2. Relocation

Under some conditions it may be prudent to relocate staff to a different part of the country, considered as safe, instead of evacuating them out of the country. In emergency primary contacts and place to move is Adventists churches, which are all over the country and can host and provide further help to the staff.

The decision on relocation is made by the President on the basis of data on security in a particular region.

3.3. Hibernation

In some circumstances, the options to hibernate may be a preferred option. The decision to hibernate should be made if there is a high risk of leaving the office, home, place of residence of the staff at a particular moment in time (due to shelling, riots, etc.). Hibernation involves remaining indoors in a prepared location and waiting to see if the situation stabilizes. In the case of hibernation, remaining personnel will be directed to consolidate in a location or hibernate in their respective residences. The order for hibernation is given by the President and/or leaders in remote offices, based on the prevailing situation.

Office:

- Staff that are in the office should remain there, depending on how long the order stands for. Staff residing close to the office can return home if it is safe to do and if they can reach home without facing any risks.
- Main doors should be locked and access in and out blocked.
- No visitors should be allowed in unless it is our partners and allies who wish to use the space for sheltering in place, provided this will not cause a safety or security risk for staff.
- Staff should stay connected for any updates and for headcount
- When an all-clear is given, staff should leave the office and lock the office behind them.
- All offices should have a marked safe room, drinking water, first aid kit, dry food stock and communication capability to allow for this arrangement to work.

Home or Hotel:

- Staff that are at their residence or visitors that are in the hotel should shelter in place where they are, and no movement is allowed unless the trigger event has subsided, and Security Management Team gives an all-clear.
- Staff should stock reasonable food, non-food essential items and medicines in their homes for such an event.
- Staff should stay connected for any updates and for headcount

On the road/in the communities

- For staff and visitors that are on route to or from community visits or at programme locations when hibernation is ordered should advise their and responsible managers will guide them.
- Depending on their location and the situation at hand, they may be advised to either cut short their journey and return home, alter their routes, or remain where they are until the situation subsides and an all-clear is given.

3.4. Scenarios

In some cases, a threat can manifest itself in several ways. Some analysis can illuminate likely scenarios that can deteriorate security conditions. These developments will be closely monitored by the President and by the Project Manager/team leader in conjunction with Safety and Security Manager. As a team, all likely scenarios must be anticipated and agreed in advance to decide how the response can be taken.

The response will be treated differently for threats that deliberately target the staff or the organization (carjacking or death threats) from the threats arising from being in the wrong place at the wrong time (e.g. getting caught up in crossfire or shelling).

Five scenarios shaped by the threat and vulnerability assessments will guide the decision-making process as the security environment changes.

The security contingency plan should include:

- When to shift from one scenario to another and who should make that decision.
- What a shift in scenario means for staff movement and aid operations.
- What the process is for halting humanitarian activities, and once they are stopped what is the process for restarting them.
- The procedure for evacuating international staff and national staff.
- The procedure for completely closing programs.

Scenario for the Internationally Recruited Staff

Scenario One: Precautionary

This scenario is designed to warn staff members that the security situation in the country or a portion of the country is such that caution should be exercised.

Scenario Two, Restricted Movement

This Scenario signifies a much higher level of alert and imposes major restrictions on the movement of all staff members and their families. Scenario Two could include time restrictions, travel restrictions, no go zones, or even all staff members and their families being required to remain at home (hibernate) unless otherwise instructed. No travel, either incoming or within the country, will occur unless specifically authorized by the President as essential travel. Scenario Two is generally of short duration, after which the Scenario will return to less restrictive terms or will be increased because of the threat.

Scenario Three, Relocation

Relocation: The physical withdrawal of staff (and assets) from a crisis spot to a safer location within the same country. Identify potential evacuation routes to safe parts of the country in the event of relocation within national borders.

Scenario Three indicates a substantial deterioration in the security situation, which may result in the relocation of staff members or their eligible dependents.

When recommending Scenario Three, the President may recommend any of the following two mandatory actions:

- Temporary concentration of all internationally recruited staff members and/or their eligible dependents at one or more sites within a particular area;
- Relocation of all internationally recruited staff members and/or their eligible dependents to alternative locations within the country; and/or relocation outside the country.

Scenario Four, Program Suspension

Scenario Four is to enable the President to recommend relocation outside the country of all remaining recruited staff members except those directly concerned with emergency or humanitarian relief operations or security matters. All other internationally recruited staff members who heretofore were considered essential to maintaining program activities will be evacuated at this time.

Scenario Five: Evacuation

The decision to initiate Scenario Five signifies that the situation has deteriorated to such a point that all remaining recruited staff members are required to leave.

The relocation/evacuation of internationally recruited staff members and/or their eligible family members will, in the first instance, normally be to a designated safe haven, either inside the country or in another country. Following the relocation/evacuation, a decision will be taken within a specified period of time to:

- Authorize return to the President;
- Reassign staff members, temporarily or otherwise;
- Authorize their return to their respective home country.

When to use the Scenario of relocation or evacuation:

- Circumstances where relocation or evacuation of staff becomes necessary may include one, or a number, of the following:
- Staff are exposed to unreasonable risk;
- Humanitarian agencies are being targeted;
- There is an immediate threat – e.g., fighting;
- Security concerns make it impossible to meet intervention outputs and the needs of beneficiaries;
- Controlling forces/authorities recommend departure;
- Embassies/UN officials advise foreign nationals to leave;

The following precautions have to be taken into account when deciding to relocate or evacuate staff:

- The relocation or evacuation of humanitarian agencies can aggravate the security situation, as it may indicate to the local population that the situation is dangerous;
- The withdrawal of staff has a great bearing on an agency's image within a community or country. If it is not handled correctly it can be very difficult to restore relations with authorities, beneficiaries and the local community upon return;

- The withdrawal will be more efficient if this decision is taken in consultation with field staff.

Scenario for the Locally Recruited Staff

Scenario One, Precautionary

Locally recruited staff will be alerted in the same manner as internationally recruited staff.

Scenario Two, Restricted Movement

Locally recruited staffs do not report to work unless otherwise instructed.

Scenario Three (Relocation), Four (Program Suspension), and Five (Evacuation)

Depending on the actual situation, the President may:

- Permit local staff to absent themselves from the duty station on special leave with pay.
- Relocate them to a safe area within the country and authorize payment of a subsistence allowance for a specified period of time.

3.5. Medical precautions and Medical evacuation (Medevac)

In the case of a sudden acute injury, all ADRA UKRAINE staff should be aware where to go and how they can manage the process during medical emergencies. Selection of the hospital depends on where the office is located and the case was injured. Medicine in Ukraine is organized on the government level and all emergencies provided by local hospitals for free.

Names of vetted medical facilities with the local emergency numbers should be posted in the offices.

Main office, field offices and company vehicles should be equipped with minimum one first aid kit. The minimum set of first aid kit should include means to stop critical bleeding, dressings, an antiseptic, a thermal blanket, emergency scissors and means for artificial lungs ventilation.

Personnel working in high-risk areas, including drivers, as well as Project Managers and Safety and Security Focal Points operating in high-risk areas, are required to be trained in first aid. The best practice would be to train all employees in the organization.

Medical emergencies involving national staff:

- Depending on the situation and the nature of the medical condition, administer first aid.
- Call the ambulance or take the person to the nearest medical facility.
- Call the medical insurance and inform them of the situation.
- Inform the relevant HR and have them contact staff's family or next of kin and designate a family liaison point.
- Support the family member to accompany the staff or assign someone to accompany them until family can join.
- Follow up on medical treatment and insurance claims.

- Inform other staff as appropriate to relay any doubts and fears.

Medical emergencies involving international visitors:

- Depending on the situation and the nature of the medical condition, administer first aid.
- Call the ambulance or take the person to the nearest medical facility
- Inform the relevant HR and have them contact staff's family or next of kin and designate a family liaison point
- Follow up on medical treatment and insurance claims
- Carry out medevac if needed

3.6. Loss of communication

There are two main reasons that loss of communications with a staff member should be taken seriously and followed up immediately:

- The staff member might have been involved in a safety or security incident and needs support.
- Loss of communications means that we cannot be certain about the whereabouts of the staff member.

In case of loss of communication:

- Report the loss of communications to the Country Director and Safety and Security Manager.
- Contact colleagues from the same department or office and ask if anybody has been in contact with the person(s) with whom the communication was lost.
- Ascertain when was the last contact and the whereabouts of the staff member(s) when they last were in contact.
- Confirm the travel route of staff member who is out of communication.
- If communication has not been established in 1 hour, the loss of communications will be treated as a 'Missing Person Incident' and it is necessary to implement the protocol specified in Annex 1.

3.7. Critical Incident Management Team

In case of a critical incident (disappearance of an employee, kidnapping of personnel, serious injuries, fatal accidents, inability of personnel to evacuate from the shelling zone, etc.), the President immediately initiates the work of the Critical Incident Management Team (CMT).

The following list sets out the CMT for any critical incident encountered within ADRA UKRAINE. This will be updated as required per rotations of staff.

Name	Position	Email	Phone
Anatolii Nikitiuk	President	anatolii.nikitiuk@adra.ua	+380638530024
Mikhailo Syomin	Safety and Security Manager	michail.somin@adra.ua	+380996206221

Artem Dikhtiaruk	Programs Director	dikhtiaruk@adra.org.ua	+38 063 960 5676
Juliana Lukyanenko	Finance Director	j.lukyanenko@ adra.org.ua	+380676934851
Mykyta Didenchuk	Programs Coordinator	mykyta.didenchuk@adra.ua	+380983132713

The participation of the Project Manager, whose personnel has been subjected to a critical incident, is also mandatory.

CMT Operations Room requirements:

Located in ADRA UKRAINE Country Office – meeting room to be determined.

Country Office Admin Manager/ IT Manager is responsible to ensure that the room on short notice can be converted into a CMT Operations Room. This includes:

- Ensuring adequate power outlets
- Phone lines are installed and working
- Test of communications equipment from the room
- Stationary kit prepared
- Whiteboard/Flip Charts

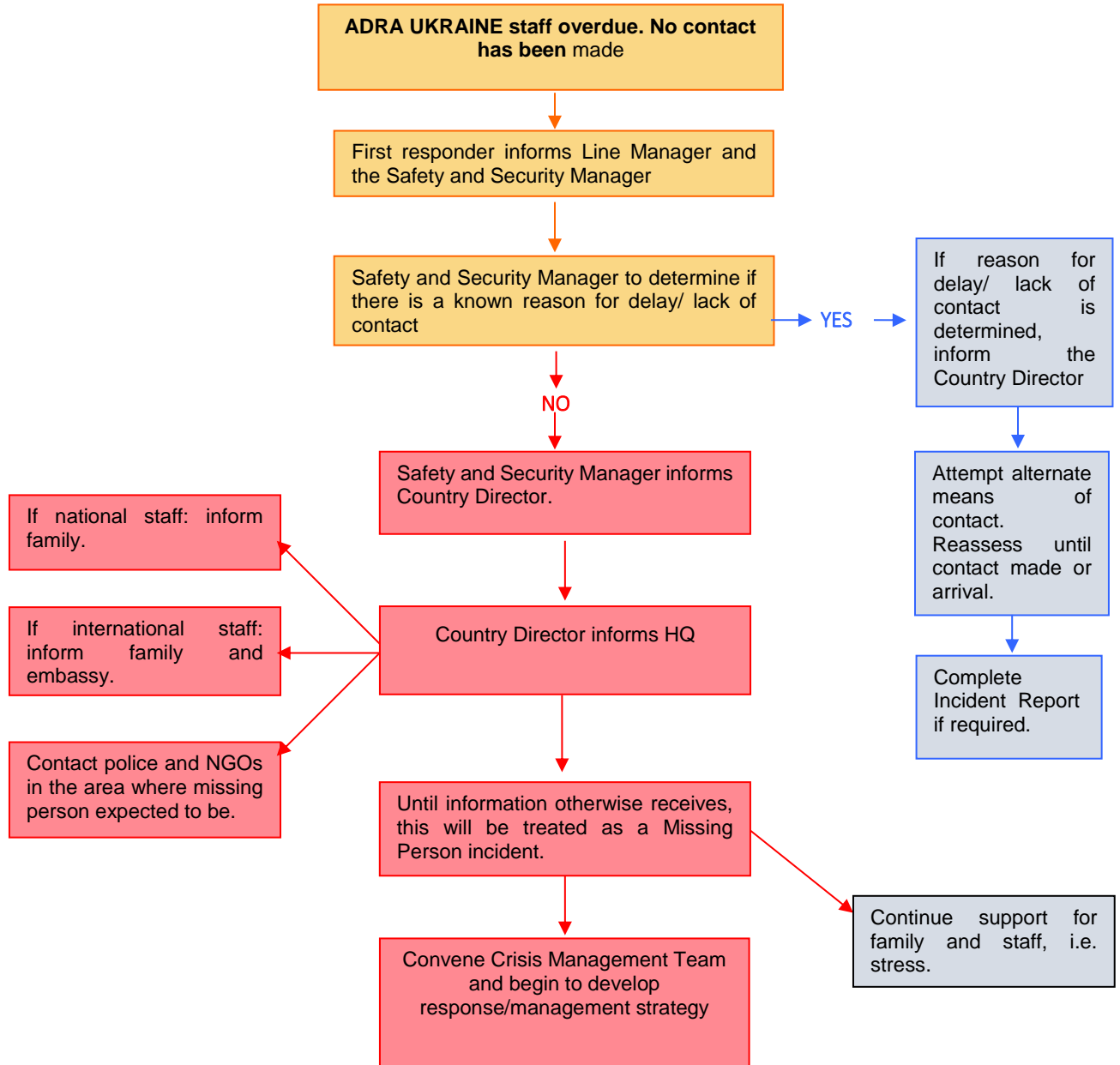
4. INCIDENT REPORTING

All incidents that involve CO «CF «ADRA Ukraine» staff members or property are reported to the President, Safety and Security Manager and immediate supervisor/Project Manager in the most expedient possible manner.

The President, Safety and Security Manager or designee shall respond to the incident as necessary and report the incident to the Regional Director and the Chief Safety & Security Advisor. The President and/or Safety and Security Manager determines what information concerning the incident will be shared with others outside the ADRA Network. When sharing outside the ADRA Network, personal information will remain confidential, unless the safety & security conditions warrant otherwise. A written incident report is archived at the country office level and submitted to the Regional Director and the Chief Safety & Security Advisor, using the form at the end of this plan.

The form of Incident Report is indicated in Annex 2 of this document

ANNEX 1. - Missing Person protocol



ANNEX 2. – Safety and Security Incident Report form

General and contact information		
Case#:	Incident reporting by (Name / position-title):	To be contacted at: (telephone, email address)
Country / Location / Type of program:		Date / time prepared:
Description of the incident		
Type of the incident: (vehicle accident, fire, shooting, robbery, hostage taking, encountering riots, etc.)		Place and local time of the incident:
Description of the incident: (Short, factual description of the incident. Draw situation, if needed)		
Who are involved with the incident: (CO «CF «ADRA Ukraine» staff, others, locals, etc.)	Witnesses: (Mention contact details of witnesses)	Impact of the incident: (Any fatalities, major or minor wounded? Damage/loss? Other effects/consequences?)
Actions taken: (Short, factual description of decisions and actions during and immediately after the incident)		
Incident follow-up: (Describe the actions and decisions to be taken as follow-up of the incident. Mention suggestions for improvement for the safety & security of CO «CF «ADRA Ukraine» staff)		