SMP Annex 2: Standard Operating Procedures (SOPs)

Response – Recovery – Resilience
for Conflict Affected Communities in Ethiopia (3R-4-CACE)

August 2022

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Acronyms & Abbreviations	
3R-4-CACE	Response – Recovery – Resilience for Conflict Affected Communities in Ethiopia
ACLED	Armed Conflict Location & Event Data
C-IED	Counter Improvised Explosive Device
CMT	Crisis Management Team
EDF	Ethiopian Defence Forces
EOD	Explosive Ordinance Disposal
ERW	Explosive Remnants of War
ESCP	Environment and Social Commitment Plan
ESIRT	Environmental and Social Incident Reporting Toolkit
ESSF	Environmental and Social Standards Framework
GBV	Gender Based Violence
GoE	Government of Ethiopia
HROC	High Risk of Ongoing Conflict
ICT	Information and Communication Technology
IDF	Indirect Fire
IED	Improvised Explosive Device
MoF	Ministry of Finance
NROC	Non-High Risk of Ongoing Conflict
PACE	Primary, Alternate, Contingent, Emergency
PCP	Project Continuity Plan
PSC	Private Security Company
SEA	Sexual Exploitation and Abuse
SMP	Security Management Plan
SOP	Standard Operating Procedure
SRA	Security Risk Assessment
UAG	Unknown Armed Groups
UNICEF	United Nations International Children's Emergency Fund
UNMAS	United Nations Mine Action Services
UNOPS	United Nations Office for Project Services
UXO	Unexploded Ordnance
PCU	Project Coordination Unit
PIU	Project Implementation Unit
RTA	Road Traffic Accident
WASH	Water, Sanitation and Hygiene
WBG	World Bank Group
WNCCA	Woreda Needs, Conflict, and Capacity Assessments

SOP 01: Incident Reporting

Responsibility

It is the responsibility of all staff to report safety and security incidents that may impact on the personnel, activities, assets, or reputation of the 3R-4-CACE Project in line with this procedure.

It is the responsibility of 3R-4-CACE project management to ensure that this procedure is communicated to all staff, and that appropriate action is taken in response to incident reports.

Guidance

- All safety and security incidents that impact on the personnel, activities, assets, or reputation of the 3R-4-CACE Project must be reported as soon as possible, and at the latest within 48hrs of the incident taking place.
- Incidents should be reported in line with the Word Bank Environmental and Social Incident Reporting Toolkit (ESIRT).
- Incident reports should be made to the line manager of the person making the report.
- The following information should be included in the initial report:
    - **Who? Where? What? When? Why? How?**
- The report may be made by any available means, including by email, phone, instant message, or in person.
- The person receiving the report must document the information, and share it as necessary for required action.
- However, in some cases confidentiality is a key concern, and must be taken into account before the information is shared further.
- Where necessary and appropriate, security incidents should be reported to the police, security forces, or other relevant authorities

SOP 02: Site Security

Responsibility

It is the responsibility of 3R-4-CACE project management to ensure that this procedure is communicated to all staff, and that appropriate action is taken with regards to implementing the following measures.

Line managers in the field have an obligation to ensure that their sites are in line with the below procedure, and all staff must raise issues of non-compliance.

Guidance

- A location assessment must be undertaken of the site location to ensure no high-risk locations are located nearby, that there is mobile phone coverage, low levels of crime/ other incident numbers recorded in the area, in relation to context, and within reach of security forces and emergency services.

    - All locations will be security assessed once per year.

- Offices and accommodation should be equipped with concentric, controlled layers of entry, including walls and gates at a minimum height of 2.5–3 metres (the gate must be lockable and made of solid metal), high-quality window bars, brick walls, good-quality roofing, solid entrance doors with high-quality padlocks and secondary cage doors with high-quality padlocks.
- All buildings must have lockable windows and exterior doors of solid construction, with no window or breakable/transparent surfaces in doors. Internal doors and windows must also be lockable, including bedrooms, bathroom/shower and toilet areas.
- All offices should be lit throughout the night.
- Buildings should be in a state of good repair.
- Access routes must allow for effective relocation with multiple routes in/out of the area.
- Power and water supplies (potable and non-potable) must be available.
- Accommodation in apartments and hotel rooms should be chosen between the second and fifth floors.
- Basic fire safety measures should be in place, including smoke alarms in all communal areas, one fire extinguisher per floor & kitchen, one fire blanket per kitchen, no smoking, emergency exits clearly marked, and emergency assembly point identified (see SOP 08: Fire Safety).
- At least one First aid kit available per floor, adapted to treat injuries due to domestic accidents such as falls, cuts, and burns. Provision of medication is prohibited. Kits should be checked and replenished on a monthly basis.

Key management

- All premises, vehicles and spare keys must be clearly labelled and stored in a heavy lockable and concealed key box within the office/residence.
- Guards will only have possession of the gate keys. Guards must not be left with building or vehicle keys – this will place them at risk.
- The most senior person or resident on the premises must secure the building, daily.
- Key management should be checked every six months and replacements made as required.
- All keys and locks should be changed after a major theft (or attempted theft).

Power management

- All offices should have access to electrical power. This is may be achieved through city power provision, generator(s) or solar arrays
- Where generators are not on automatic changeover switches, guards must switch between city power and generator power (and vice versa), as required, including at night.

Guarding Offices and Residences

Staffing
- Two guards should be on duty at all times, with shifts no longer than 12 hours.
- If a guard is late for their shift, the guard on the previous shift must provide cover until the next guard arrives or a suitable replacement is found.
- All visitors must sign in and out of the site in a visitors' book. Their appointment must be confirmed before they can access the site.
- At night, a guard must patrol the site every hour.

Equipment and communications
- All guards must be provided with:
  - A visitors' book and daily occurrence/handover book.
  - A whistle, GSM phone, credit and a charger.
  - A torch and spare batteries.
  - An emergency contact card containing the details of our Security Focal Point and Senior Person.
  - Access to bathroom facilities, drinking water, shelter and electricity.

Warehouse Sites
- One keyholder for the warehouse, with a spare key kept in a safe for emergencies. Keys must never be kept privately, or with guards, for example, who can be threatened or intimidated into accessing the warehouse
- Access to the warehouse must be controlled and monitored, ideally by CCTV
- Adequate fire-fighting equipment must be provided on site
- Site must provide shelter from elements as well as prevent access by unauthorised personnel

SOP 03: Communications

Responsibility

It is the responsibility of 3R-4-CACE project management to ensure that this procedure is communicated to all staff, and that appropriate action is taken with regards to implementing the following measures.

Line managers in the field have an obligation to ensure that their sites are in line with the below procedure, and all staff must raise issues of non-compliance.

Guidance

PACE Planning
- Primary, alternative, contingent, and emergency communication means should be established at all Project locations.
- This may involve mobile phone, landline, radio, internet and/or satellite means, however it is essential multiple communications methods of available for redundancy in case of an emergency and one or more communications means fails.
- Check-in windows when travelling should also be considered, so that should communications fail there is a backup mechanism for following up on personnel wellbeing. See SOP 05: Travel Security Arrangements for further information.

IT Security & Social Media
- Data must be handled in accordance with data protection standards
- Project staff, contractors, volunteers, and beneficiaries must be sensitised on cyber and information security threats.
- Project staff must be conscious of their social media profile as they will be considered representatives of the 3R-4-CACE Project, and, by extension, the Government of Ethiopia.
- Careless social media posts may lead to offense, and could negatively impact on the reputation and standing of the project within communities.

Briefings
- Project staff should receive a safety and security briefing as part of their onboarding, and in response to significant developments in the project implementation area
- This should be carried out by the designated security focal point

Headcounts & Phone Trees
- Communications are a vital element of incident response and management
- Accounting for staff in the aftermath of an incident is a key first step, therefore all staff members must provide up-to-date contact details to project management.
- Each manager is responsible for accounting for their direct reports, and reporting the status of their team to their line manager, until all relevant staff are accounted for, making up a 'Phone Tree'
- Ideally, staff should be spoken with over the phone to confirm their status (OK or 'in need of assistance') and their location. Where this is not possible, an SMS or instant message is acceptable.
- If a staff member cannot be reached following an incident that may have effected them, making enquiries amongst their colleagues or family may be required
- Teams should practice conducting head counts at least every six months

Operational Security
- Regardless of how it is communicated, operational and confidential information should only be shared on a 'need to know basis'
- Staff must not share details of personnel, movement, assets or any other sensitive information unless necessary for project implementation.

SOP 04: Project Activities

Responsibility

It is the responsibility of 3R-4-CACE project management to ensure that this procedure is communicated to all staff, and that appropriate action is taken with regards to implementing the following measures.

Line managers in the field have an obligation to ensure that their sites are in line with the below procedure, and all staff must raise issues of non-compliance.

Guidance

Program activities presents a significant risk to staff, assets and beneficiaries. In order to mitigate these risks, the following guidelines are intended to give health, safety and security guidance to project staff who are planning and implementing program activities in the field. Additional measures are to be implemented in line with findings from relevant SRAs and designated Security Risk Levels. Reference should be made to local regulations, and the project must follow health, safety and welfare legislation.

DO NO HARM must be prioritised in all field operations and program activities.

Basic physical security measures, in line with SOP 02: Site Security above, should be considered for all program locations, and implemented as far as reasonably practicable given the context.

Beneficiary Enrolment

Although beneficiary enrolment takes places at a spectrum of venues, including schools and other public buildings, there are basic safety and security considerations to be considered and should be addressed for the wellbeing of Project staff and beneficiaries alike:

- Fire Safety measures, including fire detection, fire-fighting, and means for evacuating the site in the event of a fire.
- First Aid kits and trained personnel should be available on site, as well as nearby medical facilities identified. Actions on medical emergency are explored further in the Medical Emergency section.
- Access management – including entry and exit – should be considered at enrolment sites to help prevent crowding, confusion, and miscommunication, all of which increase the likelihood of a safety and security incident.
- Security personnel – such as unarmed guards or watch people - might also be considered at enrolment centres for the purposes and crowd control and incident response.

DISTRIBUTIONS

(E.g. NFI or cash distributions, construction materials distribution etc):

- A member of the distribution planning team should be designated to carry out site selection and planning.
- Clear communication to communities should take place ahead of the distribution, including on safety and security issues, highlighting that such issues may lead to the delay or cancellation of activities. With this in mind, communities can help to contribute to a safe and secure distribution.
- Ensure the location is safe from hazards and security threats, and that the space is easy to secure yet accessible to staff and beneficiaries, including people with disabilities.
- The site, specifically waiting lanes/areas, need to be well ventilated, lit and shaded.
- Separate toilets for men and women should also be available.
- Ensure the flow of people is planned and designed with emergency exits in various sections of the waiting lanes. Clearly establish separate entrances and exits to and from the distribution site.
- Ensure the presence of the needed personnel for crowd control. This may also include the use of security forces, see Use of Armed Protection (SOP 06, below)
- Ensure there is enough secured space for materials to be distributed safely.

- Avoid busy roadsides or congested locations. Where distribution is taking place outside a predefined site (such as in a camp), identify a neutral location, already public and known and used by all groups in the community, such as near water points, village meeting points, etc.
- Consider accessibility of the distribution site for trucks and/or other transport.
- Time the distribution of payments to allow the recipients sufficient opportunity to reach their homes during daylight hours.
- Consider distances that beneficiaries must travel, and the size of the distribution; would more, smaller distributions closer to beneficiaries be preferable to a large scale one?
- Fire Safety measures, including fire detection, fire-fighting, and means for evacuating the site in the event of a fire.
- First Aid kits and trained personnel should be available on site, as well as nearby medical facilities identified. Actions on medical emergency are explored further in the Medical Emergency section.

Construction
(Carried out directly by project employed staff or through a contractor e.g. school construction, multi-storey building construction, rubhall setup)
- Competence: The 3R-4-CACE Project should only employ competent contractors who can adequately manage the health, safety and welfare risks. This should be explicitly tested at tender.
- Contract: The 3R-4-CACE Contract needs to make it explicit to the Contractor that they are to conform with all health, safety, welfare and environmental legislation in the country of activities. It is the contractor's responsibility to keep the site tidy, free of any potentially hazardous obstacles. Contractors should also be sensitized and contractually obliged to adhere to the requirements of the WBG Environmental and Social Framework.
- Tidy site: Site accidents in many contexts occur due to trips and slips, and tidy site policies in line with WBG Environmental, Health & Safety (EHS) Guidelines should be applied.
- Emergency evacuation: There is a clear site emergency evacuation procedure and drills carried out.
- Training: All (contractor) staff should be appropriately trained to understand WBG and Government of Ethiopia EHS best practices, and information displayed on site so as not to pose a safety risk to those that they work with.
- Access: Access to the work area should be restricted where possible to authorized personnel only. Be aware that children playing on construction sites and getting injured is a significant risk.
- Supervision and security: The work area should always be supervised by the Contractors when work is underway. Where there is satisfactory out of hours security. And where the site supervisors, contractor and experienced engineers/technicians.
- Reporting and signage: Serious incidents and near misses must be reported in line with SOP 01: Incident Reporting. Material indicating the nearest Police Station and Hospital (with Accident & Emergency facilities) should be easily accessible on site.
- PPE: Appropriate Personal Protective Equipment (PPE) must be worn by site personnel, including protection against noise and air pollutant hazards. PPE is the last method to control risk, and setting up safe systems of work should be the priority. PPE such as safety glasses, masks, ear defence, hard hats, protective gloves, and steel toe cap with mid sole boots might be required to protect project staff following a risk assessment.
- Working from height: Safe systems of work such as the use of scaffolding and harnesses should be used to avoid working from ladders. Where ladders are used, they should be appropriately tied at the top and bottom.
- Materials handling: Caution should be given to how materials are handled on site, areas for the storage of materials should be clearly demarcated particularly where dangerous or hazardous materials are stored.
- Fire: Non-automatic fire-fighting equipment on site should be easily accessible and simple to use. The number, location and distribution of the fire-fighting equipment should be evaluated during the risk assessment. See SOP 08: Fire Safety.

- First-aid: first-aid equipment must be available at all places where working conditions so require, and inspected and replenished on a monthly basis.
- Lighting: construction areas must be appropriately lit, and where such lighting is not available, work must cease.

Workshops

(Example: prefabrication of construction or shelter materials – welding, cutting, wood joints, etc.):
- General: Non-automatic fire-fighting equipment on site should be easily accessible and simple to use. The number, location and distribution of the fire-fighting equipment should be evaluated during the risk assessment.
- First-aid equipment must be available at all places where working conditions so require, and inspected and replenished on a monthly basis.
- Use of adequate clothing / equipment (PPE) and tools in workshops, where 'adequate' depends on the assessed risks related to the specific activities. For instance, in a welding workshop, adequate clothing and equipment are - sturdy shoes, gloves (probably long sleeves) and additionally for the ones using the circular saw to cut the steel or using the welding tools, protective goggles are required. Low quality tools or a lack of maintenance e.g., a blade which doesn't cut properly increases the risk of injuries.
- Indoor: Emergency doors must be clearly marked and open outwards. The space should be well ventilated for human activity and temperature controlled. The floors of workplaces must have no dangerous bumps, holes or slopes and must be fixed, stable and not slippery.
- Outdoor: High-level or low-level movable or fixed workstations must be solid and stable. Whenever possible, where overhead electric power lines exist, either they must be redirected away from the area of the site or else the current must be cut off. Materials and equipment must be laid out or stacked in such a way as to prevent their collapsing or overturning.
- Lighting: workshops spaces must be appropriately lit, and where such lighting is not available, work must cease.

Excavations

- Excavations must always be fenced, and a variety of materials can be used for this purpose
- At the end of each working day excavations should be fully covered using timber of adequate strength to support an adult (if this is not practicable then fencing structures should be substantial)
- Ladder access into and out of the excavation should be present at all times
- Temporary lining of excavations should be installed at the discretion of a qualified engineer, based on adequate assessment of ground conditions
- All labourers working inside an excavation should wear head protection (hardhats)
- A perimeter of 1m around the top of the excavation should be clear of materials and tools to avoid accidentally causing items to fall onto workers in the excavation
- Excavation work should not be carried out in heavy rain, and all excavations should be inspected following rain events to check for damage that may cause collapse
- Excavations should be inspected by a qualified member of staff before work commences each day
- Unexploded Ordinance (UXO) threat should be considered and appropriately mitigated (see SOP 07: General Incident Management)
- Care should be taken to ensure there is no build-up of hazardous gasses such as CO from nearby generators in any excavations.
- Rescue and recovery plans should be in place at all sites. In the event of a fall or other situation requiring rescue, emergency services must be contacted immediately. The location must be cleared and cordoned, and possible sources of additional threat (water, power etc) shut off.

Education sites
- Locations for education activities should be selected away from high-risk locations and possible targets, as well as locations that may compromise the neutrality and impartiality of activities. Examples include military installations, houses or offices affiliated with political figures
- Proximity of security forces/ active conflict to learning sites should also be avoided
- Sites should consider the distance between learners and learning sites, and possible threats and hazards presented in transit
- Sites should be monitored and be provided with access control, particularly during learning hours

Cash based interventions
- The project is to use third party money/value transfer services whenever practical.
- When direct distribution is necessary and approved, the project is to use third party money courier services to transport cash or activated vouchers to the distribution site. Project staff transporting cash, e-cash cards/tokens or activated vouchers requires a dedicated risk assessment to be carried out.
- Direct distributions should be carried out in line with the above guidelines on Distributions
- Where possible, distributions should be smaller and more frequent so that smaller amounts of money are transported to several different locations. However, this must be balanced with potential tensions within communities should certain groups have to wait longer for distributions.
- Minimize the number of people who have information about the date, time, location, and manner with which the payments will be made.
- Insurance coverage should be considered in order to safeguard against potential losses

SOP 05: Travel Security Arrangements

Responsibility

It is the responsibility of 3R-4-CACE project management to ensure that this procedure is communicated to all staff, and that appropriate action is taken with regards to implementing the following measures.

Line managers in the field have an obligation to ensure that their sites are in line with the below procedure, and all staff must raise issues of non-compliance.

Guidance

Journey Management

- A basic assessment of the safety and security situation must be carried out ahead of all road movements to field locations and outside of major cities. This should be carried out by the security focal point, and shared with both the individuals travelling, and line management. At the very least, travellers should make contact with a member of the community at their destination prior to travel.

All field movements must have confirmation from contacts at their destination of a safe and stable situation, both ahead of and during transit.

- All field movements and travel outside of major cities should be approved by project management.
- Two vehicles must be used outside of towns and urban centres
- Always avoid and maintain maximum possible distance from military convoys and vehicles.
- Management are expected to have real-time knowledge of the location of their staff.
- Vehicles should always be parked facing the exit in case escape is necessary.

Drivers

- Must have a correct and valid licence, carried with them when using the vehicle
- Should be tested for driving skills and eyesight at the point of recruitment and every year.
- Drivers and passengers must always wear seat belts (in the front and back) and be contactable.
- Drivers are not allowed to carry unauthorised passengers; staff should not try and persuade drivers to do so.
- Drivers must always adhere to speed limits, or a reasonable speed for road and weather conditions (whichever is lower)
- Drivers must remain alert for suspicious behaviour, and report anything of concern
- Drivers must not use mobile phones while driving. If they must make a call, they must pull over to a safe place at the side of the road.
- Project vehicles should only be driven by drivers employed by the project or the hire companies for this purpose.
- No other persons should drive 3R-4-CACE vehicles unless in an emergency.

Vehicles

- Vehicles must be in good mechanical condition and serviced regularly.
- Vehicles should be refuelled as often as possible. Fuel tanks should never go below quarter full.
- Vehicles should always be locked – except when entering and exiting.
- If taxis are used, these must be fully licenced taxis, from a reputable provider.
- Vehicles should generally be of a low profile and blend into the surrounding environment.

Equipment and Documentation

All vehicles (including agreed taxis) should be equipped with the following:

- First aid kit (ideally trauma)
- Powder fire extinguisher
- Basic tool kit
- Spare Tyre
- Wheel jack
- 2 x warning triangles
- Torch
- Towing rope
- Jump leads

All vehicles must have copies of the following documents:

- Registration documents.
- Road tax certificate.
- Insurance certificate.

Communications in Transit
- Never use a communication device at a checkpoint or roadblock.
- Never talk about money on the phone. (e.g. do not indicate that you are transporting money or that salaries will be paid at a certain time – see SOP 03: Communications).

Check-ins
All movements outside of cities require the driver/nominated passenger to check in with an appointed person at the office as follows:

- On departure from the capital.
- Every 30 mins throughout the journey.
- Upon arrival at destination.

Loss of contact
Loss of contact can be an indicator of vehicle accident or a security incident. Failure to check in at the agreed times (above) should result in the following actions being considered:

- Attempt to contact the driver/passengers and relevant others (hotels, people meeting the travellers).
- Inform the security focal point or project management
- Reach out to contacts within communities and local authorities to check whether there are any known incidents along the route and to gather relevant information.
- Consider sending rescue vehicles to the last known location(s).

Accidents & Incidents
- In the event of a vehicle accident or breakdown, contact the security focal point or project management immediately.
- Personnel should not stay in or near their car while waiting for rescue, but should maintain a safe distance from the vehicle, keeping it in sight **UNLESS** there is a potential danger outside of the vehicle, e.g. hostile community members following an accident
- If a criminal incident takes place (e.g. vehicle robbery, carjacking), it is vital that staff always surrender the assets that the perpetrators demand (including the vehicle) rather than attempt to protect them. **Do not risk lives**.
- Report the incident to the Security Focal Point or line management as soon as it is safe to do so.

SOP 06: Security Forces & Civil-Military Liaison

Responsibility

It is the responsibility of 3R-4-CACE project management to ensure that this procedure is communicated to all staff, and that appropriate action is taken with regards to implementing the following measures.

Line managers in the field have an obligation to ensure that their sites are in line with the below procedure, and all staff must raise issues of non-compliance.

Use of armed protection, including escorts, must be approved by the Project Coordinator.

Guidance

Use Of Security Personnel & Armed Protection

Security personnel deployed to Project sites may also be used to mitigate against safety and security challenges. The use of armed protection (police, military, or other security forces) may be considered and justified where there is a significant threat of violent criminal activity targeting the Project, for instance where there is a cash distribution planned. However, the risks posed by such security arrangements must be assessed in relation to the threat, as such arrangements do not come without their disadvantages.

The use of force must only be authorised in the case of preventative and defensive purposes, and in proportion to the nature and severity of the threat.

Monitoring Performance

- The Project Security Focal Point will be the main point of contact for any security personnel or armed forces engaged for securing project activities, and will monitor their performance, ensuring that they meet the terms of their ToR (where applicable)
- A confidential grievance mechanism should also be made available to both Project staff and beneficiaries to allow any issues to come to the fore, and be addressed.

Management of Security Personnel

- Although much of the day-to-day management of security personnel will be carried out by their chain of command, Project staff must be proactive in ensuring contract or Memorandum of Understanding (MoU) conditions – specifically the Code of Conduct – are met.
- Training requirements, as stipulated in the ToR in the case of Private Security Company (PSC) personnel, but also be met, and checked by Project staff.
- As mentioned above, any grievances or allegations of unlawful or abusive behaviour by security personnel must be addressed and action taken in order to prevent recurrence and maintain the trust of the communities in which Project activities are being carried out.
- Project staff must make reasonable inquiries to ensure that the security personnel engaged in securing Project activities (be they public security forces or PSC personnel) are not implicated in past abuses or security incidents.

Deconfliction

Given that the 3R-4-CACE Project may be implemented in areas where military operations are ongoing, or nearby such areas, communication with security forces operating in the area, as well as higher up the chain of command will be essential to avoid collateral harm (see SMP Annex 1: Security Risk Assessment).

- Key contacts within the security forces should be identified as soon as possible once Project locations have been chosen.
- Contacts should be at local, Regional, and HQ level, throughout the chain of command.

- Check-ins with security forces contacts should take place before every field movement in High and Very High Risk Areas.
- Even in lower risk areas, liaison with security forces should be a routine occurrence.
- Relationships with security forces should be handled in a way that is sensitive to community acceptance

Armed Escorts
- The use of armed escorts should be avoided given the ongoing conflict between Ethiopian forces and UAGs in multiple Regions
- If an armed escort is deemed necessary for Project implementation, the criticality of the project activity and the risk level should be deeply scrutinised
- Approval must be sought by the Project Coordinator .

SOP 07: General Incident Management

Responsibility

It is the responsibility of 3R-4-CACE project management to ensure that this procedure is communicated to all staff, and that appropriate action is taken with regards to implementing the following measures.

Line managers in the field have an obligation to ensure that their sites are in line with the below procedure, and all staff must raise issues of non-compliance.

Armed Robbery & Intrusion

- Ensure that the offices and residences are sufficiently physically protected (high walls, razor wire, lighting) and procedurally protected (guards, access control); see SOP 02: Site Security.
- Limit time spent in banks and vary days and times
- Comply with reasonable demands during incidents, placing more value on life than assets.
- Ensure that we have professional and loyal guards.
- Keep assets and cash to an absolute minimum.
- Arrange quick-reaction response agreements with guard companies.
- Ensure crisis management teams are in place and trained in their roles.

> **SITUATIONAL AWARENESS:**
>
> **Absence of the normal Presence of the abnormal**

Arrest & Detention

- Ensure that all paperwork is in order, along with the correct organisational registration and relevant permissions to be conducting activities.
- Check routes and destinations are safe safety before departure on road moves outside of cities.
- Follow checkpoint procedures and comply quickly and politely with the demands of the authorities, especially when they are armed.
- Do not photograph government/military buildings or airports.
- Ensure that staff have access to contact details of those to call in the event of being arrested or detained, including line management and effective legal representation.

Bribery & Extortion

- Bribery is the act of giving something (usually money) to another person, to influence their behaviour or position in a way that is improper.
- Bribes can take the form of any advantage or reward, including cash, gifts, tips, commissions, and fees. Bribery does not have to involve money, and there is no minimum value for a bribe.
- Any money that is lost to bribery is money that cannot be used to deliver the mission of the organisation.
- The 3R-4-CACE Project has a zero-tolerance approach to bribery and is committed to pursuing this approach throughout all practices. Personnel found to have given or received bribes will have their contract or other engagement terminated. The 3R-4-CACE Project is committed to carrying out thorough and objective investigations into suspected incidents of bribery.
- If those who work on behalf of the 3R-4-CACE Project are asked for, or offered, a bribe, they must flatly refuse and communicate that there is a zero-tolerance approach to bribery.
- Extortion is different to bribery because it involves someone obtaining something through force or threats.
- If personnel are threatened and life is genuinely at risk, comply with the demands of the perpetrator in order to reduce the threat to life.
- Like bribery, incidents of extortion must always be reported.

Carjacking
- Limit time spent in areas where carjacking and other violent crime are known to happen.
- Always maintain a low profile and situational awareness.
- Do not show signs of obvious wealth
- Travel in groups of two or more.
- If a carjacking does take place, comply with the demands of armed attackers – do not risk lives for assets such as cars.
- Ensure that all staff receive basic security awareness training and are made aware of this security management plan and annexes.

Sexual Harassment and Sexual Violence
- Avoid travelling alone in dark, isolated areas.
- Use door stops when staying in shared accommodation, and ensure all doors and windows are locked when not in use.
- Closely monitor the preparation of food and drink during social occasions; do not leave drinks unattended (to help mitigate against drugging or 'spiking').
- Ensure that all staff receive basic security awareness training and are made aware of this security management plan and annexes.
- Ensure survivors have access to confidential reporting lines, regardless of management channels.
- Before any incidents take place, identify, and keep updated information on medical facilities where PEP kits and other post-sexual violence treatment can be obtained

> **REMEMBER: It is never the fault of the survivor of sexual violence; victim-blaming is unacceptable.**

Theft & Mugging
- Avoid walking alone in dark, isolated areas.
- Avoid areas where theft, mugging and other criminal activity is known to take place.
- Always maintain a low profile and situational awareness.
- If a theft or mugging does take place, comply with the demands of armed attackers – do not risk lives for assets such as phones, wallets, or laptops.
- Ensure that all staff receive basic security awareness training and are made aware of this security management plan and annexes.
- Ensure that we travel (and where possible socialise) in groups.

Unexploded Ordinance (UXO) & Explosive Remnants of War (ERW)
- Ensure project have received Ethiopia-specific mine, UXO and ERW risk awareness training (either directly from UNMAS, of an UNMAS-trained trainer within the team). Practice drills should be undertaken at each site on a monthly basis, in coordination with either UNMAS or local C-IED/ EOD units.

- Prior to commencing work at a new site location, UNMAS must be consulted on the UXO/ERW situation, and should they advise it, a survey undertaken prior to work beginning.

- Practice good journey management planning. This includes:

  o Gather information from a wide range of sources as to the location of the threat.

  o Do not drive around checkpoints as the surrounding areas may be mined. Stay on the main road.

  o Do not drive in/around economic and/or strategic assets; such assets for example include military installations, pipelines or bridges. Stay on the main road.

- o Do not enter an area that exhibits evidence of past fighting, i.e. barbed wire, abandoned weapons, ammunition dumps, etc.
- o Do not enter an area where you can see mine markings (rows of red or white-painted rocks, mine signs, locally improvised mine signs), animal remains or abandoned footwear.
- o Stay on well-established roads. Never drive the vehicle off a road or track.
- o Never walk off the track.
- o Maintain contact with local communities as they may know which areas in their village and its environs are safe to access and which ones are not. However, treat the information given with caution as the local community may perceive risk differently (i.e. adopt high-risk behaviour to continue their daily economic and social activities).
- ▪ If a minefield is suspected, stay still and call for help; do not attempt to retrace steps.

ACTIONS ON FIND OR SUSPICIOUS OBJECT

Never touch, pick up or try to move a mine, UXO or ERW

- ▪ Clear the area of personnel
- ▪ Inform the site/ project manager
- ▪ Contact the relevant demining agency, or military EOD unit
- ▪ Do not allow work to resume or personnel to enter the area until the threat is removed

SOP 08: Fire Safety

Responsibility

It is the responsibility of 3R-4-CACE project management to ensure that this procedure is communicated to all staff, and that appropriate action is taken with regards to implementing the following measures.

Line managers in the field have an obligation to ensure that their sites are in line with the below procedure, and all staff must raise issues of non-compliance.

Preparation
- All sites must be regularly inspected
- All vehicles must be inspected at least once a year There must be enough emergency escape routes, well signed and kept accessible (unlocked from the inside, unobstructed)
- Maps of evacuation routes should be available throughout the site, including offices and accommodation.
- Battery-operated smoke alarms should be fitted throughout buildings, and should be tested on a weekly basis
- A Fire Assembly Point should be identified and clearly marked, at least 20 metres away from any buildings.
- Fire extinguishers (of the correct type) and fire blankets must be distributed throughout the site and vehicles, and annually checked.

Fire drills and training
- All staff must be trained in basic fire safety awareness (principles, fire evacuation, equipment, and firefighting) once per year.
- A full fire evacuation drill should be conducted every month and managed by the fire marshals and/or security focal points, ideally in coordination with local authorities and emergency services.

Fire marshals
- Each site should have two nominated and briefed fire marshals.
- It is their responsibility to ensure that everyone has evacuated the buildings in the case of a fire, to raise the alarm and to contact emergency responders.

Fire evacuation
- On hearing the fire alarm:
  - Evacuate the office immediately through the nearest (and safest) fire exit. Do not take stop to collect personal possessions.
  - Go quickly to the Fire Assembly Point.
  - Remain at the Fire Assembly Point throughout the headcount process
  - Do not return to the site unless given the all clear by either the fire marshal, security focal point, or emergency services

Fighting Fires
- Staff and other personnel should only tackle a fire if they are recently trained, are confident to do so
- A fire bigger than 1-metre square needs professional assistance; sound the alarm, evacuate the site, and call emergency services
- Before fighting a fire, think about potential hazards nearby (e.g. cars, fuel storage, gas cylinders)
- Think about smoke and noxious fumes
- Fire extinguisher use:
  - **Pull** the pin from the fire extinguisher; it is now ready for use.
  - **Aim** at the base of the fire.
  - **Squeeze** the handle.
  - **Sweep** from side to side, until the fire is out.

SOP 09: Abduction and Illegal Detention

Responsibility

It is the responsibility of 3R-4-CACE project management to ensure that this procedure is communicated to all staff, and that appropriate action is taken with regards to implementing the following measures.

Guidance

The majority of abductions take place in transit, therefore the measures outlined in SOP 05: Travel Security Arrangements are a key mitigation measure. Vehicle checkpoints in particular are key sites of abduction and detention; staff should be briefed on correct behaviour at checkpoints.

Additionally, staff should avoid setting patterns when travelling, and remain alert to suspicious activity and possible hostile surveillance.

Abductions that are followed by a demand (financial or otherwise) must be treated as a kidnapping, and dealt with in line with Government of Ethiopia protocols.

All staff should provide details of next of kin, or those to be contacted in the event of an emergency.

Staff profile should be considered when planning movements in field locations.

ACTIONS ON

CONTAIN – ASSESS – PLAN – RESPOND

- Activate the CMT, establishing strict confidentiality of information
    - (Consider possible media interest, and how to communicate with stakeholders)
- Suspend activities in the area and account for staff
- Confirm an abduction or detention has taken place
- Gather information on the situation: could there be an alternative scenario?
- Identify a family liaison officer, and locate next of kin
- Where possible, recruit expert support to assist in a swift release
- Once the incident has been resolved, an after-action review and post incident analysis should take place, and plans updated in light of lessons learnt

SOP 10: Suspension of Activities, Hibernation, and Relocation

In the event of a critical security incident, or a significant deterioration in the security environment, it may be necessary to take significant steps in order to safeguard the wellbeing of personnel and prevent (further) harm or damage.

Suspension of Activities

Should the security situation deteriorate in a specific location, it may be necessary to pause or postpone planned Project activities until the threat has passed. If there is no forecasted change in circumstances, then a resumption based on an assessment of the situation may be required.

- In extreme cases, a suspension of the entire Project may be in order.

- Authority to suspend activities: Project Coordinator in consultation with the PCU

Hibernation

Hibernation – or shelter in place – refers to personnel seeking refuge in a safe location, and not leaving that location until the danger has passed. This time can range from a matter of hours, to weeks depending on the situation, and hibernation may take place at people's homes, at offices, or a designated Safe Haven.

- Authority to order hibernation: Project Coordinator in consultation with the PCU team

Relocation

In some cases, withdrawing from the area may be necessary, for instance if there are no locations deemed safe enough to spend prolonged periods of time, of if failure to relocate at a given time would mean a lack of options to leave later on.

- Authority to order a relocation of personnel: Project Coordinator in consultation with the PCU team

- In all of the above cases, it is vital to carefully assess any return to normal functioning. There is a danger either of returning to operations prematurely, and before the security threat has passed or adequate mitigation measures put in place, or not returning to operations at all due to concerns of irresponsible exposure to security risks. Both of these dangers are solved through thorough assessment of security threats and mitigation measures, as well as honest risk vs. benefit analysis.

- Authority to resume activities and/or redeploy staff: Project Coordinator in consultation with the PCU team