

# **SMP Annex 3: Project Continuity Plan (PCP)**

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

**August 2022**

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<b>Acronyms &amp; Abbreviations</b>	
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 Ordnance Disposal
ERW	Explosive Remnants of War
ESCP	Environment and Social Commitment Plan
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
PCP	Project Continuity Plan
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
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

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## Objective

The objective of this project continuity plan (PCP) is to provide 3R-4-CACE project management with the processes to expedite decision making during times of duress, crisis and uncertainty, ensuring minimum disruption to operations.

The scope of this plan mirrors that of the Security Management Plan.

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## No Right to Remain

The management of the 3R-4-CACE Project has the right to withdraw its staff from situations that it considers dangerous and all staff are obliged to obey these instructions. Failure to follow such instructions may lead to disciplinary action or termination of contract, subject to level of seriousness.

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## The Right to Withdraw

Individuals working remotely, or who find themselves isolated during a crisis, should use their judgement concerning safety in their area. All staff members are authorised to relocate on their own authority, in accordance with established criteria and procedures, when they feel their safety is threatened and when they feel it is safe to do so.

Every effort should be made to communicate with their manager during the process. Once in a safe area, the individual must contact their manager immediately. No one may return to an area after relocation without specific authorisation, according to the procedure stated above.

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## Crisis Management Practice

Critical security incidents are any incidents which may have a critical impact on 3R-4-CACE personnel, assets, activities, or reputation. They may involve or effect any of the personnel covered in this plan, and include but are not limited to:

- Kidnapping or abduction of Project personnel
- Fatal road traffic accident involving a project vehicle
- Arrest or detention of Project personnel.
- Loss of life as a result of Project activities.
- Medical emergency affecting Project personnel.
- Reputational crisis related to Project personnel or activities.
- Cases or allegations of sexual exploitation and abuse.
- Armed attack.

### **Crisis Management Team**

The 3R-4-CACE CMT comprises senior members of the PCU and PIU and will be assembled to address critical incidents or crises of other nature. Region-level and Woreda-level personnel will generally stay in their Area of Responsibility (AOR) to manage the crisis at that level, either as the interface between the Project CMT and the incident management team (IMT) at the point of incident, or part of the IMT itself.

Neither team should be made up of more than six people.

CMT Role	Team Member	Position	Backup
CMT Leader			
Security Focal Point			
Support Manager			
HR Manager			
Media and Comms Manager			

Members of the crisis management team, including their backups, should receive training prior to taking on their role, and at least every 12 months afterwards. An experienced, practiced team, accustomed to working together, has been demonstrated as a key success factor in the management of crisis situations.

A crisis management team **must** be activated if a critical situation takes place; ‘business as usual’ often cannot handle the rapid development of such situations, the swift decisions that need to be made, and the potential harm that can come if the situation is not dealt with appropriately.

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## Four Step Escalation Model

A rise in the Security Risk Levels (SRL) laid out in the Security Management Plan (SMP) may indicate a need to prepare for hibernation or relocation. The SRL will not cover all eventualities, and a decision to hibernate or relocate can be made by upon by local management based on the situation in at the time.

When a field team suspends activities, hibernates, or relocates it should give information to relevant beneficiaries and counterparts unless it would jeopardise the contingency action being taken. A statement or other communication for stakeholders should also be considered by the PCU.

The following tables and procedures can be used both Project-wide, and also replicated at Regional or Woreda level as appropriate (see PCP Tool).

### De-escalation

Any return to country following an evacuation will necessitate a review of the relevant area security risk assessments, and must be approved by the Project Coordinator.

### Routine Preparations

The following should be implemented to maintain a base level of preparedness for all 3R-4-CACE locations and teams.

Task	Responsible Person	Date Completed
Brief and explain to staff this plan at least annually		
Explain clearly who will hibernate or be relocated in line with project policy and ensure that staff have appropriate expectations		
Maintain accurate project staff contact lists - revise weekly		

Maintain external contact lists and revise monthly (security forces, UN, INGO, embassies, key stakeholders); see PCP Tool		
Check communication equipment monthly		
Maintain and verify hibernation stocks in each location every 6 months (see PCP Tool)		
Ensure all teams maintain backed up electronic files		
Conduct a training exercise with all staff, where possible, annually		
Conduct crisis management training with both the crisis management team, and their backups		

## Step 1: Preliminary Alert Actions

This step concerns the informing of staff of a situation of heightened tension and security concerns, and the suspension of movement in anticipation of increased risk to the project. This step also begins preparations for possible further action. Working conditions allow programs to continue, although there are some concerns and a situation of heightened security awareness is initiated

<b>INDICATORS</b> <i>(Subject to revision and contextualisation)</i>		
Breakdown in communications with stakeholders		
Information received of tensions or conflict escalations in project areas.		
Increase in the frequency of security incidents in project areas.		
<b>TASK</b>	<b>PERSON RESPONSIBLE</b>	<b>DONE</b>
Alert all staff of an escalation. This will include staff in the field and staff on leave.		
Suspend all field missions and halt all movement, except for essential support, pending assessment of the situation.		
Check and confirm relocation routes and safe havens		
Identify and designate emergency drivers and ensure that all their identity papers and driving licences are valid.		
Identify which vehicles will be used in the event of an emergency, and ensure all ownership and insurance documents are available; Alternatively, if project vehicles are not suitable, contact local taxi firms, though be aware they may well also relocate.		
Identify secondary locations where vehicles and other assets may be stored should there be a relocation due to deterioration in the security situation		
Instruct each department to pack and prepare documents and IT equipment to be taken, left or destroyed. Evacuation document boxes prepared for packing as needed. All auditable files (programming, finance, procurement) must be ready to be packed into boxes / crates for relocation		

Check and issue any additional communication equipment or supplementary phone credit, if required, to key staff.		
Check hibernation kits and stocks of bottled water at 3R-4-CACE locations. Ensure adequate fuel is stored at office location to run generators and fuel vehicles for at least two weeks. Two weeks supply of food, drinking water and medical supplies are pre-positioned and inspected		
If the situation permits return all non-essential national staff to their home locations		
Prepare cash reserves		
Prepare payments (cheques) for suppliers and payroll		
Daily management meetings to be held with updates on the situation and project activities		
Review program closure plans for each program and conditions for programming continuation		
Liaise with key stakeholders on both the situation, plans, and decision-making		
Identify possible remote management options should a hibernation or relocation take place		

## Step 2: Suspension of Activities

Suspension is when specific activities or the whole program is temporarily stopped due to a deterioration in the security situation, or an incident causing a threat to personnel, activities, assets, or reputation.

### Decision Making and Communications

The decision to suspend is made by:	The Project Coordinator
Communicated by:	Email
If this is not available:	Phone

<b>INDICATORS</b> <i>(Subject to revision and contextualisation)</i>		
Increase in the severity of security incidents, and effecting targets of relevance to the Project (e.g. government assets, banks, gatherings of people).		
Access limitations to Project locations e.g. combination of flooded roads, halted air travel, and increase in conflict activity.		
Direct targeting of Project assets, locations, personnel or affiliated personnel e.g. armed robbery, looting of project site, serious assault of personnel.		
<b>TASK</b>	<b>PERSON RESPONSIBLE</b>	<b>DONE</b>
<b>In addition to PRELIMINARY ALERT actions:</b>		
Stop all movements to relevant project locations.		

Inform the WBG and other partners.		
Where possible, communicate the decision to suspend with project stakeholders, including communities and beneficiaries, also outlining conditions for the resumption of activities.		
Where applicable, make arrangements for the safe storage of project implementation materials.		
Where applicable, agree on payment schedules and next steps with service providers, contractors or other vendors.		

### Step 3: Hibernation

In the event of a sudden breakdown of the security situation, or if a planned relocation is not feasible, hibernation may be the safest option. Normally, this will be at a project office, guesthouse or another site. In the event that other identified hibernation areas are to be used, staff must be informed as part of Preliminary Alert Actions.

#### Decision Making and Communications

The decision to suspend is made by:	The Project Coordinator
Communicated by:	Email
If this is not available:	Phone

#### Actions to Take on Hibernation

When the security situation is assessed to be temporary or relocation is not possible, staff will potentially be forced to hibernate. Equally, hibernation may be used to give time for preparation to relocate. Hibernation will take place in the pre-identified assembly points as outlined below. During this phase, it is important to communicate well with staff and management to give reassurance, maintain control and discipline and find the most secure location both as a safe haven and within the safe haven.

<b>INDICATORS</b> <i>(Subject to revision and contextualisation)</i>		
Demonstrations or other public displays of hostility towards the Project by stakeholders		
Armed conflict in the vicinity of Project locations.		
Widespread civil unrest		
Relocation routes no longer safe or permissible		
<b>TASKS</b>	<b>PERSON RESPONSIBLE</b>	<b>DONE</b>
<b>In addition to PRELIMINARY ALERT actions:</b>		
Give the instruction to hibernate. Staff local to the area will, where possible, hibernate in their home locations. Lights should be kept switched off. Generators should not be used. Curtains should be drawn.		
Agree points of contact between capital, regional and field locations. To conserve battery charge, agree fixed times for communication between country / area office and field teams. Ensure regular sharing of information with staff and management.		
Check all staff have arrived in their agreed hibernation location.		



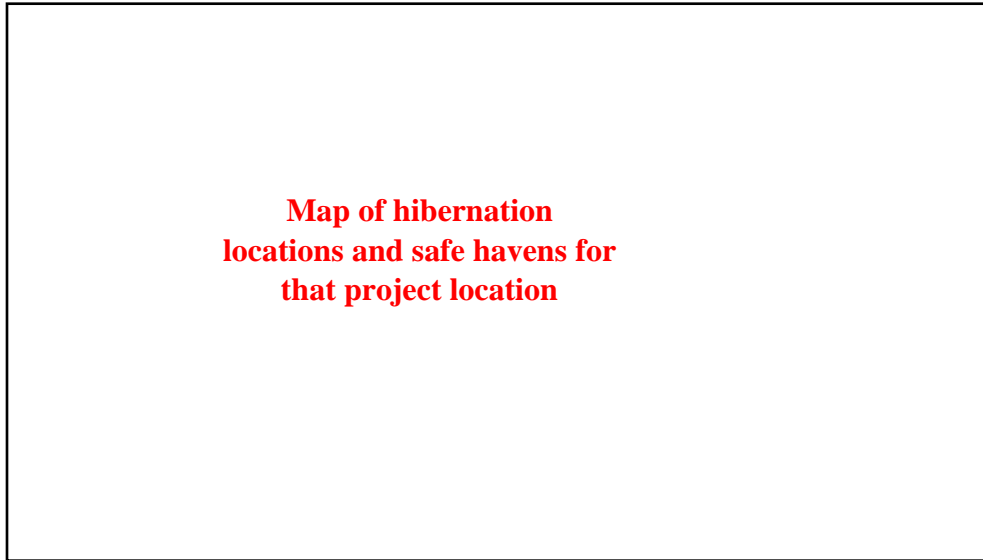
Inform WBG and partners of hibernation		
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### *Hibernation Stocks*

In locations where staff or other covered persons are likely to hibernate, the following hibernation stocks will be kept in either the office or at staff homes/accommodation, depending on where staff are likely to hibernate.

<b>Food</b>		<b>Equipment</b>	
<b>Item</b>	<b>Amount</b>		
Rice	1kg	First Aid Kit	Trauma Kit
Dried Beans	500g	Camping stove	Lighter/matches
Canned Meat	1 can	Can opener	Flashlight (1/person)
Biscuits	1 pack	Rubbish bags	Whistle
Coffee	1 jar	Phone credit & charger	Laptop & charger
Sugar	500g	Prescription medication	Soap/wipes
Pasta/Noodles	1kg	Pots, pans	Cutlery
Canned Fish	1 can	Batteries	Toilet paper
Tomato Paste	1 tube	Emergency Money	Phone
Powdered Milk	1 tub	This document	Lockable trunk
Tea	1 pack		
Oil	1 litre		
Per person/ five days			

## Hibernation Locations & Safe Havens



Preferred	
Alternative 1	
Alternative 2	

## Step 4: Relocation

In the event of having to relocate away from the normal area of operations, staff should relocate to the preferred locations listed below. Alternative routes must also be identified in the event of the preferred route being compromised.

### Actions to Take on Relocation

In the event of wider deterioration of the security situation, where conditions do not allow work or to safely remain and the risk to personnel extreme, staff may need to be relocated to their home location. In the case of locally-recruited staff, this may not be possible, and additional arrangements must be made if their home location is no longer safe.

Up to date information will be important in such a situation, and liaison with key contacts essential. In the event of a relocation, the Project Coordinator and CMT should be informed as soon as possible.

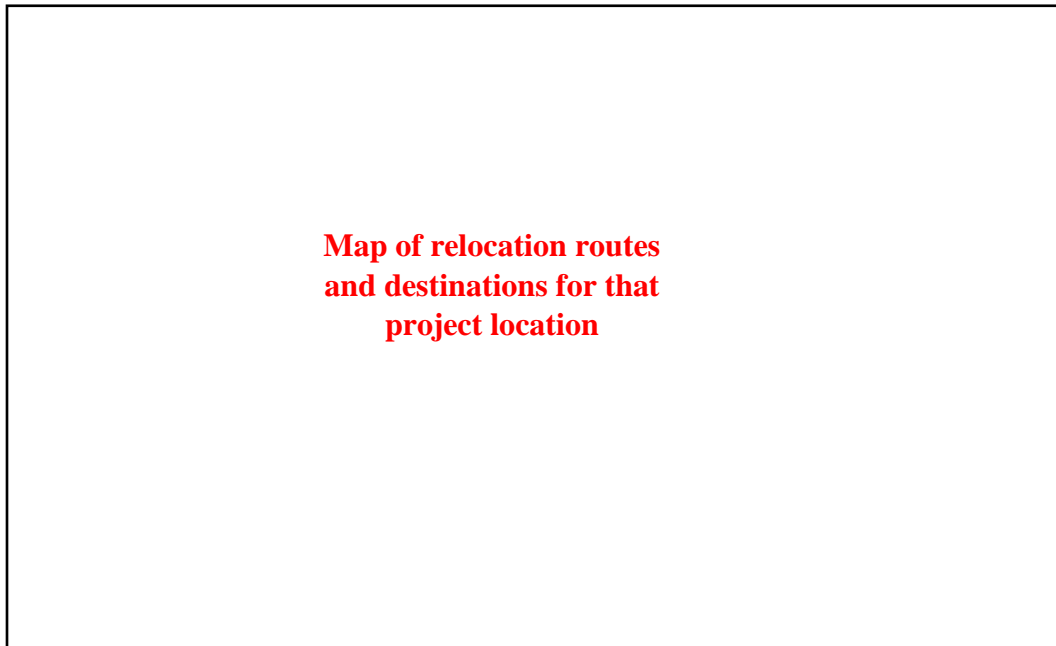
### Decision Making and Communications

The decision to suspend is made by:	The Project Coordinator
Communicated by:	Email
If this is not available:	Phone

INDICATORS		
Credible intelligence of an impending attack on a Project location.		
Reputational crisis such as high-profile allegations of corruption.		
Widespread and violent civil unrest		
TASKS	PERSON RESPONSIBLE	DONE
<b>In addition to PRELIMINARY ALERT actions:</b>		
Give the instruction to relocate. Local staff will, where possible, travel to their home locations, or a safe area outside the area of tension.		
Check primary and alternative relocation routes and destinations		
Take/ leave/ destroy marked documents and IT equipment		
Agree points of contact between country, area and field offices. To conserve battery charge agree fixed times for communication between country / area office and field teams. Ensure regular sharing of information with staff and management.		
Check all staff have arrived in their agreed relocation location.		
Move assets to previously identified locations, including cash and program resources		
Brief staff on assigned tasks		

Inform WBG and partners of relocation		
Activate remote working modalities (if applicable)		

### Relocation Options



Preferred	
Alternative 1	
Alternative 2	

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## Key Contacts

### *3R-4-CACE Project Key Personnel*

Role	Point of Contact	Contact Details	Comments
Project Lead			
Project Coordinator			
WBG TTL			

### *United Nations and Partners*

The UN may take a key coordination role in an evacuation. If 3R-4-CACE is withdrawing in conjunction with the UN, these are the key agencies and their contacts. The below contacts are also to be used in the event of a

relocation. As far as is possible, 3R-4-CACE will consider coordination of any evacuation with other INGOs, through INGO fora, coordination bodies or via bilateral discussions. The below contacts are to be used in the event of a hibernation, relocation or evacuation as necessary.

Agency	Point of Contact	Contact Details	Comments

*Security Forces*

Though the 3R-4-CACE project maintains neutrality and impartiality in line with principled humanitarian response, security forces – host nation or otherwise – will likely play a key role in an emergency. The below contacts are to be used in the event of a hibernation, relocation or evacuation as necessary.

Security Forces	Point of Contact	Contact Details	Comment

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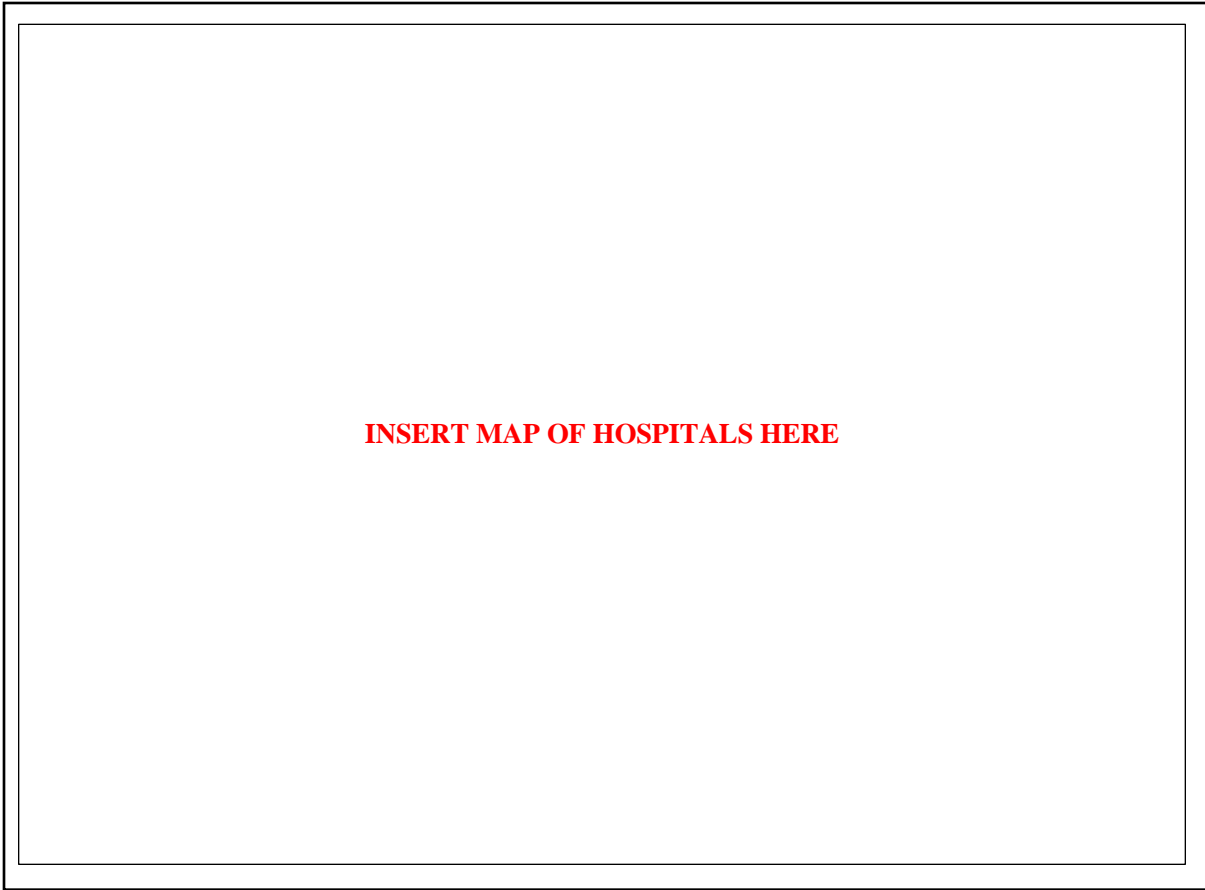
## Medical Emergencies

### Stabilisation

Stabilisation involves taking staff or someone under the responsibility of the WBG to a quality medical facility to stabilise their condition and provide life-saving services.

*Stabilisation locations*

Location	Medical Facility	Phone Contact	Comment



Insurance information

Insurer name	Emergency number	Policy number	Notes

Medical Emergency Checklist

General

- Location (of patient), contact details, telephone number/radio frequency.
- Number of patient(s).
- Name, age and sex of patient(s).
- Where applicable ensure that patients are in possession of valid travel documents (e.g. passport).

## **Medical**

- General nature of the problem, e.g. car accident, a fever, a collapse, an assault, etc.
- Time the event occurred or duration of the illness.
- Is the patient conscious or unconscious?
- Is the patient breathing?
- Does the patient have a pulse?
- Is the patient confused (do they know their name and where they are)?
- Is the patient in pain and where is the pain?
- Is the patient bleeding (where are they bleeding and how much)?
- Is the patient able to walk (with support or without)?
- Does the patient have any obvious deformities caused by accident or assault (legs, arms, etc.)?

## **Location of the Patient**

- Where is the patient located (e.g. hospital, health centre, home, at site of accident)?
- If the patient is in a hospital/health centre, request the medical person in charge to talk to us directly or get a medical report for us (diagnosis, general condition, vital signs, treatment).
- If the patient is at home or still at the site of the accident, what First Aid treatment has been given (if any) and by whom?