



Security Plan

CO «CF «ADRA Ukraine»

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CONFIDENTIAL

[ADRA Ukraine] Security Policies				
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1. INTRODUCTION

The purpose of this document is to provide the staff, subordinates, volunteers and visitors of CO CF ADRA UKRAINE (hereinafter referred to as ADRA UKRAINE) with standardised safety procedures:

- Prevent and minimise the impact of hazard risks on personnel and assets;
- Provide staff with training to handle crises and critical incidents.

The Safety Plan serves as the primary document for safety management at ADRA UKRAINE. The document includes safety instructions for ADRA UKRAINE's daily operations, emergency action plans, and recommendations for managing critical incidents and crisis situations.

1.1. Application

The Security Plan applies to all ADRA UKRAINE personnel (both in-country and out-of-country), local staff during working hours, volunteers, visitors, consultants, family members accompanying staff, and any other workers operating under the auspices of ADRA within the designated area of operation.

Contractors and third parties with contractual obligations to ADRA UKRAINE must comply with the Security Plan's requirements to the extent specified in their contracts.

The General Manager/President/Country Director (hereinafter referred to as the Country Director) and/or the designated person responsible for receiving all visitors shall ensure compliance with this Security Plan by all persons visiting the operational area. Before a first-time visit to Ukraine, the designated person responsible for receiving visitors must notify the Security Manager in advance (no later than one week before the visit) to discuss risks and conduct an introductory briefing.

By signing the acknowledgement of the Security Plan, each signatory (visitor) formally confirms their understanding and commitment to comply with its provisions.

This Security Plan is confidential and must be handled accordingly. It may not be shared with third parties. Visitors to ADRA UKRAINE shall return their copy of the Security Plan to the Country Director and/or designated person upon completion of their visit.

In addition to providing ADRA UKRAINE personnel with a copy of the Security Plan, the Country Director or designated person must also ensure that key rules are included in the welcome pack and that a security briefing is conducted for all personnel and visitors upon arrival and/or before accessing the work area/environment.

1.2. Roles and responsibilities

The Country Director may delegate the development and review of the Security Plan to appropriate staff, but the Country Director remains responsible for its content, implementation and maintenance.

Given the importance of safety of all individuals, any violation of the Security Plan, procedures and policies may be considered a breach of the ADRA UKRAINE Code of Conduct. As a result, security violations may lead to disciplinary action, including immediate termination of employment contract or dismissal. Security breaches may also be taken into account during employee performance evaluations.

The senior management team (Steering Committee) and regional coordinators/project managers must have a high level of knowledge and understanding of all aspects of the Security Plan.

Each project and/or branch must have designated security coordinators and designated security assistants. In most cases, field security coordinators will be appointed from among the project managers/regional coordinators.

Immediate supervisors/project managers are responsible for providing their subordinates with all necessary safety information, ensuring their familiarity with this Safety Plan and other applicable safety procedures, and monitoring the completion of required safety training within the specified timeframes. If necessary, immediate supervisors/project managers should consult the Safety Manager for additional guidance.

The Security Manager is responsible for developing necessary security training materials, establishing minimum security training requirements, coordinating field movement plans with CIMIC/UN OCHA staff (as needed for high-risk areas), ensuring that the Security Plan and other security procedures are up to date, and providing guidance to project teams on the security situation within their area of responsibility.

1.3. Situation in the Country

Russia's military aggression against Ukraine began in 2014 with the occupation of the Crimean Peninsula and parts of the Donetsk and Luhansk regions.

In February 2022, the full-scale invasion by the Russian Federation marked the open phase of the war, which continues to this day. The main combat zones are currently concentrated in the eastern and southern regions of the country, although missile attacks are periodically carried out across Ukraine. The conflict involves nearly all types of weaponry, including aviation, naval forces, cruise missiles, anti-personnel mines, cluster and phosphorus munitions. The situation in the country is extremely unstable and requires continuous monitoring and timely responses to the changing environment. Given the rapid evolution of events and the shifting front line, the situation in the regions may change over time. The primary risks for ADRA UKRAINE personnel at present include shelling in combat zones, missile strikes on infrastructure facilities—particularly large-scale attacks on electricity generation and transmission systems—the significant accumulation of unexploded ordnance in deoccupied areas or active combat zones, as well as the presence of mines and other remnants of war. Additional dangers include potential acts of sabotage and risks associated with infrastructure damage (destroyed bridges, roads, buildings and structures, etc.).

As a result of the war in Ukraine, more than 6 million people require humanitarian assistance. Approximately 10.2 million people are experiencing a food crisis. Over 7 million people have become IDPs, and more than 7 million have fled to neighbouring countries. Ukraine ranks first in the world in terms of the number of internally displaced persons.

ADRA UKRAINE is part of the global Adventist Development and Relief Agency network, which operates in over 110 countries around the world and includes thousands of employees and volunteers. ADRA UKRAINE is a member of the ASD, the NGO Forum Council, the International NGO Security Organisation, and various NGO coordination meetings on shelters, food, livelihoods, logistics, health and nutrition protection, etc. In addition, ADRA UKRAINE participates in working groups, namely: financial assistance working groups, asylum working groups, mental health working group.

2. THREATS AND RESPONSE MEASURES

Given the security situation and to ensure the health and lives of its employees, ADRA UKRAINE has established operational boundaries beyond which the organisation will not implement its projects. This boundary is set at 20 km from the line of contact and active hostilities.

The exception is projects aimed at evacuating people from affected areas. However, before each evacuation mission, the project manager or coordinator must obtain confirmation (from local authorities, military administration, State Emergency Service, etc.) that the situation in the evacuation zone allows for safe operations. Any other exceptions must be reviewed and approved by the Country Director and the Administrative Committee before the start of a new project or any changes to existing projects.

Current major threats in Ukraine:

- Shelling and gunfire;
- Airstrikes;
- Landmines and unexploded ordnance;
- Nuclear incidents (nuclear power plant accidents or nuclear attacks);
- Transportation/movement-related risks;
- Threats associated with crossing checkpoints;
- Complete power outages (blackouts).

The basic action algorithm for personnel in the event of a threat is detailed in Appendix 1 hereto.

The following sections outline the Standard Operating Procedures (SOPs), detailing the fundamental requirements for mitigating these threats and responding to emergencies.

Appendix 4 to this Safety Plan specifies the minimum safety requirements for volunteers directly involved in the distribution of food and non-food items (humanitarian products), as well as for stationary distribution points.

2.1. Shelling and Gunfire

Risk Mitigation Actions:

- Always remain alert, especially near potential targets such as checkpoints, military units, buildings with military symbols, concentrations of military or special equipment, infrastructure facilities (e.g. industrial sites, railway, automobile or train stations, etc.).
- Stay away from military convoys: Step aside, let them pass, and maintain a safe distance.
- Inquire about areas where snipers or shelling may be present, and, if possible, avoid these and any other potentially dangerous locations.
- Stay aware of your surroundings and identify nearby locations where you can take cover if shelling begins.
- Assess buildings and structures at your destination to determine whether they provide adequate shelter, if necessary.
- Practice emergency response actions in case you come under fire unexpectedly.
- Stay informed through official sources regarding military activities, tactics, and potential weapon use.
- Monitor the news for updates on shifting front lines and security conditions in your area.
- Assess your surroundings. Avoid offices and residential buildings located near potential military targets such as airfields, military positions, or government enterprises.
- Consider improving site protection measures (e.g., reinforce windows, walls, and shelters).
- If you hear air raid sirens or observe civilians seeking cover—take precautions without delay.
- Train and instruct all personnel on how to respond and seek cover in the event of shelling.

In Case of an Incident

During Shelling and/or Gunfire:

- If you are in an office, home, or other building, drop to the ground and crawl to a “safe zone”—ideally, an enclosed space with at least 2 walls between you and the outside, away from windows.
- If you are outside, immediately drop to the ground and lie completely flat. If possible, roll or crawl into a ditch, behind a building, or along a wall without climbing. This may provide some level of protection. If no cover is available, remain still.
- If you are in a vehicle, assess whether you can drive away from the threat. If escape is not possible, exit the vehicle on the opposite side from the gunfire, lie on the ground and, if possible, crawl into a ditch or behind a rock, etc. Remember that a car provides only limited protection, as its doors and windows are unlikely to absorb the high energy of fragments or bullets and/or prevent them from penetrating. If you are caught in gunfire, exit the car and move away quickly while staying low. First, take cover on the ground and, if possible, crawl to a ditch, rocks, or any other protective cover.
- As soon as it is safe, report the incident and your location to your manager.

After Shelling and/or Gunfire:

- If you are in a safe area, make sure all employees are with you. If someone is missing, do not leave the safe zone. Instead, try to locate them using any means of communication available to you.
- Call local contacts for advice on the situation, including the source of the gunfire and the presumed target.
- Assess any injuries to people and damage to ADRA UKRAINE property or vehicles and implement appropriate emergency response plans (injuries, medical evacuation, etc.).
- Once it is safe, report the incident to your manager and the Safety Manager.

If You Are Directly Threatened With a Weapon:

- Stay where you are (on the street or in the car) and do not attempt to escape;
- Make sure your hands are clearly visible;
- Remain calm and avoid any aggressive behaviour;
- Move slowly, and speak in a clear, calm manner;
- Make sure to state that you are an employee of the humanitarian organisation Charitable Foundation ADRA UKRAINE.

2.2. Airstrikes

Risk Mitigation Actions:

The most effective preventive measure against air and missile strikes is careful monitoring of air attack alerts (via specialised smartphone apps, radio, television, territorial notification systems, etc.).

Upon receiving an “Airstrike” warning, move to the nearest reliable shelter. This is especially critical in areas at high risk of airstrikes. If no shelter is available, risk minimisation measures are similar to those described in Section 2.1. “Shelling and Gunfire”.

Identify in advance the nearest shelter or the safest place in the house in case of an attack.

In Case of an Incident*If You Are Outdoors:*

- Immediately drop to the ground. Lie completely flat.
- If possible, roll or crawl into a ditch, behind a building, or along a wall without climbing. If no cover is available, remain still. Most explosions and shrapnel spread upward from the explosion site in a cone shape, so staying as low as possible significantly increases survival chances.
- Observe the surroundings.
- Do not move until you are certain the attack is over. Be cautious: Secondary strikes often follow initial explosions. As a result, you may need to wait a long time before being reasonably certain that no further attacks will occur.

If You Are Indoors:

- First and foremost, if possible, move immediately to a suitable shelter.
- If you cannot reach the nearest shelter, follow the “two walls” rule—seek a location where at least two full walls, preferably load-bearing, separate you from the street. These may include corridors, dressing rooms, bathrooms, or toilets.
- Stay low and move away from the windows. Many injuries and fatalities occur due to shattered glass. If safe, proceed to a pre-designated shelter while staying low.

If You Are in a Vehicle:

- Stop, exit the vehicle, and run for shelter as far away as possible. Do not attempt to return to the vehicle and drive away until you are sure that the shelling/bombing has ended. If there is no time to stop and exit safely, make a U-turn and drive in a zigzag pattern instead of moving in a straight line.
- If an air attack is imminent, the best warning is often the sound of approaching threats. Therefore, drive with at least one window down (weather permitting) and keep the car music off.

Helicopter Attack

A helicopter attack differs fundamentally from an aircraft attack, as the helicopter pilot can spot you more easily. If you see a helicopter, continue driving or walking as normal. Any change in behaviour may be perceived as a hostile act and could provoke an attack. First and foremost, avoid waving at the helicopter or attempting to make contact.

The exception is if the helicopter is clearly preparing to attack. In such cases, follow the same procedures as for an aircraft or missile/UAV attack. Exit the car, run away and/or seek safe shelter.

2.3. Landmines and Unexploded Ordnance

Risk Mitigation Actions:

- Gather information from various sources (other organisations, demining teams, authorities, hospitals, etc.) about the possible presence of mines and unexploded ordnance in the area.
- Consult with local residents about mine locations, but treat their advice with caution. Misconceptions about the safety of certain areas are common. If in doubt, turn back.
- Contact the State Emergency Service and other related organisations to obtain the information on: the presence of mines and other devices that you will find in your area of activity; how to identify mined areas; who to contact if you find yourself in a minefield.
- Never enter high-risk areas unless absolutely necessary. Always avoid old military positions or abandoned buildings, as they may be mined.
- Stick to designated public roads. Never drive off the road or track. Military forces often clear roads and tracks of mines but rarely clear roadsides, so avoid them, as well as rest stops and other roadside parking areas.
- If walking in an unfamiliar area, follow exactly in the footsteps of the person leading. If possible, maintain at least ten meters of distance between each individual.

- Local methods for marking known or suspected mined areas will vary by area. Familiarise yourself with the official minefield markers used in your area. These could be warning triangles, signs, painted rocks, or other less visible markers. Keep in mind that over time, they could fall out or become overgrown if not maintained.
- Do not approach, touch, or attempt to move any suspicious objects. Mines and unexploded ordnance come in all shapes and sizes. If you spot a mine, clearly mark its location and notify the authorities and/or demining agency.

Recognising Mined Areas

Mine warfare is based on the principle of activating hidden devices to attack unsuspecting victims. This means you won't see it until it's too late. However, there may be signs or indicators suggesting the presence of mines, such as:

- Evidence of previous battles, for example, battlefield relics such as bunkers, barbed wire, ammunition dumps, helmets, destroyed military vehicles, abandoned weapons, etc.
- Signs of past explosions, such as small round craters and freshly disturbed ground.
- Animal remains, shoe fragments, or similar signs indicating that a mine has already detonated.
- Abandoned buildings and vehicles, or uncultivated fields.
- Inconsistent colours or shapes of objects. Be cautious of visible round rims and metal or plastic surfaces. But remember that mines can be of any shape and made from any material, including wood.
- Bushes, branches, or objects that appear out of place.
- A stretched, partially buried, or tangled thin wire or thread (similar to hair). Never pull on bare wires.

In Case of an Incident

If You Find Yourself in a Minefield

You will most likely realise that you are in a minefield when you spot a mine or when one explodes. Whether you are in a car or on foot, follow these steps:

- Stop the movement. Warn everyone nearby to do the same. Mines are rarely placed individually, so assume there are more in the area.
- If you find yourself in a minefield, do not approach its edges.
- Avoid acting impulsively. Mine incidents often cause panic, so control yourself and your colleagues. Carefully assess the situation before taking any action.
- If you have a radio, call for help. However, be aware that using radios near certain types of modern mines may trigger an explosion.
- Even if you have no way to warn others, remain still and wait for help. Remaining still and waiting for help significantly increases your chances of safely exiting the minefield.
- Only as a last resort, when you are certain that no help will arrive, should you attempt to exit a mined area. In such cases, the safest option may be to retrace your steps, so try to identify the stable surface you previously travelled on.
- If you are in a car, exit through the rear door or climb over the roof. Walk only in your vehicle's tracks, proceeding carefully and slowly in a single file with sufficient spacing between individuals, until you reach the last known safe point.
- If you are on foot, try to retrace the route you took to reach your current location. This may be possible in some areas, but in practice, it will be very difficult. Begin retracing

your steps very slowly, carefully examining the ground as you move. Warn others of any obstacles or changes in the route. Do not gather in groups: Move in a 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 it. The initial explosion could have triggered or destabilised other devices, or the victim's body could be concealing unexploded mines.
- Assess the situation before taking any action. Panicked and instinctive attempts to help the victim can lead to further injuries and make the situation even more difficult to control.
- Calm the victim. If the victim is conscious, he (or she) may be in shock and might try to move or crawl away. Encourage the victim to remain motionless.
- Assess the victim's injuries. Do not approach them: Draw conclusions based on what you see from where you are standing.
- If you have a radio, call for help. If not, stay put and wait for help if there is a reasonable chance someone will pass by. If you must seek help, identify the last safe area you travelled through. Move yourself and other colleagues to a safe location by slowly retracing your steps. Send someone for help and wait for it to arrive.
- Only attempt to rescue the victim as a last resort—if they are alive, need emergency medical attention, and no other help is available. Use common sense. If you must attempt a rescue, first try to throw them a rope and pull them out. Do not attempt to approach them yourself.

2.4. Nuclear Incidents (Nuclear Power Plant Accidents or Nuclear Attacks)

You can find more detailed information on this type of threat in the document "Emergency Action Plan. Chemical/Nuclear Incident or Attack". If you do not have this document, ask your supervisor or safety manager.

Risk Mitigation Actions:

- Monitor alarms by any available means.
- At civilian nuclear facilities, there may be signs or notifications from government authorities indicating an increased potential for radioactive release. However, in the event of a nuclear attack, there is likely to be no prior warning.
- If there is increased military activity around a nuclear power plant or a significant breach of the reactor's safety systems, notifications will be issued by the Government of Ukraine, INSO, OCHA, or other official channels regarding the possible release of radioactive substances and the need for precautionary measures.
- Prepare a supply of potassium iodide pills in advance, but take them only when instructed by the State Emergency Service or other authorities.
- Keep a respirator with protection class FFP-3 and rubber gloves readily available.
- Stock up on food and water in sealed containers sufficient for at least several days.

In Case of an Incident:*Nuclear Power Plant Accident, Release of Radioactive Substances*

- Wear a respirator and gloves.
- Stay indoors or go inside immediately if you are outside.
- Move to the basement or the centre of the building. Stay away from exterior walls and the roof.
- Upon returning home, take a shower, change into clean clothes, place contaminated clothing in plastic bags, and clean your living quarters.
- Immediately close all windows, air vents, ventilation openings, doors and shafts. Once everything is sealed, use electrical tape or paper to further seal all door and window openings.
- Turn off ventilation, heating, or cooling systems.
- Do not go outside unless absolutely necessary. If you must leave shelter, avoid inhaling radioactive dust—protect your respiratory system: Cover your nose and mouth with a disposable mask, towel, or folded handkerchief.
- Battery-powered radios will function after a nuclear explosion (whether caused by an accident or an attack). Cellular networks, text messaging, television, and internet services may be disrupted or unavailable.
- Be prepared for a potential evacuation.

Nuclear Explosion

- If you are outside when a nuclear weapon detonates, take cover behind anything that can provide protection. Lie face down to shield your exposed skin from heat and debris. If you are in a vehicle, stop safely and crouch inside.
- After the shockwave passes, seek the nearest and most secure shelter to protect yourself from potential radioactive fallout.
- Follow all other measures required in the event of a nuclear power plant accident.

2.5. Transportation/Movement-Related Risks

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

When travelling to high-risk areas (where there is a possibility of fighting and intense shelling), a backup vehicle must be readily available in case of emergencies. When conducting a familiarisation trip to a new ADRA Ukraine operational area or travelling for meetings in high-risk regions, 2 cars must be used—one serving as a support vehicle in case of a breakdown or incident involving the first car. Carrying fuel in a canister is strictly prohibited.

Each ADRA Ukraine vehicle must be equipped with a minimum set of safety equipment. Namely: first aid kit, fire extinguisher, spare tyre (if provided), jack and lug wrench, tow rope, emergency stop sign, battery jump starter, spare light bulbs. In winter, additional equipment is required: shovel, warm blanket, stock of winter windshield washer fluid.

Vehicles travelling/operating in high-risk areas (within 25 to 12 kilometres from the front line) must carry a sufficient supply of drinking water—at least 1.5 litres per employee. While in a high-risk area, drivers and workers must use all necessary safety equipment (vest with the ADRA logo, bulletproof vest, helmet).

All ADRA Ukraine employees are prohibited from approaching any area closer than 12 kilometres to the front line!

When planning new vehicle routes, the project manager is responsible for informing the safety manager in advance to discuss all risks associated with the new area of operations.

To reduce the risk of shelling, it is prohibited to use vehicles for ADRA Ukraine operations (whether corporate or personal) that display national symbols (coat of arms, flag, etc.), national colours, or any inscriptions and symbols that indicate support for any of the warring parties.

Risk Mitigation Actions:

- All personnel and passengers are required to wear seat belts at all times (when seated in seats equipped with seat belts).
- Drivers and vehicle owners must comply with the country's local traffic regulations, as well as requirements for vehicle operation, licensing, registration, and inspections. Choose a safe location to park your ADRA Ukraine vehicles.
- Before each departure, ensure that personnel have received targeted safety training.
- Drivers operating near the conflict line, in the minefield areas, at checkpoints, and in settlements located in conflict areas are strictly prohibited from: driving on the roadside, exiting public roads, using forest trails or field roads.
- If a public road is inaccessible for some reason, you must change to the safest alternative route. Be sure to notify the employee responsible for project safety about any route changes.
- Transporting non-ADRA Ukraine personnel is only allowed with prior management approval.
- Providing assistance to people in an emergency on the road is only permitted after obtaining prior approval from a manager and receiving special authorisation.
- It is necessary to inspect the vehicle's braking system, lighting system, steering system, and fluid levels (oil, antifreeze). Driving a vehicle without this inspection is prohibited.
- The fuel tank must be at least half full, and drivers must carry fuel coupons with a reserve of 10-20 litres more than needed for the trip.
- Communication with the base/office must be maintained every 1-1.5 hours, provided a signal is available. To do this, drivers must be provided with hands-free devices.
- When two or more team members leave the vehicle, the team leader must maintain constant contact with them and update the base/office about the situation every hour. To ensure stable communication, drivers must have SIM cards from different mobile operators.

- Under no circumstances are project personnel and drivers allowed to transport military personnel and other persons in military uniform, weapons, and/or any military equipment in company or contractor vehicles.
- Persons performing tasks on behalf of ADRA UKRAINE and/or travelling in a company vehicle are prohibited from wearing any elements of military uniform—camouflage clothing or military symbols.
- Travelling at night (from 9:00 PM to 5:00 AM) is prohibited. Exceptions may be made only in special cases with prior approval from the safety manager and project manager.

In Case of an Incident

- If staff is involved in a car accident, the employee must immediately notify the Country Director, Project Manager and Safety Manager, as well as local authorities.
- Stay calm. Take note of the time and place of the accident.
- Follow the instructions of the ADRA UKRAINE driver (if they are part of the route).
- As a general rule, no one should leave the scene of an accident, but if there is danger or a lack of awareness among personnel about the local situation, evacuation may be necessary. In such cases, request assistance and, if needed, ask for police protection on-site, or personnel should drive to the nearest authorities.
- Provide first aid if necessary.
- Complete a traffic accident report.
- Report the accident to the relevant insurance company.

2.6. Checkpoints

Risk Mitigation Actions:

- When crossing a checkpoint, always display ADRA UKRAINE logos and identification markings.
- When approaching a checkpoint or danger zone, reduce speed and open the windows slightly. If possible, let other vehicles pass first and observe from a safe distance.
- At night, when reaching a checkpoint: Turn off the headlights, turn on the interior lights, and keep your hands visible, preferably above your head, so checkpoint personnel can see them clearly.
- Approach the checkpoint slowly. Stop (if required by road signs or commands from the controlling representative at a checkpoint), maintaining a one-vehicle distance before entering, and keep the engine running.
- Be prepared to stop quickly, but only stop when required.
- Do not use your phone while crossing a checkpoint.
- Remain calm and cooperate.
- Photography and video recording are prohibited.
- Identify yourself by presenting your ADRA UKRAINE ID card. However, since an employee ID card is not a regulatory document, you must also carry a passport or driver's license for verification. Do not hand over your ID unless explicitly required.

- Keep your hands visible at all times. Avoid sudden movements (e.g., reaching to unbuckle your seatbelt, which could be mistaken for drawing a weapon) or attempt to hide or move objects inside the vehicle; announce your actions before making any movements.
- Exit the vehicle only when requested. If the checkpoint inspectors do not intend to steal the car, turn off the engine and take the keys with you. If possible, stay close to the car.
- Comply with vehicle search requests. Accompany the inspecting officer to ensure no items are planted or stolen.
- The group leader should communicate on behalf of all passengers, except when a specific passenger is directly addressed.
- Always call your supervisor/project manager after crossing a checkpoint (at least in a critical situation as indicated by your supervisor).

In Case of an Incident:

- Do not resist aggressively if an item or person is taken. If possible, request relevant documents.
- If military personnel engage in illegal actions against you and the situation escalates, call the police (102) and inform your supervisor and security manager if possible.
- In case of gunfire or shelling, follow the procedures outlined in Sections 2.1. "Shelling and Gunfire", 2.2. "Airstrikes".

2.7. Complete Power Outages (Blackouts)**Risk Mitigation Actions:**

- Prepare your belongings in advance: an emergency backpack, a supply of drinking water and food, warm clothes, and a full tank of gas in your vehicle.
- If possible, purchase alternative power sources (power banks, batteries, generators, etc.), battery-powered flashlights, a radio, a camping gas stove with spare fuel canisters, and candles.
- Identify the nearest Point of Invincibility (a place where you can warm up, charge your gadgets, and access the Internet).
- Verify that the designated Point of Invincibility is operational and has reliable communication access.

In Case of an Incident:

- Project managers, divisions, departments, etc. must immediately activate the communications tree for their teams and ensure that all employees are safe and accounted for. Afterwards, they must report this information to the security manager by any available means (telephone, instant messaging, or email) within 1 hour after the air raid alarm ends.
- If communication is unavailable, go to the designated Point of Invincibility or another pre-determined location with internet or mobile network access.
- Inform your manager of your location if you require assistance, relocation, etc.
- Follow the instructions of the manager regarding further work plans and the potential need for relocation in case of a prolonged communication outage.

3. EMERGENCY PLANNING

3.1. Evacuation

The primary means of evacuation for ADRA UKRAINE is the gathering/relocation of program/project personnel to a safe location where their needs will be met in a safe area. Depending on the situation, they will be transported from the conflict area to a city with an airport or directly from their current location to another country.

Evacuating personnel to another country may be complicated by visa requirements.

The Security Manager, in consultation with the Country Director, will assess which scenario is applicable and whether the route is safe to travel.

3.2. Relocation

Under certain circumstances, it may be more appropriate to relocate personnel to another part of the country that is considered safe rather than evacuating them from the country. In emergencies, the primary contact and point of relocation are Seventh-day Adventist churches (unless otherwise specified), which are located throughout the country and can accommodate personnel and provide additional assistance.

The decision to relocate is made by the Country Director based on security data in a specific region.

3.3. Hibernation

In some cases, the hibernation option—"sleep mode"—may be preferred, allowing for a temporary stay at a permanent deployment site or residence (e.g., office, home, etc.). The decision to enter hibernation should be made when there is a high risk of leaving the office, home, or place of residence (due to shelling, riots, etc.). Hibernation involves staying in a prepared location and waiting for the situation to stabilise. In "sleep mode", personnel will either be directed to assemble at a designated location or instructed to remain in hibernation at their respective residences. The hibernation order is issued by the Country Director and/or project managers based on the current situation.

In some circumstances, an employee may have no choice but to hibernate in their current location. In such cases, the employee must immediately notify the Country Director and the Project Security Coordinator/Security Manager, providing detailed information about their location and current situation.

Office:

- Staff in the office must remain there depending on the duration of the order. Employees who live nearby may return home if it is safe and if they can do so without any risks.
- The main door must be closed, with access restricted.
- Visitors are not allowed unless our partners wish to use the office as a shelter, provided this does not compromise staff safety.
- Staff must stay in contact for any updates and to verify the headcount of employees.

- When permission is granted, employees must leave the office and ensure it is locked.
- All offices should have a designated safe room, drinking water, a first aid kit, a supply of dry food, and communication tools to facilitate work.

Home or Hotel:

- Personnel staying in residences or visitors staying at hotels must remain there and are prohibited from leaving until the hazardous event has passed and the Critical Incident Management Team grants permission.
- Employees should stock up on food, essential non-food items, and medications at home in preparation for this eventuality.
- Staff must stay in contact for any updates.

On the Road/in Communities:

- Employees and visitors travelling to/from community visits or program locations during a “sleep mode” alert must be notified and directed to a designated location by their line managers.
- Depending on their location and the current situation, they may be advised to cancel their trip and return home, change their route, or remain where they are until the situation stabilises and hibernation is lifted.

3.4. Evacuation, Relocation and Hibernation Scenarios

In some cases, a threat may manifest in multiple ways. These events will be closely monitored by the Country Director and the Project Manager/Team Leader together with the Security Manager. All possible scenarios must be anticipated and agreed upon in advance to ensure an appropriate response.

Most scenarios will be outlined in the local evacuation, relocation, and hibernation plans of individual projects and/or ADRA Ukraine offices.

Five scenarios, derived from threat and vulnerability assessments, will guide decision-making as the security environment evolves.

The emergency response plan should include:

- Criteria for transitioning from one scenario to another and the authority responsible for making this decision.
- Implications of changing scenarios for personnel movements and relief operations.
- Procedures for suspending humanitarian activities and the process for their resumption.
- Procedure for evacuating personnel in the country and abroad.
- Procedure for the complete closure of programs.

Scenario for Local Staff*Scenario One: Precautions and Warning of Possible Danger*

Local personnel will be warned in the same way as foreign personnel, using all available means of communication.

Scenario Two: Movement Restrictions

Local staff must not visit program/project sites unless explicitly instructed otherwise.

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

Depending on the actual situation, the Country Director may:

- Allow local employees to be absent from their jobs and take special paid leave.
- Relocate them to a safe area within the country and provide daily allowances for a specified period.

Scenario for Foreign Staff*Scenario One: Precautions and Warning of Possible Danger*

This scenario is designed to alert employees that the security situation in a country or part of a country requires increased caution.

Scenario Two: Movement Restrictions

This scenario indicates a significantly higher level of danger, posing strict restrictions on the movement of all employees and their families. Scenario Two may include time restrictions, travel limitations, designated no-go zones, or even an order for all employees and their families to remain at home ("sleep mode") unless instructed otherwise. No travel, either within or outside the country, is permitted without explicit authorisation from the Country Director for essential travel. Scenario Two is typically short-term, after which conditions will either improve or escalate to a higher threat level.

Scenario Three: Relocation

Relocation refers to the physical removal of personnel (and assets) from a crisis-affected area to a safer location within the same country. It involves identifying potential evacuation routes to safe areas within the country in case of internal displacement.

Scenario Three signifies a substantial deterioration in the surrounding situation, potentially resulting in the displacement of employees or their dependents.

When recommending Scenario Three, the Country Director may propose one or both of the following mandatory actions:

- Temporarily concentrating all foreign employees and/or their dependents in one or more designated areas within a specific territory.
- Relocating all foreign employees and/or their dependents to alternative locations within the country; and/or relocating outside the country.

Scenario Four: Program Pause

Scenario Four allows the Country Director to recommend relocating all staff out of the country, except those directly involved in emergency response, humanitarian relief operations, or security matters. All other foreign personnel previously deemed essential for program support will be evacuated immediately.

Scenario Five: Evacuation

The activation of Scenario Five means that the security situation has deteriorated to the point where remaining employees are required to leave their assignments.

The relocation/evacuation of foreign employees and/or their eligible family members will generally be conducted in the first instance to a designated safe haven, either within the country or abroad. Following relocation/evacuation, a decision will be made within a specified period of time regarding whether to:

- Authorise a return, subject to the Country Director's approval;
- Temporarily or permanently reassign employees;
- Grant permission to return to the relevant country.

When to Use a Relocation or Evacuation Scenario

Personnel relocation or evacuation may become necessary under one or more of the following circumstances:

- Personnel are exposed to undue risk;
- Humanitarian agencies are being targeted;
- There is an immediate threat, such as shelling;
- The level of risk prevents the achievement of program objectives and meeting beneficiary needs;
- Controlling forces/authorities recommend evacuation;
- Embassies/UN officials advise foreign citizens to leave.

When making a decision to relocate or evacuate personnel, the following precautions should be taken into account:

- The relocation or evacuation of humanitarian organisations may worsen the security situation, as it may signal to the local population that the situation is unstable.
- The evacuation of personnel is of great importance to the reputation of the agency within the community or country. Failure to consider this may make it difficult to rebuild relationships with authorities, beneficiaries, and the local community upon return.
- Relocation will be more effective if this decision is made after consultation with field staff.

3.5. Medical Precautions and Medical Evacuation

In the event of a sudden severe injury, all ADRA UKRAINE employees must know where to seek medical assistance and how to manage the emergency care process. The choice of hospital depends on the location of the office and where the injury occurred. Healthcare in Ukraine is organised at the state level, and emergency medical care is provided free of charge by local state hospitals.

The names of verified medical facilities, along with local emergency contact numbers, should be displayed in offices.

The head office, local offices and company vehicles must be equipped with at least one first aid kit. The basic first aid kit should include supplies for stopping critical bleeding, bandages, antiseptics, a thermal blanket, tactical scissors, and equipment for artificial lung ventilation.

At a minimum, personnel working in high-risk areas—including drivers, project managers, and safety coordinators—should receive first aid training.

Emergency Medical Assistance Involving ADRA Personnel:

- Provide first aid based on the situation and the nature of the health condition.
- Call an ambulance or transport the person to the nearest medical facility.
- If the person is insured, contact the health insurance company and inform them of the situation.
- Notify the HR manager and ask them to contact the employee's family or next of kin, assigning someone to maintain communication with the family.
- Arrange for a family member to accompany the injured person, or designate a staff member to stay with them until the family arrives.
- Monitor medical treatment and insurance payments.
- Inform other staff as needed to prevent any misinformation and concerns.
- Arrange a medical evacuation if required.

3.6. Loss of Communication

There are two main reasons why losing contact with an employee must be taken seriously, requiring immediate action:

- The employee may be in danger and in need of assistance.
- Loss of communication means we cannot be sure of the employee's location.

In Case of Loss of Communication:

- Report the loss of communication to the Country Director and the Security Manager.
- Contact colleagues in the same department or office to check if anyone has recently been in touch with the missing employee.
- Determine the last known time and location of contact.
- Identify the missing employee's planned travel route.
- If communication is not restored within 1 hour, the loss of communication will be classified as a "Missing Employee Incident", and the protocol outlined in Appendix 2 must be followed.

3.7. Critical Incident Management Group

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

Below is the composition of the Critical Incident Management Group for handling any critical incident at ADRA UKRAINE. It will be updated according to staff rotations.

The Group consists of: Country Director, Security Manager, Finance Director, Program Director, HR Director.

The participation of the Project Manager responsible for the personnel involved in the critical incident is also mandatory. The Country Director may involve additional department or service representatives in the Group's work as needed.

Critical Incident Management Group Operating Room Requirements:

It is necessary to determine the location of the meeting room in the ADRA UKRAINE office. The Country Administrator/IT Manager is responsible for ensuring that the room can be rapidly converted into a Critical Incident Management Group operating room. This includes:

- Ensuring the availability of an adequate number of power outlets (at least 10 outlets per room) as well as backup power systems, such as generators, solar panels or batteries (power banks).
- Availability of telephone lines that are installed and functional (if possible).
- Availability of high-speed internet
- Checking indoor communication equipment.
- Preparing a set of necessary stationery supplies.
- Blackboard/flip charts.

Given the possibility of remote work for some employees, the Critical Incident Management Group can operate remotely, especially immediately following an incident.

4. INCIDENT REPORT

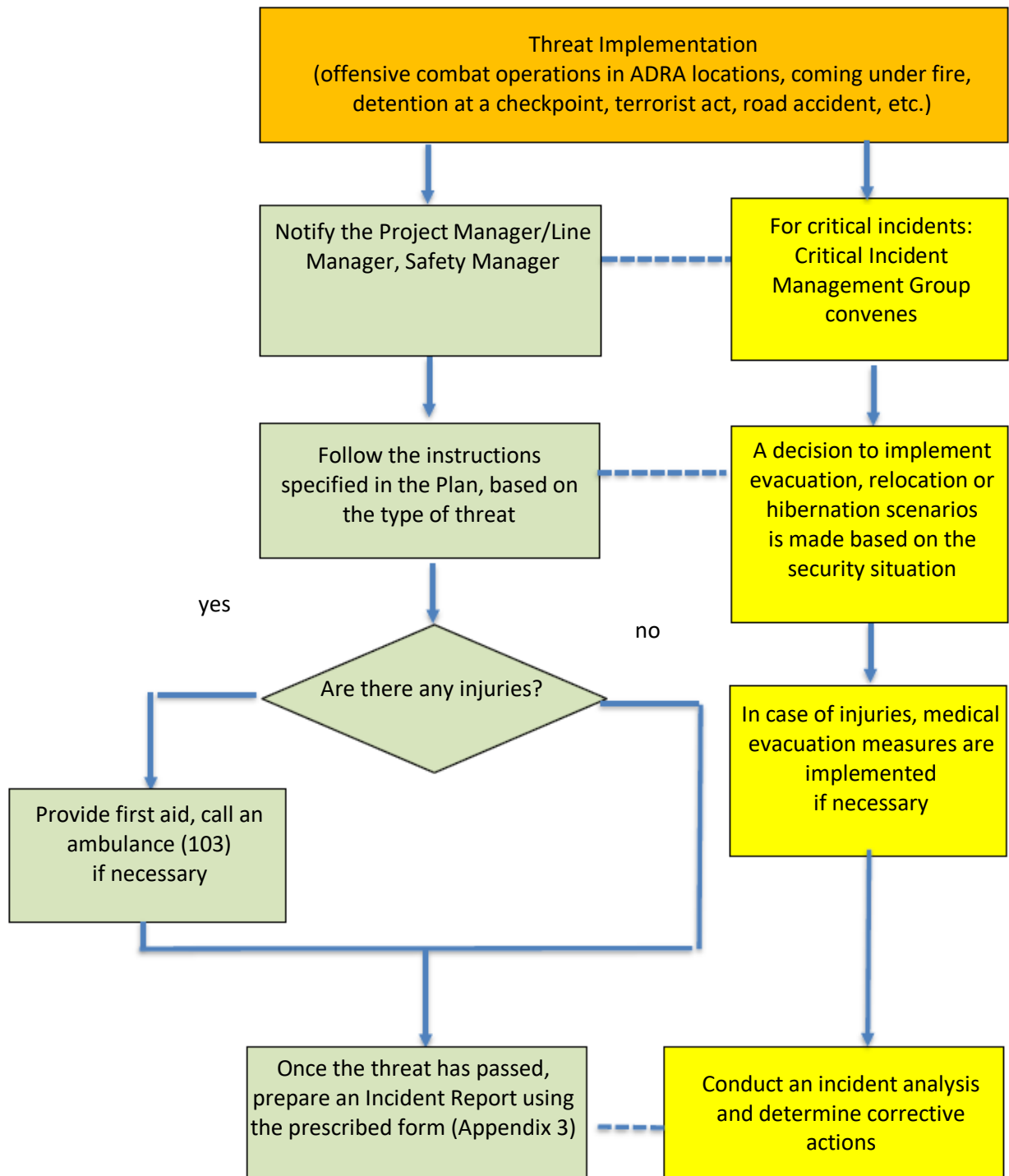
For the purposes of this document, an incident is defined as any event that could have resulted in or has resulted in injury and/or death of an ADRA Ukraine employee or a third party working on behalf of ADRA Ukraine (for example, a road accident, shelling of a humanitarian aid distribution point, etc.).

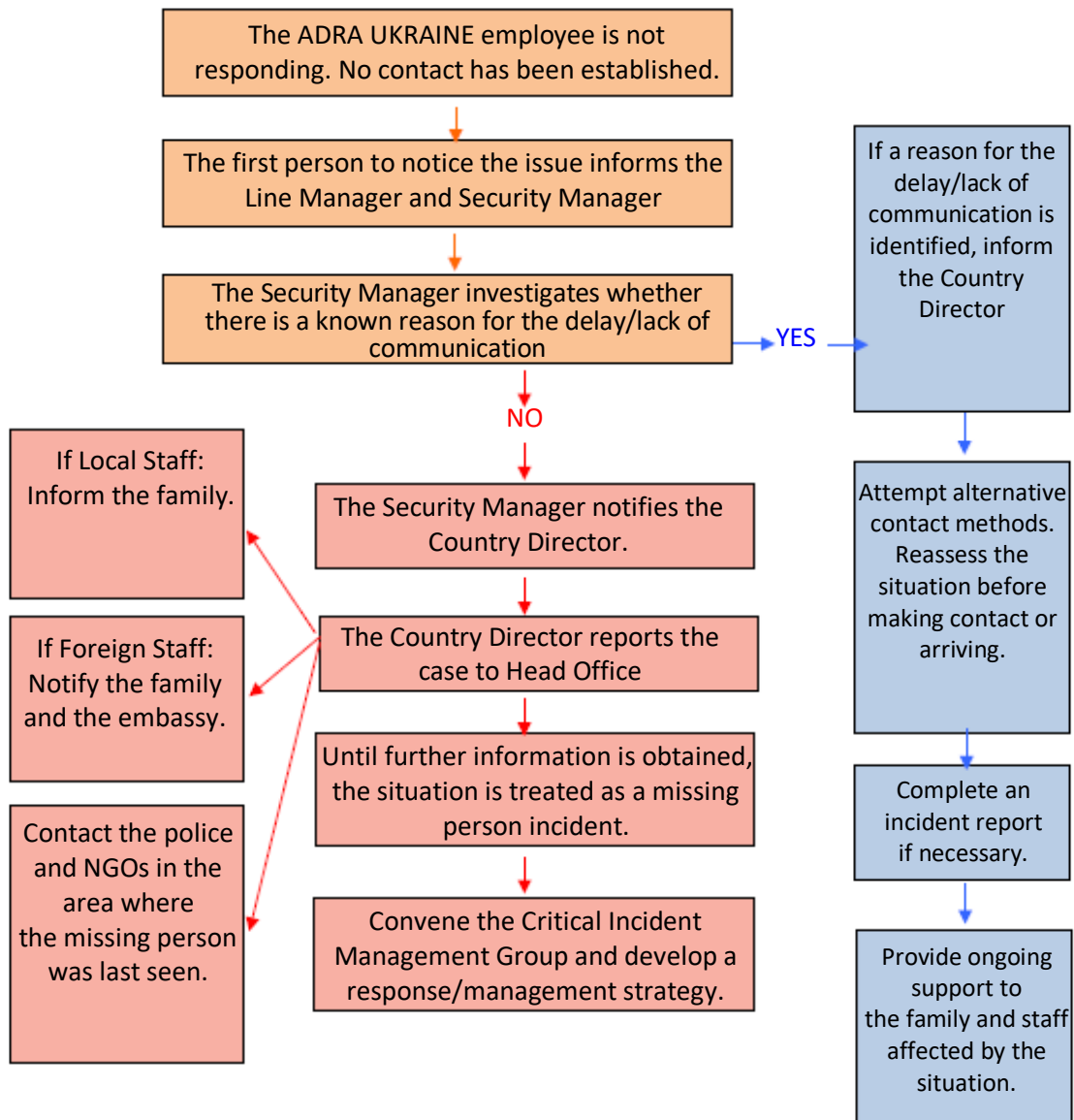
All incidents involving ADRA Ukraine personnel or property must be immediately reported to the Country Director, Security Manager, PR Service, and the employee's immediate supervisor/project manager through the most appropriate communication channel.

The Country Director, Safety Manager or a designated representative must respond to the incident and report any fatalities or injuries to the Regional Director and Chief/Regional Safety Manager. The Country Director and/or Security Manager determines what information about the incident will be shared outside the ADRA network. When sharing information outside the ADRA network, personal data will remain confidential, unless disclosure is required for security reasons. A written incident report is maintained at the head office level in Ukraine and submitted to the Regional Director and the Chief/Regional Security Manager.

The Incident Report Form is provided in Appendix 3 hereto.

APPENDIX 1. – GENERAL RESPONSE ALGORITHM IN THE EVENT OF A THREAT



APPENDIX 2. – PROTOCOL FOR A MISSING PERSON

APPENDIX 3. – SECURITY INCIDENT REPORT FORM

General and Contact Information		
Incident No.:	Incident Report filed by (Name/Position):	Contact Information: (telephone, email)
Country / Location / Program Type:		Report Date/Time:
Incident Description		
Event Type: (traffic accident, fire, gunfire, robbery, hostage-taking, riots, etc.)		Location and Local Time of the Incident:
Incident Description: (A brief factual description of the incident. Attach a diagram if necessary)		
Individuals Involved: (employees of CO CF ADRA Ukraine, local residents, etc.)	Witnesses: (Provide contact details of witnesses)	Consequences of the Incident: (Are there any fatalities, serious or minor injuries? Damage/loss?)
Actions Taken: (A brief, factual description of decisions and actions taken during and immediately after the incident)		
Follow-up Actions Required: (List further actions or decisions necessary in response to the incident. Provide suggestions for enhancing security measures for CO CF ADRA Ukraine personnel)		

APPENDIX 4. – SECURITY REQUIREMENTS FOR VOLUNTEERS AND STATIONARY HUMANITARIAN AID DISTRIBUTION POINTS

Basic requirements for humanitarian aid distribution points:

- Information about the operating hours of each point should be posted, along with the address of the nearest bomb shelter (or multiple shelters, if available) and the approximate distance to it.
- When an air raid alert is declared, the distribution point should be temporarily closed until the alert is lifted, and employees should relocate to the bomb shelter, setting an example for beneficiaries.
- Drinking water must be available at the distribution point, ensuring 1.5 litres per employee during the cold season and 2 litres during the warm season. A supply of water should also be available for beneficiaries in case of health concerns or during hot weather.

For distribution points located within 20 kilometres of the front line or in settlements near the Russian and Belarusian borders, the following additional measures must be implemented:

- Each distribution point must be located in a building with access to a shelter. Whenever possible, humanitarian aid should be delivered directly in the shelter.
- If a distribution point cannot be set up in a building with an existing shelter, it should be located inside or adjacent to a building that provides protection based on the two-wall principle. In such cases, the nearest shelter must be no more than 100 meters away.

Requirements for volunteers operating in areas near the 20-kilometre zone from the front line or settlements near the Russian and Belarusian borders:

- Each volunteer must wear a bulletproof vest and helmet.
- Volunteers must be equipped with a first aid kit
- Each volunteer must undergo mine safety training
- Each volunteer must complete first aid training

Additional requirements for mobile teams travelling to high-risk locations for humanitarian distribution:

- Before departing for the destination city, the mobile team must coordinate access and discuss the security situation with the local military and civil administration.
- If necessary, a request should be made for a vehicle escort to the destination.

President



Rutkovskiy L.B.