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KNOWLEDGE-BASED INTEGRATED SUSTAINABLE AGRICULTURE AND NUTRITION (KISAN) PROJECT

SECURITY HANDBOOK

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Project Emergency Response Plan

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1 Project Overview

Winrock International received a contract from the United States Agency for International Development in Nepal (USAID/Nepal) for the Knowledge-based Integrated Sustainable Agriculture and Nutrition (KISAN) Project. This project is part of the Feed the Future Initiative and is the flagship food security project of USAID/Nepal. The Project's overall goal is to sustainably reduce poverty and hunger in Nepal by achieving inclusive growth in the agriculture sector, increasing the incomes of farm families, and improving nutritional status, especially of women and children. The project is implemented in collaboration with five Nepali organizations as subcontractors: Antenna Foundation Nepal; Development Project Service Center (DEPROSC); Center for Environmental and Agricultural Policy, Research, Extension and Development (CEAPRED); Nutrition Promotion and Consultancy Services (NPCS); and Nepal Water for Health (NEWAH). During the first year, the project will work in ten districts in the Bheri and Rapti Zones of the Mid-Western Development Region. This multifaceted project will integrate agriculture and nutrition in order to increase agricultural production and improve the nutritional status of women, and children under the age of five.

As required in the KISAN Contract (C.4.8.10) Security Report, Winrock must submit a Security Report to the COR on a quarterly basis, in the first 6 months KISAN has done this in its monthly reports. This report must describe security incidents at sites where the Contractor is carrying out activities and its impact on various components. Depending on the nature of the incidents, such reporting may be required more often than quarterly. For example, serious incidents must be reported immediately. Serious incidents include, but are not limited to, any bodily harm, imminent threat of bodily harm or damage to property. The quarterly reporting format is attached in Annex M. In addition to those updates of the security situation in all KISAN working areas, this Winrock Emergency Planning Document will also be adopted across the KISAN offices.

2 Project Specific Planning Guide

The safety of all Winrock and KISAN personnel and volunteers is an integral part of our culture. With global operations in both hostile and post-conflict countries, we require a consistent and standardized approach to security. It is Winrock's policy that each Field Office should have a "Project Emergency Response Plan" (PERP) that enables personnel to prevent serious security incidents, minimize the impact of such incidents when they occur, and recover safely from these events. While this PERP will be adopted as the KISAN project emergency planning document for the entire KISAN team, Winrock will work with partners to encourage them to develop organization-specific emergency planning documents.

Because each field project is unique and the requirements and risks will be different for each one, Chief of Parties (COPs) for each project will be responsible for completing and implementing the PERP. To ensure each COP captures the most vital components of his/her project operations, Section 3 of this document provides a variety of headings and specific directions for completing the template.

2.1 Project Plan

PERPs are strictly enforced to ensure Winrock personnel are performing as safely as possible in dangerous or potentially dangerous locations. Guidelines include:

- Each PERP is the responsibility of the COP, Country Representative, or other designee and is prepared and enforced by the COP and Home Office staff as shown in the phone tree in the appendix of this document.
- The PERP should be made available to all Winrock project staff to read. However, due to certain sensitive information within the PERP, the distribution of the plan should be limited to key personnel only and all hard and soft copies of the plan should be accounted for with a document register.
- Each Winrock project will have a field-based Security Focal Point (SFP) appointed by the COP, if not the COP him/herself if the project is small.
- PERPs must be reviewed and updated quarterly. They should be submitted in English to the U.S.-based Project Manager/Associate for review.
- PERP updates should include, but not be limited to, the following potential changes: staff members, phone and fax numbers, email addresses, contact information for the Embassy and USAID Mission, and other alterations that reflect significant modifications of country-specific information.
- Ideally, plans should be translated into the local language(s) and distributed to all in-country staff.
- The Security Focal Point should discuss the PERP with staff to ensure they have a working knowledge of the policies within and provide the opportunity to ask questions.

2.2 Emergency Response

The decision to take emergency action and determine the appropriate level of action resides with the COP. In countries where multiple projects exist, the COPs will exchange information and coordinate a response. The point person for the coordination under these circumstances will be the COP assigned by the Vice President of Operations to oversee the Emergency Plans in the region.

Emergency action should be coordinated with the U.S.-based Project Manager/Associate who will engage the Global Security Director immediately (and as circumstances permit). The Global Security Director will notify Winrock's Senior Management Team and engage the Corporate Crisis Management Team (CCMT) when conditions warrant this action. Depending on the level of emergency, a decision hierarchy will be established.

If evacuation becomes necessary, local national staff will not be eligible, except in circumstances when employment with Winrock constitutes a risk to the employee. When national staff request assistance, consultation will be held between the COP, CCMT, the roject donor and U.S. Embassy/Mission officials to determine the appropriate action.

2.3 Staff Responsibilities

2.3.1 *Field Staff*

All Winrock/KISAN personnel are responsible for reading and understanding the PERP. Staff are expected to comply with all aspects of the PERP and take part in all security drills and training exercises. Winrock personnel, including volunteers and consultants, have an important role in ensuring the safety of every person in the organization. All Winrock personnel must adhere to the following:

- Be watchful, ready, and willing to report suspicious activity.
- Know your surroundings and work site – report anything missing or unusual, including suspicious items left unattended or that would generally not belong at the site.
- Cooperate with security directions, check-in procedures, and travel policies.
- Help to create a culture that recognizes safety and security as a priority.

In addition, expatriates should:

- Register with the U.S. Embassy, the donor agency and, if appropriate, the United Nations Resident Coordinator. Become familiar with the evacuation and contingency plans of these organizations.
- Keep passports and visas current and copies of these documents filed as part of the PERP.
- Provide to the COP a complete listing of names and contact information for family members in-country and those elsewhere who would need to be contacted in case of emergency.

2.3.2 *Incident Management Team*

The Incident Management Team (IMT) is the in-country team in the field office that has the authority and responsibility to manage the direct impact of security incidents, including responding to and containing events to limit impact on Winrock personnel, assets, and reputation. The KISAN IMT in Nepal will be composed of the CoP, the assistant Security Focal Points (SFP), the Component A and B leads, the Business Contracts Manager, the Finance Manager and others as needed and appropriate. It will work in collaboration with the Home Office project support team, the International Security Team and – when necessary – the Corporate Crisis Management Team (CCMT). The IMT is tasked with implementing the Home Office (including CCMT) recommendations, including personnel relocation or evacuation. The IMT will have significant input in decisions made by Home Office personnel.

The primary responsibilities of the IMT are to:

- Protect the safety and well-being of affected Winrock/KISAN personnel.
- Manage the direct impact of the incident, including responding to and containing events to limit impact.
- Implement recommendations laid out by the Global Security Director and/or CCMT.

- Ensure that accurate and appropriate information about the incident is conveyed t0 the CCMT.
- Provide support for Winrock/KISAN personnel and families affected by a traumatic event.
- Ensure project continuity during a crisis and after its resolution.
- Preserve the integrity of the organization.

2.3.3 Chief of Party (COP) / Incident Management Team Leader

The COP (or designated representative) is responsible for the PERP, the selection of IMT members, and will fulfill the following related duties:

- Ensure all and sections within the PERP template for field projects and submit these to the U.S.-Based Project Manager.
- Provide leadership to the Incident Management Team and serve as the ultimate in-country decision maker. Identify key project personnel who will make up an Incident Management Team as discussed above.
- Ensure PERP has been communicated with staff members at all office locations. Staff should sign off to record their participation.
- Hold periodic drills to determine that all personnel understand and are willing to comply with the PERP.
- Ensure the SFP has provided annual project updates to the U.S.-Based Project Manager for incorporation into the PERP.

In an emergency, the COP will:

- Start up the project Incident Management Team.
- Maintain close contact with global security director and U.S-based project managers (and with the CCMT, if activated).
- Maintain lines of communication to office personnel on a 24-hour basis for emergency situations. In the event of the COP's absence, alternative contact information and staffing should be identified.
- Maintain lines of communication with relevant Governments (Nepal and USG) and non-government (UN, Red Cross/Red Crescent and others as appropriate) organizations.

2.3.4 Security Focal Point (if different than the Chief of Party)

The Security Focal Point, in the absence of the COP will be the Business Contracts Manager or if he is not contactable then the Finance Manager. will begin and close the telephone warden system in coordination with CoP to alert all project staff to any emergencies.

- Monitor threats and risks through local embassies and government security and intelligence organizations. Analyze and disseminate security alerts and warnings to all project staff.
- Oversee and participate in development of the PERP. In countries where more than one project is active, the Security Focal Point will work with other Security Focal Points to assure individual project emergency plans are coordinated.
- Maintain lines of communication with office personnel on a 24-hour basis for emergency situations. In the event of the COP's absence, alternative contact information or staffing should be identified.
- Report project related security incidents to the CoP and if necessary U.S.-based Project Manager/GSD.
- Measure the risk environment and report general security threats to the CoP.
- Read local media reports to gauge security conditions in project area of responsibility (AOR).
- Regularly test PERP phone tree and ensure project wardens contact details are up-to-date.
- See Annex G Winrock Safety and Security Focal Point Introduction for a detailed list of specific duties for SFP and competency requirements.

2.3.5 *U.S.-Based Project Manager/Associate*

Winrock's U.S.-based Project Managers/Associates will supply the COP/SFP with a PERP template to complete the site-specific security plans, reporting requirements, and other necessary documents. Project Manager/Associates provide the COP/SFP with any support necessary for developing specific PERPs. Where applicable, Project Managers/Associates will facilitate periodic security drills to evaluate personnel and site security and to identify procedures and plans that require update or changes. U.S.-based Project Manager will:

- Become familiar with the PERPs for each project they oversee.
- Review each PERP and check it against requirements set forth in the Security Emergency Response Plan (SERP) Guidelines. If additions or changes are required, the U.S.-based Project Manager will return the plan to the field for additional work. When the PERP is complete, the U.S.-based Project Manager will forward the plan to the Program VP for final approval and Global Security Director.
- Be a resource for Managing Directors, Senior Management, and the CCMT regarding staffing, project, and country background information.
- Provide 24-hour contact information to all reporting project Security Focal Points. Must notify field staff at least two days in advance of extended absences and identify an alternate who can serve as an emergency contact in the U.S.
- Participate in Emergency Action Training to ensure appropriate response to the field during emergency situations and to become familiar with the CCMT activation process. A special briefing will be provided for handling illegal detention, kidnapping and extortion.

2.3.6 *Security & Emergency Response Team*

Members of the Security &Emergency Response Team will provide program insight and feedback to the CCMT, Vice President of Operations, Group Vice Presidents, Global Security Director, and U.S.-based Project Managers to ensure that the PERP effectively addresses security issues, stays current, and is fully implemented by the Field Offices.

2.3.7 *U.S.-Based Global Security Director (GSD)*

The U.S.-based Global Security Director will coordinate emergency response and communications by engaging the appropriate representatives from the CCMT, Senior Management, Security & Emergency Response Team, insurance carriers, security consultants, and program staff when a security emergency occurs.

3 Template Guidelines

3.1 Travel Policy

3.1.1 *Travel to Project*

Travel bookings follow Winrock established procedures for expatriates traveling to Nepal. Bookings are made through Omega Travel after approval by a supervisor. Travel to Nepal should be by the most direct route possible.

For in-country flights, the primary airline is Buddha Airline. The alternate airline is Yeti Airlines.

3.1.2 *Airport and Immigration Procedures*

Travelers will obtain their visas in-country; the cost of a visa ranges from $25 to $50 USD. A driver will pick up visitors outside of the airport and will have a Winrock sign, driving a USAID-funded vehicle. It generally takes about 15-30 minutes to get from the airport to the visitors' accommodations. Visitors can exchange money at hotels, banks or at the airports. There are also ATMs in the capital and some in Nepalgunj. We recommend visitors use the ATM at Standard Charter Bank.

3.1.3 *Notification of Movements*

Winrock-Wide Policy: COPs must approve personnel movements between project sites or movements outside of the personnel's assigned project area. The U.S.-based Project Manager should also be aware of any movement by a COP outside of his/her country. Winrock personnel are prohibited from using motorbikes while on company business unless a written waiver is granted from the COP or designee.

Project-Specific Policy: Project vehicles and motorcycles are available in the Kathmandu office as well as Regional Office in Nepalgunj. In the districts, the project will have its

own motorcycles to use for travel to the field. There may be project areas where staff has to rely on other means of transports such as public buses. Those needing to use vehicles for field travel must fill the appropriate form and get approval from the designated authorities.

3.1.4 Transportation Risks

It is generally safe to take taxis in Kathmandu, though visitors may want to bring a mask to cover their mouths due to the dirt and air quality. It is safe to travel at night, but avoid going out on protest days or to areas where there are protests/disturbances. Though public transportation is considered safe, staff should avoid using public buses at night.

3.1.5 RTCs (Road Traffic Collisions)

It is critical that any passenger who feels that a driver is operating in an unsafe manger bring this to the attention of the driver and other staff in the vehicle. If you are in a road traffic collision or accident, stay calm, don't admit blame at the scene, and do not offer any form of settlement. If anyone has been injured in the accident, staff should make every effort to contact the emergency response team on the project as soon as possible. Project personnel will assist the passenger with reporting the accident to the police if that is necessary. Regardless of whether the police are notified, an accident report should be completed. Take photos of the crash and take notes on as many details as possible. Be sure to get the names, addresses, phone numbers, and vehicle registrations of any persons involved in the accident and witnesses. Additionally, take down the registration number, make, model, and color of all vehicles involved in the accident. As soon as it is safe to do so, contact the COP or BCD or FAD Operations Manager.

3.2 Accommodation Options for Travelers

3.2.1 Personal Security

Winrock-Wide Policy: Staff should be reminded about personal security and not to leave valuable items lying around. Hide passports, money and electronic items when not in use. Lock doors and windows when leaving for work in the morning and when home/in hotel at night. Use a safe if the project has one.

Project-Specific Policy:

There are three primary hotels in which Winrock staff stay in Kathmandu:

Hotel Himalaya, Sahid Sukra Marg, Kupondol Height, P.O. Box 2141, Lalitpur

Summit Hotel, Kupondol Height, P.O. Box 1406, Lalitpur

Black Pepper Guest House: Friends' Colony, Bhakundol – 3, Lalitpur

There are no security concerns in these areas.

3.2.2 *Hygiene*

Drink only distilled or bottled water/beverages and use ice made from distilled, boiled, or chlorinated water. Avoid rinsing toothbrushes with tap water. Avoid fruits and vegetables unless they have been personally peeled and soaked in a bleach-treated solution before eating. Ensure that plates are fully dry before putting food on them.

3.3 Facility Security Resources and Standards

3.3.1 *Minimum Security Standards for Project Office/s*

The KISAN project office maintains standard Winrock International security measures normally followed in other project offices. The project office in Sanepa and Regional Office in Nepalgunj are equipped with 24-hour security guards. The building has perimeter walls. The office building has smoke detectors and fire extinguishers in each apartment. Project vehicles are parked in the office complex. The visitors need to make an appointment with the reception desk before visiting the office. The trained and uniformed security guard screens all visitors before allowing them to enter the office complex and escorts them up to reception desk.

3.3.2 *Minimum Security Standards for Expatriate Accommodation*

Expatriates may wish to have accommodation of their own choice. But they should ensure that the rented building has adequate security services like security guards, high walls around the building, and any other measures that enhance their safety.

KISAN Recommends that visitors stay at the Summit Hotel, Black Pepper Guest House or Hotel Himalaya.

3.4 Local Staff

3.4.1 *Vetting*

Winrock-Wide Policy: The Field Project Lead (e.g. COP and US Program Lead are committed to recruiting and selecting qualified employees who will help assure project success. Quality job descriptions will be the foundation for establishing and communicating roles and responsibilities. Effective recruitment and vetting will include behavior based screening and background checks.

Project-Specific Policy: New employee background is verified by checking with local government head. Additionally, references, educational, and employment background

are checked before hiring. Additionally, Winrock checks all new employees on Lexus Nexus to ensure that they are not on any terrorist watch lists.

3.4.2 ***Recruitment***

Winrock Nepal offices follow established Winrock International and local personnel policy for hiring new staff, including posting of the position, interviewing, and ranking of suitable candidates, background check, and clearances. Winrock also confirms 1420s and any degrees listed.

3.5 Information Security

3.5.1 ***Standard***

Winrock-Wide Policy: Winrock respects the individual privacy of its employees; however, employee privacy does not extend to the employee's work-related conduct or to the use of Winrock-provided equipment or supplies. Employees should be aware that the following guidelines might affect their privacy in the workplace. The electronic mail system has been installed by Winrock to facilitate business communications. Although each employee has an individual password to access this system, all of the system's content belongs to Winrock and is accessible at all times by Winrock management for any business purpose. These systems may be subject to periodic unannounced inspections, and should be treated like other shared filing systems. All email messages are official Winrock records. Because Winrock provides the email system to assist employees in the performance of their jobs, the system should be used for official Winrock business only. However, incidental and occasional personal use of email is permitted, but not encouraged, by Winrock. Personal messages will be treated the same as other messages and are considered Winrock property. Winrock reserves the right to access and disclose as necessary all messages sent over its email system, without regard to its content.

Employees may not use Winrock's email system in any way that may be seen as insulting, disruptive, or offensive by other persons, or harmful to morale. Examples of forbidden transmissions include sexually-explicit messages, cartoons, or jokes; unwelcome propositions or love letters; ethnic or racial slurs; or any other message that can be construed to be harassment or disparagement of others based on their sex, race, sexual orientation, age, national origin, caste, tribe, or religious or political affiliations. Please refer to the "Sexual Harassment Policy" for further information.Violation of this policy will result in disciplinary action, up to and including termination.

Project-Specific Policy: Winrock Nepal follows Winrock International policies regarding confidentiality and information security, including the use of laptops, Internet, hard

drives, thumb drives, etc. Winrock's KISAN project has approved personnel policy to address these issues.

3.6 Media Policy

3.6.1 ***Local***

Winrock-Wide Policy: The Field Project Lead (e.g. COP…) and U.S.-based Project Manager are responsible for assuring significant project communications is coordinated through the Winrock Communication Director.

Project-Specific Policy: Any request for local media coverage must first follow project-related rules or restrictions that may include donor approval before media interviews are granted. Additionally, any contact with mass media in relation to Winrock International or Winrock Nepal must have written approval from the COP.

3.7 Medical Response Plan

3.7.1 ***Medical Equipment & First Aid Training***

The Winrock office is equipped with a First Aid Kit located with the project administration staff. The First Aid Kit contains basic medicine for treating small injuries and other minor physical ailments. The reception desk is responsible for maintaining the First Aid Kit and distributing medicines and other items to staff as needed.

3.7.2 ***Serious Illness***

If a staff member falls seriously ill, call Mr. Keshab Prasad Gautam (9851106941 or 4494854) and wait for his response. If he is unavailable, contact Binita Shrestha (9851106942). In the case of the Regional Office, contact Mr. Prakash Chandra Bhatta (9848056653). The following are the preferred places for medical treatment:

Bill Collis: Dr. PratibhaPandey, CIWEC number 4424111,

Kathmandu: Bir Hospital,Tundikhel, number 4221119, 4221988

Latlitpur: Patan Hospital, Lagankhelnumber 5522278, 5522266

Nepalgunj: Bheri Zonal Hospital, number 081-520193 (Emer) 081-520120

3.7.3 *Dental*

If expatriate staff requires serious dental work, they should use CIWEC (4424111, 4435232).

The local staff visits the dental office of their choosing. The majority of dental clinics found in Kathmandu and Lalitpur are clean and recommended.

3.7.4 *General Health*

Malaria is present throughout Nepal at altitudes below 3900 feet – if you are travelling outside of Kathmandu to areas of lower altitudes, it is advisable to take necessary precautions, including medications, mosquito nets, and repellent. The CDC recommends getting Hepatitis A and Typhoid vaccines before traveling to Nepal.

Additionally, water is universally unsafe in Nepal. Only drink bottled or boiled water. Roads can be unsafe and some terrain is difficult if one is not in strong shape.It isrecommended to carry a basic first aid kit to address acute pain and cuts while travelling.

3.8 Emergency Action Procedures

3.8.1 *Incident Reporting*

Winrock-Wide Policy: Follow the basic tenets of incident reporting of "who, what, when, where and how" to gather as much information as possible. Please see Annex D.

Project-Specific Policy:

For any theft or robbery resulting in property damage or loss, immediately contact the COP or Business Manager, who will then call the authorities. The agency will decide on any appropriate subsequent course of actions based on their inspection. Any such incident shall be reported to USAID and the US Embassy. Specific recommendations shall be sought from USAID on a case-to-case basis.

If staff is in the office when as intruder enters, they should not resist. Under no circumstances should staff try to protect office property or equipment. If safe to do so, call 100 number for immediate police operation.

3.8.2 *Fire*

In case of fire, call the following numbers for fire brigade:

Kathmandu Fire Brigade: Number: 4227215

Patan Fire Brigade: 5521111,

Nepalgunj Fire Brigade: 081-520111

3.8.3 *Natural Hazard*

Earthquake

The Winrock KISAN office has an emergency earthquake kit and provides earthquake preparation training for staff. There are pre-identified places for staff to assemble – if an earthquake does occur, staff should make their way on the safest route possible to the assembly point.

Before an earthquake, staff should take necessary precautions including fastening and securing all loose possessions and place large, heavy, or breakable objects close to the ground or in secure cabinets. If you notice any pre-existing problems that may contribute to the disaster such as cracked foundations or ceilings or defective wiring, alert the Business Manager?. Additionally, staff should maintain an emergency cash storage and identify where the gas, electricity, and water supply switches are in case they need to switch them off.

Floods

During times of anticipated flooding, staff and expatriates should be cautious and head to safe areas that will not be inundated and affected. If staff are indoors and have received a flood warning, ensure that all electric appliances, water, and food supplies are above ground level and construct dams against doors and other gaps or cracks. Be careful crossing rivers in cars or on foot – observe to ensure others are crossing. When in doubt, stay put until the waters recede.

3.8.4 *Armed Insurrection*

The COP should contact the Embassy for advice, as well as notify Winrock HQ as soon as possible. The Winrock Nepal Incident Management Team will follow Winrock protocol to remove staff and short-term staff from harm's way.

3.8.5 *Missing Persons*

A person is considered missing when they have not checked in with the COP or relevant staff and attempts to locate that person have not been successful within a reasonable period of time for the circumstances (or, within 24 hours).

If a person is determined to be missing, the COP must immediately notify the WI Security Director. Then the COP must contact the Program Coordinator. The COP will assign at least two people to go to the last known location of the missing person. These actions must be done safely and are not to be performed in hostile or potentially hostile situations. Any movement logs are reviewed for all possible locations. The COP will coordinate a systematic search of other locations ensuring the two-person rule is in effect at all times. Notify local police and district administration units with as much information as possible about the person and last known locations. Notify the US Embassy and RSO.

Please see the Winrock Incident Management Checklist (a separate document that can be found on Winshare for additional guidance on missing persons.

3.9 Local Law Enforcement

3.9.1 ***Detention Plan***

If a staff or expatriate is detained by law enforcement, the COP or Business Contracts Director should be notified by phone and the Incident Management Team will determine the best course of action.

3.9.2 ***Local Lawyers***

The local Incident Management Team may appoint registered enlisted lawyers to operate in the case of detention and any other case related to law enforcement incidents.

3.9.3 ***Extortion and Criminality***

In no instance should a bribe be offered or accepted by Winrock staff. Incidents should be reported to local administration.

3.10 Escalation and Evacuation Plan

3.10.1 ***Alert State & Project Risks***

The Alert State in Nepal is currently Green.

There are occasional strikes and demonstrations. There is not an elected government or constitution and the process of developing the constitution has resulted in demonstrations.

3.10.2 *Shelter in Place*

In the Kathmandu office, staff should assemble in the meeting hall during an emergency. The room is equipped with and has access to necessary safety precautions and supplies. Office doors can be locked.

3.10.3 *Safe Locations*

The primary safe locations are:

USAID/Nepal's KISAN Project office: Kha-194, Sanepa, Lalitpur

P.O. Box 8975 EPC 1888

Alternate safe locations include:

Hotel Himalaya, Sahid Sukra Marg, Kupondole Height, P.O. Box 2141

Telephone: 977-1-5523900; 977-1-5523908

Summit Hotel, Kupondol Height, P.O. Box 1406, Lalitpur

Telephone: 977-1-5521810; 977-1-5524694

US Embassy, Phora Durbar

Telephone: 977-1-4007200

3.10.4 *Safe Routes*

Winrock-Wide Policy: It is extremely important to pre-identify routes to be used in a crisis. Select at least two routes that can be used by staff to arrive at the different safe locations. If unsure what a safe route would be, speak to the Regional Security Officer or other organizations in the area. When trying to identify safe routes, think of landmarks and busy times of the day (beware of morning and evening times when people are traveling to and from work) and avoid danger and government areas (they might be a target). Sometimes the fastest route is not always the safest. Ensure someone tests the

different routes periodically, as a checkpoint could go up, road works could be carried out, or the road could be closed down.

Project-Specific Policy: The estimated time to the Kathmandu airport is 30 minutes (under normal circumstances; allow extra time during emergencies). The Baneshwor Road will be the primary transportation route, while Ring Road will be used as the first alternative.

There are multiple entry and exit routes to and from the office. The local staff live in various locations in Kathmandu with multiple safe travel routes to and from the office and their homes.

3.10.5 *Evacuation (Emergency and Orderly)*

In the case of political or civil unrest or a natural disaster, the COP shall consult with US mission authorities (USAID cognizant technical officer, who is in consultation with the USAID Mission Director and the US Ambassador). The COP shall also consult with WI's home office staff and will decide whether and when to evacuate the area or country. The COP is authorized and expected to make emergency decisions regarding all expats in country even if time and circumstances do not permit consultation with the home office. If deemed necessary, the home office senior management team will step in and order an evacuation if the COP is unwilling or unable to give the order to evacuate.

Staff should meet, if possible, at a safe rally point (Winrock office, COP residence, Himalaya Hotel).

The preferred method of evacuation is by commercial airline. Should the need arise, the COP should purchase open-ended flight tickets from Kathmandu to Thailand or India. The office manager also will procure visas for the most likely destinations in the event the security situation worsens.

If no international flights are available within the first 12 hours after an emergency has been declared, expatriates and third-country nationals might have to be transported in vehicles to the Nepali border at Raxaul. The estimated time to the Nepal border at Raxaul is in between 6-10 hours.

In an extreme emergency, staff will be evacuated by the US Embassy.

If Winrock staff is evacuated, the Winrock Program will continue to operate under national staff.

US citizens, Third Country Nationals, and local nationals traveling out of the country for work who have a medical problem may call AIG Benefits Travel Assist at +1-877-244-6871 or 1-715-346-0859 (collect). This is for serious and immediate evacuations. Callers should be prepared to provide their name, identification number, Winrock's name, and a brief description of the problem. For less immediate medical evacuation needs, please call Travel Assist at +1-715-295-9624.

3.11 Call Out Plan

3.11.1 *Wardens*

The Winrock COP is also a part of the US Embassy warden system and receives regular contacts from his warden.

Winrock-Wide Policy: The Warden System will be used as part of the PERP to maintain communications with employees, as well as identify the location of personnel, during a crisis event. The Warden System is typically used for emergency and crisis situations; however, the system also can be used to disseminate safety updates or information on security issues to company employees in terms of "spot alerts" or "notifications".

Project-Specific Policy: The Chief Warden is COP Bill Collis. The two Deputy Chief Wardens are Praveen Baidya and Keshab Prasad Gautam. There are an additional four wardens: Zarin Amatya Pradhan, Amitendra Chaudhary, Binita Shrestha, and Mona Sharma. Please see **Annex F** for the full communications tree.

The Chief Warden is in frequent contact with the US Embassy and is on the emailing list of the RSO for disturbances and travel advisories. The Chief Warden during special circumstances or significant emergencies would be in contact with Andrew Bassett and Steve Bylow.

Andrew Basset – Global Security Director: abassett@winrock.org, +1-202-683-0593

Steve Bylow – Senior Director HR and Security: sbylow@winrock.org, +1-501-912-9722

The Chief Warden receives up to date information on any possible emergency through an email contact tree and phone tree. All expatriate short-term project personnel will be included in the phone tree.

3.11.2 *Contact Details*

Name	Address	Contact Details
Bill Collis	KISAN bcollis@field.winrock.org	Off: 5526659, 5543017,5546022 Mob: 9802072720

	wjcollis@gmail.com	Res: 5534202
Praveen Baidya	KISAN (praveenbaidya@gmail.com) pbaidya@field.winrock.org	Off: 5526659,5543017,5546022 Mob:9802072138 Res: 4249118
Keshab Pd. Gautam	KISAN kgautam@field.winrock.org kgautam@hotmail.com	Off: 5526659, 5543017,5546022 Res: 4494854 Mob: 9851106941
Binita Shrestha	KISAN binitashrestha@field.winrock.org Binita.st@gmail.com	Off:5526659, 5543017,5546022 Res: 4492686 Mob: 9851106942
Amitendra Chaudhary	KISAN amitendra@field.winrock.org urpamit@gmail.com	Off: 5526659, 5543017,5546022 Res: 4288394 Mob: 9849627318
Hari Narayan Chaudhary	KISAN Hari.chaudhary@field.winrock.org	Off: 5526659, 5543017,5546022 Res: Mob: 9803984246
Ajaya Nanda Bajracharya	KISAN abajracharya@field.winrock.org ajaynbajracharya@yahoo.com	Off: 5526659, 5543017,5546022 Res: 5015226 Mob: 9851107182,9803770930
Rabindra Patel	KISAN rpatel@field.winrock.org basant567@yahoo.com	Off: 5526659,5543017,5546022 Mob: 9858023584
Uttam Dhakal	KISAN udhakal@field.winrock.org dhakaluttam@gmail.com	Off: 5526659, 5543017,5546022 Res:4352702 Mob: 9851061519
Mona Sharma	KISAN mona.sharma@field.winrock.org mona33sharma@gmail.com	Off: 5526659, 5543017,5546022 Res: 5539961 Mob: 9851146002
Virendra Upreti	KISAN Virendra_15@hotmail.com Virendra.upreti@wikisan.org	Off: 5526659, 5543017,5546022 Res: 4438236 Mob: 9841150151

Zarin Pradhan	KISAN Zarin.pradhan@field.winrock.org	Off: 5526659, 5543017,5546022 Res: 4443536 Mob: 9851070305
Sanu Magarati	KISAN rodansanu@yahoo.com Sanu.magarati@field.org	Off: 5526659, 5543017,5546022 Mob: 9841020105
Ashok Kumar Thakuri	KISAN N/A	Off: 5526659, 5543017,5546022 Mob: 9841277163
Manoj Kumar Rai	KISAN N/A	Off: 5526659, 5543017,5546022 Mob: 9818737532
Sabitri Pant	KISAN N/A	Off: 5526659, 5543017,5546022 Mob: 9841137471
Suniti Bajracharya	KISAN Suniti.bajracharya@field.winrock.org thesuniti@hotmail.com	Off: 5526659,5543017,5546022 Res:4283547 Mob: 9841346110
Dr. Purushottam Mainali	KISAN Purushottam.mainali@wikisan.org p.mainali@hotmail.com	Off:5526659,5543017,5546022 Mob:9803000787 Res:4272619
Diwakar Dawadi	KISAN dawadiwakar@gmail.com diwakar.dawadi@field.winrock.org	Off: Mob:9845062978
Janardan Nepal	KISAN Janu_nepalhotmail.com Janardan.nepal@field.winrock.org	Off: Mob:9741152745,9848176307
Rajendra Sahu	KISAN rajendra.shahu@field.winrock.org **rshahu@neatactivity.com** rs_sk5@yahoo.com	Off:081-523789,522439,524725 Mob:9842828273
Nabaraj Neupane	KISAN	Off:

	nabaraj.neupane@field.winrock.org nabneupane@gmail.com	Mob: 9841477138
Raj Kumar Amatya	KISAN rajkumar.amatya@field.winrock.org Rajjk2004@yahoo.com	Off: Mob: 9858023190
Shiva Narayan Shah	KISAN Shivanarayan.shah@field.winrock.org Shshiva626@yahoo.com	Off:084-420065 Mob: 9847040626
Badri Prasad Yadav	KISAN badri_ceapred@yahoo.com	Off: Mob:9844090612, 9841992523
Suman Raj Kolachayapati	KISAN kolachayapati@yahoo.com	Off: Mob:9841440504
Niranjan Gurung	KISAN niranjan.gurung@field.winrock.org nirajan_7g@yahoo.com	Off: Mob: 9844705982,9846049497,9846119322
Menu Kumar Shrestha	KISAN Menukumar.shrestha@field.winrock.org menushrestha05@yahoo.com	Off: Mob:9845026546,9846084589 9851115196
Laxmi Tiwari	KISAN Laxmi.tiwari@field.winrock.org tiwarilaxmi@hotmail.com	Off: Mob: 9851121851
Praveen Singh	KISAN Praveen.singh@field.winrock.org praveencha@yahoo.com	Off: Mob: 9849296511
Dipak Kafle	KISAN Dipak.kafle@field.winrock.org Kafle_dipak2005@yahoo.com	Off: Mob: 9845203198
	Regional Office	
Prakash Chandra Bhatta	KISAN Prakash.bhatta@field.winrock.org prakashbhatta@yahoo.com	Off: 081-523789, 522439, 524725 Mob: 9848056653
Khagendra Bahadur Thapa	KISAN Khagendra.thapa@field.winrock.org	Off: 081-523789, 522439, 524725 Mob: 9848023750

	Khagendra_thapa@yahoo.com	
Om Prakash Tharu	KISAN N/A	Off: 081-523789, 522439, 524725 Mob: 9848054272
Manohar Singh Sodi	KISAN N/A	Off: 081-523789, 522439, 524725 Mob: 9848028492
Hari Krishna Upadhyaya	CEAPRED Hari.upadhyaya@ceapred.org.np	Off: 5520272, 5546542 Res: 5544502, Mob: 9801013140
Bharat Pd. Upadhyaya	CEAPRED Bharat.upadhyay@ceapred.org.np	Off: 5520272, 5546542 Mob: 9851106743
Pitambar Acharya	DEPROSC deprosc@gmail.com pitambarprasad.acharya@gmail.com	Off: 4244723, 4230175 Mob: 9851051286
Kailash Rijal	DEPROSC rijalkailash@gmail.com	Off: 4244723, 4230175 Mob: 9841251641
Krishna Prasad Neupane	DEPROSC deprosc@gmail.com	Off: 4244723, 4230175 Mob: 9841396173
Virgu Duwadi	DEPROSC vrduwadi@gmail.com	Off: 4244723, 4230175 Mob: 9841067553
Pramod Tandukar	Antenna Foundation pramod@afn.org.np	Off: 5528059, 5543957 Mob: 9851000266
Rajan Parajuli	Antenna Foundation rajan@afn.org.np	Off: 5528059, 5543957 Mobile: 9851044446
Umesh Pandey	NEWAH umeshpandey@newah.org.np	Off: 4015707, 4015608 Mob: 9851022789
Pratik Gautam	NEWAH pratik@newah.org.np	Off: 4015707, 4015608 Mobile: 9841250283
Deirdre Zimmerman	NPCS Deirdre@npcs.org.np	Off: 4243286 Res: 5553711
Roshani Shrestha	NPCS roshani@npcs.org.np	Off: 4243286 , Mob: 9841494872
Deepak Bajracharya	NPCS deepak@npcs.org.np	Off: 4243286, 4102031 Mob: 9841246846

3.12 Miscellaneous

Provide any additional and relevant information that has not been covered in the other sections.

4 Emergency Checklists

Please see Annexes G, H, I and J for a set of useful equipment, emergency, and bomb reporting checklists.

Annex A: Step 1 – Determine Alert State and Implement Travel Protocols

The following chart provides a structure for incident and crisis management to reduce risk and mitigate the impact of emergencies or ongoing security/safety incidents. Please note that in addition to an overall country "alert state", a different "alert state" may be issued for a specific region, state, or city.

Alert States		***Grading Definition***	***Information & Incidents Reported***	***Recommended Travel Protocols***
1	**BLUE**	Very low or negligible levels of risk - No direct threat to the project or employees nationally. Low likelihood of threat to business or associates.	Rumors or speculation of possible events. Could include: Demonstrations and social unrest that are probably peaceful in nature. Low level criminal activity.	Conduct normal travel but with a greater awareness of security and reviews of the higher risk travel requirements. Review the need for medium to higher level travel requirements and report actions taken if the situation worsens.
2	**GREEN**	Low levels of risk - No direct threat to the project or employees nationally, but possible threat to business or associates locally.	Confirmed reporting of possible minor events. Demonstrations and social unrest that could be peaceful or violent in nature. Criminal activity that could be petty or violent.	Evaluate higher risk travel and a review of existing travel requirements within affected areas, or for affected groups, undertaken to predict possible risk factors now, and for any escalation of risk.
3	**YELLOW**	Medium levels of risk – Possible threats to the project, personnel and resources locally and nationally.	Minor events occurring, or reported to occur shortly. Reduced rule of law and increasing public tensions. Increasing civil gatherings and disturbances. Sporadic checkpoints and road blocks. Corrupt police and security forces.	Additional security considerations applied for travelers including methods and security resources. Recommend at least two employees are in the vehicle at any time. Consider delaying persons traveling to project and review evacuation policies and plans.
4	**AMBER**	High levels of risk - Unspecified, but likely threat to the project at the national level. An unspecified threat to the project within the region. Extreme violence or unrest within project area. Possible natural or man-made disaster.	Significant events occurring, or about to occur. Widespread riots and loss of rule of law. Aggressive tactics by police or security services. Shootings and explosions reported. Assassinations and kidnapping on the rise. Rising levels of insurgent activity. Hurricanes, flooding, and wildfires in region. Foreign governments and aid agencies declaring increased risks and pulling non-essential staff from country.	Review country-wide travel procedures and possibly cancel all non-essential travel outside the major cities. Travel to high-risk areas should be avoided. Review safe locations and ensure all vehicles are in working order and fully fueled. Drivers should review safe routes around the city and report problems to the COP/Country Director.
5	**RED**	Extreme levels of risk - A definite threat to the project and other associated group within the region. A definite threat to personnel and resources locally. Specific targeting of expatriates and Western companies.	Catastrophic crisis events occurring, or imminent. Complete loss of rule of law. Militants and insurgents patrolling and controlling vast areas. Mass attacks by insurgent groups. Shootings and bombings in immediate vicinity. Coup d'état. Airport and border closings. Extremely violent criminal acts.	Recommend all travel stops except for the evacuation of personnel from facilities or from the threat region. Possibly procure additional security resources to support the extraction of personnel from the affected areas. Local staff return home or to areas outside of affected region.

STEP 2 – Implement Field and Home Office Triggered Responses

Alert States		*Field Triggered Responses*	*Home Office Triggered Responses*
1	BLUE	Increased security awareness. Ensure phone tree is up-to-date. Ensure new visitors to the country are made aware of criminal activity and to avoid demonstrations if they see them.	Implement specific risk management protocols related to the postulated threat at the local level.
2	GREEN	Low-level risk mitigation responses taken. All personnel should be reminded to avoid protests and demonstrations. Advise staff to be careful of the criminal activity. Monitor local media sources for information. US project coordinator informed of alert level change.	Implement specific risk management protocols associated with specific risks at local levels. US Coordinator maintains weekly contact with field team to review security conditions.
3	YELLOW	Initiate graduated risk and security responses. Advise all employees of event locations and remind them to avoid participating in demonstrations. Consider limiting project vehicle and pedestrian movement. Reach out to other NGOs in the area to gather information. US project coordinator informed of alert level change.	Implement risk management procedures at national and local levels. US project coordinator to possibly notify Group VP of alert level change. Provide risk review and discuss probability threat levels and associated impacts to project activities.
4	AMBER	Initiate security and crisis management protocols. Review and test project phone tree monthly. Test communications with embassy and donor. Ensure project locations have spare food, water and fuel. Test cell and satellite phones, charge batteries and buy extra phone credit. Possibly initiate work from home policy. Be ready to relocate to higher ground. Review evacuating non-essential staff. Ensure you have spare funds.US project coordinator informed of alert level change,	Implement crisis management plans at national and local levels. Test the various communication systems with the field team. US project coordinator or Group VP should contact Global Security Director to inform him of alert level change. Global Security Director will possibly carryout a partial or full activation of the CCMT.
5	RED	Initiate full-scale security and crisis response. No travel except in an emergency. Possibly lock down office or work from home. Evacuate expatriates and TCN's if possible, buy flight tickets. Possibly suspend project and pay local staff salaries. Daily contact with US coordinator to brief on situation. Any deterioration in the situation must be reported to Global Security Director.	Implement full crisis management protocols and plans at corporate, national and field levels. US project coordinator or Group VP must contact Global Security Director to inform him of alert level change.Global Security Director or Senior Director of HR will engage external supporting groups if necessary. Full or partial activation of CCMT.

Note: The above triggered responses are to be used as guidance only. For any more specific incidents or emergences not mentioned in the above tables, please contact the Global Security Director for assistance: abassett@winrock.org or +1-202-683-0593.

Annex B: Identification and Designation of Safe Locations

There are two types of safe locations: internal and external. All Winrock International offices and WI residences should identify an internal safe location – classified as a **primary** safe area – and various external safe locations – classified as **alternate** locations.

Primary Location

The primary safe location can be in the project office itself, such as a conference room or store room that is adequately protected and large enough to accommodate all project personnel. Ideally, the safe location will be a space at the back of the office or residence (away from the main vehicle or pedestrian access point or road). If possible, the area/room should have no windows and two exits. The overall security situation should determine the extent of protection that the location provides. For example, if working in a high-risk country, you might want to install steel-plated reinforced doors to delay intruders.

The project office is a good primary location because it should already have the requisite telecommunications equipment, transportation assets, and critical documentation for potential evacuation. The primary location should be used if the security situation in the local area or city is too dangerous for project employees to move around safely. Therefore it should already have basic supplies that include short term sustainment of food, water, hygiene and basic medical kits.

Alternate Locations

Alternate locations are used in the event that the security situation in the primary location is in question or compromised. Examples of when to use alternate locations include:

- Routes to and from the project facility are closed or inaccessible
- Entry into the facility is hampered by demonstration, protest, looting, etc.
- Bomb threat at or near the facility
- Fire or other natural disaster

Possible alternate locations include:

- Local partner or nearby INGO facilities (with previous agreement)
- The U.S. embassy, if the Regional Security Officer has agreed to allow for its use as an assembly point
- A nearby hotel (needs to be assessed to ensure it is a safe location, sometimes western hotels can be targeted during unrest and demonstrations)
- One of your local project staff's home (should it be large enough to accommodate all personnel)

If you have staff working temporarily in remote locations, or far from the primary safe location, designating an ad-hoc safe location during their travels is also highly recommended.

Annex C: Evacuation Procedures

The safety and security of Winrock employees is the most important factor in the decision of whether to evacuate. This decision depends on an accurate and reliable assessment of the threats and risks monitored by the company at both corporate and local levels.

Winrock will need to make assessments – based on media, local government, U.S embassy and possibly security company warnings– that will be the basis for the Threat Alert States. These will guide the planning and implementation of security and evacuation plans.

Escalation Plan: All evacuation and emergency planning should consider that events may raise into view slowly – allowing for traditional planning to take place, in a so-called "Top Down Incident" – or that an emergency may occur with little or no notice at all requiring an urgent response, or so-called " Bottom Up Event." Both require organization and decision making; Bottom up Events, however, require a significant amount of pre-planning and pre-positioning as timescales will not allow this to occur successfully using traditional management methodology. This process is called an **Escalation Plan**.

Evacuation Plan: Evacuation decisions will be made jointly by the COP and the CCMT following recommendations from a number of sources, including the relevant embassy. If the decision to evacuate all Winrock personnel from the country is made, the COP must:

- Inform the embassy of the intention and the identities of those being evacuated.
- Inform the embassy of the successful completion of the evacuation and the final confirmed destinations of the individuals.
- Ensure that all personnel are in possession of their passports, valuables, adequate currency, change of clothing, and life support for up to 48 hours.
- Possess a spare emergency box for the collection of the following documents:
    - Personnel files
    - Accounting files and check books
    - Legal documentation
    - Leases
    - Technical materials

Orderly Evacuation: During an orderly evacuation, a deliberate decision will have been made by the COP and the CCMT to withdraw some or all staff. In this case, the situation in-country is usually predictable, and there will have been sufficient warning to arrange for scheduled air or overland transportation with minimum threat. There is usually time to secure company assets and assign responsibility to local staff

or law enforcement/security. There will be a requirement to inform consular and embassy personnel. During an orderly evacuation, it is unlikely that additional security personnel will be deployed.

Emergency Evacuation: During an emergency evacuation, there has usually been a rapid deterioration of the situation in-country. The decision to evacuate some or all staff will require quick decision making by both headquarters and personnel on the ground. It is likely that there will be insufficient scheduled air transportation. Assets will be vulnerable, and vital documentation may need to be destroyed or transported with company personnel. It is likely that embassy and consular staff will be assisting with and/or coordinating the evacuation.Personnel will be under greater threat and therefore experts may be required to assist in the evacuation (security and medical staff).

All Winrock employees are expected to have registered with their consulate in the foreign area and to have kept all travel documents visas up-to-date. Employees are required to keep their personal data such as information about resident dependents, contact telephone numbers, etc., up-to-date with the HR Representative. Foreign consulates will also make evacuation arrangements for their nationals during times of crisis. Entitled Winrock employees may accept evacuation provided by their consulate. In such a case, the employee must notify the COP and provide departure information. The "COP/Warden" will be responsible for notifying the CCMT of any personnel being evacuated by their consulate.

All staff should prepare a "Grab Bag" with essential food, water, documentation and clothes to subsist for at least 48 hours at a shelter or during emergencies or repatriation. It is also wise to stock emergency water and food for up to two weeks at the office and at staff residences.

Medical Evacuation Procedures: Third-country nationals (TCNs), expatriates and local nationals traveling out of country for work who have a medical problem may call **AIG Benefits Travel Assist at: 24/7 phone numbers are 1-877-244-6871or +1-715-346-0859 (collect).** Callers should be prepared to provide their name, identification number, Winrock's name, and a brief description of the problem.

- **Group Name is: Winrock International**
- **Policy Number is: GTP 0009137486 (If you don't have the policy number, just tell the person who answers the phone that you work at Winrock International).**

Please use the table at the end of this annex (the Evacuation Manifest) to record the name and title/relationship for TCN, Short term (ST), expat staff, and local national staff (including all covered dependents) traveling out of country for work for use in the event of a medical (or political) evacuation.

EVACUATION GUIDELINES – *Please fill in the gray areas below to complete this document.*

Who Decides Whether Evacuation Will Take Place

After consulting with the relevant U.S. mission authorities (USAID cognizant technical officer, who is in consultation with the USAID mission director and the U.S ambassador), as well as Winrock's project managers, the COP Bill Collis will decide whether and when to evacuate the area or country. The COP is authorized and expected to make emergency decisions even if time and circumstances

do not permit consultation with the home office. If deemed necessary, the home CCMT will step in and order an evacuation if the COP is unwilling or unable to give the order to evacuate.

Who Will Depart the Country or Area

The evacuation manifest at the end of this annex includes the list of persons, including dependents, who will depart the country or area when the order is given. The COP and office manager will update the list on an as-needed basis.Except for the COP and the office manager, project staff members are asked not to return to the office premises until the emergency situation is cleared, as informed by the office manager or the COP.

The COP should maintain close contact with the relevant USAID Mission authorities, and Winrock's home office, as well as other sources in monitoring the emergency situation. Once the emergency has passed, the COP, in consultation with all relevant authorities, will determine whether or not project activities may be immediately resumed.

If the project is being closed indefinitely, procedures need to be detailed for paying vendors and final staff salary. The COP may contact all necessary employees to request assistance in project closure. If the decision is made to re-initiate operations, the COP or his/her designee will contact staff members and ask them to return to work.

Embassy Roles in Evacuation

Embassies can provide essential information to assist the decision-making process. CCMT and field office staff will communicate with the U.S. Embassy or others on an as-needed basis. Embassies may be in the best position to support evacuations.

Air Transport Evacuation

Generally, because most roadways are blocked in political emergencies, the most viable way to exit or move about the country is via air. At Alert 3 Amber, it is suggested that the office manager will purchase open-ended flight class tickets from project/ locations to the most likely international destination. The purchase of this type of ticket will allow the traveler to easily exchange for the actual ticket if necessary, rather than trying to "battle the crowds" for new tickets. The office manager also will procure visas for the most likely destinations in the event the security situation worsens.

The principal airports that have commercial flights in and out of Kathmandu is Tribhuvan International Airport.

If the departure time to planned evacuation point in Nepal is not soon enough, the office manager will purchase plane tickets immediately for the next flight departing from the Tribhuvan International airport to any international destination. If conditions are extreme, a private flight to Gautam Buddha Airport in Bhairahawa, and thereby to Indian Boarder of Sunauli by road, could be considered. Notify the project coordinator and CCMT at the soonest possible opportunity so that approvals and emergency visas can be arranged.

Estimated Travel Times Under Normal Circumstances

The estimated time to the **Tribhuvan International** airport is 30 minutes. The Baneshwor Road will be the primary transportation route, while Ring Road will be used as the first alternative.

The estimated time to the Nepal of border at Raxaul is from 10 to 12hours.

Overland Vehicle Evacuation

If no international flights are available within the first 12 hours after an emergency has been declared, expatriates and third-country national citizens might have to be transported in vehicles to the Nepali border at Raxaul. Please note the following:

- In the event that the number of evacuees requires the use of multiple vehicles, select DakshinkaliHetauda route which takes one to Hetauda and then to Raxaul.This is a very short route to get to Indian Boarder sooner. Map has been given in Annex L.
- If possible, staff should be provided with detailed street maps of project town/city with notations of primary and alternate routes out of town. Avoid government buildings, military, police installations, or other places where people might congregate. Watch for traffic bottlenecks.
- Identify a safe rally point (example: can be a hotel) for staff to meet at Maitighar Mandala. Ensure all staff knows about this location. If there are other WI projects in the country, it might be advantageous to coordinate evacuation with them. Prior agreements should be implemented.

The CCMT will maintain close contact with all relevant project staff and U.S. mission authorities to monitor emergency and evacuation procedures and ensure all evacuated staff and dependents have safely arrived at their destinations.

Be aware that host-country national drivers may not be able to cross international borders. Please plan accordingly. **Please complete table for all personnel eligible for evacuation.**

EVACUATION MANIFEST

Name	Relation	Passport	Citizenship	Date of Birth
1. Bill Collis	COP	[redacted]	American	[redacted]
2				
3.				

CONTACTS

Institution	Title and Name	Telephone number/e-mail

Institution	Title and Name	Telephone number/e-mail
Hospitals/Medical Facilities: Patan Hospital Bir Hospital CIWEC Clinic	Locations: Lagankhel, Lalitpur Ratnapark Lazimpat, Kathmandu	Telephone: Phone: 5522278,5522266 4221119,4221988 4424111, Email: Fax:
US Embassy	**RSO (or applicable point person):** Address: Colin Bucknor Maharajgunj, Kathmandu	RSO: Marine Guards: 4007200
US State Department Country Desk	Country Desk Officer: Rebecca Morgan	Telephone: 202-647-1115 202-712-1537
Country NGHO Security Office	Program Manager or UN Representative: Ms. Shoko Noda	Telephone: UN Radio Room: 1- 5523989 UN 1-5523200
Other NGHO Red Cross (IFRC), Tahachal, Kathmandu Care Nepal, Pulchowk	Program Manager: The Representative Director	Telephone: Radio Frequency: 4286100,, 4285843 5522800,5522153

Annex D: Incident Reporting Procedures

The following guidelines outline the incident response process:

Receiving the report of an incident and gathering critical information

When receiving a call from any source, it is critical to gather as much information as possible. In these cases there is no such thing as too much information. Staff receiving initial telephone or personal notification should use the outline below as a script, considering each heading as a question and filling in the answers. If notification was received by email, the outline can still be used by filling in whatever information was provided, and determining what follow-up information is needed.

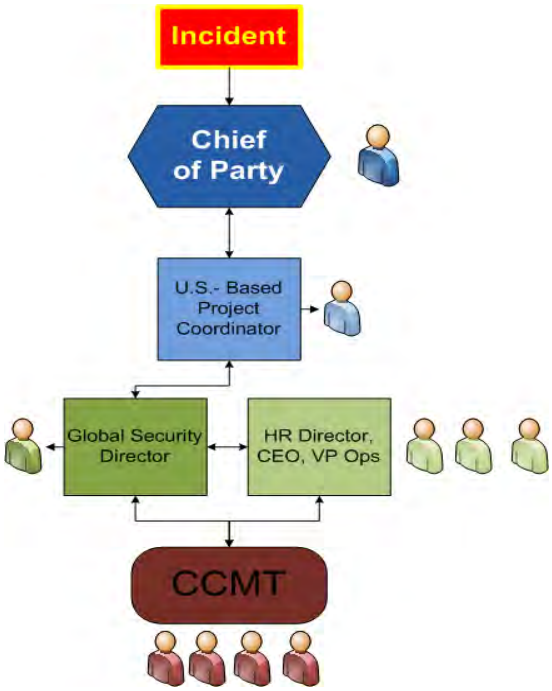
Follow the basic tenets of incident reporting – Who, What, When, Where and How. If there are pieces of information that are unknown, it is better to write "unknown" in the space than to leave it blank, as this will indicate that the question has been asked and the answer was unknown.

INFORMATION	
Who is the caller and how can they be contacted if the call is disconnected?	
Name of person receiving the information	
Date/time of call	
Date/time of incident	
Type of incident (robbery, accident, terrorist attack, etc.)	
Project/Country/Region	
Caller information? (Name, position, nationality)	
Is the caller affected? Is the caller safe?	
Who from Winrock was affected? List everyone. –Victim(s), name and position if available	
Witnesses	
Responders	
Dependents	
Injuries/Deaths/Abductions/Missing	
Where is everyone now?	
Are they safe/receiving care?	
Has Global Rescue been contacted?	

Have local authorities been notified or is there a valid reason why they should not be?	
Narrative of what happened	
Events leading up to the incident	
Events comprising the incident	
Events after the incident to the time of the report	
Status of victims	
Continuing threats	
Follow-up needed	

Making the initial notifications

After gathering and collating information about the incident, and depending on the severity of the incident, the COP or designee should contact their U.S.-based coordinator/Project Manager to relay the details of the incident. They will then in turn contact the Global Security Director and/or the HR Director, who will assist in coordinating a rapid response, mobilizing internal and external resources, and providing guidance and recommendations for the situation as needed.They will also ensure that additional appropriate personnel are notified such as the CEO, Senior Management Team (SMT), and Corporate Crisis Management Team (CCMT) and activate the Crisis Emergency Response Center (CERC) if necessary. When convenient to do so, an "Incident Report" form should be completed and sent to the Global Security Director (please see Annex E).



Classifying the incident according to its severity

The HR Director or the Global Security Director will classify the situation as either an incident, a significant incident, or an emergency based on the criteria below. The classification will guide Winrock in the appropriate level of response and mobilization of resources to address it.

Classification Criteria:

Incident: Minor disruption and minimum threat to staff; can be handled by Global Security Director and affected Project Leads. Have the following characteristics:

- A localized incident, such as to assets, with potential for minor external customer/client deliverables issues
- No loss of life
- No serious injury
- No major reputation consequences
- No serious disruption of project continuity
- No strategic business issues
- Damage contained, no impact on other stakeholders; no external impact

Significant Incident: Moderate disruption and threat to staff; can be handled by the Global Security Director and affected Project Leads however also serious enough to warrant potential involvement from members of SMT and S&ERT. Has the following characteristics:

- Major incident; key activities are under severe stress, e.g. loss of assets
- Potential for personnel injuries
- No loss of life (at this stage)
- Potential for negative media coverage
- Threats made against staff, threats made against business operations, natural disaster, etc.
- Substantial loss of or damage to project continuity
- Potential reputation consequences
- External authorities and regulatory agencies involved
- Service delivery to clients is significantly affected
- The situation is rapidly changing and could have the potential to have further negative impact

Emergency: Major disruption possible and significant actual or potential threat to staff. Requires significant support from corporate resources and likely activation of the CCMT and Corporate Emergency Response Centers. Has the following characteristics:

- The event presents a significant risk to project or corporation operations
- Serious and tangible threat to life (e.g. kidnapping of staff, multiple injuries or deaths, confirmed threats of violence/terrorism, acts of war)
- Service delivery to clients is compromised
- Worldwide negative media coverage possible
- Catastrophic interruption in project continuity
- Incident strategy is influenced by external malicious factors

Applying the appropriate response steps

Winrock incident response procedure follows a First Response Protocol benchmarked and used by major businesses across a broad spectrum of industries. This includes development firms and NGOs working in many of the same environments as Winrock projects. Once the appropriate Winrock staff and resources have been notified and mobilized, this procedure will guide the team's first response to any incident.

FIRST RESPONSE PROTOCAL

Roles and Responsibilities	**Confirm respective Roles and Responsibilities**
Identification	
Facts	What do you know?
Assumptions	What do believe has occurred or contributed to the situation?
Scenarios	Worst case and most likely. (Consider individually and don't discount anything)
Priorities	Establish your priorities including information requirements and immediate tasking.
Response Options	Consider the range of options available. What needs to be done now and what can wait?
Your Objectives	Set your objectives. (What indicators must we achieve to resolve the situation and return to normal business?)
Stakeholders	Identify the range of stakeholders and prioritize according to the interest/influence they have.
Key messages	Establish the messages that must be conveyed to stakeholders.
Actions	State specific actions to be taken, by whom, and when they are expected to be completed (and review as often as necessary to determine when actions completed)
Review	Review at 5 to the hour.

A critical first step that must be accomplished at the earliest stages of a crisis, or if indicators seem to be pointing to a potential emergency, is to have the Global Security Director establish the roles and responsibilities of the US Project Lead and the Field Office Leads. This reduces the level of confusion inevitable in any emergency situation, and minimizes the wasted time and energy that results from duplicated effort or unclear expectations among the members of the crisis response team.

Annex E: Incident Report Template

Incident Report

Distribution of this document is limited to Winrock International personnel only. Access should only be granted to those with a business related or emergency need-to-know. If you have any questions pertaining to the distribution of this document, contact Andrew Bassett, Global Security Director.

Report Date/Time:

Prepared by:

Name: **Phone:** **Email:**

Title: **Location:**

Location of Incident:

Date and Time of the Incident:

Name of person(s) effected:

Names	Describe Involvement	Person's Current Condition

Note: Add a separate sheet if necessary

Point of Contact (POC) for Additional Information regarding this Incident:

Name:

Current Telephone Number(s):

Current Email:

Overview of the Incident to include the following:

- Systems, services and/or project work sites impacted by the incident:
- Whether operations were impacted, degraded, or interrupted:
- Duration of the incident (start to finish):

Details of the Incident:

Actions Currently Taken:

Actions Remaining or Required:

Persons Notified – List the person(s) and organization(s) that have been notified of the incident at the time of submitting this report

Name / Organization	Method of Contact	What Status Was Reported

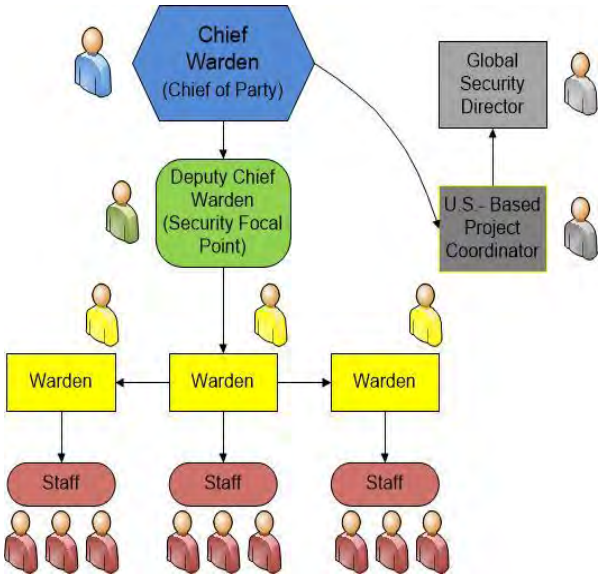
Conclusion / Lessons Learned

When submitting this form please include additional documentation, such as emails, photos, police reports/statements etc

Annex F: The Warden System

A Warden System is used to account for staff either nationally or locally in times of insecurity. It enables accountability for reporting purposes and for crisis response. Key personnel staff numbers should be saved in all communication devices. The system should be simplistic in nature and easy for project employees to understand. The aim of the Warden System is to:

1) Streamline and channel information.
2) Provide simple guidance to managers and staff.
3) Locate staff quickly and accurately.
4) Pass on immediate warnings quickly.
5) Avoid overburdening single managers.



A Chief Warden (generally the COP) has been appointed to have overall responsibility for coordinating the passage of emergency information. Beneath the Chief Warden are a series of Wardens responsible for groups of persons. The Chief Warden will designate a Deputy Chief Warden(SFP), and on very large projects, line managers will also be utilized as Wardens, notably if hub offices are in use.

For clarity, the company has designed a communications tree showing who needs to report to whom. Line managers or regional Wardens must also design a security communications tree specifically for their own department so that all project employees will have the capacity to get information and guidance quickly and accurately during an emergency.

By having a Warden System in place, the project can operate more effectively during a crisis situation. Information can be passed and received through this simple, yet methodical and effective system. For the system to work effectively, all employees should have a detailed brief about the Warden System and know who their Warden and secondary Wardens are. Contact information must be kept up-to-date, with any changes reported directly to either the Chief Warden or the Deputy Chief Warden.

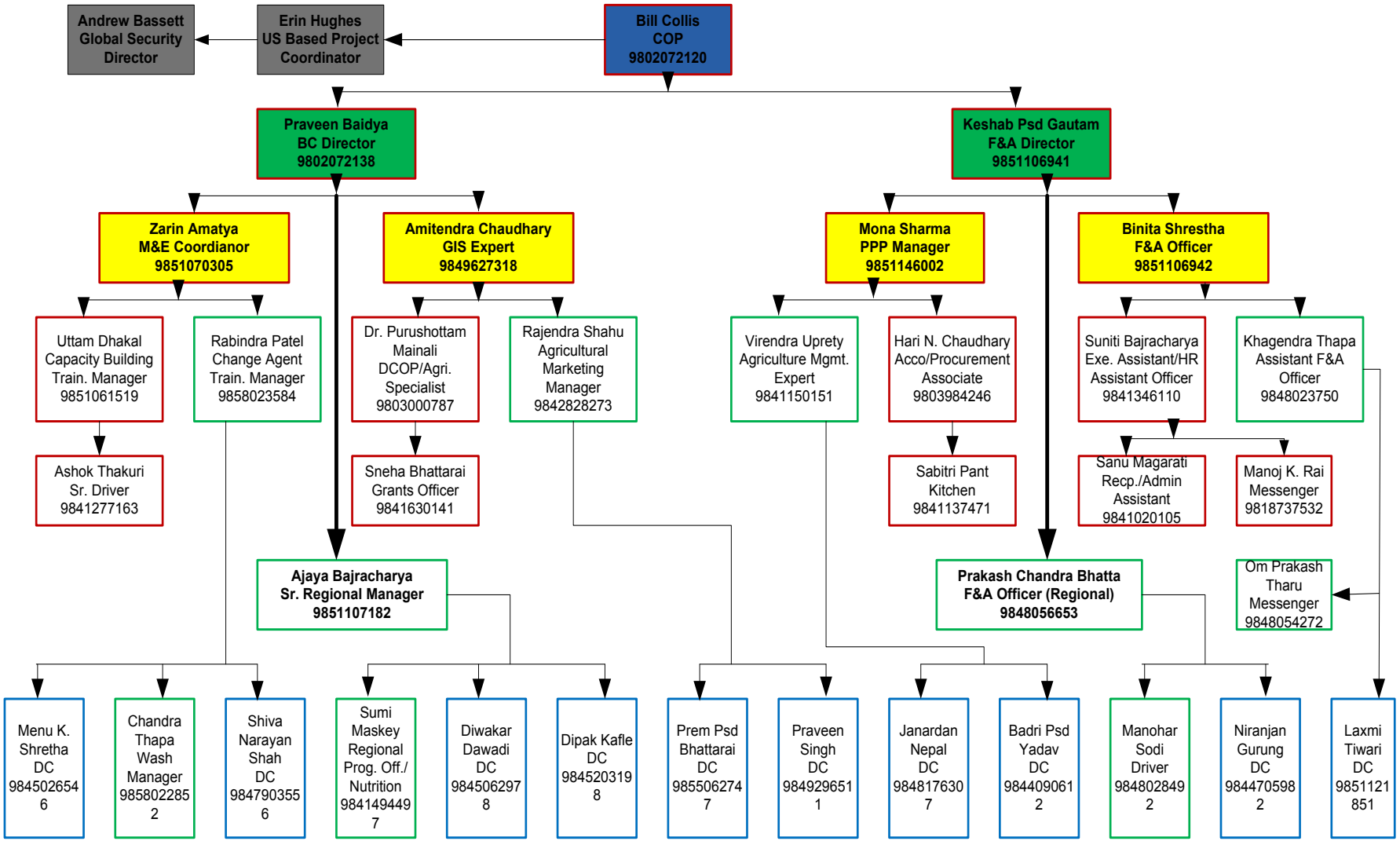
Staff Responsibilities

Staff also have a responsibility to support the Wardens should they be personally alerted to a potential threat, or should they be experiencing a crisis situation. Staff must report information immediately to the Warden regarding possible threats as well as their own location and status. The following responsibilities apply to all staff:

1) Immediately inform their Warden if a safety or security threat has been identified.
2) Ring the Warden if within a city which has experienced a major incident, indicating their own location and status.
3) Contact the Warden if a major incident has occurred which might affect their personal safety or ability to operate.

The **BLUE** color should represent the Chief Warden (COP), who disseminates alerts and/or information to the Deputy Chief Warden (SFP) in **GREEN**. This Warden then shares information with all of the Wardens in **YELLOW**. Wardens in yellow will check on the status of all their personnel and report back to the Deputy Chief Warden, who in turn reports their status to the Chief Warden. If the chain breaks down, then the Chief Warden should contact whoever is next on the chain.

KISAN EMERGENCY CONTACT TREE



Annex G: Winrock Safety and Security Focal Point Introduction

A key component of Winrock's security framework is the formal establishment of a Safety and Security Focal Point system. The information below will help project's to identify and develop the project Safety and Security Focal Points (SFPs) by clarifying the requirements associated with this role.

The Winrock Global Security Director(GSD) will work closely with the project management teams –both in the home and field offices– to ensure that the requirements of this position are clearly understood by all personnel tasked with implementing the framework.We realize some projects already have personnel who serve in such a capacity, but we are seeking to create a company-wide standard definition for the role to ensure the organization's Duty of Care responsibilities can be properly addressed through the security framework.

In general, under the overall guidance and supervision of the Senior Winrock employee (normally CoP), with the assistance of the Global Security Director, the Security Focal Points will be involved in all matters relating to the implementation of safety and security of Winrock personnel. Their responsibilities will be in addition to the regular work assignment and the preference is for the project leadership to select someone who speaks English well, is highly motivated and eager to learn new skills and wants to contribute more to the project. It is important to note that in high-risk countries this position might be required to be a standalone full-time position. Ideally s/he is a mid-level manager who would benefit from working with the senior project management in their role on the Incident Management Team. In most countries, a local staff person is better suited to work as SFP. However, in some countries, based on the unwillingness of external actors (e.g. UN, Embassies) to share information with host country nationals, there may be a requirement that expatriate staff serve as SFPs.

Primary areas of function common to all Security Focal Points:

- Security information collection;
- Security planning and implementation;
- Reporting; and
- General administration of security.

These tasks should be included in the selected staff's job description, and regular evaluation should be conducted according to Winrock HR annual performance review.

SPECIFIC DUTIES OF THE SECURITY FOCAL POINT:

Security Information Collection:

- Assists the CoP in collecting, updating and communicating information regarding the security situation in the country and specifically with respect to Winrock operations:
- Communicates security information to CoP and the GSD as required;
- Maintains regular contact with sub offices and participates in networking with other NGO Security Focal Points or security officers;

Security Planning and Implementation:

- Maintains and ensures compliance with security policies;
- Supervises the preparation and review of the Project Emergency Response Plans (PERP);
- Ensures offices have adequate life safety measures and conform to the PERP;
- Supervises the communication tree;
- Oversees the implementation of all Standard Operating Procedures, including but not limited to: staff identification cards, access to Winrock facilities, travel management procedures.
- Serves a key member of the Incident Management Team.

Reporting:

- Reports security incidents affecting all Winrock personnel, offices and assets to CoP and GSD;
- Drafts, edits and distributes security updates, to all country project staff;
- Prepares a short monthly update on the safety and security situation send to all project staff and GSD;
- Distributes information as directed by CoP and GSD.

General Administration:

- Allocates 10-15% of his/her time to security functions;
- Oversees the general administrative assistance with respect to security to theCoP and liaises with the Security Team with respect to all key functions;
- Maintains a database of contacts who are national country security authorities;
- Supervises the procurement of equipment related to Safety and Security upgrades and training;
- Prepares and delivers security briefs to staff in country and visiting staff; and
- Performs other security-related tasks assigned by the CoP.

Competencies:

Each SFP should be selected based on the below competencies:

- **Planning and Organizing:** Demonstrated ability to establish priorities and plan, coordinate and monitor his/her own work plan with minimum supervision and to work under pressure or in crisis situations.
- **Creativity:** Ability to actively improve services, offer new and different ways to solve problems and meet evolving security needs, and promote and persuade others to consider new ideas.
- **Teamwork:** Proven interpersonal skills and the ability to listen and work in a multicultural, multi-ethnic environment with sensitivity and respect for diversity.
- **Communication:** Proven and sustained communication skills, both verbal and written.
- **Desire to Learn:** Proven desire to learn new skills and contribute more to the project and to Winrock at large.

ANNEX H: "Go Away" Bag Checklist

Grab Bag: It must be able to support a traveler for 24 to 48 hours without re-supply and must contain essential items that will sustain an emergency departure for the initial hours and days. It must be compact and not unduly heavy. Contents must be tailored to the operating environment and should include most of the following items:

Site Location:

Backpack Items	Quantity / Description	Inspection
• Drinking Water		☐
• Food Rations		☐
• First Aid Kit		☐
• Flashlight (Flashlight Batteries)		☐
• Communication Equipment (radio, phone) Batteries + Chargers		☐
• Bug repellent / Sunscreen		☐
• Change of clothing		☐
• Washing kit and sanitary items		☐
• Mission critical documents		☐
• Passport, airline tickets, personnel cash		☐
• Credit cards		☐
• Other items (list)		☐

Possible Medical Supplies for "Go Away Bag"

Backpack Items	Quantity / Description	Inspection
• Kerlix Gauze	2 rolls	☐
• Dressing 4x6	2	☐

Backpack Items	Quantity / Description	Inspection
• Band aids	10	☐
• Tape 2''	1 roll	☐
• Antibiotic cream	1 packet	☐
• Bandage shears	1 pair	☐
• Tourniquet	1	☐
• Ibuprofen 200 mg	36	☐
• Small Flashlight	1	

ANNEX I: Emergency Supply Kit

EQUIPMENT:	
• Flashlight and spare batteries, light sticks	☐
• Candles and matches	☐
• Food and water (for three days)	☐
• First Aid Kit	☐
• Battery-powered AM/FM radio (spare batteries)	☐
• Whistle	☐
• Money (small bills and change)	☐
• 3-day supply of prescription medicines	☐
• Extra prescription glasses, contact lenses and solution	☐
• Heavy work gloves (with leather palms)	☐
• Blanket or coat	☐
• Durable, comfortable shoes	☐

FOOD:	
Store at least a three-day supply of non-perishable food. Select foods that require no refrigeration, preparation or cooking, little or no water, and low in sodium. If you must heat food, pack a can of sterno, a camp stove, or barbecue. Select food items that are compact and light-weight. Include a selection of the following foods in your Disaster Supplies Kit:	
• Ready-to-eat canned meats, fruits and vegetables.	☐
• Canned juices, milk, soup (if powdered, store extra water)	☐
• Staples – sugar, salt, pepper	☐
• High energy foods – peanut butter, jelly, crackers, granola bars, trail mix, vitamins	☐
• Foods for infants, elderly persons, or persons on special diets	☐
• Comfort foods – cookies, hard candy, sweetened cereals, hot chocolate, instant coffee, tea bags	☐
• Pet supplies (food & water)	☐
WATER:	
• Store water in sanitary, food grade plastic containers. Avoid using containers that will decompose or break, such as milk cartons or glass bottles. A normally active person needs to drink at least two quarts of water each day. Hot environments, stress and intense physical activity can double that amount.	☐
• Store 1-2 gallons of water per person per day (2 quarts for drinking, 2 quarts for cooking, 1 gallon for hygiene)*	☐
• Keep at least a 3-day supply of water for each person in your household. (And don't forget your pets – they will need food and water).	☐
NOTE – STORING EMERGENCY FOODS:	
• Even if the electricity goes out, the food in your refrigerator will stay cold for 24 hours if the	

door is kept closed. Thus perishable food should be eaten first.

- Eat food from the freezer next.
- When those are gone, then eat non-perishable food in cupboard.
- Most emergency food should be stored in a cool, dark place (40-60 degrees F)
- Use a permanent marking pen to write the purchase date on each package. Rotate your supplies every 6-12 months to insure freshness.
- Store food in air tight or tightly sealed plastic or metal containers. Take precautions to keep out insects and rodents.

Do not store food near gasoline, oil, or other petroleum products. Smells can be absorbed into the food.

ANNEX J: Bomb Threat Checklist

PHONE NUMBER OF CALLER (check Caller ID, if available)_____

EXACT WORDS OF CALLER:_____(continue on reverse side of this sheet if more space is needed)

QUESTIONS TO ASK: (Ask in this order, and write the responses next to the questions)

1. When is the bomb going to explode?
2. Where is the bomb right now?
3. What does it look like?
4. What kind of bomb is it?
5. What will make it explode?
6. Did you place the bomb there?
7. Why did you put it there?
8. When did you put the bomb there?
9. Where are you calling from?
10. What is your name?
11. Where do you live?

CALLER'S VOICE (check all that apply)		**BACKGROUND SOUNDS** (check all that apply)	
___Calm	___Excited	___Voices	___Street noises
___Angry	___Crying	___Animal noises	___Outdoor noises
___Fast	___Slow	___PA system	___Static
___Loud	___Soft	___Motor	___House noises
___Laughter at times	___Muffled	___Local call	___Long distance
___Slurred	___Nasal	___Music - what kind:	

___Deep	___Disguised	___Office machines - what kind:
___Foul language	___Educated; articulate	___Other machinery - what kind:
___Male ___Female	___Young ___Old	
___Accent – what kind:		
If voice is familiar, who did it sound like?		

Number at which bomb threat call is received:_____

Today's date and time of call:_____

Your name:_____

ANNEX K: Vehicle Equipment/Supply Checklist

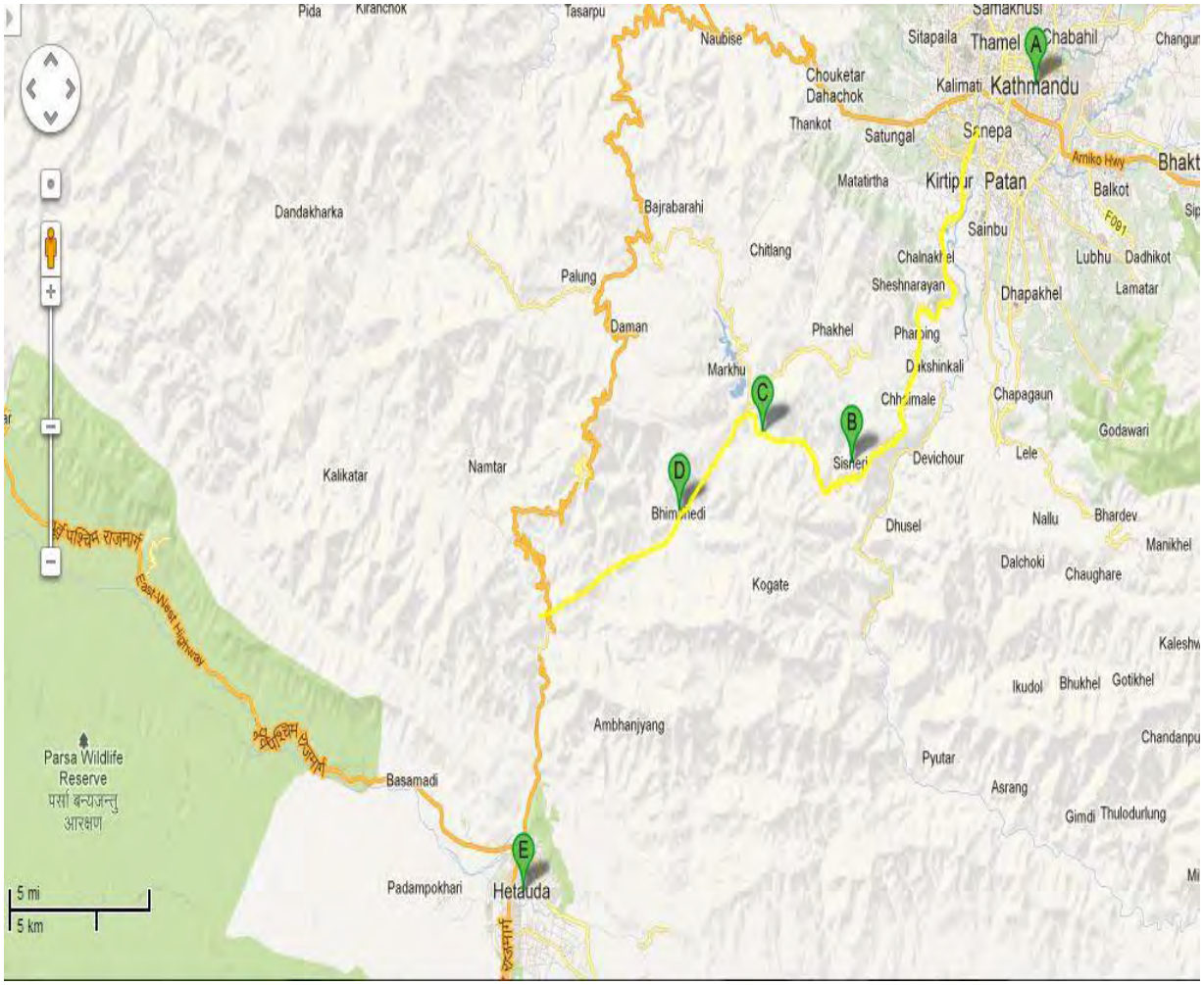
Site Location:

Equipment / Supply	Quantity / Model / Part No.	Inspection
Spare tires		☐
Belts		☐
Hoses		☐
Spare Fuel		☐
Oil		☐
Drinking Water		☐
Batteries		☐
Tools (list separately)		☐
Tow rope		☐
Battery Jumper Cables		☐
Food Rations		☐
First Aid Kit		☐
Flashlight		☐
Flashlight Batteries		☐
Communication Equipment (radio, phone)		☐
Sunscreen		☐
Bug repellant		☐
Blankets		☐
Other items (list)		☐

Prior to departure the driver will check the following (at a minimum)

1. Tires/tire pressure if gauge is available
2. Fluid levels – gas/diesel, brakefluid, coolant
3. Hoses
4. Belts
5. Battery

ANNEX L : Map of Daskhinkali Road to Hetauda


A
B
C
D
E
Kathmandu
Thamel
Chabahil
Sitapaila
Kalimati
Chouketar
Dahachok
Naubise
Thankot
Satungal
Sanepa
Kirtipur
Patan
Matatirtha
Balkot
Sainbu
Chitlang
Chalnakhel
Sheshnarayan
Dhapakhel
Lubhu
Dadhikot
Lamatar
Bajrabarahi
Dandakharka
Palung
Daman
Phakhel
Markhu
Dakshinkali
Chapagaun
Godawari
Sisheri
Devichour
Lele
Kalikatar
Namtar
Dhusel
Nallu
Bhardev
Manikhel
Dalchoki
Chaughare
Kogate
Ikudol
Bhukhel
Gotikhel
Ambhanjyang
Pyutar
Asrang
Gimdi
Thulodurlung
Basamadi
Parsa Wildlife Reserve
Padampokhari
Hetauda
5 mi
5 km

ANNEX M:

KISAN SECURITY REPORTING TEMPLATE

Date	Partner	Program	Region	District	Description	Source	Risk Level