



**EURASIA
PARTNERSHIP
FOUNDATION**

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Incident Management Plan

Last Revised Date

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In effect from September 2017

Yerevan, Armenia

I. Introduction

The purpose of the Incident Management Plan (IMP) is to set forth the policies, procedures, guidance, and capacities used to manage the associated risks of operating in a given environment. The IMP is an integral part of the broader safety and security management system. This plan has been developed to provide Eurasia Partnership Foundation (EPF) staff with a review of key issues related to the incidents and how to manage such situations.

a. Decision-making process

Chief Executive Officer/President: The CEO has the primary responsibility for the EPF offices (Yerevan and Ijevan) security issues. In consultation with the Senior Management Team (SMT) and the staff responsible for technical aspects of security s/he will make final decisions in a crisis situation, take disciplinary or dismissive action, and make decisions based on situational analyzes including ordering an emergency office evacuation. S/he will also maintain a liaison with the Government of Armenia, local authorities, UN Country Office and US Embassy and other embassies when the situation is alerting. During his/her absence from the country, the CEO will delegate this authority to the **Safety and Security Focal Person (SSFP)** or any designated staff member who will take actions when conditions warrant.

b. EPF mission and programs

EPF guiding vision is a South Caucasus that is peaceful, conflict-free and cooperative with civically engaged citizens, socially responsible businesses, and sustainable, accountable and effective third sector organizations. EPF's mission is to empower people to effect change for social justice and economic prosperity through hands-on programs, helping them to improve their communities and their own lives. EPF became an independent local non-governmental organization in 2007. With locally registered offices in Armenia, Azerbaijan and Georgia, EPF is the legacy institution of Eurasia Foundation (EF). While programmatically, institutionally and financially distinct, EPF in Armenia is a member of the Eurasia Partnership Foundation and Eurasia Foundation networks and is strategically cooperating with the other Eurasia offices, as well as Partnership Foundations in Georgia and Azerbaijan, and implements regional and cross-border programming as a central part of its mandate.

c. Description of facilities and operations in EPF

EPF is implementing a broad portfolio of programs. Today it works on critical thinking issues and alternative education methods every day within its different programs: human rights, conflict transformation and peace-building, and civil society capacity building, youth empowerment, anti-corruption and conflict of interest, and business development.

The main donors come from the foreign missions and development agencies of Western countries, particularly USAID, European Union Delegation, the Embassy of the Kingdom of the Netherlands to Georgia and Armenia, United Nations Office of High Commissioner for Human Rights (OHCHR), Swedish International Development Cooperation Agency (SIDA). Previously, EPF had a long-term funding from the Foreign Commonwealth Office.

EPF has two offices- the main office in Yerevan and small office in Ijevan (Tavush region). The main office is located on the third floor of new building on Azatutyun Ave., Suite 22-23, consisting of two rooms. This is a property of the organization. Small field office situated in Ijevan (Ankakhutyun 60 Str.) functions on the rental basis. EPF main office has separate training facilities for organization of seminars, workshops and presentations. The conference room accommodates up to 50 participants in the ‘theater’ and up to 30 participants in the ‘U-shape’ sitting. Generally, all locations and entire Armenia have been currently assessed as having a low risk level.

Structurally, the organization has the following operational departments: programmatic, communications, financial and administrative. The organizational chart is provided in the Annex I. EPF Organizational Chart.

II. Incident Management Plan

This Incident Management Plan (IMP) represents the core functions and responsibilities of EPF Incident Management Team (IMT), comprised of staff having different decision-making level and different roles. The role of IMT is to ensure that all foreseeable crises, that could have a significant impact on EPF activities are identified and have systems established so that they are managed in the most appropriate and effective manner.

In determining whether a critical incident constitutes a “crisis” or is likely to evolve into one, the following criteria should be considered if a situation is likely to:

- result in grave injury or death of EPF staff (including member staff or consultants placed within or operating under EPF’s operational structure)
- undermine EPF’s reputation and/or brand
- significantly disrupt normal EPF operations
- result in significant damage to EPF property
- result in/be indicative of pandemic disease
- result in abduction/detention of EPF staff or contractors.

The IMT is totally responsible for coordinating and making all decisions in response to all in-country incidents involving all serious incidents that occur. Contact details for the IMT members can be found at Annex II. Incident Management Team Contacts

a) Incident Management Team/Composition, Roles and Responsibilities

The recommended composition of IMT is:

- Chief Executive Officer/President - Gevorg Ter-Gabrielyan
- Associate Director- Vazgen Karapetyan
- Development Director/CFO/Ijevan Branch Director- Marina Ayvazyan
- HR/Office Manager- Sylvia Svazyan
- Safety & Security Focal Point- *appointed based on the concrete incident.*¹
- IMT Coordinator- *appointed based on the concrete incident.*²

Support team

- Communications/Media
- Operations Unit (Logistic, Procurement)
- Finance and Admin
- IT Manager

Roles and Responsibilities

Chief Executive Officer/President

- Call team together
- Decision making authority during crisis on contacts, travel approvals, etc.
- Designates substitute team members when specific team members are not available or are required over and above planned needs
- Initiate contact with relevant embassies and donors as required

Associate Director

- Liaise with various government agencies, foreign embassies etc. donors and other UN/NGO's organizations that may need to be kept updated
- Identify and assemble appropriate liaison staff to support crisis
- Update relevant Government agencies/international bodies
- Work with other UN/NGO's/organizations that may also be involved
- Regular reports to key donors where required
- Act as a backup CEO

Development Director/ CFO/ Ijevan Branch Director

- Coordinate all support services related activities with Government and concerned local authorities
- Organize all activities for Ijevan office, including liaison with local government and partners

¹ The person might be different upon the assessment of each case. SMT will assign for every particular case. In general, the first response will be undertaken by HR/Office Manager in coordination with SMT / IMT.

² The person might be different upon the assessment of each case. SMT will assign for every particular case.

- Ensure that EPF procedures well understood by staff
- Act as a backup CEO
- Ensure that all required support is provided promptly, at scale and in line with the rules and principles

HR/ Office Manager

- Contact counselling/support services
- Contact and prepare medical services where required
- Handle compensation/benefits issues that arise
- Organize contact of the families of EPF staff.
- Organize medical and psychosocial support for staff if needed

Safety & Security Focal Point

- Work with the local security agencies and support the field office as required
- Take the lead of the situation on the ground and work with other parties that may be involved
- Contact and verify where about of all EPF staff
- Support teams on the ground
- Liaise with other third party actors
- Directly contact with security forces/local authorities

IMT Coordinator

- Keeping records of all correspondence relating to crisis
- Coordinate with support team and IMT

Support team

Communications/Media

- Prepare media response
- Communicates with media as required
- Prepare statements and press releases
- Prepares the spokesperson
- Prepares for press conferences where appropriate

Operations Unit (Logistic, Procurement)

- Support IMT with communications equipment i.e. sat phone etc.
- Arrange equipment for anyone travelling out to field sites
- Support where necessary any other needs

Finance and Admin

- Have logistics and admin ready to support team such as making sure communications and transport is available. Finance ready to support to any cost incurred
- Coordinate with finance on all financial matters that relate to the crisis
- Establish mechanism for transferring funds where necessary
- Contact banking authorities as necessary
- Transfer funds on request by IMT Coordinator in consultation with CFO & CEO
- Maintain records of costs and financial issues relating to crisis

If IMT is totally focused on the crisis then EPF team needs to be in place to keep normal operations running, then one program manager should take on the role of managing operations if the CEO is 100% involved with the crisis. The role of this manager would be:

- Assess impact on ongoing program activities
- Identify and assemble operations staff to take over work load of IMT team
- Evaluate short and medium term effects on ongoing operations
- Communicate with field on impact of crisis and managing their programs

b) Contingency Plans

Action on death of employee

Precautionary measures should be taken to avoid situations that could cause injury or death of the staff. In the event of an accidental death of an employee while at work for the organization the EPF will establish a committee to investigate the case. Depending on cause, the committee may involve in the investigation the representatives from local police and medical experts.

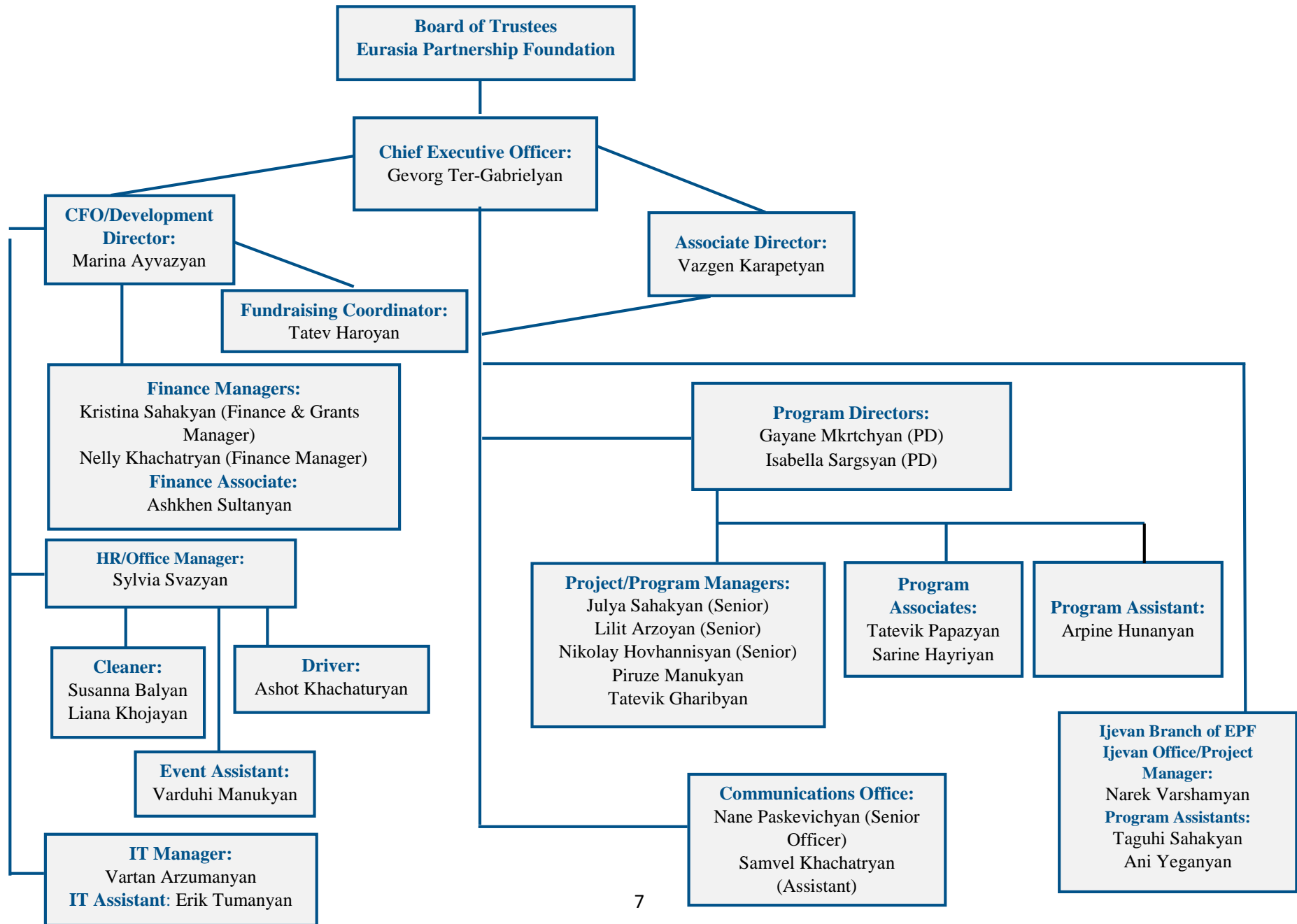
Action on kidnap

Any staff member receiving a call from abductors or their surrogates should try to determine: Who is being held hostage? What is the health and welfare of the hostage(s)? Immediately upon receiving the call the staff member must notify the CEO. Upon notification of the abduction of a staff member, the CEO will immediately convene an IMT and contact the family of the hostage.

Action on road traffic accident

EPF has no own vehicles, staff travels to field and program sites on rented vehicles, which should be technically checked and have insurance. In the case of vehicle accident, the driver or staff responsible for the vehicle is required to contact immediately the Insurance Company.

Annex I. Eurasia Partnership Foundation. Organizational Chart (as of February 2023)



Annex II. Incident Management Team Contact List

EPF Office	IMT Member	Function	Email	Phone
Chief Executive Officer/President	Gevorg Ter-Gabrielyan	Management, ratify decisions, represent to media, liaison with donors and embassies.	gtergabrielyan@epfound.am	(+374 91) 01 73 91; (+374 95) 25 15 69
Associate Director	Vazgen Karapetyan	Ongoing management of the day to day running of programs	vkrapetyan@epfound.am	(+374) 91438838
Chief Financial Officer/Development Director	Marina Ayvazyan	Ensure adequate finance and grants procedures	mayvazyan@epfound.am	(+374) 91210346 (+374) 95251572
Office/HR Manager	Sylvia Svazyan	Advise on staff policy and support, and coordinate family support and liaison Advise on financial issues	ssvazyan@epfound.am	(+374) 91402258 (+374) 95251573
Safety and Security Focal Point	<i>SMT appoints based on the concrete incident</i>	Advise on security issues. Take the lead of the situation on the ground and work with other parties that may be involved.		
IMT Coordinator	<i>SMT appoints based on the concrete incident</i>	Keep records of all correspondence relating to crisis. Coordinate with support team and IMT.		

Annex III. Initial IMT Meeting Agenda

1. List of participants. (Ensure that all participants are identified and confirmed. Any late arrivals to the meeting must be immediately identified.)
2. Statement of confidentiality and IMT ground rules
3. What do we know?
 - a. Be sure to allow each location to provide information and ask clarifying questions
 - b. Determine the level of confidence in information at hand
 - c. What is not known? How do we find out?
4. Stakeholder Analysis
 - a. Actor mapping
 - b. Interests and influence
5. Decision-making
 - a. Who is the primary decision-maker?
 - b. Are there other decision-makers related to specific decision points?
6. Scenarios
 - a. Best outcome
 - b. Worst outcome
 - c. Most likely outcome
 - d. Assumptions
7. Priorities
 - a. Welfare of staff
 - b. EPF reputation
 - d. Loss of assets
 - e. Other
8. Objectives (what does success look like)
9. Immediate next steps/options
 - a. Support to Field Team
 - b. Key messages
 - c. Trouble shooting
10. Additional members to the IMT
11. Review of events and any remaining issues
12. Date/time/location/call-in directions for the next IMT meeting

Annex IV. Safety and Security Standard Procedures

a. *Compliance with EPF Incident Management Plan and safety and security procedures*

All EPF staff and facilities must comply with this Incident Management Plan (IMP) and safety and security procedures.

b. *EPF staff, partners and visitor orientation and briefings*

All new staff and partners is provided an orientation to IMP and safety and security procedures. Orientation is provided within the first week of staff. All visitors receive a security briefing within 48 hours of their arrival.

c. *Information sharing (briefing, de-briefing)*

Any staff member can directly address any security related issue directly to the CEO or the Safety and Security Focal Point (SSFP) at any time. It will be the responsibility of CEO or SSFP to assess the information from a staff member and to decide in consultation with SMT an adequate course of actions.

d. *Personal behavior*

At all times the staff, including those working in remote locations should be aware of the broader country context. Employees should know the office security guidelines, rules and rational and feel responsible for their implementation. Each unit supervisor should be aware of his/her supervisee travel plans and each employee should keep his/her supervisor informed about date, time and location to be visited.

All staff should make sure that at all times they have:

- Passport, visas or residency cards are valid
- Cell phone with charger

e. *EPF staff safety and security training requirements & resources*

The SSFP is responsible for staff orientation on safety and security issues. On hire or upon first arrival into a country, new staff and visitors must be briefed on the security situation and threats in the area.

All staff should receive safety and security training appropriate to their position and responsibility. The training on fire alert shall be conducted every year with participation of the Yerevan and Ijevan offices' staff. The fire alarm should be simulated resulting in self-evacuation of the staff in accordance with the evacuation map.

A record of security training provided to all staff, appropriate to their position and operational risk ratings should be retained in the appropriate personnel records and files. The records should include date of training, person conducting the training, and topics or areas covered. It is the SSFP responsibility to maintain the records of security training.

f. *Facilities description (offices, residences, warehouses, guest houses, etc.)*

EPF occupies one office in Yerevan and one small office in Ijevan, Tavush province. The CEO and SSFP should ensure that all facilities meet safety and security standards.

The EPF office in Yerevan is located at the second floor of newly renovated building, which corresponds to civil construction standards. Presently the office space has two emergency exits. These two evacuation exits allow quick evacuation of staff in case of emergency situation. There is an installed security system with fire alarm system and fire extinguishers.

g. *Facilities safety procedures (fire safety, exit drills, first aid kits, etc.)*

The office has one main exit and two evacuation exits allowing quick evacuation of staff. The drawings for emergency evacuation are posted in the office in visible places. The premises are equipped with fire alarm system, fire extinguishers and a first aid kit. There is no international staff currently working in the Office. All room keys are located in the key box in the reception area. The set of all extra keys are under the lock at SSFP.

h. *Facilities security (access control, guards, identification, searches, etc.)*

The office does not have direct exits outside the building: the main entrance to the building is controlled by the security intercom.

Safety and security of the country office assets and staff personal belonging is responsibility of each and every staff therefore the following rules for visitors apply:

- Visitors should be escorted by the designated staff to the respective office/department or to the meeting room. No visitor can leave the reception area for searching the staff in the office without being escorted;
- After having a meeting, the staff is responsible to escort the visitor to the reception area and the entrance door;
- The staff is advised to have working meeting in the meeting room when possible.

i. *Transportation and vehicle movement*

Traffic and vehicle-related accidents are among the top causes of injuries and fatalities to the staff. Research indicates that a seat belt is the most effective defense against death and injury from a vehicle accident. Seat belts should be worn at all times by all passengers, front and rear, in EPF staff or rented vehicles.

During wintertime it is required that the staff responsible for Logistics checks the weather conditions along the route through the destination and give an appropriate advice to the traveler.

In every instance, do not travel if there is any indication of significantly increased risk along your intended route or at your intended destination.

The staff responsible for Logistics has to ensure that at all times all rented vehicles are equipped with a small first aid kit, country map, fire extinguisher and a flashlight (see Annex IV in EPP).

j. *Radio and Telecommunications*

The SSFP is responsible for keeping up-to-date the emergency data and contact information. The personal contact information should be kept in the employee personnel folder for every permanent national and international staff member. The contact information including all staff telephone numbers, emergency contacts (fire department, police and ambulance) are provided in updated (Annex I-II in EPP).

Staff is responsible to notify the SSFP about changes in personal contact information, i.e. changing address, telephone number etc. The phone numbers for fire department, local police, ambulance and security guards are posted in the offices in visible places and near fire extinguishers.

k. *Human resources and personnel*

The most important asset of the agency is people. It is not the agency's intent to jeopardize the safety of its personnel and assets. Nor should the project beneficiaries suffer needlessly. Therefore, if the situation is insecure it is recommended to scale down all activities and personnel levels in the impact areas to the degree that it is possible, while still maintaining minimal project activities. There may be a point at which project activities are suspended, and that point must be determined on site, in consultations with the IMT.

l. *Finance/cash management*

Cash transactions for the EPF are kept to a minimum. About 99% of monthly expenses for the office are paid through bank wire transfers. The most important non-human assets are the financial records so regular back-ups of financial files are essential. During the period of scaled-down operations, financial transactions should be minimal. Cash on site should be minimal, yet sufficient to cover general activities for a brief period. If the evacuation occurs at a time when payrolls are at the site, the payrolls should be distributed to all personnel, even if it is before the end of the pay period. Similarly, rents and other outstanding obligations should be cleared if possible.

m. *Collaboration with other agencies*

EPF will maintain regular contacts with regard of security issues with the UN mission in Armenia, US Embassy, UK Embassy, other European Embassies (German, French), Ministry of Emergency Situations of RA, appropriate weather and disaster centers and with the local government.

n. *Media relations*

The EPF staff responsible for Communications should ensure that all public statements are prepared in consultation with SMT and IMT. In certain situations, the office may want to consider contacts with the media not only from a visibility and advocacy perspective but also from a security point of view. However, prior to undertaking a media relation the SMT should assess whether it can control the press in editing of the CEO's message.

o. *Program related activities, security of participants and beneficiaries*

The same safety and security procedures described in this document should be taken into consideration when implement project activities. The EPF staff has to provide an orientation on IMP and safety and security procedures to project's partner organizations (see. Annex IV, point b). The EPF staff is also responsible for informing project stakeholders and beneficiaries about security measures/requirements of organization.

In case of emergency, security issues related to program interventions and participants/beneficiaries have to be assessed immediately by EPF program staff. Depending on assessment results, including scale of disaster/emergency situation, geography, impact on implementation, etc., the current programs has to be freeze or switched to emergency mode; the donors and partners should be informed respectively.

EPF has to ensure adequate budget provisions for safety and security-related expenses are made to meet safety and security standards. It is recommended to include a certain amount under "Contingency reserve" line in program budgets at proposal stage for safety and security management needs as determined by award risk assessment.

p. *Incident reporting and response*

Any and all significant threats to staff and security must be reported to the IMT and SSFP. The template for incident reporting is provided in the Annex V. A historical record of significant events should be kept at the office under secure and controlled access to ensure confidentiality. In the event of a serious health, accident or security problem, communications with media, police or other outsiders should be made through CEO in coordination with IMT.

Annex V. Staff Travel Procedures

Travel Planning and Preparation

Preparation and planning is the key to safe and secure travel. Many of the safety and security incidents staff face while travelling are the result of inadequate preparation and planning. When planning a journey, it's important to be guided by the following travel procedures:

Know the area. Be aware of the general security situation and the safety and security risks that may exist. Keep abreast of any military developments and identify locations or areas to avoid. Identify the various agencies working in the vicinity or in the areas en route.

Study the route. Find out as much as possible about the road conditions, consult with other agencies and organizations to monitor route conditions, and change routes as necessary.

Avoid routine. In areas with criminal activity or other known threats, consider alternative routes and timings. Avoid developing routines. Keep your journey plans confidential.

Plan for delays. Estimate the time of arrival for different points along the route and plan your journey to arrive at your destination well before nightfall. Anticipate possible delays and calculate them into your journey times.

Check and prepare vehicles. Vehicles must be checked before any journey. Ensure that they are in good condition and have all the necessary equipment and supplies; for example, spare wheel and tire-changing tools, spare fuel, tow rope and first-aid kit.

Documentation. Ensure that all documentation needed for travel is with the vehicle, including vehicle registration, insurance, permission to travel, waybill for supplies, etc, as required. Drivers and passengers should carry personal identification (ID card, passport or photocopy) and relevant driver's license.

Communications. Establish communication procedures for monitoring vehicle movements. For example, agree the frequency of communications and/or the specific communication points along the route. Ensure that all passengers know how to use the communication equipment and who to call in an emergency.

Contingency plans. Contingency plans should be developed in case of problems. For example, you should identify alternative routes and safe locations in case of insecurity, and establish procedures in the event of losing communications.

Submit a journey plan. It's important to notify others of your travel plans, times, destination and route. Plans should include steps others should take if you do not arrive as scheduled.

Vehicle Safety

It is well reported that traffic- and vehicle-related accidents are among the major causes of injuries and fatalities for organizations staff. It's a sad fact that many of these accidents could have been avoided, if basic guidelines had been drawn up and followed. In both secure and insecure areas, vehicle safety is a basic principle that should be adhered by all staff. The following procedures must apply:

Safe driving. The combination of poor road conditions, challenging terrain and powerful vehicles is an ideal recipe for accidents. Safe driving means recognizing the limits of your vehicle and the risks the environment poses, and adjusting you're driving accordingly. This skill is not inherent in all drivers, and therefore safe-driving training is a necessity for all.

Speed. All vehicles are difficult to control at high speed, particularly four-wheel drive (4WD) vehicles. It's important to establish clear speed limits, both in built-up areas and on open roads. Vehicles must be able to stop quickly and safely in an emergency, and therefore should only be driven at a speed at which the vehicle is stable, of set speed restrictions. Safe speed limits must be rigorously enforced.

Seat belts. The wearing of seat belts is compulsory. Not only is it a legal requirement, but there is statistical proof that it reduces the impact of a vehicle accident. Only on very rare occasions should it be judged appropriate not to wear seat belts; for example, when wearing them might critically hinder staff who need to escape from their vehicle quickly.

If you are carrying supplies or equipment in vehicles, you should ensure that all cargo is packed and secured appropriately so that it can't cause injury to the driver or other passengers.

All EPF vehicles, including rental vehicles, must be equipped with the appropriate safety equipment (first aid kits, fire extinguishers, seat belts, etc.). It is mandatory for drivers and all passengers to wear seat belts and for helmets to be worn by all motorcyclists and any passengers.

Vehicle Movement Procedures

To maintain safety and security during vehicle movement, EPF must have clear procedures in place that are understood and adhered to by all staff. Vehicle movement procedures will undoubtedly have to be adapted to suit the local context and the specific threats that exist.

Basic precautions

Basic precautions should be taken during all vehicle travel and staff movements, even in areas that are relatively secure. Basic precautions include the following:

Be alert at all times. Always expect the unexpected.

Continually gather information. Seek advice on the road ahead and the security situation from local people, bus drivers, transport companies, officials (including police and military) and other agency staff you meet along the route.

Avoid travelling alone. On long or high-risk journeys, a driver should be accompanied by at least one other person.

Avoid travelling at night. In areas where night driving is known to be dangerous, all journeys should be planned so that you arrive at the final destination in plenty of time, allowing for possible delays.

Maintain communications. Check that communication equipment is working and keep others regularly informed of your movements.

Safe driving. All drivers should respect local traffic regulations, particularly where curfews, checkpoints and speed limits are concerned. Know what's in your vehicle.

Be aware of what items are in the vehicle. Make sure you have appropriate documentation for all items and supplies being transported.

Vehicle accident procedures

The possibility of vehicle accidents can be limited by safe driving, but of course they cannot be avoided entirely. If you are involved in an accident, it's important to handle the situation correctly. If mishandled, it can quickly change from an unfortunate accident into a security risk. In extreme situations it can trigger violence or threats of retribution. The following procedures should be followed to mitigate the effects of an accident.

Assess the situation. Quickly discern the attitudes and behavior of people around the accident site to ensure that you and your staff are not at risk.

Stop or not? Do not leave the scene of the accident unless your safety or that of your colleagues is jeopardized, and then only to move to the nearest police station or military post. Make sure you are briefed on how you should respond to a vehicle accident in your particular country as the advice will vary from country to country.

Provide assistance. If someone is injured, provide immediate care and assistance as appropriate and if further assistance is required take them to the nearest hospital.

Report it. Make contact with your base/office and report the incident. If appropriate, contact the police immediately and cooperate as required.

Remember insurance. Adhere to procedures required by your insurance company with regard to vehicle accidents. If feasible, take photographs of the scene and record the names and contact information of those involved, witnesses and responding authorities.

Do not discuss compensation! If issues regarding settlement to victims for death or injury, loss of livestock or vehicle damage arise, get advice from senior management. When approaching an accident involving other vehicles, consider the safety and security of your vehicle's occupants before responding.

Annex VI. Incident Report Form

Date of report: _____

Name of person reporting: _____

Position: _____ Office: _____

Date/time of incident: _____ Location: _____

Describe in detail the particulars of the incident (who was involved, what happened, impact on personnel, description of perpetrators, actions taken).

Implications on project activities:

Follow-up action requested:

Follow-up action taken:

Signature: _____ Date: _____
Safety & Security Focal Point

Signature: _____ Date: _____
Chief Executive Officer