SAFETY AND SECURITY GUIDELINES

Guidelines Number:	1	Version:	1
Prepared by:	Paul Taylor, Maria Prescilla	Approved by ED on:	16 May 2022
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INTRODUCTION

Mercy Works Limited (MWL) promotes social justice through local and overseas relief and development activities that are part of the mission and vision of the Sisters of Mercy in Australia and Papua New Guinea.

MWL engages in partnerships with communities to promote justice, self-reliance and to support peoples and communities who are displaced or denied access to basic resources such as education, health care and social welfare.

Currently, MWL supports projects and partnerships within Australia and Asia Pacific region including Papua New Guinea, Timor Leste and the Philippines. MWL recognise that workers who operate in and travel to these locations, may experience significant safety and security risks.

MWL commits to ensuring all of its workers are able to pursue their tasks without undue risk to health or life.

1. PURPOSE

MWL accepts a duty of care for all its workers and is committed to ensuring their safety and security at all times, in line with MWL Work Health and Safety Policy.

To manage risks to its workers, MWL has developed safety and security guidelines with a view to raising consciousness and maintaining the safest possible working conditions guided by:

> **ACFID Quality Principle 9. People and Culture**
> Commitment 9.2 We protect, value and support our people and
>
> **Principles of the People In Aid Code of Good Practice** – specifically **Principle Seven - Health, Safety and Security** as advised by ACFID.
> (https://acfid.asn.au/sites/site.acfid/files/resource_document/peopleinaid-codeofgoodpractice.pdf

2. SCOPE

These guidelines apply to all MWL workers (MWL board directors, committee members, employees, volunteers, and other stakeholders) who are doing paid or unpaid work for, or on behalf of MWL.

3. APPLICATION

These guidelines outline the roles and responsibilities of all parties to ensure safety and security is considered in day to day activities, and reasonable actions are taken to enable MWL workers pursue their tasks without undue risk to health or life.

Training will be provided to MWL workers on these guidelines to ensure it is consistently applied both in Australia and overseas.

4. ROLES AND RESPONSIBILITIES

MWL believes that ensuring safety and security is an important part of valuing and respecting its people. However, respect for safety is an individual as well as a collective responsibility.

All workers in MWL have a responsibility for their own safety and security and that of others. All workers have a duty to address issues of safety and security, and MWL expects all workers to demonstrate caution and make sound judgement relating to their work and travel.

Consultation with local partners, awareness raising and ongoing training will be key elements of creating a culture that prirotises the safety and security of all workers.

4.1 Executive Director
The Executive Director is responsible for:
- Setting the safety and security policy and protocols for the organisation;
- Producing security plans and worker safety and security assessments for visits which can then be adapted to each location;
- Maintaining an insurance policy with appropriate cover;
- Regular training for workers on Work Health and Safety Policy and Safety and Security Guidelines;
- Planning of visits in consultation with Program Managers, relevant local partners, and in the case of travel to Papua New Guinea, the In-country Program Coordinators;
- Allocating sufficient resources, both financial and human;
- Providing support to workers when necessary;
- Monitoring the effectiveness of work safety and security management in project locations;
- Ensuring that feedback is sought from each visit and that policy and procedures are updated accordingly;
- Deciding on deployment or evacuation in consulation with Program Managers and local partners;
- Ensuring that all workers are well prepared to take timely safety and security related decisions, when necessary. This includes the preparedness and implementation of a crisis management team for managing certain serious or high-profile incidents;
- Being aware of the extent of legal liability if various contingencies were to occur;
- Taking appropriate corrective action to address deficiencies in safety and security measures.

4.2 Program Managers

The Program Managers are responsible for:

- Operating with security awareness in order to ensure, in the best possible way, the safety and security of team members operating in and travelling to project locations at all times;
- Thoroughly reading, accepting and complying with the Work Health and Safety Policy, Safety and Security Guidelines and worker safety and security assessments for visits;
- Participating actively and proactively in risks or safety and security assessments prior to and during the visit, including using DFAT travel advice and advice from other sources (e.g., UN security assessments);
- Engaging with relevant local partners, and, in the case of travel to PNG, with the In-Country Program Coordinators, to understand existing risks level and context specific safety and security procedures;
- Contributing actively to developing the rules for the visit and committing to active participation in the establishment of these;
- Ensuring a safety and security briefing prior to travel and a local safety and security briefing by in-country Mercy Works staff or relevant partner staff upon arrival,
- Reviewing and commenting on worker safety and security assessments for visits.
- Executing evacuation;
- Taking appropriate corrective action to address deficiencies in safety and security measures.

4.3 In-Country Program Coordinators

Where MWL has an in-country office, (ie. Simbu and Kiunga), the Program Coordinators are responsible for:

- ensuring all MWL workers in-country comply with MWL Work Health and Safety and Safety and Security Guidelines;
- monitoring risks or threats and alerting the Sydney Office;
- providing the Sydney Office regular update on the situation;
- implementing MWL Contingency plan in country, in collaboration with the Program Manager and Executive Director.

4.4 All Workers

All MWL workers are expected to

- Adhere to relevant MWL policies and protocols, including the Work Health and Safety Policy and this Safety and Security Guidelines. Only in life threatening situations may these be bypassed;
- Be aware of risks and report hazards and incidents to Program Managers, or the Program Coordinators, if in-country;
- monitor, in high-risks context, the risks or threats and alert the Sydney Office, particularly if the situation is deteriorating or a natural disaster is imminent, providing the Sydney Office regular updates on the situation as it unfolds;
- Avoid placing themselves at risk to protect assests or to meet deadlines;
- Avoid becoming complacent about safety and security, continually checking and analysing the situation and surroundings, even in familiar areas;
- Take actions to make themselves safe and reduce risks to themselves and others around them. Workers on location have the right to leave where their personal assessment is that their safety and security or that of others is being compromised;

- Respect the laws and the culture of the host community. This implies that cultural rules concerning expected dress codes, non-use of alcohol and other restrictions are respected to a sensible degree. Before each trip the individual has the obligation to study the context and the cultural laws of the community of destination;

When, despite the worker safety and security assessment, the security situation deteriorates beyond limits of acceptability, the MWL worker on location has the right to decide upon evacuation and this decision cannot be overruled.

Similarly, if and when a MWL traveller from Australia no longer feels comfortable with the security situation, the worker has the right to depart earlier when safe to do so.

5. RISK MANAGEMENT

All project locations will be regularly assessed for risk by the Program Managers, considering official government advice and after consulting with local MWL workers and partners and, in the case of travel to PNG, the In-Country Program Coordinators.

Risk mitigation measures will be put in place in the context of the identified risks for that location.

5.1 Travel

5.1.1 Briefing
All MWL workers travelling to project locations, particularly in high-risk areas will be briefed before departure, either by email, in person or both. The briefing will contain logistical, content related and security details. Whenever possible and appropriate, MWL will arrange security briefings upon arrival in the country of destination. Upon return, all MWL workers will attend debriefing sessions, either face to face or by phone and provide feedback.

5.1.2 Preparation
Before departure, all workers will receive appropriate safety and security training. This is to include evacuation preparedness and possible security scenarios.

5.1.3 Health, Safety and Security
Each MWL worker visiting a high risk area is obliged to conduct a risk assessment prior to planning the trip and monitor the situation on an ongoing basis prior to departure. The planned trip may be cancelled, if residual risks is deemed too high that it compromises workers health, safety and security.

If travelling to a location with known health risks including a COVID affected area, MWL workers need to have all necessary vaccinations and other medical precautionary measures including hand sanitiser, protective personal equipment (PPEs) such as gloves, face masks and eye protection especially.   If travelling to areas prone to mosquito-borne diseases (such as malaria and dengue), preventive measures should be taken such as use of protective lightweight long sleeve/pants clothing, mosquito repellent, and mosquito nets.

Appropriate travel insurance is mandatory before travelling on MWL visits to the Asia Pacific region.

All workers will be provided Safety and Security Policy, Human Rights Policy, Workplace, Health and Safety Policy training on a regular basis.

5.1.4 Emergency Precautionary Measures

Before visiting a high-risk area, all MWL workers must provide essential details which includes a health profile. This is to include any health issues, medications, the volunteer's next of kin and emergency contact information.

5.1.6 Cancellation

The MWL Executive Director in consultation with the Program Managers and the In-Country Program Coordinators makes the decision to cancel or to continue planning the visit. However, the MWL Executive Director retains responsibility for continuous monitoring and the final decision to cancel. If changing security situations require cancellation or evacuation, MWL has the obligation to do so.

5.1.7 Travel – Execution

Workers intending to visit a high risk area should continually monitor significant political, social, economic, security events in the location to be visited. Often those best able to conduct assessments in a specific region are the local partners and staff.

For the in-country team, any final decision to visit high risk areas or communities is dependent on consideration advice and discussion with local partners, communities and other trusted/reliable sources.

For MWL workers travelling from Australia to locations overseas, the final decision to visit a high risk area depends on DFAT (Smarttraveller) advice and discussion with local partners, and, in the case of PNG, the In-Country Program Coordinators, regarding any possible disturbances.

5.1.8 Communication

All workers are to have mobile phone communication with a current essential contacts list and to follow communication protocols while travelling (e.g., agreed checkins).

Contact with the local partners while on location will be maintained at all times. Visiting workers must be aware of their location and always follow local travel protocols (e.g., not to travel alone, female workers to be accompanied by a male worker, etc).

If the group members go separate ways for whatever reason, the visiting worker will ensure that the different parties have means of communication and will determine the interval of the communication.

5.2 Crisis Management

MWL defines a crisis as any unstable situation of extreme danger or difficulty, which harmfully affects workers or their ability to perform necessary duties. MWL workers must be familiar with the protocols to be followed in the event of a crisis including evacuation.

5.2.1 Hibernation, Relocation and Evacuation

Planning and preparation for hibernation, relocation and evacuation are a key part of risk assessment and a safety and security management plan.

Preparation should also be made for 'hibernation' – when it is safer to stay in a location rather than to attempt to move.

Relocation will be undertaken if the MWL workers are directly or indirectly at risks from the threat or hazard and the situation is likely to continue to deteriorate.

When the security situation deteriorates beyond limits of acceptability, both the Executive Director and the Program Managers have the possibility to decide upon evacuation and this

decision cannot be overruled. Australian Government assistance could be requested, where appropriate.

In a relocation or evacuation situation, MWL's aim is to return staff and volunteers to their home base or to a place of safety. Notwithstanding legal obligations, MWL endeavours to undertake, as far as reasonably practicable, to move all staff and volunteers to a place of safety, if they are at risk directly as a consequence of their work with MWL or are subject to a particularly serious or targeted threat. All workers should be made aware of their own and MWL's responsibilities in advance. Workers who are evacuated will, as far as practicable, be offered a formal debrief and counselling if deemed appropriate. Please see Annex 2, MWL Contigency Plan.

6. INCIDENT REPORTING

MWL defines as an incident all events, which have caused, are likely to cause or could have caused the profile of the organisation and/or its representatives to be harmed (e.g. unwanted contacts with or questioning by police, intelligence services or any other authorities).

In MWL's current working regions there is a very real danger from natural disasters and conflict. It is common to have cyclones and the resultant flooding, earthquakes and possible tsunamis and other natural disasters. It is also common to have risks related to conflict and violence. All workers are to be fully briefed on how to prepare for all likely scenarios and to ensure all incidents are reported to the In-country Program Coordinators (for in-country workers) and Program Managers/Executive Director.

7. CONTINUOUS IMPROVEMENT

MWL continuously strives to maintain, heighten and improve the standards of its operation. Regular training in various policies will be offered to ensure that all workers understand its application. All workers are encouraged to provide honest feedback to MWL to assist in the improvement of its practices.

8. REVIEW

The Executive Director is responsible for monitoring and evaluating the implementation and effectiveness of this Guidelines as required. Review of these Guidelines, related forms and resources will be undertaken every two years by the Executive Director and the Board will be informed of this.

9. CONTACT

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10. AUTHORITY

This Policy is approved and reviewed by the Executive Director.

11. RELATED POLICY DOCUMENTS

Other MWL organisational policies, legislation, and codes of practice that should be read in conjunction with this Policy and with MWL's ethical value principles include:

- Code of Conduct Policy
- Privacy Policy
- Management of Concerns, Complaints and Commendations Policy
- Prevention of Sexual Exploitation and Abuse Policy
- Risk Management Framework for MWL
- Child Safeguarding Policy
- One to One Interactions with Children Policy
- Transparency and Accountability Policy
- Human Rights Policy
- Ethical Decision-Making Framework
- Workplace, Health and Safety Policy
- Whistle Blowing Policy
- Worker Safety and Security Assessment

And all relevant codes of practice.

12. REVISION/MODIFICATION HISTORY

Date	Version	Current Title	Summary of Changes	Approval Date	Commencement Date
16 May 2022	1.	Safety and Security Guidelines	New		

13. APPROVAL DATE/REVISION SCHEDULE

Approved by: Executive Director, Mercy Works Limited

Date: To be revised:

Executive Director Signature:	*Sally Bradley*
Date:	16 May, 2022

Staff Safety and Security Guidelines for PNG

Smarttraveller has identified a number of safety and security risks in PNG, including but not limited to:

- Health risks from insect-borne diseases, including malaria, Zika virus, dengue, chikungunya and Japanese encephalitis; tuberculosis, HIV/AIDS, dysentery, typhoid, and hepatitis
- Risks of serious crime and sexual assault particulary in the capital Port Moresby and the cities of Lae and Mt Hagen.
- Civil unrests and violent tribal clashes, civil disorder and criminal activity
- Severe weather including heavy rains, flooding, landslides, earthquakes and tsunamis

To minimise the risks to health, safety and security, MWL workers based in country and those travelling to PNG are expected to be familiar with the risks and comply with risk mitigation measures outlined in this document.

1. **Office Safety**

   - Familiarise yourself with the office layout. Take note of emergency exits, the location of fire extinguishers, and the fire evacuation plan, including the assembly point, if any.
   - Minimise the amount of cash kept in the office and ensure it is locked in a secure place, including other valuables.
   - Do not be complacent. Keep doors locked when appropriate, such as when few people are around or when you have to work at night.
   - MWL discourage staff from working in the office at night. If it is essential to work in the office after dark, have someone with you.
   - Keep first aide kit in the office and have someone trained to use it.
   - Keep the office clean at all times and have hand sanitizer available.
   - Keep office free from any hazards.

2. **Health:**

   - Ensure you are aware of common health risks and follow advice from local health authorities to reduce the risks.
   - Have the relevant vaccinations if these are available in-country.
   - Practise good hygiene, including frequently washing hands with soap and water especially before and after meals and after going to the toilet.
   - Use mosquito/insect repellent and wear appropriate clothing (light coloured) to avoid mosquito bites. Also, use mosquito net at night where necessary.
   - Drink safe drinking water only and be careful where you source your food;
   - Take care and avoid Sexually Transmitted Infections (STIs).

- Familiarise yourself and follow relevant advice from local health authorities in relation to COVID-19 pandemic.

3. Civil Conflict and Natural Disasters

- Be aware of emerging risks (including likely civil conflict and developing natural disasters) and ensure to let MWL Executive Director and Program Manager know at first instanc.
- During severe weather conditions, monitor the Global Disaster Alert and Coordination System for updates.
- Be familiar with specific contingency plans and office evacuation procedures specific to Monitor the situation closely, and do not travel if there is heightened risks. Be aware that the government may declare a State of Emergency that could severely restrict travel and possibly also access to basic necessities.
- If a natural disaster occurs, follow the instructions provided by local authorities relating to particular disaster, e.g. earthquake, floods, fire, etc.
- If the situation deteriorates the MWL Executive Director may activate the relevant contingency plan and order evacuation. It is important to be familiar with the protocols.
- Avoid protests and demonstrations. Check security conditions and tensions before travelling to new areas, including during election periods.
- During volcano eruption, check the Volcanic Ash Advisory Centre for updates and follow instructions provided by the local authorities.

4. Travel

- Be familiar with MWL travel approval protocols and get an approval before your trip. Where relevant, prepare the necessary paperwork in advance, including Travel Terms of Reference (TOR), outlining your intended destination, routes, arrival and departure times, transportation details, risk assessment, key contacts, and agreed communications with the country office.
- Do not travel when you are unwell, you need to be physically and mentally fit to travel. Ensure you have the necessary vaccinations prior to travelling.
- Be aware of the risks. Consult someone from the local area on the security situation and known risks before undertaking the travel, even if you have been to the area before, as the security situation may have changed.
- When travelling to high risks context, do a thorough risk assessment weeks before the trip and monitor the situation closely to ensure the situation does not deteriorate. Follow the travel approval process for high risks context.
- Be appropriately prepared for the trip and bring relevant supplies and equipments, including means of communications, medicines, etc.
- Avoid carrying your passport with you unless you are leaving the country. Keep a copy of important travel and identity documents (e.g. passport, identity card, drivers licence) at home or in the office.
- Only share your travel itinerary or plans with essential people and keep the travel plans of your colleagues confidential. Only people who must know the travel schedule of MWL workers should have this information.
- Notify relevant people (e.g. supervisor/manager, person meeting you) of any unexpected changes to travel plans or significant delays in your planned arrival times.
- On arrival or departure, arrange to be picked up or met by someone from the local area or your accommodation provider.

- When working in unfamiliar areas have someone from the local area accompany you whenever possible and practical.
- Keep valuables out of sight and only carry essential valuables.
- Always carry a mobile phone, with up to date contacts, local contact details, including (local emergency services) and insurance details. Where the mobile network is unreliable, have an alternative means of communication
- Coordinate with in country Program Coordinators (Simbu or Kiunga) when planning a trip to PNG and get them to recommend appropriate accommodation.
- If staying in a guesthouse, hotel, or similar accommodation, make sure you know where the exits are; do not answer the door to unexpected visitors, and be cautious even if they identify themselves as hotel staff. You may want to check with reception before allowing any unexpected hotel staff inside your room.

4.1 Travel by Land

- Prior to any road travel, ask relevant local contact about road conditions, the weather, the current security situation and known risks.
- Plan trips accordingly. Restrict travel by vehicle to the hours between dawn and dusk, and plan trips accordingly.
- Ensure the vehicle is well maintained. Check that the fuel tank is full and all is in working order before a trip. Ensure appropriate safety equipment is carried in the vehicle (e.g., first aid kit, fire extinguisher, spare tyre, spare parts and tools).
- When hiring a vehicle, choose trusted suppliers with safe drivers, checking on the maintenance of vehicles, insurance of vehicles, provision of seatbelts, and that the driver is licensed and has a good safety record.
- Never overload a vehicle with passengers or cargo.
- Always wear a seatbelt when travelling in a vehicle.
- Do not drink alcohol when travelling, either as a driver or a passenger.
- Always keep vehicle doors and windows locked and hide valuables from view.
- Do not stop to assist roadside vehicle breakdowns or to pick up hitchhikers.
- If you are a driver, drive carefully and defensively, be aware of road conditions, and obey road rules.
- Do not exceed speed limits unless in a specific situation where it is necessary to infringe traffic rules in order to avoid a legitimate security risk (e.g. exiting a location quickly due to an illegal road block or running a red light to avoid a possible carjacking).
- If you are a passenger and the driver is driving at speeds that are incompatible with road conditions and/or speed limits, ask the driver to slow down.
- Avoid travelling in the back of trucks or utilities or on the back of motorbikes; if such travel is unavoidable when visiting remote communities, sit properly inside the tray of the vehicle. Always wear a helmet and protective clothing on motorbikes.
- If you get a flat tyre do not stop to change tyre. Continue to drive until you reach the nearest safe place to stop.
- Always check the vehicle before getting in to make sure the tyres are not slashed and that no-one is inside hiding.
- In high risks areas, observe the vehicle before approaching in case someone is inside or hiding behind the car or behaving suspiciously around the car. If it is not safe to approach the vehicle or get into the vehicle, then keep walking and seek assistance.
- If you are visiting someone in a high risk area with security gates, let them know when you are arriving; phone ahead so they can be ready to open the gate.

4.2 Travel by Water

- Plan your trip accordingly and check weather forecasts and conditions before travelling, taking advice from authorities and trusted/experienced skippers.
- Ensure you are well resourced for the journey with sufficient food and water and any necessary personal equipment (e.g. hat, sunglasses, blanket, torch, mobile phone).
- If work requires you to travel regularly by boat or other vessels, be familiar with government regulations. Ensure that any boat or other vessel you travel on has a designated experienced captain or skipper.
- If you are aware that the vessel is not complying with government regulations or taking risks such as overloading, then speak with the captain or skipper or other passengers about this and do not travel if it feels unsafe.
- Avoid travelling by water particularly in small vessels or boat at night. Restrict travel to the hours between dawn and dusk.
- Only take essential items with you. Avoid taking valuables on board.
- Always wear a lifejacket when onboard

4.3 Travel by Air

- Only use airlines with a good safety record.
- Plan your trip accordingly. Check the weather forecasts and conditions before travelling by air.
- Check locally about the safest flight times.
- When on a plane, identify the nearest exit and pay attention to the in-flight safety demonstration and the safety information card.
- Check that there is indeed a life jacket under your seat.
- In case of emergency, follow instructions from the crew, exit the plane as soon as possible and do not take personal items with you.
- Inform the crew if you have any concerns.

4.4 Public Places

- Always be alert to your surroundings. Avoid going out after dark.
- Do not display large amounts of cash in public places.
- Avoid repeated trips to the bank. Where possible, have someone with you when you go to the bank.
- Do not go out at night if you are not local to the area. If you have to go out at night, make sure you have someone, preferably a local staff with you.
- Minimise the valuables that you carry in public places and avoid having valuables visible to others.
- Be alert especially when moving around high risks areas. Try not to restrict your hearing, eyesight, or movement with personal devices such as headphones, dark sunglasses, etc and make sure your hands and arms are free from items that restricts movement
- Always remember that your life and wellbeing are more important than material assets. If you become a victim of robbery, remain calm and do not display aggression. Hand over any valuables the attacker(s) demand.

- Be conscious when in public places. You can assume that your movements may be observed not only by people who are of good will, but also those who are not. So, vary your routine, as becoming predictable increases your risk.
- Watch out for possible escape routes when in crowded spaces, in case the crowd panics or becomes violent.
- Try to look confident and avoid showing hesitancy or uncertainty when in unfamiliar places. Avoid checking maps or itineraries in public places. This may indicate that you are vulnerable. If necessary do this inside a business, such as a shop or restaurant.
- Avoid drawin attention to yourself. Avoid displaying luggage tags, name tags, or hotel keys with room numbers that may reveal your identity, where you have come from, or where you are headed.

5. Incidents Reporting

- MWL local staff must report to the Program Coordinator any incidents or near misses that occur in the office or while undertaking work related travel.
- Program Coordinators must report any incidents or near misses that occurs in-country (involving MWL workers) to the Program Manager in Sydney
- An incident report form must be completed for every safety and security incident or near miss.
- All other MWL workers and volunteers must report any incident to the Executive Director.
- A debriefing session may be required following an incident or near miss. Anyone affected may also be encouraged to access counselling.

6. Contact Information

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Fax: (+675) 325 9239
Website: png.embassy.gov.au

Check the High Commission website for details about opening hours and any temporary closures.

For passport or consular services email consular.portmoresby@dfat.gov.au.
Australian Consulate-General, Lae
Nanbawan Supa Building
4th Floor, 2nd Street

Lae, Morobe Province, Papua New Guinea
Phone: (+675) 7999 5300
Email: consulate-general.lae@dfat.gov.au
Website: png.embassy.gov.au/pmsb/Lae.html

24-hour Consular Emergency Centre
In a consular emergency, if you can't contact an embassy, call the 24-hour
Consular Emergency Centre on:
+61 2 6261 3305 from overseas
1300 555 135 in Australia

MWL Emergency Contigency Plan

The MWL Emergency Contingency Plan (CP) outlines the key considerations and steps for activating likely hibernation, relocation and evacuation of MWL workers caught in highly insecure situations while undertaking work or travel on behalf of MWL.

The CP will be activitated by MWL Executive Director when the situation deteriorates to a point that necessitates either hibernation, relocation and/or evacuation of MWL workers.

It applies to all MWL workers and volunteers, based in-country and visiting from Australia.

1. Definition of Terms

- Hibernation – During the crisis period there is a temporary stop to programming or MWL operations and MWL workers are asked to stay at home or in some circumstances, they may be required to take shelter somewhere else, e.g in the office or compound. MWL workers may be asked to work from home where possible.

- Relocation – MWL workers move offices and/or activities from an unsafe area to a safer location, usually temporarily and within the same country.

- Evacuation – Operations are suspended in a country, international workers or visitors are evacuated to another state or their home country and local/national workers are moved from deployed areas to their home areas. Depending on the situation, some limited programming may continue using remote management.

2. Responsibility

The Executive Director is responsible for activating the MWL Emergency Contingency Plan.

Where MWL has a presence in-country, e.g Simbu, the in-country Program Coordinator will serve as Safety and Security Officer where possible. They will coordinate with local authorities and relevant stakeholders and maintain regular communication with Program Manager and Executive Director in Sydney.

Once the Contingency Plan is activated, the in-country Program Coordinator will inform all relevant stakeholders and coordinate the process in country. The Program Coordinator will also be responsible for:
- maintaining regular communication with all MWL workers and visitors in the country;
- ongoing monitoring of the situation, and providing regular updates to Sydney.

3. Flow chart

Mercy Works Emergency Contingency Plan
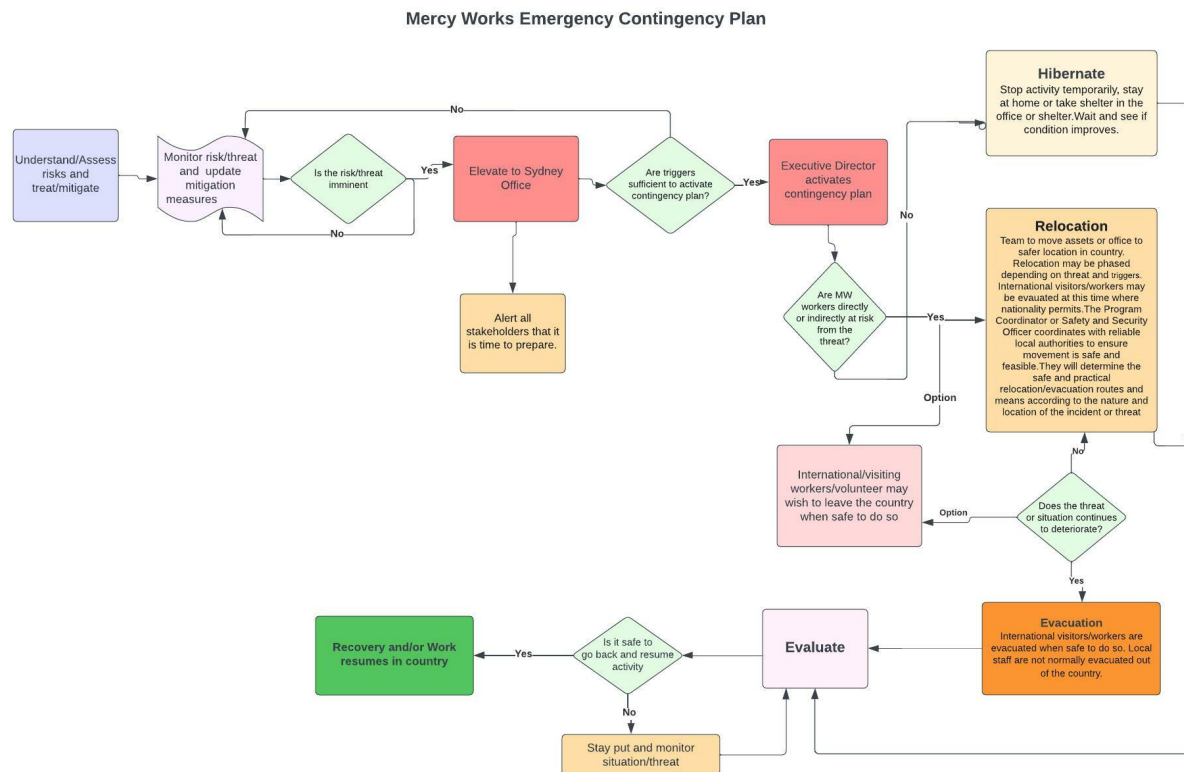
4. Contingency Plan Checklist

MWL management, workers or volunteers will follow this checklist when Contingency Plan is activated.

Hibernation:

1. Ensure the office have stockpiled emergency food, water, and first aid supplies for the anticipated number of people and agreed period of time (consider non-perishable, portable, and not frozen).
2. Keep stockpiled supplies in safe but accessible location.
3. Have appropriate communication equipment at the hibernation location.
4. Have a back up generator and fuel, where possible.
5. Where necessary, pay staff 2-3 weeks worth of salary in cash to allow them to survive.
6. Have staff members work from home where possible, but check in daily and advise on situation.
7. Contact suppliers, bank, etc where necessary – eg. Inform that operation is temporarily suspended, etc.
8. Where appropriate, minimise activity in the office, back up files offsite, and disable vehicle if there is a threat of theft during chaotic periods.
9. Liaise with other NGOs in similar situations.

10. Maintain contact with Sydney office.
11. Maintain contact with communities to gather information and let them know that they are not forgotten.

Relocation:

1. Identify in advance locations that you can temporarily relocate to.
2. Ensure that the temporary location has suitable phone and internet access.
3. Monitor the situation and maintain regular communication with Sydney office.
4. Maintain good communication with communities so they do not feel abandoned.
5. Update evacuation contingency plans of relocated workers in case the situation deteriorates further.
6. For international/visiting workers or volunteers, inform your embassy and/or insurance company of relocation.
7. Ensure relocation for local staff also involves moving their families to a safer location.

Evacuation

1. Evacuate international/visiting workers when safe to do so.
2. Ensure local staff are internally evacuated to their home areas (if based somewhere else in the country of has been relocated). Establish communication channels with communities to assist in determining when it is safe for them to return home.
3. Understand your insurance cover, and inform the insurance company of the situation you or your staff are in.
4. Do not rely on the United Nations to evacuate international/visiting workers or volunteers. Make own arrangement where possible.