



# Relocation Plan for Americas Regional Office in Panama

## Annex: B

### 1. Security levels/phases and actions by the delegation.

#### 1.1 Phases

The IFRC in Panama uses the IFRC standardized security phases used for all IFRC international operations.

#### White Phase – 'Situation Normal'

##### "Situation normal: no major security concerns"

- **Indicators/Trigger points**
  - Rare incidents in the field; occasional armed and/or violent contact.
  - Passenger and goods vehicles moving more or less freely throughout the area of operations.
  - No restriction on movement by the authorities or security forces.
  - No or little indication of civil unrest.
  - Low crime rate.
- **Plan of action**

Provided the indicators above apply, no measures need to be taken. Security incident reports are to continue to be sent to the ARO Security Officer.

#### Yellow Phase: 'Situation of Heightened Tension' / 'low intensity conflict'

##### "Working conditions allow programmes to continue: there are some security concerns – a situation of heightened security awareness is initiated"

- **Indicators/Trigger points**
  - Almost daily but localized incidents of crime are reported in relation with civil, political and/or organized conflict.
  - Passenger and goods vehicle services at times disrupted due to security issues.
  - Checkpoints active and heightened presence of arms carriers.
  - Increase in civil unrest, political and social conflict.

- Increase in violent crimes.
- **Plan of action**
  - Provided the indicators above apply, no particular measures need to be taken.
  - The Regional Director, in consultation with the Geneva Security Unit, may consider implementing a travel restriction for visits by external personnel if the situation deteriorates.
  - Any incident is to be reported to the Regional Director as soon as possible for follow up.
  - Regular security updates to be provided to the Security Unit in Geneva.

**Orange Phase: 'Emergency situation'**

**"Working conditions do not allow proper access to beneficiaries. Risk to RC/RC personnel severe. Tight security management needed. Need to reduce number of expatriates and activities."**

- **Indicators**
  - Regular and widespread armed contact and security force sweepings.
  - Heightened tension throughout the country and in towns.
  - Civilian transport considerably reduced due to security concerns.
  - Checkpoints active and a heightened presence of arms carriers.
  - Expatriates restricted to major towns/key base locations without clearance to move to the field.
  - Riots, political and social breakdown.
  - Declared state of natural disaster.
  - State of emergency declared by authorities.
  - Uncontrolled violent crime against expatriates.
- **Plan of action**

Provided indicators above apply, the following measures must be taken into consideration:

  - Activities may continue close to the respective offices, but the number of RC/RC personnel is to be reduced to an acceptable minimum that can allow operations to continue.
  - The Regional Director, in consultation with the Security Unit, will normally implement a travel restriction for visits by external personnel.
  - No major road movements are to take place unless explicitly authorized by the authorities/security forces after submission of movement notification.
  - Withdrawing expatriate RC/RC personnel are to remain in their respective offices and ensure they are in contact with the Regional Director to await further instructions.
  - All RC/RC personnel are to carry mobile phones and essential phone numbers with them always.
  - Ensure that for any personnel there is enough food reserves available (7 days stock)
  - Ensure there is appropriate communication equipment (phones, and spare batteries etc.) and that these are tested and operational.

- Review close down/handover procedures
- Regular security updates to be provided to the Security Unit in Geneva.

### Red Phase 'Relocation or hibernation'

**"The security conditions do not allow work: risk to RC/RC personnel extreme."**

- **Indicators**

- Widespread armed confrontations
- Armed assaults against expatriates and NGO staff
- Panamanian Government orders expatriates to withdraw from specific regions
- Diplomatic or humanitarian community relocations
- Direct attack on or against RC/RC Movement
- Complete breakdown of law and order

- **Plan of action**

- Vehicle use to be minimized and personnel to remain in their respective offices/homes until further notice.
- Thorough security checks are to be done before any road movement is authorized.
- All road movement requires coordination and convoy with NS or ICRC vehicles
- Personnel to ensure they are in regular contact with the Regional Security Coordinator, and to await further instructions.
- RC/RC expatriates must have one bag of essentials (e.g. documents, some clothes, personal computer, etc.), ready for immediate departure. This must not weigh more than 20 kg.
- Regular contact between delegation and Security Unit in Geneva.
- Where possible, international relocation will commence from the nearest international airport.
- Relocation overland by vehicle must be taken with caution and up-to-date security information.
- Relocation points and means will be assessed per the situation.
- Close down or handover procedures must be in accordance with procedures outlined in the Delegates' Handbook.
- If the situation does not allow for relocation, RC/RC personnel may be directed to 'hibernate' until they can be relocated or until the situation stabilizes.

## **1.2 Hibernation**

In some circumstances, particularly in Red and Orange Phases, the options to hibernate may be considered the preferred option by the Regional Director acting on the advice of the Security Unit in Geneva.

Hibernation involves remaining in-doors in prepared locations and waiting to see if the situation stabilizes. In the case of hibernation, the ARO Personnel and family will remain in their apartment in Panama City until otherwise informed. The following preparations are to be undertaken:

- Communication is to be established and maintained between the IFRC Americas Regional Office in Panama and the Security Unit in Geneva. There must be back up communication systems available.
- The hibernation location is to be clearly marked with the IFRC logo and flag unless the security situation is such that this will create an added risk.
- Food, water and fuel reserves are to be established for a minimum of 14 days.
- First aid and hygiene supplies are to be established for 14 days.

### **1.3 Declaration of Phases**

- The security phases may be implemented in sequential order or as the situation dictates.
- Different operational areas within the same country may have different security phases if the security situation varies in across the country.
- Yellow Phase will be declared by the regional Director at his/her discretion. The Regional Office and the Security Unit in Geneva must be notified of this designation.
- Orange Phase will be declared by the regional Director in consultation with the Americas Regional Office and the manager of the Security Unit in Geneva.
- Red Phase will be declared by the Regional Director, following authorization of the Under-Secretary General of the Federation responsible for Regional Offices, and consultation with the Manager of the Security Unit in Geneva. This process is subject to time constraints.
- A return to 'normal' may be implemented by the regional Director with respect to Yellow or White Phases. If Orange and Red Phases have been implemented, the decision to return to a lower phase will be taken by the Americas Region Office security focal point and the manager of the Security Unit Geneva on the advice of the Regional Director.

## 2. List of personnel to be relocated and duties

Phase	Status	Priority	Personnel	Duties in all Phases
Orange	Non-Essential	1	Accompanying family members and dependents. RC/RC expatriates not in senior management positions. Consultants and visitors.	Follow instructions from the Regional Director and adhere to timings given.
		2	RC/RC expatriates not essential to continuation of programmes. RC/RC expatriates exposed to increased health risks: elderly, pregnant or people with reduced immunity.	
		3	RC/RC expatriates experiencing difficulties in coping with the situation. Technical Delegates. Certain nationalities that may become a target. Admin Officers and Assistants.	
Red	Essential	4	Region Director	<p>Liaise with the PRC, ICRC.</p> <p>As necessary, liaise with the UN, the broader NGO community and external Security actors and local Security Forces.</p> <p>Account for all IFRC Personnel.</p> <p>Maintain communications with the Geneva Security Unit</p> <p>Issue additional instructions and/or alter this plan as necessary</p> <p>Advise IFRC in Geneva, ICRC and PRC of completion of withdrawal.</p>

### 3. Location of residences and contact numbers

Position	Physical Address	Contact Number
Regional Director Walter Cotte W.		+507-6670-7377
Deputy Director Region: Jan Gelfand		+507-6677-6520

**Rest of personnel on attached list.**

### 4. Crisis support liaison

In the event of the declaration of Orange or Red phases, the Country Delegate will liaise with:

- PRC Director General (Panama)
- PRC National Response Coordinator (Panama)
- GVA Under Secretary General Responsible for Region offices
- GVA Security Unit Manager

### 5. Staff actions during and individual preparations tasks before relocation.

Roles & Responsibilities of the Crisis Management Group (CMG)	Responsible
Liaise with crisis support personnel	Reg. Director
Monitoring general situation of security developments	Reg. Director
Monitoring situation developments via telecom system, local and international radio and TV broadcasts	Reg. Director
Logistical arrangements for the various phases of relocation	Regional Logistics Officer
Listing of all Federation assets to be left behind in the office and warehouse	Reg. Director
Listing of all Federation assets to be taken with from the office and warehouse	Reg. Director
Listing of all private assets to be left behind in residences and warehouse	Reg. Director
The assembly and organized movements of all personnel to be relocated	Logistics Officer
The assembly and organized movements of all personnel to be withdrawn	Logistics Officer
The management of financial matters	Reg. Finance Officer
The management of administrative matters	Reg. Finance Officer
Securing of essential and sensitive documents	Reg. Director
Communication with Secretariat, ICRC, Other agencies, Authorities and respective Embassies	Reg. Director
Public relations (Communication with local people, the local and international press)	Reg. Director
Continuation of programmes	Reg. Director
Monitoring of the various tasks being implemented	Reg. Director
Current visa for entry countries	ARO HR Officer
Provision of transport	Logistics Officer
Packing of "Relocation-bag" *	All delegates

## **6. Assembly points**

### **Primary Assembly Point (PAP): Main IFRC office building 221, Ciudad del Saber, Panama City**

This site has been chosen for hibernation due to its secure position and access to the international airport. This site is relatively secure, and large enough to accommodate all delegates. There must be communication equipment and emergency stocks (including medical supplies, food, water and fuel). This structure is designed and built for this purpose, (ex-military base)

### **Secondary Assembly Point (SAP): Panama Red Cross-national headquarters, Albrook.**

This site has been chosen for hibernation due to its secure position and access to the Domestic/International Airport. This site is relative secure, large enough to accommodate all delegates and vehicles. There is communication equipment, emergency stocks, and a hospital nearby .

## **7. Routes to be used for the relocation**

**7.1** Will be advised accordingly. Should anybody be unable for whatever reason to assemble at PAP or SAP, then s/he must:

- Attempt to contact Regional Director or, or another appropriate person;
- Not move from present location before receiving new instructions from the Regional Director and the situation is perceived as safe;
- Not take unnecessary risks.

### **7.2 Relocation points and means from Panama City:**

- Primary means: By air – Marcos A Gelabert Albrook International Airport
- Secondary means: By air – Tocumen international Airport
- Tertiary means, - Panamá Pacífico International Airport.
- Final last resort by road to either Colon or Costa Rica border.

## **8. Communications / reporting (pre, during and post relocation)**

### **8.1 Pre-relocation**

Mobile phone

### **8.2 During relocation**

Mobile phone

### **8.3 Post relocation**

Mobile phone

## **9. Monitoring of situation and information flows**

The Regional Director with the support of Regional Security focal point is to gather information from all available sources to provide security situation updates. The default will be one SitRep per day provided to all RC/RC personnel (at 18:00), with additional briefings as the situation demands.

## **10. Liaison networking (Geneva, ICRC, PRC, UN, INGO's and Embassies)**

The Regional Director, with the support of regional Security focal point, will keep in close communication with the PRC, ICRC security contact point, UN security unit, and other security contacts,

as appropriate, for up-to-date situation monitoring. Information from Embassies regarding Hibernation/Relocation plans will be taken into consideration, **(N.B. Federation Delegates have no obligation to relocate on Embassy recommendation/orders since they are under Federation contract)**. Regular reports will be submitted to the Security Unit in Geneva.

### 11. Assets and equipment to be relocated.

All equipment and assets to be remain in Delegate’s residences. A list of equipment and materials must be made available.

### 12. Relocation Bag

Personal Relocation Bags are not to weigh more than 20 kg. The following must be included:

Passports	Prescriptions
ID card	Credit card, bank check and cash
Federation Badge	Plane tickets (if issued)
Contract	Your personal fixed assets list
Drivers License	Laptop and other smaller electronics
Cellular Phone / Sat Phone (if issued)	Change of clothes
Medications	Spare keys (house, flat, car etc.)
Medical records / immunization cards	Snacks and drinks
Spare glasses	Personal hygiene items
School records for children (if applicable)	Mosquito dome
Birth certificates	Sleeping bag
Marriage certificates (if applicable)	Personal items