

IFRC COUNTRY-CLUSTER SUPPORT TEAM

TRINIDAD & TOBAGO

SECURITY REGULATIONS

CONFIDENTIAL

Updated: 20th February 2019

Approved by: **Kwan-Ho Timothy Lam**
Acting Head, Country Cluster Support Team

Date: _____

Read & understood by: _____

Name in block letters: _____

Date: _____

Table of Contents

1. Introduction

- 1.1 Introduction
- 1.2 Application
- 1.3 Federation Logo
- 1.4 Threat Assessment
- 1.5 General Conduct
 - 1.5.1 Honour System
 - 1.5.2 Relationships
 - 1.5.3 Curfew
 - 1.5.4 Federation Residences
 - 1.5.5 Personal Documents
 - 1.5.6 Cameras
- 1.6 Confidentiality
- 1.7 Information/Media
- 1.8 Office Address and Information

2. Field Trips/Delegate Movement Control

- 2.1 Field Trips within Trinidad & Tobago
- 2.2 Overseas Travel
- 2.3 Field Trip Security

3. Vehicle Safety

- 3.1 Driving Policy – Federation Vehicles
- 3.2 Passengers
- 3.3 Rented Vehicles
- 3.4 Motorcycles
- 3.5 Parking
- 3.6 Security Awareness and Vehicle Use
- 3.7 General Security Awareness

4. Medical

- 4.1 Insurance
- 4.2 Medical Emergencies
 - 4.2.1. Medical Evacuation
- 4.3 First Aid Kits
- 4.4 PEP Kits

5. Contingency Planning

- 5.1 Phases
- 5.2 Hibernation
- 5.3 Declaration of Phases
- 5.4 Emergency Procedures in Natural Disasters
- 5.5 In Case of Fire

6. Emergency Procedures

- 6.1 Communication in an Emergency
- 6.2 Guidelines in an Emergency

7. Incident Reporting

8. Office and Residential Security

- 8.1 Office Security
- 8.2 Residential Security
- 8.3 Fire Safety

9. Financial Security

- 9.1 Authorised signatories
- 9.2 Cash Storage
- 9.3 Cash Transport

Annexes

- 1. Security Incident Report
- 2. Abduction / Kidnapping

1. INTRODUCTION

Security Rules and Regulations cannot cover all situations in a deteriorating security environment. The use of common sense is essential to individual and collective security.

Always be alert and never panic.

1.1 Introduction

The purpose of these Security Regulations is to provide a security framework for Red Cross personnel to operate within Trinidad & Tobago and while travelling internationally.

This is the latest version of the Security Regulations for the English-speaking Caribbean and Suriname Country-cluster Support Team in Trinidad & Tobago. These Regulations replace all previous security regulations in-country and may be amended at any time by the Head, Country Cluster Support Team (CCST) in consultation with the Security Unit of the Federation in Geneva. They are based on the document Critical Incident Management Within Federation Operations (Annex 1).

The Head of CCST has the ultimate responsibility for security in the delegation.

1.2 Application

These Regulations are applicable to all delegates, staff on loan, local staff during work hours, volunteers working with the Federation, visitors, RC/RC Employed consultants, family members accompanying delegates and any personnel operating under the Federation umbrella. For the purposes of these regulations, the term "RC Personnel" is used to refer to the above personnel. RC Personnel hosting visitors are responsible for ensuring any visitors to the operational area abide by these Regulations.

By signing their copy of the Regulations, each signatory gives a formal acknowledgement that they have understood them and commits to abide by them.

Due to the importance for the safety of individuals and the delegation as a whole, any breach of security may be considered to be misconduct or gross misconduct in accordance with the Federation Code of Conduct. As such, security breaches may have disciplinary consequences, up to and including, the immediate termination of an assignment or mission, or dismissal. Security breaches may also be relevant to any evaluation of the performance of RC Personnel.

These Regulations are confidential and must be handled accordingly. They should not be circulated to third parties. RC Personnel are to return their copy of the Regulations to the delegation at the end of their mission.

Seven Pillars of Security

The seven pillars of security are the cornerstone of the Federation's security infrastructure and are included in these Regulations to enhance awareness of security.

The seven pillars are:

1. **Acceptance.** Acceptance of the Movement within the Area of Operations is paramount. To be able to operate, the organisation must ensure that it is accepted by all parties. There is also a requirement for delegates to accept that they are deployed to a location where the situation may be different to that which they are normally used to. RC Personnel must be prepared to accept the culture, in which they are working, learn to understand the local systems of values, customs, dos and don'ts, and act in a manner consistent with them.
2. **Identification.** The Movement must be identifiable and mainly relies on the red cross/red crescent emblems. It must also distinguish itself from other 'humanitarian' players.
3. **Information.** Information must be up to date and effective mechanisms established to pass on information. **All RC personnel** must acquire the conditioned reflex of collecting and passing on as much information as possible on security matters.
4. **Regulations.** Regulations should be established to mitigate risks and threats, and establish a secure environment. They should relate to the specific delegation and the area in which it is operating. The Head of Delegation is responsible for ensuring compliance with these rules.
5. **Behaviour/Personality.** Safety in the field depends to a large extent on the personal attributes of individuals particularly solidarity and sense of responsibility. Individuals should know their strengths and weaknesses and act accordingly.

6. **Communication.** Effective communications networks must be established in order to; monitor and check movements, provide information on the situation or deal with any crisis that may arise.
7. **Protection.** Measures should be taken to ensure the protection of both staff and facilities are appropriate to the situation. Measures may include the siting of residences and delegation offices, through to protective measures such as physical barriers, alarm systems and guards.

Common Reasons for Security Incidents

Security incidents typically occur due to reasons of which RC Personnel should be aware, and which they should consider while deployed.

1. Lack of Basic Security Awareness and Common Sense
2. Ignorance of Procedures
3. Profile/Provocation
4. Relations
5. Lack of Information
6. Personal Problems
7. Risk Challenging
8. Lack of Security Management
9. Stress

“Security is the responsibility of all personnel, not just the security manager.”

1.3 Federation Logo



The Federation logo (the Red Cross and Red Crescent, adjacent to one another, within a red rectangle) is to be displayed on Federation Delegation vehicles and official Delegation premises as an indicative sign. In exceptional cases, and following prior authorization from the Regional Director via the Manager of the Security Unit GVA, the Head of Delegation may decide not to

display the logo for security reasons.

Protective flags on vehicles may only be used with approval of the CCST Representative following consultation with the Manager of the Security Unit in GVA, the ICRC and/or the NS RC/RC.

NB. The Federation logo has no legal protective value and is not to be used as a sign of protection. A single red cross on a white background should be used as a protective sign in case of armed conflict or internal disturbances, with the prior approval of the Head, CCST in consultation with the Security Unit as noted above.

The Red Cross may be used to identify Federation premises in cases of disturbances

1.4 Threat Assessment

Security incidents can appear anywhere and at any time and security problems tend to appear when least expected. Therefore, RC Personnel must never let down their guard, and must always keep a high security awareness both individually and collectively. All RC Personnel should take care of their own security and take all possible measures to minimize or eliminate potential risks. Always share security information with your colleagues.

When on foot, do not carry valuables in an open way, especially mobile phones, money or bags. If on official business, tell colleagues where you are going and when you expect to return. If an incident of violence occurs near you do not get involved! **Walk away. If stopped, do not resist, give up everything but your life.**

These days, the main risk/threats to RC Personnel in Trinidad & Tobago are:

- **Road Accidents**

Generally, drivers in Trinidad and Tobago are polite, letting each other out of side streets and allowing them to make turns across traffic. However, there are exceptions to these rules, and these are usually drivers of taxis and mini-buses (known as ‘maxi taxis’). In Port of Spain, the volume of vehicles means that traffic jams are an almost daily occurrence, particularly during morning and evening rush hours. On the main highways, cars moving in excess of the speed limit of 80 kilometres per hour are common – as are the subsequent accidents. Driving at night can be especially hazardous due to the number of persons driving under the influence of alcohol.

- **Crime**

As in many countries there is always a threat of opportunistic theft. While pickpockets do operate, there has been an increase in the numbers of home invasions, robbery and vehicle theft. All RC personnel are therefore recommended to secure their personal belongings and to be mindful when carrying wallets, cellular phones and other valuables.

1.5 General Conduct

All RC Personnel are bound by the Code of Conduct and the Fundamental Principles of the Red Cross and Red Crescent, 24 hours a day, 7 days a week, with no exceptions.

To act in a coherent manner within the given environment, non-Trinidad nationals must understand and respect the local culture and traditions. It is everyone's duty to inform him/herself on the political, social, religious and cultural specificity of the environment and try to adapt to the society in which he/she lives and works. Adaptation requires common sense, feeling and respect for local sensitivities and determines the way we are perceived, i.e. our institutional image.

1.5.1 Honour system

Dress is generally casual on both Trinidad & Tobago, but skimpy clothing should be restricted to the beach. When visiting communities with strong ethnic identities, be sensitive to local traditions and customs.

1.5.2 Relationships

As in other delegations, intimate relationships between delegates and local employed staff are strongly discouraged. Such relationships can be interpreted as "abuse of power". The Federation's Code of Conduct states that abuse of power includes all forms of exploitation, including sexual. The Code states that acts that will be considered an abuse of power include:

- a) Any act which could be considered harassment, discriminatory or racist.
- b) All forms of exploitation, abuse, neglect or violence.
- c) All forms of sexual activity with children (persons under the age of 18), including contact and non-contact sexual abuse, regardless of the age of majority or age of consent locally (Mistaken belief of the age of a child is not a defence).
- d) Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading, compromising or exploitative behaviour.
- e) Sexual relationships with those who look to the Federation for protection or assistance.
- f) Not reporting concerns or suspicions regarding power abuse, for example sexual abuse or exploitation, by a fellow worker, whether or not in the same agency.

Under no circumstances is there to be any sexual relations/contact of any kind between Federation personnel and those who look to the Federation for protection or assistance. This includes persons affected by disasters and crises, children, and vulnerable local people. Sexual relations/contact with commercial sex workers is also strictly forbidden. Any breach of these rules may result in summary dismissal, or even criminal prosecution.

1.5.3 Curfew

There is no official or unofficial curfew in Trinidad & Tobago. However, it should be noted that in the past, temporary curfews have been implemented for various reasons. The most recent of these was between August 22, 2011 and November 7, 2011 and was intended to reduce serious crime and allow the seizure of illegal weapons. Prior to this, the last curfew was imposed in 1990 and was associated with the attempted coup staged by the Jamaat al Muslimeen.

1.5.4 Federation Residences

Federation delegates will be provided with accommodation in Port of Spain or its immediate environs. These residences will be approved by the Head CCST, based on location and cost.

1.5.5 Personal Documents

At all times, non-Trinidad nationals must carry:

- Copy of passport
- Federation ID card
- ID card issued by the Ministry of Foreign Affairs
- Federation badge (must be worn during all field activities, and when representing the Federation)
- International and national drivers' license.

- List of key addresses and phone numbers.
- Some local currency and USD in case of unforeseen expenses.

1.5.6 Cameras

Common sense must be used when carrying a camera. Never take pictures of military, police or security people. Always ask before taking pictures of persons or areas, even for professional purposes, if in doubt - do not take pictures and put away your camera.

1.6 Confidentiality

RC Personnel are personally responsible for the confidential documents (whether paper or electronic) in their possession or used for their work.

- Documents of a sensitive nature must always be kept in a secure location (locked cabinet, safe, etc.). They must not be left open in the office.
- All documents of a confidential nature that are typed on computer must be saved on diskette, CD or USB Flash Drive (and deleted on the hard disk) this then being secured. Care should be taken to delete the “backup” copy that may automatically be made on the hard disk.

In the course of their duties, RC personnel will have access to Confidential Information relating to the Federation and its operations. “Confidential Information” means all non-public information concerning the Federation and other members of the Movement, and includes personal information about RC Personnel or beneficiaries, business information of any kind, financial or accounting information, technical material, donor and sponsor information, research and development material, operational and policy information, HR information, IT programs and related information, intellectual property relating to the Movement, and so on. Such confidential Information is the exclusive property of the Federation.

RC Personnel are:

- Not to disclose Confidential Information to anyone outside the Federation, except as necessary in the proper course of your employment.
- Not to use Confidential Information for personal gain.
- To indemnify the Federation from any claims, demands or liabilities, including costs and expenses, should you not comply with this Agreement at any time.
- To recognise that any documentation (written or electronic) that you may create or use containing Confidential Information during your employment will be the property of the Federation.
- To deliver up any such documentation to the Federation whenever requested by the Federation, and in any case immediately upon the end of your employment.

These obligations continue after the end of employment with the Federation.

1.7 Information/Media

Information is one of the basic elements for a correct evaluation of the security situation. Every delegate has the individual duty to share information with all concerned.

Communication with authorities and/or other groups (UN, military, civilians etc.) for the purpose of evaluation of security must only be done by the Head, CCST (in his/her absence the staff acting in this capacity), or at least with the Head, CCST’s prior knowledge and approval.

The Head, CCST is the only Federation approved spokesperson. The Head, CCST can authorize other personnel to participate in media interviews.

1.8 Office Address and Information

IFRC Office:

Address: 110 Picton Street, Port of Spain, Trinidad and Tobago.
Phones: +1 (868) 628 2439/7289; Duty phone: + 1 (868) 461 2789

Office Hours:

Monday through Friday: 0830HRS to 1630 HRS Local Time.
Weekends and Holidays: Closed UNLESS, Emergency, Crisis or Disaster Situation.

2. FIELD TRIPS/DELEGATE MOVEMENT CONTROL

2.1 Field Trips in Trinidad & Tobago

Field trips must correspond to an operational goal. All field trips should be well planned and organized. When you are in the field you must know what is going on around you. In case of doubt (even based on your own feelings) stop and re-assess. Nothing is so urgent as to put your own safety at risk.

- All field trips to be approved by the Head, CCST.
- All security incidents must be reported to the Head, CCST immediately.
- **The Federation is prohibited from using armed escorts.**
- All Federation vehicles must be clearly marked with the Federation emblem ONLY, (stickers clearly visible/clean) according to the standards of the Federation (logistics).
- Authorization to remove the stickers from Federation's vehicles can only be given by Geneva.
- In cases of civil unrest, or on the advice of security professionals, RC Personnel are not to travel after hours of darkness. All Federation vehicles should be in a safe area a minimum 1 hour before hours of darkness in order for there to be at least one hour of emergency preparation before darkness.
- Passengers other than RC employees may not be carried in Federation vehicles without the consent of the Head, CCST.
- No weapons to be carried in Federation vehicles at any time under any circumstances.
- All vehicles used by the Federation must be mechanically sound and road-worthy, the Fuel, Water and Oil level must always be controlled together with spare tyre, First Aid Kit, Road Map, and tool kit, before departure.
- Delegates should listen to the local staff, Trinidad and Tobago RC and the local population. If there is any doubt about the safety of the trip, do not hesitate to stop and/or turn back.
- The trip counter should always be zeroed before departure so that the exact distance that has been driven is recorded.

2.2 Overseas Travel

All travel outside Trinidad & Tobago requires the approval from the Head, CCST, relevant Project Manager and Security Coordinator in Americas Regional Office.

Approval for Field Trips is to be dealt with as follows:

- Always inform the host National Society or Overseas Branch of your plans to visit their country/territory, particularly if attending a RC meeting or event.
- Complete the Travel Order (available from the Public Share Folder), sign and submit to the relevant Project Manager, Head, CCST and Security Coordinator for approval.
- Once completed, the form is to be submitted to the Administration team to make the necessary travel and accommodation arrangements. **All travel details must be displayed on the CCST Movement Board.**

Field Trip Security

Briefing - Once the trip has been approved, it is incumbent on those travelling to ascertain if there is any security risk involved. This can be done by contacting the host National Society or Overseas Branch. Any briefing should cover:

- **Situation** – Threat, particularly political instability, general crime, etc.
- **Aim** – The aim of the trip
- **Execution/Coordination** – Personnel involved and tasks, key timings (arrival and departure).
- **Administration and/Logistics** – Transportation in-country (i.e. pick-up at airport), accommodation, finances (if funds have been transferred to the National Society or Overseas Branch bank account).
- **Communications** – Contact details: RC Personnel telephone numbers, email address; National Society or Overseas Branch telephone numbers – both headquarters and branch offices and key personnel.
- **Contingencies** – What to do in case of accident or crime.

General Rules

- Contact the Head, CCST to confirm safe arrival.
- Any changes in routing, destination or timing of return must be communicated to, and where appropriate, approval given by, the Head, CCST.

2.3 Visitors to the CCST

All visitors invited by the Federation's CCST, should be sent prior to arrival, or immediately upon arrival, a copy of the Federation's CCST 'Security Welcome Brief' by the CCST Administration. Among other information, the Brief provides important contact numbers and useful information about Trinidad and Tobago.

3. VEHICLE SAFETY

3.1 Driving Policy – Federation Vehicles

Always bear in mind that the way you drive and your attitude must reflect the image of the International Federation as our vehicles are easy to identify.

- All Federation vehicles should display 'No arms' stickers on door windows. No arms or military equipment of any kind may be carried in Federation vehicles at any time.
- Only IFRC Personnel are **authorised to drive a Federation vehicle**.
- Drivers of IFRC vehicles must
 - read and sign the **Driver Rules and Regulations** document¹
 - be in possession of a valid local or international driving licence
 - not have had any prior drink-driving convictions
 - have written authority from the Head, CCST
- Compliance with local driving and traffic laws in the country of operation is mandatory at all times.
- The Federation has a 0% tolerance level of alcohol and driving. In plain terms this means that it will not be tolerated for any person/driver to be under the influence of alcohol while driving a Federation vehicle.
- Safety belts must be used at **all times**, including back seats.
- The maximum speed for Federation vehicles is 80 km/hr, unless local laws stipulate a lower speed. The speed limits within the country are:
 - Roads in urban areas - maximum 50 km/h
 - Roads outside urban areas - maximum 80 km/h
- The Red Cross or Red Crescent flag must only be used in accordance with the instructions of the Head, CCST. In case of emergency at night, the flag should be lit with a spotlight.

3.2 Passengers

REMEMBER to enforce the 'No arms' policy.

The following persons can be passengers in Federation vehicles

- Identifiable members of The Movement (International Federation, ICRC, National Society Staff and Volunteers)
- Staff of other humanitarian agencies – with written authorization
- Family members with written authorization from the Head, CCST
- In an emergency, wounded or injured people can be transported based on need. If soldiers are being transported, ensure that they are in uniform, as stipulated in the Geneva Conventions.

3.3 Rented Vehicles

All rented vehicles must comply to standards set for all Federation vehicles, i.e. to be mechanically sound and road-worthy as set forth in the Fleet Manual.

3.4 Motorcycles

Delegates, family members and visitors are not allowed to drive nor ride as passengers on motorcycles. Local personnel riding motorcycles or bicycles must wear suitable helmets with fastened chinstraps at all times.

¹ Reference the International Federation's Fleet Manual

3.5 Parking

- **Federation vehicles** should be parked within a protected compound at the delegation's premises or delegates' houses.
- Make sure all keys (including spares) are kept in a safe place.
- Vehicles should always be parked with the front of the vehicle facing the exit.
- When parking at night, select a secure, controlled and well-lit area. Check your surroundings before leaving the vehicle.
- Always make sure the vehicle is locked when you are leaving it.
- Before getting into your vehicle, look inside first to make sure no one is hiding in the back seat.
- Check underneath the vehicle from a distance to see if you notice anything different from when you left it.
- In high-risk areas, use locking devices, gear-shift locking mechanisms, or otherwise immobilize the vehicle.
- Do not park on the street if you have access to a secure parking area.
- Do not park vehicles in places where their presence may give the public a bad impression of the Red Cross and Red Crescent.

3.6 Security Awareness and Vehicle Use

- Never travel in a vehicle that is not roadworthy.
- Drive, think and plan ahead. Know where you are going and how to get there.
- Do not drive if you are not familiar with the vehicle or road conditions.
- Ensure that the vehicle's certificate of insurance is in the vehicle.
- Do not drive if you have been drinking alcohol, or if you are tired, sick or on strong medication.
- Be aware that central locking for car doors will make you lose control of access to your vehicle when getting into it in crowded places. Once you are alone under these circumstances, use your key to unlock the driver's door only.
- Do not use a mobile phone or hand-held radio while driving.
- While driving, try to stay on well-travelled, populated, well-lit roads and avoid dangerous areas or confrontations.
- Do not travel alone as generally, criminals are on the lookout for easy and single targets.
- When approaching traffic lights, adjust your driving speed to avoid or minimize time spent standing still at red lights. Be prepared to drive away, sounding the horn and drawing attention to your vehicle if you are threatened or attacked.
- Keep your windows closed and car doors locked. In hot climates, ensure that the air conditioning in the vehicle is functional.
- In high-risk areas in particular, concentrate 100 percent on driving i.e. do not talk to passengers, listen to the radio, etc.
- Think twice before deciding to offer assistance to what may appear to be a stranded motorist, regardless of gender.
- Do not pick up any hitchhikers.

3.7 General Security Awareness

- Do not leave highly valuable items in your vehicle and do not leave anything of value in sight.
- Be alert when approaching or departing from your residence as this is often a favourite place for criminals to strike.
- If you are the victim of a carjacking, explain who you are and what the International Federation is doing in the country. Try to protest losing your vehicle but **DO NOT RESIST**. Give up everything but your life.
- The IFRC does not encourage the use of anti-carjacking devices/fuel cut-off systems. Most thieves know where these are located and may also take you for a ride to check if you have any such devices or threaten those in the vehicle if they suspect the use of such devices.

3.8 Accidents

Be aware that carjackers and bandits sometimes orchestrate minor accidents to make you stop and exit your vehicle.

In case a Federation vehicle is involved in an accident the following procedures are to be followed:

- Ensure that further accidents at the scene are prevented. If necessary, get off the road and put up (an) emergency triangle(s) or cone(s) to warn others.
- Assist the injured, if any.

- The Head, CCST is to be notified immediately with the details of the accident (who, when, where, what, future intentions/needs).
- Contact the nearest police station. Try to get a police report of the accident for insurance purposes.
- If possible, let national staff deal with the situation.
- Do not sign any paper admitting blame or responsibility without taking legal advice.
- No agreement to pay any compensation is to be made/given without consulting with security or receiving legal advice.
- A statement of the accident **must** be recorded and submitted to the Head, CCST within 24 hours of the accident. An information copy is to be forwarded to the Security Unit.
- If the vehicle must be abandoned, remove the Federation stickers, flag, antennas and radios, if possible.
- **Exemption to these rules is if the accident creates a situation that endangers your life (e.g. lynch mob, angry and violent population, etc.). In such cases, you should try to leave the area as soon as possible. However, only attempt to get away if you are 100% sure that you can do so. If not, explain who you are and what the Red Cross and Red Crescent are doing in the country for the benefit of the local community. Appeal to the crowd - STAY ALIVE.**

3.9 Checklist

- Before departing on any trip using a Federation vehicle, remember to check the following:
 - Body damage that might affect roadworthiness.
 - Windscreen, wipers, lights (including indicators) are functioning and spare bulbs are in place.
 - Tyres (including the spare) are pumped to the correct pressure and are in good condition.
 - You have a wheel brace and tyre jack.
 - Fuel, oil, and windscreen washer fluid levels are adequate.
 - Tools are on board (eg tow rope/chain, spanners, screwdrivers, jump leads, spare light fuses)
 - First Aid kit is on board.
 - Fire extinguisher is charged and in place.
 - Radio is in good working order and is set at correct frequency.
 - Any other communication equipment in the vehicle is functioning.
 - Horn is functioning.
 - Torch/flashlight is functioning and spare batteries are on board the vehicle.
 - Federation Identification is affixed and visible (except in special security situations where the Red Cross or Red Crescent is the target of threats).
 - The logbook and a map of the area that you are travelling through are inside of the vehicle.
 - Food and water supplies are adequate.

4. MEDICAL

4.1 Insurance

- Expatriate personnel are to ensure that the insurance cover provided by the Federation or contracting National Society's Delegates covers:
 - sickness
 - accident
 - plane risk
 - luggage/personal effects (up to a limited amount and excluding valuable items)
 - medical repatriation/evacuation.
- Regionally and locally recruited personnel are covered by a health plan provided by CLICO and are issued a card by the company.
- RC Personnel are encouraged to provide confidential health information to the Head, CCST on any health problems which may require special attention.
- Ensure all necessary vaccinations have been obtained and that they are up to date

4.2 Medical Emergencies

- All RC Personnel are encouraged to seek medical advice in case of any health problems
- All RC Personnel should carry first aid kits and regularly update their knowledge on first aid annually
- In Port of Spain, the recommended hospitals are:
 - St Clair Medical Centre, 18 Elizabeth Street, St Clair 628 1451 – 2
 - Community Hospital, Western Main Road, Cocorite 622 1191 – 2

West Shore Medical, 239 Western Main Road, Cocorite

622 9878/9680, 285
5019

Port of Spain General Hospital (North/West)
Upper Charlotte Street Port of Spain
623-2951

- Recommended hospitals in other parts of the country are:

San Fernando General Hospital (South)
Independence Avenue, San Fernando
225-4325

Sangre Grande Hospital (East)
Ojoe Road, Sangre Grande
668-2221

Scarborough General Hospital (Tobago)
Connector Road, Signal Hill Tobago
640-4744

AMBULANCE SERVICE

990

4.2.1 Medical Evacuation

The doctor at the hospital will advise if an evacuation is required, and the information will be forwarded via the Health Officer, Regional Office HR to the delegate's insurance company who will liaise directly with the treating physician for the co-ordination of the evacuation.

In extreme emergencies, where immediate action is required and the situation is deemed one of "life or death" by a physician in the field, the Head CCST, on the advice of the attending physician, has the authority to evacuate a delegate. The steps outlined for this are attached (Annex 3).

If the illness or injury takes place in the field, outside Trinidad & Tobago, inform the Head, CCST immediately. The host National Society will be requested to provide details on the most appropriate health facilities available.

4.2.2 In the event of death in the Field of a Federation Delegate

In the event of a Federation Delegate's death while in the field, Standard Operating Procedures should be followed. These are set out in Medical Evacuation Plan.

4.3 First Aid Kits

- A First Aid Kit is located fixed to the wall outside the bathrooms.
- All Federation vehicles must have a First Aid kit.
- All Federation residences must have a First Aid kit.

First Aid training for RC Personnel is organised on an annual basis through the Trinidad & Tobago Red Cross. The Administrative team will be responsible for arranging same.

4.4 PEP-Kit

The PEP KIT will be located within the First Aid Station in the Main Bathroom of the Office. If any additional PEP Kits are needed (might be found with ICRC health delegate, UN clinic and at the National Hospital.) PEP Kits will be administered by a qualified physician and/or emergency room nurse ONLY. IF, none of these can be contacted quickly, the PEP Kit may be started by contacting International SOS.

5. CONTINGENCY PLANNING

The CCST utilises a security firm which has installed cameras, detection devices, and alarms. Staff must be oriented to these devices on taking up their appointment and/or when such devices are replaced/updated.

5.1 Phases

The Federation is moving to standardize the phases used within operations, the following are now to be the standard phases used in Federation operations.

The main notice board in the CCST is to display which security phase the CCST is in at any given time.

The current security phase in Port of Spain is 'WHITE'.

White Phase – 'Normality'

"Working conditions are ideal: no major security concerns"

- **Indicators/Trigger Points**
 - no restriction on movement made by the security forces
 - no indication of civil unrest
 - low crime rate
- **Plan of action**
 - Provided the above indicators apply, no particular measures have to be taken into consideration. Security incident reports should be sent to the Security Unit on occurrence.

Yellow Phase: '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**
 - almost daily but localised incidents are reported
 - passenger and goods vehicle services at times disrupted due to security issues
 - checkpoints active and heightened presence of arms carriers
 - civil unrest, political and social conflict increases
 - increase in violent crimes
- **Plan of action**
 - Provided the indicators above apply, the Head, CCST in consultation with the Security Unit may institute measures related to all staff in-country travel (eg: 'work from home', staggered hours of work, issuance of advisory regarding behaviour at checkpoints, acquisition and issue of 'curfew exemption passes', etc).
 - The Head, CCST in consultation with the Security Unit, may consider putting in place a restriction for visits by external personnel.
 - Any incident is to be reported to the Head, CCST as soon as possible (within twenty-four hours) for further follow up.
 - Security updates are to be provided to the Security Unit in GVA at least daily.

Orange Phase: 'Emergency situation'

"Working conditions do not allow proper access to victims. Necessity to reduce number of expatriates and activities – tight security management is needed"

- **Indicators**
 - regular and widespread armed contacts & security force sweepings
 - heightened tension throughout the country
 - civilian transport considerably reduced due to security concerns
 - checkpoints active and heightened presence of arms carriers
 - NS staff have difficulty accessing all areas
 - expatriates restricted to Port of Spain
 - riots, political and social breakdown
 - declared state of natural disaster
 - state of emergency declared by authorities
 - violent crime against expatriates out of control
- **Plan of action**
 - Provided indicators above apply, the following measures have to be taken into consideration.
 - Activities can continue close to the respective offices, but expatriate level is to be reduced to an acceptable minimum, allowing operations to continue.

- Any expatriate dependents will be relocated.
- The Head, CCST in consultation with the Security Unit, will normally put in place a travel restriction for visits by external personnel
- No major road movements are to take place unless explicitly authorised by the security forces after submission of movement notification (see security rules)
- Expatriate personnel who will be taken out of the area of operations for reduction purposes are to remain in their respective office structures wherever they are, and ensure that they are in touch with the Head, CCST to await further instructions.
- All personnel carry essential phone numbers on their person.
- Ensure that for the remaining personnel there is enough food reserves available (4-5 days' stock)
- Ensure communication material (phones, and spare batteries etc.) are fully charged.
- Steps taken to harden premises with sandbags around walls, tape windows, restricted access to facilities.
- Review Close Down/Handover Procedures
- Security updates provided to the Security Unit in GVA on a regular basis.

Red Phase 'Total Relocation'

"The security conditions do not allow work: delegates are a liability and their evacuation necessary"

- **Indicators**
 - widespread armed confrontations
 - armed assaults against INGO staff
 - Government of Trinidad & Tobago orders expatriates to withdraw - Diplomatic or humanitarian community evacuates
 - direct attack on or against RC/RC
 - total breakdown or law and order

- **Plan of action**
 - Vehicle use to be minimised and personnel to stay put in their respective offices.
 - Thorough security checks are to be done before any road movement is allowed.
 - RC Personnel to ensure that they have communications with the Head, CCST to await further instructions.
 - Each expatriate should have one bag with all his/her essentials ready (e.g. documents, some clothes, personal computer, etc.). This bag should weigh no more than 10 kg.
 - The Head, CCST in consultation with the Security Unit, will advise on how to proceed.
 - Constant contact between the CCST, Zone Security Coordinator and Security Unit GVA
 - Where possible, relocation will be undertaken from any of the field locations to Piarco Airport, from where people will leave, in principle, out of the country.
 - Close Down/Handover procedures in accordance with the Delegates Handbook must be undertaken on relocation.
 - Should the situation be such that it is not possible to evacuate personnel, then personnel may be directed to 'hibernate' until either they can be relocated or the situation stabilises.

5.2 Hibernation

In some circumstances, particularly in Red and Orange Phases, the options to hibernate may be considered the preferred option by the Head, CCST on advice from the Security Unit GVA. Hibernation involves remaining in-doors in a prepared location and waiting to see if the situation stabilizes. In case of hibernation all remaining personnel may be directed to consolidate in one location. The following preparations are to be undertaken:

- Hibernation location is to be hardened as far as possible with sandbags and blast film on windows.
- Communications is to be established and maintained with Panama Regional Office and Security unit GVA, with back up communications.
- The hibernation location is to be clearly marked with the Federation 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.

5.3 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 differs from other parts of the country.
- Yellow Phase will be declared by the Head, CCST at his/her own discretion following which he/she will notify the Security Unit in GVA.
- Orange Phase will be declared by the Head, CCST in consultation with the Manager of the Security unit in GVA.
- Red Phase will normally (if time permits) be declared by the Head, CCST following authorisation of the Regional Director, in consultation with the Manager of the Security Unit in GVA.
- A return to normal may be implemented by the Head, CCST with respect to Yellow and White. If Orange and Red Phases have been implemented, the decision to return to a lower phase will be taken by the Head of the Americas Department and the Manager Security Unit GVA on the advice of the Head, CCST.

5.4 Emergency Procedures during Disasters

Disasters may occur with or without warning. The Republic of Trinidad and Tobago is vulnerable to the following:

- Drought
- Biological Hazards –
 - Malaria
 - Dengue Fever
 - Zika
 - Chikungunya
 - Meningitis
 - Influenza
 - Pest Infestation
 - Plague
 - Anthrax
 - Cholera
 - Zoonoses
 - H1N1 (Swine Flu)
 - H5N1 (Bird Flu)
 - HIV (Human Immuno Virus)
 - Improper Disposal of Medical Waste
 - Surgical waste
 - Used hypodermic needles
 - Expired medication
 - Leptospirosis
- Earthquake
- Fires
- Flooding
- Hurricanes and Tropical Storms
- Tsunamis
- Industrial Hazards
 - Fire
 - Explosion
 - Toxic/Chemical Release
 - Environmental Damage
- Landslides

ALL HAZARD PREPARATION/RESPONSE CONTINGENCY PLAN

Any of these hazards may impact the CCST and/or its staff. In **preparation for and/or response to these** staff should:

- Develop an evacuation plan for the CCST inclusive of designation of muster points and location of nearest medical facilities.
- Plan and practise at least two evacuation routes from the CCST to home or designated shelter.
- Identify safe spaces within each room of the CCST in the event of an earthquake.

- Advise of any relevant medical information including any allergies, relevant medical problems, current prescribed medication, blood type.
- Ensure that a fully stocked First Aid kit is kept on the premises of the CCST. The integrity of the medication and other items must be checked by the Administrative Officer of the CCST.
- Receive/update First Aid/CPR training.
- Periodically test/check and upgrade or replace all equipment to be used in an emergency. This would include but not be limited to communication equipment, escape ladders, First Aid equipment and medication, satellite telephone and extra batteries, basic tools – spade, rope, nails, hammer, and (a) map(s) of the area
- Seek the latest and most accurate information regarding the hazard threat or impact.
- Assess how the threat might impact the CCST and its staff.²
- Communicate the nature of the threat and possible impact to the staff of the CCST.
- Take the necessary steps to ensure the safety and well-being of the staff of the CCST.
- Secure the CCST's physical assets as best as possible, allowing staff sufficient time to enact personal preparations and/or response and/or recovery activities, if needed.
- Communicate a situation report to the zone office in Panama.
- An emergency bag should be packed in case you must leave quickly. The contents should include (but need not be limited to): map showing evacuation routes, ready-to-eat, non-perishable, high-energy food and water for three days³, food for infants or persons on special diets, a change of clothes and footwear, a week's supply of any medication being taken, a First Aid kit and manual, a torch light, with extra batteries, a whistle, important documents secured in a waterproof container, battery operated radio with spare batteries, bedding, sanitation and hygiene items, emergency tools.

During the emergency/ hazard impact:

- Seek the latest and most accurate information regarding the hazard threat or impact.
- Assess how the threat is impacting the CCST and its staff.⁴
- Take the necessary steps to ensure the safety and well-being of the staff of the CCST.
- Secure the CCST's physical assets as best as possible
- Communicate a situation report to the regional office.

After the hazard has impacted:

- If necessary, regroup at the designated muster point or other safe area and take a headcount of persons who were in the building.
- Confirm the well-being of all persons⁵. Where necessary, administer First Aid
- Following the declaration of an All Clear, inspect your dwelling for damage. Do not re-enter unless you are sure that it is safe to do so.
- Do not touch any wires lying on the ground, hanging on poles, or objects that may be touching these as they may be carrying a current that could injure or kill.
- If you see or suspect damage to the electricity system, and **only if it is safe to do so**, turn off the electricity supply at the main fuse box or circuit breaker. Call for professional advice.
- Check for gas leaks. If you smell gas or hear a hissing/blowing noise, quickly leave the area and warn others. **Do not use electrical switches.**
- Report to the office as soon as it is safe to do so and assist with conducting a Damage and Needs Assessment of the CCST.
- Clean and disinfect everything that has gotten wet, as mud left could contain sewage and dangerous chemicals.
- Report the findings of the DANA to the Regional Office in Panama and Security in Geneva.

For specific hazards the following contingency plans should be enacted:

- **Drought**
Should a drought be declared, the CCO and its staff should take all measures for water conservation and should abide by any water rationing measures instituted by the authorities.

² Those in country at the (expected) time of impact

³ These should be replaced every six months, so write the storage date on all containers.

⁴ Updated list of personnel and their contact information to be available at all times

⁵ A 'call tree' can be developed for current staff. In the event of an 'out of hours' impact, this would ensure that all are contacted without any one person being overburdened. NB. A duty roster system is being developed to support this happening seamlessly.

- A supply of purified/bottled water is to be available for routine consumption by staff.
- If necessary, water for consumption by staff must be boiled, filtered or disinfected.
- Where water filters are used, these must be cleaned regularly in compliance with manufacturer's instructions.

- **Biological/Medical Hazards** – eg Malaria, Dengue Fever, Zika, Meningitis, Influenza, Pest Infestation, Plague, Anthrax, Cholera, Zoonoses - H1N1 (Swine Flu), H5N1 (Bird Flu), HIV (Human Immuno Virus), Improper Disposal of Medical Waste -Surgical waste, Used hypodermic needles, Expired medication
 - All Staff should undertake a medical check-up before assumption of duty and yearly thereafter.
 - The Federation and/or National Society (in the case of staff-on-loan) must ensure that staff have insurance coverage.
 - All staff should receive First Aid/CPR training.
 - All staff should be immunized against diseases prevalent in Trinidad and Tobago and/or mandated by health regulations.
 - The medical history of all staff should be held in confidential record in case of emergency.
 - All staff should be briefed regarding the main health problems in the country and specific preventative measures to be taken.
 - The medical (evacuation) plan and procedures should be explained to all staff.
 - A supply of purified/bottled water is to be available for routine consumption by staff.

- **Earthquake**
 - Identify the safe spaces in each room.
 - Familiarize yourself with the evacuation plan for the CCO, and the location of First Aid kit(s), fire extinguishers and other safety equipment.
 - If indoors, stay inside (as it is dangerous to leave the building because objects can fall on you) and adopt protected positions – under a study desk, in a braced doorway, or at the intersection of a load bearing wall and vertical support.
 - If outside, move into the open away from buildings, trees, telephone and power lines, bridges, overpasses and motorway. Stay put until the shaking stops.
 - Maintain possession of communication devices – cellular telephone, handheld radio, satellite telephone and whistle.
 - If in a vehicle, try to move to an area away from buildings, trees, bridges, overpasses, telephone and power lines.
 - Stop the vehicle and remain in it.
 - Once the shaking has stopped, proceed with caution. Avoid bridges or ramps that may have been damaged by the earthquake.
 - Be alert to the possibility of aftershocks.
 - Do not use electrical switches, appliances, telephones or naked flames if you suspect a gas leak, as sparks can ignite gas.
 - If you suspect a gas leak, evacuate the building. If leaking gas starts to burn, get away as quickly as possible. Do not attempt to put out the flames.
 - Check for downed/damaged power lines. Do not touch wires that are lying on the ground, or that have been detached from poles, or objects that may be touching them. They may be 'live' (carrying a current) and could injure or kill if touched.

- **Flooding**
 - Stay out of the building if it is still surrounded by water. When the water recedes, enter with extreme caution.
 - Examine walls, floors, doors and windows to make sure that the building is not in danger of collapse.
 - Watch out for animals, especially snakes that may have entered with flood waters.
 - Watch out for loose plaster and ceilings that could fall and injure you.
 - Do not walk through moving water that is more than ankle deep. 15 cm of fast moving water could knock you off your feet.
 - If it becomes necessary to do so, take your bag with emergency supplies and evacuate the building.

- If you happen to be outside when a flood occurs, attempt to reach high ground and stay there.
- If you are in a vehicle and can avoid a flooded area, do so.
- If your vehicle loses grip and begins to float, open the door(s) so that water will enter the vehicle and weigh it down.
- If your vehicle stalls, abandon it immediately and move to higher ground.
- Drive with the windows open – for quick escape if needed. This is particularly important for vehicles with electronic controls, as the vehicle's electrical system might get wet and malfunction.
- Drive only fast enough to create a small bow wave in front of the vehicle. This will prevent the engine from getting wet and the tyres from losing their grip.

After the flood:

- Be aware of the possibility of new floods and landslides.
- Contact and confirm the well-being of all CCO staff.
- Administer First Aid as necessary.
- Inspect the building for damage, but do not enter unless you are sure it is safe to do so.
- Do not enter the building if it is surrounded by water as there may be hidden damage, foundation may have weakened, the electricity system may have short-circuited and snakes may have ended up inside.
- Listen for news reports to learn whether the water supply is safe to drink.

• **Hurricanes, Tropical Storms**

- Learn the different routes between your home and the office, but **DO NOT DRIVE DURING THE STORM.**
- Make the necessary preparation in the office, should it become necessary to shelter in place. This would include (non-perishable) food supplies, drinking water, batteries, First Aid supplies. Best practice indicates three days' supplies.
- Secure the building, all equipment, files and other susceptible assets against water incursion.
- Allow sufficient time for staff to secure their homes and families.
- Remain indoors in the strongest part of the building, away from windows, skylights and glass doors. Do not shelter in a cellar or basement if the location has one, as these are susceptible to flooding.
- If the building begins to break up or fall apart, protect yourself with rugs, cushions, blankets or a tarpaulin. Try to hold onto any strong fixtures (eg water pipes) or get under a sturdy table or desk or bed.
- Do not run into the open.
- Beware of the calm when the eye of the storm is overhead. Do not assume that the hurricane is over. The winds will resume.
- If you are driving, stop your vehicle and stay clear of trees, power lines, rivers and/or streams.
- Avoid using naked flames – candles, paraffin lamps, as a source of light. Try to take cover in a room without windows.

After the hurricane:

- Communicate with other team members to make sure that they are safe.
- Report to the CCO as soon as it is safe to do so.

• **Tsunamis**

- Select a muster point that is inland, elevated and as far away from the coastline as possible.
- Ensure that all staff know the location and fastest routes to the tsunami muster point.
- If a tsunami warning is sounded/broadcast, move toward higher ground at once.
- Do not attempt to watch a tsunami come in. If you can see the wave, then you are too close to escape being swept away by it.
- After the tsunami, stay out of buildings that are surrounded by water as there may be items submerged in the water. Also, buildings may have hidden structural damage, electricity systems may have short-circuited, and snakes may have entered.
- Avoid downed power lines.

- Listen for news reports to learn whether the water supply is safe.
- Avoid flood waters, as water may be electrically charged from downed power lines.
- Avoid moving water.
- Be aware of areas where water has receded as roads may have weakened and may collapse under the weight of a car.
- Clean and disinfect everything that has got wet as mud left could contain sewage and dangerous chemicals.

- **Industrial Hazards**
 - **Explosion**
 - While chances of being caught in an explosion are small, if you are in the building when the CCO is subject to an explosion, you should drop instantly to the floor and move away from windows.
 - If it is safe to do so, crawl to an inner room or corridor that is better protected than other rooms.
 - Stay away from windows as many injuries are caused by shattering glass.
 - **Toxic/Chemical Release**
 - Notify relevant authorities immediately and vacate the premises if incident has occurred indoors. If outdoors, safely evacuate the area as quickly as possible and ensure that all staff is accounted for
 - Wear protective equipment (masks, clothing, as needed and available)
 - Only return to the affected area after the all clear has been given by competent authorities

Hijacking

- Assess the threat level between your point of origin and destination.
- Travel at a safe time and take a safe route.
- Drive in tandem where possible.
- Be observant while driving.
- Avoid travelling through suspicious/unknown areas.
- Do not display items of value in your vehicle.
- If you think you are being followed, stay calm and do not speed.
- Change direction to see if anyone is following you.
- Avoid small side roads.
- If attackers are closing in, keep to the centre of the road.
- Maintain a distance from the vehicle in front of you.
- Do not drive home, but to a safe place.
- Alert the security company contracted by the CCO.

If you are subject to a hijacking attempt:

- Assess the situation and decide whether to stop or not.
- Balance the risk of being stopped and robbed, assaulted, or kidnapped against the risk of attempting to escape.
- Only try to get away if you think you can do so successfully.
- If you think that the hijackers are likely to kill or hurt you, then try to get away at any cost.

If you are hijacked:

- Remain as calm as possible. Be prepared for blindfolding, restraints or being physically hurt.
- Do not provoke the hijackers. Follow orders, but try to preserve a sense of personal dignity as much as the situation allows.
- Make no sudden movements. Always keep your hands in clear view.
- Talk to the captors, provided this does not make them more nervous.
- Do not resist. Give the hijackers anything that they demand – except your life.
- If possible, negotiate to keep the radio, flag/logo, water and spare clothing.
- Report the incident as soon as it is safe to do so.

Try to escape the hijackers ONLY if:

- It is known that hijack in the area usually leads to assault, kidnap, murder or rape and that stopping will result in greater danger
- You are confronted by an angry mob
- Survival without a car is dangerous
- The opportunity to escape presents itself

Kidnapping: (Annex 2)

Landslides

Should the CCO building be subject to a landslide:

- Stay indoors.
- Take cover under a desk, table or other piece of sturdy furniture.

After the landslide:

- Confirm the well-being of all persons on the premises.
- Administer First Aid if necessary.
- Check the building for damage.
- Check the surrounding land for damage.
- If it is safe to do so get away from the area immediately.
- Monitor the news for pertinent safety and other information.

If you are in a vehicle:

- If you come to a landslide area, turn around and take a different route.
- If you are approaching a bridge, first look upstream. If you see a landslide approaching or moving beneath the bridge, do not cross it.
- If your vehicle stalls, abandon it immediately and climb to higher ground.

Bomb Threats

- If you are aware of the possible presence of a bomb (e.g. via a telephoned threat or the presence of a suspicious package), take the following actions:
- Activate the fire alarm.
- Tell others in the building of the threat and evacuate the building as soon as possible through the nearest exit.
- Assemble at the designated muster point.
- Account for all persons who were present in the building when the evacuation was ordered.
- Contact the emergency services to confirm that the building will be inspected for a suspected device.
- Do not re-enter the building until you are instructed by the Head, CCO that the **All Clear** has been given.

5.5 In Case of Fire

If you or someone near you is on fire, remember – stop, drop and roll.

- Any building occupied by the CCO must be equipped with a fire alarm system.
- The fire alarm installed should have a distinctly different sound to the security alarm and CCO Staff must be oriented to this difference.
- One member of Staff should serve as the fire warden and be responsible for implementing fire safety procedures, and will assume the role of coordinator should a fire occur.
- Fire drills should be held at regular intervals (e.g. twice a year) and should include training staff on the use of fire safety equipment.
- All staff must be made aware of the location of the main electricity supply switch.
- Emergency numbers should be clearly posted throughout the building.
- Fire exits and the location of escape ladders should be clearly marked.
- Fire extinguishers should be checked for pressure at least once annually.
- Fire safety training should be conducted once annually
- Smoking is **strictly forbidden** within the CCO premises.

Immediate action for fire response:

- Do not panic.
- Raise an alarm. Shout for help. Summon aid and activate the fire alarm.
- **DO NOT ATTEMPT TO CONTAIN THE FIRE UNTIL THE EVACUATION OF THE BUILDING HAS BEEN INITIATED.**
- Determine the cause of the fire and the equipment available to fight it. If the source is electrical, it is important to first switch off the electricity supply, if possible.
- Attempt to fight the fire, but **UNDER NO CIRCUMSTANCES RISK INJURY IN THE PROCESS.**
- If successful in suppressing the fire, continue to monitor the site to prevent flare ups until the fire services arrive.
- If you are unable to fight the fire, evacuate quickly, closing doors and windows if possible and ensuring that no one remains in the building.
- Assemble at the designated muster point.
- When evacuating, remember:

- Smoke will obscure your vision. Think ahead about what the escape route looks like.
- Cover yourself with a wet coat or blanket, if available.
- Before opening any door, feel for heat using the back of your hand. There may be fire on the other side that will flare up when the door is opened.
- Stay low while moving as quickly as possible. It may be necessary to crawl along the floor to avoid smoke and heat.
- Do not take lifts or elevators – USE THE STAIRS.
- Jumping from more than two storeys can be fatal and should only be used as a last resort.
- At the muster point, take a headcount of all staff and other persons in the building at the time of evacuation.
- Cooperate with fire fighters when they arrive on the scene.

If you are unable to evacuate the building:

- Go to a room with an exterior window, mark it clearly to summon assistance and stay in that room.
- Close the main entry door and any interior door into that room.
- Put non-synthetic blankets or cloths at the base of the doors to keep out the smoke. If possible, use a wet cloth as it will make a better seal.
- Saturate any available non-synthetic blankets, coats or other clothes for possible use later.
- Stay low near an open window and continue to signal for help.
- If fire spreads into the room that you are in, get under two or more layers of blankets or clothes.

6. EMERGENCY PROCEDURES

6.1 Communication in an Emergency

Effective management of emergencies requires well-functioning means of information. A list of contact numbers and priority for contacting in case of a security incident is found in the Security Brief. Staff are responsible for carrying your Federation mobile phone – with these numbers stored, with you at all times.

6.2 Guidelines in an Emergency

The Caribbean is prone to a high number of natural hazards including floods, volcanoes, hurricanes, earthquakes and landslides. The following provides some general guidelines which should always be followed:

Before an event:

1. Listen to radio or television and monitor reliable internet sites (NOAA, USGS, for example) and social media for the latest information.
2. Plan and practise an evacuation route. This plan should include information on the safest routes to shelters. Roads in and out of the vicinity may be blocked, so pick more than one evacuation route.
3. Know the location of the nearest hospital or health post.
4. Agree on a regrouping point in a safe area, and make sure this is known to all delegates.
5. Make sure you have the following emergency equipment in store:
 - Flashlight and extra batteries
 - Hand-held radios and extra batteries
 - First aid kit and manual
 - Emergency food and water
 - Essential medicines
 - Basic tools (spade, axe, rope, nails hammer etc.)
 - Maps of the area

During the event:

1. Keep yourself updated. If possible, listen to radio, television and other reliable news sources for the latest information.
2. Stay out of damaged buildings.

After the event:

1. Inform your colleagues of your whereabouts and your condition AS SOON AS POSSIBLE.
2. Regroup in the safe area, and conduct a head count. Make sure that all staff are accounted for, or their whereabouts and condition are known.
3. Inform the Panama and Geneva offices immediately after an incident.
4. Stay out of damaged buildings.
5. Look out for fire hazards, flammable or explosive materials.
6. Check for gas leaks. If you smell gas or hear a blowing or hissing noise, quickly leave the area! Warn others!
7. Look for electrical system damage. If you see sparks, broken or frayed wires, or if you smell hot insulation, turn off the electricity at the main fuse box or circuit breaker – BUT ONLY IF YOU CONSIDER IT SAFE TO DO SO! Do not attempt to do so if there is a possibility that you will be required to walk in water. Carefully leave the area and call for professional advice.
8. Keep yourself updated. If possible, listen to radio or television for the latest information.

7. INCIDENT REPORTING

The Federation Incident Report Format is detailed at Annex 1.

The Federation uses a broad definition for what constitutes a security incident and therefore it is important to include even minor incidents or those that were narrowly avoided. If in doubt, the incident should be reported to the Security Unit in Geneva.

The definition applies to field staff including all Federation delegates and their in-country dependants, visiting Federation staff and delegation visitors, FACT/RDRT/RIT members, PNS's working under the Federation security umbrella, local staff during working hours and National Society and volunteers in course of their duty working for the Federation.

An incident involving the above-mentioned personnel or Federation assets/commodities, resulting in situations/actions where the staff's physical safety, their private belongings or Federations property or commodity security is jeopardised. Breaches of delegation's security regulations and the Federation's Code of Conduct are classified as security incidents and therefore must be reported accordingly.

The definition includes but is not limited to:

- Theft, burglary and all other crimes.
- Robbery, car-jacking and all instances where weapons are used.
- Harassment or threats (all types).
- Acts of war such as shelling, mines, firing, military aggression.
- Looting.
- Vehicle collisions/accidents (always).
- Medical evacuation or relocation of delegates (always).

8. OFFICE AND RESIDENTIAL SECURITY

8.1 Office Security

- The Country Cluster Office should be clearly identified as a Federation office.
- Office hours are from 8.30 a.m. to 4.30 p.m.
- Offices are not to be left open and unattended, all delegates and staff **are to ensure** that the front and rear office doors, are closed and locked outside office hours.
- The entrances are to be kept locked during staff meetings.
- All Federation personnel will be assigned office keys and must sign for them. The keys should never carry any form of written identification (i.e. Red Cross key ring). In the event that any personnel misplaces his/her keys or they are stolen, the Head CCST should be informed immediately and arrangements made to replace the locks.
- The access code for the building to be changed every 6 months or after a member of staff permanently leaves the office
- Valuable items and money are not to be left in offices, even if doors are locked.
- Confidential documents/material must be properly secured.
- If offices are vacated for a longer period, all computers (**EXCEPT THE SERVER**) are to be turned off.
- Fire extinguishers must be available throughout the office premises, including out-buildings and all staff trained on how to use them. The extinguishers should be tested regularly and replaced immediately if not functioning.
- The office first aid kit should be in a location known by all Federation personnel and clearly marked. The contents of the first aid kit should be checked monthly and any items depleted or expired to be replenished by the Administrator.

8.2 Residential Security

- Security is one of the bases used to determine suitable housing for delegates and regionally-recruited personnel, either in a gated community or similar environment.
- Houses are not to be left open and unattended at any time.
- Doors and windows should have working and adequate locks fitted.
- A minimum number of keys should be cut, with a spare set of keys kept in the office safe or another secure location. Should any keys be lost or stolen, the owners of the house should be notified immediately and arrangements made to have the locks changed.
- Valuables and money should not be left on the premises.
- If the house is left empty for more than one week, it is recommended that all but essential electrical equipment is switched off at the mains to mitigate the threat of fire or the detrimental effect of power surges.
- At least one fire extinguisher is to be available in the house, preferably in the vicinity of the kitchen.
- Smoke alarms, particularly outside bedrooms, are to be installed and tested regularly. Replace batteries or the entire unit if not functioning.
- Maintain a first aid kit.
- Stock sufficient food and drinking water on the premises, sufficient for at least three days.
- Keep torches with spare batteries and candles in the event of power outages.
- Screen any domestic staff, verifying all contact details.

8.3 Fire Safety

The office, the Federation vehicle and delegates residences should all be equipped with up to date fire extinguishers. If you are aware of a fire in your residence, immediately ensure everyone leaves the building and then call

- **990** – Fire Brigade
 - **461 3639** – Head, CCST
-
- If you cannot leave the building, seal all cracks with wet cloths, switch off fans/air conditioners and make yourself visible at the window. Keep all doors closed between you and the smoke or fire.
 - In case of smoke, try to move as low as possible to the floor, use a wet cloth to cover your mouth and nose.
 - If the fire is in the first stage, make use of the nearest fire extinguisher.
 - In case of electrical fire, switch off the power.

9 FINANCIAL SECURITY

Please also refer to the Secretariat Finance Procedures Manual.

9.1 Authorized Signatories

With respect to signatories for Federation bank accounts:

- Only Federation Delegates and local staff appointees may be signatories to Federation bank accounts.
- The Head, CCST will appoint the office signatories
- Approval has been given by the Secretariat Finance Department for the accounts held by the CCST to use a sole signature of one of the official signatories. However, the signature may only be applied if all supporting document is in order.
- Finance staff who are processing payments and reconciling bank accounts are not to be bank account signatories, if possible.

9.2 Cash Security

- All cash is to be held in a lockable container and the level of cash outstanding at any time kept to a minimum.
- Holdings in excess of CHF 600 (USD 500) are to be held in a safe. If operated by a key then the custodian of the safe, usually the Accountant, shall retain one key and another key should be held off-site by the Head, CCST.
- It is not recommended for the safe to have a combination lock.

9.3 Cash Transport

- As a general rule, funds for Federation Offices are transferred by the Secretariat's Finance Department to the bank where the respective Federation Office has its account. The movement of funds within a country and/or a region should also be transferred by and to banks. In these cases, funds should not to be hand carried by Federation staff or delegates.
- The transport of cash by Federation employees is therefore an exception to paragraph 1 above and is to be done only in exceptional circumstances e.g., a critical and immediate need of funds or local banking problem and with approval of the Head, CCST.
 - If such a circumstance should arise, no Federation staff member or delegate is allowed to transport more than USD 5,000 (or equivalent) from one location to another.
 - In such a situation, every Federation staff member and delegate carrying between USD 2,500 and USD 5,000 (or equivalent) MUST advise the Insurance Officer in the Administration Department, GVA at least 24 hours before departure for insurance reasons.

Annex 1: Security Incident Report

All incidents involving death, serious injury, kidnapping, or which are of special sensitivity, must be reported to the Security Unit by telephone immediately. A completed incident report must follow within 24 hours.

All incidents in which Federation personnel or property are involved in:

- any physical injury to any person,
 - any significant damage to property (whether Federation property or not),
 - any situation in which there was a serious risk of injury or damage,
- must be reported to the Security Unit by telephone or e-mail within 24 hours. A completed incident report must follow within 48 hours of the incident.**

All other security incidents of any kind must be formally reported to the Security Unit, using this form, within 48 hours of the incident.

1. IFRC Mission:

Click or tap here to enter text.

2. Location where incident occurred:

Click or tap here to enter text.

3. Names of Movement personnel involved, and their status:

(eg Delegate, Local Staff, Volunteer, National Society, Visitor)

Click or tap here to enter text.

4. Length of stay in country/mission prior to incident:

Click or tap here to enter text.

5. Date, time & place of Incident:

Click or tap here to enter text.

6. Type of incident:

(eg burglary, theft, robbery, road traffic accident etc):

Click or tap here to enter text.

7. Description and cause of Incident:

(State all relevant details in chronological order. Attach additional pages, maps and/or sketches if applicable)

Click or tap here to enter text.

8. Names of Red Cross/Red Crescent staff injured, details of medical treatment and current status:

Click or tap here to enter text.

9. Details of Red Cross/Red Crescent assets damaged, details of nature and extent of damage, and whether insured:

Click or tap here to enter text.

10. Details of any injuries or damage sustained by third party:

(State details of injury/damage, and current status)

Click or tap here to enter text.

11. Were local authorities (eg Police, Military, Government Agencies) involved at the scene or afterwards? Has the incident been reported?

Click or tap here to enter text.

12. Were staff and/or assets involved clearly marked with Red Cross/Red Crescent emblem? Was RC/RC targeted specifically?

Click or tap here to enter text.

13. Were operational and security procedures/guidelines followed?

(If not, provide details of departures from procedures/guidelines)

Click or tap here to enter text.

14. Was the incident the first of its kind?

(State previous incidents in chronological order and indicate date of reports)

Click or tap here to enter text.

15. Is there any remaining threat of harm, or security risk?

Click or tap here to enter text.

16. Actions taken in response to incident and additional actions required:

Click or tap here to enter text.

17. Does this incident raise any issues of special sensitivity, importance or confidentiality?

If "Yes", please telephone the Security Unit urgently to discuss.

Choose an item.

Name: Click or tap here to enter text.

Title: Click or tap here to enter text.

Date: Click or tap to enter a date.

Signature: Click or tap here to enter text.

ANNEX 2 ABDUCTIONS (Kidnappings)

Even though that the last kidnapping to a IFRC staff occurred many years ago. In this annex you will find some do's and don'ts recommendations in these cases. Always remember that your life worth's anything.

1. **Consider the risks of attempting to escape in order to thwart the abduction.**

Risk versus Gain – Rule of thumb, if you don't feel comfortable with the risk (and most times you won't) – Don't take it. In most areas where we operate in the Americas, the risks of resistance and escape far outweigh the risk of detention. Each Country is different, and each case is different from another. If the opportunity presents itself and you decide to resist or escape, you must review all the facts of your abduction and their risks. Generally, the first few minutes are often the best time to resist since, depending on where you are, there are probably people around. If you can escape the initial abduction attempt, your ordeal ends right there. After they have you where they want you (e.g. in a car or enclosed room) there will most likely be no one who can hear or respond to your cries for help. If this is the case, this is the best time to fight back in a way that will gain others' attention and perhaps their help.

However, the first few minutes of a hostage-taking situation or an abduction are the most dangerous, and they become more dangerous if you resist. While in many cases, the potential for immediate escape outweighs the danger of resistance, there are times (e.g. if there are multiple armed attackers) where escape is not realistic and therefore not worth the risk. **Think rationally and be cooperative in this sort of situation.**

2. **Regain your composure.** Your adrenaline will be pumping, your heart will be pounding, and you will be terrified. **Calm down, breathe and if you know how to meditate.** The sooner you can regain your composure the better off you will be immediately and in the long run.

3. **Follow the rescuers' instructions carefully.** Your rescuers will be on edge, and they will most likely shoot first and ask questions later. Obey all commands they give. If they tell everybody to lie down on the floor or put their hands on their heads, for example, do it. Your rescuers may even restrain you with zip-ties or handcuffs while they discern who are hostages and who are the kidnappers. Remain calm and put rescuers at ease.

4. **Put your captor at ease.** Be calm. Cooperate (within reason) with your captor. Don't make threats or become violent, and don't attempt to escape unless the time is right (see below).

5. **Try to ascertain why you have been abducted.** There are a variety of motivations for abduction, from sexual assault to ransom demands to political leverage. How you interact with your captors, and whether you risk an escape, should depend at least partly on your captors' motivation. If they are holding you for ransom or to negotiate the release of prisoners, you are most likely worth far more to them alive than dead. If you've been captured by a serial killer or sexual predator, however, or if you've been abducted in retaliation for some political or military action, your abductor likely intends to kill you. Your decision of whether and when to attempt an escape should be made based on this information.

6. **Keep a survival attitude. Be positive.** Remember, most kidnapping victims survive--the odds are with you. That being said, you should prepare yourself for a long captivity. Some hostages have been held for years, but they kept a positive attitude, played their cards right, and were eventually freed. Take it one day at a time.
7. **Be observant.** Right from the start, you should try to be a silent observer and remember as much as possible without being obvious about it since your captors could become suspicious of you. Observe yourself and your conditions for your survival and welfare:
 - Are you injured or wounded?
 - How are you bound or otherwise incapacitated? How much freedom of movement do you have?
 - Where could I hide if there is a rescue attempt? If this happens the best option is to lie flat down on the ground and await your rescuers to inform you all is ok.
8. **Keep your dignity.** It is generally psychologically harder for a person to kill, rape, or otherwise harm a captive if the captive remains "human" in the captor's eyes. Do not grovel, beg, or become hysterical. Try even not to cry. Do not challenge your abductor but show him/her that you are worthy of respect.
9. **Stay mentally active.** Think about what you'll do when you get back home. Hold conversations in your head with friends and loved ones. Do these things consciously, and you won't be losing your focus and state of mind. Captivity can be boring and mind-numbing. It's important challenge your mind so you can remain sane, but also so you can think rationally about escape. Do math problems, think of puzzles, try to recite poems you know; do whatever you can to keep yourself occupied and mentally sharp.
10. **Keep track of time and try to discern patterns.** Keeping track of time can help you establish routines that will enable you to maintain your dignity and your psychological well-being. It may also help you to design an escape plan if you can detect patterns of when your abductor comes and goes and for how long he is gone. If there are no clocks available, you will need to make a conscious effort to **keep track of time**. If you can see sunlight, it will be fairly easy, but otherwise you can listen for changes in activity outside, make note of differences in your captors' awareness levels, try to detect food odours or look for other clues.
11. **Attempt to establish a rapport with your abductor.** If you can build some sort of bond with your captor, he/she will generally be more hesitant to harm you.

If your abductor is suffering from a form of paranoid psychosis, it's best that you appear non-threatening, but also avoid doing anything that could be construed as manipulation (such as attempting to befriend them), as individuals experiencing paranoid delusions will likely assume you are yet another person conspiring against them. If they feel they are losing control, they may react with a violent outburst. Do not attempt to convince them that their delusions are unfounded, as they may become enraged, and either way it is unlikely they will believe you (from their perspective, their delusions make perfect sense and seem like reality).

12. **Avoid insulting your abductor or talking about potentially sensitive subjects.** You may think your abductor is a pathetic, disgusting individual. While captives in

movies sometimes get away with saying such things, you should keep these thoughts to yourself. In addition, as in most conversations with people you don't know, politics is a good topic to stay away from, especially if you are being held by terrorists or hostage-takers that are politically motivated.

13. **Be a good listener.** Care about what your captor has to say. Don't patronise him, but be empathetic, and he'll feel more comfortable around you and more benevolent toward you. Being a good listener can also help you gather information that would be useful for an escape or to help police apprehend the abductor after you're freed.

Appeal to your captor's family feelings. If you have children and your captor also has children, you have a powerful bond already in place. Your captor can probably "put himself in your shoes," realising the impact *his* abduction or death would have on *his* family. If you have pictures of your family with you, consider showing one or more to your captors if the topic comes up.

14. **Blend in.** If you are held with other captives, you don't want to stand out, especially as a trouble maker
15. **Try to communicate with other captives.** If you are held with other captives, talk to them as much as is safely possible. If you look out for each other and have others to talk to, your captivity will be easier to handle. You may also be able to plan an effective escape together. Depending on the situation, your communication may have to be covert, and if you're held for a long time you may develop codes and signals.
16. **Stay physically active. It can be difficult to remain in shape in captivity, especially if you're restrained, but it's important to do so.** Being in good physical condition can aid in your escape and keep you in good spirits during your captivity. Exercise, even if it's just doing jumping jacks, [push-ups](#), or even pushing your hands together or stretching.
17. **Ask for small favours if you're settled in for a long captivity. Gradually ask for small accommodations** - request a heavier blanket, for example, or a newspaper. Keep requests small, at least initially, and space them far apart. You can make your captivity more comfortable and make yourself more human to your captors.
18. **Watch out for warning signs.** If your captors decide to kill you, you need to know as soon as possible so that you can plan an escape. If they suddenly stop feeding you, if they treat you more harshly (dehumanising you), if they suddenly seem desperate or frightened, or if other hostages are being released but your captors don't appear to intend to release you, be ready to make your best move.
19. **Try to escape only if the time is right.** When is the right time to escape? Sometimes it's safest to just wait to be freed or rescued. However, if the perfect situation presents itself--if you have a solid plan and are almost certain that you can successfully escape--you should take advantage of the opportunity. You

should also attempt to escape, even if your chances are not good, if you are reasonably certain that your captors are going to kill you.

20. **Stay out of the way if a rescue attempt is made. Aside from the first few minutes of an abduction, the rescue attempt is the most dangerous time in a hostage situation.** Your captors may become desperate and attempt to use you as a shield, or they may simply decide to kill any hostages. Even if your captors are taken by surprise, you could be killed by the actions of police or soldiers, who may use explosives and heavy firepower to enter a building. When a rescue attempt occurs, try to hide from your captors, if possible. Stay low, and protect your head with your hands, or try to get behind some kind of protective barrier (under a desk or table, for example or a bathtub). Don't make sudden movements when armed rescuers burst in.