



Policies and Procedures for Responding to Country Office Emergencies

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Introduction

The goals of JHPIEGO's Emergency Readiness and Response Plan are to:

1. Promote greater security awareness among all staff members
2. Assist country offices in preparing for and responding to events that threaten staff safety and operational security
3. Provide information and guidance to Baltimore Emergency Staff
4. Facilitate clear and efficient communications between Baltimore and the country offices in times of crisis

The plan has three components:

1. The [Emergency Readiness Guidelines for Staff Members](#), which provides information and advice on increasing individual security
2. The Policies and Procedures for Responding to Country Office Emergencies, which outlines the measures the country offices and Baltimore will take to prepare for and respond to most medical and security crises in the field
3. The [Duty Officer](#) system, which ensures that the country offices and staff members on travel will be able to contact Baltimore 24 hours a day and seven days a week

Copies of all documents are available on the Global Operations website or from the Global Operations Support Division in Baltimore. All staff are encouraged to make comments or suggestions.

This document explains JHPIEGO's policies and procedures for preparing for and responding to country office emergencies which present a security or health risk to our staff. Each country office is responsible for implementing these measures to the extent that it is appropriate to the incountry security situation.

Though the following procedures are intended to facilitate JHPIEGO's response in a crisis, they cannot predict every eventuality. Furthermore, written policies are not a substitute for good judgement. Country Directors are encouraged to study the security procedures carefully and implement them according to the unique circumstances of their operating environment.

Background

JHPIEGO's international programs take place in developing countries where civil disturbances can be frequent and unpredictable. Violent crime in many of the larger cities is a serious problem and, in many cases, is getting worse. In most countries where JHPIEGO operates, public health facilities are often overburdened and seldom of acceptable quality for treatment of serious medical problems or emergencies. There is also a greater risk of infection from blood-borne pathogens.

Emergency Situations

Threats to staff and operational security

JHPIEGO has identified the following events as the most serious threats to the safety and security of its incountry staff, operations and property:

- Crime
- Medical emergencies
- Kidnapping or arrest of staff and consultants
- Civil and political unrest
- Natural disasters
- Terrorist threats, bomb threats and extortion

Family emergencies

In the event of a family emergency, refer to the [International Assignment Policies](#) on the Human Resources Office page on Jwatch.

Assistance to local staff

It is JHPIEGO's intent to assist its local staff in a catastrophic event, such as an earthquake or an act of war or insurrection. Though limited in the type and amount of assistance that it can offer, JHPIEGO may provide support to local staff by ensuring they have ample time to look after their families and begin recovery efforts.

JHPIEGO's responsibility to employees of subcontractors

On occasion, organizations working under a subcontract from JHPIEGO may send their staff members on overseas field assignments related to the scope of work. JHPIEGO assumes responsibility for the security of such to the same extent as it does for its own employees.

In an emergency involving the staff of a subcontractor, the Human Resource Manager or the Regional Team Leader will be responsible for contacting the subcontractor and coordinating an appropriate response.

Definitions

Baltimore-based staff: An employee of Johns Hopkins University (JHU) who normally works in the Baltimore office.

Consultant: A private contractor hired by JHPIEGO to perform a specific task.

Emergency:

1. Any situation arising from a natural disaster, civil or political unrest or an act of war that creates an environment in which it is unadvisable or impossible for the country office to carry out its regular functions and threatens the physical safety of any staff member.
2. Any event resulting in serious or life-threatening injury to an employee. A serious injury is one that threatens the employee's future physical or psychological wellness.
3. The death of an employee.
4. An illness which threatens the staff member's life or could cause permanent physical damage and for which effective treatment is not available incountry.
5. Exposure (definite or suspected) to blood or body fluids tainted with HIV or Hepatitis.
6. The arrest or kidnapping of an employee or consultant.
7. Terrorist or bomb threats, or any attempt to extort money or concessions from JHPIEGO under the threat of violence against JHPIEGO staff members or disruption of operations.

Expatriate: A JHU employee assigned to an overseas office who is a citizen of the United States and that employee's accompanying family members.

JHPIEGO employee: An employee who is paid by JHPIEGO Corporation. This group generally includes local employees (see definition below).

JHU employee: An employee who is paid by Johns Hopkins University. This group generally includes expatriates, third-country nationals (see definition below) and Baltimore-based staff.

Local employee: A JHPIEGO employee who is a citizen of the country in which the JHPIEGO office of her/his assignment is located.

Third-country national: A JHU employee who is a citizen of any country other than the United States or the country in which the JHPIEGO overseas office

JHPIEGO and Johns Hopkins University Emergency Staff

- A. Country Office
 - a. Country Director
 - b. Security Officer

- B. Baltimore
 - a. Human Resource Manager
 - b. Regional Team Leader
 - c. Vice President for Program Operations
 - d. Vice President for Administrative Operations
 - e. Vice President for Technical Operations
 - f. Duty Officer Team

- C. Johns Hopkins University Crisis Response Team
 - a. Two Senior Administrators
 - b. One Public Affairs Office staff member
 - c. One member of the General Counsel's Office
 - d. One person from the Health System
 - e. One Floating Member from the Divisional Structures/Functional Units.

Emergency Readiness Procedures

Contacting Baltimore in an Emergency

During regular business hours in Baltimore (Monday through Friday, 8:00 to 17:00, eastern standard time), country offices can call 410.537.1800 and ask for the staff member they wish to contact.

When the Baltimore office is closed, call the [Duty Officer](#) at 410.493.8293.

Contacting Staff on Travel

Baltimore-based staff and consultants should list their travel plans on the Jwatch Travel Schedule, and submit detailed itineraries with contact numbers to the Regional Team Leader. Travelers should also consider registering their presence incountry with their embassy.

If traveling in rural areas, staff should leave a detailed itinerary with the country office, including departure and return dates, and contact numbers (if possible). If there is no JHPIEGO country office, they should submit their itinerary to their embassy, or ask a CA to act as their point of contact.

Traveling Where There Is No JHPIEGO Office

JHPIEGO does not have an office in every country where it operates. Staff traveling to such places should be especially security-conscious. It is strongly recommended that travelers research the current security situation before they leave. Staff should register with their national embassy upon arrival and leave a detailed itinerary with both the embassy and the regional office in Baltimore. It is also recommended that staff arrange to check in at regular intervals with the local USAID mission, their national embassy, another cooperating agency, the Regional Office in Baltimore or their country office of assignment.

Travelers facing medical or security emergencies while visiting a country that does not have a JHPIEGO office should contact their embassy or nearest consulate. They should also notify JHPIEGO Baltimore, as follows:

- During Baltimore business hours, call the Regional Team Leader or the Human Resource Manager
- All other times, call the Duty Officer (410.493.8293)

Travelers should carry the contact information card for their emergency medical assistance provider (AIG, Worldwide Assistance Services or MEDEX). Contact Human Resources or Global Operations if you do not have a card or need more information on emergency medical assistance.

For guidance on [personal safety](#), refer to the JHPIEGO Emergency Readiness Guidelines for Staff Members, on Jwatch.

Country Office Security

Security and readiness measures

Each country office should implement the following measures to the extent practicable:

- The Country Director will designate one staff member as the Security Officer. The Security Officer coordinates all office preparedness and emergency activities. During an emergency, the Country Director or the Security Officer will stay in contact with USAID and keep the office staff updated.
- Post the office hours and receive visitors only during those times.
- Keep the front gate closed at all times. Have the daytime guard (if there is one) to ask visitors for ID. Or, place a bell on the gate that will ring when it is opened, or keep the gate locked and install a doorbell.
- Storage areas should be locked at all times.
- Vehicles should be parked in the departure position (backed-in, nose towards the gate).
- Security lights (if available) should be on from dusk to dawn. Night-time security guards should carry flashlights.
- Identify a "safe area" in the office, where staff can take refuge, if necessary. The area should be shielded from windows and exterior doors. Interior rooms and corridors are good places.
- Prepare an inventory of office equipment and furniture and update it on a regular basis.
- The Security Officer will be responsible for checking and replenishing food, water and first aid supplies.
- Know the locations of the nearest hospital and police station. Expatriates and third-country nationals should locate their country's embassy or consulate or the nearest embassy or consulate where they might seek refuge.
- Fire safety: The office should have at least one fire extinguisher in a visible and accessible place. Smoke alarms, if they are available, should be installed in at least one location. Depending on the size of the office space, more smoke alarms may be installed. Fire exits should be clearly marked and, if possible, the office should be equipped with emergency lights. Post diagrams showing the locations of the exits.

Vehicle security

Cars and trucks

The JHPIEGO driver will ensure that the vehicles are properly maintained, in working order and carry the necessary tools and supplies.

- Only the designated JHPIEGO driver may operate the vehicle, unless the driver is incapacitated or otherwise unable to drive. Staff members who will be using the services of the driver and the vehicle often should get drivers licenses, in case of emergencies.
- The driver and all passengers must wear their safety belts at all times while in the vehicle.
- Keep doors locked at all times. When driving in the city, keep the windows at least three-quarters closed.
- Except when on overnight field trips, the vehicles are to be parked in the JHPIEGO compound at night. When in the field overnight, the driver will be responsible for making sure the vehicle is as secure as possible.
- Vehicles should be parked in the departure position (backed in, nose towards the gate).
- Avoid driving on rural roads after dark, if possible.
- When the vehicle is not in use, keep the registration documents in the office. When on overnight field visits, the documents should stay with the driver when the vehicle is parked for the night.
- Refill the gas tank when it reaches the half-full mark.
- Keep a first aid kit and some non-perishable food and fresh water in the vehicle.
- Make sure the spare tire is fully inflated.
- Keep a basic tool kit in the vehicle. Suggested items include:
 - Jack and lug wrench
 - Screwdrivers – flat head and Philips head
 - Wrenches
 - Shovel
 - Length of towing cable
 - Fire extinguisher
 - Jumper cables
 - Flashlight and extra batteries

Program vehicles are strictly for official JHPIEGO business. Personal use of any JHPIEGO vehicle is forbidden.

Motorbikes and mopeds

Only staff authorized by the Country Director may use JHPIEGO motorbikes and mopeds. It is the responsibility of those staff to maintain them in good working order.

- The operator must wear a helmet at all times and observe all traffic rules.
- Motorbikes and mopeds may not carry passengers apart from the operator.
- Secure vehicles with a cable and lock when not in use.
- Except on overnight field trips, the vehicles are to be parked in the JHPIEGO compound at night.
- On overnight field trips, secure them as best as possible. This includes keeping them within a secure enclosure or chaining them to a sturdy post.
- When traveling to the field, the operator must carry a first aid kit and some basic tools, including wrenches, screwdrivers and a tire repair kit.
- If possible, avoid operating motorbikes and mopeds in rural areas at night.
- Motorbikes and mopeds are strictly for official JHPIEGO business. Personal use of any JHPIEGO vehicle is forbidden.

Contact information

- The Security Officer will keep a current list of staff addresses and telephone numbers. To facilitate contacting staff in emergencies, ask staff members to provide a map showing the route to their homes from the office and the exact location of their residences.
- Where possible, institute a telephone tree to communicate information and emergency instructions to employees.
- Each country office will prepare a list that contains:
 - The office phone numbers (main number, direct number for the Country Director, Security Officer, etc.)
 - Home and cell phone numbers of office personnel
 - Phone numbers of the nearest hospitals and police stations
 - Phone numbers of the USAID mission and the US Embassy Security Office
 - Phone numbers of the embassies and consulates of all expatriate and third-country national staff
 - Cell phone number of the JHPIEGO Baltimore Duty Officer

- Phone numbers and policy information of AIG Assist, Worldwide Assistance Services and Medex Corporation
 - Office phone numbers of key Baltimore-based staff (Vice President of Administrative Operations, Vice President of Program Operations, Regional Team Leader, Program Development Officer, Program Coordinator, Human Resource Manager and Global Operations Manager);
 - The local fire and police departments
 - Local ambulance service, if one is available
-
- A copy of this list will be kept by each telephone in the office.
 - Employees may have a copy of this list to keep at home.
 - The Country Director will ensure that the Human Resource Manager and the Regional Team Leader in Baltimore have a current copy of the country office staff list and the incountry key personnel contact list.

Earthquakes

If you live in an area of the world where earthquakes occur, please see the “Earthquake Fact Sheet” on page 47.

Emergency supplies¹

Country offices should stock some basic supplies that would enable staff to stay there for a period of one to three days, should it be unsafe to leave. The most basic items are food and water.

Water

Keep a three-day supply of water (three gallons or 12.6 liters per person). Store the water in clean, plastic containers (such as soft drink bottles). Don't use glass bottles (which can break) or cartons (which may weaken over time).

Purify water for drinking by using commercially available purification tablets, or by heating water to the boiling point and maintaining a rolling boil for ten minutes. Or, add four drops of pure, unscented liquid chlorine bleach (5.25% sodium hypochlorite solution) to one quart (.95 liters) of water; let the water sit for thirty minutes before drinking.

Food

Store a three-day supply of non-perishable food per person. Select items that require no refrigeration, preparation or water. For example:

- Ready-to-eat canned meats, fruits and vegetables
- Canned juices, milk, soup

¹Adapted from *Disaster Supply Kit*, website of the American Red Cross, www.redcross.org.

- Staples like sugar, salt and pepper
- High-energy foods, such as peanut butter, jam, crackers and raisins

First aid kit

Prepare a first aid kit that includes:

- First aid manual
- Latex gloves (several pairs)
- Assorted bandages
- Assorted safety pins
- Soap
- Latex gloves
- Sunscreen
- Gauze pads
- Triangular bandages
- Sterile, rolled bandages
- Scissors
- Tweezers
- Needles (for removing splinters)
- Antiseptic
- Thermometer
- Several sharp, unused razor blades
- Tongue depressors
- Needle, 0.9mm x 40 mm, and 10cc syringe and alcohol swabs
- Laxatives
- Activated charcoal (to filter water) or water treatment tablets
- Tube of petroleum jelly or other lubricant
- Aspirin or non-aspirin pain reliever
- Anti-diarrhea medication
- Antacid
- Syrup of Ipecac (use to induce vomiting, if advised by a doctor)

Other

Country offices should also have a short-wave radio (to monitor news and security), flashlights, kerosene lamps and fuel, plus a supply of batteries, matches and candles.

Emergency Response Procedures

Crime

Summary of Responsibility

Action	Responsibility
Report incident to Country Director (C)	Staff Member (C)
Report incident to Regional Team Leader (B)	Country Director (C)
Follow-up steps	Staff Member (C), Country Director (C) & Regional Team Leader (B)
Follow up and report	Staff Member (C) & Country Director (C)

Non-violent crime

Non-violent crimes are ones in which the victim has not been confronted with a direct physical threat. Such crimes may include pick-pocketing or home burglary when the resident is out.

Crimes perpetrated against local staff members while performing their official duties should be reported to the Regional Team Leader.

Expatriate and third-country national staff members should report such incidents to the Country Director, who will make a report to the Regional Team Leader. If the staff member has personal articles insurance and wishes to make a claim, s/he may be required to file a report with the local police.

If a passport is stolen, the Country Director will instruct the staff member to report the theft immediately to her/his embassy.

Violent crime

A violent crime involves a direct physical threat against the victim. Mugging, armed robbery, sexual assault, stalking extortion and threats (verbal or written) of physical harm are examples of violent crime.

Local staff members victimized by violence while performing their official duties should report the event to the Country Director, who will in turn report it to the Regional Team Leader. If injuries result, the Country Director will see to it that the staff member receives immediate treatment.

JHPIEGO Policies and Procedures for Responding to Country Office Emergencies

If an expatriate or third-country national staff member is the victim of a violent crime, the Country Director will report the event to the Regional Team Leader immediately. The staff member's embassy should also be notified. If injuries result, follow the procedures for medical emergencies.

Depending on the nature of the attack, the staff member, the Country Director and the Regional Team Leader will discuss whether to report the crime to the local police.

Medical Evacuation (Medevac)

Emergency assistance providers

Local employees receive health insurance from a local provider. This insurance covers preventative care, treatment and medical emergencies. All treatment for local staff takes place incountry. Insurance coverage for local staff is maintained by the individual JHPIEGO country offices.

US citizens may be able to use the clinic at the US Embassy. Those who are interested should speak with the Consular Officer at the US Embassy incountry.

JHU employees receive emergency assistance coverage, including medical evacuation (medevac), under one or more insurance policies. Insurance for JHU employees is maintained by Johns Hopkins University and JHPIEGO Baltimore.

All JHU employees have medevac coverage under policies from AIG Assist and Worldwide Assistance Services. When medical evacuation of a JHU employee may be necessary, always contact AIG Assist first.

Baltimore-based consultants and consultants hired from a third country are covered by MEDEX Corporation.

If the patient is...	The primary emergency assistance provider is...
A JHU employee	1. AIG Assist 2. Worldwide Assistance Services
A consultant (Baltimore-based or from a third country)	MEDEX

Contact and policy information for JHU emergency assistance providers:

AIG Assist:

Telephone: In the US: 1.800.626.2427
From outside the US: 1.713.267.2525

Group Name: The Johns Hopkins University

Assistance #: 999-9015637

Policy #: PAI9015637

Worldwide Assistance Services:

Telephone: In the US or Canada: 1.877.618.7017

From outside the US: 1.202.659.7805

Fax: 202.331.1528

Employer's name: Johns Hopkins University

ID Code #: 25499/Hartford Life

Group #: ETB 102067

MEDEX Corporation:

Telephone: In Indonesia: 001.803.1471.0621.

All other locations may call any of the following numbers:

1.410.453.6330 (Baltimore, USA)

86.10.6465.1264 (Beijing, China)

44. 1273.223000 (Brighton, England)

Group Number: 555

ID#: On the staff member's card

Be aware that the emergency assistance provider may request that the patient sees a local doctor first to determine if an evacuation is necessary and will provide a consultation with a US-based doctor, if necessary.

See the [Health Insurance and Emergency Medical Assistance](#) section of the Emergency Readiness Guidelines for Staff Members for more detailed information on these plans.

When to request a medevac

Expatriate and third-country national staff may be medically evacuated from the country if they: a) sustain an injury which is potentially life-threatening or could permanently affect their future physical or psychological wellness; b) contract an illness which is life-threatening or could cause permanent damage to their health and cannot be treated incountry; or c) become exposed to (or suspect exposure to) a biological hazard, such as tainted blood.

A medical evacuation can be arranged in three ways, depending on the patient's condition. The first is self-evacuation, where the patient travels on her/his own to get medical treatment. The next is by medically-assisted civil transport, where the patient is transported via a regularly-scheduled civil or commercial aircraft. The third option is emergency medical evacuation, where an air ambulance and a doctor are sent to the patient's location.

Medevac procedure

Summary of Responsibility

Action	Responsibility
Stabilize patient	Country Office
Contact Human Resource Manager (B)	Country Director (C)
Notify emergency assistance provider	Human Resource Manager (B)
Assist patient to departure point	Country Office
Notify staff's family	Human Resource Manager (B)
Notify Emergency Staff (B) & MNH and/or TRH Award Director (B)	Human Resource Manager (B)
Follow-up & report	Human Resource Manager (B)

Country Office

When a staff member becomes seriously injured or ill:

- If it is medically advisable to do so, transport the patient to a facility or area where they can be stabilized. A staff member should accompany the patient, if necessary or possible.

(Note to staff members accompanying the patient: While incountry, do not permit any blood products to be administered to the patient unless it is an absolute necessity. Do not allow medical staff to administer injections to the patient unless you see them remove the needle from a sterile package. Whenever possible, staff should carry their own needles and syringes. Staff may obtain Travel Kits using the Materials Requisition System on Jwatch, or by contacting the Materials Management Unit at JHPIEGO Baltimore.)

- The Country Director will contact the Human Resources Manager (or in her/his absence, the Regional Team Leader) and provide the following information:
 - Patient's name, location and status
 - Name and contact information of doctor treating the patient
 - Which emergency assistance provider to contact (if the patient is an accompanying family member)
- For emergencies outside of Baltimore business hours, contact the Duty Officer.

JHPIEGO Policies and Procedures for Responding to Country Office Emergencies

- Notify JHPIEGO Baltimore of developments or when new information is available.
- Note that a passport is necessary for international travel.

Baltimore

- The Human Resource Manager (or the Regional Team Leader) will contact the emergency assistance provider and notify the patient's emergency contact. (**Note:** Ask the patient's accompanying family members (if any) if they want JHPIEGO Baltimore to notify their emergency contact.)
- If necessary, a Baltimore staff member will be assigned to accompany the patient during the medical evacuation procedure.
- The Human Resource Manager will notify the following Baltimore staff of the event: Regional Team Leader, Vice President for Program Operations, Vice President for Administrative Operations, Vice President for Technical Operations and the MNH and/or TRH Award Director, as appropriate.
- The Human Resource Manager will be responsible for making a complete report of the incident.

Death of a Staff Member

Summary of Responsibility: Local Staff

Action	Responsibility
Notify Human Resource Manager (B) & Regional Team Leader (B)	Country Director (C)
Disburse benefits to deceased's family	Country Director (C)
Follow-up & report	Human Resource Manager (B)
Additional follow-up, as required	Emergency Staff (B), Contracts / Grants Manager (B) & Country Director

Summary of Responsibility: Expatriate or Third-country National Staff

Action	Responsibility
Notify Human Resource Manager & Regional Team Leader (B)	Country Director (C)
Notify staff's embassy	Country Director (C)
Prepare remains for transport to home country	Staff's Embassy (C)
Notify emergency assistance provider	Human Resource Manager (B)
Notify staff's family	Human Resource Manager (B)
Notify Emergency Staff (B) & MNH and/or TRH Award Director (B)	Human Resource Manager (B)
Coordinate transport of remains	Human Resource Manager (B)
Inform JHU	VP Administrative Operations (B)
Follow-up & report	Human Resource Manager (B)

Country Office

Upon the death of a local staff member, the Country Director or Security Officer will notify the Human Resource Manager and the Regional Team Leader in Baltimore as soon as possible. Consult the *Local Hire Employee Manual* for further instructions on benefits and assistance to the deceased staff member's family.

Upon the death of an expatriate or third-country national staff member or an accompanying family member, the Country Director will:

- Immediately notify the Human Resource Manager and the Regional Team Leader in Baltimore. If it is after hours or they are not available, contact the Baltimore Duty Officer.
- Immediately notify the proper embassy or consulate for the necessary medical certification and the preparation and shipment of the remains.

Baltimore

Upon being notified of the death of an expatriate or third-country national staff member or an accompanying family member, the Human Resource Manager (or the Regional Team Leader, in her/his absence) will:

- Notify the deceased's emergency contact.
- Coordinate with the deceased staff member's embassy and the JHU emergency assistance provider to repatriate the remains. A staff member may be assigned to facilitate the legal process incountry and to accompany the deceased's remains to her / his home.
- Keep the deceased staff member's emergency contact informed of all related activities.
- Notify the following Baltimore staff: The Regional Team Leader, Vice President for Program Operation, Vice President for Administrative Operations, Vice President for Technical Operations and the MNH and/or TRH Award Director, as appropriate.
- The Vice President of Administrative Operations will inform the JHU Crisis Response Team of the event.
- The Human Resource Manager will make a complete report of the event.

Arrest/Detention by Police

Summary of Responsibility

Action	Responsibility
Inform Regional Team Leader (B)	Country Director (C)
Contact staff's embassy	Country Director (C)
Notify Emergency Staff (B) & MNH and/or TRH Award Director (B)	Regional Team Leader (B)
Coordinate response	Regional Team Leader (B)
Inform JHU, if necessary	VP Administrative Operations (B)
Notify staff's family (case-by-case basis)	Human Resource Manager (B)
Follow-up & report	Regional Team Leader (B)

Country Office and Baltimore

If a non-local staff member or consultant is detained by the police, or if a local employee is arrested while carrying out her/his official duties as a JHPIEGO staff member:

- The Country Director or the Security Officer should obtain as much information as they can about the arrest and then inform the Regional Team Leader (or in her/his absence, the Human Resource Manager) in Baltimore immediately. After Baltimore business hours, contact the Baltimore Duty Officer.
- The Country Director or the Security Officer will contact the staff member's embassy or the nearest consular office.
- The Regional Team Leader will notify the Human Resource Manager, Vice President for Program Operation, Vice President for Administrative Operations, Vice President for Technical Operations and the MNH and/or TRH Award Director, as appropriate.
- The emergency response staff of the two offices will coordinate closely to resolve the situation.
- The Vice President of Administrative Operations will inform the JHU Crisis Response Team of the event, if necessary.
- The Human Resource Manager or the Regional Team Leader will make a complete report of the event.

Kidnapping

Summary of Responsibility

Action	Responsibility
Notify Regional Team Leader (B), local police & Staff member's embassy	Country Director (C)
Notify Emergency Staff (B) & MNH and/or TRH Award Director (B)	Regional Team Leader (B)
Inform JHU	VP Administrative Operations (B)
Notify staff's family	Human Resource Manager (B)
Coordinate response	Emergency Staff (B) & Country Director (C)
Follow-up & report	Regional Team Leader (B)

Country Office and Baltimore

If a staff member or consultant is kidnapped:

- The Country Director or the Security Officer will contact the Regional Team Leader (or in her/his absence, the Human Resource Manager) in Baltimore, the local police and, for a non-local staff member, the appropriate embassy or consulate. If the Human Resource Manager and the Regional Team Leader in Baltimore are unavailable, contact the Baltimore Duty Officer.
- The Regional Team Leader will notify the Human Resource Manager, Vice President for Program Operation, Vice President for Administrative Operations, Vice President for Technical Operations and the MNH and/or TRH Award Director, as appropriate.
- The Vice President of Administrative Operations will notify the JHU Crisis Response Team.
- The emergency response staff of the two offices will coordinate closely to resolve the situation.
- The Human Resource Manager will notify the staff member's emergency contact and coordinate with the emergency assistance provider.
- The Regional Team Leader will file a report on the incident when it has been resolved.

Terrorism²

Though they are rare, the possibility of a terrorist attack against a JHPIEGO facility is real and all offices must be prepared to handle them. *Do not disregard any threat; take all threats against JHPIEGO staff and property seriously.*

Any and all such threats must be reported to JHPIEGO Baltimore and the USAID mission incountry immediately. The Vice President for Administrative Operations will inform JHU through the Crisis Response Team.

Bomb threats

Summary of Responsibility

Action	Responsibility
Evacuate building	Country Director (C) & Security Officer (C)
Call police	Country Director (C) or Security Officer (C)
Notify Regional Team Leader (B) & US Embassy	Country Director (C)
Notify Emergency Staff (B) & MNH and/or TRH Award Director (B)	Regional Team Leader (B)
Reopen office	Regional Team Leader (B) & Country Director (C)
Inform JHU	VP Administrative Operations (B)
Follow-up & report	Regional Team Leader (B)

Country Office

As soon as a threat is received, the person receiving the call should notify the Country Director and/or the Security Officer, who will then call the police. At the same time, under the direction of the Country Director or the Security Officer, all staff will follow these procedures:

- Open all doors and windows (time permitting).
- Leave the building via the evacuation route chosen by the Country Director and/or Security Officer.

²Adapted, in part, from *Emergency Procedures for Field Offices*, USAID Nepal.

JHPIEGO Policies and Procedures for Responding to Country Office Emergencies

Note that, in some cases, bomb threats have been used to force the evacuation of a building and thereby expose employees to attack or kidnapping. If the building is to be evacuated, choose the route that least exposes the staff to danger.

- The Country Director and/or Security Officer will remain close to the scene (at a safe distance) to assist the police when they arrive.
- Once emergency personnel have certified that the area is cleared, staff may return to the office.
- If the vehicle is on the premises at the time the phone threat is received, *do not move it*. There is no way of knowing if a bomb is actually planted in the building or in the vehicle.
- If the bomb threat is received via a letter (paper or electronic), follow the above procedures for evacuating the office and notifying the police. If a note is found upon arrival at the office in the morning, keep the office closed and notify the police.
- The Country Director or Security Officer will contact the Regional Team Leader (or in her/his absence, the Human Resource Manager) immediately. After business hours, contact the Duty Officer. The Country Director will also report the incident to USAID as soon as possible.
- The Vice President for Administrative Operations will inform the JHU Crisis Response Team.
- The Country Director will file a complete report of the incident.

Baltimore

- The Regional Team Leader will inform the Vice President for Program Operation, Vice President for Administrative Operations, Vice President for Technical Operations and the MNH and/or TRH Award Director, as appropriate.
- The Vice President for Administrative Operations will inform the JHU Crisis Response Team.

Letter bombs

Summary of Responsibility

Action	Responsibility
Evacuate building	Country Director (C) & Security Officer (C)
Notify Regional Team Leader (B), the local police & US Embassy	Country Director (C)
Notify Emergency Staff (B) & MNH and/or TRH Award Director (B)	Regional Team Leader (B)
Coordinate response	Regional Team Leader (B)
Inform JHU	VP Administrative Operations (B)
Notify staff's family (case-by-case basis)	Human Resource Manager (B)
Follow-up & report	Regional Team Leader (B)

Country Office and Baltimore

If the country office receives a suspicious-looking letter or package, and the contents and sender cannot be verified, do not open it. Evacuate the building immediately.

The Country Director or Security Officer will:

- Notify the local police and the USAID mission.
- Notify the Regional Team Leader or, if s/he is not available, the Vice President of Program Operations of the incident as soon as possible. If it is after Baltimore business hours, contact the Duty Officer.
- In consultation with the local police and the USAID mission, the emergency staff in Baltimore and the Country Director will decide if the threat is credible and formulate a response. Possible courses of action may include scaling back operations, carrying out activities from a different location or closing the office down for a period of time.
- The Vice President for Administrative Operations will inform the JHU Crisis Response Team.
- The Country Director will make a complete report of the incident.

Characteristics of suspicious packages or mail:

JHPIEGO Policies and Procedures for Responding to Country Office Emergencies

- The package or letter may be marked "personal" or "private." This is important when personal mail is not normally received at the office.
- The addressee's name and or title may be inaccurate.
- The name and address may be prepared with homemade labels or lettering, or handwriting may be distorted.
- The package may have protruding wires, aluminum foil, visible oil stains and have an oil or gasoline odor.
- The package or letter may have an excessive amount of stamps affixed.
- The package or letter may feel lopsided, have an irregular shape, soft spots or bulges.
- The package may be unprofessionally wrapped. Several types of tape may be used including electrical tape and it may be marked, "Fragile--Handle With Care" or, "Rush--Do Not Delay."
- The package or letter may make a buzzing or ticking sound.

Threats and extortion

Summary of Responsibility

Action	Responsibility
Call police for assessment of threat	Country Director (C) or Security Officer (C)
Notify Regional Team Leader (B) & US Embassy	Country Director (C)
Brief country office staff	Country Director (C) & Security Officer (C)
Notify Emergency Staff (B) & MNH and/or TRH Award Director (B)	Regional Team Leader (B)
Coordinate response	Emergency Staff (B) & Country Director (C)
Inform JHU	VP Administrative Operations (B)
Follow-up & report	Country Director (C)

Terrorist attacks are sometimes preceded by a threat, written or oral. A threat may also come in the form of a demonstration in front of the office. The terrorists may threaten any number of actions, including kidnapping staff, bombing the office or sabotaging operations. They may also threaten action unless they receive money.

Country Office and Baltimore

Procedures for responding to a terrorist threat:

- The Country Director or Security Officer will notify the local police and the USAID mission to get their assessment of the threat.
- The Country Director and the Security Officer will brief the staff on the situation.
- The Country Director or Security Officer will notify the Regional Team Leader (or, in her/his absence, the Human Resource Manager), who will inform the Vice President for Program Operations, the Vice President for Technical Operations, the Vice President for Administrative Operations and the MNH and/or TRH Award Director in Baltimore.
- The Vice President of Administrative Operations will notify the JHU Crisis Response Team.
- In consultation with the local police and the USAID mission, the emergency staff in Baltimore and the Country Director will decide if the threat is credible and formulate a response. Possible courses of action may include scaling back operations, carrying out activities from a different location or closing the office down for a period of time.
- The Country Director will prepare a complete report on the incident.

Emergency Operating Procedure

Preparation

JHPIEGO policy stresses readiness and preparation. Crises are unpredictable and can escalate quickly, so staff must be able to mount an effective response with little warning in order to ensure personnel and operational security.

Staff security

- In country offices with expatriate and third-country national staff members, the Country Director must ensure that those employees and their families register with their respective embassies.³
- In country offices with expatriate and third-country national staff members, the Country Director and the Regional Team Leader will work together to create a detailed, country-specific evacuation plan (see below, **Evacuation Policy and Planning**, p. 33, and **Evacuation Planning Guidelines**, p. 37).
- The Country Director will register the office with the USAID mission, through which the office can receive security updates.
- The Finance Officer will keep a list of all expatriate and third-country national staff and their accompanying family members. This list will include names, birth dates and nationalities. The Finance Officer will update the list as needed and send an updated copy to the Human Resource Manager in Baltimore.
- The Country Director and the Security Officer will prepare evacuation procedures for staff on assignment in the field during an emergency. This may include identifying possible border crossing points. The Country Director and the Security Officer will also work with the supervisors of satellite field offices to tailor these emergency procedures for those offices.
- The Country Director and the Security Officer will plan evacuation routes.
- Place a chalkboard in a non-public part of the office where staff members can post their whereabouts and expected time of return.
- The Security Officer will ask expatriates and third-country nationals to provide directions to their homes from the office. This information will be used to make a map showing the routes to the staff members' houses and possible exit points (airport, harbor) from the office.

³ Expatriates or third-country nationals who are married to local citizens should contact their embassies to find out about immigration and visa requirements for their spouses. They should ask specifically what can be done if an evacuation is ordered *before* the visas are obtained. This absolutely cannot be left until the last minute.

JHPIEGO Policies and Procedures for Responding to Country Office Emergencies

- If possible, the Country Director will ensure the office keeps on hand at all times an open-ended plane ticket for each expatriate and third-country national staff member and their accompanying family members to the closest country of refuge.
- The Security Officer will be responsible for planning and carrying out periodic fire and (if appropriate) earthquake drills.

Office procedures

- The Country Director will designate a proxy to act in her/his place, should it be necessary. The Country Director will specify in advance and in writing the authorizations and responsibilities of her/his proxy.
- The Security Officer will make a secure place in the office to keep important documents, floppy disks, financial instruments (checkbooks, ledgers) and other valuables. S/he will designate a safe place away from the office where these items can be stored, if necessary.
- The Country Director and her/his staff will decide in advance which documents and computer files to remove from the office or destroy and which ones to leave behind in an evacuation. S/he will create a marking system (color-coding, numbers, etc.) for separating documents in a hurry.
- The Country Director and the Finance Officer will decide how to continue to pay bills and employees, if an evacuation or the closure of the office is necessary.
- In case banks are closed, the Finance Officer will keep an emergency fund of US and local currency in the safe, if possible, to pay local staff, cover operating expenses or provide evacuation per diem.

Procedure

Summary of Responsibility

Action	Responsibility
Implement country office emergency procedures	Country Director
Inform and update Regional Team Leader (B)	Country Director (C)
Inform and update Emergency Staff (B) & MNH and/or TRH Award Director (B)	Regional Team Leader (B)
Coordinate country office and staff activities	Country Director (C)
Follow-up & report	Country Director (C)

Staff security

- The Country Director will decide day-to-day whether to advise staff to stay at home.
- The Security Officer will establish contact with staff on assignment in the field to update them on the security situation and keep abreast of conditions where they are. The Country Director will decide whether the staff should return to the office or remain in the field. The Security Officer will remain in regular contact with staff in the field for the duration of the emergency.
- The Security Officer will take attendance in the office and try to contact anyone who is late or absent.
- The Security Officer will monitor security phases via USAID.
- The Country Director and the Security Officer will hold security briefings with the staff as often as necessary. Staff should be advised to avoid large crowds and getting into arguments, especially with soldiers, police or anyone carrying weapons.
- Throughout the event, the country office should maintain regular contact with the Regional Team Leader in Baltimore (or in her/his absence, the Human Resource Manager). The Regional Team Leader (or Human Resource Manager) will be responsible for updating the Vice President for Program Operations, the Vice President for Administrative Operation, the Vice President for Technical Operations and the MNH and/or TRH Award Director.

Office procedure

- The Country Director may decide to close the office for a period of time and/or suspend operations, in which case s/he should notify the Regional Team Leader immediately. The Regional Team Leader in Baltimore and the Country Director will maintain regular contact during the closure to the extent possible.
- If so ordered by JHPIEGO Baltimore or the US Embassy, the office will prepare to evacuate.

Evacuation Policy and Planning

The US State Department has three levels of evacuation orders for US Embassy staff:

1. Authorized (voluntary) departure – Dependents of US Embassy staff may depart the country if they wish.
2. Ordered departure – All non-essential staff and dependents must leave the country. Only essential Embassy staff members remain.
3. General departure – The US Embassy closes down, evacuates its staff and advises all US citizens to leave the country.

JHPIEGO may decide at its discretion when the evacuation of its expatriate and third-country national staff is necessary. However, it is JHPIEGO policy that its expatriate and third-country national staff will leave the country if the US Embassy calls for a general departure, as per paragraph 3.11(f) of the Mandatory Standard Provisions for US Non-governmental Recipients in the Cooperative Agreements.

Eligibility

All expatriate and third-country national staff members who are JHU employees may be evacuated if and when the situation warrants.

JHPIEGO will make every effort to evacuate JHU employees who are citizens of the host country, but cannot guarantee that it will be able to do so. Factors such as immigration laws and visa requirements in both the country of origin and the destination country will determine the extent of the assistance JHPIEGO will be able to offer.

Unfortunately, JHPIEGO cannot arrange for the evacuation of local employees or third-country nationals who are not JHU employees.

Types of evacuations

JHPIEGO recognizes four types of country office evacuations.

Evacuations ordered by the US Embassy: All expatriate and third-country national staff and their dependents must leave the country. JHPIEGO will pay all related expenses, as per the international relocation policy.

Evacuations ordered by a third-country embassy: Third-country nationals must evacuate the country if their embassy orders it. JHPIEGO will pay all related expenses, as per the international relocation policy.

Voluntary evacuation initiated by the US Embassy: Any expatriate and third-country national staff members and their dependents may leave the country or remain, at their own discretion. Note, however, that JHPIEGO reserves the right to evacuate its

staff at any time. JHPIEGO will pay all related expenses, as per the international relocation policy.

Self-initiated evacuation: Any expatriate or third-country national staff member may opt to leave at any time if they feel unsafe. In this case, however, if the US Embassy has not issued a voluntary evacuation order, the related expenses during the period of self-initiated evacuation are the responsibility of the employee, as per JHPIEGO's international assignment policies. Continued employment with JHPIEGO will depend on positions available at the time of the self-initiated evacuation.

US Embassy assistance

The US Embassy may arrange evacuation for US citizens (though it is not guaranteed). The Embassy may also evacuate JHPIEGO's third-country national employees **by prior arrangement** if they are working under a USAID-funded program.⁴

In countries with programs that include USAID-funded activities, the Country Director must register the office with USAID. Once registered, the Country Director should ask USAID about evacuation assistance and how to bring the office under the Embassy's security umbrella.

Note that the US Embassy may not be able to guarantee safe passage to any JHPIEGO staff, not even US citizens. The US Embassy does not generally evacuate local citizens.

In general, people living abroad should register with their respective embassies. US citizens should register themselves and their families with the US Embassy Consular Section.

Safe haven

"Safe haven" is the place to which expatriate and third-country national staff and their families will be evacuated. Travel plans in an evacuation can be made incountry by the country office. The official JHPIEGO safe haven is normally Baltimore, from which point JHPIEGO will make lodging and travel arrangements; however, the country office and Baltimore may designate an alternate safe haven. If the safe haven is a place other than Baltimore, the Country Director will contact the Regional Team Leader in Baltimore to inform her/him of the evacuees' safe arrival and to get further instructions regarding lodging and onward travel.

Evacuees may request an alternative safe haven, such as their home of record, with the approval of the Human Resource Manager.

⁴ These programs are MNH, TRH and SFPS. Because the CECAP program is not funded by USAID, the US Embassy may only be able to offer assistance to US citizens.

The planning process

It is essential for country offices with expatriate and third-country national staff members to have a detailed emergency evacuation plan in place. For information and guidance, the Country Director may ask other international organizations incountry about their emergency evacuation procedures. Multilateral organizations such as the United Nations and the World Bank, other NGOs, foreign-based businesses and the diplomatic missions of foreign countries could provide information and assistance.

The Country Director should coordinate with USAID on evacuation procedures and discuss how JHPIEGO expatriate and third-country national staff can be evacuated by the Embassy. The Country Director should get as many details as possible in advance, though the embassy may not release this information until an evacuation is ordered. It is useful to know what the primary mode of transport will be, if there is a staging area, how people will get to the embarkation point and any requirements or restrictions.

If the US Embassy can only evacuate US citizens, the Country Director should contact the embassies of third-country nationals and discuss what arrangements can be made in case an evacuation is ordered.

It is also possible that the US Embassy cannot offer any assistance in an evacuation. In this case, the Country Director and Security Officer will work with the Regional Team Leader to identify resources incountry to assist in making evacuation plans. Such resources may include multinational organizations, other NGOs, the diplomatic and expatriate business communities and the local staff.

- **The United Nations and World Bank** Both organizations are represented in most JHPIEGO countries, and they have well developed and tested emergency procedures. The JHPIEGO country office may be able to arrange to be included in the UN's or the World Bank's evacuation plans. These agencies may also be able to assist the JHPIEGO country office in contingency planning, including establishing emergency evacuation plans and choosing overland evacuation routes. Other organizations, especially ones with whom JHPIEGO partners on specific projects, may also be able to help.
- **Other NGOs, CAs and PVOs** These organizations may already have established evacuation plans that they would be willing to share. It may also be possible to team up to arrange charter flights.
- **US- or other foreign-based businesses** The expatriate business community could be a resource in arranging emergency transport.
- **Diplomatic community** Contacts with any country's embassy can be a source of information and they may accommodate a small number of people in their evacuation plans.

- **Local staff** The local staff may provide information and warnings that can help the Country Director decide to close the office for a period of time or to remove non-local staff from the country in advance of a crisis.

Factors to consider in planning:

1. The point at which to instruct staff to prepare to evacuate
2. Communicating with staff
3. Where the staff will evacuate to (safe haven)
4. The safest embarkation points and/or exit routes out of the country
5. Keeping Baltimore informed
6. Whether the evacuees should travel to the embarkation point together or on their own
7. How staff will reach the embarkation point
8. Keeping track of evacuees from the time the evacuation order is issued till arrival at the safe haven
9. Recalling to the capital staff who are on field assignments; relaying security instructions if they cannot safely return
10. An alternative plan, in case the borders are sealed or it is otherwise impossible to leave the country
11. Relocating staff to another, more secure region of the country
12. Operating procedures for the local staff in the absence of the Country Director

Evacuation Planning Guidelines

A. Evacuees

- a. List the names of all staff members and their dependents who are eligible for evacuation. *Keep the list up-to-date.*
- b. List their contact information/phone numbers and residence addresses. Keep clear directions how to get to their homes with this list.
- c. It may also be helpful to you to have a map that shows the location of each staff member's residence in relation to the office. This will assist you in planning your travel route if it is necessary to provide transportation for one or more families.
- d. Encourage staff to make sure that their travel documents, i.e., passports and visas, are valid and up-to-date.

B. Communication

- a. Know in advance how you will contact any staff member in an emergency.
- b. Brief all employees on the office's emergency operating procedures. Staff members who may be evacuated from the country should be aware of the office's plans.

C. Evacuation out of the country

- a. Explore all your transportation options. Choose the most appropriate transportation out of the country and designate the exit point(s).
 - i. Most evacuations will take place by air, but an overland border crossing may be the best option in some cases, especially if you are within a reasonable driving distance from a country where you can take shelter. Evacuation by boat is also a possibility.
- b. Choose a safe haven. Baltimore is the designated JHPIEGO safe haven, but, depending on your circumstances, you may choose an alternative location, in consultation with your Regional Team Leader in Baltimore.
- c. Make travel arrangements in advance. Examples:
 - i. Purchase open-ended tickets for staff who are eligible for evacuation. If you feel an evacuation order is imminent, reserve the seats as necessary. If no order comes or is expected within 24 hours of the travel time, you can push the reservations back, as appropriate. You may decide to hold all tickets for distribution before departure, or the staff may hold their own.
 - ii. Arrange with another cooperating agency, partnering agency or NGO to charter a flight or a boat together.
 - iii. If you are near the border to a secure country and are reasonably sure the road will be safe to travel, you could use JHPIEGO vehicles

to transport staff. (Note: If you choose this option, be sure your visas do not specify a single entry/exit point, e.g., the airport.)

1. If it is appropriate to do so, keep a map of possible overland evacuation routes in each vehicle.
- d. Know in advance at what point you will tell your staff to prepare for the *possibility* of an evacuation, and under what circumstances you will direct them to leave the country.
 - e. Establish a communication system that will allow you to reach *all* staff members (local as well as expatriates and third-country nationals) in time of crisis.
 - f. Choose a staging area where everyone should meet prior to the evacuation. (The staging area can be anywhere, even at the exit point itself. This is where you will account for all staff members and give them any additional instructions before departure.)
 - g. Decide how staff will arrive at the staging area and the exit point (JHPIEGO vehicles pick everyone up at their homes, staff are responsible for getting themselves to the staging areas and/or exit points, etc.).
 - i. Designate in advance the best primary and secondary routes to take and make sure the JHPIEGO drivers and the evacuees know what they are.
 - ii. Keep a map of possible routes to the primary exit point in each vehicle.
 - h. Consider how to contact staff visiting project sites outside of the capital or in remote locations. (Generally, the Country Director and the program team will use their judgement to decide whether or not to suspend field visits during periods of unrest or insecurity.)
 - i. At what point will you order staff to return to the capital?
 - ii. If returning to the capital is not advisable, where in that area can they take shelter till it is safe to return?
 - iii. If an evacuation is ordered while potential evacuees are in the field, consider how they will return to the capital for departure.
 - iv. If it is impossible for them to return to the capital, designate border locations where they might be able to leave the country safely, and from where they can travel to the safe haven.
 - v. If it is appropriate to do so, keep a copy of overland evacuation routes in each vehicle.
 - i. *Have a back-up plan.* In case your primary evacuation plan cannot be used, know in advance what your next best options are.
- D. Internal evacuation (i.e., designating a refuge incountry because the government has sealed the borders, or it is otherwise impossible to leave the country)

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- a. In the capital: Depending on the security situation, you may order your staff to:
 - i. Remain in their homes till further notice.
 - ii. Report to a secure location, such as the office, a hotel with foreign clientele (they are often in the business district, which normally gets additional military or police protection), or an embassy.
 - iii. The Country Director or the Security Officer should maintain contact with the US Embassy or USAID to monitor changes in the situation.
- b. Outside the capital: Identify specific areas of the country where you and your staff could take temporary shelter, if
 - i. Staying in the capital is more dangerous than leaving or is no longer a safe option, *and*
 - ii. A particular region is more secure than the capital, *and*
 - iii. You can travel there safely.
- c. Communications: How can you contact anyone outside (e.g., JHPIEGO Baltimore, or the US Embassy in a neighboring country)?
- d. Keep in mind that both of the above options are last-resort efforts to ensure the security of your staff, and are to be considered *only if* an evacuation out of the country is not possible.
- e. Also, be mindful that you may not have much time to prepare. Therefore, you should arrange logistics (food, lodging, money, transportation, documentation) in advance, if you can. You may not be able to predict all contingencies and will have to deal with them as they arise.
- E. Emergency operating procedures: The country office should have procedures in place to guide the local staff in case the Country Director has been evacuated from the country.
- F. Assistance from the US Embassy: If the US Embassy has agreed to assist JHPIEGO staff in an evacuation, find out as many details as possible.
 - a. How will the US Embassy notify you?
 - b. Will the US Embassy also evacuate your third-country national employees? If not, how will you evacuate them?
 - c. Will evacuation take place by air, land or water? Where is the exit point?
 - d. Staging area: Where will JHPIEGO staff assemble to travel to the exit point?
 - e. Will the US Embassy transport JHPIEGO's evacuees to the staging area and/or exit point?
 - i. If so, how?
 - ii. If not, how will your staff get there?

JHPIEGO Policies and Procedures for Responding to Country Office Emergencies

- f. Who will be in charge of accounting for JHPIEGO staff during the evacuation?
 - g. Is there a baggage limit per person or per family? If so, explain.
 - h. Does the Embassy have an alternative evacuation plan?
- G. Outside assistance from or collaboration with other organizations
- a. If another organization, such as the United Nations, the World Bank or a foreign-based business, has agreed to include JHPIEGO in its evacuation plans, gather the same information as in Part F, above.
 - b. If JHPIEGO is collaborating on evacuation plans with another organization, follow the guidelines in Part C, above.
- H. Formal, written plan document
- a. Forward the draft of your evacuation plan to your Regional Team Leader in Baltimore for comment.
 - b. Finalize the plan with the Regional Team Leader.
 - c. Keep a copy of the plan in the country office, and provide copies to
 - i. Country Office:
 - 1. Security Officer
 - 2. Country Director's Proxy
 - ii. Baltimore:
 - 1. Regional Team Leader
 - 2. Human Resources Director
 - 3. Vice President of Program Operations
 - 4. Global Operations Specialist
 - d. Update the plan as necessary

Evacuation Procedure

Summary of Responsibility

Action	Responsibility
Implement country office evacuation plan	Country Director (C)
Notify Regional Team Leader (B)	Country Director (C)
Notify Emergency Staff (B) & MNH and/or TRH Director (B)	Regional Team Leader (B)
Inform JHU	VP Administrative Operations (B)
Coordinate staff onward travel and lodging arrangements	Human Resource Manager (B), Regional Team Leader & Travel Agency (B)
Notify staff's families	Human Resource Manager (B)
Follow-up & report	Country Director (C) & Regional Team Leader (B) or Human Resource Manager (B)

Country Office

If the US Embassy issues an order for an **authorized (voluntary) departure**, the Country Director will immediately notify the Regional Team Leader in Baltimore and brief the country office staff. Those expatriate and third-country national staff members and their families who wish to leave the country may prepare to do so. The Country Director will provide a list of evacuees to the Human Resource Manager and Regional Team Leader. The country office will make the necessary travel arrangements.

Note that in the event of an authorized (voluntary) departure order, JHPIEGO may, at its discretion, require all its expatriate and third-country staff to depart.

If the US Embassy mandates either an **ordered** or **general departure**, then all expatriate and third-country national staff must leave the country. At that time, the Country Director and the Regional Team Leader will decide if the office should close down during the evacuation or continue to operate. The Country Director will instruct the office staff to implement these procedures, as appropriate:

If the office will remain open during the evacuation:

- The Security Officer will inform all staff members.

JHPIEGO Policies and Procedures for Responding to Country Office Emergencies

- The Country Director will inform the Human Resource Manager and the Regional Team Leader and provide them with the names of those people to be evacuated. If it is outside of Baltimore office hours, the Country Director will contact the Baltimore Duty Officer.
- The Finance Officer will update the inventory list. One copy will be kept incountry and the Country Director will take one out of the country.
- The Country Director will make sure that her/his proxy has complete instructions and all the necessary contact information.
- The Security Officer will ask the security service to send extra guards and make sure the premises are secure.
- The Country Director will write a complete report of the event.

If the office closes during the evacuation, the country office staff will follow these additional procedures:

- The Finance Officer will pay local staff all salary due to that point.
- If possible, the Finance Officer will make sure the rent is covered for the period that the office will be closed.
- The Country Director and the Finance Officer will remove all previously designated files and items from the office to a secure location and destroy any important documents that cannot be taken out or left behind.
- Vehicles are to be secured in the compound, unless they are needed for evacuation.

Baltimore

In an ordered or general departure, the Baltimore staff will follow these procedures:

- The Human Resource Manager or the Regional Team Leader will direct the JHPIEGO Travel Agent to make lodging and onward travel arrangements for the evacuated staff members. At that time, the JHPIEGO Travel Agent will receive from the Regional Team Leader or the Human Resource Manager a list of all evacuated staff members, their accompanying family members and their next destination from the safe haven.
- The Regional Team Leader will inform the Vice President of Program Operations, Vice President of Administrative Operations, Vice President of Technical Operations and the MNH and/or TRH Award Director, as appropriate.

JHPIEGO Policies and Procedures for Responding to Country Office Emergencies

- The Human Resource Manager or the Regional Team Leader will keep the families of the evacuated staff members informed.
- The Vice President of Administrative Operations will keep JHU informed of new developments.
- The Human Resource Manager or the Regional Team Leader will file a complete report on the Baltimore office's response.

For more information on evacuation procedures, refer to the [International Assignment Policies](#) section of the Human Resources Office page on Jwatch.

Evaluation Criteria

Each time Emergency Staff respond to a crisis, the Global Operations Specialist will evaluate JHPIEGO's emergency readiness and response procedures against the following criteria and take steps to integrate her/his findings into the procedures, when necessary:

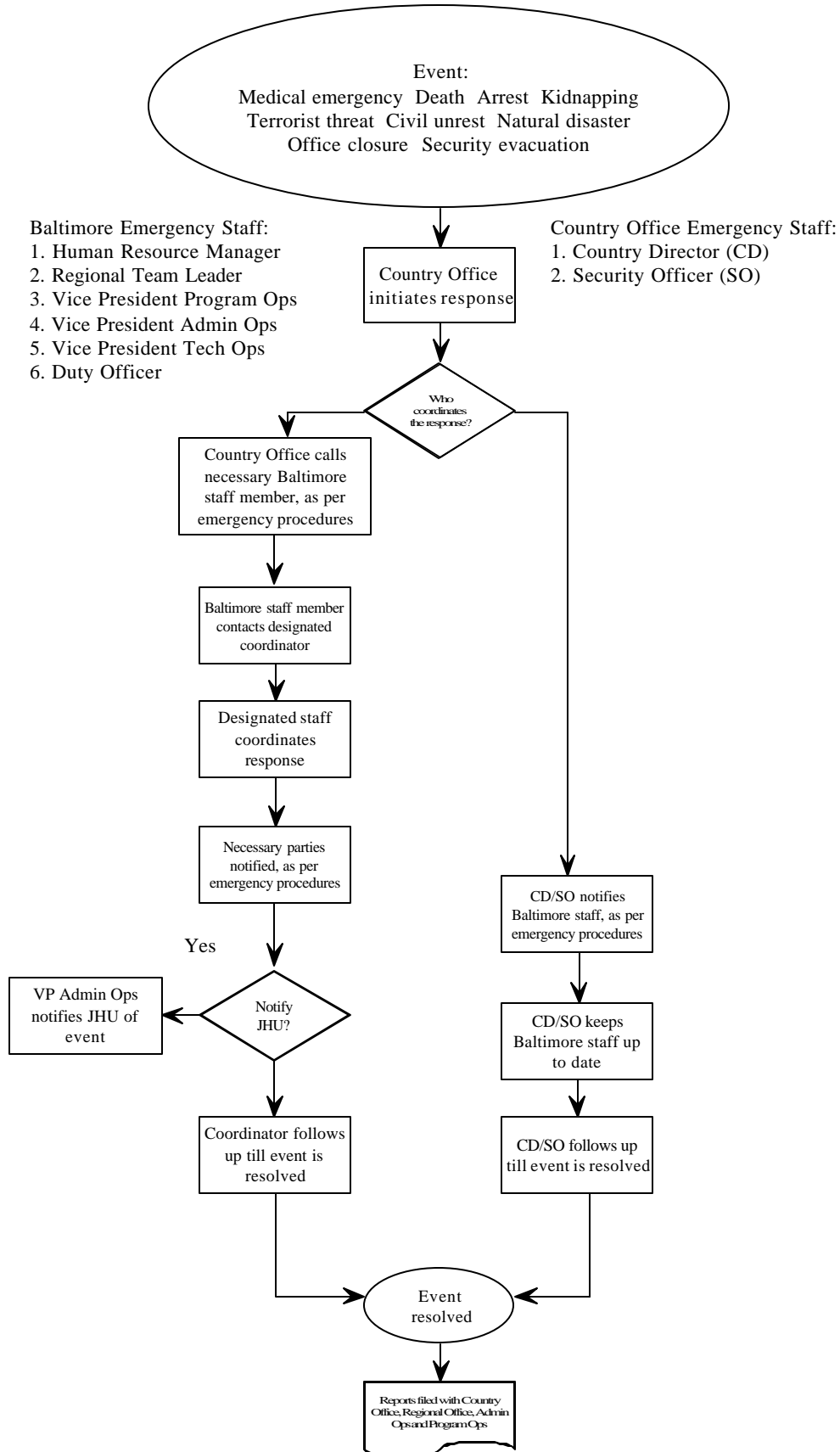
Readiness

1. JHPIEGO protected the security of all staff members to the best of its ability by implementing routine safety procedures.
2. JHPIEGO took reasonable steps to protect its property and assets, and to ensure that program activities could be resumed as soon as possible.

Response

1. The communication and responsibility structures were clear, were followed and contributed to the successful resolution of the emergency.
2. The designated person-in-charge was able to implement the response procedures effectively.
3. The degree to which staff followed the readiness and response procedures had a direct influence on the resolution of the crisis.

JHPIEGO Policies and Procedures for Responding to Country Office Emergencies



Johns Hopkins University Emergency Contact Information*

In those events where the central administration of JHU needs to be informed, the Vice President for Administrative Operations will contact one of the following individuals, in this order of precedence:

Jim Zeller – Chairman, Crisis Response Team

Office: 410.516.8072

Home: 410.557.9628

Derrick Savage – Deputy General Counsel

Office: 410.516.8128

Dennis O’Shea – Executive Director, Communications and Public Affairs

Office: 410.516.7109

Home: 410.296.4103

Pager: 410.512.1903

Steven Knapp – Member, JHPIEGO Board of Trustees

Office: 410.516.8070

Ted Poehler – Member, JHPIEGO Board of Trustees

Office: 410.516.8765

Home: 410.747.3796

* This information will be updated as necessary.

Earthquake Fact Sheet

Plan for an Earthquake

Develop a Disaster Plan Develop an earthquake-specific plan for your home and family.

Learn about earthquake risk in your area - Contact your local emergency management office.

If you are at risk from earthquakes:

- **Pick "safe places" in each room of your home** - A safe place could be under a sturdy table or desk or against an interior wall away from windows, bookcases, or tall furniture that could fall on you. The shorter the distance to move to safety, the less likely you will be injured. Injury statistics show that persons moving more than 10 feet during an earthquake's shaking are most likely to experience injury.
- **Practice drop, cover, and hold-on in each safe place** - Drop under a sturdy desk or table, hold on, and protect your eyes by pressing your face against your arm. Practicing will make these actions an automatic response. When an earthquake or other disaster occurs, many people hesitate, trying to remember what they are supposed to do. Responding quickly and automatically may help protect you from injury.
- **Practice drop, cover, and hold-on at least twice a year** - Frequent practice will help reinforce safe behavior.
- **Inform guests, babysitters, and caregivers of your plan** - Everyone in your home should know what to do if an earthquake occurs. Assure yourself that others will respond properly even if you are not at home during the earthquake.

- **Get training** - Take a first aid class from your local Red Cross chapter. Learn how to use a fire extinguisher. Training will help you to keep calm and know what to do when an earthquake occurs.
- **Discuss earthquakes with your family** - Everyone should know what to do in case all family members are not together. Discussing earthquakes ahead of time helps reduce fear and anxiety and lets everyone know how to respond.

What to Tell Children

- **Find safe places in every room of your home and your classroom. Look for safe places inside and outside of other buildings where you spend time.** The shorter the distance you have to travel when the ground shakes, the safer you will be. Earthquakes can happen anytime and anywhere, so be prepared wherever you go.
- **If you're indoors during an earthquake, drop, cover, and hold on.** Get under a desk, table or bench. Hold on to one of the legs and cover your eyes. If there's no table or desk nearby, sit down against an interior wall. An interior wall is less likely to collapse than a wall on the outside shell of the building. Pick a safe place where things will not fall on you, away from windows, bookcases, or tall, heavy furniture. It is dangerous to run outside when an earthquake happens because bricks, roofing, and other materials may fall from buildings during and immediately following earthquakes, injuring persons near the buildings.
- **Wait in your safe place until the shaking stops, then check to see if you are hurt.** You will be better able to help others if you take care of yourself first, then check the people around you. Move carefully and watch out for things that have fallen or broken, creating hazards. Be ready for additional earthquakes called "aftershocks."

- **Be on the lookout for fires.** Fire is the most common earthquake-related hazard, due to broken gas lines, damaged electrical lines or appliances, and previously contained fires or sparks being released.
- **If you must leave a building after the shaking stops, use the stairs, not the elevator.** Earthquakes can cause fire alarms and fire sprinklers to go off. You will not be certain whether there is a real threat of fire. As a precaution, use the stairs.
- **If you're outside in an earthquake, stay outside. Move away from buildings, trees, streetlights, and power lines. Crouch down and cover your head.** Many injuries occur within 10 feet of the entrance to buildings. Bricks, roofing, and other materials can fall from buildings, injuring persons nearby. Trees, streetlights, and power lines may also fall, causing damage or injury.

What to Do During an Earthquake

- **Drop, cover, and hold on!** Move only a few steps to a nearby safe place. Most injured persons in earthquakes move more than five feet during the shaking. It is very dangerous to try to leave a building during an earthquake because objects can fall on you. Many fatalities occur when people run outside of buildings, only to be killed by falling debris from collapsing walls.

Note that building codes in developing countries are not as rigid as they are in the US. The building you are in when an earthquake occurs may not be safe, and taking shelter in a doorway or against an interior wall could be dangerous. Be aware of your location and surroundings at all times, noting where you might take shelter in an earthquake.

- **If you are in bed, hold on and stay there, protecting your head with a pillow.** You are less likely to be injured staying where you are. Broken

glass on the floor has caused injury to those who have rolled to the floor or tried to get to doorways.

- **If you are outdoors, find a clear spot away from buildings, trees, streetlights, and power lines. Drop to the ground and stay there until the shaking stops.** Injuries can occur from falling trees, street-lights and power lines, or building debris.
- **If you are in a vehicle, pull over to a clear location, stop and stay there with your seatbelt fastened until the shaking has stopped.** Trees, power lines, poles, street signs, and other overhead items may fall during earthquakes. Stopping will help reduce your risk, and a hard-topped vehicle will help protect you from flying or falling objects. Once the shaking has stopped, proceed with caution. Avoid bridges or ramps that might have been damaged by the quake.
- **Stay indoors until the shaking stops and you're sure it's safe to exit.** More injuries happen when people move during the shaking of an earthquake. After the shaking has stopped, if you go outside, move quickly away from the building to prevent injury from falling debris.
- **Stay away from windows.** Windows can shatter with such force that you can be injured several feet away.
- **In a high-rise building, expect the fire alarms and sprinklers to go off during a quake.** Earthquakes frequently cause fire alarm and fire sprinkler systems to go off even if there is no fire. Check for and extinguish small fires, and, if exiting, use the stairs.
- **If you are in a coastal area, move to higher ground.** Tsunamis are often created by earthquakes.

- **If you are in a mountainous area or near unstable slopes or cliffs, be alert for falling rocks and other debris that could be loosened by the earthquake.** Landslides commonly happen after earthquakes.

What to Do After an Earthquake

- **Check yourself for injuries.** Often people tend to others without checking their own injuries. You will be better able to care for others if you are not injured or if you have received first aid for your injuries.
- **Protect yourself from further danger by putting on long pants, a long-sleeved shirt, sturdy shoes, and work gloves.** This will protect you from further injury by broken objects.
- **After you have taken care of yourself, help injured or trapped persons.** If you have it in your area, call 9-1-1, then give first aid when appropriate. Don't try to move seriously injured people unless they are in immediate danger of further injury.
- **Look for and extinguish small fires. Eliminate fire hazards.** Putting out small fires quickly, using available resources, will prevent them from spreading. Fire is the most common hazard following earthquakes. Fires followed the San Francisco earthquake of 1906 for three days, creating more damage than the earthquake.
- **Leave the gas on at the main valve, unless you smell gas or think it's leaking.** It may be weeks or months before professionals can turn gas back on using the correct procedures. Explosions have caused injury and death when homeowners have improperly turned their gas back on by themselves.
- **Clean up spilled medicines, bleaches, gasoline, or other flammable liquids immediately.** Avoid the hazard of a chemical emergency.

- **Open closet and cabinet doors cautiously.** Contents may have shifted during the shaking of an earthquake and could fall, creating further damage or injury.
- **Inspect your home for damage. Get everyone out if your home is unsafe.** Aftershocks following earthquakes can cause further damage to unstable buildings. If your home has experienced damage, get out before aftershocks happen.
- **Help neighbors who may require special assistance.** Elderly people and people with disabilities may require additional assistance. People who care for them or who have large families may need additional assistance in emergency situations.
- **Listen to a portable, battery-operated radio (or television) for updated emergency information and instructions.** If the electricity is out, this may be your main source of information. Local radio and local officials provide the most appropriate advice for your particular situation.
- **Expect aftershocks.** Each time you feel one, drop, cover, and hold on! Aftershocks frequently occur minutes, days, weeks, and even months following an earthquake.
- **Watch out for fallen power lines or broken gas lines, and stay out of damaged areas.** Hazards caused by earthquakes are often difficult to see, and you could be easily injured.
- **Stay out of damaged buildings.** If you are away from home, return only when authorities say it is safe. Damaged buildings may be destroyed by aftershocks following the main quake.
- **Use battery-powered lanterns or flashlights to inspect your home.** Kerosene lanterns, torches, candles, and matches may tip over or ignite flammables inside.

- **Inspect the entire length of chimneys carefully for damage.** Unnoticed damage could lead to fire or injury from falling debris during an aftershock. Cracks in chimneys can be the cause of a fire years later.
- **Take pictures of the damage, both to the house and its contents, for insurance claims.**
- **Avoid smoking inside buildings.** Smoking in confined areas can cause fires.
- **When entering buildings, use extreme caution.** Building damage may have occurred where you least expect it. Carefully watch every step you take.
 - **Examine walls, floor, doors, staircases, and windows to make sure that the building is not in danger of collapsing.**
 - **Check for gas leaks.** If you smell gas or hear a blowing or hissing noise, open a window and quickly leave the building. Turn off the gas, using the outside main valve if you can, and call the gas company from a neighbor's home. If you turn off the gas for any reason, it must be turned back on by a professional.
 - **Look for electrical system damage.** If you see sparks or broken or frayed wires, or if you smell burning insulation, turn off the electricity at the main fuse box or circuit breaker. If you have to step in water to get to the fuse box or circuit breaker, call an electrician first for advice.
 - **Check for sewage and water line damage.** If you suspect sewage lines are damaged, avoid using the toilets and call a plumber. If water pipes are damaged, contact the water company and avoid using water from the tap.
 - **Watch for loose plaster, drywall, and ceilings that could fall.**

- **Use the telephone only to report life-threatening emergencies.** Telephone lines are frequently overwhelmed in disaster situations. They need to be clear for emergency calls to get through.
- **Watch animals closely. Leash dogs and place them in a fenced yard.** The behavior of pets may change dramatically after an earthquake. Normally quiet and friendly cats and dogs may become aggressive or defensive.

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