



KERIC SECURITY MANAGEMENT POLICY

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1. Purpose and Scope

This policy is specific to volunteers and personnel on placement.

This policy applies to:

- All KERIC personnel
- All KERIC volunteers
- Partner sending and hosting organisations

KERIC is committed to the security and safety of all personnel while on placement. We work closely with our partner organisations to assess potential threats to security and to develop realistic plans should a situation arise, or escalate, that may pose a risk. Neither KERIC nor the partner organisation can realistically cover every potential risk, and this policy therefore aims to establish procedures and best practice in security assessment.

All personnel must comply with this policy. Breach of this policy and of the security management procedures set out in it and in associated policies, including those of our partner organisations, may have a negative impact on colleagues and volunteers, risking their safety and security. Any non-compliance, including failure to report breaches of this policy, may result in disciplinary action up to and including dismissal.

This policy operates alongside:

1. Evacuation Policy
2. Hibernation Policy
3. Incident and Crisis Management Process
4. Security Training
5. Health and Safety Policy
6. Volunteer Handbook

2. KERIC Commitment

KERIC is committed to safeguarding the lives of the people involved in our work. We acknowledge the dedication of our volunteers in the field and will make every effort to ensure their safety, security and wellbeing.

KERIC is committed to working with reputable and established organisations, where we are confident of the security and safety of our personnel and volunteers.

KERIC is committed to operating in countries and communities that are not involved in an international or non-international armed conflict, or where there is a serious risk to health.

KERIC is committed to ensuring that personnel and/or external consultants engaged to deliver security training to volunteers for pre-placement orientation are suitably qualified.

KERIC is committed to ensuring that personnel and volunteers may exercise their right to withdraw from, or continue with, their placement, and to respecting their decision.

3. Roles and Responsibilities

3.1 When KERIC Hosts Volunteers

Reporting line: Volunteer → Local working contact person / Sending organisation's coordinator → KERIC hosting coordinator → KERIC statutory representative

Volunteers carry out a range of tasks, either directly at KERIC or at locations within approximately 5–30 km of Čadca. Volunteers are responsible for their personal safety and report to the designated local working contact person and/or the KERIC hosting coordinator; the local working contact person, in turn, reports to the KERIC hosting coordinator.

For activities outside KERIC, a local working contact person is appointed for the volunteer to report to. This person is responsible only for the volunteer's activities within the local organisation – its programme, methodology and logistics.

The KERIC hosting coordinator is responsible for personnel at the local working contact points and for volunteers while on placement, and in particular for their day-to-day safety and security. The coordinator reports to the KERIC statutory representative and to the sending organisation's coordinator.

The KERIC statutory representative is responsible for all personnel and volunteers.

The volunteer also reports to the sending organisation's coordinator in their home country, at a frequency and by means (e.g. telephone, video call, written reports) agreed during project preparation. The KERIC hosting coordinator likewise keeps the sending organisation's coordinator informed of the project's progress and the volunteer's wellbeing. In an emergency, the sending organisation's coordinator is informed as soon as possible by the volunteer and/or the KERIC hosting coordinator.

3.2 When KERIC Sends Volunteers

Reporting line: Volunteer → Hosting organisation's local working point/person → Hosting organisation's coordinator → KERIC sending coordinator → KERIC statutory representative

Personnel and volunteers are responsible for their personal safety and report to the designated working point/person, who is often also the hosting organisation's coordinator; where they are not the same person, the working point/person reports to the hosting organisation's coordinator.

The hosting organisation is responsible for the day-to-day safety and security of personnel and volunteers. The hosting organisation's coordinator reports to the KERIC sending coordinator, who is responsible for personnel and volunteers while on placement and reports to the KERIC statutory representative.

The KERIC statutory representative has overall responsibility for the running of the project and for all personnel and volunteers.

4. The Security Risk Assessment Cycle

Cycle: Analyse → Monitor → Prevent → Inform → Manage → Review

- Analyse – identify hazards, threats and the likelihood of potential risks
- Monitor – decide who might be at risk and how, and monitor the situation
- Prevent – decide how to minimise the likelihood of potential risk
- Inform – inform those involved (volunteer, hosting organisation, sending organisation coordinator, local partner, etc.)
- Manage – decide on a solution and take action
- Review – review the assessment and update it when necessary

4.1 Risk Analysis

KERIC and the partner organisation carry out a risk analysis prior to placement to:

- Identify threats
- Analyse vulnerability
- Identify risks
- Assess the probability and impact of each risk
- Identify practical and realistic preventative measures
- Identify potential reactive measures

4.2 Risk/Threat Levels

- No risk – stable environment
- Low risk – tension that affects activities
- Medium risk – tension that affects activities and the organisation
- High risk – emergency requiring immediate evacuation

These levels are applied according to context, e.g. cultural, social, natural disaster, or civil or political unrest, as relevant.

4.3 Assessment Areas

Specified security threats include, but are not limited to:

- Work-related injury or liability – health and safety, office and residential security
- Clashes with local culture, customs and law, gender or sexual orientation risks
- Criminal assault
- Road travel, including the availability of transport
- Civil unrest
- Military conflict
- Natural hazards or disasters, e.g. earthquake, flooding
- Holiday, leisure and rest and recreation (R&R) activities
- Kidnap and ransom

4.4 Risk Assessment Situations

4.4.1 When KERIC Hosts Volunteers

KERIC typically hosts between six and ten volunteers at a time. They usually share accommodation but carry out different tasks, either in Čadca itself or at locations up to approximately 30 km away.

Every volunteer hosted by KERIC has the support of:

- The KERIC hosting coordinator
- A local working contact person (for activities outside KERIC)
- A mentor
- The KERIC statutory representative
- Other contact people/points

The KERIC hosting coordinator holds overall responsibility for the volunteer's project, including work-related matters (schedule, tasks and role), logistics and finances. For activities outside KERIC (e.g. a local school, youth centre, senior centre or care centre), a separate local working contact person is appointed, who reports regularly to the KERIC hosting coordinator.

Each volunteer also has a mentor, who supports their learning and personal development, helps with personal issues, and assists them in building local contacts and understanding the host culture.

The KERIC statutory representative holds overall responsibility for the project; the KERIC hosting coordinator reports to them regularly and consults them on matters requiring their attention. On some projects, the KERIC statutory representative also acts as hosting coordinator.

KERIC builds a wider network of support around each hosted volunteer, including their host family. The volunteer stays with a host family for their first week before moving into shared accommodation; the host family is often the volunteer's first point of contact with local life and may remain in touch and supportive throughout the placement. Other informal contacts – such as co-teachers, school and institution staff, and adult students – are not part of KERIC's formal support network, but their support is often valuable.

Reporting a security threat felt by the volunteer

Where a volunteer feels under a security threat, they initiate contact as follows:

Reporting line: Volunteer → Mentor (optional) → KERIC hosting coordinator → KERIC statutory representative

If the KERIC hosting coordinator assesses the situation as low-risk, they manage it directly and report it to the KERIC statutory representative at the next regular meeting. If assessed as medium or high risk, the coordinator informs the statutory representative immediately, and the two agree and implement a response together, with the statutory representative kept informed of progress and outcome. In high-risk cases, the sending organisation is also informed and consulted on next steps.

Situations identified by KERIC staff

Because KERIC staff often understand the local context better than the volunteer, a situation may require action even where the volunteer does not perceive a threat. Such situations may be identified by the local working contact person, the mentor, the KERIC hosting coordinator or the statutory representative.

Reporting line: Identifier of the situation → KERIC hosting coordinator → KERIC statutory representative → Volunteer

A situation identified as low-risk is communicated by the KERIC hosting coordinator directly to the volunteer, with the decision and outcome reported to the statutory representative at the next regular meeting. A situation identified as medium or high risk is escalated immediately to the statutory representative, who decides on the response jointly with the coordinator; the coordinator then communicates directly with the volunteer and manages the situation, keeping the statutory representative informed of progress and outcome.

4.4.2 When KERIC Sends Volunteers

When KERIC sends volunteers, our hosting partners follow the same procedures set out in Section 4.4.1 for hosting. The sending organisation – namely, the KERIC sending coordinator – is informed and consulted on next steps in medium- or high-risk situations.

5. Pre-Departure Responsibilities

5.1 Hosting Organisation Responsibilities

Prior to each hosting or sending, KERIC and/or the hosting organisation carry out a risk assessment covering: the country of placement; the country/area of residence (Slovakia, for volunteers hosted by KERIC); and the area of work.

Responsibility	When KERIC Hosts Volunteers	When KERIC Sends Volunteers
Named responsibility for security	The KERIC hosting coordinator holds responsibility for volunteers' security issues, gathering information from all local working contact persons/points and sharing it with the sending organisation's coordinator.	The hosting organisation identifies a named individual responsible for security issues for assigned KERIC volunteers, and shares this with the KERIC sending coordinator.
Information exchange	The sending organisation's coordinator shares information on current conditions in the volunteer's home country that could affect the placement.	The hosting organisation shares information on local conditions that could pose a risk to personnel, before and during the assignment.
Local security policy	The sending organisation develops and shares a local security policy consistent with KERIC's.	The hosting organisation develops and shares a local security policy consistent with KERIC's.
Threat and risk analysis	KERIC identifies and analyses threats and risks in Slovakia and the area of work/residence, and informs the sending organisation abroad.	KERIC and the hosting organisation jointly identify and analyse threats and risks in the country/area of residence.

Responsibility	When KERIC Hosts Volunteers	When KERIC Sends Volunteers
Security manual and procedures	KERIC updates its existing security manual and established procedures/guidelines based on risk-assessment findings, and updates its security, hibernation and evacuation policies as required.	KERIC and the hosting organisation compile a security manual and establish written procedures/guidelines based on risk-assessment findings. KERIC ensures the hosting organisation has its own security, hibernation and evacuation policies.
Ongoing risk monitoring	Reviewed/monitored as necessary.	Reviewed/monitored jointly as necessary.
Communication mechanisms	KERIC and the sending organisation ensure volunteers are informed of communication mechanisms before, during and after an emergency, and KERIC updates the emergency call chain.	As for hosting, with the hosting organisation establishing the call chain.
Volunteer awareness	KERIC ensures volunteers and personnel are fully informed of all risks/threats, so they can make an informed decision on whether to proceed with their placement.	As for hosting.
Insurance	KERIC checks that the sending organisation adds volunteers to the relevant travel and health insurance policy for the placement.	KERIC adds volunteers to the relevant travel and health insurance policy for the placement.
Consequences of breach	KERIC and the sending organisation inform volunteers, before departure, that breaching security procedures or failing to follow instructions may result in disciplinary action and/or loss of insurance cover.	As for hosting, with the hosting organisation also involved.

5.2 Sending Organisation Responsibilities

KERIC (or, when KERIC hosts volunteers, the sending organisation abroad) provides all volunteers with:

- Pre-departure training
- An overseas security policy, including risk assessments
- Project/hosting-organisation-specific evacuation and hibernation policies
- A health and safety policy, and first-aid training
- A country-specific security manual
- A country information pack / hosting organisation information pack
- A means of regular contact with the organisation (e.g. video call)
- Training provided by the funding programme

Item	When KERIC Hosts Volunteers	When KERIC Sends Volunteers
Pre-departure training	Organised by the sending partner, following its standard procedures, and reviewed by the KERIC sending coordinator. Compulsory for all volunteers.	Organised by the KERIC sending coordinator with KERIC staff, with external experts/trainers where needed; ex-volunteers and currently hosted volunteers are invited to share experience. Compulsory for all volunteers.
Emergency call chain	Updated by the sending partner.	Updated by KERIC.

Item	When KERIC Hosts Volunteers	When KERIC Sends Volunteers
Insurance	KERIC ensures the sending partner adds volunteers to the relevant insurance policy.	KERIC adds volunteers to the relevant insurance policy.
Consequences of breach	The sending partner informs volunteers, before departure, of the consequences of breaching security procedures.	KERIC informs volunteers, before departure, of the consequences of breaching security procedures.

5.3 Volunteer Responsibilities

- Attend all appropriate courses/briefings before departure
- Read and sign the Volunteer Agreement and any other requested documents
- Complete a medical form confirming fitness to work and travel in the country concerned if required
- Register with the relevant national foreign affairs authority before travel
- Inform their bank of their travel dates and destination

5.4 Pre-Departure Training

When KERIC sends volunteers, we provide pre-departure training covering:

- Health and safety, including mental health
- Security awareness (general and country-specific)
- Child safeguarding
- Cultural awareness
- Basic first aid
- Country-specific information
- Host-project-specific information
- Equality and gender issues
- The basics of conflict management and resolution
- The roles and responsibilities of the volunteer, and of the hosting and sending organisations
- Logistics
- Any other training that supports volunteers on placement

This training may be delivered by KERIC personnel, external experts or consultants, relevant organisations, or as part of funded programmes.

Groups typically comprise four to ten volunteers. Volunteers preparing to go on placement have the opportunity to meet returned volunteers and volunteers currently hosted by KERIC, and time is set aside to share experiences. Country-specific training is provided as relevant.

When KERIC hosts volunteers, we work with our partners to offer training of similar content.

6. In-Country Responsibilities

6.1 Hosting Organisation In-Country Responsibilities

All volunteers receive, on arrival:

- An orientation
- Country-specific and host-project information
- Mandatory orientation on security, risks and safety, within 24 hours of arrival
- General, detailed security, health and safety training

- Information on evacuation and hibernation procedures
- Information on communication mechanisms before, during and after a critical incident/emergency

Responsibility	When KERIC Hosts Volunteers	When KERIC Sends Volunteers
Arrival support	Volunteers meet the KERIC hosting coordinator and mentor on arrival; they stay with a host family for the first week, then are introduced to local working contact persons and other support contacts in week two, with instructions for contacting them in an emergency.	Volunteers meet the hosting organisation's coordinator, mentor and emergency contacts on arrival, with instructions for contacting them in an emergency.
Ongoing monitoring	KERIC monitors the situation throughout the placement, in conjunction with agencies operating in the area, and communicates updates on risks/threats to volunteers.	The hosting organisation does the same, and also keeps the KERIC sending coordinator informed.
Briefing on policy changes	KERIC briefs volunteers and personnel on any changes to this policy and associated documents.	The hosting organisation does the same.
Reporting on wellbeing	The KERIC hosting coordinator keeps the statutory representative and the sending organisation's coordinator informed of volunteers' wellbeing.	The hosting organisation's coordinator keeps the KERIC sending coordinator informed.
Decisions where volunteers are at risk	The KERIC hosting coordinator consults the statutory representative and the sending organisation's coordinator on hibernation or evacuation decisions.	The hosting organisation's coordinator consults their own leadership and the KERIC sending coordinator.
Hibernation/evacuation and logistics	KERIC initiates hibernation and/or evacuation procedures as necessary (see Section 9), ensures adequate communication methods and transport are in place, and follows the relevant policies as far as practicable.	The hosting organisation does the same.
Return following hibernation/evacuation	KERIC liaises with local authorities and other organisations to decide on the return of volunteers, and keeps the sending organisation's coordinator informed throughout.	The hosting organisation does the same.

6.2 Sending Organisation Responsibilities

- Ensure volunteers continue to receive support and guidance
- Hold regular meetings on a suitable communication platform
- Inform volunteers of any change of personnel responsible for their placement
- Inform volunteers of any new or increasing risk to their personal safety and security
- Provide volunteers with renewed insurance policies as they arise

6.3 Volunteer Responsibilities

- Attend the safety and security orientation provided by overseas partners
- Take responsibility for their personal safety and security

- Register with their national embassy or consulate on arrival in the host country
- Avoid taking unnecessary risks that could threaten their own safety or that of colleagues
- Acknowledge receipt of all updates on new or escalating threats, and indicate how they plan to respond
- Report all incidents that have caused, or might have caused, physical injury to the KERIC office
- Be prepared to make decisions with partners on responding to potential or immediate threats, and inform the hosting organisation's designated supervisor and the sending coordinator
- Follow procedures and instructions issued by the hosting organisation, e.g. curfews, hibernation or evacuation
- Be aware that failing to adhere to policy, procedures or instructions relating to security, health and safety may result in disciplinary action and/or loss of insurance cover

7. Insurance

- All volunteers are added to KERIC's group travel insurance policy as soon as flights are booked.
- Volunteers on a specific funded placement are added to the Volunteer Insurance provided by the insurance company Henner.
- Volunteers are clearly informed of the features of their policy before departure and are provided with the relevant policy and schedule for their country of assignment. It is emphasised, however, that not every eventuality can realistically be covered by compensation, recovery or liability provisions, and that insurance is only ever one part of the response to an incident.
- All volunteers receive a copy of the travel and health insurance policy, including the information needed to seek emergency assistance or make a claim.
- Volunteers are advised that they are not covered by the insurance policy for an accident, incident or illness that would normally entitle them to claim, if they are found to have been under the influence of illegal drugs and/or alcohol at the time.
- Volunteers are informed that, should they fail to follow the security procedures established by KERIC and the partner organisation and cause or become involved in an incident that would normally entitle them to claim, insurers may refuse cover.
- KERIC staff liaise directly with the insurer on any claim, and volunteers provide the necessary supporting documentation.

8. Kidnap and Ransom

8.1 Standard Procedure in the Event of Kidnap

In the event that KERIC receives information that a volunteer on assignment has been kidnapped, the partner organisation and KERIC follow these steps:

1. Contact KERIC's statutory representative.
2. Call the KERIC sending coordinator.
3. KERIC calls the insurer's emergency cover hotline.
4. The event is assessed jointly by KERIC, the hosting organisation and local authorities, and an approach is decided.
5. KERIC contacts its insurance underwriters and follows the procedure advised by the insurer's case manager on family and press liaison.
6. KERIC discusses this advice and proceeds accordingly.
7. KERIC contacts local authorities and the relevant national embassy or consulate.
8. KERIC contacts the volunteer's family and maintains regular communication.
9. For volunteers on a specific funded programme, KERIC liaises with the designated contact/team on all matters relating to the incident.

10. The insurer's kidnap and ransom team negotiates with the kidnappers, aiming for the volunteer's safe release.

11. The insurer arranges the volunteer's repatriation to a place of safety.

We acknowledge that many governments have signed up to a UN resolution stating that they will not negotiate ransoms.

8.2 KERIC Crisis Management Team

See the KERIC Emergency Contact List at Section 9.3.

Before placement, all emergency contacts (insurer, funding-programme contact, volunteers' next of kin, etc.) are recorded in advance, so they do not need to be sought out during an incident.

KERIC staff are not qualified to deal with kidnappers, and will ensure that professionals are engaged should the situation arise. KERIC ensures contact is maintained with the volunteer's family throughout. Where a volunteer is on placement through a specific funded programme, KERIC liaises with the designated contact/team on all matters relating to the incident.

9. Evacuation and Hibernation Procedures

9.1 Evacuation Procedures

Any relocation or evacuation implies that the situation has deteriorated to the point where the hosting organisation's staff or volunteers can no longer safely remain. A decision to relocate staff would normally be preceded by a period of tension, which may have included a period of hibernation. There are two types of relocation:

- Partial relocation: where the security situation has deteriorated, non-essential staff and/or volunteers may be relocated to an unaffected area, while restricted programme activities continue.
- Full relocation: an evacuation of all re-locatable staff and volunteers from the project, potentially involving closure or indefinite suspension of programme activities. A full evacuation is likely to form part of a coordinated evacuation organised by the UN or relevant embassies.

Decision to evacuate

The decision to evacuate is normally taken by the hosting organisation's director/leader and/or the KERIC sending coordinator, in consultation with the KERIC statutory representative. Where consultation is not possible, the hosting organisation's director/leader and/or the KERIC sending coordinator may decide unilaterally that evacuation is the only practical course of action. The decision also covers the method of evacuation – air or road – depending on the emergency and the findings of a risk assessment and route mapping.

Once the decision is made, all staff and volunteers are informed by the hosting organisation's director/leader and/or the KERIC sending coordinator. A volunteer who refuses to evacuate as instructed is made aware that they may not be covered by insurance, and must sign a disclaimer indemnifying KERIC. Next of kin are notified as soon as the decision is made.

Full evacuation by air

Each volunteer evacuating by air should carry only one grab bag of no more than 15 kg, which must include their passport. Full air evacuation is coordinated by the UN or the volunteer's embassy, and volunteers should relay all communications from their embassy regarding evacuation. As above, the decision is normally taken in consultation with the KERIC statutory representative, unless this is not possible and the hosting organisation's director/leader, the KERIC sending coordinator and the embassy agree that evacuation is the only practical course of action.

Full evacuation by road

The hosting organisation's director/leader coordinates a road evacuation, keeping the KERIC sending coordinator informed. Drivers bring vehicles to a higher state of readiness, and safe evacuation routes are identified and mapped at the time.

Partial evacuation

A partial evacuation involves a limited number of staff and/or volunteers leaving the project as tension increases, in advance of a possible full evacuation.

Continuity

Where staff and/or volunteers must leave the project for any period, the hosting organisation is responsible for maintaining the programme response.

Readiness

During periods of increased tension, volunteers must keep a grab bag (maximum 15 kg) ready for rapid movement, containing a laptop/mobile phone and charger and maps.

Equipment to carry during an evacuation: laptop, mobile phone and charger, and a portable hard drive with backed-up programme documents.

The hosting organisation must:

- Maintain hibernation stocks at the compound
- Support staff in moving, storing or destroying documents as needed
- Identify and minimise documents to be transported by evacuating staff/volunteers
- Identify documents to be secured, and provide boxes for their secure storage
- Identify the amount of cash to retain for staff use or salary advances, and ensure it is available in the safe during periods of tension

Vehicles should be prepared with: 50 litres of spare fuel; 24 litres of drinking water; 24-hour food packs (one per person).

Quick-run bag contents

- Travel documents (passport, work permit, visa, travel pass, vaccination details, etc.)
- Spare passport photographs
- Water (at least 1.5 litres)
- A small first-aid kit and any necessary personal medication
- Communications equipment (mobile phone)
- Mobile phone credit
- Mobile phone charger
- A list of phone contacts
- High-energy dry food
- Torch
- Lighter
- Water purification tablets
- Insect repellent
- Notebook and pen
- Penknife
- Sunglasses
- Sunscreen
- String/rope
- Change of clothes
- Toiletries
- Entertainment (magazine, book, cards)
- Additional water container

- Emergency cash
- Soap
- Map
- Duct tape
- Whistle
- Small mirror or aluminium foil (for signalling aircraft if in remote terrain)

9.2 Hibernation Procedures

Decision to hibernate

The decision to hibernate reflects the prevailing situation and the plans of other actors in the area, and is taken jointly by the KERIC sending coordinator and the hosting organisation's coordinator. It may stand alone or form part of a wider decision by the organisation.

Hibernation location

Where required, volunteers hibernate at locations designated by the hosting organisation, to allow a dangerous situation to calm, or before relocation from the project; visiting KERIC staff and volunteers may also hibernate at this location.

Host staff hibernation follows the hosting organisation's instructions; in the absence of instructions, the default is for staff to return home or, if this is not possible, to remain at the office compound until it is safe to return.

Communicating the decision

Once the decision is made, all personnel are informed by mobile phone, email and/or other agreed channels, and the hosting organisation and volunteer must act immediately. The KERIC sending coordinator and statutory representative must be informed by the hosting organisation's coordinator and the volunteer.

Once hibernation is declared, the hosting organisation's coordinator is responsible for managing it at host level. In the absence of communication from the hosting organisation's coordinator, the KERIC sending coordinator coordinates hibernation at project level. Contact numbers are kept up to date at both hosting and sending organisations, and next of kin are informed of the hibernation.

Contact with the relevant embassy

Once the decision to hibernate is made, the volunteer, the hosting organisation's coordinator or the KERIC sending coordinator must contact the nearest relevant embassy, using contact details provided before departure. During hibernation, the team maintains contact, monitors the situation and provides regular updates to the parties named above.

Actions on declaration – during working hours

- All vehicles return to the host office with the personnel they are transporting
- Drivers hibernate with the team at the compound
- Volunteers ensure their grab bags are available at the hibernation location
- All offices are locked and documents secured

Actions on declaration – outside working hours

- Volunteers return immediately to the host compound or agreed host accommodation
- Vehicles return immediately to the host office
- Guards remain on site at all locations, as long as the situation allows
- Host staff remain at home until notified otherwise

Preparation – all volunteers

- Familiarise themselves with this procedure

- Be ready to act immediately once hibernation is called; questions can be raised once safely at the office
- Keep a grab bag ready, weighing no more than 15 kg
- Where possible, pack other belongings and secure them in a designated room at the accommodation once hibernation is called

Hosting organisation coordinator

- Coordinate the move to hibernation
- Continue to assess the security situation using all available sources
- Maintain contact with external agencies to monitor the local security situation
- Keep volunteers and the KERIC sending coordinator informed of the situation
- Ensure all vehicles are prepared for a road evacuation
- Provide regular updates to the hosting organisation's director/leader to support timely decisions
- Ensure office hibernation stocks are in date and sufficient for three days per volunteer
- Ensure the office generator is maintained and serviceable
- Identify sensitive documents requiring security, e.g. financial and staff records
- Identify documents that would need to be evacuated
- Ensure all offices are locked and documents secured once hibernation begins
- Assist with securing personal effects left behind
- Manage guards/watchmen and monitor site security, where the situation allows

Drivers

- Refuel vehicles at the end of each day
- Maintain a stock of 200 litres of spare fuel at the compound
- Ensure vehicles designated for evacuation carry: 50 litres of spare fuel, 24 litres of drinking water and individual 24-hour food packs

9.3 KERIC Emergency Contact List

Name	KERIC Role	Telephone	Email
Miriam Petříková	Statutory representative	+421 908 913 995	mirka@keric.sk
Lenka Hrušková	Sending coordinator	+421 917 435 798	lenka@keric.sk
Ivana Hrušková	Sending staff	+421 908 913 994	ivka@keric.sk
Lenka Carleton	Sending staff	+447 432 834 760	lenkac@keric.sk
General enquiries	–	+421 908 913 995	keric@keric.sk

10. Returning Home

- KERIC provides a debriefing to returning volunteers.
- KERIC encourages volunteers to have a medical check-up.
- KERIC invites returned volunteers to attend pre-departure training for future volunteers, to share their knowledge and experience.
- KERIC encourages volunteers to stay involved with KERIC.

11. Policy Review

This policy is reviewed annually and before each placement – last reviewed July 2026. Associated policies identified in Section 1 are reviewed alongside this policy.

11.1 Country/Hosting Organisation-Specific Review

Partner organisations provide information and updates to support amendments to existing procedures, or the introduction of new ones. Where amendments are made, the revised policy and associated documents are circulated to all volunteers, personnel and partner organisations, who must acknowledge receipt.

12. Appendices

12.1 Appendix 1 – Critical Incident Report Form

- Report date:
 - Reporting person:
 - Date of incident:
 - Type of incident (natural disaster, political situation, etc.):
 - Location of the incident (include a map and address if possible):
 - Time at which the incident occurred (specify if during or outside office hours):
 - Duration (one-off, temporary or long-term):
 - Security level of location (high, medium or low risk):
 - Possibility of recurrence (yes, no, may escalate):
 - Description of the incident:
-
- Staff and individuals involved (include role, job title, programme type, etc.):
-
- Incident analysis (context, motivation that precipitated the event, organisation targeted, future implications):
-
- Immediate decisions and actions taken (decisions and actions taken, and by whom):
-
- Notifications (who has been informed, both within the organisation and among other agencies/actors); comments; notification of emergency contact (yes/no):
-
- Future actions (specify actions that must be taken, including those requested of decision-makers within the organisation and/or other agencies):
-
- Notes (by KERIC sending coordinator):

12.2 Appendix 2 – Threat Identification

Scenarios to consider include:

- What medical kit is available at the hosting organisation and is local staff trained to use it properly?
- What communication equipment is available at the hosting organisation's office, the volunteer's workplace or their accommodation?
- Does the volunteer have regular access to sufficient cash if the banks are not working?
- How is the volunteer transported in the local area and what are the associated risks?
- What alternative transport routes exist if the local situation changes, e.g. natural disaster, political situation?
- What resources does the hosting organisation have for evacuation or hibernation, e.g. transport, shelter/accommodation?
- Are any similar organisations relevant to KERIC working in the area?
- What is the procedure for the volunteer's free time/holiday during an emergency?

Please note that not all of the above will be applicable to every KERIC placement.

Refer to this Security Management Policy for guidance on completing this risk assessment. Ensure findings are included in the country security manual for volunteers and personnel, and are incorporated into security training.

Threat identification, vulnerability and risk analysis table

Threat	Situation	Weakness	Strength	Likelihood / Impact	Mitigation measures / decision

Risk matrix (Likelihood × Impact)

Impact ↓ / Likelihood →	5 – Certain/imminent	4 – Very likely	3 – Likely	2 – Moderate	1 – Unlikely
5 – Death or severe injury; loss of project or programme; end of cooperation					
4 – Serious injury; severe disruption to programme; major disruption to cooperation					
3 – Not life-threatening; high stress; some disruption to programme; some problems in cooperation					
2 – Minor injuries; minimal disruption to programme; minor problems in cooperation					
1 – No injuries; no disruption to programme; no problems in cooperation					

12.3 Appendix 3 – Key Definitions

SECURITY: Protection of our staff, volunteers or organisational resources from violence, theft or damage; a response to intentional actions.

SAFETY: Protection against the effects of external events; a response to accidental actions.

THREAT: A danger to staff, the organisation or its property, generally affecting every team member/organisation sharing the same context in a similar way.

VULNERABILITY: The level of exposure to a threat, which varies between organisations due to internal factors.

RISK: The likelihood and impact of encountering a threat; impact and probability vary between organisations.

IMPACT (SERIOUSNESS): The consequences of a security incident for the organisation, its members, the programme or its beneficiaries.

SECURITY PROCEDURES AND RULES: The measures, actions and procedures implemented to avoid and/or minimise the impact of identified risks.