MINISTRY OF FINANCE OF UKRAINE

EMERGENCY PREPAREDNESS AND RESPONSE PLAN (EPRP)

Strengthening Government Capacity for Fiscal Reform Project
(STRONG, P506476)

Supporting Reconstruction through Smart Fiscal Governance Program
(SURGE, P504773)

October 2026

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List of Abbreviations and Acronyms

Abbreviation	Full term	Use / explanation in this Plan
AF	Additional Financing	Additional financing for the STRONG Project, where applicable.
CMU	Cabinet of Ministers of Ukraine	Government body referenced in the national legal framework.
E&S	Environmental and Social	Used in relation to risk management, safeguards and World Bank requirements.
EPRP	Emergency Preparedness and Response Plan	This Plan.
ERW	Explosive Remnants of War	Unexploded or abandoned explosive ordnance and related remnants of hostilities.
ESCP	Environmental and Social Commitment Plan	Project document setting out E&S commitments agreed with the World Bank.
ESF	Environmental and Social Framework	World Bank framework governing environmental and social risk management.
ESIRT	Environmental and Social Incident Reporting Tool	World Bank incident notification and reporting instrument.
ESMP	Environmental and Social Management Plan	Site- or activity-specific plan for managing E&S risks.
ESS	Environmental and Social Standard	World Bank standards forming part of the ESF.
ESS2	Environmental and Social Standard 2: Labor and Working Conditions	Relevant World Bank standard for workers and working conditions.
ESS4	Environmental and Social Standard 4: Community Health and Safety	Relevant World Bank standard for health, safety and emergency preparedness.
ESSA	Environmental and Social Systems Assessment	Assessment prepared for the SURGE Program.
GoU	Government of Ukraine	Government counterpart for the STRONG Project and SURGE Program.
GRM	Grievance Redress Mechanism	Mechanism for receiving and resolving complaints established for the STRONG Project by the SEP and for the SURGE Program by the Program Operations Manual.
IBRD	International Bank for Reconstruction and Development	World Bank Group institution.
IDA	International Development Association	World Bank Group institution.
IVA	Independent Verification Agent	Agent engaged for verification under the Project/Program.
MIA	Ministry of Internal Affairs of Ukraine	National authority referenced in emergency and safety arrangements.

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MoF	Ministry of Finance of Ukraine	Implementing agency for the STRONG Project and SURGE Program.
OHS	Occupational Health and Safety	Occupational safety requirements applicable to staff, contractors and worksites.
PIU	Project Implementation Unit	MoF PIU responsible for day-to-day Project and Program implementation support.
POM	Project Operations Manual	Operational manual for the STRONG Project.
SCS	State Customs Service of Ukraine	Implementing partner under Part 4 of the STRONG Project, as expanded through Additional Financing.
SEP	Stakeholder Engagement Plan	STRONG Project document that, inter alia, establishes the Grievance Redress Mechanism and the procedure for disclosure of information.
SESU	State Emergency Service of Ukraine	Emergency response and civil protection authority.
SOC	Security Operations Centre	Cybersecurity operations centre to be established/renovated under Part 4 of the STRONG Project.
SSU	Security Service of Ukraine	National security authority referenced in emergency contacts.
STRONG	Strengthening Government Capacity for Fiscal Reform	World Bank-supported Project, P506476.
STS	State Tax Service of Ukraine	Implementing partner under Part 4 of the STRONG Project.
SURGE	Supporting Reconstruction through Smart Fiscal Governance	World Bank-supported Program, P504773.
UAV	Unmanned Aerial Vehicle	Unmanned aerial vehicle, including one that has not exploded and remains hazardous.
URTF	Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund	Trust fund financing the STRONG Project.
UXO	Unexploded Ordnance	Explosive ordnance that has failed to explode as intended and remains hazardous.
WB	World Bank	World Bank as the financing and supervisory institution.

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1. PURPOSE, SCOPE AND LEGAL BASIS

1.1. Purpose and objectives of the EPRP

This Emergency Preparedness and Response Plan (hereinafter, the EPRP or the Plan) has been prepared as part of the implementation of the Strengthening Government Capacity for Fiscal Reform Project (STRONG, P506476) and in connection with the Supporting Reconstruction through Smart Fiscal Governance Program (SURGE, P504773), implemented by the Ministry of Finance of Ukraine with support from the World Bank.

The STRONG Project is an emergency operation financed through the Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund (URTF). The Project Development Objective is to strengthen the capacity of the Government of Ukraine to plan and finance recovery and reconstruction. The Project is implemented in the context of a full-scale armed conflict, which substantially increases health and safety risks for personnel engaged in activities under the Project and the Program.

The purpose of this Plan is to ensure systematic and effective preparedness of all persons involved in the implementation of the STRONG Project and the SURGE Program for emergency situations, and to establish clear response procedures for such events in order to protect life and health, preserve property, and ensure continuity of the critical functions of the Project and the Program.

The objectives of this Plan are to:

- identify and assess emergency risks characteristic of Project implementation under martial-law conditions;
- establish preventive measures and preparedness requirements aimed at minimizing the likelihood and consequences of emergency situations;
- define specific response protocols for each type of emergency situation;
- establish requirements for incident documentation and reporting to the World Bank;
- ensure regular training and awareness raising for personnel on emergency response actions.

This Plan is mandatory for all persons involved in the implementation of the Project and the Program and forms an integral part of the environmental and social risk management system in accordance with the requirements of the Environmental and Social Commitment Plan (ESCP) and Environmental and Social Standards ESS2 and ESS4 of the World Bank Environmental and Social Framework (ESF).

Where activities under the Project involve higher-risk works, in particular civil works for the capital repair of premises to accommodate the Security Operations Centre (SOC) under Part 4 of the STRONG Project, the relevant contractor is required to prepare and implement an Environmental and Social Management Plan (ESMP). The ESMP shall include, as mandatory elements, measures to minimize risks associated with the armed conflict, including identification of the nearest shelter and evacuation routes from the construction site, an algorithm for contractor personnel during an air-raid alert or shelling, and the procedure for temporary suspension and subsequent resumption of works after the all-clear signal. The provisions of the ESMP relating to response to war-related threats shall comply with this Plan and shall be agreed with the PIU prior to commencement of any works. Minimum requirements for the relevant section of the ESMP are provided in Annex 4 to this Plan.

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1.2. Scope of application

This Plan applies to all persons involved in the implementation of the STRONG Project and the SURGE Program, irrespective of their status or place of work. The persons covered by the Plan include:

a) Project Implementation Unit (PIU) personnel - MoF PIU consultants directly supporting day-to-day management of Project and Program implementation.

b) Personnel of the Ministry of Finance of Ukraine involved in Project and Program implementation, including Project Coordinators and representatives of independent structural units of the MoF responsible for Project management and implementation.

c) Personnel of implementing partners engaged in the implementation of the relevant parts of the Project and the Program, namely:

- Ministry of Economy and Environment of Ukraine - for Parts 1 and 5 of the STRONG Project and the relevant results areas of the SURGE Program;
- Ministry for Communities, Territories and Internally Displaced Persons of Ukraine - for Part 2 of the STRONG Project;
- State Tax Service of Ukraine (STS) - for Part 4 of the STRONG Project;
- State Customs Service of Ukraine (SCS) - for Part 4 of the STRONG Project as expanded through Additional Financing;

d) Contractors and subcontractors engaged to perform civil and installation works under Part 4 of the STRONG Project, including the capital repair of premises to accommodate the SOC.

e) State Institution "Open Public Finances" - in respect of the participation of its personnel in activities under the Project.

f) The Independent Verification Agent (IVA) and other consultants engaged in Project implementation under contracts.

g) Third parties temporarily present in premises where Project activities are carried out, including visitors, training participants, seminar participants and consultation participants.

Each organization involved in the implementation of the Project or the Program may develop its own local preparedness plan based on this document, taking into account the specific features of its premises and risks. Any such local plan shall be consistent with the requirements of this EPRP.

1.3. Legal and methodological basis

This Plan has been prepared taking into account the requirements of applicable Ukrainian legislation and the policies and standards of the World Bank. The legal and methodological basis of the Plan includes:

National legislation of Ukraine:

- Civil Protection Code of Ukraine (Law of Ukraine No. 5403-VI dated 2 October 2012, as amended);
- Law of Ukraine "On the Legal Regime of Martial Law" (No. 389-VIII dated 12 May 2015, as amended);
- Law of Ukraine "On Labor Protection" (No. 2694-XII dated 14 October 1992, as amended);

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- Resolution of the Cabinet of Ministers of Ukraine No. 1092 dated 4 September 2026, "Certain Issues of Optimizing the Protection of the Population and the Response to Threats from Means of Air Attack";
- Resolution of the Cabinet of Ministers of Ukraine No. 733 dated 27 September 2017, "On Approval of the Regulation on the Organization of Warning about the Threat of Occurrence or the Occurrence of Emergency Situations and on Communications in the Field of Civil Protection" (as amended);
- Resolution of the Cabinet of Ministers of Ukraine No. 138 dated 10 March 2017, "Certain Issues of the Use of Facilities of the Civil Protection Shelter Fund" (as amended);
- Resolution of the Cabinet of Ministers of Ukraine No. 444 dated 26 June 2013, "On Approval of the Procedure for Training the Population in Actions in Emergency Situations" (as amended);
- Order of the Ministry of Internal Affairs of Ukraine No. 579 dated 9 July 2018, on requirements for the maintenance, equipping and operation of facilities of the civil protection shelter fund and for their registration (as amended);
- Order of the Ministry of Internal Affairs of Ukraine No. 696 dated 31 October 2022, "On Approval of the Procedure for Prompt Informing of the Population Using the Cell Broadcast Service of Mobile Operators" (as amended);
- Order of the Ministry of Internal Affairs of Ukraine No. 1417 dated 30 December 2014, "On Approval of the Fire Safety Rules in Ukraine" (as amended);
- Labour Protection Instruction No. 1 for employees of the Ministry of Finance of Ukraine and Labour Protection Instruction No. 2 for employees of the Ministry of Finance of Ukraine travelling on official business trips, approved by Order of the Ministry of Finance of Ukraine No. 963 dated 6 September 2010 (as restated by Order No. 216 dated 27 May 2019 and amended by Order No. 252 dated 12 May 2026);
- other applicable regulatory acts in the fields of civil protection, occupational health and safety, and security.

World Bank and Project documents:

- World Bank Environmental and Social Standard ESS2 "Labor and Working Conditions" under the Environmental and Social Framework (ESF);
- World Bank Environmental and Social Standard ESS4 "Community Health and Safety" under the Environmental and Social Framework (ESF);
- Environmental and Social Commitment Plan (ESCP) for the STRONG Project (AF), agreed between the MoF and the World Bank;
- Environmental and Social Systems Assessment (ESSA) for the SURGE Program, including the April 2026 Addendum;
- War-Hazard Emergency Preparedness and Response Guidance for IBRD Ukraine Portfolio (2023);
- Project Operations Manual (POM) for the STRONG Project, approved by Order of the Minister of Finance of Ukraine No. 336 dated 4 July 2025;
- URTF Grant Agreement No. TF0C6689 between Ukraine and IBRD/IDA dated 13 November 2024.

The acts listed above are referred to in the versions in force as at the date of approval of this Plan.

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2. RISK IDENTIFICATION AND ASSESSMENT

2.1. General context of martial law

The STRONG Project and the SURGE Program are implemented in the context of a full-scale armed conflict caused by the invasion of Ukraine by the Russian Federation. Martial law in Ukraine was introduced on 24 February 2022 and remains in force as of the date of preparation of this Plan. These circumstances create an unprecedented level of uncertainty and risk for the health, safety and welfare of all persons involved in Project and Program implementation.

Activities under the Project and the Program are concentrated primarily in Kyiv, in the premises of the Ministry of Finance of Ukraine and partner agencies, and also include regional travel for training and consultation activities. A separate higher-risk activity is the civil and installation work for the capital repair of premises to accommodate the SOC under Part 4 of the STRONG Project.

Although the activities are predominantly office-based, the war context significantly increases risks for all categories of personnel. Missile strikes against civilian infrastructure occur regularly throughout Ukraine, including Kyiv. Approximately 30 percent of the territory of Ukraine may be contaminated with explosive remnants of war (ERW/UXO), which poses particular risk during travel to regions and during civil works.

2.2. Main types of emergency situations

2.2.1. Missile strikes and air-raid alerts

Missile and air strikes are the most regular threat in the current armed-conflict context. Potential consequences include injury or fatality among personnel, damage to premises and equipment, power-supply interruptions, psychological trauma, and environmental contamination caused by damage to buildings.

2.2.2. Discovery of explosive objects / remnants of war (ERW/UXO)

Explosive remnants of war pose a significant threat throughout Ukraine. According to estimates by SESU and MIA, approximately 30 percent of the country may be contaminated with ERW. This risk is particularly relevant for personnel travelling to regions affected by hostilities and for contractor workers during civil and earthworks.

2.2.3. Fire or smoke

Fire risk may arise as a consequence of a missile strike, defective electrical wiring, or non-compliance with fire-safety rules during civil works. Particular attention should be paid to fire risk during electrical installation works as part of the renovation of SOC premises.

2.2.4. Technogenic accidents and war-related environmental contamination

The armed conflict creates secondary technogenic and environmental risks, including accidents at critical infrastructure facilities and war-related environmental contamination by petroleum products, radioactive materials, asbestos dust from damaged buildings, and explosive residues. This risk is most relevant for personnel travelling to affected regions and for contractor workers.

2.2.5. Cyberattacks and loss of critical data

Given the Project focus on reforms related to IT systems and cybersecurity, and the establishment of the SOC for the public finance management sector, cyberattack risk is particularly significant. Potential

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consequences include unauthorized access to confidential documents, damage to IT infrastructure, and interruption of critical systems.

2.2.6. Natural disasters

Natural disasters may significantly aggravate the situation under martial law because of the weakened condition of civil protection infrastructure. Relevant risks include floods, extreme weather events, and earthquakes in the western part of the country.

2.2.7. Public safety threats

This category includes risks associated with third-party actions: assault or violent actions, discovery of suspicious persons or objects, and threats connected with social tensions under martial-law conditions.

2.3. Risk assessment matrix

No.	Type of emergency situation	Scale of impact	Predictability	Severity of consequences	Priority
1	Missile strike / air-raid alert	Broad	Partly predictable	Critical	Highest
2	Discovery of ERW/UXO	Local	Unpredictable	Critical	Highest
3	Fire / smoke	Local	Partly predictable	Serious	High
4	Technogenic accident / war-related environmental contamination	Broad	Partly predictable	Serious	High
5	Cyberattack / data loss	Broad	Partly predictable	Serious	High
6	Accident / health emergency	Local	Unpredictable	Moderate to serious	Medium
7	Natural disaster	Broad	Partly predictable	Moderate	Medium
8	Public safety threat	Local	Unpredictable	Moderate to serious	Medium

Note: for the capital repair works for the SOC premises, the risks under items 1, 2, 3 and 4 become additionally relevant. Detailed measures for managing these risks shall be reflected in the contractor's ESMP in accordance with the requirements of Annex 4.

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3. PREVENTIVE MEASURES AND PREPAREDNESS

3.1. Organizational preparedness

Responsible persons. Emergency response is coordinated by the persons designated as responsible in each organization covered by this Plan (hereinafter, the responsible person). For PIU personnel, the responsible person is the PIU Manager or a PIU team member designated by the PIU Manager. The Environmental and Social Consultant of the PIU is responsible for keeping this Plan up to date.

Familiarization with the Plan. Each person commencing work under the Project or the Program receives a copy of this Plan and confirms that they have familiarized themselves with it. Each organization - the MoF, the Ministry of Economy and Environment of Ukraine, the Ministry for Communities, Territories and Internally Displaced Persons of Ukraine, STS and SCS - independently ensures that the requirements of the Plan are communicated to its personnel involved in the Project or the Program, in accordance with its internal procedures.

Contractor preparedness. Before commencement of civil works for the capital repair of the SOC premises, the contractor prepares and submits to the PIU for agreement an ESMP with a section on response to war-related threats, conducts induction training for all its workers, and appoints a person responsible for occupational health and safety at the site.

3.2. Warning and communication arrangements

Warning system. Air-raid alerts are communicated through the centralized civil protection warning system (sirens) and electronic communication tools. In the MoF premises at 11 Mezhyhirska Street, additional warning is provided through the loudspeaker of the dispatcher response point of the State Enterprise “Management for Operation of the Property Complex” of the Ministry of Finance of Ukraine. The air-raid alert signal is mandatory for compliance under Article 21(2) of the Civil Protection Code of Ukraine.

Mobile application. All persons involved in the implementation of the Project and the Program are recommended to install the “Air Alert” application or an equivalent application and enable audible notifications.

Internal communication. The PIU maintains an up-to-date contact list of PIU personnel. In the event of an emergency, notification is provided through the work chat or telephone call tree.

Information materials. Evacuation-route diagrams, concise instructions on actions during an alert, and emergency-service contact lists are displayed in visible places in premises where Project and Program activities are carried out.

3.3. Shelters: identification and evacuation routes

MoF premises at 11 Mezhyhirska Street. The following shelter locations have been identified for personnel: the canteen and lower underground parking area (basic shelter) and Kontraktova Ploshcha metro station (dual-purpose facility). Each staff member independently determines the shelter location and familiarizes themselves in advance with the route to it.

PIU office. PIU personnel identify the nearest shelter according to the location of their office.

Implementing partners. Personnel of each organization act in accordance with the internal procedures and evacuation routes established by the administration of the respective agency.

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SOC construction site. Before works commence, the contractor identifies the nearest shelter and prepares and communicates to all workers a diagram of evacuation routes. When an alert is announced, the contractor organizes the suspension of works and ensures that all workers move to the shelter.

Key rules when moving to a shelter: immediately stop work; take essential personal belongings (documents, medicines, phone); make sure that colleagues and visitors are informed about the alert; move in an organized manner; do not use elevators; assist those who need help.

Gender-sensitive considerations. The needs of different groups of personnel and visitors are taken into account in shelter arrangements. Persons accompanying children, persons with disabilities or older persons have priority in being accommodated. In the event of prolonged sheltering, separation of rest areas and access to sanitary facilities are ensured as far as the specific conditions allow. Any unacceptable behaviour in a shelter, including harassment, is grounds for submitting a complaint through the Grievance Redress Mechanism (subsection 5.4) or by calling hotline 1547.

Disability-inclusive evacuation. Where persons with disabilities or persons with reduced mobility are among the personnel, visitors, training or consultation participants, the head of the organization concerned, or the person responsible for the event, designates in advance an employee who will accompany that person to the shelter. The evacuation assistant is informed of the route and of the procedure to be followed where movement to the shelter is not possible.

Since the use of elevators during an air-raid alert is prohibited, for persons who cannot use stairs unaided the primary option is to move to an interior room without windows on the same floor (the “two walls” rule). The same option applies where there is insufficient time to reach the shelter.

3.4. First-aid kits and emergency equipment

First-aid kits, fire extinguishers and portable lighting devices are placed in PIU premises. The location of this equipment is communicated to personnel during induction training. The content of the first-aid kit complies with the guidance of the Ministry of Health of Ukraine. At least two members of the PIU team complete training in the provision of first pre-medical aid. At the SOC construction site, the relevant equipment is provided by the contractor in accordance with the ESMP requirements.

3.5. Psychosocial support for personnel

The prolonged effect of war-related threats, air-raid alerts, time spent in shelters and the consequences of strikes on civilian infrastructure create a risk of acute stress reactions, anxiety and professional burnout. This subsection sets out the support available and the responsibilities of designated persons.

Available services. The following national services are available free of charge to all persons covered by this Plan:

• Free psychological support hotline of the National Psychological Association - 0 800 100 102, daily from 09:00 to 05:00. Calls are answered by psychologists and psychiatrists trained in crisis intervention. Consultations are free and confidential, and specialists may refer callers to other specialized services. Connection via the internet is also available.

• Hotline on combating trafficking in human beings, prevention and combating of domestic violence, gender-based violence and violence against children - 1547, 24 hours a day, free of charge. It provides psychological support, consultation and registration of an appeal to State authorities.

• Hotline on social issues - 1539, 24 hours a day, free of charge.

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Information on these services is communicated to all persons covered by this Plan during the induction briefing and is displayed together with the other emergency contacts.

Responsibilities of designated persons. The responsible persons:

• remind personnel of the available support services following an incident, in particular a strike in the vicinity of the workplace, prolonged sheltering, or an accident involving an employee;

• do not require an employee in an acute stress state to continue performing tasks, and allow that person to take a break;

• respond to signs of an acute stress reaction (disorientation, inability to concentrate, pronounced anxiety, withdrawal from communication) by suggesting that the person contact a support service;

• ensure the confidentiality of any information concerning an employee's health.

Contacting a support service is voluntary. Personnel are not required to inform their employer that they have done so.

Each organization involved in the implementation of the Project and the Program provides its personnel with access to these services in accordance with its own internal procedures.

Support in cases of sexual exploitation and harassment. Persons who have experienced sexual exploitation, sexual abuse or harassment are referred to support services - medical, legal, psychosocial and security-related - based on their consent, needs and wishes. The procedure for submitting such complaints is set out in subsection 5.4 of this Plan.

4. RESPONSE PLANS BY TYPE OF EMERGENCY SITUATION

This section defines the actions to be taken by personnel in the event of each identified type of emergency situation. The algorithms below are mandatory for all persons covered by this Plan.

4.1. Missile strike / air-raid alert

Since September 2026 the "Air Raid Alert" signal has been differentiated by threat level, determined on the basis of information from the Air Force of the Armed Forces of Ukraine:

Red level - missile or missile-and-drone threat, or a massed drone threat.

Yellow level - drone threat.

Information on the threat level is communicated through the same channels as the alert signal itself, including the mobile applications installed by personnel on their own mobile phones.

Actions where a red level is announced:

1. Immediately stop work and switch off office equipment and lighting.
2. Take essential personal belongings (documents, medicines, phone).
3. Make sure that colleagues and visitors are informed about the alert.
4. Proceed in an organized manner, without panic, to the shelter using the designated route. Do not use elevators.

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5. In the shelter, remain calm. Persons designated as evacuation assistants provide help to persons with reduced mobility and make sure that they are safely accommodated.
6. Leave the shelter after the all-clear notification has been received.

Actions where a yellow level is announced:

Activities may continue in premises where shelter is available for personnel and visitors. Any person who wishes to use the shelter may do so without restriction. Visitors decide at their own discretion whether to remain on the premises. If the threat level changes to red, the algorithm set out above applies.

If moving to a shelter is not possible: remain indoors, move away from windows and external walls into an interior room without windows (the "two walls" rule), and if necessary lie on the floor and cover your head. This procedure also applies to persons who cannot descend to the shelter without assistance; the designated evacuation assistant remains with such a person until the all-clear and informs the responsible person of their location. After the strike has ended, assess the situation and, if necessary, call the emergency services (112).

After the all-clear: the responsible person checks the presence of all personnel of their organization and, if necessary, initiates first aid or calls the emergency services. Following a strike in the vicinity of the workplace or prolonged sheltering, the responsible person reminds personnel of the psychosocial support services available (subsection 3.5).

Relationship with the internal acts of institutions. The internal instructions of the bodies involved in the implementation of the Project and the Program were adopted before September 2026 and require movement to a shelter upon any alert signal, without differentiation by threat level. That procedure is stricter than the requirements of Resolution of the Cabinet of Ministers of Ukraine No. 1092, and compliance with it therefore also satisfies the new requirements. The internal instructions are being updated by the respective institutions; until they are updated, employees of those bodies act in accordance with the instructions currently in force.

4.2. Discovery of explosive remnants of war (ERW/UXO)

Strictly prohibited: touching, moving, or attempting to neutralize the discovered item.

Procedure:

1. Stop movement of people in the discovery area without approaching the item.
2. Move to a safe distance and mark the location using available means (tape, barrier).
3. Call SESU (101) and the police (102). Report the address, description of the item, and whether there are injured persons.
4. Notify the responsible person and the Environmental and Social Consultant.
5. Do not allow anyone into the area until specialists arrive.
6. Do not publish photographs or coordinates in open channels.

A detailed reference guide on types of ordnance and indicative safe distances is provided in Annex 3.

4.3. Fire or smoke

Procedure:

1. Immediately alert those present by voice or by using the fire alarm signal.
2. Call the fire service (101) or the single emergency number (112).

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3. Evacuate through the nearest exit. Do not use elevators.
4. Close, but do not lock, doors when leaving; this slows the spread of fire.
5. In smoke, move in a crouched position while covering your nose and mouth.
6. Gather at the designated safe location outside the building and check that everyone is present.
7. Do not return to the building until authorized by rescuers.

If the fire source is small and appropriate skills are available, use a fire extinguisher. If there is any doubt, evacuation takes priority over firefighting.

4.4. Cyberattack / loss of critical data

Procedure:

1. Immediately inform the responsible person, and the responsible IT specialist.
2. Isolate the affected device or system from the network.
3. Do not switch off the device and do not attempt to remedy the consequences of the attack independently.
4. Record the time when the incident was discovered and the visible signs of the attack.
5. Proceed thereafter in accordance with the instructions of the IT specialist.

The Environmental and Social Consultant assesses the need to notify the World Bank in accordance with subsection 5.2 of this Plan.

4.5. Workplace accident / health emergency

Procedure:

1. Ensure the safety of the injured person, and others nearby.
2. Call emergency medical assistance (103) or the single emergency number (112).
3. Until medical staff arrive, provide first pre-medical aid if the relevant skills are available.
4. Notify the responsible person.
5. Do not move the injured person unless absolutely necessary.
6. Record the circumstances of the event for further documentation in accordance with subsection 5.2.

Once the immediate measures have been completed, the responsible person informs the injured person and other employees present of the psychosocial support services available (subsection 3.5).

4.6. Other threats

Technogenic accident and war-related environmental contamination. Where signs of a hazardous substance are detected - a smell of gas, a chemical smell, smoke of unknown origin, notification of a radiation threat, or significant dust following the destruction of building structures:

1. Protect the respiratory organs by any available means: a respirator, a medical mask, or folded fabric moistened with water.

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2. Leave the affected area immediately, moving perpendicular to the wind direction where that direction is known.
3. Do not switch on electrical appliances and do not use open flame where there is a smell of gas.
4. Call SESU (101) and notify the responsible person.
5. Take further action solely in accordance with the instructions of SESU specialists. Decontamination measures are carried out by the authorized State services; personnel do not undertake such measures themselves.

Following possible contact with a hazardous substance an employee:

• removes outer clothing, avoiding shaking it, and places it in a sealed bag;

• thoroughly washes exposed areas of skin and the face with running water and soap, and rinses the eyes with water;

• where any symptoms occur - difficulty breathing, coughing, irritation of the eyes or skin, nausea or headache - seeks medical assistance by calling 103 or by attending the nearest health-care facility;

• notifies the responsible person, who records the event in accordance with subsection 5.2 and informs the person of the psychosocial support services available under subsection 3.5.

Seeking medical assistance is mandatory where contact with radioactive substances or asbestos-containing dust is suspected, even in the absence of symptoms.

Natural disaster: act in accordance with the instructions of civil protection authorities and SESU.

Public safety threat: leave the threat area without entering into contact with the suspicious person. Notify the police (102) and the responsible person. If a suspicious item is discovered that is not ERW, also call the police (102) and do not approach it.

4.7. Coordination and responsible persons

Each organization involved in the implementation of the Project and the Program acts in emergency situations in accordance with its own internal civil protection instructions and procedures. Each organization independently designates persons responsible for coordinating personnel actions and communicates the relevant response algorithms to them.

Each implementing partner and the contractor provide the PIU with the contact details of their responsible person. In the event of an incident, the responsible person acts in accordance with subsection 5.2 of this Plan.

4.8. Training and awareness raising

All persons involved in the implementation of the Project and the Program complete induction safety training during the first week after starting work. The training covers familiarization with this Plan, evacuation routes, shelter locations and emergency-service contacts. At least two members of the PIU team complete training in first pre-medical aid. Refresher trainings are conducted at least once a year or after changes are made to the Plan.

Completion of the induction briefing and familiarization with this Plan are recorded in the Plan Dissemination Register (Annex 5).

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Each organization involved in the Project and the Program independently organizes training for its personnel in accordance with its own internal procedures. The contractor conducts induction training for all its workers before works commence. For personnel working remotely or located in the regions, training may be conducted online.

4.9. Travel to the regions

Activities under the Project and the Program are concentrated primarily in Kyiv, but may involve travel by personnel to the regions for training, consultations and other events. This subsection sets out the procedure for preparing and undertaking such travel.

Planning and approval. Travel by PIU personnel is planned in advance and reflected in a Travel Schedule indicating the destination, the approximate dates and the purpose. The Schedule is approved by the Project or Program Coordinator on behalf of the Ministry of Finance of Ukraine.

The security situation at the destination is taken into account when the Schedule is approved. Travel is not planned to territories included in the List of Territories where Hostilities Are (Were) Ongoing or Territories Temporarily Occupied by the Russian Federation, or to settlements which the authorities recommend not to visit.

For employees of the Ministry of Finance of Ukraine and of partner organizations, official business trips are arranged in accordance with the internal procedures of the respective body.

Preparation for travel. Before departure:

• a contact person remaining in Kyiv is identified, together with a primary and a back-up channel of communication with that person;

• the employee familiarizes himself or herself with the location of shelters at the destination and with the procedure established for the facility being visited;

• the employee ensures that he or she has a charged mobile phone with an air-raid alert application installed, a portable charger and, where possible, a means of communication with an alternative operator;

• the employee takes an individual first-aid kit and any necessary personal medicines.

During travel. The employee:

• informs the contact person of arrival at the destination and of return;

• where an air-raid alert is announced, acts in accordance with the algorithm established by the administration of the institution being visited or, in the absence of such an algorithm, in accordance with subsection 4.1 of this Plan;

• where suspicious items are discovered, acts in accordance with subsection 4.2 and Annex 3;

• where communication is lost, restores it at the earliest opportunity.

If there is no communication with the employee for longer than the agreed period, the contact person informs the PIU Manager, who takes steps to establish the situation.

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Employees travelling on official business trips. Employees of the Ministry of Finance of Ukraine act, upon announcement of the "Air Raid Alert" signal, in accordance with Labour Protection Instruction No. 2 for employees of the Ministry of Finance of Ukraine travelling on official business trips: they proceed to the nearest shelter taking their personal belongings and documents with them, do not use elevators, and do not photograph or film the operation of air defence forces.

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5. REPORTING, DOCUMENTATION AND PLAN UPDATING

5.1. Emergency and support-service contacts

In the event of any emergency situation, personnel immediately contact the relevant services using the numbers below. Contact details of responsible persons of the PIU and implementing partners shall be maintained separately and kept up to date.

Service	Number
Single emergency number	112
Fire service / SESU	101
Police	102
Emergency medical assistance	103
Gas emergency service	104
Government hotline	1545
Security Service of Ukraine hotline	0 800 501 482
Free psychological support hotline of the National Psychological Association (daily, 09:00-05:00)	0 800 100 102
Hotline on combating trafficking in human beings, domestic violence and gender-based violence	1547
Hotline on social issues	1539

All the lines listed above are free of charge. Calls to the psychological support lines are confidential.

5.2. Incident documentation and notification

The responsible person of the organization in which an incident has occurred records its circumstances using the Incident Registration Form (Annex 1) and notifies the PIU Manager and the Environmental and Social Consultant of the PIU immediately, and in any case no later than 24 hours.

The Environmental and Social Consultant of the PIU records all incidents occurring during implementation of the Project or the Program in the PIU Incident Register, assesses whether an incident is serious, and is responsible for its documentation.

In the event of a serious incident, the Environmental and Social Consultant of the PIU ensures notification of the World Bank within the following timeframes:

- initial notification (ESIRT Initial Notification), using the form provided in Annex 2 – no later than 48 hours after the incident;
- detailed report – within 5 to 10 days after the incident.

External communication regarding incidents, including media statements or communications to authorities, is carried out exclusively through the MoF as the implementing agency for the Project and the Program.

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5.3. Plan review, updating and dissemination

The Plan is reviewed whenever circumstances require it, in particular where amendments are made to the legislation of Ukraine in the fields of civil protection or labour protection, where the internal instructions of the bodies involved in the implementation of the Project and the Program are updated, where the composition of those bodies changes, where the conditions of Project or Program implementation change materially, or following a recorded incident. The Environmental and Social Consultant is responsible for the review, in coordination with the PIU Manager.

An updated Plan is cleared with the World Bank and published on the official website of the Ministry of Finance of Ukraine. A version of the Plan is one that has been cleared and published in this way; interim editing during the review process does not create a new version.

The current version of the Plan is disseminated to all PIU personnel, to the responsible persons of implementing partners and to the contractor immediately after publication.

Dissemination of the Plan is recorded in the Plan Dissemination Register (Annex 5). For PIU personnel, consultants and the contractor's workers, familiarization is recorded individually. For partner organizations, confirmation is provided by the responsible person of the organization. The procedure to be followed by employees of those bodies during an air-raid alert is additionally governed by the labour protection instructions of those bodies, familiarization with which is carried out in the manner established by each body.

The date of publication of each version is recorded in Part 3 of Annex 5.

5.4. Grievance Redress Mechanism (GRM)

Purpose. Persons covered by this Plan may report concerns relating to emergency preparedness and safety, including the unsatisfactory condition of shelters, failure of warning arrangements, denial of access to a shelter, shortcomings in evacuation routes, and any unacceptable behaviour.

Submitting such a report may not be a ground for any adverse consequences for the person concerned.

Channels. The Grievance Redress Mechanism (GRM) established for the STRONG Project by the Stakeholder Engagement Plan (SEP) and for the SURGE Program by the Program Operations Manual applies. Complaints may be submitted:

- by e-mail to zvernennya@minfin.gov.ua (appeals from individuals) or infomf@minfin.gov.ua (appeals from legal entities);
- through the citizens' appeals page on the website of the Ministry of Finance of Ukraine (mof.gov.ua);
- through the Government Contact Centre by calling 1545.

Complaints may be submitted anonymously, without personal details. Confidentiality is ensured in all cases, including where the identity of the complainant is known. Where a complaint is anonymous, the complainant initiates contact in order to obtain the outcome of its consideration.

Consideration. Complaints are registered and considered in the manner established by the Law of Ukraine "On Citizens' Appeals" and by the respective Project and Program documents. Appeals not

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requiring additional examination are considered within 15 days, and others within 30 days, with the possibility of extending that period and informing the complainant accordingly.

The Environmental and Social Consultant of the PIU ensures that complaints relating to emergency preparedness and safety are brought to the attention of the responsible persons and are reflected in reporting to the World Bank.

Complaints concerning sexual exploitation and harassment. Such complaints are handled under a special procedure: the mechanism does not conduct an investigation and does not judge the veracity of the allegations, but ensures that the survivor is referred to support services - medical, legal, psychosocial and security-related - based on their consent and needs. A 24-hour support channel is available by calling hotline 1547.

Recourse to the World Bank. Persons who believe that they are adversely affected by activities supported by the World Bank may submit a complaint to the World Bank's Grievance Redress Service or to the World Bank Inspection Panel. A complaint may be submitted at any time after the concern has been brought directly to the World Bank's attention and Bank Management has been given an opportunity to respond.

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ANNEXES

ANNEX 1. Incident Registration Form

INCIDENT REGISTRATION FORM - STRONG Project / SURGE Program
Date and time of incident:
Incident location (address, premises):
Type of incident (according to the classification in Section 2):
Brief description of the event:
Affected persons (number, status, nature of injuries):
Response measures taken:
Emergency services involved:
Does the incident require notification to the World Bank (yes / no):
Date of initial notification to the WB (if applicable):
Full name and signature of responsible person:
Date of form completion:

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ANNEX 2. World Bank ESIRT Initial Notification Form

The initial notification shall be sent by e-mail to ukraine@worldbank.org no later than 48 hours after the occurrence of a serious incident.

ESIRT INITIAL NOTIFICATION - STRONG Project (P506476) / SURGE Program (P504773)

1. Project / Program name and code: STRONG P506476 / SURGE P504773
2. Country: Ukraine
3. Date and time of incident:
4. Incident location:
5. Type of incident:
6. Brief description of the event (not more than 200 words):
7. Affected persons (number, category):
8. Response measures taken:
9. Are the consequences of the incident ongoing (yes / no / unknown):
10. MoF / PIU contact person (full name, phone, e-mail):
11. Expected date of the detailed report:

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ANNEX 3. Explosive Remnants of War (ERW/UXO): Staff Reference Guide and Indicative Safe Distances

This reference guide is for information purposes only. Explosive objects may be neutralized only by authorized SESU demining units and military explosive ordnance disposal specialists.

Main rule: DO NOT TOUCH.

General precautions:

- If a suspicious item is found, do not touch it and do not attempt to move it.
- Do not take close-up photographs; if a photograph is necessary, take it from a safe distance and without geotags.
- Do not publish the coordinates of the finding in open channels.

Indicative safe distances (for preliminary assessment):

The final risk assessment is made by demining specialists. The distances below are minimum and conservative.

Type of item	Minimum distance	Immediate actions
Hand grenade	100 m	Do not touch; move away; warn others; call demining specialists (101)
Mine / artillery shell	300 m	Do not touch; move away; mark the location; call 101
Cluster submunition (bomblet)	100-150 m	Do not touch; move away; do not use radio communication nearby; call 101
Anti-tank / anti-personnel mine	50-100 m from the mine line	Do not walk in suspicious areas; mark; call 101
Unexploded shell / tail section of a missile	300 m	Do not touch; move away; call 101 and 102
Metal fragments / remnants	50-100 m	Do not touch; assess the context; if in doubt, call 101

Template message when ERW is discovered:

- Address / location: _____
- Exact location at the site: _____
- Description of the item (shape, size, color): _____
- Time of discovery: _____
- Are there injured persons or people nearby: _____
- Contact person and phone: _____

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Examples of explosive remnants of war. Any similar item must be treated as hazardous and must not be touched.

Abandoned military munitions:

Abandoned military munitions are munitions that have never been fired from a weapon system or were abandoned without proper disposal.

The age or condition of unexploded ordnance does not reduce its destructive potential.



The photos above show remnants of an unmanned aerial vehicle (UAV), as well as a UAV that did not explode but remains hazardous.

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ANNEX 4. Minimum Requirements for the Contractor's ESMP Section on War-Hazard Emergency Response (SOC Civil Works)

This annex defines the minimum set of measures that the contractor must include in the relevant ESMP section before commencement of civil and installation works for the capital repair of the SOC premises. The ESMP in this part is subject to agreement with the PIU.

1. Shelter and evacuation:

- Identification of the nearest shelter and an alternative location, agreed with the site administration and local civil protection authorities.
- Diagram of evacuation routes from the construction site to the shelter, communicated to all workers and subcontractors.
- Availability in the shelter location of a minimum supply of drinking water and a first-aid kit.

2. Warning:

- Availability of a warning device (loudspeaker or equivalent) that duplicates the air-raid alert signal at the site if external sirens cannot be heard.
- A clear procedure for warning all workers, including subcontractors.

3. Actions during an air-raid alert:

- Algorithm for organized suspension of all works when an alert is announced.
- Procedure for securing machinery and equipment in a safe condition before moving to the shelter.
- Procedure for checking the presence of all workers in the shelter and after the all-clear signal.
- Procedure for resuming works after the all-clear signal.

4. Discovery of ERW/UXO:

- Instruction for all workers on actions to be taken upon discovery of explosive objects, in accordance with Annex 3 to this Plan.
- Procedure for immediate suspension of earthworks and civil works if a suspicious item is discovered.
- Procedure for notifying SESU (101), police (102), and the PIU.

5. Training:

- Induction training for all workers and subcontractors before works commence, with mandatory recording in a log.
- Appointment of a person responsible for occupational health and safety at the site.

6. Reporting:

- Procedure and timeframe for notifying the PIU of any incident at the site: immediately, but no later than 24 hours.
- Use of the Incident Registration Form (Annex 1 to this Plan).

7. Hazardous substances and respiratory protection:

- Survey of the premises for asbestos-containing materials before demolition works commence; where such materials are found, engagement of an economic operator authorized to handle them.

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- Provision to workers of personal protective equipment for the respiratory organs, eyes and skin appropriate to the nature of the works, in particular during demolition, cutting and other dust-generating operations.
- Procedure for handling construction waste that may contain hazardous substances, and for storing it separately until removal.
- Procedure to be followed where an unknown substance, a container with unknown contents, or signs of soil contamination are discovered: immediate suspension of works, restriction of access, a call to SESU (101), and notification of the PIU.
- Availability on site of a supply of water for rinsing the eyes and skin, and of means for washing hands.

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ANNEX 5. Plan Dissemination Register

The Register is maintained by the Environmental and Social Consultant of the PIU and is updated after the approval of each new version of the Plan.

Part 1. Individual familiarization - applies to PIU personnel, consultants and the contractor's workers.

No.	Name	Position	Organization	Version	Date	Confirmation

Confirmation may take the form of a signature or of a message sent by e-mail from the address of the person concerned. For the contractor's workers, familiarization is recorded in the site induction briefing log in accordance with Annex 4, and the contractor provides the PIU with a copy of the relevant entry.

Part 2. Confirmation at the level of the organization - applies to partner organizations.

No.	Organization	Responsible person (name, position)	Version	Date	Means of dissemination

The responsible person of the organization confirms that the Plan has been communicated to the personnel involved in the implementation of the Project and the Program in the manner established by that organization's internal procedures.

Part 3. Public disclosure. The Plan is published on the official website of the Ministry of Finance of Ukraine in accordance with the Stakeholder Engagement Plan. The date of publication of each version is recorded below.

Version	Date of publication	Link
Version 1	October 2026	

- End of document -

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