

District 2320–2410 Crisis Management Plan (CMP)

This Crisis Management Plan in English is adapted by the Board of Stiftelsen Rotarys Ungdomsutbyte i Sverige & Lettland on the 19th of May 2022.

1. General

Rotary Youth Exchange, Multi District Sweden-Latvia priority is the safety and welfare of our students and the peace of mind of their family and friends both in their native country and here.

As such, this document has been developed to serve as an important procedural resource to assist District volunteers and participants to respond effectively when a crisis occurs to minimize risk and help ensure the safety of all, to the greatest extent possible.

This is not an excuse not to exercise common sense. Keep in mind that every situation is unique, and it is not possible to make detailed plans to match every unthinkable situation. The plan is therefore less detailed, and you must fill in the rest with common sense.

As soon as a crisis occurs ONLY the crisis team chair will be informed. Information will only be distributed by the crisis team.

2. Types of crisis

Most problems regarding a student's wellbeing are handled by the host family and the Counselor.

If the incident is of such nature that external help is needed and the parents or insurance should be involved then the incident can be deemed a crisis by District Chair, other district Youth Exchange Officers or Multidistrict Chair. By doing so The Crisis Team is a help and support to the District Chair to handle specific elements and follow the crisis plan procedures in a crisis.

A crisis involving the district may involve inbound students or outbound students. The crisis may involve an individual student or a group of students within a region.

A group crisis could involve a transportation accident, food poisoning, building fire, and many other possibilities. Even if there are no serious injuries or illnesses, a crisis may exist because of public perception, concerns of the inbound student's home embassy, or questions from the press.

The different types of crises, but not limited to those, are listed below.

Type of Crisis	Descriptions	Abbr.
Accidents	Vehicular crashes, poisoning, house fires, falls, sports injuries, etc. that may require serious medical attention.	ACC
Physical health emergencies.	Various types of physical health emergencies can arise that may not be accident-related, such as the serious outbreak of a contractible disease, hospitalization for an ongoing medical condition, drug, or alcohol overdose etc.	PHY
Mental health emergencies	Mental health emergencies may include (but are not limited to) disruptive or psychotic behavior, severe depression or withdrawal, drug or alcohol abuse, suicidal or homicidal ideas, threats, or attempts and self-harm.	MEN

Natural disasters	Different regions of the world are susceptible to various natural hazards, including wildfires, tsunamis, and earthquakes etc.	NAT
Political or civil instability.	Ongoing government instability, a sudden rebellion or revolution, or violent demonstrations, can pose immediate or long-term health and safety risks.	POL
Crime or violence	Incidents such as assault, robbery, shoplifting, or rioting can occur anywhere, and may be either committed against or by program participants.	CRI
Terrorist threat or attack	An act or threat of terrorism is the deliberate use of (or threat to use) violence against civilians.	TER
Missing person/Death	Young people may be perceived as “missing” due to miscommunications about activities or plans. Although rare, abduction, kidnapping, hostage-taking (including ransoms), or homicide can still occur even under the safest of conditions. In rare but extreme circumstances a young person may die as a result of any crisis situations or from natural causes. It is important to be prepared even in these unlikely events.	MIS
Abuse and harassment	Rotary International has a zero-tolerance policy against abuse and harassment, and there are specific policies and guidelines that all districts must follow to prevent and respond to these types of incidents and allegations. Furthermore, all districts certified to participate in Rotary Youth Exchange are required to adhere to and incorporate reporting guidelines for allegations involving sexual abuse or harassment into their district youth protection policy.	ABU

3. Crisis Management Team

The district’s Crisis Management Team (CMT) will constitute the following members and include the outlined responsibilities. In the event of a vacancy, temporary leave of absence, or incapacitation of any member of the Core or Additional CMT, the district governor shall designate a trained replacement.

This should be a small group (5-6 individuals) composed of district leaders, club representatives, and local experts who will take the lead in developing a framework to protect against threats and the impact of a crisis. Each member of this team should have specific roles and responsibilities to carry out a response to an emergency (or this team should appoint a group of individuals that are specifically tasked with doing so in response to a given crisis).

Keeping the CMT small is important to make meetings, communication, and coordination action easy and efficient.

CMT should include the following roles in case of a crisis concerning **one student**.

- **District Chair** (Coordination and reporting to RI and District Governor)
- **Assistant District Chair** (take actions with club, parents, and hosts).
- **District Protection Officer** (overlook that procedures and rules are respected)
- **Club Counselor** (i.e., Youth Exchange Officer) (immediate contact to student and family)
- **Club Protection Officer** (substitute for Club Counselor if necessary)

All relevant contact information is found on students contact list in YEAH database.

Crisis concerning **students from more than one district** will be

- **Multidistrict Chair** (Coordination and reporting to RI)
- **District Chairs** (take actions necessary, information to club, families, and students)
- **District Protection Officers** (overlook that procedures and rules are respected)
- **Assistant District Chairs** (take actions with club, parents, and hosts).

Depending on seriousness or type of the crisis, other individuals may be named to assist. In the absence of the Chair, the Assistant Chair shall lead the Crisis Management Team.

4. Response to Crisis

Accidents	Vehicular crashes, poisoning, house fires, falls, sports injuries, etc. that may require serious medical attention.	ACC
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- Anyone who is present acts and contact 112 (police, fire, rescue)
- Counselor and / or District Chair is informed and alerts the CMT
- Counselor is in contact with local student family / host family ☒
- District Chair contacts the insurance company and a case is initiated.
- District Chair is in contact with partner district as soon as possible.
- CMT arranges for eventual parents visit.
- Counselor informs school about absence.
- Assistant District Chair informs other students.

Physical health emergencies.	Various types of physical health emergencies can arise that may not be accident-related, such as the serious outbreak of a contractible disease, hospitalization for an ongoing medical condition, drug or alcohol overdose, etc.	PHY
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- Any person with the student takes action to take student to MD or emergency room.
- Host family or anyone present contacts Counselor
- Counselor alerts CMT
- District chair informs partner district (and parents) ☒
- District chair alerts Insurance Company.
- CMT arranges for eventual parents visit.
- Counselor follows the student and monitor's progress
- Counselor informs CMT at intervals about progress.
- Counselor informs school about absence.
- Assistant district chair informs other students.

Mental health emergencies	Mental health emergencies may include (but are not limited to) disruptive or psychotic behavior, severe depression or withdrawal, drug or alcohol abuse, suicidal or homicidal ideation, threats, or attempts, and self-harm.	MEN
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- Any person with the student takes action to take student to Medical Doctor, emergency room or external resource.
- Host family contacts Counselor
- Counselor alerts the CMT
- Counselor and host family arranges that External resource or Hospital is involved
- District chair informs partner district (and parents) and ask to end the exchange as soon as possible
- District chair alerts Insurance Company.
- CMT arranges for eventual parents visit to have return travel companionship.
- Counselor informs host family and school about termination of exchange.
- Assistant district chair informs other students.

Natural disasters	Different regions of the world are susceptible to various natural hazards, including wildfires, tsunamis, and earthquakes	NAT
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- If it happens, we will treat is as an accident (ACC).
- Multidistrict chair should contact CC and PO and ask to warn students to keep out of places where situations may arise.
- Any physical harm is treated as an Accident.

Political or civil instability.	Ongoing government instability, a sudden rebellion or revolution, or violent demonstrations, can post immediate or long-term health and safety risks.	POL
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- If it happens, we will treat is as an accident (ACC).
- Multidistrict chair should contact CC and PO and ask to warn students to keep out of places where situations may arise.
- Any physical harm is treated as an Accident
- If student volunteers to join demonstration or like, the exchange is terminated immediately.

Crime or violence	Incidents such as assault, robbery, shoplifting, or rioting can occur anywhere, and may be either committed against or by program participants.	CRI
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- Counselor alerts CMT
- Counselor supports the student and host family
- District chair contacts partner district (and family)

- Any harm is treated like Accident
- District Chair contacts insurance company and a case is initiated.
- District chair activates external help to debrief the student.
- Counselor supports the student in contact with authorities.
- If student is violating the law, the exchange is terminated as soon as possible and as allowed by authorities.

Terrorist threat or attack	An act or threat of terrorism is the deliberate use of (or threat to use) violence against civilians.	TER
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- Should be handled by CMT.
- If any harm to student, it is treated as ACC.
- Counselor arranges for student to be transported to a secure place in cooperation with host family
- District chair informs partner district (and parents)
- If student need counselling by external resource this is arranged by district chair.

Missing person / Death	Young people may be perceived as “missing” due to miscommunications about activities or plans. Although rare, abduction, kidnapping, hostage taking (including ransoms), or homicide can still occur even under the safest of conditions. In rare but extreme circumstances a young person may die because of any crisis situations or from natural causes. It is important to be prepared even in these unlikely events.	MIS
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- Host Family alarms Counselor
- Counselor tries to contact person and contacts known friends and school as well as other places where the person is known to have been including former host families.
- If no result, then Counselor contacts District Chair.
- District Chair calls other students in area to ask if they know where person is.
- If no result then District Chair acts and contact 112 (police, fire, rescue, emergency) and give all known information.
- District chair informs and alerts the CMT just after contact to 112.
- Counselor keeps in contact with local student family / host family.
- District chair contacts partner district.
- If the person is found in good health the person is interviewed by District Chair and Counselor about the case as well as an eventual report from authorities is collected.
- In case disciplinary measures is needed this is carried out by District Chair.
- If the person is not found to be in good health, then the CMT uses the procedures for either Accident, Physical Health, or Mental Health Emergency.

In case of death of a student refer to Appendix D.

Abuse and harassment	Rotary International has a zero-tolerance policy against abuse and harassment, and there are specific policies and guidelines that all districts must follow to prevent and respond to these types of incidents and allegations. Furthermore, all districts certified to participate in Rotary Youth Exchange are required to adhere to and incorporate reporting guidelines for allegations involving sexual abuse or harassment into their district youth protection policy.	ABU
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- Anyone (Counselor, protection officer, Rotarian, host family, school) who receives allegations from a student about abuse and harassment should immediately contact the Counselor or Club Protection Officer.
- Counselor or PO contacts District Chair and the CMT.
- On Abuse and harassment, the District Chair informs DPO.
- The DPO will seek to confirm the allegations by contacting the student.
- No matter of the probability of it being truth the youth should be removed from the circumstances immediately (any time of day). This is the responsibility of the Counselor or club protection officer.
- District chair informs partner district (and parents)
- The alleged perpetrator is not allowed to have any contact with youth in Rotary until the case is solved.
- If not already reported to authorities, the allegations must be immediately reported by DPO to the authorities, who will make investigations or dismiss the case.
- District Chair contacts the insurance company about the incident.
- The student is offered help from professionals in form of psychological or physical treatment in order to recover.

Response time

If not stated above the response time for Crisis is "without delay". This indicates that the response to a Crisis is of very high priority and should be carried out any time of day (or night).

Reporting

All incidents must be reported to RI within 72 hours of knowledge of the incident. Reporting to RI is the responsibility of the District Chair, but all Rotarians and volunteers may report to RI as well.

5. Outbound students

- If not taken proper care of in the host district the Crisis Management Plan will be used also for outbound students.
- District Chair receives messages from partner district.
- District Chair contacts parents or Legal Guardians immediately.
- District Chair alerts the Crisis Management team.
- District Chair makes sure that insurance is contacted and notified.
- Counselor supports parents or Legal Guardians.

6. Communication

All inquiries shall be directed to the Chair of CMT. Crisis Management Team Members shall respond to the crisis **IMMEDIATELY** upon notification. If circumstances prohibit an immediate response by a Crisis Management Team Member, the Chair shall be notified immediately permitting these duties to be reassigned.

Crisis Team Members who will not be available via the listed contact information shall notify the Chair and provide temporary contact information or named substitute.

Notice to District Crisis Management Team.

If there is a death, serious injury, serious illness, or other problem likely to be deemed serious by the Host District(s), a Rotarian shall IMMEDIATELY contact the CC, DC, PO or DPO.

Contact shall be by one or more of the following methods:

- Direct call to cell, home, or office phone
- Text message “Rotary Urgent” and phone number(s) for returning the call.
- E-mail message

In the resulting communication, the Rotarian shall provide at a minimum the following:

- Name of local Rotarian to be contacted in this specific emergency and necessary contact information.
- Name, country and host club of each student involved.
- The nature of the crisis and, as much detail as possible about the crisis.
- Name and phone number of relevant officials (such as hospital, doctor, and police)
- Where and when crisis occurred.
- Current location of the student.

The person notifying the District Crisis Management Team shall take no further action unless instructed to do so by the Team.

Generally, the Counselor, District Chair, or Rotarian in charge of an event will be the first Rotarian to become aware of the situation.

Communication to stakeholders

Stakeholder	Confidential Private Data	Operational Data	Public
Involved Authorities	All	All	All
Parents or Legal Guardians	All	All	All
District Governor	Some	All	All
RI	None	All	All
Other Authorities	None	All	All

Host family	None	Some	All
Fellow students	None	None	All
Host Club (President, school)	None	None	All
Press / Media	None	None	All

The order in the above table also indicates that the information should be released in top-down priority and timing.

In the event of a media inquiry, request for comment, interview, or other details related to a crisis, **the designated media spokesperson shall be the district governor**, unless otherwise noted. All volunteers should be instructed as part of their crisis training to not respond to, or otherwise comment on a crisis and rather refer all inquiries to the designated spokesperson.

7. End of Crisis and Follow Through

Based on developments in the crisis, the CMT Chairman will determine when the crisis has ended and will notify the Crisis Management Team that the crisis has ended.

While the crisis may have passed, the need for additional follow through will continue into the immediate future.

Within ten days after the crisis has passed, team members and other involved Rotarians shall send copies of all related documents to the CMT Chairman so that the Chair may make appropriate arrangements to retain the documents for the period required by the district's document retention policy.

8. Debriefing

Within one month after the crisis has passed, the Crisis Management Team Chair will call for a meeting to evaluate the effectiveness of the Crisis Management Plan and determine what changes will be necessary.

CMT shall conduct a debriefing. Members of the Additional CMT may also be included, as necessary. The purpose of the debriefing is to ensure the response protocols were followed, if there are any action steps needed because of a crisis resolution, including, but not limited to, making updates to the crisis management plan and conducting emergency trainings.

The debriefing results are shared among other Swedish districts in the multidistrict.

A copy of the debriefing questionnaire (Appendix C) shall be included with any formal records and the Multidistrict Chair (RU board chair) shall be responsible for ensuring that any actions recommended because of the debriefing are implemented.

Appendix A. Additional resources

Before the exchange the club has filled in the appendix to the Club Compliance Certification. In this document are listed the following resources to be used in a crisis:

Club President contact information

District Governor contact information

Two other non-Rotarian contact persons

Medical Doctor contact information

Dentist contact information

Insurance and public contacts for resources for mental help

Resources for prevention of suicide

District hotline contact information

Additional information about

- residence permit
- return ticket
- insurance
- emergency fund for studenter
- bank account
- school contact information

Appendix B. Abbreviations

RI	Rotary International
DG	District Governor
DC	District Chair Youth Exchange
ADC	Assistant District Chairman
MDC	Chairman Multidistrict
ACM	Assistant Chairman Multidistrict
DPO	District Protection Officer
CC	Club Counsellor
PO	Protection Officer (in club)
RU	Multidistrict Sweden-Latvia
CMP	Crisis Management Plan
CMT	Crisis Management Team
Parents	Student's biological parents or legal guardian.
Student	Generally used for inbound or outbound youth exchange student, victim,

Appendix C. Debriefing Questionnaire

Section 1 – Crisis Overview

Crisis Type:

Crisis Level:

Brief description:

Date(s) occurred:

Section 2 – Crisis Response Checklist

- | | |
|---|--------|
| 1. Did the crisis type, and level appropriately identified? | Yes/No |
| 2. Was the crisis level appropriately escalated/deescalated? | Yes/No |
| 3. Were the response protocols followed according to the crisis type/level? | Yes/No |
| 4. Were the notification protocols followed appropriately? | Yes/No |
| 5. Were the reporting requirements followed appropriately? | Yes/No |
| 6. If reporting required: Was a report submitted to RI within 72 hours? | Yes/No |
| 7. Was an insurance carrier notified? | Yes/No |
| 8. Was the crisis resolved appropriately? | Yes/No |

If any answer is marked “No” describe below for all instances:

Example: 1. At first, we thought the crisis was only a Level 1, but after reviewing it again we determined it was a Level 2.

Section 3 – Crisis Management Plan Updates and Emergency Training

- | | |
|--|--------|
| 1. Does the Crisis Management Plan need to be updated? | Yes/No |
|--|--------|

If yes, describe what updates are required and include details in Section 3:

Example: The crisis definitions for each type of crisis will be updated with more detail to make it easier to identify the type and level of each crisis.

- | | |
|---------------------------------------|--------|
| 2. Is an emergency training required? | Yes/No |
|---------------------------------------|--------|

If yes, describe what updates are required and include details in Section 3: Example: The Core CMT will conduct a 30-minute virtual meeting with entire Crisis Response Team after the crisis definitions and levels are updated to make sure everyone is updated.

Section 4 – Crisis Resolution Follow-up

Outline all follow-up steps required, the responsible person for each, and a timeline to complete the action steps:

Follow-up

Timeline

Section 5 – Acknowledgments

The underwritten acknowledge that they have participated in the crisis debriefing and agree to any follow-up actions described in Section 4.

Print names and Date

Send to Multidistrict Chair

Appendix D. In case of death

District Governor is now immediate member of the CMT.

Persons/authorities	contact by persons
• Sponsor district	Chair Multidistrict
• Parents student	Chair Multidistrict in consultation with sponsor district
• Rotary International	District Chair
• Diplomatic authorities	District Chair of the host district
• Undertaker	Distirct Chair
• Media/press/police	District Governor
• Inbound students	Assistant District Chair
• Hostclub	Club Counselor
• Hospital, authorities	Chair Multidistrict
• Other Host families	Club Counselor

Tasks and responsibilities

Chair Multi District	<p>Receives all information (verifies correctness of the information!) and informs crisis team members immediately Gathers CMT as required Talk to other members about the responsibilities and tasks in the crisis team in the first instance, after consulting the authorities, the sponsor district and in consultation with the parents when they are informed.</p> <p>When the young person dies abroad, the police / Interpol is responsible for contacting parents and relatives. The crisis team must keep information until Interpol has informed the parents!!!</p> <p>Chair receives information from the Swedish or Latvian police about the process.</p> <p>Consult with parents / relatives in connection with repatriation</p> <ul style="list-style-type: none"> ◦ whether they want to fly in to guide, and if so how ◦ Whether they want to be at any memorial service ◦ or someone and if so, who escorts the remains to home country
District Governor	<p>Spokesperson to the press (only this person !!!) Only with his / her permission may images, reports, interviews be taken</p> <p>Collects all belongings for parents (by Counselor)</p>

<p>District Chair</p>	<p>Is contact for Rotary International. Handles all written reporting. Make a copy of all documents and keep them (death statement, police report). Ensures victims passport! is retrieved. Creates a report for Multidistrict (MDC) and RI on the appropriate forms in cooperation with Chairman Multidistrict.</p> <p>Contact Person with Embassy or Consulate Calls embassy or consulate for advice and assistance. Facilitates possible contacts to undertaker about any actions regarding funeral ceremony according to parents wish.</p>
<p>District Chair</p>	<p>Carries out financial matters regarding emergency situations Carries out insurance matters.</p> <ul style="list-style-type: none"> ◦ notifies insurance and informs how costs can be declared ◦ Consult with sponsor club who pays (club, district, parents) in case of emergency. A signed statement is desirable! ◦ Consult with repatriation insurance <p>Has statement (of parents) covering</p> <ul style="list-style-type: none"> ◦ prepares funeral ◦ transport costs to home country ◦ medical expenses ◦ administrative costs etc. ◦ fees for any travel and accommodation costs for handling <p>Is (in cooperation with outbound coordinators) contact for:</p> <ul style="list-style-type: none"> ◦ parents (after police / Interpol!) ◦ club members of the family / sponsor club ◦ inbound youth <p>Is aware and in possession of hosting and travel plans</p> <p>Is contact person for hospital</p>
<p>Counselor</p>	<p>Is contact for:</p> <ul style="list-style-type: none"> ◦ host club (already designated a group of people to collaborate, catch up, guide, and inform within the club) ◦ student's school <p>Has a copy of the following information in his / her possession</p> <ul style="list-style-type: none"> ◦ passport and ticket ◦ insurance papers ◦ travel plans (including parenting permission) ◦ statement parents (Contact information to whom, act in case of accident) Provides direct access to the above data for all members of the CMT <p>Consult with school about the wishes of a possible memorial service.</p> <p>Are contact persons for:</p> <ul style="list-style-type: none"> ◦ Host families

Additional issues

The media can transfer information before all concerned have been informed

Parents may prosecute or file a case against host district and club after the event leading to the student's death.

Organize:

- debriefing for inbounds (possibly with host parents or member host club)
- meeting with all Rotary stakeholders so that everyone gets the same info
- Collect scrapbook with memories and photos of student by inbounds, host families and school.
This is sent to parents
- student's family may be present when organizing a memorial service
- someone from rotary guides the student to the home country (if necessary)

Consider:

- emergency and family travel expenses
- cultural aspects
- hosting the family in the host country
- translate official documents
- differences in legal systems
- mourning process in the host country after departure
- any other early returns

Appendix E. District Crisis Management Team

This page is updated every new Rotary year as roles may change.

The undersigned Rotarians attest that this District Crisis Management Plan is received and understood and available in case of emergency.

Rotary District			
Rotary Year yyyy-yyyy			
Role	Name	Signature	Date
District Chair			
Assistant District Chair			
District Protection Officer			

The undersigned District Youth Exchange Officer confirm that this updated document is distributed to all Club Counselors and Club Protection Officers and that these Youth Exchange Officers in each club are educated and trained in responding to crisis situations.

Role	Name	Signature	Date

Appendix F. Covid-19/pandemic

Procedures to monitor health and safety developments related to COVID-19, such as travel restrictions and quarantine measures impacting both inbound and outbound students.

COVID-19 is despite of the seriousness and magnitude a special case that hopefully should be gone in a year or two. However, there is always a risk of another pandemic.

Monitoring health and safety of students is vital and is business as usual for club and district officials. All decisions of Rotary Youth Exchange affecting students will be communicated to students, families, counselors. The overall general message to all is to fully comply with the directives given by the authorities.

YEAH database allows swift email communication to all parties connected to students both inbound and outbound or any subset hereof. The Database is kept updated so it is easy to locate student and contact host family if necessary.

We are in contact with our Rotary partners abroad and we have confidence that the student can be safe in family and school.

If our Rotary partner district informs us that the outbound student's safety no longer can be guaranteed, we will take immediate action to bring the student home in the safest, most direct and fastest way possible. This is arranged by the Travel Agency.

At any time, the parents can decide to have the student return as soon as possible if they perceive that the situation in the host country changes. We accept this and the return travel is arranged by our Travel Agency.

Tickets are always purchased so that the most reliable airlines and routes are used. Tests and quarantine will be part of the travel plan if requested.

The mandatory insurance has 24 hours emergency call center and covers medical treatment and repatriation if the student gets ill.

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