



CHAI ZIMBABWE

SAFETY AND SECURITY GUIDE

This Safety and Security Guide (SSG) is designed for *all CHAI staff based in Zimbabwe*. National staff and expatriates must review it carefully at hire and after any updates, paying special attention to standing and emergency protocols. All questions or concerns about S&S should be directed to the SPP and/or Backup SPP. *International staff are required to have a face-to-face orientation with the SPP upon joining the team to ensure familiarity with S&S dynamics.*

EMERGENCY CONTACT CARD

Program the numbers below into your mobile phone and carry your hard copy card at all times. **Always contact the SPP in the event of any health or security incident.**

EMERGENCY CONTACT	TITLE	CONTACT NUMBER(S)
Alexio Zambezi Mangwiro	Country Director (CD)	0772.672.729
Josephine Mukoki-Mthunzi	Admin/HR Officer/ Country Team Safety Point Person (CT SPP)	0772.676.115
Thuthuka Mkhosi Moyo	Operations Manager/ Backup SPP	0772.745.169
Ngonidzashe Madidi	Senior Technical Advisor/ Backup SPP	0772.143.358
Barnabas Kapfunde	Lead Driver	0772.872.184
Gerald Macharia	Regional Director/EVP	+254.772.516.645 (Mobile) +254.20.387.9714/15 (Office)
Teresa Zash	CHAI Safety & Security Officer	617.888.0053 (24/7); Skype: teresa.zash
SAFETY CONTACT	ADDRESS/NAME	CONTACT NUMBER(S)
CHAI Office – Harare	33 Harvey Brown Road, Milton Park, Harare	263-4-703941-2 / 731840
Police Station	Fife Avenue Base, Fife Avenue Shops	263-4-250961 / 777651
MARS	Ambulance/Roadside Assistant	+263.4.771.221/705905
ISOS Member # 11BCMA000246	Johannesburg Alarm Center Philadelphia Alarm Center	+27 011 541 1300 +1 215 942 8226

IMPORTANT – PLEASE NOTE

EACH STAFF MEMBER WILL BE HELD INDIVIDUALLY ACCOUNTABLE FOR ADHERING TO S&S POLICIES AND PROTOCOL. ALWAYS REPORT ALL INCIDENTS AND CONCERNS TO YOUR SPPs AS SOON AS POSSIBLE. NOTE: ADDITIONAL PROTOCOL MAY BE PUT INTO PLACE AT ANY TIME TO ADDRESS CHANGING RISK DYNAMICS.

TABLE OF CONTENTS

COUNTRY RISK PROFILE	1
Country Risk Profile	1
1. Risk Level.....	1
2. Key Risks to Operations	1
3. Recent CHAI Incidents.....	1
S&S Infrastructure	1
1. SPP Responsibilities	1
2. CD Responsibilities.....	2
3. Global S&S Department Responsibilities	2
4. Individual S&S Responsibilities	2
CHAI SAFETY AND SECURITY PROTOCOL	4
Communications Protocol.....	4
1. S&S Communications.....	4
2. Emergency/Urgent Notifications	4
Movement and Transport Protocol	4
Security Incident or Medical Emergency.....	4
1. Initial Incident Response.....	4
2. Next Steps and Notification	5
3. In Case of Medical Evacuation/Relocation	5
4. Post-Incident Protocol	5
Road Safety Incidents	6
1. Vehicle Breakdown	6
2. Vehicle Accidents	6
Disruptions to or Modifications of Operations.....	6
1. Modifying Security Protocol	6
2. Responding to Significant Events.....	7
3. Evacuations	7
APPENDICIES	9
Appendix A: Emergency Notification Tree	9
Appendix B: Hibernation Instructions & Emergency Go Bag	10

COUNTRY RISK PROFILE

COUNTRY RISK PROFILE

1. Risk Level

- A. **Harare and Bulawayo** have a **MEDIUM** risk rating due to the higher police standards and better response times in urban settings, as well as better security control over the population. However, crime rates are higher.
 - i. The risk rating for Zimbabwe is based on current security, health and safety risk dynamics, as well as past incidents, as assessed by a third party security company, Control Risks. **CHAI does not independently conduct formal risk assessments.** For a detailed description of risk levels see the [CHAI Country Risk Level chart](#).
- B. **Change in Risk Level:** The SPP or CD will notify all staff in the event of a change in the country risk level and will relay any changes to protocol or special instructions.

2. Key Risks to Operations

- A. **Robberies:** Occasional robberies have been reported in the vicinity of the Newlands Shopping Centre, Samora Machel and Enterprise Roads, Hatfield, the flyover around Rotton Row, Beatrice Roads and the Borrowable traffic light intersection. Muggings are also common at Mbare Musika (Market). Pickpocketing, bag snatching and muggings are common, particularly in shopping malls and market squares in urban areas, as is theft from parked vehicles and through the windows of vehicles stopped in traffic. Criminals are commonly armed with rudimentary weapons which are most frequently used as a method of intimidation rather than to inflict harm.
- B. **Carjacking:** Carjackings are rare in recent times but could occur in and around Harare and Bulawayo, mostly outside residences.
- C. **Vehicle Accidents:** Vehicle accidents are the key risk to staff as Zimbabwe has a high rate of traffic accidents. Some roads are unlit and night travel is not advised (esp. as cattle frequently wander on to the roads). Abandoned vehicles and parked trucks can also be hazards at the roadside. Stopping at pull-offs is also inadvisable, particularly in the Beitbridge area, because there is a threat of attack. Drunk driving is also a problem, particularly at month's end.
 - i. **Note:** Vehicle accidents typically increase around the Christmas and Easter holidays in accordance with increased drinking/drunk driving. Be especially cautious during this period.

3. Recent CHAI Incidents

- A. **May 2013:** A CHAI Hilux was involved in a single car accident on an unpaved road in the early morning. Two occupants received minor injuries. The accident was largely due to poor road conditions and limited visibility due to high grass. **Drivers must slow down to account for unfamiliar and poor roads.**
- B. **April 2013:** A visitor to Zimbabwe had luggage and belongings stolen from the boot of the car while visiting a restaurant in Harare. **If you intend to leave items in the boot of a car, place them prior to departure to avoid attracting attention.**
- C. **April 2009:** A CHAI staff member was drugged (poison added to his food) at the food court opposite the Holiday Inn. He was subsequently robbed and car was stolen; the car was later recovered but equipment (car radio) was stolen. **Be wary of anyone offering you food or drink.**

S&S INFRASTRUCTURE

1. SPP Responsibilities

- A. **Responding to Incidents:** The Safety Point Person (SPP) and Backup SPP are the primary contacts for safety and security concerns and in the event of any incident.

- B. Monitoring S&S Sources/Media and Sharing Alerts:** SPPs are responsible for monitoring local media and sharing reports regarding relevant political/social/environmental concerns and local security incidents. SPPs review all reports flagged by the S&S Department, sharing information with all staff in country as appropriate and necessary.
 - i. **Note:** SPPs copy the Safety Officer and RD on all safety-related messages to staff.
- C. Briefing Staff and Reinforcing Protocol:** SPPs brief new hires and ensure that all staff comply with applicable protocol. Also shares Visitor Overviews with all incoming visitors PRIOR to arrival and provides relevant information upon arrival. Ensures all staff receive SSG
- D. Reporting:** SPPs submit or assist staff in submitting proper documentation to the S&S Dept. following an incident
- E. Keeps Track of in Country Staff Member Travels and Visitors:** Ensures system in place to track all CHAI-related travels (including Global Team and HQ travel and in-country movements)
- F. Maintains Country S&S Materials:** Ensures Safety & Security Guide (SSG) and Visitor Overview reflect current risks and operations
- G. Serves as Main of Contact for S&S Dept:** Proactively communicates with and responds to communication from the S&S Dept. concerning issues or incidents in location

2. CD Responsibilities

- A. In-Country Accountability:** Oversees compliance with S&S protocol and policies and keeps HQ informed of significant changes to operations.
- B. Integration of S&S into Programming:** Ensures that safety and security are considered in operational priorities, budgets and meeting agenda
- C. Modifying the Protocol:** With feedback from the SPPs, the CD may modify protocol in anticipation of or in response to general or CHAI-specific concerns (e.g. elections, unrest, etc.).
- D. Manages Serious Incidents/Security Events:** Manages response to serious incidents; makes decisions re: curfew, hibernation, evacuation, etc. and maintains high level in-country relationships to ensure proper response in the event of an incident
- E. Maintains in-country relationships** with governmental agencies and other organizations, plugging into security networks to stay abreast of any safety and security concerns

3. Global S&S Department Responsibilities

- A. Support SPPs:** CHAI's dedicated Safety Officer who oversees the network of global SPPs
- B. Monitor Global S&S Activities:** The Safety & Security team monitors global security concerns via international security agencies, NGO networks (including ISOS/Control Risks), embassies, international media and other third party analysts.
- C. Oversee Organizational Response to Major Incidents:**
- D. Share Best Practices and Reinforce Protocol**
- E. Track incidents and conduct post-incident reviews after major events**

4. Individual S&S Responsibilities

- A. Always carry a charged phone with sufficient available credit 5 USD).**
- B. Program all numbers on Emergency Contact Card into your phone and carry a copy of the Emergency Contact Card.**
- C. Memorize SPP and emergency phone numbers.**
- D. Share CHAI emergency contact information with friends and family.**
- E. Carry a copy of passport/National ID and at least a small amount of cash whenever going out. Take a larger supply of cash if travelling outside of your base location.**
- F. Keep emergency contacts up to date; notify SPPs if your contact information changes**

- G.** Advise the SPPs of (i) any chronic illness/health concerns; (ii) allergies; (iii) your blood type; and (iv) important prescription medications. NOTE: All personal medical data will be kept confidential and used only in emergencies.
- H.** Review all correspondence from SPPs, Headquarters and country safety personnel. Raise any security-related concerns and report all incidents to SPP and/or Safety Officer.

CHAI SAFETY AND SECURITY PROTOCOL

COMMUNICATIONS PROTOCOL

1. S&S Communications

- A. **Non-Critical Communications:** Email is the default method of communication for S&S information. Review all communications and notify the SPP if you have additional or conflicting reports.
- A. **CHAI Emergency Contact List:** CHAI Zimbabwe maintains a Staff Contact List and Staff Member Emergency Contacts for use in the event that all staff members need to be quickly notified and/or accounted for. Staff receive a laminated copy of the list and emergency contact. ***Contact Josie immediately if your phone number or information of your emergency contacts changes.***
- B. **Heightened Alert:** At times of heightened tensions (e.g. during elections, protests, ethnic strife, storms, etc.) phones should be kept on with volume on high at all times.

2. Emergency/Urgent Notifications

- A. **Emergency Phone Tree:** ***If an emergency impacts all staff, SPPs may activate the Emergency Phone Tree.*** See [Appendix A](#) for a diagram that details incident notification process and.
- B. **“I’m OK Message”:** After any major event (e.g. a terrorist attack or earthquake), send the SPP a message via email or SMS to confirm that you are OK. If you are not safe, send details of your location and any immediate concerns.
- C. **Notification Tree Testing:** The SPP is responsible for maintaining and ensuring the accuracy of the Emergency Phone Tree. Contact the SPP immediately if your phone number or contact information changes.
- D. **Decision to Activate Tree:** Only the CD/SPP or authorized designee can activate the emergency phone tree. The phone tree is only activated in the event of a serious incident, natural disaster or security situation requiring rapid notification of some or all staff (e.g., violent riot/protest, coup, serious security incident, etc.)
- E. **Upon Activation:**
 - i. The SPP and/or other senior staff members contact the colleagues assigned to him/her by SMS. Upon receipt of an SMS, staff members must immediately respond to confirm receipt.
 - ii. If an SMS is not received within 5 minutes, the SPP follows up by phone and all other means until positive contact is made.

MOVEMENT AND TRANSPORT PROTOCOL

Please refer to the CHAI [Zimbabwe Vehicle Policy](#).

SECURITY INCIDENT OR MEDICAL EMERGENCY

1. Initial Incident Response

- A. **Alert CHAI SPPs and Authorities:** Call SPPs and other CHAI staff on Emergency Contact Card in order until you reach a live person. Be prepared to answer/address the questions below.
 - i. If serious accident or attacked, first get to a safe location before making contact.
 - ii. If in a road accident or criminal incident, first get to a safe location before making contact.
 - iii. If the incident is not serious/does not require immediate response, alert the SPPs by email

Emergency Questions

1. What is your name, name(s) of impacted staff and current location?
2. What is your contact number in case of disconnection?
3. Are you alone? Are you safe?
4. What happened and when?
 - Were you injured?
 - Were there any witnesses?
 - What assets were lost?
5. Who has been contacted?
6. What are your immediate needs?
7. At what time will we next connect?

2. Next Steps and Notification

A. SPP advises on immediate actions and initiates CHAI response

- i. SPP alerts CD/DCD (if not already aware) and S&S Dept.
- ii. Depending on nature of incident, CHAI may notify other parties and other country/HQ staff or third parties (e.g. security or medical experts). Protocol for escalating and responding to specific incidents are detailed in the CHAI Incident Response Plan.
- iii. **NOTE:** If you are incapacitated, CHAI will attempt to reach your Emergency Contacts, so ensure that contact details for your emergency contacts are up to date.

B. If incident is immediately relevant for all staff, Emergency Phone Tree is activated. See [Appendix A](#).

- i. CHAI strives to protect staff confidentiality and privacy but the primary focus is staff safety. Please advise SPP if you have specific concerns and/or do not want specific information shared or specific individuals/family members contacted

3. In Case of Medical Evacuation/Relocation

A. Medically Necessary Movement: If appropriate medical care is not available at the facility to which someone is initially sent, the staff member will be moved to a more sophisticated medical facility by one of two ambulance services. Note: CHAI The decision to evacuate an individual staff member during a medical emergency is made by the emergency assistance provider in consultation with medical professionals. CHAI does not have final decision-making authority regarding whether or how to evacuate

- i. **MARS Air Evacuation** (national staff): Notify MARS, the CD and all SPPs.
- ii. **ISOS Evacs (Expats/TCNs):** Call the Johannesburg Alarm Center and Notify the S&S Dept as soon as possible.

B. Required Information: If there is any reason to suspect that person is not getting quality care; contact the insurance company to report the issue. Be prepared to provide the following: The individual's name and current location; CHAI's membership scheme; the name and phone number of primary CHAI contact; name and phone of attending physician and/or name and number of facility.

4. Post-Incident Protocol

A. Record Incident Details: Include careful physical description and a list of what occurred and what was lost while memories are freshest.

- B. File Police Report:** Consult with SPP to determine whether and how to file a police report, if applicable.
- C. Complete CHAI Incident Report:** Work with the SPP to complete an [Incident Report](#). If personal or CHAI property was lost, confer with the SPP and Safety Officer regarding any potential for reimbursement options.
- D. Report any Post-Incident Stress:** If you are having trouble coping with the incident, consult the SPP, Safety Officer and/or Director of Human Resources for help in locating counseling services.

ROAD SAFETY INCIDENTS

1. Vehicle Breakdown

- A. Start hazard lights and assess the situation.** Decide whether to stay with the vehicle or go for help. Place hazard triangles on the road at least about 7metres to and back and the front of the vehicle to alert oncoming traffic.
- B. Call the SPP or other Emergency Contacts.** Work down the list until you contact a live person; work with him/her to address the immediate needs.
 - i. If the breakdown occurs in a rural location, decide whether to stay with the vehicle or seek assistance. If possible, move the vehicle to a position where it will not attract unwanted attention.
 - ii. As necessary, the SPP will send a CHAI driver, mechanic or other staff member to assist.

2. Vehicle Accidents

- A. Get to a Safe Location:** Depending on the situation, that may be in the car, out of the car or may involve fleeing the scene. Try not to say anything about the accident until you have spoken with the SPP and the police have arrived. If pressured by the police or other drivers to respond, advise that you are awaiting assistance from CHAI colleagues.
- B. Alert the SPP and Police:** Advise SPP and police of your location and alert them to any injuries/damages. Outside of major urban centers, place flares/obstacles in road to alert drivers of the issue. If the security situation appears safe, exchange details for insurance purposes. If the accident occurs at night, assess the safety situation. Confer with SPP regarding whether to report at that time or wait until the next day
- C. If injury has occurred**
 - i. **To a CHAI Staff Member** → Alert the SPP, who will advise as to whether to contract MARS and/or where to seek proper medical attention. If colleague can be moved, transport him/her to the nearest medical center.
 - ii. **To a pedestrian** → Alert police and wait for assistance – do not leave the scene. Go to police station if requested. Failure to report the incident to the police may result in arrest and the filing of charges.
- D. If physical damage only**
 - i. If vehicle accident causes only physical damage, get the vehicle(s) off of the road, if possible.
 - ii. If in-person assistance is needed, contact the SPPs. A CHAI Driver or MARS will be sent to the scene.
- E. Work with the SPP and Safety Officer to manage post-accident responsibilities, including:**
 - i. Police report and CHAI incident report (as applicable)
 - ii. Insurance paperwork and/or vehicle repairs
 - iii. Legal/court matters, etc.

DISRUPTIONS TO OR MODIFICATIONS OF OPERATIONS

1. Modifying Security Protocol

- A. Decision Making:** The decision to modify safety and security protocol is made by the CD in conjunction with the SPP and Global Safety Officer. Additional input may also be solicited from security experts at embassies, ISOS, other NGOs, government actors and other third parties. The CD, together with Senior Management, also has decision-making authority regarding whether and how to suspend operations or evacuate staff.
- B. Key Factors:** Factors considered when deciding whether to modify security protocol include:
 - i. The nature of the threat and the nature of CHAI operations on the ground;
 - ii. Access to support structures and on the ground security assistance;
 - iii. Information and intelligence collected by staff members on the ground;
 - iv. Feedback from security/safety experts (e.g. ISOS, OSAC, Control Risks);
 - v. Availability of necessary resources on the ground (including water, food, transport);
 - vi. Governmental travel advisories/warnings/warden messages and evacuation decisions;
 - vii. Decisions and/or recommendations of other international NGOs

2. Responding to Significant Events

- A. Hibernation:** If the social/political situations is potentially volatile and/or in anticipation of serious weather events, the CD/SPP may instruct staff members to hibernate (i.e. stay put in their homes or other designated safe locations) for a specified or open period of time.
 - i. **Movements during Hibernation:** Staff members are not to leave their current location unless and until the CD or SPP authorizes or if otherwise at risk. In you must move, notify the SPP prior to moving, if possible, or as soon as possible thereafter
 - ii. **Emergency Preparedness:** Each staff member should pull emergency together supplies and store them in an easily accessible location. See the “Hibernation Instructions” and “Emergency Go Bag” list in [Appendix B](#) to assist you in pulling together emergency provisions. Contact the SPP with any questions.
- B. Consolidation:** In the event of anticipated disruption, staff may be asked to temporarily convene at a pre-designated Consolidation Location while the situation clarifies. The SPP, CD and CHAI HQ staff will determine appropriate next steps. In such situations, communications will be shared with staff via SMS or phone. *If consolidation points are not safely accessible, the SPP will communicate a new rendezvous point to all staff via the emergency phone tree.*
 - i. **Primary Consolidation Location:** CHAI Office
 - ii. **NOTE:** CHAI staff should convene at the Consolidation Location ONLY IF safe transit is possible. If it is unsafe to move about, stay where you are and attempt to send a text message to the SPP. CHAI will attempt to come to you as soon as possible. If neither consolidation point is safely accessible, the SPP will communicate a new rendezvous point to all staff via the emergency phone tree.
- C. Relocation:** In the event of a serious incident that threatens the short- or longer-term status of the CHAI Zimbabwe Program, staff may be asked to temporarily relocate to a site in- or outside of the country. Once staff members are together, the SPP/CD and CHAI HQ staff will determine appropriate next steps. CHAI staff might be temporarily moved to a secure site (e.g. a safe hotel) while decisions are made. In such situations, communications will be shared with staff in person or via the emergency phone tree.

3. Evacuations

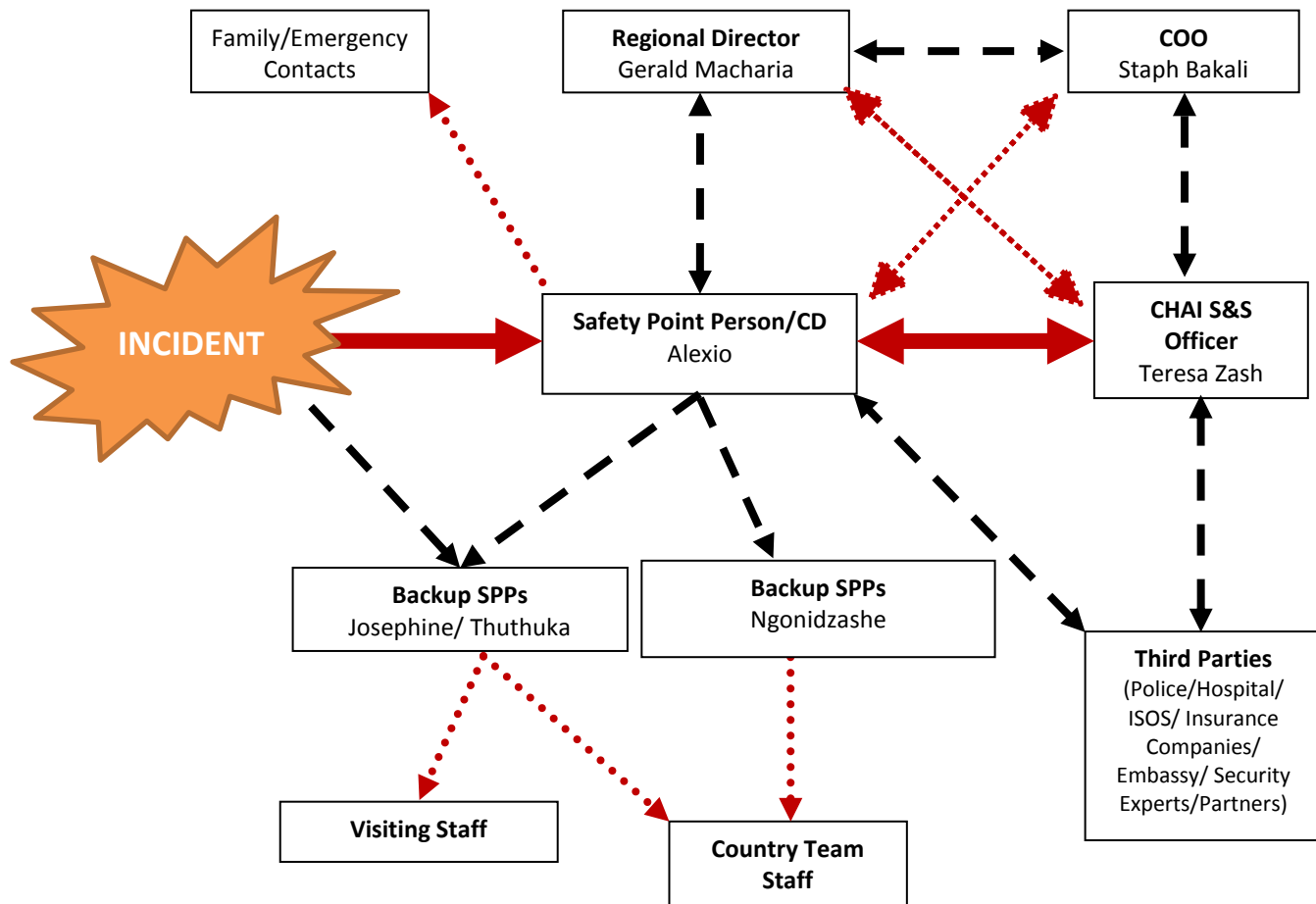
- A. Decision Making:** The decision to suspend or evacuate a country program or evacuate an individual for security reasons is made by CHAI’s Senior Leadership Team (SLT) in consultation with the CD. The CD has final decision making authority regarding how to evacuate, but the decision to close a program falls to the SLT.
- B. Evacuation of International Staff:** CHAI will arrange to return expatriate staff members and accompanying spouses/dependents to their home countries in the event that the CHAI program

needs to temporarily or permanently close. International staff members who are registered with their embassy are typically able to participate in their embassy's evacuation plan.

- C. Evacuation of National Staff:** As a general rule, CHAI does not to relocate or evacuate national staff from their home country. In the face of extreme danger or hardship CHAI may seek to temporarily relocate national staff members. Such decisions are made on a case by case basis with approval by the SLT.
- D. Individual Security Evacuation:** If an individual staff member is uncomfortable with the surrounding security environment, CHAI will make all reasonable efforts to relocate the staff member to a mutually agreeable placement. If no such placement can be found, CHAI may terminate the employment or volunteer arrangement, provided that CHAI agrees to return the staff member and any accompanying dependents to the staff member's point of hire or other mutually agreed location.
 - i. **Refusal to Evacuate:** If any staff member refuses evacuation assistance, s/he forfeits any CHAI evacuation assistance (whether through ISOS or otherwise) and will be forced to arrange and/or pay for any subsequent relocation/evacuation. Failure to comply with an order to evacuate can also result in immediate termination.

APPENDICES

APPENDIX A: EMERGENCY NOTIFICATION TREE



KEY



= Required Communication after any incident



= Communications are contingent upon the nature of the incident



= In the event of a major incident requiring notification of all CHAI Staff

APPENDIX B: HIBERNATION INSTRUCTIONS & EMERGENCY GO BAG

Hibernation Instructions
Personal Essentials
Water for drinking (Approx. 4 liters/person/day) ¹
Water for cooking/bathing (Approx. 30 liters/person/day)
Non-perishable food items(Approx.2.25 kg dry carbohydrates and ~1kg proteins/fats per adult/day) ²
Hygiene items (toilet paper, soap, hand towels, feminine products)
First Aid kit/medications
Heating source and cooking implements ³
Sleeping area items, including bed net and/or bug spray
Power/Light Sources
Flashlights w/extra batteries and/or candles and matches (waterproof preferred)
Generator (if available) and fuel or solar- or hand-powered chargers for equipment
Communications:
Shortwave Radio (ideally with hand crank charger for cell phone)
Mobile phone, charger & ample credit
Emergency contact list
Satellite Phone, if available, and charger
Other
Cash (USD) [\$1,000]
Reading materials and games

Personal “Go Bag” (should fit in one small knapsack or bag)
Essentials
Documentation: Passport (with visa if required) or National ID, Driver’s license, Health insurance Card, ISOS Card (international staff); Airline ticket, if appropriate
Communications: Mobile Phone (incl. chargers, extra battery); CHAI and personal emergency contacts list; Satellite Phone, if available, and instructions for usage (including charger)
Food & Water: Water bottle and filter or purification tablets; High energy, non-perishable food that requires no cooking (energy bars, dried fruit/nuts, crackers)
Travel Essentials: Cash (dollars and/or local currency in various denominations); one change of clothing; rain jacket and sweater; closed-toe walking shoes/boots; insect repellent; matches (windproof and waterproof if available); flashlight with extra batteries; personal first aid basics & prescription medications, hand sanitizer, toiletries and toilet paper
Work-related items: Flash drive and/or external drive; laptop only if limited foot travel expected
Possible Additional Items – If Prolonged Travel Anticipated
Sleeping bag/blanket/sheet& Mosquito net/tent
Sun screen and sunglasses

¹Collect water in advance and/or consider a high volume water filter. Use bottled water and/or purification tablets, as necessary.

² Such as: Sugar, tea, coffee, boxed milk, rice, pasta, bread or biscuits, oil, nuts, peanut butter, beans, canned goods..

³ Such as: Pots, cutlery, stove, extra cylinders of cooking gas. Ready to eat foods may be substituted.