



care<sup>®</sup>



**CARE INTERNATIONAL**

**PERSONAL SAFETY  
& SECURITY HANDBOOK**



## FOREWORD

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Our staff are CARE's greatest asset. Working all over the world, CARE's staff are committed to saving lives, defeating poverty and achieving social justice. Our people are therefore at the heart of our safety and security management framework. It is of utmost importance that our staff know this and feel this with every interaction they have with CARE's safety and security and leadership teams. CARE staff sometimes work in high-risk environments. As the CI Safety and Security Coordination Group, we strive to ensure that our risk management approach is practical, transparent, thoughtful and compassionate, taking into consideration the varied needs of our diverse personnel. We do this to keep our staff safe thereby enabling CARE International to meet the needs of the vulnerable communities where we work.

At an organizational level we employ a highly qualified, committed, and creative team of safety and security professionals. They ensure that our safety and security frameworks, policies and procedures are fit for purpose and balance our duty of care for our personnel alongside our commitment to social justice and humanitarian mandate. We strive to reflect CARE's commitments to gender equality and diversity in the composition of this team at all levels of the organization, and in how we carry out our work to serve the wider CARE family.

However, our ability to manage risk does not remain at an organizational level. To be effective, we must have staff who demonstrate a commitment to safety and security in all aspects of their work. To enable this CARE offers a number of safety and security training opportunities and resources. This improves the confidence and ability of our teams to both prevent and respond to safety and security risk so we can continue to respond to some of the world's most challenging conflicts and disasters.

Therefore we remain more committed than ever to preparing and equipping these teams with the safety and security knowledge and resources they require to complete their vital tasks in the safest possible way. This Personal Safety and Security Handbook is one of these resources and we wish you happy reading!

**The CI Safety & Security Coordination Group**

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## **ACKNOWLEDGEMENTS (2014)**

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CARE first published a Safety & Security Handbook, written by Robert Macpherson and Bennett Pafford, in 2001, which was revised in 2004. This new handbook has been written to reflect emerging safety and security challenges in the field, and developments in CARE's approach to minimising risks to staff. Material for this handbook has been inspired by and drawn from a range of sources, including the staff security and safety guidance produced by Save the Children, International Federation of Red Cross (IFRC), World Vision International and the United Nations, and public documents produced by national governments. This handbook is a resource and a tribute to our staff in the field and it would never have been possible without the dedication and commitment of a handful of people. The project management from start to finish by Hilde van der Molen is the chief reason why this handbook has been completed. The Safety and Security Management Working Group provided the expertise and knowledge to base the handbook in reality, thank you for your input. To all those at all levels who took the time to review the various drafts, I hope we have done your comments justice. Last but certainly not least, my gratitude goes to Shaun Bickley who has done an excellent job in authoring this handbook and capturing our thoughts in a digestible, relevant form.

## ACKNOWLEDGEMENTS (2018)

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Minor changes have been made to the 2014 version of the handbook to reflect changes in the CARE International Safety and Security architecture most notably the replacement of the above mentioned, CI Safety and Security Unit and the CI Safety and Security Management Working Group by the CI Safety and Security Coordination Group (CI SSCG).

## HOW TO USE THIS HANDBOOK

CARE International's Personal Safety & Security Handbook has been developed to provide practical personal safety and security advice and guidance to all staff working in CARE offices and field sites throughout the world.

Each section has a detailed list of contents at the beginning and cut-out tabs to allow fast access to topics. Symbols and easy referencing are used throughout the handbook to help you find what you need quickly.



A key learning point.

A specific CARE policy related to the issue.



A section and/or page where you will find further information on the topic.



Additional information on the topic.

The handbook provides general advice and guidance applicable to most situations. However, many of the issues covered in this handbook will be addressed in more detail in the Country Office / Field Office Safety and Security Management Plans (SSMP) which are tailored specifically to your location and the threats that exist. You must always consult the Country Office / Field Office SSMP and/or your CARE Member travel guidelines and other relevant policy and procedural documentation (e.g. Staff Human Resources Manuals). If you are not sure which safety and security threats exist in your specific location you must discuss this as part of your safety and security orientation / briefing.

No handbook can provide all the answers on how to respond when faced with insecurity or risks to your health and safety. When using this handbook, common sense and good judgement will always be required.

*Additional Safety and Security documents and resources are also available online on the SSCG resource web page. Please contact [sscg@careinternational.org](mailto:sscg@careinternational.org) for more information.*

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## **2. THREAT GUIDES** **103**

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# 1

Practical guidance on personal safety and security issues including responsibilities, awareness and behaviour, health and wellness, travel and field movements, facilities and site security, field communications, information management, working in conflict-affected areas, staff withdrawal and crisis situations.

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## SAFEGUARDING STAFF



Aid work is risky!  
Ensuring a safe  
and secure working  
environment requires  
a commitment from  
all staff.

Aid work can be dangerous and unpredictable. Unfortunately, communities in greatest need are often located in areas presenting the greatest safety and security risks to staff. CARE understands that its work can place great demands on staff working in difficult, unsafe or insecure environments throughout the world.

As part of its wider duty of care to its staff, and as a responsible employer, CARE strives to minimise and manage the safety and security risks to its staff. People come first: the safety and security of staff will always take precedence over the protection of the organisation's assets, programmes and reputation.

Aid workers now face unprecedented levels of hostility and violence, and in some countries there are frequent reports of aid workers being deliberately harassed, attacked, kidnapped, or worse. Such insecurity clearly affects CARE's access to people in need, and the level of assistance that can be given. In some cases, security concerns result in the suspension of programmes or, to ensure a continued presence, the organisation has to modify its operational approach. In addition, the risks to which staff are exposed are not only associated with 'security' related threats. In many contexts, vehicle accidents, natural disasters and work-related hazards also present a significant risk to staff.

## Safety and security framework

Although the degree of risk to staff varies from country to country, safety and security incidents can occur in all areas in which CARE operates. Safeguarding staff requires a comprehensive management framework fully integrated across the organisation, and embedded in all aspects of its programmes. Vital to creating a safer and more secure working environment is a collective sense of awareness and responsibility amongst all staff.

CARE's approach is not simply to avoid risk, but to manage risk in a way that allows staff to remain present and effective in their work. To safely access affected populations, CARE adopts a range of safety and security strategies and measures, depending on the specific risks in a country or particular location. The cornerstone of CARE's comprehensive safety and security framework is a series of principles<sup>1</sup> that reflect the organisation's approach to embedding good safety and security management practice across the organisation.

<sup>1</sup> CARE International Safety and Security Principles (2008).

## CARE International Safety & Security Principles<sup>2</sup>



1. All CARE International Confederation Members will hold themselves accountable for maintaining and respecting the CARE International Safety and Security Principles through their policies, protocols and procedures.
2. Safety and security is everyone's responsibility within CARE International through full compliance and accountability.
3. Programme and programme support decisions must be informed by appropriate safety and security considerations at all levels.
4. There must be clear lines of authority and decision-making mechanisms that underpin safety and security.
5. All CARE International Confederation Members will comply with the Minimum Operating Security Standards (MOSS).
6. CARE staff will be equipped, trained and supported in the area of safety and security, appropriate for the safety and security conditions of their assignment.

<sup>2</sup> In June 2013, the CARE International Safety and Security Standards were adopted.

The Safety & Security Standards are the operational realisation of the CI Safety and Security Principles (2008). For more information, please contact [sscg@careinternational.org](mailto:sscg@careinternational.org)

# INDIVIDUAL RESPONSIBILITY



**Take Care!**  
Ultimately you are responsible for your own safety and security.

Effective safety and security management enables CARE to deliver safer operations. Managing and reducing the risks to staff is a collective responsibility involving decision-makers and staff at all levels within the organisation – from the Secretary General to each individual staff member.

Ultimately, as a CARE staff member you are responsible for your own safety and security, and that of your colleagues. Every staff member has a duty to minimise the risks to themselves and their colleagues by developing their safety and security awareness and putting this into practice daily. All staff must:

- **Be responsible.** You are accountable for your personal and professional actions. It is essential that you understand how your actions or inaction could put at risk your own safety and that of your colleagues.
- **Follow the rules.** CARE's safety and security policies and procedures are in place to protect you and your colleagues, and so must be adhered to and respected. Always make sure you are aware of the travel procedures, driving rules, movement restrictions and any curfews in place – and stick to them!
- **Be cautious.** Don't take unnecessary risks. No programme activity or property is worth your life. If you have concerns about your safety and security, you must raise these with your line manager.
- **Act appropriately.** Never engage in conduct that puts yourself or others at risk, or could discredit the organisation. Always be respectful of the colleagues and communities you are working with. If you are aware of behaviour or actions by other staff that



either breach CARE's policies or compromise team safety and security in any way, you have an obligation to inform your line manager and/or the Country Director.

- **Be prepared.** Make an effort to understand and appreciate the environment in which you are living and working. Ensure that you are fully aware of the dangers that exist, you understand how to minimise the risks, and you know what to do in an emergency.
- **Keep others informed.** Ensure your colleagues/line managers are informed of your location and movements at all times. If you witness, or are informed of, incidents or events that affect the security or safety situation in your location you must report these to the SSO/SSFP and/or Country Director.

## Safety & Security responsibilities



CARE has an organisational responsibility for staff safety and security. All CI Members are responsible for investing in and promote safety and security; to document safety and security policies and procedures; and to provide appropriate safety and security resources, guidance and training to staff.

The safety and security of all CI staff in-country is the primary responsibility of the Country Director. Each Country Office must appoint a Safety and Security Officer (SSO) or a Safety and Security Focal Point (SSFP) to support the Country Director and senior management to implement safety and security management.

Every staff member has a duty to minimise the safety and security risks to themselves, their colleagues, and CARE's property and reputation. All staff must ensure they are informed of and comply with CARE's safety and security policies and procedures, and undertake safety and security briefings and training as appropriate.

## DEVELOPING AWARENESS



**Seek information!**  
All staff have an obligation to understand and monitor their environment.

All CARE staff must develop an awareness of the environment in which they are living and working. This means having a sense of what's going on around you, being alert to any changes, trusting your instincts, and anticipating problems before they arise.

The more you understand the context in which you are working, the easier it will be to recognise the danger signs before they develop into a threat.

Whether you have lived in the area for a long time, deployed to a field location or country for the first time, or visiting for a short period, it is important to:

- **Read the safety and security documents.** Familiarise yourself with, and adhere to, the Country Office/Field Office Safety and Security Management Plan (SSMP) for your location. The SSMP highlights the key safety and security risks that exist in the area and outlines specific procedures and guidance on minimising these risks.
- **Do some research.** In addition to information provided by the Country Office, it is important to do your own research on the internet, or via the media. Seek information on the political and security situation, potential natural hazards, safety and security risks, and how you might be perceived in the country, or specific area in which you are working.
- **Be briefed.** Before travelling to or working in any area, ensure that you are fully briefed on the safety and security situation by the CO or Field Office. A detailed safety and security briefing should be provided to you in the field. If this does not happen, contact the SSO/SSFP to arrange a briefing.



- **Gather information.** Constantly gather information on the safety and security situation from numerous and varied sources to acquire a realistic impression of it. Ask colleagues and contacts about the situation, and specific risks you and your colleagues may face. Take care as in some countries gathering security information is sensitive, so seek local advice beforehand.

- **Develop relationships.**

Build and maintain positive relationships with neighbours, members of the community, authorities, other aid agency staff, and your colleagues. Listening to people is the best way to develop an awareness of the situation and appreciate local perceptions. However, be aware how these relationships are perceived by others, as they may have security implications.

### Online Training



The CARE Safety and Security Awareness Online Training is mandatory for all staff across CI. The course is free of charge and can be accessed on the CARE Academy website ([www.careacademy.org](http://www.careacademy.org)). Here you can find more excellent self-paced online safety and security courses, in addition to the online security courses developed by UNDSS and IFRC. For more information please contact [sscg@careinternational.org](mailto:sscg@careinternational.org)

- **Think ahead.** Consider what impact seasonal weather changes or political and security developments, nationally or outside the country, could have on the safety and security situation where you are. Be prepared and plan accordingly.
- **Discuss with colleagues.** Your own safety and security is closely linked to those you work with. It's important to discuss possible threats, and how best to deal with them, with your colleagues and take an interest in the safety and security of other team members.
- **Stay alert.** Keep your eyes and ears open at all times. Be aware to things that seem unusual, out of place, or potentially threatening. Trust your 'gut feelings': for example, if you feel uncomfortable travelling to a certain area on a particular day, it is better to postpone the trip and reassess the risks the next day.

# UNDERSTAND THE RISKS



**Know the risks!  
Only then can you  
make informed  
decisions about which  
safety and security  
measures to adopt.**

Risks are inherent to any humanitarian intervention. CARE activities may have to be performed in environments where staff are confronted with safety and security risks. Whilst elimination of risk is impossible, identifying and understanding these risks during the programme's design, planning and implementation provides a basis for making effective safety and security-related decisions.

All CARE Country Offices and Field Offices conduct regular risk assessments to identify likely threats in a particular location and the degree to which staff, assets, reputation and programmes are vulnerable to those threats. These risk assessments can be found in the Country Office/Field Office SSMP for your location.

## Assessing Risk

Even if you are not involved in the formal risk assessment process, all staff must understand the basic principles of assessing risk. These principles should be applied to the risks you face, whether travelling to an unfamiliar area or undertaking a particular activity. This will help prevent or reduce the effects of foreseeable safety or security incidents. It is important to:

- Identify the different safety and security threats that exist in the area. Previous incident reports, press articles and talking to colleagues and other agencies can be a useful source of information.
- Try to understand the different threats – where they occur, if they are indirect or targeted, if they are frequent, occasional or rare events, and if they could increase in the future.

- Consider how vulnerable you and your colleagues are to these threats. Could they happen to you?
- Prioritise those threats that are most likely to occur, and will cause the greatest harm should they do so, to determine the greatest risks in the area.
- Having gained an understanding of the risks, the next step is to identify safety and security measures you can take to either reduce or remove specific threats, or minimise their impact.



Threats, and your vulnerability to them, can change frequently. As part of your routine you should continually assess the security and safety situation and regularly consult others to ensure that you are not misunderstanding the situation or missing any potential threats.





## Definitions

- **Threat:** any danger that may result in harm or injury to staff, or loss of or damage to property, programmes or CARE's reputation or image. Threats are divided into two main types – indirect threats (inherent or non-targeted) or direct threats (targeted).
- **Indirect threats:** those that are part and parcel of your working environment and could affect anybody in that location. Indirect threats include vehicle accidents, natural hazards and disasters, disease, civil unrest, military actions and crossfire.
- **Direct threats:** those that target multiple humanitarian agencies or just CARE or an individual staff member. Direct threats include harassment, acts of violence, armed robbery, detention, kidnapping.
- **Vulnerability:** the extent to which you, your colleagues, and CARE's property or programmes are exposed to particular threats. Factors include the locations of the offices, residences or project sites, value of assets, (perceived) poor programming or unhappiness with specific activities, relationships with others, staff ethnicity and gender.
- **Risk:** a product of potential threats in your operating environment, and your level of exposure, or vulnerability, to them.
- **Degree of risk:** determined by the likelihood of a particular threat occurring and the impact if it does. Those most likely to occur and having the greatest impact on an individual staff member, property, programmes or CARE's reputation or image, pose the greatest risk. Risk is categorised in terms of low, moderate, high and extreme risk.

## Gender and security

Security risks are gender-sensitive. Gender is a key factor of vulnerability, and one of the main reasons why different members of staff are exposed to different levels of risk in the same environment. The social differences between men and women can affect local perceptions and attitudes to national and international staff, and can place certain staff at increased risk to specific safety and security threats. For example, male staff may be more vulnerable to aggression, physical assault, threats and arrest, while female staff may be more vulnerable to harassment, crime and sexual violence. Therefore, it is important to appreciate the cultural and social norms of the area, and the difference your gender makes with regards to the risks you may face, and ensure that your working, travel and living arrangements minimise the risks.

## Risk attitudes

Different aid agencies have different attitudes to risk. Some organisations may be more or less risk adverse than others, depending on how they interpret the safety and security situation, the nature of their activities and the humanitarian needs on the ground, or due to their mandate, values, and security management capacity. The risks CARE is prepared to take with staff must be proportionate to the need for, and benefits of, a particular activity or programme. In other words, CARE may decide that delivering non-essential aid in areas of active conflict doesn't justify the risks to staff and the organisation. However, if people are dying of starvation or there is an epidemic in the same area, some level of risk might be acceptable. That said, CARE will NOT accept situations where its staff are targeted and could be seriously hurt or killed in trying to meet programme or project goals.



## Staff support

CARE staff and associated personnel must express their informed consent to the risks to which they are exposed. All staff have the right to decline deployment or refuse to undertake any activity they feel places them at undue risk. If you have any concerns about your own personal safety, or safety and security management and its implementation, you should seek support and advice from your supervisor or raise these concerns to senior management.

Individuals also have different perceptions of or attitudes towards risk. For example, if staff find themselves in unsafe or insecure situations they were not expecting, or prepared for, some individuals will perceive this as a challenge, while others will perceive it as too risky. Ideally, the level of risk that you regard as acceptable for yourself is compatible with CARE's position, but this may not always be the case. If you have concerns about your safety and security, or the risks to which you are exposed, it is important that you raise it with your line manager.

It is important that you recognise that other staff may not have the same attitude to risk as you. You must respect this and not pressure others into taking on a greater level of risk than they are comfortable with.



## CULTURAL AWARENESS



**Be respectful!  
Especially for  
international  
deployments, research  
local cultures before  
arriving in the area,  
and seek local advice  
when you get there.**

All staff must show consideration for the religious beliefs, local customs and cultural practices of the communities and colleagues with whom they work. Respecting and adhering to these local customs and cultural norms, where appropriate, promotes greater acceptance of CARE and its programmes, and lessens security incidents.

When working in a cross-culture situation, be conscious of any cultural differences and sensitivities of the communities and colleagues you are working with. Before or on arrival in the field, make sure you receive a briefing on the culture(s) in which you will be working. The Country Office/Field Office SSMP will provide guidance on appropriate personal conduct and behaviour for your location. To avoid giving offence, adhere to the following basic principles:

- Appreciate that there are equally valid different cultural approaches to such things as communication, relationships and time-keeping.
- Take the time to observe and learn what is culturally appropriate in any given context.
- Be aware that the ground rules for greeting and talking with men and women in that society may be different, for example it may not be appropriate to shake hands.
- It is often polite to take plenty of time to greet people and engaging in 'small talk' before talking about work. However, be aware that in some cultures this is negatively perceived as time wasting.

- Dress and behave in a manner considerate of local customs to avoid unwanted attention or disrespect. However, taking this too far and dressing in the traditional local clothing may also be taken as insulting. Avoid displaying obvious signs of wealth, such as expensive jewellery or watches.
- Always ask permission before taking anyone's photo and respect their answer.
- Close friendships between people of the opposite sex, who are not family members, is offensive in some cultures, and could place others at risk.
- Be aware that in some cultures it is unacceptable for female staff to work closely with male colleagues or travel alone with them.
- Avoid sensitive political or religious discussions, even when initiated by others.
- Be aware that although alcohol may be permitted in the country, drinking in public and drunkenness may be frowned upon, and is clearly a security risk.
- Be considerate to the colleagues you live and work with, as they may be from many different cultural backgrounds.
- Sexual relationships between team members, other aid agency staff, or with individuals in the community may be considered offensive to local laws and customs, and could place individuals involved and their colleagues at risk.

In situations where CARE disagrees with, or is raising awareness of, customs and practices that are harmful to individuals, this must be done in a sensitive and appropriate manner.

## PERSONAL CONDUCT



**Act appropriately!**  
Always maintain high standards in your conduct, both on and off duty.

Remember that you are an ambassador for CARE at all times. Think carefully about how others see you, and how your conduct or behaviour might be perceived. All staff must avoid conduct, both on and off duty, that would place them or others at risk, or damage the organisation's image and reputation.

As a CARE member of staff, you must always adhere to the following principles:

- Avoid conduct that could put you or others at risk, or could discredit CARE's mandate, values and reputation or increase the vulnerability of its programmes.
- Don't display offensive attitudes to beneficiaries or to local formal or informal authorities. Always maintain a professional and respectful manner.
- Ensure a positive image of CARE is maintained at all times and that the nature and scope of CARE's work and values are transmitted and understood in everything you do.
- Never offer or accept bribes.
- Don't accept gifts from people in authority, beneficiaries, donors, suppliers or others.
- Don't engage in political activities if such activities may harm CARE's reputation or present a risk to staff or beneficiaries.
- Abide by all relevant national laws and regulations at all times and never knowingly or willingly conduct illegal acts. Where national or local customary laws conflict with international norms, seek advice from your line manager.

- Never carry weapons of any type, or have weapons or ammunition while on assignment with CARE.
- Never engage in sexual relations with anyone under the age of 18, regardless of the national or local laws concerning the age of consent<sup>3</sup>.
- Never request any service or sexual favour from beneficiaries or others in the community in which CARE works in return for giving protection or assistance.
- Don't engage in exploitative sexual relationships or relationships that could be considered an abuse of power or your position<sup>4</sup>.
- Never exchange money, employment, goods or services for sexual favours or any other exploitative behaviour. All staff are prohibited from engaging the services of sex workers while on CARE business or on CARE premises, regardless of the national or local laws regarding sex work or prostitution<sup>5</sup>.
- Don't use the organisation's assets or material resources for personal benefit. CARE's vehicles, equipment and premises should only be used for operational needs, unless otherwise agreed by senior management.
- Don't participate in or support human trafficking, trade of endangered species or protected artefacts, or any other illegal activity.
- Don't possess, use or distribute illegal substances. Unauthorised use of alcohol while on CARE premises (including in a CARE vehicle) is prohibited.
- Comply with all relevant safety and security policies and procedures, and understand you are accountable for what you say and do.

<sup>3</sup> CARE International Policy on Prevention and Response to Sexual Exploitation and Abuse (2009)

<sup>4</sup> Ibid

<sup>5</sup> Ibid

## STAYING HEALTHY<sup>6</sup>



**Your health is YOUR responsibility!**  
**Know the risks and take precautions.**

CARE staff operate in places that exposes them to health risks. In many countries, malaria, diarrhoea and other health concerns present a far greater risk than security threats. However, many health risks can be prevented by taking simple precautions to avoid illness or injury. The Country Office/ Field Office SSMP will provide guidance on health risks and appropriate precautions for your location.

### Responsibilities for staff care

Ultimately, staying healthy is your own responsibility. Looking after yourself means understanding the health risks that exist where you are working, and taking the necessary precautions. Most staff will stay healthy if they undertake some basic precautions including preparations before they travel, paying attention to the advice they are given, and looking after themselves during and after their assignment. The advice below is of a general nature and you should always seek qualified medical advice for any health related issues or concerns you may have.

### Basic preparations

Before travelling to a new area, whether for a short trip or a long-term deployment, it is essential to:

- Be aware of the key health risks in the area.
- Check with your doctor what immunisations are required, and allow enough time to complete the course.

<sup>6</sup> Adapted from Safety First: A safety and security handbook for aid workers (2010), Save the Children.



## Staff Medical Cover

CARE provides medical cover for all international employees and their recognised accompanying dependents. Cover includes medical costs in the country of deployment or nearby country, and medical evacuation costs. There may be restrictions and conditions to this cover, so refer to the relevant CARE Members healthcare policy and provisions for further details.

CARE also accepts responsibility for the healthcare of nationally appointed employees. The extent of the care provided will depend on local circumstances, the availability of medical care, and the conditions of employment. Each Country Office has its own healthcare policy and provisions for national staff.

- Obtain and take with you any certificates that may be required, e.g. yellow fever certificate. Some countries require an HIV-free certificate.
- Seek qualified medical advice as to which malarial prophylaxis you should be taking if travelling or working in a malarial zone. Take sufficient malarial prophylaxis, mosquito nets and repellent.
- Know your blood group and keep a written record with you.
- Take enough of your personal medications with you, with any additional medicines you are likely to need.
- Be aware of the nature and scope, and any limitations of your medical cover.
- Discuss any health concerns with the HR Manager or the designated person responsible for staff health.



## Common health risks<sup>7</sup>

	Causes	Transmission	Prevention	Signs & symptoms	Treatment
Cholera	Bacteria	Contaminated water or food	Clean drinking water & food, good personal hygiene, vaccination	Severe watery diarrhoea, vomiting, stomach pains, rapid dehydration	Oral rehydration, medication (antibiotic) in severe cases
Dengue fever	Virus	Mosquito bite	Avoid mosquito bites (repellent, nets), vector control	Headache, fever, exhaustion, severe joint & muscle pain, swollen glands, rash	Oral rehydration, rest
Diarrhoea	Bacteria, virus, parasite	Contaminated water or food	Clean drinking water & food, good personal hygiene	Diarrhoea, headaches, vomiting, nausea, fever, stomach aches	Oral rehydration, medication (antibiotic) in severe cases, rest
Diphtheria	Bacteria	Person to person (coughing or sneezing)	Avoid infected persons, vaccination	Fever, sore throat, problems swallowing, skin lesions	Medication (antitoxin, antibiotic)
Dysentery	Bacteria, virus, protozoa, parasite	Contaminated water or food	Clean drinking water & food, good personal hygiene	Severe diarrhoea containing mucus and/or blood, vomiting, fatigue	Oral rehydration, rest, medication (antibiotic) in severe cases
Hepatitis A	Virus	Contaminated water or food	Clean drinking water & food, good personal hygiene, vaccination	Jaundice, fever, abdominal pain, fatigue, nausea, diarrhoea	Oral rehydration, rest, non-fat diet

<sup>7</sup> The information adapted from World Health Organisation (WHO) resources (<http://www.who.int>).



Malaria	Parasite	Mosquito bite	Avoid mosquito bites, (repellent, nets) vector control, malaria prophylaxis	Fever, headache, joint & muscle pain, nausea, shivering, anaemia	Medication (antimalarial), rest
Rabies	Virus	Animal bite	Avoid infected animals, vaccination	Fever, headache, violent movements (later), difficulty swallowing	Post-exposure prophylaxis
Typhoid fever	Bacteria	Contaminated water or food	Clean drinking water & food, good personal hygiene, vaccination	Poor appetite, headaches, severe joint & muscle pain, fever, lethargy	Medication (antibiotic)
Yellow fever	Virus	Mosquito bite	Avoid mosquito bites (repellent, nets) vector control, vaccination	Fever, headache, back pain, chills, nausea, vomiting, jaundice (later)	Medication (antiviral)



## While in the field

Each location presents different health risks. To maintain a good state of health while working in the field, it is important to:

- Be fully briefed on health risks that exist, either in particular locations you'll be visiting or working in, or in the country as a whole, as soon as you arrive.
- Take your malarial prophylaxis as prescribed if working in a malarial zone, and do not stop taking them before the recommended time after leaving a malarial zone.
- Protect yourself from mosquitoes by remaining in well-screened areas, using mosquito nets and repellents, and wearing long-sleeved shirts and trousers.
- Ensure that you have a safe/clean source of water. Use water filters or boil water if necessary.
- Always maintain good personal hygiene. Wash your hands regularly with clean running water and soap. Whenever available, take with you a small bottle of hand sanitiser.
- Make sure food is cooked thoroughly and served hot. Avoid salads, ice cream and ice cubes if you doubt the water quality.
- Minimise your exposure to the sun, wear a hat and suitable clothing and use sun cream if necessary. Always drink plenty of fluids.
- Try to maintain a healthy lifestyle, ie a nutritious diet, limited consumption of alcohol and tobacco, adequate exercise and rest, and manageable working hours.
- Avoid swimming or bathing in stagnant or slow moving water in regions where schistosomiasis (a disease carried by freshwater snails) is endemic.
- Take care when swimming in the sea as there may be strong rip currents or potentially harmful marine animals. Never swim alone.



- Be conscious of the risks posed by HIV and sexually transmitted diseases (STDs). Avoid risk-taking sexual behaviour.
- Be aware of the health facilities available locally and identify a suitable doctor or clinic.
- **Know what do in an emergency.** Be familiar with Country Office or Field Office medical emergency procedures, as detailed in the SSMP, and carry with you all relevant emergency phone numbers. Always carry your insurance card if you have one.



### First-Aid Kits

All CARE offices, residences and vehicles must have basic first aid kits. The contents of these kits should be adjusted according to the health risks locally and the ability of staff to use the kits.

- Ensure you always have access to a basic first-aid kit. However, remember that first-aid kits are only as useful as the person using them, so receive first-aid training.
- Report any illness and injury to your colleagues or line manager as soon as possible.

Minor illnesses or injuries can be potentially dangerous if not treated properly, so always seek suitably qualified medical advice. More serious cases should also be reported to the HR Manager or the designated person responsible for staff health.

## On your return

You must continue to look after your health on your return home, and take an adequate break before your next field assignment. You should:

- Undertake, if available, a post-deployment medical and psychological assessment provided by CARE to discuss any concerns or health-related issues.
- Visit your own doctor and ensure that you have a medical check on your return, ideally with a travel health specialist.
- Tell your doctor where you have been working or travelling to if you become ill after you return – even as long as a year after you get back.



## MEDICAL EMERGENCIES



**Be prepared!  
Know how to get  
medical attention  
where you are.**

In the event of a serious injury or illness, staff may need immediate medical or hospital treatment. When responding to a medical emergency, preparedness and a quick response is vital.

To ensure a rapid and efficient response to a medical emergency involving yourself or colleague, it is vital to be familiar with your medical insurance cover and the medical emergency procedures outlined in the Country Office/Field Office SSMP and/or CARE member staff manual/travel procedures. The essential key actions are to:

- Report it immediately to the designated person responsible for staff health, the SSO/SSFP and/or the Country Director.
- Proceed to the nearest CARE-approved hospital or medical clinic or contact a pre-identified local doctor who can provide assistance.
- Inform your insurance company as they may need to guarantee medical fees before treatment can be provided, and will need to approve medical evacuation, if required.
- Be prepared to provide the following information to the medical evacuation company
  - your location and contact telephone number/radio frequency.
  - name, age and sex of patient(s).
  - insurance membership number, usually on the insurance card provided.
  - the nature of the problem – car accident, collapse, assault etc.
  - the current condition of the patient – conscious or unconscious, bleeding, pain etc.
  - patient location – specific hospital, clinic, scene of accident.
  - medical care provided – what treatment have they received (if in a hospital get a medical report and send it to the evacuation company, or get a doctor to talk to the company directly).

## Medical Emergency Procedures



All CARE Country Offices and Field Offices have medical emergency response procedures and medical evacuation plans in place for all staff. All staff and associated personnel should have immediate access to emergency medical services (within the limits of available services).

All CARE International employees and their recognised accompanying dependents are covered by their respective Members emergency medical and evacuation insurance (i.e. within the limits of the applicable policies). The extent of medical evacuation cover in place for national employees will vary depending on medical support and facilities available locally and the conditions of employment.

- nearest air access point (airport, airstrip or helicopter landing site)
- GPS coordinates, if known, and its condition.
- local weather situation.
- availability of appropriate transport to air access point.
- how many people are accompanying the patient.
- Be aware that in some locations medical evacuations can take time to arrange due to national flight clearance regulations, the time of day or local weather conditions, availability of suitable air access points, the destination point, and possible visa requirements.
- Always adhere to CARE's medical emergency procedures, as deviation from these procedures could lead to costly delays and/or invalidate the organisation's insurance cover for the staff member involved. If you are unsure of these procedures please speak to the person responsible for travel insurance in your office.

## STRESS IN THE FIELD



**You are not immune to stress!**  
Failure to recognise and manage stress can lead to serious ill health.

At some stage, all staff will suffer from the stress of working and living in difficult environments. Stress is physically and mentally draining, and is most dangerous when it occurs too often, is too intense or lasts too long.

Continual exposure to stress factors, without sufficient support or time to recover, will eventually take its toll on your health. If not managed appropriately, stress will create disharmony within teams, disrupt programmes, and even cause safety and security incidents.

### Dealing with Stress

As we all deal with stress in different ways, you should recognise the factors that cause you stress, and identify practical coping mechanisms and measures that will help you manage it.

To minimise the effects of stress it is important to:

- Be well briefed. The more aware and prepared you are for the environment you will be working in, and the organisation's expectations of you, the easier it will be to adapt.
- Know yourself. Recognise signs of stress and understand the situations/events that stress you most. Consciously try to minimise your exposure to these stress triggers.
- Take care of yourself. It is impossible to support others unless you look after yourself. Remember, the time to act is before you reach burnout rather than after it.
- Maintain good physical health. Try to exercise regularly and maintain a healthy diet. You are advised to limit your intake of alcohol, cigarettes and caffeine, as excessive use will cause additional stress on your body.



- Avoid long hours in the office. Often because of insecurity, or limited social activities in the field, there is a tendency for staff to work long hours. Try to maintain a normal working day, relax in the evenings, and avoid working at weekends. Rest days are important because as well as helping you to avoid burn-out through stress, you will be more productive when you return to work.
- Manage your time well. Set realistic goals, define priorities and try to manage your expectations.
- Ensure rest and relaxation. Get sufficient, regular sleep and try to get some space and time, privately or with family and friends, to unwind and relax. Allowing your body and mind time to recover will help you to feel more alert, perform better, be less irritable and find it easier to handle stress.
- Take a break. Staff often feel they can't take time off, even for short periods, or delay their leave because of work pressures or insufficient staff cover. Ensure you take your leave when it's due.
- Be positive. When you find yourself being negative and critical, try to focus on solutions rather than dwelling on problems, and recognise your limits and accept them.
- Maintain a sense of humour. Laughter and a good sense of humour are powerful stress-reducing agents.
- Keep in touch with friends and family. Try to have regular contact with others outside of the work environment, and focus on things other than work.
- Talk to others. Share your thoughts and concerns with colleagues or others you feel you can talk to. Pay attention to others' concern about your stress levels, as stress is often more easily noticed by others than yourself.



## Types of Stress<sup>8</sup>

- **Basic stress:** normal reactions to daily factors that may produce tension, frustration, irritation, anger. A certain level of stress can be positive and motivating, leading to increased performance or reaction.
- **Cumulative stress:** arises as a result of prolonged, unrelieved exposure to various stress factors for example adapting to new environments or different cultures, work pressures and long hours, tensions with colleagues, frustrating bureaucracy, difficult living arrangements, separation from family and friends, and insecurity. Cumulative stress often builds slowly, and therefore the effects may be hard to notice. However if not responded to it can result in poor performance, ill health and, eventually, physical and emotional exhaustion or 'burnout'.
- **Traumatic stress:** caused by direct experience of, or close exposure to, a sudden, unexpected and violent event, for example physical assaults, witnessing extreme suffering/death, car accidents, bombings, kidnapping, carjacking, natural disasters. Reactions to traumatic stress will vary from one individual to another, and symptoms may appear immediately or a few hours or days later. Post-traumatic stress may present itself months or even years after the event.



## Staff support

Within the limits of available services, each CARE Country Office will identify appropriate local or regional counselling services. Further information on psychological support and advice on how to access this confidential support can be obtained from your line manager or HR manager.

<sup>8</sup> Adapted from *Managing Stress In The Field* (2004), International Federation of Red Cross and Red Crescent Societies.





## Signs of Stress<sup>9</sup>

Physical effects	Cognitive effects	Emotional effects	Behavioural changes
<ul style="list-style-type: none"> <li>• Headaches</li> <li>• Nausea</li> <li>• Fatigue</li> <li>• Disturbed sleep</li> <li>• Skin problems</li> <li>• Increased heart rate</li> <li>• High blood pressure</li> <li>• Cold sweats, chills</li> <li>• Muscle tremors</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of concentration</li> <li>• Confusion</li> <li>• Indecisiveness</li> <li>• Cynicism</li> <li>• Poor memory</li> <li>• Fast/slow reaction</li> <li>• Poor decision making</li> <li>• Nightmares, flashbacks</li> </ul>	<ul style="list-style-type: none"> <li>• Mood swings</li> <li>• Fear</li> <li>• Anxiety</li> <li>• Guilt</li> <li>• Depression</li> <li>• Resentment</li> <li>• Irritable</li> <li>• Excitable</li> <li>• Anger</li> <li>• Denial</li> <li>• Crying</li> </ul>	<ul style="list-style-type: none"> <li>• Excessive working</li> <li>• Poor performance</li> <li>• Erratic behaviour</li> <li>• Risk-taking, dangerous driving</li> <li>• Aggressiveness, angry outbursts</li> <li>• Social withdrawal</li> <li>• Self-neglect, poor hygiene</li> <li>• Increased alcohol and/or cigarette use, drug abuse</li> </ul>

## Accessing support

The effects of stress can at times seem overwhelming, so don't try to deal with it on your own or isolate yourself. If either you or colleagues are showing signs of severe stress, particularly in the case of traumatic stress, it's important to seek additional professional support. Discussing concerns, or debriefing following a serious security incident, is a crucial part of dealing with stress. If you feel that you are suffering from stress you must raise this with your line manager and access appropriate help and support.

<sup>9</sup> Adapted from *Managing Stress In The Field* (2004), International Federation of Red Cross and Red Crescent Societies.

## BASIC TRAVEL ADVICE



**Don't make yourself vulnerable!**  
**Get authorisation and plan your trip.**

All staff are vulnerable when they are travelling, as they are often tired from the long journey and unfamiliar with their surroundings. Being well-informed and well-prepared is essential for safe and secure travel.

All staff must take appropriate safety and security measures prior to leaving, while on the move, and upon arrival. Depending on the country or area you are travelling to there may be additional procedures or restrictions in place, so always check in advance.

### Before travelling

Before travelling, whether for a short trip or a long-term (international) deployment, it is important to:

- Check the safety and security situation of the country or area to which you are travelling. Read travel advisories, and discuss concerns with the appropriate SSO/SSFP or CARE Safety and Security Unit.
- Seek authorisation for your trip from your line manager, and the relevant Country Office and/or CARE Member, prior to making your travel arrangements. Make sure that your travel booking is made in line with the travel policy and other policies in operation in your office.
- Register with your national embassy so you receive their security updates and are kept informed about threats or problems in the country relating to your particular nationality.
- Ensure you receive a pre-departure visitors briefing from the relevant Country Office. A specific safety and security briefing must be provided upon your arrival. If travelling somewhere without a CARE Country Office, seek a briefing from the appropriate Safety and Security Unit.

## Travel notification and restrictions



All work-related travel by staff must be approved, in advance, by their Country Office or National Headquarters, and agreed by the Country Office to which they intend to visit.

The Country Office or CARE Lead Member, may issue a travel ban for specific locations/countries due to the safety and security conditions. These instructions must be respected at all times.

- Check that the airlines and routes you intend to fly are safe, before making your booking. If your office uses an authorised travel agency ensure that you book travel through these, so that recommended airlines can be used.
- Make sure your passport, ID card, visas and health certificates are valid.
- Have adequate travel insurance for the country and areas you are travelling to and beware of any exclusions. If the location that you are travelling to has exclusions or is not covered you must arrange additional cover through the person responsible for travel insurance in your office.
- Seek information on health risks in the country or areas you are travelling to, make sure your vaccinations are up-to-date and be aware of any additional precautions required.
- Provide the Country Office with your emergency contact details, and medical and passport information. Leave a copy with your home Country Office or National Headquarters' HR department. Ensure that your RED form is kept up-to-date.
- Be clear about your arrival arrangements and know who is meeting you at the airport. Know what to do in the event of delays or if no one is there to meet you.



- Check that suitable accommodation has been arranged for you, or if making your own arrangements, ensure the hotel/guesthouse has been approved by the Country Office.
- Leave your planned itinerary, copies of travel documents and contact details with your line manager or a responsible colleague.
- Carry a list of emergency contact details including names, addresses, phone numbers, and the names of reputable hotels along your route.
- Carry a mobile phone with you of which the number is known to your CARE member and the Country Office.

## Whilst travelling

While on the move, take these basic precautions:

- Stay alert. Watch your bags and keep passports/ID, tickets/boarding documents and money on your person.
- Don't carry any sensitive documents, either hardcopy or on portable storage devices, as they are vulnerable to being confiscated or stolen.
- Keep your line manager and the Country Office informed of your whereabouts and any changes to your travel plans or delays.

## On arrival

On reaching your destination, adhere to the following:

- Look after your possessions, and do not leave them unattended, particularly as you pass through baggage collection and customs.
- When being met at the airport, or bus/train station, verify the identification of the person meeting you.
- If taking a taxi, use only licensed taxis or those recommended by the Country Office.
- Ensure you get a safety and security briefing immediately on arrival, or before undertaking any activity. Even if you have visited many times before, it is vital to be briefed as the situation may have changed.



- Inform your line manager and the SSO/SSFP of any safety or security concerns that arose while travelling.
- Register with your national embassy in-country (if not done prior to travel) so you receive their security updates and are kept informed about threats or problems in the country relating to your particular nationality.
- While in country, maintain regular contact with your line manager and key Country Office contact(s).

## Hotels and guesthouses

When you are travelling on CARE business, your hotel/guesthouse will often be organised for you by the relevant Country Office or Field Office. Choice of hotel/guesthouse will be influenced by price and proximity to the office, but must also be approved for its safety and security. If organising your own accommodation, make sure the hotel/guesthouse is approved by the Country Office. While better quality hotels may offer greater safety and security, in some countries high profile hotels should be avoided as they may be attacked in order to target foreign nationals, business and/or aid workers.

When staying in a hotel or guesthouse take these basic precautions:

- Avoid rooms that are easily accessible from the outside, or in isolated parts of the building. If possible, request a room between the second and seventh floors to minimise the risk of break-ins or being trapped in the event of a fire.
- Locate safety exits and memorise the nearest exit in case of fire or another emergency. Keep a torch by the bed.
- Secure your door when inside, even during daytimes, and jam the door with a doorstop or a chair to delay any attempt to enter your room while you are sleeping. Keep windows and balcony doors locked and draw the curtains.
- Never leave valuables lying around your room. Use your room safe, if available, or the hotel safe.

- Leave the light and television on when you leave the room, to give the appearance that it's still occupied (if the electrical system is safe enough to do so).
- Be alert to people hanging around the front of the hotel or in the lobby, and make sure you are not followed to your room.
- Don't open the door to callers, including hotel staff, unless they can identify themselves. If necessary, telephone the front desk to confirm their identity before you unlock your door.
- Keep a small bag packed and important items close to hand in case you have to leave quickly.

# FIELD MOVEMENTS<sup>10</sup>



**Be prepared!  
Know the risks, and  
keep others informed.**

The greatest risks to staff often occur while moving to and from project sites. CARE staff have experienced landslides, floods, vehicle accidents, ambushes, shootings, carjacking, abductions, landmine incidents, all while travelling in the field. Preparation and planning is the key to safe and secure field movements.

## Basic preparations

The exact preparations required before travelling must be adapted to suit the local context, specific threats that exist, and the nature of the trip. The Country Office/Field Office SSMP will outline the travel and movement procedures for your specific location. However, even in areas of relative safety and security, it is important to always consider the following:

- Be aware of the security situation, and the safety and security risks that may exist in the area. Keep informed of military developments and incidents in the area, and identify locations to avoid. If travelling to an unknown area, check with other aid agencies working in the vicinity.
- Study the route and find out as much as possible about the road conditions, potential hazards, presence of checkpoints and other factors that could delay or hinder your journey, and identify possible alternate routes in case of problems.
- Avoid travelling alone. On long journeys, or if travelling in insecure areas, drivers should always be accompanied by at least one other person. Consider travelling with another vehicle or in convoy with other aid agencies.



<sup>10</sup> Adapted from Safety First: A safety and security handbook for aid workers (2010), Save the Children.

- Seek authorisation. All field trips must be approved and conform to any restrictions that may be in place. If planning to travel in an insecure area, prior authorisation must be sought from the SSO/SSFP and the Country Director. Travel to certain areas may require approval by the authorities and relevant permits obtained in advance.
- Submit your journey plan prior to departure as all staff movements should be monitored. Journey plans should include: details of the vehicle, driver and passengers; exact destination and intended route; planned stops; estimated time of departure (ETD), arrival (ETA) and return (ETR); and times or locations for communication checks.
- Use discretion when planning field movements in high risk areas, especially if transporting valuable items such as cash and commodities. Minimise the number people who know about the trip.
- Anticipate possible delays and plan these into your journey times, and ensure that you are able to reach your destination before it gets dark.
- Be prepared. Ensure you know how to react if an incident arises and clarify procedures in the event of loss of contact, or failure to arrive at your destination.
- Check and prepare the vehicle. Ensure the vehicle is suitable for the trip, in good condition and checked before departure. Make sure you have all the necessary equipment and supplies for the trip, e.g. communication equipment, spare wheel and tyre changing tools, spare fuel, tow rope, drinking water and first-aid kit.
- Have all the documentation and permissions needed for travel. All staff should carry CARE ID cards and other personal identification, if required locally.





- Be aware of what items are in the vehicle. Ensure you have appropriate documentation for the vehicle, including vehicle registration, road tax, insurance, radio licence, and a detailed list of all items being transported.
- If you have any concerns regarding the safety of the trip, postpone it until the situation improves or you have more details with which to make a more informed decision.

## Whilst travelling

When on the road, you should adhere to the following:

- Drive safely and wear your seat belt at all times.
- Maintain regular communications with your base throughout the journey, keeping them informed of your progress and any problems you encounter.
- Be alert to abnormal activity along the route. For example, if you don't see any vehicles travelling in the opposite direction on a normally busy road, there may be problems ahead.
- Be prepared for checkpoints by having your documents ready and knowing how to respond.
- Maintain appropriate visibility. Generally, CARE vehicle stickers and flags should be clearly visible. However, the level of visibility used will be dependent on the security situation, whether CARE or other aid agencies are directly targeted, and the strategy the organisation adopts in that particular location.
- Continually gather information on the security situation on the road ahead. Seek advice from local people, officials (including police and military) and other agency staff you meet along your route.
- Trust your instincts. If the situation feels insecure, turn around and return to base or another safe location. Don't take unnecessary risks, as you can make the trip at a later, safer time.



## On arrival

As your security and safety responsibilities don't stop when you reach your destination, you must:

- Inform base about your safe arrival at your destination, or your arrival back at base.
- Identify appropriate and secure accommodation if staying overnight in the field.
- Ensure the vehicle is checked and prepared for onward travel the evening before. Make sure the vehicle is refuelled and parked securely, facing the exit to facilitate speedy departure in case of emergencies.



## SAFE VEHICLE USE



Ensure responsible driving! Always abide by CARE rules and local laws.

Vehicle safety is fundamental principle that must be adhered to by all staff, whether in insecure or secure areas. Although drivers may have specific responsibilities for the vehicle and passengers, vehicle safety is everybody's responsibility: even as a passenger, you must ensure that all vehicles are used in accordance with CARE policies and procedures.

Not only will responsible vehicle use prevent traffic-and vehicle-related accidents, but how vehicles are used and who travels in them can also affects others' perception of CARE, and ultimately your security.

### Vehicle policy





Only staff with a valid international or local driving license for the country and with written authorisation from the Country Director are permitted to drive CARE vehicles.

Only staff, associated personnel and persons participating on official CARE business are eligible to travel in CARE vehicles unless prior approval is given by the Country Director.

CARE operates a policy of NO drinking and driving, and the wearing of seat-belts is compulsory.

Regardless of whether you are the driver or a passenger you should adhere to the following:

- Read and abide by the Country Office's/Field Office's driving rules and procedures, as outlined in the relevant standard operating procedures in the Country Office/Field Office SSMP(s).
  - Always wear your seat belt. It is compulsory to wear seat belts in both the front and rear of the vehicle. Not only is this a legal requirement in many countries, it can save lives.
  - Make sure the vehicle is roadworthy, especially if it's locally hired, and that it's suitable for the environment in which you are travelling.
- 
- Ensure the vehicle is checked daily and maintained regularly. Although this is the driver's responsibility, all staff should be familiar with how to conduct a basic vehicle check to ensure that this is being done properly.
  - Ensure the vehicle has a first-aid kit and that this is up-to-date and well stocked.
  - Make sure you have appropriate communication equipment. If a radio is fitted, check that it is working and know how to use it.
  - Don't drive if you have been drinking alcohol, or taken drugs, or are on strong medication.
  - Maintain a safe vehicle speed according to road conditions. Do not be afraid to tell a driver to slow down or to act responsibly. If unsafe behaviour continues, report this to their line manager and/or CD.
  - Don't use mobile phones or use communication equipment whilst driving. Always pull over to the side of the road before using any devices.
- 
- Adhere to local traffic regulations, particularly concerning speed limits, curfews and checkpoints.

- If using a motorbike, helmets must be worn by the all riders, regardless of local laws.
- Don't give lifts to unauthorised persons or transport unauthorised materials in CARE vehicles.

### No arms on board



Arms and armed personnel are not permitted in CARE vehicles, except if staff are threatened or coerced.

- Don't transport any weapons or military personnel or equipment in CARE vehicles.



- Respect other users. Don't drive aggressively, keep a reasonable distance from other vehicles and avoid 'tail-gating'. Take extra caution when driving on non-tarmac roads through rural villages and in refugee/IDP camps. Avoid creating too much dust.
- Be aware that the quality of the roads will impact your driving and control of the vehicle, so be vigilant.
- Be alert at all times and always expect the unexpected. Beware of people and animals walking on or suddenly crossing the road.
- Avoid driving in bad weather conditions. Monitor local weather reports and don't travel if bad weather poses a risk to your safety.
- Avoid night-driving wherever possible and always keep away from high risk areas. Most security incidents occur after dark, so if driving at night is unavoidable, ensure you are accompanied by at least one other person so you are better equipped to deal with problems that might arise.
- Always park the vehicle in a well lit, secure area or protected compound.

- Be prepared and know what to do in the event of a vehicle accident.



## TRAVELLING IN CONVOY



**Plan ahead!**  
Convoys require significant planning and coordination.

Using convoys of two or more vehicles to move personnel and supplies can reduce safety and security risks and ensure assistance is available in the event of breakdown or becoming stuck.

CARE may coordinate its movements with other aid agencies or, in exceptional situations, CARE vehicles may be officially escorted by security forces. Travelling in a group may deter criminal attack as it is more difficult to hold up and rob a number of vehicles at once. However, large convoys are highly visible and can become a large and slow-moving target for hostile forces. The decision to travel by convoy will be dictated by the types of threats that exist locally, and what or whom is being transported.

All staff must take appropriate safety and security measures prior to leaving, while on the move, and upon arrival. Depending on the country or area you are travelling to there may be additional procedures or restrictions in place, so always check in advance.

In addition to the procedures for field movements and vehicle use, the Country Office/Field Office SSMP will outline the convoy procedures for your specific location. If travelling as part of a convoy you are generally advised to:

- Identify leaders for each vehicle, as well as an overall convoy leader responsible for the management of the convoy movement.
- Plan the route in advance and identify alternative routes in case of problems. Determine the estimated time of arrival (ETA) for each section of the route plan, where the convoy will stop to rest and check the vehicles, and leave a journey plan with your base.
- Prepare contingency plans. Expect vehicle breakdowns, and agree procedures for dealing with them. Ensure you can reach selected locations well before nightfall and do not travel after dark.

- If necessary, notify local authorities or the military of convoy movements to minimise suspicion or prevent accidental attack. However, only share travel plans on a need-to-know basis.
- Prepare a full list of vehicles to be used, including registration details and names of drivers assigned to each vehicle.
- Decide on the position of each vehicle in the convoy, depending on the number and types of vehicles and the cargo and resources they are carrying. A convoy can only move as fast as the slowest vehicle, so place the slower vehicles towards the front.
- Ensure that all the vehicles in the convoy are in good condition and have the necessary equipment and supplies for the journey.
- Once the convoy is on the move, maintain regular communication between vehicles, particularly the lead and control (rear) vehicles, and with the field base.
- Maintain an agreed steady speed. Don't drive too fast or overtake other vehicles in the convoy.
- Follow the tracks of the vehicle in front and maintain a constant distance apart depending on the terrain or volume of dust being thrown up. Always keep sight of the vehicles immediately in front and behind.
- Decide beforehand what to do if the convoy is obstructed. If required to turn back, reverse all vehicles until it is safe for them to turn around and drive away, starting with the last vehicle first.
- Stay alert. Do not hesitate to abort the journey if you feel the convoy is at risk.

# CHECKPOINTS



**Be cautious!**  
Checkpoints can be threatening situations that escalate quickly.

Checkpoints are common in many countries and are frequently found on the edge of towns and cities, and at border crossings, bridges and airports. In most cases, aid agency vehicles will pass easily through military or police checkpoints.

However, some checkpoints are controlled by young, underpaid, frustrated or frightened police or soldiers, who may also be drunk or drugged. These checkpoints are threatening situations which have the potential to escalate if not handled properly. It is vital to regard all checkpoints with caution, especially those which are not known, fixed checkpoint, as criminals or irregular soldiers may set up fake checkpoints or illegal roadblocks in order to rob vehicles.

When arriving in a new country or area, identify the different types of checkpoints, who operates them and how to recognise their uniforms, and accepted procedures. As a general guide, when approaching checkpoints you should:

- Slow down and quickly assess the situation. Inform base that you are approaching the checkpoint and resume contact when you have passed through it.
- Stop well before the checkpoint, if it feels suspicious, and let other vehicles overtake you to observe them passing through. If you suspect hostile intentions, reverse and, at a safe distance, turn around and drive away.
- Dip your headlights at night, and switch on the interior light.
- Remove hats and sunglasses so that you can be seen clearly.
- Turn down radios/music in the vehicle, keep valuables out of sight and wind down the driver's window so that any order to stop can be clearly heard.





- Stop if ordered to, or there is a barrier. If there is more than one vehicle, keep a reasonable distance between vehicles. Keep the engine running and stay inside, unless you are ordered otherwise.
- Keep hands visible at all times. Don't make any sudden movements, as this could be misinterpreted, and always explain what you are going to do before you do it.
- Identify, in advance, one person to speak on behalf of the vehicle. The driver will often answer initial basic questions, but a senior member of the team should be ready to step in if problems occur.
- Have documents handy, rather than unpacking your bags at the checkpoint trying to find them. Be ready to answer questions about the occupants of the vehicle, the purpose of your journey and what is being carried in the vehicle.
- Be friendly, cooperative and alert. Do not object to identity or vehicle checks or argue with checkpoint personnel; they are likely to give you an easier time if you are considerate towards them.
- Try to build some rapport with the soldiers or police manning a checkpoint, if appropriate. In many cases they will be bored and appreciate some interaction. Checkpoint personnel can be a good source of security information.
- Do not offer bribes or gifts in exchange for passage. This is a breach of CARE policy, and can make it more difficult for your CARE colleagues and other aid agencies, to pass through the same checkpoint.
- Refuse to give lifts to armed or uniformed personnel. Do so politely, explaining that this is your organisation's policy, which you must follow.
- Protest strongly, but calmly and politely, if you are denied access or if items are removed or confiscated. Don't resist if checkpoint personnel are persistent or aggressive. If items are taken, request documentation, if possible.
- Always report harassment, threats or demands received at checkpoints to the SSO/SSFP.



## VEHICLE ACCIDENTS



Respond appropriately!  
Accidents can become  
security risks if  
mishandled.

Road travel accidents are one of the main causes of death and injury among aid workers. Staff may be able to avoid vehicle accidents by driving safely and wearing seatbelts, although this cannot prevent them entirely. A vehicle accident can quickly become a security risk and can trigger violence or threats of retribution.



As advice on how to respond to a vehicle accident varies from country to country, familiarise yourself with the vehicle accident procedures for your specific location within the Country Office/Field Office SSMP and make sure you are briefed locally. As a general guide, if you are involved in an accident you should:

- Assess the situation quickly, and monitor the attitudes and behaviour of people around you, to ensure that you and your colleagues are not at risk by staying or stopping to offer assistance.
- Only leave the scene of the accident if you feel insecure, and then only to move to the nearest police station or military post. Don't attempt to leave unless you are confident you can get away, as trying to leave may provoke a violent response from the crowd.
- Act passive but calm if confronted by an angry crowd. Identify yourself as an aid worker, if appropriate, and try to diffuse the situation.
- Provide immediate first aid if someone is injured. If further assistance is required take them to the nearest hospital.
- Inform your office about the incident. If appropriate, contact the police immediately and cooperate as required.



- Take photographs of the scene and record the names and contact information of those involved, witnesses and responding authorities, if it is safe to do so.
- Remove CARE stickers, radio and antenna, and other valuable equipment from the vehicle, if possible, if the vehicle has to be abandoned.
- Never sign any documents, especially regarding an admission of fault or responsibility, without taking advice.
- Never discuss compensation. If issues arise regarding compensation to victims for death or injury, loss of livestock or vehicle damage, you must take advice from senior management at the Country Office.

# AIR SAFETY



Seek advice and contact SSCG at [sscg@careinternational.org](mailto:sscg@careinternational.org) !  
If you have concerns about a flight, don't ignore them.

Staff are required to fly extensively between countries and domestically. While air travel is generally regarded as the safest means of transport, in some countries the risk are increased due to weather conditions and terrain, limited infrastructure and poor safety standards. CARE will always endeavour to choose reputable airlines and routes that present the lowest risk. However, in some countries and regions the choice of these will be limited.

## Basic precautions

To minimise the risks associated with flying you should follow these basic precautions:

- Avoid airlines with a known poor safety record. Always consult the Country Office/Field Office SSMP which should have details on which airlines staff can use, and any prior approval required. If you have concerns about the safety of the proposed flight, seek advice from the Country Office your are travelling to or the SSO/SSFP at your employing office.
- Try to avoid routes with multiple stopovers. Most accidents occur during take-off and landing, so the fewer stops you make, the less risk you face.
- Be aware of local weather conditions in both your departure and destination locations. Consider delaying your journey if bad weather is forecast.
- Don't board a flight if you have serious concerns about its safety or security, for example if the aircraft is in poor condition, it is overloaded with baggage or other items in the aisle, there are too

many passengers for the number of seats, or there is poor security screening in place before boarding. If time permits, consult with your line manager or the SSO/SSFP. Trust your instincts.

- Request an aisle seat near the emergency exits when checking in. The over-wing exits have less drop distance to the ground than those away from the wings.
- Check that your seat has a working safety belt and lifejacket when you board. Move seat if necessary.
- Pay attention to the pre-flight safety briefing and study the flight safety card if provided. Be aware of the location of exit doors and hatches and how to operate them.
- Report incidents or safety concerns you encounter during your flight to your line manager, or the SSO/SSFP. Reporting such incidents will help reduce risks to colleagues in the future.

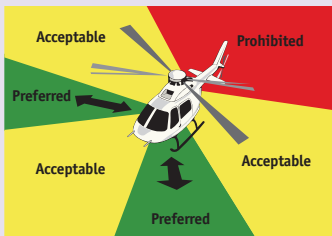
## Using helicopters

Aid agencies often use helicopters in major relief operations to transport staff and supplies to inaccessible areas. However, travelling by helicopter poses an additional safety hazard and you must adhere to the following:

- Never approach a helicopter by walking down a slope, or leave by walking up a slope.
- Take extra care when loading or unloading equipment. Carry long items horizontally below waist height, never upright or on your shoulder.
- Helicopter rotors will blow about dust, dirt and loose articles, especially when hovering. Make sure items are secure and if an item does get blown away, don't chase it.
- Once on board, fasten your seat belt and pay close attention to the pre-flight safety briefing and any instructions during the flight. Make sure you know how to exit safely in an emergency.



## Safety Zones



Source: Civil Aviation Authority of New Zealand.

- Never approach or leave a helicopter until you receive the visual signal from the pilot, or instructed to by ground staff.
- Stay where the pilot can see you at all times and never approach or leave from the rear of the helicopter.
- Don't approach or leave a helicopter when the engine and rotors are starting up or shutting down, even if you duck your head, the blades can flex down when turning slowly or when it's windy.

## BOAT SAFETY



**Wear a life jacket!**  
Life jackets float,  
you don't.

Use of boats and other water-craft (eg canoes) as part of programme delivery is common following flooding or other natural disasters, or when working in coastal areas or locations only accessible by water.

For some staff this can be an unfamiliar operating environment and poses significant safety risks. However, many of these risks can be minimised by using basic safety equipment and following safe water practices. If you regularly travel in boats, canoes or other water-craft, it is vital that you are able to swim.

Ferries are a particular concern in some countries, due to severe overcrowding, ageing vessels, and a lack of safety standards. These three factors are a dangerous combination in calm weather, and in rough weather are potentially fatal.

If you are travelling by or using boats in the field, always:

- Always wear a life jacket. Make sure it is in good working order. Don't use a life jacket that is ripped or in poor condition.
- Make sure the boat is in good condition. All seagoing vessels should have appropriate certificates for use.
- Keep an eye on the weather and tides. The weather can change very quickly, so plan your trip to avoid potential problems.
- Conduct travel by boat in the same manner as vehicle travel: seek authorisation, submit a journey plan plotting expected departure/arrival times, and maintain regular communications.
- Have contingency plans in place in case of breakdown or weather problems.



- Make sure that there is suitable equipment on board including fire extinguishers, life jackets, working navigation and communication equipment, flares, spare fuel, water, and first-aid kits. There must always be one life jacket per passenger.
- Make sure the boat is not overloaded with people or equipment, as this will affect its stability and make it difficult to control.
- Don't go beyond the boat's operating limits. Small boats are not meant for the open ocean.
- Be cautious when travelling near shipping channels, as large vessels move at considerable speeds.
- Stay alert. Always be aware of what is in the water around you especially at times of day when light conditions make it difficult to see other boats and obstacles.
- Seek local advice on the safety of ferries and avoid them if you have any concerns. If you must travel by ferry, don't board any vessel that is in poor condition, or is clearly overloaded and lying low in the water.
- Report any incidents or safety concerns you encounter during boat journeys to the logistics person responsible, or the SSO/SSFP.



## TAXIS & PUBLIC TRANSPORT



**Be alert!**  
Taxis, buses and trains expose you to crime and other security threats, so seek local advice.

In some countries, staff may travel to and from work by public transport, or use it during their time off. There may be significant safety risks associated with these modes of transport.

In conflict areas, trains and buses are sometimes considered ‘soft’ targets for attacks, bombings, and other forms of sabotage. Train and bus stations also provide a fertile ground for pickpockets, baggage thieves, and other criminals to operate. Taxis are also a security risk as taxi drivers are known to commit or be accomplices to crimes, and passengers have been robbed, raped or kidnapped.

### Using taxis

If you are using taxis, follow these basic precautions:

- Only use licensed taxis or those recommended by the Country Office/Field Office. Taxis companies operating outside airports and good hotels are more likely to be reputable and the drivers are often screened. Seek advice from the SSO/SSFP in your location.
- Don't pick up a taxi off the street, even if you are in familiar surroundings.
- Check that the taxi displays a license and that the photo on the displayed license is that of the driver.
- Don't 'taxi share' with strangers. If someone else other than the driver is already in the taxi, don't get in.
- If there is no meter, agree fares before you get in. Ensure that the driver will not be picking up other passengers, and check that your bags are actually on board before you depart.

- Remain alert to the route you are being taken, and don't fall asleep. If they offer to take a short cut, politely refuse and request that they stick to the main roads.
- Make sure you have the money for your fare ready to hand, rather than expose your wallet or purse.
- Always wear a seatbelt. If the taxi does not have working seat belts, choose another taxi.
- Avoid motorbike taxis as these are highly dangerous.

## Travelling on public transport

If you are travelling on public transport, take these basic precautions:

- Check that your means of transport is approved by the Field Office.
- Avoid travelling alone whenever possible. One of you can sleep while the other stays alert.
- Stay on your guard against pickpockets and petty thieves in a bus or train station. Beware of people jostling you: carry your wallet/purse somewhere secure and have fare money ready in a separate pocket. Keep an eye on your bags.
- In areas where crime is common on public transport, take a taxi, especially at night. Taxis may be a security risk, but can be safer than waiting for public transport.
- If you need to use a bus or train station at night, wait with your bags in a well lit area with other travellers. Avoid arriving anywhere at night and do not use dim or vacant entrances to stations or terminals.
- If you take the bus, use a good bus service even if it's more expensive. In towns and cities, avoid using cheap mini-buses which are often overcrowded and very hazardous as they tend to be in poor condition and are more likely to be involved in accidents.
- On buses, sit in an aisle seat near the driver. If possible, plan your journey so that you do not have to travel at night. Stay alert and don't sleep during the journey.

- When travelling by train, book the right ticket. In some countries, it is advisable to travel in the first-class or tourist compartment. Try to select a lockable compartment. Avoid being the only passenger in a train compartment when travelling at night.
- Take as little luggage as possible. Try to keep bags with you, but if this is not possible, make sure they are your secure and keep an eye on them at stops. If possible, secure bags to your seat or the baggage rack with a strong cable-lock.
- Take enough food and water for your journey with you and avoid accepting food or drink from others as it may be drugged.
- If you become suspicious of anyone, or someone is bothering you, notify the train personnel or the bus driver.
- After getting off, check you are not being followed. Ideally, arrange for someone to meet you at your final destination.
- If a situation feels uncomfortable or threatening trust your instincts – either don't travel or get off at a suitable stop.

# SAFE & SECURE WORKPLACE



Don't make yourself vulnerable! Get authorisation and plan your trip.

It's vital that staff feel safe and secure while at work in their office. The degree of security measures and procedures needed at CARE offices depends on the operational context and the threats that exist. While such measures and procedures can be time-consuming and, at times, frustrating, adherence by all staff is vital in ensuring a secure workplace.

## Access controls

All CARE offices must have effective controls and procedures in place to manage access. Details of the security and safety measures and procedures will be outlined in the Country Office/Field Office SSMP. Make sure you are aware of the access controls that apply in your location and adhere to the following basic security measures:

- Familiarise yourself with the relevant Country Office/Field Office site security procedures.
- Determine who has keys to the building and ensure this is tightly controlled. Stolen or lost keys should be reported immediately, and locks changed.
- Never leave keys lying around or in locks. Where appropriate, spare keys should be secured in a key cabinet or safe that is accessible only to authorised persons.
- Always lock the door and windows if you are the last to leave the building, and inform the guards when you leave.
- Always monitor who comes and goes on the premises. If you spot someone you don't know, ask who they are and what they are doing, or notify the guards.

- Ensure that you know who the visitors are before allowing them to enter the premises. You should ensure that any visitors that you are responsible for are escorted at all times while on the premises.
- Visitors should wait in a designated area, clearly visible to guards and/or reception staff, until the person receiving them is ready.

## Additional measures

While working in the office, you should:

- Avoid working alone late at night or weekends, when no other staff are present.
- Ensure confidential documents and valuables are locked away even during short absences from your desk.
- Be discreet with financial transactions. Always make payments or count cash in a secluded area of the office.
- Be guarded with your conversations so that visitors or other staff cannot eavesdrop on sensitive discussions.
- Report suspicious visitors, or individuals you suspect are watching the office, to the SSO/SSFP.
- Store emergency supplies in the office, including food and water, in case you are unable to leave due to insecurity.
- Make sure you know where the office has a first-aid kit and that this is up-to-date and well stocked.
- Make sure you know where in the office fire extinguishers, sand and blankets are stored, and know how to use them.
- Avoid storing fuel and other flammable or explosive materials at the office.
- Know how to evacuate the building safely, and know where the meeting points are.
- Identify situations in which sexual harassment may occur. It can take place in any setting, including the workplace, and can be directed at men or women.



## Guards

Most CARE offices, warehouses and residences will have unarmed guards or watchmen, either employed directly or through a private company. Guards are used to control access to the property and deter criminals or other unwanted visitors from gaining access. Guards

are a vital part of the organisation's security approach and, if properly utilised and managed, they can greatly enhance the security of staff and property. However, an inadequate or badly managed guard force can be a significant source of insecurity, resulting in theft, robbery or worse.



### Staff support

CARE will only use armed guards or escorts to protect staff and property in exceptional circumstances, and under strict criteria.

Only the Country Director can authorise the use of armed protection, after approval and agreement from the CARE Lead Member.

Responsibility for selecting and managing guards usually resides with the SSO/SSFP. However, all staff must understand the guards' roles and responsibilities, and what is expected of them. If you have guards at your office or residence, it is important to:

- Take time to get to know your guards. They are a key part of your protection, so it is important to build a relationship with them.
- Make sure they're informed about CARE and its activities. Guards are often the 'face' of the organisation, and will be asked questions about the organisation by passers-by. Even if they are from a private company, and not CARE staff, it is important that guards can explain who they are working for and what the organisation is doing.
- Remember a guard has a job to do. They are not there to fetch things from the local shop or tidy the compound, as this distracts from their core responsibilities.

- Be aware if guards are sleeping while on duty. Guards should not be sleeping, and random checks should be made to ensure that they are awake and regularly patrolling the compound.
- Always inform the SSO/SSFP and the guards' employing company, if from a private company, if guards are not complying with their duties, or you have any concerns regarding a guard.



## WORKING IN CAMPS<sup>11</sup>



**Be cautious! Camps and crowds can be very volatile, so be alert and avoid disputes.**

Many staff work in or visit refugee/Internally Displaced Persons (IDP) camps. In addition to security threats already present in the area, refugee/IDP camps are often a source of tensions, protest and unrest. Staff have been threatened and attacked while working in camp situations.

In conflict-affected areas, camps are often located close to the border or near areas of fighting. In such cases, camps are frequently infiltrated or attacked by armed groups, and violence and crime is widespread.

### Basic precautions

If working in, or visiting a refugee/IDP camps, you must:

- Gather information on what's happening in and around the camp, to be informed of potential problems and disputes before they occur.
- Familiarise yourself with the layout of the camp. Know where other agencies are working, and the location of authorities, police and military, if present.
- Know how you would evacuate the camp in the event of insecurity. Make yourself familiar with the established emergency procedures, meeting points and evacuation routes.
- Always speak to the camp leadership or representatives and other agencies on entering the camp, and enquire as to the security situation and any disturbances. If there are any concerns, don't enter the camp. Report the situation to your office and seek advice.
- Be alert and maintain awareness of your surroundings at all times while moving around the camp.

<sup>11</sup> Adapted from Safety First: A safety and security handbook for aid workers (2010), Save the Children. Also refer to the CARE Emergency Toolkit ([www.careemergencytoolkit.org](http://www.careemergencytoolkit.org)) for additional information on camp management, organising distribution, etc.



- Never walk through the camp alone; always be escorted by a local colleague, or an appropriate camp leader or representative.
- Always carry a radio and/or mobile phone (if coverage available) and make sure the batteries are fully charged.
- Keep your base informed of your movements while in the camp and, if relevant, inform camp authorities or other agencies when you arrive and leave the site.
- Keep track of the routes you use. Always know where you have come from and how to get back.
- Avoid conducting meetings or discussions in the open. If issues need to be discussed this should be with appropriate camp leaders or representatives in a private space and not with a large crowd in an open forum.
- Avoid disputes. If disputes over resources and services arise, try to channel discussions through appropriate camp leaders or representatives and do not get drawn into arguments.
- Leave the area immediately if you feel threatened.

## Working with crowds

Distributions, beneficiary registrations or the provision of other essential services will attract large crowds and heighten expectations. These situations can very quickly escalate into looting or aggression against staff, as people become confused or frustrated with what is happening, feel that their needs are not being met or the distributions are not fair, or if members of the crowd deliberately stir up feelings. When dealing with any large crowd, careful planning and coordination is vital. When working with crowds you must:

- Never encourage a crowd to gather unless you can meet their needs or answer their concerns.
- Ensure that clear information is provided to the community in advance.
- Meet with community leaders and representatives to work out procedures and discuss concerns.

- Ask community leaders to assist with crowd control and seek their advice on the appropriateness of 'official' crowd control measures, such as the presence of police.
- Plan how to evacuate the area quickly in the event of a threatening situation arising. Always keep a vehicle nearby and ready to leave.
- Organise people into smaller groups. If organising a distribution, consider having a number of distribution points to discourage large crowds from gathering in one area.
- Keep people informed and take time to explain the process involved.
- Try to minimise the time that people need to wait. If waiting is inevitable, consider basic needs such as shelter, water and sanitation. If people have to wait for long periods of time, encourage them to sit, and provide waiting areas with shade.
- Be alert to any trouble or tensions that are arising.
- Establish a mechanism so that people can air their grievances. If possible, have other colleagues and community representatives deal with these issues away from the main crowd, to cause less disruption.
- Don't engage in disputes directly. Try to discuss concerns through community representatives. If necessary, try to defuse the situation by showing that you are willing to discuss the issues further with a small group of representatives away from the main crowd.
- If the situation is tense, stay close to your colleagues and try not to become separated.
- If you are confronted by an angry crowd, or a threatening situation arises, immediately move away from the crowd. If necessary, abandon the commodities or equipment, return to your vehicle, lock doors and carefully drive away from the situation.

## SAFE & SECURE ACCOMMODATION<sup>12</sup>



**Be safe and secure at home!**  
**Choose your residence for its safety and security, not its comfort and facilities.**

Keeping safe and secure in your residence requires as much alertness as when you're travelling in the field or at work in your office. All CARE official residences and guesthouses must be located in areas that ensure a reasonable level of physical safety and security for staff, and all appropriate measures and procedures must be taken to prevent or deter any potential safety or security threats that exist in that location.

### Choosing suitable accommodation

As well as considering location and price, residences or guesthouses should be assessed in terms of their safety and security risks.



If you're involved in identifying a potential property for yourself, or colleagues, you should consider the following:

- Ask the SSO/SFP to assess the suitability of the property before signing a lease.
- Seek information on the levels of crime in the area and the types of incidents that have occurred.
- Find out if the property is near to colleagues or other aid agency staff, as being isolated may increase your risks.
- Determine whether the property is close to any potential targets (eg government buildings or military installations) or potential areas for demonstrations or unrest.
- Check if the area or property is affiliated with a particular group or individual, as this could either increase risks or provide a level of protection.

<sup>12</sup> Adapted from Stay Safe: The International Federation's guide to a safer mission (2009), IFRC.

	House	Apartment
Advantages	<ul style="list-style-type: none"> <li>• Total access control</li> <li>• Control over guard</li> <li>• Easier to detect intruder and take action</li> </ul>	<ul style="list-style-type: none"> <li>• Safety in numbers</li> <li>• Access controlled by building guards</li> <li>• Shared security costs</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>• Isolated</li> <li>• Responsible for organising security and costs</li> </ul>	<ul style="list-style-type: none"> <li>• Less guards per tenants</li> <li>• Less control over guard quality, and security measures</li> </ul>

- Consider distances and routes between the property and the CARE office as there may be security risks associated with moving to and from the office.
- Examine the property's accessibility e.g. if there are multiple tenants with open access to visitors.
- Assess the physical condition and strength of the building, and its susceptibility to potential hazards in the area (fire, flood, earthquakes).
- Check windows and exterior openings are screened to prevent mosquitoes and other vectors.
- Examine the boundaries of the property e.g. if there is a well-defined boundary and if perimeter walls or fences are secure.
- Inspect the condition of doors, gates and windows. Ensure all have adequate locks, and ground-floor or accessible windows are fitted with bars or grilles. Ideally, grilles should be hinged so that in the event of a fire it is still possible to exit the property through the window.
- Make sure the property is well lit, particularly the gate/doorway and the street area outside the property.
- Check the condition of key services such as electricity, gas and water supply. Ensure that appliances are safe and that electricity sockets and wiring appear to be in good order.
- Consider how you would evacuate the building in an emergency.

- Get permission to carry out alterations to the property to improve security, before you sign the lease or contract. You may need to discuss these alterations in advance and agree with the owner the work that will be done, who is responsible for undertaking it, and costs involved.
- Continually re-assess the suitability of the property in light of possible changes in the safety and security situation. It may be necessary to relocate if the safety or security situation deteriorates.

## Basic safety and security measures

In addition to finding the right property, additional measures may be necessary to ensure greater safety and security. Even in areas of relative security you should:

- Familiarise yourself with the relevant Country Office/Field Office residential safety and security procedures. Details of the security and safety measures and procedures will be outlined in the Country Office/Field Office SSMP(s).
- Get to know your neighbours, as they may alert you to potential problems or provide a safe haven in an emergency.
- Know the location of the nearest health facility, hospital and police station and always have emergency numbers readily available.
- Ensure your guards (if any) know exactly what you expect of them. Take time to explain their role and key duties, how they should raise the alarm in case of trouble, and deal with intruders.
- Never employ house staff without checking their background, and always brief them on basic security procedures.
- Make sure the entrance area is well lit, and install additional lighting around the perimeter to make it difficult for intruders to use the cover of darkness.
- Ensure trees or bushes around the perimeter can't be used to scale walls or as hiding places. Clear or trim any overhanging branches.

- Keep doors and windows locked, even when you are at home or only leaving the building for a short time.
- Avoid sleeping with your windows open unless they are protected by bars or grilles. Keep valuables and possessions away from open windows, even if they are protected by bars.
- Store emergency supplies in your residence, including food and water to last several days, torches, batteries, candles, communications equipment, first-aid kit etc.



- Think about fire safety and how you would respond if there was a fire.
- Be alert to anyone observing your house. Vary routes to and from work and the time at which you take them. Many security incidents occur as an individual either leaves or returns home.
- Be wary of unexpected visitors, especially after dark. Identify all visitors before opening the door.
- Never enter your home if you find that a door or window of your home has been broken open while you were out. Leave quietly and summon help.
- Identify and establish a 'safe room' where you can seek refuge in case of intruders. Install a solid door with a secure lock.

# FIRE SAFETY



**Fire safety – not firefighting!**  
**Don't risk your life to prevent property burning.**

Fire is a significant risk to CARE staff and its offices, warehouses, residences and property, especially in countries where there is no fire brigade and buildings often have poor fire safety standards. While most can be extinguished if detected early enough, the best way to fight fires is to prevent them – through regular inspections, staff training and properly maintained firefighting equipment in all CARE facilities.

## Basic precautions

In CARE offices and residences, it's vital that the following fire safety precautions are followed:





- Ensure fuel and gas containers are stored as far from any office or residence as possible.
- Install smoke detectors in all residences and offices, and test them regularly.
- Have the emergency numbers for the fire service, if available, clearly visible.
- Make sure that appropriate fire extinguishers, sand and blankets are available, and know how to use them. Remember, NEVER use water on electrical, oil or petrol fires – it will electrocute you (in the case of electrical fires) or cause an explosion.
- Familiarise yourself with the fire evacuation procedures for the building by reading the procedures or speaking to the office manager or the SSO/SSFP.
- Know how to evacuate the building safely, and know where the meeting points are.

## Responding to fires

Many fires can be extinguished or kept from spreading by using appropriate equipment, including extinguishers, water, sand or blankets.



### Fire Extinguishers<sup>13</sup>

EXTINGUISHER		TYPE OF FIRE				
Colour	Type	Solids (wood, paper, cloth, etc)	Flammable Liquids	Flammable Gasses	Electrical Equipment	Cooking Oils & Fats
	Water	✓ Yes	✗ No	✗ No	✗ No	✗ No
	Foam	✓ Yes	✓ Yes	✗ No	✗ No	✓ Yes
	Dry Powder	✓ Yes	✓ Yes	✓ Yes	✓ Yes	✗ No
	Carbon Dioxide (CO <sub>2</sub> )	✗ No	✓ Yes	✗ No	✓ Yes	✓ Yes

Source: Fire Safety Network ([www.capitalfireservices.co.uk/images/chart.jpg](http://www.capitalfireservices.co.uk/images/chart.jpg))

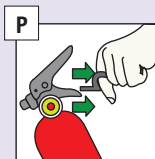
<sup>13</sup> There might be different ways of colouring fire extinguishers according to your country or region. Please familiarise yourself with the local standards.



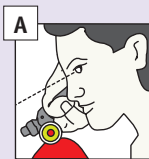
However, fires can spread very quickly, trapping people inside buildings. If you discover a fire in your building:

- Alert others immediately so the building can be evacuated rapidly. Operate the fire alarm or shout a warning. Make sure everyone is aware of the problem, by waking colleagues up if necessary.
- Try to extinguish it if the fire is small and you have the right equipment to hand, otherwise you should only attempt to extinguish a fire if you have been trained to do so. Determine what is burning and how best to put it out.
- Always position yourself with an exit or means of escape at your back, before you attempt to put out the fire. If using an extinguisher, remember **PASS** – **P**ull the safety pin, **A**im the nozzle at the base of the flames, **S**queeze the trigger and **S**weep from side to side.
- If successful in putting out the fire, continue monitoring the site to prevent flare-ups until help arrives.

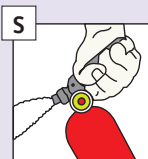
### Using a fire extinguisher



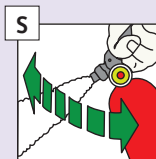
**P**  
**PULL** the safety pin from the handle



**A**  
**AIM** the extinguisher at the base of the fire



**S**  
**SQUEEZE** the handle of the extinguisher



**S**  
**SWEEP** side to side at the base of the fire

- Don't put yourself or others at risk – if you can't extinguish a fire by the discharge of a single extinguisher, then close the door and evacuate the building.
- Remember smoke is poisonous and can kill you. The air will be cleaner at floor level, so crawl and cover your nose and mouth with a damp towel to allow you to breathe more easily.
- Check closed doors for heat before you open them. Check doors for heat with the back of your hand only. If a door is warm don't open it, as there may be a fire on the other side. Close any open doors behind you as you escape.
- Never take the lift. Use the stairs.
- If you cannot leave the building, seal all cracks with wet clothes, switch off fans/air conditioners and open the window slightly. Keep all doors closed between you and the smoke of the fire, and wait for assistance. Jumping more than two floors can be fatal, so should only be a last resort.
- If your clothes catch fire, STOP, DROP and ROLL OVER to smother the flames. Running will only makes the fire burn faster. If someone else is on fire, use water, sand or a fire blanket to smother the fire while they are rolling.
- Once you are safely out of the building, STAY OUT. If there's someone still inside, wait for the Fire and Rescue Service to arrive. You can inform them about the person, and they will be able to find them quicker than you could.

# COMMUNICATION SYSTEMS



**Look after equipment!**  
In an emergency,  
functioning  
communication systems  
are your lifeline.

Having communication equipment does not guarantee your safety but an effective communication system, if used appropriately and well maintained, is a critical security tool. All staff should have the means to communicate with each other, CARE offices and other aid agencies, even in remote locations.

CARE uses a range of communication systems in the field, depending on the existing infrastructure and its reliability, programme requirements, distances to be covered, surrounding terrain, and local regulations. Familiarise yourself with the communication systems and procedures used in your particular Country Office or Field Office. Details of the communication systems and procedures will be outlined in the Country Office/Field Office SSMP(s). If you are unfamiliar with any of the equipment used, be sure to receive appropriate training.

## Medical Emergency Procedures



Where feasible, CARE staff in the field should have access to at least two communications systems in case one system fails.

## Mobile phones and landlines

If operational, mobile phones and landlines offer the most convenient and cost-effective system, and are used wherever possible. However, mobile coverage is often limited to cities and major towns, and is unreliable or non-existent outside well-populated areas. Mobile phone networks are likely to be disrupted in disaster situations, due to damage, power loss, or becoming overloaded. Networks may also be interrupted or turned off by the authorities during periods of insecurity.

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Cheap equipment and call costs</li><li>• Easy to use, no training required</li><li>• Mobile phones are portable</li><li>• Multiple users can connect to one or more phone lines through a telephone switchboard</li></ul>	<ul style="list-style-type: none"><li>• Likely to fail during disasters or insecurity</li><li>• Landline requires installation of a telephone switchboard</li><li>• Not useful outside mobile coverage, in remote areas</li><li>• May need to use multiple networks to get coverage</li><li>• International calls, or roaming costs can be expensive</li></ul>

## Internet-based systems

Like all technologies linked to the Internet, opportunities to communicate online are constantly evolving. Internet telephone calls such as Skype, video conferencing, and instant messaging (IM) services such as Yahoo Messenger and MSN, offer the ability to have free real-time conversations with colleagues based anywhere with an internet connection. Internet-based systems can increase the risk of computer viruses, and in some countries the government restricts access to these communication systems, especially during periods of unrest.

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Free calls</li><li>• Easy to use, minimal training needed</li><li>• Some systems offer greater security, as difficult to monitor conversations</li><li>• Some systems allow you to transfer files</li><li>• Maybe accessible when landline/mobile networks fail</li></ul>	<ul style="list-style-type: none"><li>• Must register as a user, and some services have a fee</li><li>• Requires a good internet connection</li><li>• Not useful as a mobile system, if available – requires a lot of data which can be very expensive</li><li>• Increase the risk of computer viruses</li><li>• Some governments may restrict access</li></ul>

## Satellite communications

Satellite systems are used where the local communication infrastructure is unreliable, has been damaged, or does not exist. Be aware, however, that in some countries use of satellite equipment may be restricted. Even where landlines and mobile phone systems exist, satellite systems are an important back-up system.

Although portable, most satellite systems need direct line-of-sight with a satellite, and therefore need to be used in open areas or with an external antenna. Obstacles such as buildings, trees or hills can affect performance. Satellite systems can be expensive to use, especially for internet access, and in some areas their use is restricted by authorities.

The most commonly used satellite systems include:

- Handheld satphones (such as Thuraya and Iridium) are small, very portable and used mainly for voice calls. Data use is very slow and expensive. Iridium phones have almost global coverage, however Thuraya phones do not cover southern Africa and the Americas.

- BGAN systems offer phone and high-speed internet/email communication globally. BGAN systems are relatively easy to set-up and use, and portable (laptop size). However, equipment is expensive and has a high data cost, so must be used with care to avoid large bills.
- VSAT is a fixed satellite dish system. Although not portable, VSAT offers reliable internet and email access in remote locations. VSAT installation requires technical support and the equipment and running costs vary significantly depending on the system and the location it is used in.

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Operational when landline/mobile network not operating or damaged</li><li>• Useable in almost any location</li><li>• Easy to learn, minimal training</li><li>• Easy to carry</li><li>• Cheap for phone calls with careful use</li></ul>	<ul style="list-style-type: none"><li>• Some systems require technical support and training</li><li>• Can only be used in open areas or with an external antenna</li><li>• Equipment and data costs can be expensive</li><li>• May be subject to government regulations</li><li>• Can only be called when the unit is set up and on standby</li></ul>

## Radio communications

Radio networks are used for remote communication between the office and staff in the field. Although a network is expensive to establish and requires technical support to install, and staff need training to use it, radio systems tend to be more reliable and cheaper in the longer-term. Two types of radio systems are used in field:

- HF (High Frequency) systems are used for mid- to long-range communications; as they don't require a line-of-sight between stations. HF systems are used mainly to communicate between bases and vehicles – they require a lot of power so equipment

tends to be bulky and heavy. HF reception quality is affected by the time of day: some frequencies work well in the morning but not in the evening, so it is necessary to have a range of frequencies available for use.

- VHF (Very High Frequency) systems are used for short-range, on site communications, although the higher your position or the antenna, the further your range. VHF handsets have range of up to 2km with other handsets, and with base stations up 5km. Vehicle units have a range of up to 30km with base stations. VHF base stations can communicate with other base stations up to 50km. The distance over which VHF is effective is affected by the terrain and buildings, but it can be extended with the use of repeaters.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• No cost for calls</li> <li>• Convenient to use</li> <li>• Instant communication with multiple locations at the same time</li> <li>• Easy to fix in vehicles</li> <li>• Handsets are very portable and sturdy</li> <li>• Can utilise UN or other agency frequencies and repeaters, if permitted</li> <li>• UN may assist in programming radios</li> <li>• Requires limited maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Technical support needed for set up and programming</li> <li>• Training is necessary</li> <li>• Not secure, anyone can listen in to communications</li> <li>• Not useful outside the range of mobile/handset coverage</li> <li>• Large antenna needed</li> <li>• Expensive to set up</li> <li>• Handsets often lost or stolen</li> <li>• Government licences may be required</li> </ul>

## USING RADIOS



**Clarity – Brevity – Security!**  
Speak clearly, be short  
and to the point, and  
remember that others  
are listening.

Radio communication is vital for monitoring the movements of staff and vehicles, and staying informed of the safety or security situation where staff are travelling or working.

Even in CARE programmes where landlines and mobile phones are used in the field, radios are used as back-up in the event of a crisis or a breakdown in the existing communication network. Therefore it is important that all CARE staff know how to use radios.

Radio protocols and procedures can vary from between locations, so make sure you are familiar with radio protocols and procedures outlined in the Country Office/Field Office SSMP(s) and are briefed before using the radio.

In general, when using radios you should adhere to the following:

- Use radios for essential operation-related messages only, not for catching up with colleagues and friends.
- Know your own call-sign, and the call-signs of colleagues and CARE bases.
- Refer to individuals by their call signs and to locations by pre-arranged codes or call signs, not real names.
- Think before you speak. It is good practice to write down all key points to get across before starting the call. When you do speak, speak clearly and don't shout.
- Ensure no one else is transmitting at the same time. Wait for ongoing discussions to finish completely before beginning transmission.
- Be brief and to the point; other people may be waiting to transmit urgent messages.



- If the network has designated 'calling' and 'chat' channels, once you have established contact move to the appropriate channel.
- Check that your message is understood. If in doubt, ask the receiver to repeat the message.
- Keep calls simple. Don't try to pass too much information in one long transmission. Break your message into short sentences, with clear pauses in between.
- Use the common procedural words and the phonetic alphabet to make sure your message is understood properly.
- Make sure your handset is charged regularly, and carry spare batteries.
- Don't discuss sensitive information on the radio. Radio communications are very easily monitored and other people may be listening. Never speak openly about the location or movement of staff, money and goods, or discuss political or military developments.
- Be discrete when using radios, and don't use them at checkpoints or in other sensitive situations.
- Don't allow any unauthorised person to use the radio. Never lend your radio to anyone other than another CARE staff member who has his/her own call-sign.
- Report immediately to base if you lose a radio or it is stolen or confiscated.





## Procedural words

Word/Phrase	Meaning
This is...	Identifies sending station
Go ahead	Go ahead/begin your transmission
Send	Send your message
Go to channel	Change channel
Affirmative	Yes/correct
Negative	No/incorrect
Correct	You are correct, or what you have transmitted is correct
Disregard	I have made an error – ignore last message
Message received	Confirm receipt of your message
Nothing heard	I cannot hear you at all
Please relay to	Pass message onto certain station(s)/person(s)
Break – Break	I wish to interrupt this transmission for an urgent message
Read back/Repeat	Read back the message as received
Roger	I have understood your last message
Radio check	Request report on radio reception
Loud and clear	Your signal and readability are excellent
Say again	Repeat last transmission
Spell/I spell	Words require phonetic spelling
Stand by	I'm busy, wait on this channel
Wait	Wait on current channel/frequency and I will call you back
Over	I have finished, your turn to reply
Out	I have finished my transmission, no reply is required or expected (Don't use Over and Out together)



## Phonetic alphabet

A	Alpha	J	Juliet	S	Sierra
B	Bravo	K	Kilo	T	Tango
C	Charlie	L	Lima	U	Uniform
D	Delta	M	Mike	V	Victor
E	Echo	N	November	W	Whiskey
F	Foxtrot	O	Oscar	X	X-ray
G	Golf	P	Papa	Y	Yankee
H	Hotel	Q	Quebec	Z	Zulu
I	India	R	Romeo		

# INCIDENT REPORTING



**Report it!**  
Even if you're unsure something is a safety or security incident, inform the SS0/SSFP.

Incident reporting is essential for the protection of staff. All staff must report any safety or security incident that affects them, their colleagues or other agencies operating in the same area. Timely reporting of an incident can ensure staff receive help quickly, will help other colleagues or aid agencies avoid the same incident, and will enable CARE to identify and react to changes in the operating environment.

## What to report

You must report any incident, situation or event that has caused, or could result in, harm to CARE staff, damage or loss to CARE's property, or significant impact on programmes, or the organisation's reputation. Staff should also report as any event that poses a potential safety or security risk to CARE staff or CARE assets or may incur a subsequent liability to CARE.

Examples of safety and security incidents include:

- Accidents resulting in death or injury of CARE staff or significant damage to property or impact on programme activities.
- Natural disasters or hazards in the area that result in death, injury or significant property damage.
- Theft or robbery of CARE property or staff personal belongings.
- Physical assault or violence directed at a CARE staff member.
- Abduction, detention or arrest of CARE staff member.
- Threats or warnings issued to a CARE staff member, the organisation, or to the wider humanitarian community.

- Security incidents that affect other aid agencies operating in the same area.
- Incidents that indicate a change in the security situation, for example military/police actions, large scale demonstrations, civil unrest and looting.
- Any 'near miss' incident where, either through luck or appropriate actions, an incident was narrowly avoided.

If you are in any doubt whether something is a safety or security incident, report it anyway and let others decide. What may seem an isolated and insignificant incident may in fact signify a significant threat to staff when viewed in the context of other incidents or events.

### Incident reporting



Any staff member that is involved in, observes, or is informed of any safety or security incident, including 'near misses', must report it to the SSO/SSFP and Country Director as quickly as possible.

## Reporting incidents

If you are involved in or observe a security incident, report it to your manager/base as soon as it is safe to do so. There are typically three types of incident report:

- Immediate incident report. Sent as soon as possible after the incident begins, often by radio or phone. Initially the situation may be confusing, so take your time to assess what has just happened, how safe you and your colleagues are, and what assistance you need. When reporting an incident over the phone or radio, ensure you speak clearly and are concise. Key information to relay includes:
  - Who the incident occurred to.
  - What occurred.
  - Where the incident occurred.
  - When the incident occurred.
  - What you have done about it.
  - What help you need.

- If there is no time, or it is unsafe, to provide all of the above while the incident is ongoing, provide whatever information is possible. Even the briefest of information could save lives.
- Follow-up incident report(s). Sent as often as necessary, in order to provide updates regarding the incident or situation.
- Full incident report. Sent once the incident is stabilised or over, and is usually a written report. Once you are back at base, you will be required to provide a written account of the incident and the various actions that were taken. Incident reports should be completed using CARE's Incident Report Form which can be obtained from the Country Office / Field Office SSMP or through the SIMSon administrator (simson@careinternational.org).



## **Safety and Security Incident Monitoring System (SIMSon)**

CARE maintains a central incident database for all safety and security incidents affecting CARE and staff.

SIMSon provides an accessible up-to-date picture of incident trends in each country, and allows the organisation to develop a global understanding of the safety and security issues affecting CARE programmes and personnel.

The SSO/SSFP in each Country Office is responsible for gathering information post-incident and filing reports on SIMSon.

[www.simsonsafety.org](http://www.simsonsafety.org)

# INFORMATION SECURITY



**Protect information!**  
Be security-conscious when collating, storing, communicating and disposing of sensitive information.

CARE sometimes gathers, stores and disseminates sensitive or confidential information in the course of undertaking its work. This includes information regarding security incidents, security procedures, political or security developments in the country, personnel files, staff movement plans, financial records and procedures, and beneficiary lists.

Always be mindful of information you collate, how it's stored and communicated to others, and who has access to it. To protect sensitive information, adhere to the following:

- Read and abide by the Country Office information management policy outlined in the Country Office/Field Office SSMP(s).
- Don't record or transmit sensitive information unless there is an urgent need to do so.
- Avoid gathering information that might be perceived as spying or could compromise the security of a local authority or a party to a conflict.
- Keep personnel files, staff travel movements and contact details confidential. Don't give out colleagues' addresses or telephone numbers without their permission.
- Don't share information on security incidents or CARE security procedures with other aid agencies, or the authorities, without the permission of the Country Director.
- Don't leave sensitive documents lying on your desk. Always adopt a 'clear desk' policy.
- Don't leave your laptop, phones or documents in an unattended vehicle. Always carry them with you.

- Lock your computer away, if possible, when leaving the office, or use cable locks to secure it to your desk.
- Ensure documents are kept in locked filing cabinets. Sensitive or confidential documents should be stored in the office safe.
- Make sure all financial and personnel records are shredded before discarding. Any discs or data storage devices should also be destroyed before discarding.
- Ensure that sensitive information, files and data stored on the office network/server cannot be accessed without appropriate authorisation.
- Use secure passwords/pin numbers on your computer and phone, and change them regularly. Don't write them down.
- Regularly back up your data and keep it in a secure, separate location.
- Don't send sensitive information via email. Email monitoring is routine in some countries and communications can be easily intercepted. Only upload or download information via a secure server.
- Always assume that your communications could be monitored. Most communication systems – radio, landline, mobile phone, and satellite communication – can be monitored, so think before saying or writing anything sensitive.
- Be careful with group emails. You could unknowingly implicate others, or yourself, to the content of the email or the following replies.
- Make sure that there's nothing on your laptop that could compromise you or the organisation if it were stolen, or inspected at customs.
- If you think that your computer may have been accessed without your authorisation, or your communications are being illegally monitored, report it to the SSO/SSFP and follow up with IT support.





## DEALING WITH THE MEDIA



**Think it through!**  
Inappropriate comments to the media can have security implications.

CARE regularly works with international, national and local media to draw attention to the plight of affected communities, and raise awareness of CARE's programmes and activities. Building acceptance and support from local communities and authorities through the media is a vital part of managing security.

However, it's important that this relationship is carefully managed. Negative coverage, inappropriate or partial comments or messages, ill planned media campaigns, or association with certain journalists or broadcasters can incite the authorities, armed groups or local communities, and therefore endanger staff, programmes and the organisation's reputation.

If you are approached by journalists or news crews while working in the field, it's important to:

- Be positive and helpful, as most are there just doing their job.
- Always think carefully about the possible security implications of talking to the media.
- Always consult the Media/Communications Officer or the Country Director before agreeing to any request for assistance, such as transportation. Journalists must never be permitted to identify themselves as CARE staff members.

### Media relations



All contact with the media, or media enquiries, should be channelled through the Media/Communications Officer or the Country Director.

- Be approved as spokesperson by the Media/Communications Officer and/or the Country Director before you can give interviews. If you are not approved as official spokesperson, never agree to an on-the-spot interview – politely refer journalists to the Media/Communications Officer or the Country Director. Never say ‘no comment’ – instead, collect the journalist’s contact details and inform your Media/Communications Officer immediately.
- Politely refer journalists to the Media/Communications Officer or the Country Director if you feel they are being intrusive. Stay calm, don’t lose your cool and tell them that the Media/Communications Officer will get back to them quickly.
- If you are approved to give an interview, ask your Media/Communications Officer for media training, and for talking points and key messages so you are fully prepared.
- When you give an interview, never complain or comment, however light-heartedly, about the host government, local authorities, or other aid agencies. Constructive criticism is sometimes necessary, but this should be left to senior management.
- Never agree to speak ‘off the record’ – if what you say is news worthy, it will still be used. Any approved staff member speaking to the media should remember that what they say reflects on the organisation as a whole and should not deviate from talking points and key messages.
- Always refer journalists to the Media/Communications Officer or the Country Director if they request more information than you can give, or if you’re worried about what to say.
- If your Country Office does not have a Media/Communications Officer, check with your Country Director if you have a media policy and contact your Lead Member Communications Unit for more information and guidance.

## USING SOCIAL MEDIA<sup>14</sup>



**Be professional!**  
When using social media, you could easily be putting yourself and others at risk.

Many staff participate in social media by contributing to online discussion forums or by ‘blogging’ to share their experiences in the field. Social media is an umbrella term that encompasses various online tools such as blogs, twitter, social networking sites, wikis, forums, and photo and video-sharing sites.

Although social media tools offer huge benefits to CARE and the aid sector, in some politically sensitive contexts they are an additional security risks. Aid workers have been harassed, threatened and arrested as a result of content or comments they have posted online.

When creating a personal blog or participating in any form of social media, consider the following:

- Never post anything that you wouldn't want to see quoted in the media. Everything you post is freely available and can be quoted elsewhere. Comments you make to friends on a social network can be forwarded and made visible to a wider audience.
- Think about the possible security implications of your posts, and how these may be interpreted by others.
- Always use a disclaimer if your personal blog or profile identifies you as working for a CARE, to make it clear that you are expressing your own views not those of the organisation.
- Be aware that even if you are commenting in a personal capacity, what you say will reflect on CARE, its programmes and your colleagues. Understand if you are blogging anonymously, people can often work out who you are, where you are working and that you're working for CARE, from the comments you make or the pictures you post.

<sup>14</sup> Adapted from Safety First: A safety and security handbook for aid workers (2010), Save the Children.

- Never post anything that will reflect negatively on CARE or undermine its reputation.
- Never use CARE's logo or branding without appropriate authorisation.
- Always be respectful. Don't make remarks that could be considered offensive.
- Never post personal details such as your address or phone number, or those of your colleagues.
- Don't say when you're travelling or going on holiday as it could increase the risk of burglary.
- Don't disclose confidential or sensitive information that may place colleagues, beneficiaries or other agencies at risk.
- Don't post comments on the political or military situation or publicly criticise the host government, local authorities, or other aid agencies.
- Be careful about indicating your support for social media campaigns that the government where you are working may view as antagonistic.
- If you're thinking about posting something on your blog or in a discussion group that may give rise to concerns, discuss it with the Media/Communications Officer, the Country Director or the Lead Members' communication team before posting.

# CONFLICT SENSITIVITY



**Don't exacerbate conflict!**  
 Understand how your presence and actions can affect the dynamics of the conflict.

This means delivering services without 'doing harm', ie avoiding actions that may exacerbate violence and conflict and where possible supporting dynamics that can have a positive impact on the conflict. By doing so, staff build greater acceptance for CARE and its programmes and increase the security of staff and the communities in which CARE works.

When working in areas affected by conflict or political violence, it's important to:

- Acquire a deeper understanding of the different actors/groups involved, the main causes of the conflict or violence, likely flashpoints, and whether your project supports, or is perceived as benefiting, any particular group and therefore reinforcing existing divisions that contribute to violence.

Aid agencies can inadvertently exacerbate hostility and violence, and create additional security risks for themselves and others in the community as a result of the assistance they provide, how it is delivered and the security measures and procedures they adopt. All CARE staff should be 'conflict-sensitive' in their work in the field and in the safety and security measures they adopt.

## Definition<sup>15</sup>



**Conflict Sensitivity:** the ability of an organisation to:

- Understand the context it operates in
- Understand the interaction between its intervention and that context
- Act upon this understanding in order to minimise the negative impacts and maximise positive impacts on the conflict.

<sup>15</sup> How to Guide to Conflict Sensitivity (2012), Conflict Sensitivity Consortium.

- Make sure that you update your understanding of the context on a regular basis so that you are up-to-date with the latest dynamics.
- Monitor how your security and safety measures are perceived locally to ensure that you are not increasing tensions unknowingly. If so, consider ways to adapt your measures to make them more locally sensitive.
- Think carefully about who you meet, and how you introduce yourself to communities/other stakeholders, as this can have an effect on local perceptions towards the organisation and notably on its impartiality.
- Be aware that any engagement with armed groups, local warlords or parties in a conflict regarding access and security may be viewed as reinforcing their legitimacy and could undermine CARE's perceived neutrality.
- When renting vehicles and property, understand who the owner is and their role in the community, and how they are perceived by others. Avoid renting vehicles and property from individuals who are involved in violence or criminal activities.
- When identifying community members to assist with security at distribution points, ensure you know who they are, their links to others in the community and how this will be perceived by the beneficiaries.
- Coordinate with other agencies to see whether it is possible to agree common security measures. Differing approaches to security could result in conflicting, and potentially negative, perceptions from communities who may be unable to differentiate between aid agencies.

## CIVIL-MILITARY RELATIONS



**Keep your distance!  
Limit your engagement  
with military forces,  
and if interaction is  
necessary, keep it  
formal.**

In conflict environments, CARE often works with or near military forces, including non-state armed groups, state forces and international military operations. In natural disaster situations, national and international military forces often support relief operations.

Relationships between humanitarian agencies and military forces can have serious implications for humanitarian space and how aid agencies are perceived. Inappropriate engagement, or the lack of clear separation between humanitarian and military activities, can undermine CARE's acceptance among local populations and parties to the conflict, and therefore jeopardise the security of staff, beneficiaries and programmes.

### Dealing with the military

Staff may be required to engage with different military forces, for example explaining CARE's mission and activities to soldiers on a checkpoint or negotiating access to affected areas and beneficiaries. When dealing with any military forces it is important to adhere to the following:

- Keep contact with military forces to a minimum. While developing relationships with all key groups in a particular environment is important, be sure you are not placing yourself, your colleagues, or the organisation at risk.
- Be aware of the legal considerations regarding contact with certain armed groups. For example, it may be illegal to interact with armed opposition groups, or groups may be proscribed under US/UK counter-terrorism legislation.

- Avoid confrontation with military personnel. Any problems regarding access, or incidents of harassment or aggressive behavior by military personnel should be reported to the SSO/SSFP or Country Director, so that the issue can be discussed with the appropriate authority.
- Don't offer incentives or bribes in order to gain access or ensure protection.
- Don't socialise with military personnel. All contact with the military must be kept formal and must not compromise CARE's independence or neutrality.
- Don't travel in military vehicles, aircraft etc except as a last resort and only for security reasons and with prior approval from the Country Director.



### **Engagement with military forces<sup>16</sup>**

CARE's engagement with military forces is governed by five principles:

1. Distinction – CARE's identity and activities must always be, and perceived to be, distinct from military aims and operations.
2. Humanitarian imperative – interaction with military forces must be based on humanitarian needs.
3. Safety and security of staff – relationships with military forces must not place CARE's staff or other aid agencies at risk.
4. Impartiality – engagement with military forces must not compromise CARE's impartial provision of humanitarian assistance.
5. Consultation – communication with military forces should only be to clarify CARE's operations and programme activities, draw attention to humanitarian concerns that arise from the military's presence or actions, or obtain information critical to the safety and security of staff.

Any action to engage with military forces or make use of military assets must be authorised by the Country Director.

<sup>16</sup> Policy Framework for CARE International's Relations with Military Forces (2009), CARE International.



- Ensure compliance with the CARE policy on weapons; don't allow any weapons or armed personnel in CARE properties and vehicles unless physically threatened or coerced. Unarmed uniformed personnel should only be allowed to enter CARE facilities when on official business.
- Don't accept assistance from military forces in the field without authorisation from the Country Director.
- Don't provide information on security incidents, or CARE's operational and security procedures, to military personnel without prior authorisation from the Country Director.
- Don't wear any uniform/military-like clothing, or behave in a way that leads others to believe that you are linked to the military.
- Ensure all colleagues comply with CARE's principles on engagement with military forces. If you witness actions by colleagues that breaches the organisation's policy or threaten its independence, report it to the SSO/SSFP or Country Director.

## Use of military assets

In extraordinary situations and as a last resort, CARE may decide to make use of military assets (trucks, aircraft, helicopters, etc) to support urgent humanitarian activities or evacuate staff. Any decision to use military assets must only be considered if:

- Authorised by the Country Director.
- All non-military alternatives have been explored and it is determined that support from the military is essential in order to fulfil CARE's mission.
- There is a clear humanitarian or urgent need, rather than opportunity or availability.
- The impacts on local perceptions and humanitarian access have been thoroughly assessed, and CARE's acceptance by the local population, parties to the conflict and local authorities will not be undermined.

- It does not have any negative consequences for safety and security of staff, partners and beneficiaries.
- The assets will be used for a limited time and their coordination remains under CARE's control. Operating under military command would violate CARE's core principle of independence.
- The assets are used to support CARE's activities, and the military will not be directly engaged in the delivery of assistance.
- Mitigating actions are taken to distance the assets from the military operations, for example all weaponry is removed, personnel are unarmed and wear civilian clothes, and only carry aid supplies.
- All stakeholders are clearly informed as to why CARE is accepting military assistance.

## SUSPENSION, RELOCATION, EVACUATION & HIBERNATION



**Be prepared!**  
Situations can deteriorate quickly, so be ready to relocate or evacuate as soon as possible.

In the event of a significant threat to staff or deterioration in the overall security situation, CARE may need to modify its operations or presence in a particular area or country. Such measures include suspending programme activities, temporarily closing an office, hibernating or relocating staff to a safer part of the country, or evacuating some staff from the country.

Not only are these measures disruptive to the organisation's programmes and staff, but if not managed carefully they can also damage CARE's relations with communities and authorities, and ultimately its reputation. To minimise the impact and ensure a safe and effective response, it is vital that detailed contingency plans are established in advance and understood by all staff.

### Personal preparations

All staff should be aware of contingency plans for their location and must understand their own responsibilities as well as CARE's. In addition to preparations and tasks assigned to particular roles, all staff are responsible for their own personal preparations in the event of relocation, evacuation or hibernation. To be prepared, it is important that you:

- Familiarise yourself with the relevant Country Office/Field Office contingency plans for relocation, evacuation and hibernation. Consult your line manager or the SSO/SSFP If you are unsure of your eligibility or responsibilities.



## Definitions

**Suspension:** temporarily halting activities to avoid an emerging threat, or to allow time to reassess the safety and security situation.

**Relocation:** withdrawing staff and assets to a safer area within the country, until the situation stabilises.

**Evacuation:** withdrawing staff to a place of safety across the international borders of the country, or to their home base.

**Hibernation:** staff remain at home, or another safe location, because it is too dangerous or not possible to relocate or evacuate staff, or it is expected that the situation will stabilise within a short period.

- Keep emergency supplies and equipment in your residence in case of hibernation, ie water, food, first-aid kit, torch, candles, communication equipment, spare batteries and chargers.
- Keep all essential documentation with you at all times, ie passport (with up-to-date visas) or national ID card, CARE ID card, vaccination certificate, driving licence, insurance documents, and a contact list.
- If relocation or evacuation looks likely, prepare a small 'grab bag' in case of rapid departure. The bag should contain essentials including money, laptop, key documents, toiletries, essential medicines, change of clothing, and important personal belongings. The whole bag should not exceed 15kg.
- Ensure that your mobile phone and/or radio is fully charged and that you can be contacted at all times to be updated on the security situation or given any necessary instructions.
- Don't talk about plans for suspension, relocation or evacuation to people outside CARE, unless there is essential reason to do so. Misunderstandings or rumours can unsettle authorities, beneficiaries, or others who may not wish CARE to leave. The Country Director is responsible for informing all external stakeholders.

## When to suspend or withdraw

The decision to suspend activities or withdraw staff is linked to the CARE Safety and Security Rating for a particular area or country, and may be triggered by any one of the following:

- Serious deterioration in overall security situation, or the outbreak of violent unrest/conflict.
- Natural disaster or hazard that poses a threat to the safety of staff.
- A significant, and credible, threat to all aid agencies, or to CARE and its staff directly.
- Controlling forces and/or the authorities insist that CARE leaves.
- Embassies advise their nationals to leave.
- UN or other aid agencies suspend their activities or withdraw staff.
- Safety and security concerns outweigh the benefits of a particular programme or make it impossible to meet programme objectives.

The decision to suspend or withdraw may also be made in advance of possible insecurity, such as during elections or demonstrations to avoid staff being exposed to the unrest that may follow.



## Relocation and Evacuation Procedures

CARE will endeavour to move all staff who are at risk to a place of safety. Normally, however, CARE will only relocate staff who have been posted to a location as a consequence of their employment with CARE. In the case of evacuation from a country, only staff who are not citizens or permanent residents of that country will be evacuated out of the country.

The decision to relocate or evacuate staff will be taken by the Country Director in consultation with, or at the direction of, the Lead Member.

Staff who refuse to relocate or evacuate when instructed will be dismissed immediately and will no longer be covered by CARE's insurance, therefore remain at their own risk and responsibility.

No staff member can return to an area after being relocated or evacuated until the Country Director has authorised staff to return.

## CRITICAL INCIDENTS & CRISIS MANAGEMENT



Be reassured!  
CARE has responses in place to deal with critical incidents affecting you or your colleagues.

Despite the safety and security measures CARE adopts, exceptional situations can still occur. Such critical incidents are rare, but they will, due to their nature, complexity or impact, require specific crisis management.

In general, a critical incident is one which seriously threatens the life or safety of one or more staff, for example:

- Abduction, kidnapping, arrest or detention
- Death or serious injury
- Sexual assault
- Death threats
- Multi-casualty incident (natural disaster/terrorist attack) affecting staff
- Serious security deterioration that directly affects the security of staff

Crisis management depends on decisions being taken quickly, and this requires good information flow and clear channels of communication and decision-making that all staff understand. On receipt of a report of a serious incident involving staff, the organisation will immediately establish a Crisis Management Team (CMT) at the Country Office and/ or CARE Lead Member HQ to provide overall incident management coordination and support. The primary role of the CMT is to:

- Assess the situation and its impact on operations and staff.
- Determine the level of support required to stabilise or resolve the situation.
- Develop and implement an appropriate course of action.

- Continually gather information on the incident, from other aid agencies, authorities, embassies and local media etc.
- Prevent further harm and ensure the health and/or safety of victim(s) and other staff affected by the crisis.
- Coordinate communication with key stake holders, including family members, authorities, other aid agencies, insurance company etc, and provide regular updates to relevant parties.
- Act as the principle point of contact for crisis-related enquiries, including the media.
- Initiate and lead post-incident investigation and analysis

All staff must adhere to instructions issued by the CMT and no staff member should take any action relating to the crisis without the approval of the CMT.

The Country Office/Field Office Safety and Security Management Plan for your location for your location should contain specific guidance on the management of critical incidents and crisis management for your location.





# 2

Specific guidance on a range of safety and security threats. Each guide provides an overview of the threat, and gives a checklist of the essential dos and don'ts to avoid or respond to incidents or situations.

**ENVIRONMENTAL HAZARDS &  
NATURAL DISASTERS**

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<sup>1</sup> The information and guidance provided in this section is adapted from US Federal Emergency Management Agency (FEMA) resources (<http://www.ready.gov/>).

<sup>2</sup> The guidance provided in this section is adapted from Safety First: A safety and security handbook for aid workers (2010), Save the Children.

# FLOOD



**Don't underestimate water hazards!**  
Just 15cm of fast-moving water can knock you off your feet, and half a metre deep can carry away most vehicles.

Most flood-related deaths and injuries occur when people try to walk or drive through hazardous flood water. Seasonal flooding is a result of prolonged or heavy rainfall, and can trigger other hazards such as landslides or debris flows. Flash floods, however, happen quickly and are most dangerous because they generate a powerful wall of surging water carrying rocks, mud and other debris, which sweeps away most things in its path.

## ✓ DO

### Basic precautions

- Know the risk in your area. Ask about recent flooding and identify areas liable to flood.
- Avoid low-lying and flood prone areas when choosing your accommodation or establishing an office.
- Construct barriers to divert water and protect buildings, if necessary.
- Store critical items, communication equipment, food and water supplies above flood level.
- Familiarise yourself with the Country Office's/Field Office's flood contingency plans. Know if you receive flood warnings, where to evacuate to, and plan evacuation routes by foot as roads may be blocked or damaged.
- Prepare for evacuation by identifying safe routes to high ground and packing a bag with essential items.

## During a flood

- Get to higher ground and stay there.
- If you are in a solid building, move to a higher floor, taking essential items and equipment if time allows.
- Switch off electricity at the main power switch, and remove fuses.
- Turn off gas supply.
- Fill water containers, even bathtubs and sinks, in case water becomes contaminated.
- Consider evacuating the area. Evacuation is much safer when flood waters are not too deep, so leave early to avoid getting trapped.

## After a flood

- Avoid flood water and mud as these may be contaminated with sewage and chemicals, or electrically charged from damaged power cables.
- Be cautious when driving as roads and bridges may have been damaged and could collapse.
- Stay out of buildings until you know they are safe. When re-entering a building check carefully for any structural damage and use a flashlight in case of gas leaks.
- Be observant for wild animals, especially snakes. Use a stick to poke at any debris.
- Always check that the water supply is not contaminated and is safe to drink. Seek advice if unsure!
- Clean and disinfect everything that has been touched by flood water.

## ✕ DON'T

- DON'T underestimate the risks. If you are advised to evacuate the area, do so immediately.
- DON'T walk through flood water. It could be deep and have hidden dangers. If you must walk, avoid moving water and use a stick to check the ground in front of you.
- DON'T drive through flood water, as you could lose control of the vehicle or stall it, leaving yourself stranded. If you must drive, proceed slowly and with caution, and leave windows open to escape quickly if necessary. If flood waters rise around your vehicle, abandon it and move to higher ground.

# LANDSLIDES & DEBRIS FLOWS



**Don't delay!**  
Be prepared to move quickly. Save yourself, not your belongings.

Landslides and debris flows occur quickly and with little warning. Landslides occur in the rainy season when a hillside becomes unstable causing rock, earth and debris to slide.

A landslide can also be triggered by construction work, earthquakes, and volcanic eruptions. A debris flow or 'mudslide', however, is a powerful, fast moving 'river' of rock, mud and earth which can travel several kilometres from its source, increasing in power as it picks up trees, cars and anything else in its path.

## DO



### Basic precautions

- Know the risk in your area, especially during the rainy season, and identify which areas or roads are more likely to be affected.
- Avoid accommodation near steep slopes, valleys or drainage channels.
- Check your property and surrounding land regularly during periods of heavy rainfall.
- Be alert for warning signs:
  - Trees or fences tilting or moving.
  - Unusual sounds such as trees cracking or boulders knocking together.
  - Faint rumbling that might indicate moving debris.
- When driving, be alert to sudden cracks in the road, and small amounts of mud or falling debris which may precede a landslide.
- If near a stream or gully, be alert to sudden changes in water flow or water suddenly becoming muddy, this may indicate landslide activity upstream.

## During a landslide or debris flow

- Quickly move out of its path by running to higher ground if possible, or alternatively taking shelter in a sturdy building or behind a large tree. If you can't escape, curl into a tight ball and protect your head.
- If indoors, stay inside, move to an upper floor and take shelter under a desk or table.
- If in a vehicle, drive away from the area as quickly as possible. If rocks are falling from above, drive close to the side of the mountain. If your vehicle stalls or becomes stuck, abandon it immediately and move to higher ground. A landslide or debris flow can completely engulf or carry away a car.

## After a landslide or debris flow

- Stay away from the area as there may be further landslides or debris flows.
- Be observant for other dangers such as damaged electrical cables and gas pipes, and weakened roads and bridges.
- Stay out of buildings until you know they are safe. When re-entering a building check carefully for any structural damage and use a flashlight in case of gas leaks.

## X DON'T

- DON'T enter the slide area or damaged buildings to help injured or trapped people. Direct rescuers to their locations.
- DON'T drive through the site of a landslide unless others have done so safely, as you may restart the landslide. If you must cross, do so on foot and arrange alternative transport on the other side.
- DON'T delay in leaving an area during very heavy rains if the area is susceptible to landslides or debris flows. Don't stop to ponder the likelihood of something happening – move away safely while it is still possible to do so.



# WILDFIRES



**Don't wait until the fire reaches you!**  
Leave early enough to avoid getting trapped by the fire, smoke, or road congestion.

Wildfires begin as small fires, but the combination of dry vegetation and strong winds quickly turn these into massive firestorms which travel rapidly over vast areas. Wildfires change direction quickly, making them extremely dangerous and almost impossible to control. Smoke and ash from wildfires pose significant health risks far beyond the fire area.

## DO



### Basic precautions

- Know the risk in your area, especially during the dry season, and identify which areas are prone to wildfires.
- Familiarise yourself with the Country Office's/Field Office's wild fire contingency plans. Know if you receive fire warnings, where to evacuate to, and plan evacuation routes by foot as roads may be blocked or damaged.
- Plan ahead how to evacuate the area, where to go and what to take with you.
- Create a fire safety zone (ideally more than 10m) around the building by removing flammable materials, trees and plants, and ensuring that roof and gutters are cleaned regularly.
- Ensure that fire extinguishers, water hoses, buckets and shovels etc are easily accessible to tackle small fires breaking out.
- Monitor local radio and TV reports for information on wildfire outbreaks, and be ready to leave at short notice.

## During a wildfire

- Evacuate immediately if advised to do so. Inform someone which route you are taking in case the fire spreads or changes direction.
- Stay calm if you are trapped in a building. Close windows and doors and move away from outside walls.
- If in a vehicle, close windows and air vents and drive away from the wildfire slowly with headlights on.
- If your escape route is blocked, pull over in an open area away from trees and brush. Turn the ignition off, get on the floor, cover yourself with a blanket or coat, and stay in the vehicle until the fire passes.
- If on foot and trapped by the fire, look for shelter in an open area or ditch. Clear away flammable material around you and lie face down, covering yourself with anything that will shield you from the fire's heat until the fire passes.
- Limit your exposure to smoke and ash, even if you are some distance from the fire – the worse the visibility, the worse the potential health impacts:
  - Be alert to air quality reports and health warnings about smoke.
  - Keep indoor air clean by closing windows and doors.
  - Minimise physical activity.
  - Avoid adding to the air pollution indoors, by smoking, using gas stoves etc.

## After a wildfire

- Stay away from the area as hazards may still exist. Hot spots which can flare up without warning.
- If you took shelter in a building, immediately extinguish any remaining fires, sparks or embers, checking the roof and attic.
- Be cautious when cleaning up fire debris and ash; wet debris down to minimise breathing in dust particles. Discard any food that has been exposed to heat, smoke or soot.

**DON'T**

- DON'T delay when an evacuation order is given, as fast-moving fires can cut off escape routes.
- DON'T drive through heavy smoke – if you can't see what's ahead, don't risk it.
- DON'T enter fire damaged buildings as these are prone to collapse – seek advice if unsure.



# EARTHQUAKES



## **DROP, COVER, HOLD ON!**

Earthquakes don't kill, but collapsing buildings, falling objects, and fires do.

Earthquakes strike suddenly and without warning at any time of the day or night. Large tremors can result in collapsed buildings and bridges, fires, explosions, landslides and tsunamis. While earthquakes cannot be predicted, there are geographical areas in which they are more likely to occur.

## ✓ DO

### Basic precautions

- Know the risk in your area. Find out if you are in an earthquake prone zone.
- Familiarise yourself with the Country Office's/Field Office's earthquake contingency plans. Know, where to evacuate to, and plan evacuation routes by foot as roads may be blocked or damaged.
- Choose accommodation and offices that offer the most earthquake protection: structurally sound, single storey, light roof buildings with good exits.
- Identify items likely to fall during an earthquake and remove these or fasten them securely to walls.
- Fit an earthquake alarm. Even a few seconds' warning could give you enough time to get to safety.
- Position emergency supplies (water, food, radios, first-aid kit, torches and blankets) outside your building if possible, so you do not have to re-enter a damaged building to get them.
- Keep a 'grab bag' with essentials (water, torch, whistle, ID card, clothing etc) by your bedside in case you get trapped.

- Know where the prearranged assembly point is outside the building. The assembly point should be away from surrounding buildings to avoid falling debris.

## During an earthquake

- If in a building, **DROP** to the floor; crawl to a position of **COVER**, such as under a sturdy table or desk, and **HOLD ON** until the shaking stops. If your cover moves, then keep hold and move with it.

### Earthquake response



- If not near a table, drop to the floor against an interior wall and protect your head and neck with your arms. Stay away from windows, outside walls, fireplaces and anything that could fall.
- If you are in bed, hold on and stay there, protecting your head with the pillow.
- Stay inside until the shaking stops and it's safe to go outside.
- If outdoors, stay there! Move away from buildings, trees, overhead wires, and other hazards.
- If in a vehicle, stop in a clear area (away from buildings, trees, bridges etc). Pull on the handbrake, and stay in the vehicle until the shaking stops. Be alert for landslides.
- If you become trapped under debris:
  - Cover your mouth with a cloth.
  - Tap on a pipe or wall, or use a whistle to help rescuers locate you.
  - Shout only as a last resort – shouting uses up a lot of energy and could cause you to inhale dangerous amounts of dust.
  - Do not light a match or use a light switch, in case of gas leaks.

## After an earthquake

- Move out of and away from buildings as these could collapse some time after the quake and aftershocks can do further damage to weakened structures.
- Move to the pre-arranged assembly point. Watch out for downed electrical wires and weakened walls.
- Be prepared for aftershocks. Each time you feel one, DROP, COVER and HOLD ON.
- If you are near the coast, and the earthquake was powerful, be prepared for a tsunami. Move quickly inland to higher ground.
- Inspect the building for damage, extinguish small fires, turn off the gas and switch off the electricity.
- Use flashlights or battery-powered lanterns instead of open flames because of possible gas leaks. Evacuate the area if you suspect a gas leak.

### ✘ DON'T

- DON'T run outside or to other rooms during shaking and do not use stairs.
- DON'T re-enter a building until you know it is safe. Seek advice if unsure or if there is any sign of damage.

# TSUNAMIS



**Don't wait for warnings!  
Evacuate immediately  
if you think a tsunami  
is coming.**

Tsunamis are a series of huge waves caused by an earthquake, landslide or volcanic eruption. If a major earthquake occurs close to land, the first in a series of powerful waves could reach the coastline within minutes, before a tsunami warning can be issued. Most tsunamis occur in the Pacific Ocean, but any coastline can be affected by tsunamis and they can occur far from an earthquake's epicentre.

## DO



### Basic precautions

- Know the risk in your area. Find out if you are in a tsunami zone.
- Familiarise yourself with the Country Office's/Field Office's tsunami contingency plans. Know if and how you receive tsunami warnings, where to evacuate to, and plan evacuation routes by foot as roads may be blocked or damaged.
- Choose accommodation and offices away from the coast. Areas at greater risk are those that are less than eight metres above sea level and within one-and-a-half kilometres of the shoreline.
- Know your location's height above sea level and its distance from the coast, as evacuation orders may be based on these figures.
- Prepare a 'grab bag' of essential supplies (food, water, first-aid kit, torch, ID card etc) and store it somewhere easy to locate in an emergency.

## During a tsunami

- When an earthquake occurs, listen out for a tsunami warning, if such a system exists. Turn on your radio or TV to hear if there is a tsunami warning.
- If you hear a tsunami warning or detect signs of a tsunami, evacuate at once. Move to the designated assembly point, or as far inland and as high as possible, and stay there. Tsunami indicators include:
  - Strong earthquake near the coast, for more than 20 seconds.
  - Rapid changes in sea levels.
  - Loud roaring noise from the sea.
- If the tsunami wave is flooding ashore, get yourself as high as possible. Even a large tree or post may offer some protection – tie yourself to it and hang on.
- If you get caught in the water, the most important thing is to keep afloat. Grab onto anything such as a tree trunk or floating debris, and use this to get to a point where you can pull yourself out of the water.

## After a tsunami

- Only re-enter a building when you know it is safe to do so, as flood waters may have damaged them. Avoid buildings still surrounded by water.
- Refer to the Floods guide for further advice on dealing with the flood waters caused by the tsunami.



## ✗ DON'T

- DON'T stay in low-lying coastal areas after a strong earthquake has been felt.
- DON'T go down to the beach to watch the tsunami waves come in. If you can see the wave, then you are too close to escape being swept away by it.



## HURRICANES, TYPHOONS & CYCLONES



**Get out!**

If you are in the path of a major cyclone, evacuate or move to suitable shelter.

Hurricanes, typhoons and cyclones are severe tropical storms, or 'tropical cyclones' that occur in specific regions at predictable times of year. Tropical cyclones can produce winds of more than 250km/hr, and move in a large spiral around a centre known as the 'eye'. They can continue for hours or even days, and change course and intensity frequently. Tropical cyclones may also bring torrential rain and storm surges, which can result in widespread flooding.

### DO



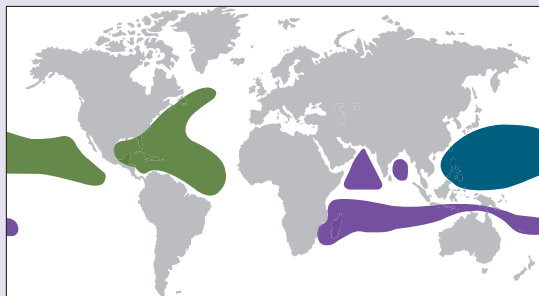
#### Basic precautions

- Know the risk in your area. If you are visiting or working in a tropical cyclone region during the season, monitor local weather reports.
- Familiarise yourself with the Country Office's/Field Office's contingency plans, and know how you would be alerted to a cyclone, and where to evacuate to.
- Choose accommodation and offices away from the coast. Storm surges cause the most damage during a cyclone. In case of a storm surge warning, know the nearest safe high ground and the safest access route to it.
- Check your accommodation for structural weaknesses and identify a safe room. If staying in a high-rise building away from the coast, identify a room on the lower floors away from windows.

- Fit storm shutters to the property, or have timber ready to barricade windows and doors.
- Store emergency supplies in your accommodation and office, including several days water supply, food, torches, first-aid kit, communications equipment etc. Prepare for evacuation by identifying safe routes to high ground and packing a bag with essential items.



### Storm types & seasons



Region	Storm Type	Season Starts	Season Ends
North Atlantic/ Caribbean	Hurricanes	June	November
Northeast Pacific	Hurricanes	May	November
Northwest Pacific	Typhoons	All year round	
North Indian	Cyclones	April	May
		October	November
South-West Indian	Cyclones	November	April
Australian	Cyclones	November	April
South Pacific	Cyclones	November	April

## During a tropical cyclone

- If you know that a cyclone is imminent, turn on your radio or TV to monitor the storms progress, and follow the instructions of the authorities.
- Make sure that you are in or can get to a safe location or shelter well before the cyclone hits.
- If you must remain in your accommodation, board up and tape over the windows, and secure doors and loose material outside the property, to prevent flying glass and other objects causing injury and damage.
- Stay indoors. During the cyclone's peak move to a small room, or cupboard, away from windows, skylights and glass doors. In flood-prone areas do not use the cellar or basement because of the additional risk of flooding.
- Avoid using naked flames, such as candles and paraffin lamps, as a source of light, in case of gas leaks.
- If the building you are in starts to break up get under a table or bed, protect yourself with a mattress and blankets, or hold on to any strong fixtures.
- Beware that a sudden lull in winds occurs as the cyclone eye passes over, it may last up to two hours. However, when the other side of the cyclone then hits, winds will resume with equal strength.
- If you are stuck outdoors during a cyclone, look for somewhere solid to shelter from the winds, but avoid trees.
- If you are driving, pull over avoiding trees, power lines and buildings and stay in the vehicle.

## After a tropical cyclone

- If you're in a safe shelter, stay where you are until officially advised it's safe to leave. If you have evacuated, do not return until authorities say it's safe to return.
- Drive only if really necessary. The streets will be filled with debris and roads blocked or damaged. Be careful to avoid damaged buildings, bridges, trees, power lines, and any flood waters.
- Stay away from beach fronts, river banks and streams until potential flooding has passed.

### ✘ DON'T

- DON'T enter buildings until you are sure that they are structurally sound, and beware of snakes and other wildlife that may have taken shelter from the storm.

# VOLCANIC ERUPTIONS



**DON'T** get close!  
Volcanic activity can change quickly and without warning.

Volcanic eruptions occur when pressure from gases within molten rock becomes too great, blasting hot, solid and molten rock fragments and gases into the air for several kilometres. The rock debris and lava flows can cause widespread destruction and set buildings on fire. Volcanic eruptions can also trigger other hazards such as earthquakes, wildfires, flash floods, landslides and tsunamis.

## DO



### Basic precautions

- Know the risk in your area. If you live or work near a volcano, whether it is active or dormant, be ready to evacuate at a moment's notice.
- Familiarise yourself with the Country Office's/Field Office's contingency plans and where to evacuate to.
- Be prepared for additional hazards that can be triggered by volcanic eruptions, such as earthquakes, flash floods, and tsunamis.
- Prepare an emergency supplies kit that includes food and water, and goggles and face masks.

### During a volcanic eruption

- Evacuate immediately to a safer location upwind and on higher ground – flash floods, mud and poisonous gases will accumulate in low-lying areas. The highest risk area is up to 10km around the volcano, but ash can fall hundreds of kilometres downwind.
- If you are unable to evacuate, seek shelter indoors. Close all windows and doors to keep ash out.

- Store all vehicles and equipment inside a garage and leave them there until the eruption has ended and the dust has settled.
- If you are outdoors and get caught up in a rock fall, try to find shelter or roll into a ball to protect your head.
- Beware of lava or mud flows, as these can move faster than you can run.
- If you are in a vehicle, avoid driving when ash is falling heavily. Driving stirs up the ash which may clog your vehicle's engine and cause it to stall.
- If you must go outdoors, cover your mouth and nose with a face mask or damp cloth, wear long sleeves to keep your skin covered to avoid irritation or burns, and use goggles to protect your eyes.

## After a volcanic eruption

- Prepare to evacuate the area. Ongoing tremors, further eruptions and ash fall may make the area uninhabitable for a long time.
- Minimise your movements outside and keep all windows and doors closed whenever possible.
- Remove ash from your roof if you are concerned about its weight. More than 10cm of ash may be enough for your roof to collapse.
- If cleaning up ash, dampen the ash with a little water to reduce your exposure.
- Avoid driving. If you must drive, proceed carefully and slowly with your lights on – ash is slippery, and stirring it up will clog your engine.

## ✘ DON'T

- DON'T try to cross a lava flow. Even flows that appear to be cooled may simply have formed a thin crust over a core of extremely hot lava.

## CHEMICAL AGENTS



**Respond immediately!**  
Limit the **TIME** you are in the area; move a safe **DISTANCE** from source; maintain physical **BARRIERS** between you and the hazard.

Chemicals are widely used in every country, for crop production, industry and water purification. These chemicals are accidentally released during their manufacture, storage and transportation, or when used improperly, and can be hazardous to the environment and people. Hazardous substances can also be released from factories or storage depots during an earthquake or other natural disasters.

### DO



#### Basic precautions

- Know the risk in your area. Identify if any potentially hazardous chemicals are manufactured or stored nearby.
- Choose accommodation and offices away from any potential sources of contamination, in particular chemical factories and storage sites.

#### During a chemical release

- Evacuate immediately if advised, and possible to do so. Seek information on safe evacuation routes and temporary shelters.
- If you are unable to evacuate, remain indoors. Close all doors and windows, turn off air conditioning, and seal gaps with wet towels or tape.
- Move into a safer room, one that is above ground and has the fewest openings to the outdoors.
- If gas or vapours have entered the building, take shallow breaths through a cloth or a towel. Avoid eating or drinking any food or water that may be contaminated.

- If outside, cover your nose and mouth with a cloth, cover all exposed skin, and move away from the source. Stay uphill and upwind from the suspected source of contamination and seek shelter in a building.
- If you are in a vehicle, stop and seek shelter in a building. If you must remain in the vehicle, keep windows and vents closed and shut off the air conditioner and heater.

## After a chemical release

- Act quickly if you have come in to contact with or suspect that you have been exposed to any hazardous chemicals. Side effects may include difficulty breathing, increased heart rate, dizziness, vomiting, sweating, skin or eye irritation, and deliriousness. Seek medical advice as the appropriate treatment will vary depending on the type of chemical involved.
- Return to the area only when authorities advise it is safe to do so.

## ✘ DON'T

- DON'T delay in responding when you suspect a chemical release. You may be exposed even though you cannot see or smell anything unusual.



# RADIATION HAZARDS



**Get indoors and stay there!**  
The risks to your health are greater the longer you are exposed.

A radiation hazard may arise as a result of an accident or explosion at a nuclear power plant or an accident involving the transportation of radioactive materials. The sudden release of dangerous levels of radiation is a risk to health. However, the risk varies depending on the dose of radiation released, wind direction and the length of time people are exposed.

## DO



### Basic precautions

- Know the risk in your area. Identify if there is a nuclear power plant, or any other radiation hazards, nearby.
- If you are located within 10km of a nuclear power plant, or a possible radiation hazard, familiarise yourself with any local contingency plans and consider how to respond in the event of an emergency.

### During a radiation release

- Minimize your exposure by staying indoors. Close doors and windows, and turn off fans and air-conditioning. Go to a room in the middle of the building, or a basement if possible.
- Monitor local radio and TV reports for information and updates. Depending on the direction of the radioactive cloud, and your closeness to the source of radiation, you may be advised to evacuate.
- If you are told to evacuate, leave immediately. Seek information on safe evacuation routes and temporary shelters.

- If outdoors, cover your nose and mouth with a cloth, and seek shelter in a building.
- If in a vehicle, stop and seek shelter in a building. If you must remain in the vehicle, keep windows and vents closed and shut off the air conditioner and heater.

## After a radiation release

- Act quickly if you suspect you have been exposed to hazardous radiation. Seek medical advice and treatment for any unusual symptoms, such as nausea, as soon as possible.
- Follow decontamination instructions from local authorities. As a minimum, you should remove your shoes and outer layer of clothing, put exposed clothing in a sealed bag, and wash yourself thoroughly with soap and warm water but do not scrub the skin.
- Return to the area only when authorities advise it is safe to do so.

## X DON'T

- DON'T evacuate unless you are advised to – you are safer indoors than outside or in a vehicle. Radiation levels should reduce within a few hours.

## BURGLARY & THEFT



**Secure doors and windows! Burglary and theft are the most common security incidents affecting staff.**

Burglary and theft are widespread in most countries where CARE operates. Burglary, also called 'home invasions' or 'break-ins', refers to theft from property without the use of a weapon. However, a burglar may be prone to violence if challenged. If assailants use a weapon this is considered armed robbery.



### DO



#### Basic precautions

- Know the risk in your area. Monitor reports about burglaries and theft to determine where and how they occur.
- Check that locks, doors, windows and other points of access are secure and if necessary put in place additional security measures. If criminals see alert guards and a well lit compound, with a secure gate and perimeter fence, they may look elsewhere.
- Keep your doors and windows locked, even if you are at home or leaving the building for a short time.
- Report any suspicious visitors or individuals watching your property. Burglaries are often preceded by surveillance of the premises.



#### How to respond

- If you return to your residence and suspect that an intruder may be inside, or you find a broken door or window, do not go in. Leave quietly and call the police or alert the guards or your neighbours.

- If you are in the building and suspect that someone is trying to force entry, call the police or alert the guards, and activate the alarm if you have one.
- If an intruder succeeds in entering, remain calm and hand over anything requested without protest. Make no sudden moves and do nothing which could appear threatening.

## After an incident

- Report the incident to the SSO/SSFP and Country Director. In consultation with the SSO/SSFP and Country Director, report to the local authorities/police, if appropriate.
- Secure the property and assess items that were stolen or damaged.
- If you do not feel safe staying in the property, arrange to stay elsewhere.
- Seek support. Burglaries can be unsettling events to experience. Discussing the incident with colleagues or a psychological specialist may help you deal with it.

## ✘ DON'T

- DON'T sleep with your windows open unless they are protected by bars or grilles.
- DON'T leave valuables and possessions near open windows, even if they are protected by bars, as it is common for items to be 'fished' through openings.

## MUGGING & STREET ROBBERY



Don't walk alone  
at night!  
Most muggings  
happen after dark.

Mugging, or robbery on the street, is a very common crime in most cities and towns. Even experienced staff are susceptible to being mugged, and lose money, important documents and other valuables. People are caught off guard in such situations and, forgetting their security training, try to resist which can escalate a mugging into a more serious incident.

### DO



#### Basic precautions

- Know the risk in your area. Seek reliable advice on areas considered safe for walking, and areas to avoid. No-Go-Zones or high risk areas maybe identified in Country Office/Field Office Safety and Security Management Plans for your location. You should be aware what is covered in the SSMP. If you are not sure you should ask about the risks of mugging and street robbery in your area during your safety and security orientation/briefing.
- Be aware of your surroundings. Do not put yourself in a vulnerable position. Always look as if you know where you're going.
- Stick to well-lit areas and don't take short cuts through isolated areas, even if you're in a group.
- Maintain a low profile and avoid any disputes or disturbances. Be wary of groups of people loitering on the streets.
- Carry your bags securely to avoid them being snatched. Valuables should be out of sight and only carry your CARE ID card, or photocopy of your passport, rather than the original, unless necessary.

- Only carry the cash that you need. Keep a small amount of cash in your wallet to hand over in the event of being mugged. The remainder should be divided between your pockets, money belt, and bags.
- If a driver pulls up asking for directions, do not approach the vehicle. Be cautious when asked to look at a map. If you are offered a lift, politely refuse.
- Cross the street if someone suspicious is walking behind or ahead of you. If you are still being followed, head to a populated area and attract the attention of others.

## How to respond

- If threatened, cooperate calmly and give them what they want. Make no sudden movements and don't risk being injured just to protect your money, phone or other possessions.

## After an incident

- As soon as the attack is over, move rapidly to a safe place and report the incident.
- If you are injured seek medical attention.
- Report the incident to the SSO/SSFP and Country Director. In consultation with the SSO/SSFP and Country Director, report to the local authorities/police, if appropriate.
- Seek support. Muggings can be unsettling events to experience. Discussing the incident with colleagues or a psychological specialist may help you deal with it.

## X DON'T

- DON'T become distracted. Listening to music on headphones, talking on the phone, or looking at a map takes your attention away from your surroundings and makes you an easier target.
- DON'T wander the streets, or walk back to your hotel or residence, after a few drinks. Always stay sober so you make smart decisions.

## ARMED ROBBERY



Property can be replaced – you can't!  
Never take risks to protect CARE's property.

Due to the proliferation of weapons in countries where CARE operates, robberies and other criminal acts are often armed and violent. The resources managed by staff, or perceptions regarding their wealth, have made them victims to armed robbery by criminal groups.

### DO



#### Basic precautions

- Know the risk in your area. Understand where and when robberies occur, who is targeted, whether the assailants are armed and violent, and what the outcomes usually are.
- Limit the amount of cash and valuables stored at the office and your residence.
- Be discreet about financial transactions, especially any communication regarding cash movements.
- Avoid predictable financial routines, for example regular visits to the bank or ATM to withdraw money, or regular payments that require large amounts of cash to be stored.
- Assess the security of the office or your residence. If criminals see alert guards and a well lit compound, with a secure gate and perimeter fence, they may look elsewhere.
- Report any suspicious visitors or individuals watching your property. Robberies are often preceded by surveillance of the premises.

## How to respond

- Remain calm and do not be aggressive. The assailants are probably nervous and anxious to make a quick get-away, and are more likely to shoot if they feel threatened.
- Comply fully with their demands. No possessions are worth risking your life for. Do not resist threatening demands for equipment or money – give them what they want or what you have.
- Keep your hands visible, avoid eye contact and don't make any sudden movements. Inform the assailants what you are going to do before you do it.

## After an incident

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to the SSO/SSFP and Country Director. In consultation with the SSO/SSFP and Country Director, report to the local authorities/police, if appropriate.
- Seek support. All armed robberies, whether violent or not, are traumatic events to experience. Discussing the incident with colleagues or a psychological specialist may help you deal with it.

## X DON'T

- DON'T talk among yourselves in front of the assailants – particularly in a language they do not understand. If necessary, one person should talk on behalf of everyone.
- DON'T attempt to intervene if the assailants are physically aggressive to a colleague, as you may increase the risks for yourself and your colleagues.



# CARJACKING



**Don't defend your vehicle! Allowing carjackers to take it without interference is the safest way to respond.**

Carjackings are rife in some areas that CARE operates. They can occur anywhere, but common techniques include setting up fake road blocks, or waiting at traffic lights, junctions, fuel stations, or outside an aid agency's office or residence.

Carjackers can also force a vehicle to brake by overtaking suddenly or will 'bump' the vehicle to induce the driver to stop and get out. Although the main motive is to steal the vehicle, these situations are dangerous and unpredictable as carjackers are often armed, nervous and will quickly resort to violence.

## DO



### Basic precautions

- Know the risk in your area. Gather information on carjackings to identify when and where they occur, the techniques and the level of violence used, and the types of vehicles targeted.
- Avoid areas where carjackings are known to occur. If possible, avoid 'choke points' such as traffic lights and narrow streets where you may be especially vulnerable.
- Be alert and always keep doors locked and windows closed.
- Try to vary routes and travel times to avoid developing patterns in your movements.
- Avoid stopping outside your residence while the gates are being opened. Arrange a signal with the guards so they can open the gates in time for you to drive straight in without waiting.

- In high risk areas consider travelling with another vehicle or in convoy with other aid agencies, as carjackers will rarely confront more than one vehicle.
- Consider using locally hired vehicles. Often these are owned by influential local businessmen or members of the community, and therefore may be less likely to be stolen.

## How to respond

- Change direction if a suspicious vehicle is behind or ahead of you. If you are still followed, stick to busy roads and return to the office. At night, drive to a busy hotel or petrol station rather than your home.
- If your vehicle is bumped from behind, remove the keys before getting out to check the damage. At night, don't stop in an isolated spot – signal the other vehicle to follow you to a well-lit, busy area.
- If confronted by armed assailants stop the vehicle but keep the engine running.
- Get out of the vehicle slowly, but only when instructed. Leave the door open with the key in the ignition.
- Keep your hands visible, avoid eye contact and don't make sudden movements. Be especially careful when reaching to release your seatbelt. Inform the assailants what you are going to do before you do it.
- Comply with their demands. Do not become aggressive or try to negotiate. Do not risk your life for a vehicle, and always surrender personal valuables if demanded.
- If in a group, do not talk among yourselves more than is necessary, particularly in a language not understood by your assailants.

## After an incident

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to your base immediately, and inform the SSO/SSFP and Country Director. In consultation with the SSO/SSFP and Country Director, report to the local authorities/police, if appropriate.
- Seek support. Experiencing a carjacking incident is traumatic and discussing the incident with colleagues or a psychological specialist may help you deal with it.

## DON'T



- DON'T attempt to take anything with you when you're forced out of the vehicle, or return to the vehicle to retrieve anything, unless instructed.
- DON'T attempt to immobilise the vehicle to prevent them from taking it. This is likely to increase their aggression and they may take you or a colleague hostage to ensure that they get away safely. Always allow the carjackers to depart without interference.

# AMBUSH



Seek local advice!  
In some ambush situations you should keep driving, in others it may be less dangerous to stop.

An ambush is a surprise attack from a concealed position. The best defence against ambushes is to avoid them, but their very nature makes them difficult to detect and respond to until it is too late. The basic intention of an ambush is to force a vehicle or convoy to stop – using roadblocks, fake checkpoints, staged accidents or by shooting at the vehicle – so that assailants can then rob, abduct or attack, the occupants.

## ✓ DO

### Basic precautions

- Know the risk in your area. Seek information on ambushes and vehicle attacks to identify when and where they occur, the techniques and the level of violence used, and what the outcomes usually are.
- Vary routes and travel times, if possible, to avoid developing predictable patterns.
- Use discretion when planning field movements in high risk areas, especially if transporting valuable items such as cash and commodities. Minimise the number people who know about the trip.
- Be alert to abnormal activity along the route. For example, if you don't see any vehicles travelling in the opposite direction on a normally busy road, there may be a problem ahead.

## How to respond

- If you see a suspicious roadblock or checkpoint, stop well before it and let other vehicles pass to observe them passing through. If you suspect hostile intentions, reverse and, at a safe distance, turn around and drive away.
- If you being shot at, accelerate and continue driving forward, if necessary ramming obstacles to knock them out of the way.
- If your route is blocked and you think the intention is to harm you, then reverse at speed. This is dangerous, so only do this as a last resort. At a safe distance, turn around and drive away.
- If your vehicle is immobilised or the driver has been shot, get out the vehicle and seek cover. If you're still being shot at, run away or hide. It may be wise for each person to run in different directions, so that if some are caught, others may have a chance to escape.
- If you can't escape, or if you suspect that the intention is to make you stop to rob or abduct you, rather than to kill you, then stop the vehicle and comply with their demands.
- If you are instructed to get out of the vehicle, do so slowly. Keep your hands visible, do not make any sudden movements, and comply with their demands.

## After an incident

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to your base immediately, and inform the SSO/SSFP and Country Director. In consultation with the SSO/SSFP and Country Director, report to the local authorities/police, if appropriate.
- Ensure other CARE staff and other aid agencies travelling in the area are informed.

- Seek support. Even if you escaped without injury, experiencing an armed attack or ambush is traumatic, and discussing the incident with colleagues or a psychological specialist may help you deal with it.

## **X DON'T**

- DON'T zigzag the vehicle or drive too fast as you are likely to lose control of the vehicle and roll it. Drive at a fast but safe speed.
- DON'T attempt to turn your vehicle when under direct fire, as this will make you an easy target. Moving forward, where possible, will let you to drive faster and stay in control, making you more difficult to hit.

## DEMONSTRATIONS, RIOTS & LOOTING



**Be well informed!**  
Growing tensions are usually visible before they erupt, so avoid troubled areas.

In many countries, political instability and underlying tensions often lead to civil unrest, mob violence and looting, especially during elections. Actions – or inaction – by authorities, frustration with the political process, or events in another country can cause violence to erupt spontaneously.

Resentment and violence can be directed towards aid agencies and their staff due to anger about the assistance being provided. Even if aid agencies are not the focus of the unrest, in the chaos and confusion their offices, warehouses and aid convoys may still be targeted by mobs intent on looting.

### DO



#### Basic precautions

- Know the risk in your area. Develop an awareness of growing tensions, determine who the resentment is aimed at and what events are likely to trigger violent unrest. Familiarise yourself with the Country Office's/ Field Office's civil disturbance contingency plans. Know if you receive warnings, where to evacuate to, and plan evacuation routes by foot as roads may be blocked.
- Monitor local media to know where and when demonstrations, strikes and public rallies are occurring, and avoid these areas.
- Reduce your visibility if aid agencies are a potential target. Remove CARE logos from buildings and vehicles and move valuable items from offices (computers, vehicles, key documents and records etc) to safer locations such as staff houses, if appropriate.
- Store emergency supplies in your residence, including food and water to last several days, communications equipment etc.

- If you have advance warning of possible unrest, limit your movements and remain in your residence, maintaining regular communication with other colleagues. Be aware that curfews may be put in place by the security forces as a direct result of the unrest.

## How to respond

- Quickly move away from the area of unrest and seek refuge in a nearby shop, hotel, religious building or with a willing local resident. Inform the office of the situation and your location.
- If confronted by an angry crowd act passive but calm. Identify yourself as an aid worker, if appropriate, and try to diffuse the situation. Do not resist any demands.
- If in a vehicle and you see a large crowd ahead, carefully reverse, turn around and proceed to a safe location.
- If the vehicle is confronted by an angry crowd, lock your doors and don't get out. Let the crowd pass or drive through carefully.
- If your vehicle is stopped from leaving, remain calm. If possible, and appropriate, identify yourself as an aid worker and try to diffuse the situation.
- If the crowd becomes violent and you are forced out of your vehicle, do not resist. If necessary, abandon your vehicle and quickly move away from the area.
- If you are in a building, ensure that all gates, doors and windows are locked. Instruct guards not to open the gate unless physically threatened. Inform other staff and aid agencies who might be at risk.
- If the building is besieged by an angry crowd, think carefully before attempting to diffuse the situation. Do not leave your compound; instead invite a few representatives of the crowd into the compound to discuss their grievances. Remain calm, listen attentively, be respectful and avoid making promises.



- If the crowd appears violent, consider evacuating the building from another exit. If this is not possible, barricade yourself in a safe room, such as a bathroom.

### **After an incident**

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to the SSO/SSFP and Country Director. In consultation with the SSO/SSFP and Country Director, report to the local authorities/police, if appropriate.

### **DON'T**



- DON'T confront rioters to prevent them causing damage to CARE's property, as they may turn their aggression on you.
- DON'T resist or challenge looters. If possible, leave the area before more looters arrive and the situation escalates.

## BRIBERY & EXTORTION



Seek local advice!  
In some ambush situations you should keep driving, in others it may be less dangerous to stop.

Staff at times face demands for bribes or kickbacks, for example to gain access to areas, or to clear urgent supplies through customs. Bribery – the provision of money, gifts or favours to persuade someone to act dishonestly or to unduly influence a decision – is a crime in many countries.

Complying with requests for incentives not only affects CARE's credibility, it may also create a precedent that leads to increasing demands being made in the future. Staff may also be subject to extortion, a form of blackmail where threats are issued against an individual unless demands, usually for payment, are met. Extortion may involve threats of physical harm.

### ✓ DO

#### Basic precautions

- Know the risk in your area. Develop an awareness of where and when bribes may be requested, and how to handle such requests.
- Always remain courteous, respectful and, if possible, friendly.
- Make sure that you are aware of and respect local laws and traffic regulations, so that you are less likely to be accused of wrongdoing and therefore laying yourself open to demands from officials.
- Ensure your paperwork and documents are in order, and carry copies of them with you at all times.

## How to respond

- Politely refuse if asked to pay a bribe or give any incentive. Often a situation can be diffused with good humour and a brief chat.
- Explain that you don't understand why you have to pay and ask if they can get a colleague to explain. Fear of getting others involved might change their mind.
- If they persist with a demand for payment, explain why CARE prohibits payment of any unofficial fees or the giving of gifts.
- Be prepared to wait. Impatience or urgency often increases the pressure to pay a bribe. At a checkpoint be prepared to wait if it is important that you pass through, and keep negotiating politely. Otherwise, consider turning back and trying again another day.
- If the situation is not resolved, politely ask to speak to a superior, or ask to contact the CARE office so that they can inform a higher authority of the problem that you are facing.
- If your personal safety or that of your colleagues is endangered by a refusal to pay, then pay the bribe and report the incident.
- If you face demands associated with threats of violence or blackmail, immediately report this attempted extortion to the Country Director or SSO/SSFP.

## After an incident

- Report any demands to the SSO/SSFP and Country Director.

## DON'T



- DON'T assume that you have to bribe. In most cases bribery arises when you don't know the rules and regulations of a process. You can probably still get things done, but it may take a while longer (in some cases, much longer!).

## DEATH THREATS



**Take threats seriously!  
Any threat directed  
at CARE and its staff  
must be reported and  
investigated.**

Death threats or threats of violence issued to any staff member must be taken seriously. Threats are often anonymous, can be verbal or written, and can be targeted against an individual staff member because of their role, ethnicity, religion or behaviour, or more generally against the organisation and its staff to deter them from working in a particular area. Threats may arise from former employees unhappy with their dismissal or treatment.

### ✓ DO

#### Basic precautions

- Know the risk in your area. Develop awareness of threats issued to other aid agency staff to understand the nature of these threats, when and how they are issued, actions taken, and usual outcomes.
- Be respectful towards local customs and social norms and avoid behaviour and actions that might antagonise others.
- If instigating disciplinary procedures against a staff member or terminating their employment, adhere to CARE's HR policies, procedures and guidance. Inform the SSO/SSFP prior to advising the individual.

#### How to respond

- If confronted by an individual, remain calm and if possible move yourself away from the situation. Don't engage in an argument or issue counter-threats as this may make the situation worse.

- Document the incident as soon as you can. Write down exactly what was said or done by the perpetrator while it is fresh in your mind.
- If you receive a written threat, don't ignore it or try to deal with it on your own.

## After an incident

- Immediately report any threats to the SSO/SSFP and Country Director, so it can be thoroughly investigated.
- In consultation with the SSO/SSFP and Country Director, report to the local authorities/police, if appropriate.
- Review your current security measures. Minimise your movements and, if you live alone, consider staying with colleagues or friends. It may be necessary to temporarily relocate while the threat is investigated or until the situation is resolved.
- Seek support. Dealing with a threat made against you is distressing. Discussing it with colleagues or a psychological specialist may help you deal with it.

## DON'T



- DON'T treat threats lightly. Even if you consider it to be an empty threat, take it seriously and report it.

# SEXUAL HARASSMENT



**Take threats seriously!  
Any threat directed  
at CARE and its staff  
must be reported and  
investigated.**

Sexual harassment is any unwanted conduct of a sexual nature, whether verbal, non-verbal or physical. It can take place in any setting, including the workplace, and can be directed at men or women. CARE does not tolerate sexual harassment in any context.<sup>3</sup>

Common forms of sexual harassment include suggestive remarks or gestures, unwelcome sexual advances or repeated requests for dates, touching or groping, pressure for sexual favours, staring at someone's body, or sending letters, emails or materials of a sexual nature.

## ✓ DO

### Basic precautions

- Know the risk in your area. Talk to other staff to identify situations in which sexual harassment occurs. Staff may be subject to sexual harassment while walking in the street, from individuals in authority, by soldiers at checkpoints, or from colleagues.
- Be aware that what you may consider in your own culture to be 'friendly contact' might be mistaken as flirting, or perceived by others as sexual harassment.
- Dress and behave in a manner considerate of local customs to avoid unwanted attention or disrespect.

### How to respond

- When faced with unwanted attention, initially try to ignore the advances. Street harassment is the most common form of sexual harassment; often if the person gets no reaction, they stop.

<sup>3</sup> CARE International Gender Policy (October 2011) and CARE International Policy on Prevention and Response to Sexual Exploitation and Abuse (2009).

- Be safe. If you are in a situation where you feel unsafe, remove yourself as quickly as possible.
- If they persist, and if you feel secure in doing so, tell them to stop. Be firm, but calm.
- If you feel you can't confront the harasser face to face, ask a colleague to explain that their behaviour is making you feel uncomfortable and that you want it to stop.
- If facing sexual harassment from a colleague, tell them that their behaviour makes you uncomfortable and ask them to stop, ignore any attempts to trivialise or dismiss your concerns. If they persist, report it.

## After an incident

- Discuss the problem with a friend, colleague or someone you trust. Seek advice on how to handle it, and the options available.
- Document the harassment while the incident is still fresh in your mind. Write down what happened, where, when, and how you responded, in case of police involvement or disciplinary action. Include names of any people present at the time.
- Report the problem to your manager or another senior member of staff. CARE always take allegations of sexual harassment seriously.

## DON'T



- DON'T put up with unwanted advances or remarks. Always report it so you can get appropriate help and support in dealing with it.
- DON'T lose your temper, as this may make the harasser respond with anger and violence.

# SEXUAL ASSAULT



**Trust your instincts!**  
There is no right or wrong way to respond to an assault. Only you can determine your options at the time.

Sexual violence is a threat in all countries and while the vast majority of sexual assaults are committed against women, attacks on men do occur. In conflict environments, risks of sexual violence are significantly heightened and aid workers have been targeted.

## ✓ DO

### Basic precautions

- Know the risk in your area. Sexual violence risks are present in all programme locations, although these are often underreported. Try to determine if and when incidents have occurred, how they were instigated and who the perpetrators were.
- Review your working, travel or accommodation arrangements and make sure that these do not make you more vulnerable. If you have any concerns, raise these with your line manager or the SSO/SSFP.
- Avoid walking or driving alone in isolated areas, particularly at night.
- Trust your instincts in social situations, and if you feel uncomfortable, leave. Avoid drugs and drinking too much as this will affect your ability to notice or react to changes in peoples' behaviour.

### How to respond

- Depending on the number of attackers, who they are and whether they are armed, where the attack occurs, and whether help is nearby, your response may be one or a combination of the following:
  - Passive resistance – doing or saying anything to persuade an attacker to change their mind or to buy you time.
  - Active resistance – screaming for help, struggling or trying to



- fight off the attacker, or running away. Be aware that this could lead to an increased violent response.
- No resistance – doing nothing, in an attempt to minimise the physical harm and survive.
  - If you are forced to witness a sexual assault, do not attempt to intervene as you could be seriously injured or killed. As well as being unable to help the victim, you may provoke the attacker into further violence against them.

## After an incident

- Talk to someone you trust. Everyone copes with trauma and shock in their own way, but it's important to get emotional and physical support as quickly as possible after the event.
- Inform the organisation of the crime so you can access the medical and emotional care you need. CARE will always provide immediate access to professional medical and psychological care and support.
- Seek medical treatment for any physical injuries and quickly get advice regarding HIV exposure, and the option of post-exposure prophylaxis (PEP) treatment. Although it does not guarantee protection from HIV infection, if taken shortly after an incident it may significantly reduce the risk of developing HIV.

### Medical Emergency Procedures



All CARE Country Offices should ensure that all staff have appropriate access to HIV Post-Exposure Prophylaxis (PEP) treatment within 48hrs of exposure to a potential health risk. Further information on access to HIV/PEP treatment can be obtained from your line manager or SSFP/SSO.

- Consider reporting the attack to the police. If you do, you will be questioned about the circumstances of the crime and they will probably insist on a medical examination.

## ✘ DON'T

- DON'T feel pressurised into reporting the crime to the authorities or informing others. CARE will always respect your wishes regarding confidentiality.

## DETENTION & ARREST



**Stay calm and don't resist!**  
**If detained or arrested, cooperate and try to inform your office.**

In the past, CARE staff have been detained by the authorities, armed groups or local communities while carrying out their work. Detention can last a few hours or many days, and while there is no intention to cause harm, staff are not free to leave.

Staff may be detained for a number of reasons, ranging from documentation problems to disputes about the agency's programmes. If detained by the authorities in connection with a perceived crime or offence, staff may be formally arrested.

### DO



#### Basic precautions

- Know the risk in your area. Be aware of detentions or arrests involving aid workers, where and when they occurred, and usual outcomes.
- Develop and maintain good relations with local authorities, security actors and the community.
- Maintain appropriate behaviour both on and off duty and comply with local laws and customs.
- Ensure that all legal documentation (visas, travel permits, radio licences etc) are up to date.
- Be conscious of the information you convey in emails or reports, or discuss over the phone. Don't carry around politically sensitive documents or reports.

## How to respond

- If detained, ask if you can contact your office to inform them of the problem. Keep negotiating for this, as it's vital that the organisation is informed. Focus discussions on gaining permission to leave freely, rather than on dealing with the concerns or demands of those detaining you.
- If arrested, remain calm and cooperate fully with the authorities. Do not resist or try to escape. Ask permission to phone your office or ask them to contact the organisation on your behalf. If your request is turned down, keep asking politely but persistently. Try to determine why you've been arrested and what evidence they have against you.
- If you are with other colleagues, try to stay together and appoint one spokesperson.
- Try to relax. Remember that CARE will be doing everything within its capacity to secure your release.

## After an incident

- Report the incident to the Country Director and SSO/SSFP, if you have not already done so.
- Seek support. Being detained or arrested can be very distressing and discussing it with colleagues or a psychological specialist may help you deal with it.

## ✘ DON'T

- DON'T be abusive or aggressive, or issue demands to be released, as this could make the situation worse. Negotiating your release can take time so remain calm and cooperative.
- DON'T make promises you can't deliver, or offer bribes in order to be released quickly.
- DON'T agree to sign anything that you have not read thoroughly and, if possible, received legal advice on.

## ABDUCTION, KIDNAPPING & HOSTAGE-TAKING



Your only goal is to survive!  
It is others who will negotiate your release, and most aid workers are released unharmed.

Abductions, kidnappings and hostage situations involving aid workers are rare, although they have increased significantly in some contexts. Aid workers have been taken in an attempt to add weight to political or ideological demands, or to draw media attention to a localised dispute. Increasingly, however, aid workers have been targeted by groups seeking to obtain a ransom.

### DO



#### Basic precautions

- Know the risk in your area. Be aware of any abductions and kidnappings that occur, and how these were carried out and resolved.
- Avoid routine and report any suspicious activity. Abductions and kidnappings are usually preceded by some surveillance of the target's activities and movements.
- Maintain a low profile. Consider removing CARE logos from vehicles and property, or travelling in unmarked local vehicles.
- Avoid travelling alone, especially at night. Perpetrators may be less likely to attempt to abduct people travelling in groups, as this requires more planning and resources.



## Definitions

**Abduction:** forcibly taking a person against their will, but where no demands are made.

**Kidnapping:** taking a person and threatening to harm them in order to obtain a ransom.

**Ransom:** money, goods or services demanded in exchange for their safe release.

**Hostage:** a person held in order to gain publicity for a political cause, exchange them for political prisoners, or enable criminals to escape.

## How to respond

- Don't resist and try to remain calm. The most dangerous time is when you are initially taken or being moved, and overwhelming force may be used, so any resistance will be futile and you risk being killed.
- You may be blindfolded, restrained, beaten and even drugged. Don't resist this, as the main purpose is to keep you quiet.
- Quickly accept that you are in a very dangerous situation and prepare for a long and difficult experience. You may be held in the same place or moved several times.
- Try to keep your clothes and identification. Avoid accepting an exchange of clothes as it could put you at risk during a rescue attempt.
- Expect rough treatment. Your abductors may threaten you or try to demoralise you as this makes you easier to control. Remember you have a value and your captors want to keep you alive and well.
- As the situation stabilises, try to gain your captors' respect and build some rapport with them. Family, children and sport are good topics. Avoid sensitive issues, for example religion or politics.

- Try to stay healthy and build up a daily routine: wash, exercise and sleep as much as you can, and eat and drink even if you're not hungry.
- Politely ask for items that you need such as washing and toilet facilities, medicines, books or papers, and inform your captors of any medical concerns.
- Be patient, as negotiations are often difficult and time-consuming. Remain confident that the organisation is doing all it can to secure your release and support your family, even if your captors tell you differently.
- If there is a rescue attempt by the authorities, there will likely be explosions, gunfire and total confusion. Drop to the floor and seek cover – don't run. Keep your hands on your head and wait until you're discovered. Try to identify yourself, but expect to be handled roughly or even restrained by the security forces, as until you are formally identified they will treat everyone as a potential captor.
- If you are released by your captors, proceed with great care. This is a dangerous time as your captors will be nervous and fearful of capture. Listen to orders given by your captors and obey them immediately. Stay alert and don't make any sudden movements. Be prepared for delays and disappointments.

### No Ransom Policy



CARE will not pay ransom or provide goods under duress but will use all appropriate means to secure the release of a staff member. CARE will also provide all possible support to the staff member's family.

## After an Incident



- Once released or rescued, expect further delays before you are free to return home. Authorities will want to debrief you about your abduction and time in captivity.
- Seek medical treatment for any physical injuries and if you have been sexually assaulted get advice quickly regarding HIV exposure and the option of post-exposure prophylaxis (PEP) treatment.
- Be aware that there may be significant media interest following your release. CARE's Media and Communication Team will manage this and will discuss options with you.
- Seek support. Being abducted, kidnapped or held hostage is very traumatic experience. CARE will arrange appropriate professional psychological care and support.

## X DON'T

- DON'T try to escape. You risk being killed or injured and, if part of a group, you could jeopardise the security of those left behind.
- DON'T try to negotiate your own release for a ransom. This may conflict with the negotiations being conducted by CARE and the national authorities, and may jeopardise your release.
- DON'T adopt a hostile attitude or engage in arguments with your captors.



## SHOOTING & CROSSFIRE



**STOP, DROP and seek COVER!**  
React at the slightest indication of gunfire.

Being caught up in sudden crossfire is a threat in many areas in which staff operate. Although shooting is unlikely to be directly targeted at staff, their presence puts them at risk of being shot. In certain situations, however, staff have been deliberately shot at because the organisation or the wider humanitarian community has been targeted. CARE staff should not work in locations where there is open conflict or gunfire.

### DO



#### Basic precautions

- Know the risk in your area. Be aware of areas of fighting or previous shootings and, if possible, avoid these areas or any others that are likely to be affected.
- Be alert at all times, particularly around potential targets such as checkpoints and military positions. Keep clear of military convoys – always pull aside, let them pass and keep a safe distance from them.
- Continually survey your surroundings, and assess suitable cover. This may help you react immediately and appropriately if there is shooting.
- Improve the security measures at your residence and office, such as window reinforcement and blast walls etc if necessary.



## How to respond

- If on foot, STOP, DROP and seek COVER. Lie face down on the ground. If you think you are the target, crawl out of sight of your attacker. Don't stand up or look around, as this may get you shot.
- Try to determine the direction of fire. Observe the reaction of people around you to determine what is happening.
- Decide whether it's safer to move away from the area or to wait for the shooting to cease.
- If there is a lull in firing, attempt to improve your cover. Look for a ditch, wall or building nearby, and move quickly, crawling, rolling or crouched low. Stay there until the firing has stopped for some time.
- If in a building, move away from windows and doors. Do not look out. To avoid stray bullets, get down and crawl to more protected areas such as a bathroom, basement or under the staircase. Wait until the shooting has stopped for some time before leaving your cover.
- If in a vehicle, assess what is happening and use your judgement. If the road in front of you is clear, accelerate and drive quickly but at a safe speed so you do not lose control of the vehicle. If the shooting is in front of you, reverse slowly to indicate your peaceful intent and, when at safe distance, turn around and drive away.
- If you are coming under direct fire, it may be an ambush. Accelerate and continue driving forward, if necessary ramming obstacles to knock them out of the way. If your escape route is blocked, stop the vehicle, get out and seek cover away from the vehicle. Crouching behind the vehicle will not protect you. Quickly move to a ditch, wall or building nearby.



## After an incident

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to your base immediately, and inform the SSO/SSFP and Country Director.
- Ensure other staff and other aid agencies travelling in the area are informed.
- Seek support. Being shot at or caught in cross-fire can be very traumatic and discussing it with colleagues or a psychological specialist may help you deal with it.

## DON'T



- DON'T run at the sound of gunfire. It is difficult to establish which direction the shooting is coming from, so you may run towards gunfire and get shot. Running will attract attention if you are a target.
- DON'T ignore the risks from celebratory gunfire (e.g. weddings), which can still cause serious injury or death. Bullets fired up in the air can land anywhere. Move away from the area.

## LANDMINES & UXOs



**Get training locally!**  
If working in an area with landmines and ERW, you should receive awareness training specific to that location.

In current or post-conflict areas, landmines and explosive remnants of war (ERW) such as unexploded ordnance (UXO), are a serious threat even decades after hostilities. For staff working in such areas, these pose a direct risk to safety and block access to project areas.

Some mined areas are known and mapped, but more often landmines are used indiscriminately, with no record or knowledge of the areas affected. Landmines are frequently scattered over wide areas, or deliberately laid to cause maximum harm to communities.

### ✓ DO

#### Basic precautions

- Know the risk in your area. Gather information from a range of sources (de-mining organisations, other aid agencies, authorities, hospitals etc) on the likely presence of landmines and UXOs.
- Consult local communities on the location of known mines, but take all advice with caution. If in any doubt, turn back.
- Never travel in high-risk areas unless absolutely necessary.
- Always avoid old military positions, areas of previous fighting, abandoned buildings and vehicles, or overgrown and uncultivated fields.
- Keep to well-used roads or tracks. Avoid verges, lay-bys or other roadside parking places.
- Use extra caution during heavy rains, which can move or expose mines.
- Familiarise yourself with the official minefield markers used locally, but don't assume that unmarked areas are safe.



## Types of devices

**Anti-personnel (AP) mines:** small in size, usually placed below or on the surface of the ground, and designed to injure or kill, or put a vehicle out of action. AP mines are responsible for most landmine incidents. The main types of AP mines:

- Blast mines explode when pressure is applied to the device. The explosive blast of the mine is what causes injuries or death.
- Fragmentation mines detonate when pressure is applied to a trip wire, or the trip wire is cut, scattering small metal fragments which cause injury or death. Some fragmentation mines are directional and can be placed above ground, even in trees.
- Bounding mines jump to around waist height when triggered, then explode, sending fragments in all directions.

**Anti-vehicle (AV) mines:** larger in size and with greater explosive power, and designed to disable heavy armoured vehicles so will completely destroy 'soft skin' vehicles. AV mines are usually laid underground on main vehicle routes but can be on the surface as road blocks. Most serious landmine deaths involving aid workers have been caused by AV mines.

**Unexploded ordnance (UXO):** any munitions, ranging from aircraft bombs to bullets, which have been discharged but have not exploded, or have not been discharged but still remain live. UXOs can be extremely unstable, particularly over time, and can explode simply when touched.

## How to respond

- If you spot a mine or one explodes, **STOP MOVING** immediately. Warn everyone in the vicinity to do the same. Mines are seldom laid on their own, so assume that others are in the area and you may have stepped over or driven past other mines to reach your present location.
- Try to calm yourself and your colleagues, and assess the situation before acting. If you have a radio or phone, call or signal for assistance. However, be aware that using radios and phones in close proximity to mines can trigger them.
- **WAIT FOR HELP, DON'T MOVE.** Standing still or remaining in the vehicle and waiting to be rescued offers the best chance of getting out of a minefield safely. It is better to wait for hours, or even days, than be injured or killed.
- Only as an absolute **LAST RESORT**, when you are positive that no assistance will come, should you attempt to extract yourself from a mined area. Try to identify the best route back to safe ground – your tyre tracks or footprints may be obvious. Retrace your steps very slowly in single file, with sufficient space between each person, examining the ground as you proceed to the last known safe point.
- If someone is injured by a mine, assess the situation before taking any action. If the victim is conscious, reassure them and warn them to stay still, as they will be in shock and may try to move or crawl away. Try to assess their injuries from where you are standing. Call for assistance and wait for help.
- Only an absolute **LAST RESORT** should you attempt to rescue the victim by yourself, and even then only if the casualty needs vital medical care and no other assistance is available. Even then, **DON'T** approach the victim – try to throw them a rope or use something to drag them out.

## After an incident

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to your base immediately, and inform the SSO/SSFP and Country Director.
- In consultation with the SSO/SSFP and Country Director ensure that the local community and authorities, are immediately informed, and that the area is marked as a mined area.

## DON'T



- DON'T approach, touch or move any suspicious objects. Mines and UXOs come in all shapes and sizes. If you notice a mine, mark its location clearly and inform the authorities and/or de-mining agency.
- DON'T rush to the aid of someone injured by a mine. The blast may have exposed or destabilised other mines, or the victim may be lying on a device. You risk being injured or killed, or the casualty suffering further and possibly fatal injuries.

## AERIAL ATTACK



**DON'T RUN!**  
GET DOWN or behind something solid, as shrapnel causes the majority of injuries.

Shelling and aerial bombardment saturate wide areas in order to hit a target, posing a considerable threat to anyone in the vicinity. Launched from a distance, these aerial threats include heavy artillery, rocket launchers and mortars, fighter planes, helicopters and unmanned drones.

Although it's rare for humanitarian agencies to be directly targeted by these weapons, their proximity to potential targets has resulted in aid agency offices, humanitarian convoys, and distribution points being hit.

### ✓ DO

#### Basic precautions

- Know the risk in your area. Gather information on military activity and areas prone to shelling or aerial attack. Be aware of any military movements in the area.
- Familiarise yourself with Country Office's/Field Office's contingency plans. In areas at risk from aerial attack the organisation will have identified or constructed protective shelters. Know where to seek shelter in the event of shelling or bombing.
- Choose accommodation and offices away from any potential military targets such as airfields, military positions or official buildings.
- Make sure CARE buildings and vehicles are clearly identified and visible from the air. Although this is no guarantee of protection, it may make a pilot think twice before attacking.





## Shelters and barriers

**Window reinforcement/blast film:** covering windows with wooden planks or shutters can reduce the risk of flying glass fragments; the cause of most injuries during a blast. Although expensive, blast or shatter-resistant film keep panes of glass together, even after they have shattered.

**Blast walls:** designed to shield occupants from small-arms fire and a nearby blast. Blast walls can be placed externally in front of windows, doors and other weak points, or can be used internally to provide additional shelter. Blast walls must be constructed properly so that they do not collapse, and should be at least above head height.

**Shelters/safe room:** designed to withstand a larger blast, but not a direct hit. The best protection is in an underground shelter or cellar. Shelters must be adequately ventilated and protected from flooding, in some case the roof may require additional strengthening. If an underground shelter is not possible, a small room with small or no windows and less roof span, such as a bathroom or cupboard, can provide some shelter.

**Trenches/bolt-holes:** digging strategically placed trenches around workplaces can provide immediate protection from mortar shells and aerial attack, as it allows staff to get below ground level quickly. Trenches must be at least two metres deep, but narrow. Placing sandbags around the edge of the trench can provide additional protection. Trenches must be regularly maintained and cleaned to ensure they don't collapse or harbour snakes.

- Consider improving the security measures at your office and residence, such as window reinforcement, blast walls, shelters or trenches. These won't protect from a direct hit, but can reduce the blast and shrapnel effects of anything landing nearby. For these measures to be effective, they must be constructed or installed correctly, therefore seek further advice.
- Be alert at all times. If you hear planes overhead or air raid sirens, or see people running for shelter, take action immediately.

## How to respond

- If you hear shelling or bombing close by, **DON'T RUN. GET DOWN** on the ground quickly. Most shells, mortars and bombs explode upwards and outwards, so the lower you are to the ground the greater your chance of not being hit by shrapnel. Cover your ears and keep your mouth open to reduce blast pressure effects.
- If on foot, look for better cover such as a ditch or any space below ground level. Further rounds are likely and you won't know when or where these will land. Stay in cover until you are sure that the shelling or bombing has stopped.
- If in a building, immediately move to a shelter such as an underground bunker, cellar or emergency trench. If these are not available, move to a safer area on the ground floor, in doorways, beneath concrete staircases etc. Stay there until you are sure that the shelling or bombing has stopped.
- If in a vehicle and shelling or bombing is close by or the vehicle is blocked, stop, get out and run for cover away from the vehicle. Don't lie near the vehicle as it may explode or create additional shrapnel when hit. Make sure that the shelling or bombing has stopped before returning to the vehicle.
- If the shelling or bombing is some distance away, try to determine the area affected and quickly drive away from it. If as you are driving the shelling or bombing gets closer, you may be the target. Stop, abandon the vehicle and seek cover.

## After an incident

- Check that your colleagues are all ok, and if anyone is injured seek medical attention.
- Report the incident to your base immediately, and inform the SSO/SSFP and Country Director.
- In consultation with the SSO/SSFP and Country Director ensure other staff and aid agencies in the area are informed.

## DON'T



- DON'T travel in high-risk areas unless absolutely necessary. Consider informing combatants of your movements and locations to avoid being targeted in error.
- DON'T drive around listening to loud music or with the air conditioning on in risky areas so you can be alert to shelling and bombing when it's still at a safe distance.

## BOMBS & IEDs



**Be vigilant!  
Take all threats  
seriously, and be alert  
to suspicious activity.**

Bombs or improvised explosive devices (IEDs) are an increasingly significant threat in some countries. Most IED attacks are against specific targets (government buildings, military bases and convoys, and high-profile individuals), or in public places to cause mass casualties, widespread destruction and terror.

Some attacks are highly complex, conducted against multiple targets simultaneously, causing mass casualties. Despite high-profile attacks against aid agencies, it's still rare for aid workers to be the direct target. However, staff risk being caught up in an attack against other targets.

### ✓ DO

#### Basic precautions

- Know the risk in your area. Understand where IED attacks occur, the type of device used, their impact and targets.
- Identify and avoid high-risk locations such as restaurants, bars, diplomatic areas, or any places that are known to be frequented by people who could be targeted.
- When travelling, keep your distance from military convoys, or even single military vehicles. Slow down and let them get well ahead of you.
- If aid agencies are a target, adopt a low profile and vary your routes and routines. Remain alert, even suspicious, and report unusual activity. Attacks are usually preceded by surveillance of the target, so look for signs such as vehicles parked outside for a long time or repeatedly driving slowly past the office.

- Strengthen existing residence and office security measures, for example preventing vehicles from getting close to the building, instigating vehicle searches etc. These measures require specialist advice and training.

## How to respond

- If you receive a bomb threat either by telephone or written message, or discover a suspicious package, alert other staff immediately. Don't wait for confirmation; evacuate the building and move at least a few hundred meters away. Once out of the building, call the police or appropriate authorities. Only re-enter the building when authorities advise you it is safe to do so.
- If on foot when an explosion occurs nearby, drop to the ground, cover your ears and open your mouth to minimise blast pressure effects. As soon as possible, move to better shelter – a ditch, a building or behind a wall.
- If in a vehicle which is still drivable, accelerate and keep driving. If the route is blocked, stop the vehicle, get out quickly and lie flat on the ground, away from the vehicle.
- If in a building, drop to the floor, move away from windows and take cover under a table. Wait for the effects of the blast to subside, then evacuate the building.

### Types of devices



**Roadside IED:** usually remotely detonated bombs designed to take out convoys of vehicles.

**VBIED:** Vehicle-Borne IED or 'car bomb', where a vehicle is packed with explosives to cause massive damage.

**BBIED:** Body-Borne IED or 'suicide bomber'.

**Package-type IED:** letter or parcel bomb designed to kill or maim the person who is opening it.

## After an incident

- Check that you and your colleagues are all ok, and if anyone is injured seek medical attention.
- Leave the area as soon as possible after the explosion, as there could be angry crowds, shooting, or further bombs targeted at the police and emergency services responding, or at the gathering crowd.
- Report the incident to your base immediately, and inform the SSO/SSFP and Country Director.
- In consultation with the SSO/SSFP and Country Director ensure other staff and aid agencies in the area are informed.
- Seek support. Being caught in bomb or IED incident can be very traumatic and discussing it with colleagues or a psychological specialist may help you deal with it.

## ✘ DON'T

- DON'T dismiss a bomb threat, even if you suspect it might be a hoax, it's important to treat it seriously and react accordingly.
- DON'T touch any suspicious objects.



# 3

Quick access to additional resources, and critical checklists and formats that CARE uses to manage safety and security risks to staff.





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## SAFETY & SECURITY BRIEFING CHECKLIST

Before travelling to or working in any area, all CARE staff must be fully briefed on the safety and security situation. This checklist outlines the key issues which should be addressed during the briefing.

<b>General Context</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Political situation and any political trends, issues or sensitivities</li> <li><input type="checkbox"/> Key threats:               <ul style="list-style-type: none"> <li>- Crime related insecurity</li> <li>- Political or conflict related violence</li> <li>- Environmental hazards</li> </ul> </li> <li><input type="checkbox"/> Local laws, cultural norms and customs that affect NGOs</li> </ul>
<b>Roles and responsibilities</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Safety and security management structure and responsibilities of Country Office/ Field Office</li> <li><input type="checkbox"/> Individual responsibilities</li> </ul>
<b>Safety and Security Procedures (including differences in relevant program areas)</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Office safety and security (access; guards; location of first aid kit, fire extinguishers and emergency exits)</li> <li><input type="checkbox"/> Travel and movement procedures (authorisation, communication, checkpoints)</li> <li><input type="checkbox"/> Transportation (transport policies, driving rules, taxis and public transport)</li> <li><input type="checkbox"/> Communication procedures and equipment (mobile phone coverage, radio use, back-up communication, Phone tree/alert system)</li> <li><input type="checkbox"/> Residential security (guards, emergency supplies and equipment)</li> <li><input type="checkbox"/> Map and orientations (no-go areas, location of CARE facilities)</li> <li><input type="checkbox"/> Reporting incidents</li> </ul>

<b>Other Safety and Security Considerations</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Policy, procedures and advices for specific threats</li> <li><input type="checkbox"/> Relocation and evacuation policy and plans</li> <li><input type="checkbox"/> Financial security</li> <li><input type="checkbox"/> Information security and use of specific equipment (GPS, cameras)</li> <li><input type="checkbox"/> Off-duty activities (curfews, restrictions, exercise)</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Food, water and hygiene</li> <li><input type="checkbox"/> Special health concerns (malaria, dengue, avian influenza...)</li> <li><input type="checkbox"/> HIV/AIDS</li> <li><input type="checkbox"/> Approved hospitals and clinics</li> <li><input type="checkbox"/> Medical emergency procedures</li> </ul>
<b>Necessary Documents</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> CARE ID Card</li> <li><input type="checkbox"/> Passport (original or photocopy)</li> <li><input type="checkbox"/> Travel permits</li> </ul>
<b>Key Contact Information</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Country Director</li> <li><input type="checkbox"/> Safety and Security Officer/Focal Point</li> <li><input type="checkbox"/> Constant Companion card</li> <li><input type="checkbox"/> Other agencies and embassies (check registration)</li> <li><input type="checkbox"/> Emergency Services and facilities (Police, Fire Brigade, Ambulance, approved hospitals and clinics)</li> </ul>

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## HEALTH FACILITY ASSESSMENT GUIDE

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If you need emergency care, go to the closest facility. However, preparedness is best. If there is more than one hospital or health facility nearby, it is important to get an idea of the level of care available to you.

- Liaise with other (I)NGOs and embassies about their experiences/advice regarding facilities in the area with satisfactory services.
- Contact the facility to request to visit the facility and discuss the services. While being shown around the facility, check:
  - Are the wards clean and not overcrowded?
  - Do most of the doctors and nurses speak English?
  - Is the hospital air-conditioned? Are there private rooms? What types of meals are served?
  - What are the room rates and the charges for various medical and surgical procedures?
  - How will you pay the hospital? Do they demand guarantee of payment from you or your travel insurance/assistance company 'up-front'?
- Discuss the facility's 24hrs access to Emergency Services:
  - Is the hospital contactable by phone (landline/mobile) or radio?
  - Does the hospital receive ambulances, have an emergency room, and treat major trauma on a 24hr basis?
  - How immediate is medical attention in case of emergency? Are medical staff on duty (physician, surgeon, nursing staff)?
  - Are emergency radiology and laboratory services available?
  - What are the national standards/habits/practices regarding medical data processing and confidentiality?

- Assess, as far as possible, the availability and condition of medical and logistical equipment:
  - Is the electricity supply reliable? Is there a functioning generator in case of power cuts?
  - Is there life support and related equipment (oxygen, intubation, ventilation, IC ward, blood bank, ultrasound, ECG, etc)?
  - Does the hospital have a coronary care unit, ICU, recovery room, and advanced resuscitation and diagnostic equipment?
- Discuss the medical services and treatment available:
  - What vaccines are available (tetanus, rabies, rabies immune globulin, hepatitis B, hepatitis B immune globulin, etc)?
  - Does the hospital or clinic stock disposable supplies, especially needles and syringes?
  - Does the blood bank screen for HIV, hepatitis B antigen, and hepatitis C antibody?

Be aware that monitoring the quality of health facilities and identifying new ones, if needed, is an ongoing process.



## STRESS SELF-ASSESSMENT TEST<sup>2</sup>

*(Note that this test is provided for awareness purposes only; it merely identifies some of the common symptoms of stress, and does not provide a clinical diagnosis. If you have any concerns about your health and wellbeing, you should seek professional support.)*

In the last month, how often has the following statements been true for you? For each question, indicate the a score in the box provided that most reflects your feelings.

0            1            2            3            4  
Never / Seldom / Sometimes / Often / Always

	Score
I feel tired or sluggish much of the time, even when I'm getting enough sleep.	
I have little enthusiasm for work and when I think about my work my feelings are mostly negative.	
I find that I am easily annoyed by other people's demands and stories about their daily activities.	
I feel I consistently fall short of expectations that I have for myself, or that others have for me.	
I feel detached, and like I don't really care about the problems and needs of other people.	
I've been eating more (or less), smoking more cigarettes, or using more alcohol or drugs.	
I am having more and more trouble being interested in my work.	
I feel I can't solve the problems assigned to me at work.	
I feel sad and become emotional easily.	
I feel my work is insignificant and doesn't really make a difference.	
I have become absent-minded. I forget appointments, deadlines and personal possessions.	

<sup>2</sup> Adapted from original source: Headington Institute (<http://www.headington-institute.org>).

I get easily frustrated and irritable over small inconveniences.	
I find myself avoiding people and don't even enjoy being around close friends and family.	
I have trouble concentrating and completing tasks at work.	
I feel drained, and even routine activities feel like an effort.	
I feel I have too much (or too little) to do at work.	
I've been experiencing physical problems like stomach aches, headaches, lingering colds, and general aches and pains.	
I work long hours (more than ten a day) or do not have at least one day off work each week.	
I have sleeping problems (e.g., trouble falling asleep, trouble staying asleep, trouble waking up, nightmares, etc)	
I find myself getting involved in conflicts with colleagues or family members.	
I have difficulty making decisions.	
I have trouble caring about whether I complete my work or do it well.	
I feel burdened by responsibilities and pressures.	
I feel my line manager and colleagues are largely incompetent and not doing their jobs well.	
<b>Total Score</b>	

Add up your total score:

- **Under 25:** you're probably in good shape and experiencing normal levels of stress.
- **From 26-50:** you may be experiencing increasing levels of stress. Take measures to minimise or reduce the effects of stress.
- **From 51-75:** you may be experiencing high levels of stress. Take a break and try to minimise the pressures you are under.
- **Above 76:** you are experiencing severe levels of stress and very close to burnout. Get help!

## BASIC VEHICLE CHECK

If vehicles are properly maintained and equipped, they are less likely to break down or get stuck. Checking a vehicle is the responsibility of the driver, but all CARE staff should be familiar with how to conduct a quick and basic vehicle check, especially before long journeys. If a vehicle breaks down in an insecure area, all occupants are put at risk.

A simple way to remember what to check is **'FLOWERS'**.

FLOWERS	CHECK
FUEL	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fuel tank is full or sufficient for the planned journey.</li> <li><input type="checkbox"/> No discernible fuel leaks.</li> <li><input type="checkbox"/> Extra fuel, if necessary, is securely stored in a durable containers.</li> </ul>
LIGHTS & ELECTRICS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Headlights, taillights, brake lights, indicator lights, hazard/warning lights and interior lights are all functioning properly.</li> <li><input type="checkbox"/> Exterior lights are clean.</li> <li><input type="checkbox"/> Battery is charged and connections are free of corrosion and properly attached.</li> </ul>
OIL	<ul style="list-style-type: none"> <li><input type="checkbox"/> Oil level is at, or just below, fill level when the engine is cold and vehicle is on level ground.</li> <li><input type="checkbox"/> Other fluid levels (transmission, power steering, and brake fluids) are at the recommended levels.</li> </ul>
WATER	<ul style="list-style-type: none"> <li><input type="checkbox"/> Engine coolant is between the minimum and maximum levels in the expansion tank.</li> <li><input type="checkbox"/> Windscreen washer fluid is topped up.</li> </ul>
EQUIPMENT	<ul style="list-style-type: none"> <li><input type="checkbox"/> Vehicle is equipped with a spare tyre(s), jack, wheel spanner, flashlight, warning triangle, fire extinguisher, first-aid kit, and tool kit.</li> <li><input type="checkbox"/> Vehicle has and other tools appropriate recovery equipment (tow rope, sand/mud ladders, shovels, etc) for the area and driving conditions.</li> <li><input type="checkbox"/> Winches or other specialised equipment, if installed, are functioning properly.</li> <li><input type="checkbox"/> Communication equipment, if fitted, are working – turn it on and make a test call.</li> </ul>



<b>RUBBER</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Tyres are inflated to the correct pressure, sidewalls are in good condition, tread depth is adequate and wheel nuts are tight.</li><li><input type="checkbox"/> Spare tyre(s) is inflated and easy to access.</li></ul>
<b>SAFETY</b> <b>(SUPPORTING DOCUMENTS)</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Seat belts are fitted and functioning properly in front and rear.</li><li><input type="checkbox"/> Vehicle body is in good condition and has no damage that could affect its roadworthiness.</li><li><input type="checkbox"/> Horn works.</li><li><input type="checkbox"/> Doors can be locked.</li><li><input type="checkbox"/> Windscreen is clean and free from damage that obscures vision.</li><li><input type="checkbox"/> Wipers work.</li><li><input type="checkbox"/> Windows are clean and can be opened and closed.</li><li><input type="checkbox"/> Vehicle documents (vehicle registration, road tax, insurance, travel/transit permits, etc) required by local authorities are either in the vehicle or with the driver.</li></ul>



## RESIDENCE ASSESSMENT CHECKLIST

All CARE official residences and guesthouses must ensure a reasonable level of physical safety and security for staff. If you are involved in identifying a potential property use this checklist to help you determine its suitability.

<b>Ownership</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The owner is known, has a good reputation and is not associated with any conflict, violence or criminal activity.</li> <li><input type="checkbox"/> The owner, or the property, is not affiliated with any particular group or individual that could negatively affect how CARE is perceived or place staff at risk.</li> </ul>
<b>Neighbourhood</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The property is in a secure area with relatively low crime rates.</li> <li><input type="checkbox"/> The property is near the residences of other CARE/NGO colleagues.</li> <li><input type="checkbox"/> The property is near CARE's office and/or the route to and from the office is secure.</li> <li><input type="checkbox"/> The property has a number of alternate routes to and from its location.</li> <li><input type="checkbox"/> The property is near key transport routes, including potential evacuation routes.</li> <li><input type="checkbox"/> The property is away from potential targets (military or police barracks, political party offices or embassies, residences of prominent politicians, etc).</li> <li><input type="checkbox"/> The property is away from potential areas for demonstrations and unrest (market areas, religious buildings, universities, etc).</li> <li><input type="checkbox"/> The area has street control measures in place that restrict access for the general public.</li> <li><input type="checkbox"/> The area is not prone to flooding or other natural hazards.</li> <li><input type="checkbox"/> The property is a safe distance from any dangerous installations (fuel depot, factories, etc).</li> </ul> <p><b>Apartments</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Other tenants in the building are not potential targets and do not pose a security risk.</li> </ul>

<b>Perimeter</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The property is set back from the public road.</li> <li><input type="checkbox"/> The property has a well defined perimeter or boundary.</li> <li><input type="checkbox"/> The fence/walls and gates are of sufficient height and construction to deter unauthorised access.</li> <li><input type="checkbox"/> The perimeter gate is lockable and of a solid wood or metal construction.</li> <li><input type="checkbox"/> The fence/wall is free from overhanging branches or thick bushes.</li> <li><input type="checkbox"/> Exterior lights are adequate to illuminate the entire compound, particularly around gates and doors.</li> <li><input type="checkbox"/> The property has secure parking within its perimeter.</li> <li><input type="checkbox"/> The property has two possible exits, in the event that one exit is not accessible.</li> </ul> <p><b>Apartments</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Apartment is located above the ground floor to minimise accessibility.</li> <li><input type="checkbox"/> The balcony (or windows) are not easily accessible from other balconies, ledges, roof or windows.</li> <li><input type="checkbox"/> Public areas are well light and access controlled.</li> </ul>
<b>Structure</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Exterior doors are of solid wood or metal construction.</li> <li><input type="checkbox"/> All doors, including porch, balcony, basement, terrace and roof, can be locked securely.</li> <li><input type="checkbox"/> The main entrance has a door viewer or interview grille.</li> <li><input type="checkbox"/> All windows accessible from the ground, balconies, trees, ledges, or the roofs are fitted with bars or grilles.</li> </ul>
<b>Security Measures</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The property has guards/watchman.</li> <li><input type="checkbox"/> External guards are provided by a reputable private security company.</li> <li><input type="checkbox"/> Guards are trained and have appropriate equipment to carry out their duties</li> <li><input type="checkbox"/> The property has suitable shelter/safe room, in case of armed robbery, attack or fighting in the vicinity.</li> </ul>

<b>Fire Safety</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Fire extinguishers are installed in appropriate locations, are maintained and are adequate for different types of fires.</li><li><input type="checkbox"/> Smoke detectors are installed, with at least one on each floor.</li><li><input type="checkbox"/> Electrical devices, outlets, circuit breakers and wiring are in good repair and don't pose a fire/shock hazard.</li><li><input type="checkbox"/> Flammable liquids and gas bottles are properly stored away from the property.</li><li><input type="checkbox"/> Window bars or grilles are hinged with an inside release to allow for emergency exit.</li><li><input type="checkbox"/> All floors above the first floor have an emergency escape method.</li></ul> <p><b>Apartments</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Apartment is located no higher than the capability for the local fire brigade equipment to reach (usually below the seventh floor).</li></ul>
<b>Health Risks</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> The property is away from potential health risks (sewage or rubbish facilities, stagnant water, etc).</li><li><input type="checkbox"/> Windows and exterior openings are screened to prevent mosquitoes and other vectors.</li></ul>

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