

## **SECTION 8 HEALTH AND SAFETY**

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## 8.0 School Facilities

The new or altered facilities shall support the Mission, Vision and Values of the School, as well as the School's Teaching and Learning Philosophy. All new developments must be safe, accessible and healthy for the people who use them; match the School's aspiration to be a world-class international school; provide opportunities for student expression; provide opportunities for physical activity, explorative play and competitive sport; stimulate inspiration and creativity; stimulate appreciation of the natural world; be inviting; and allow for flexibility and adaptability. Furthermore, all new developments must adhere to energy conservation and environmental sustainability principles, within financial and site limitations.

### 8.000 School Building and Grounds

The school intends to make the best and the most cost-effective use of construction funding and to build high quality facilities to functionality and appearance. The school awards design contracts through a standardized qualification process and awards construction contracts to the lowest, responsive, responsible bidders based on pre-established criteria.

The Board shall endeavor to provide the necessary resources to maintain the facilities consistent with this concept, within financial and site limitations.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	6.000 Teaching and Learning Philosophy
	8.001 Principles of Facility Development
	8.002 Facilities Planning and Development
	8.003 Facilities Maintenance and Repair

### 8.001 Principles of Facility Development

#### Role of the Board and the Director

The role of the Board in facility development is limited to the strategic, financial and governing aspects. Therefore, Board approval is required for all decisions relating to what will be developed: Master Site Plan, Design Briefs and Architectural Concept Designs.

The Director is responsible for how the facilities will be developed, including selection of architects and contractors, approval of detailed designs, supervision over all matters relating to construction and building, and inspection and acceptance of completed projects. When making decisions pertaining to planning, design and development of school facilities, the Board may confer with members of the staff and school leadership as well as educational and architectural consultants, as it deems appropriate.

The Director shall prepare an Operational Manual and present it to the B&F committee. The established operational manual shall govern all facilities within the care and custody of the school such as

- Construction, modification, and maintenance;
- Library, science laboratory and ICT;
- Material and equipment management including system of inventory control;
- Use of facilities for school and non school use;
- Food service;
- Use and maintenance of swimming pool;
- Kinds of activities and amount charged for outsider use of facilities;
- Facilities provided for staff housing such as furnishing, leasing, maintenance, if any restriction related to use and safety;

The board will verify through internal audit if the proper operational procedure and bidding process is in place, as it helps to control costs and promotes efficiency and transparency.

**Information to the Board**

The Director shall inform the Board of the plan, changes and progress of the facility related activities in regular basis.

Moreover, the Director shall keep the Board informed of all potential legal cases against the school and any potential risk related to the school facilities.

**Information to the Community**

It is the duty of the Board to ensure that members of the Company have opportunities to be heard. Therefore the Director shall organize open for a for members of the Company to keep them informed of intended facility developments. The Director shall keep the Board informed of objections and suggestions that are made by members of the Company at such fora.

In planning new construction and alterations, the Director shall consult staff affected by the plans. As much as possible, educational specifications will be developed in consultation with school staff and members of the School community.

For each development the Director shall form an Advisory Committee. Membership of the Advisory Committee shall include, but is not limited to the Director, the School's Construction Project Manager, the Principal of the concerned campus, a representative of the departments affected by the plans and a member of the Board's Building & Facilities Committee.

**Legal requirements**

The Director shall ensure that relevant sections of Tanzanian law, local building codes and directives of government and education agencies will be observed in planning School facilities.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	1.100 Guiding Statements
	1.700 Environmental Impact
	2.003 Powers and Duties of the Board
	2.202 Mandates of Board Committees
	3.001 Powers and Duties of the Director
	2.008 Board-Director Relationship
	2.009 Legal Counsel
	4.500 Purchasing Authority
	4.501 Authorized Purchasing Limits 4.503 Procurement
	4.504 Contracts and Bidding
	6.000 Teaching and Learning Philosophy
	8.002 Facilities Planning and Development
	8.003 Facilities Maintenance and Repair

**8.002 Facilities Planning and Development****Strategic phases of facilities planning and development**

The process of planning and development of new facilities shall consist of strategic phases in which the Board is involved. Each phase ends with a document that must be presented to the Board for approval.

Master Site Plan  
Annual Building and Facilities Plan  
Design Brief  
Architectural Concept Design

**Master Site Plan**

The Board and Director are responsible to develop a Master Site Plan and revise it when it is required. Approval of the Master Site Plan shall take place in an open session of a Regular Board Meeting. The

Director shall recommend to the Board upgrades and improvements as required. Any changes in the Master Site Plan require Board approval.

### **Annual Building and Facilities Plan**

Annual Expenses for site development, building and facilities shall be approved by the Board as part of the annual budget.

### **Design Brief**

For each new facility or major change to the School's facilities a Design Brief shall be developed prior to engaging external architects and consultants. Design briefs ensure that the School's goals, problems and needs are defined by the School and not by external architects and consultants. Design briefs also function as design controls to the Board to evaluate architectural designs.

The Director shall recommend a Design Brief to the Board for each building, facility or redevelopment. The Design Brief must be aligned with the School's Guiding Statements and must contain overarching goals, a problem statement, a design vision statement (a written description that clearly states the function, look and feel of the desired solution), appropriate educational specifications based on consultation with Professional Management and Teachers, and broad design guidelines, such as requirements with regards to identity, safety, environmental sustainability, accessibility, connectivity, traffic and parking. Approval of the Design Brief shall take place in an open session of a Regular Board Meeting.

### **Architectural Design**

Based on the Design Brief the Director shall, in consultation with the Board's Building Committee, select architects in accordance with the policy on contracts and bidding. In the selection of architects any actual, potential or perceived conflict of interest with any member of the School Leadership, the Professional Management and the Board shall be avoided.

The Director shall recommend to the Board's Building Committee an Architectural Concept Design for each building, facility or redevelopment.

The Architectural Concept Design must be accompanied by a Concept Design Report which includes a statement of how the design meets the School's needs, the outcome of key consultations, identification of constraints, project costs, project schedules and a risk assessment.

The Board's Building Committee shall review the Architectural Concept Design and shall examine whether the design complies with the guidelines and requirements in the approved Design Brief. Approval of the Architectural Concept Design shall take place in an open session of a Regular Board Meeting.

The Architectural Concept Design shall also function as a design control to the Board to evaluate the final development.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	1.100 Guiding Statements 2.500 School Policies 2.300 Regular Board Meetings 4.500 Purchasing Authority 4.501 Authorized Purchasing Limits 4.503 Procurement 4.504 Contracts and Bidding 8.001 Principles of Facility Development

## **8.003 Facilities Maintenance and Repair**

The Director, or designee, shall carry on regular inspections of all buildings, equipment and grounds and shall monitor developing conditions which might be dangerous to the health, safety and welfare of Teachers, students or other persons. If projected building and facilities expenditures exceed the Authorized Purchasing Limits, the Director shall include those expenditures in the annual Building and Facilities Plan for the Board.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 28, 2017

CROSS-REFERENCES:	1.700	Environmental Impact
	4.500	Purchasing Authority
	4.501	Authorized Purchasing Limits
	8.002	Facilities Planning and Development
	8.005	Use of School Equipment
	8.006	Staff Housing

## 8.004 Use of School Facilities

The School buildings, grounds and facilities of the School are primarily for the use of the School in offering its program of instruction and associated activities. The School, however, also recognizes the desirability and value of making the School's facilities available to serve as a community centre for Company members or for other organizations and functions when school is not in session. Such use shall be encouraged, but must not interfere with the School's primary purpose.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	1.100 Guiding Statements
	2.500 School Policies

## 8.005 Use of School Equipment

The Director shall have the general responsibility for the care, custody and safekeeping of all School property and equipment. He/She shall establish such regulations and employ such means as may be necessary to discharge this responsibility.

The Director shall also establish regulations for the use of School equipment off campus, by School staff, parents, students or other organizations or individuals.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017

## 8.006 Staff Housing

The Director shall establish regulations governing all matters related to Staff housing.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	5.103 Contract Categories

## 8.007 School Technology and Computer Systems

The Director shall establish and regularly review regulations governing all matters related to the School's computer technology, including but not limited to:

- Computer security – virus protection, passwords, data security as well physical damage or theft of the equipment and/or software;
- Proper use of computers and related software;
- Reproduction of computer software – compliance with copyright rules;
- Data and digital content – e-mail and Internet usage, personal versus school-related work, data storage, etc.;
- Equipment maintenance and upgrades;
- Theft and damage

DATE OF ADOPTION:	April 27, 2017
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DATE OF IMPLEMENTATION April 27, 2017

## 8.008 Energy Conservation and Recycling

The Director shall establish an energy conservation program with its goals being to control the consumption of energy fossil fuels used by the School and to provide education on energy conservation. The School shall make resource conservation an integral part of the physical operation of the School and of the School curriculum, including recycling efforts.

DATE OF ADOPTION: April 27, 2017  
DATE OF IMPLEMENTATION: April 27, 2017  
CROSS-REFERENCES: 1.700 Environmental Impact

## 8.009 Food Services

The School shall operate a hygienic cafeteria or canteen on each campus for the convenience of students and Staff.

The cafeteria or canteen shall provide a selection of nutritious snacks, drinks and hot/cold lunches, consistent with accepted standards of health and nutrition.

The Director has the authority to determine how and by whom the School's food services operation shall be run. The Director is responsible to ensure that school community is happy with the food service through periodical survey. This includes periodic food safety inspections, and to provide to the board all reports related to community feedback in addition to food safety inspection reports.

The service provider will ensure that the food service complies with public health regulations.

DATE OF ADOPTION: April 27, 2017  
DATE OF IMPLEMENTATION: April 27, 2017

## 8.010 Swimming Pools

The Director is responsible to ensure sanitary, healthful and safe swimming pools at the school, all the times. It includes swimming pool structure, equipment, operation, source of water supply, amount and quality of water recirculated and in the pool, method of water purification, lifesaving apparatus, measures to insure safety of pool users, and measures to insure personal cleanliness of pool users.

DATE OF ADOPTION: April 27, 2017  
DATE OF IMPLEMENTATION: April 27, 2017  
CROSS-REFERENCES: 40.1 Insurance

## 8.011 Insurance

The Director shall determine, in consultation with the Finance Committee, the appropriate levels of coverage.

DATE OF ADOPTION: April 27, 2017  
DATE OF IMPLEMENTATION: April 27, 2017  
CROSS-REFERENCES: 40.1 Insurance

## 8.200 Safety and Security

The Director has the responsibility to ensure that every precaution is taken to ensure the safety and security of all students, employees and visitors while on School property, at School-sponsored events and School-organised events and on School-provided transportation. Such precautions shall be managed for accident prevention, crisis situations, and response to imminent and long-term threats and risks.

## 8.201 Crisis Management Plan

To manage emergency situations, the Director has the responsibility to ensure that every precaution is taken to ensure the safety and security of all students, employees and visitors while on School property, at School-sponsored events and School-organised events and on School-provided transportation. To meet that objective, the Director shall develop, implement, communicate and maintain a comprehensive Crisis Management Plan (CMP) governing all aspects of safety and security at the School. The Crisis Management Plan shall include possible threats and hazards, roles and responsibilities during emergencies, communication protocols and a programme of practice exercises.

### Training

It is the responsibility of the Director to ensure that all stakeholders are trained on the Crisis Management Plan and their roles and responsibilities before, during and after an emergency. Furthermore, it is the responsibility of the Director to ensure that relevant emergency procedures are communicated to students, parents and School Staff.

At the beginning of the school year the Crisis Management Plan shall be discussed at each campus as part of the Staff Orientation programme. The first drill of the School year shall be held as soon as practical, but no later than one month after the first day of school. Finally, the Director shall ensure that key information and emergency exit information is posted at prominent locations on both School campuses and in each classroom, office and working space. Relevant emergency procedures shall be included in the School Handbooks. Certificates of inspection and regulations required by Tanzanian law shall be available on file and/or posted in prominent places as appropriate.

### Distribution

The Director shall share relevant sections of the Crisis Management Plan with stakeholders that have a role in the plan, such as first responders and local emergency medical services. At the discretion of the Director sections of the plan shall also be shared with other organizations that use the School facilities, and with embassies and organizations that have children attending the School. The Director shall protect the plan from those who are not authorized to have it and shall maintain a record of the people and organizations that have received a copy of the plan. Current copies of the approved Crisis Management Plan shall also be maintained in the School offices.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	2.300 Regular Board Meetings
	8.201 Principles of Crisis Management Planning
	8.202 Development of Crisis Management Plan
	8.203 Review of Crisis Management Plan
	8.204 Accident and Emergency Prevention

## 8.202 Principles of Crisis Management Planning

The following principles are key to developing the School Crisis Management Plan (CMP):

### **Planning must be supported by leadership**

The School Leadership and the Professional Management shall help the planning process by demonstrating strong support for the Planning Team.

### **Planning considers all threats and hazards**

The planning process shall take into account all threats and hazards that may affect the School, addressing safety needs before, during, and after an incident.

### **Planning considers all settings and all times**

The Crisis Management Plan shall account for incidents that may occur during as well as outside the school day, on campus as well as off campus (e.g. sporting events, fieldtrips).

### **Planning provides for the needs of the whole School Community**

The Crisis Management Plan shall consider the access and functional needs of the whole School Community, including students, School Staff, parents, guests and visitors to the School, individuals with disabilities and others with access and functional needs, people with limited English proficiency and those from religiously, racially, and ethnically diverse backgrounds. Implementation of the CMP shall make the well-being of students the fundamental criterion in all decisions and actions.

### **Planning must be done by following a collaborative process**

Planning and development of the Crisis Management Plan shall not be done in isolation, but shall include partners such as local emergency management staff, first responders, and public and mental health officials. This collaboration makes more resources available and helps to ensure the seamless integration of all responders.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	8.200 Crisis Management Plan
	8.202 Development of Crisis Management Plan

## 8.203 Development of Crisis Management Plan

The School Crisis Management Plan shall be developed by a collaborative Planning Team, in accordance with the Principles of Crisis Management Planning.

### **Threats, hazards and risks assessments**

The Planning Team shall identify possible threats (human-caused emergencies such as crime and violence) and hazards (natural disasters, disease outbreaks and accidents) that the School and surrounding community have faced in the past or may face in the future. Once the risks are identified,

the team shall assess the risk and vulnerabilities posed by the threats and hazards. This is typically performed through a threat and hazard risk assessment process that assigns values to risk, for the purposes of deciding which threats or hazards the plan should prioritize and subsequently address.

The risk assessment shall include: the probability and/or frequency of occurrence of the specific threat or hazard; the effects it will likely have, including the severity of the impact; the time available to warn staff, students and visitors; the duration; and follow-on and cascading effects of the threat or hazard. "Vulnerabilities" refers to the characteristics of the campus (e.g., structure, equipment, information technology, electrical systems, grounds, surrounding area) that could make it more susceptible to the identified threats and hazards. The results of a significant review of threats, hazards and risks shall be brought to the Board for information.

### Selection of threats and hazards

In the School Crisis Management Plan the Planning Team shall address all threats and hazards that rank “high” in risk priority, but may also address some of the threats and hazards that rank “medium”. The following threats and hazards shall be addressed as a minimum:

- Fire
- Flooding
- Imminent threats
- Terrorist attack
- Civil disturbance, demonstration or riot
- Suspicious persons or occurrences
- Armed intruders
- Emergencies while on field trips or excursions.

### Goals, objectives, courses of action, and resources

The Planning Team shall develop goals and corresponding objectives for each selected threat and hazard addressing outcomes for before, during and after. For activities or “functions” that apply to more than one threat

or hazard, such as communications, evacuating and providing medical care, the Planning Team shall develop three goals for each function, indicating the desired outcome for (1) before, (2) during, and (3) after the function has been executed. The functions shall be contained in an Annex to the plan for easy reference.

For accomplishing each of the objectives the Planning Team shall develop adequate, feasible and acceptable courses of action.

After selecting courses of action, the planning team identifies resources necessary to accomplish each course of action without regard to resource availability.

### Minimum requirements

The Crisis Management Plan shall contain the following :

- **Exercise programme**, with regulations for tabletop exercises, drills and functional exercises;
- **Threat- and Hazard-Specific information**, with goals, objectives and courses of action for specific threats and hazards;
- **Communications and Warning programme**, focusing on internal and external communication during emergencies and disasters, the communication of emergency protocols before an emergency, and communication after an emergency. The Director shall keep the Board informed of communication prior to being sent out to the community and other agencies. As the official spokesperson for the School, the Director shall be responsible for communication with the media/press or with outside organisations. The Director shall also be responsible for on-going communication with the relevant diplomatic security representatives and agency sources as required.
- **Evacuation information**, focusing on the courses of action that the School will execute to evacuate School buildings and grounds;
- **Lockdown information**, focusing on the courses of action that the School will execute to secure school buildings and grounds during incidents that pose an immediate threat of violence in or around the School;
- **Shelter-in-Place programme**, focusing on the courses of action when students and staff are required to remain indoors, perhaps for an extended period of time, because it is safer inside the building or a room than outside;
- **Accounting for All Persons procedure**, focusing on the courses of action for accounting for the whereabouts and wellbeing of students, staff, and visitors, and identifying those who may be missing;
- **Family Reunification information**, detailing how students will be reunited with their families or guardians and how, when, and by whom loved ones will be informed if their loved one is missing or has been injured or killed;

- **Continuity of Operations programme**, describing how the School will help ensure that essential functions continue during an emergency and its immediate aftermath. Essential functions include business services (payroll and purchasing), communication (internal and external), computer and systems support, facilities maintenance, safety and security, and continuity of teaching and learning (a home-school plan);
- **Security information**, focusing on the courses of action that the School will implement on a routine, on-going basis to secure the School from criminal threats originating from both inside and outside the school;
- **Public Health, Medical, and Mental Health information**, describing the courses of action that the School will implement to address emergency medical (e.g. first aid), public health and mental health counselling issues;
- **Recovery information**, describing how the School will recover from an emergency, including academic recovery, physical recovery, fiscal recovery, and psychological and emotional recovery.

### Review

The Director shall ensure that each component of the Crisis Management Plan is reviewed at least every two years.

The Director shall consider reviewing and updating the plan or sections of the plan in the following cases: after actual emergencies; after relevant changes in policy, personnel, organizational structures, processes, facilities or equipment; after emergency exercises and drills; and after a change in threats or hazards or new threats or hazards.

### Approval

The finalized Crisis Management Plan shall be presented to the Board for approval. Discussion and approval of the Crisis Management Plan shall take place in an Closed Session of a Regular Board Meeting.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	2.300 Regular Board Meetings
	2.302 Closed Sessions
	8.200 Crisis Management Plan
	8.201 Principles of Crisis Management Planning
	8.203 Review of Crisis Management Plan
	8.204 Accident and Emergency Prevention

## 8.204 Accident Prevention

The Director is responsible for using every reasonable precaution to protect the safety of all students, School employees and others present either on School property or at School-sponsored events.

The Director, working with the School Principal and other appropriate School Staff, is responsible for establishing and monitoring regulations to be followed in the case of accident, including the completion of accident reports and notification of parents. In addition, he/she shall coordinate accident and injury prevention activities at the School.

The School Community, comprised of Staff, students and parents, plays an important role in preventing accidents as well as reporting them if one should occur. All School Staff shall exercise due precaution in executing their duties and responsibilities, and shall immediately report any dangerous situation or condition to the Professional Management or the Principal. In the case of hospitalization or any suspicion of serious injury, the Director shall be notified immediately.

DATE OF ADOPTION: April 27, 2017

DATE OF IMPLEMENTATION: April 27, 2017  
CROSS-REFERENCES: 8.200 Crisis Management Plan

## 8.205 Accident Reporting

Accurate and prompt accident reporting is essential if similar accidents are to be prevented from happening again. If there are injuries or damage, prompt reports are also vital for insurance purposes. To that end, an accident report shall be filled out for every accident that takes place on School property or at any School-sponsored event or involving a School vehicle. Such accident reports are required whether or not there is an injury or damage immediately evident.

The Director shall be responsible for reviewing all accident reports on a monthly basis to identify opportunities for preventing such incidents from occurring again. In addition, the Director shall report to the Board any significant accidents on the school premises and school trips and on his/her accident prevention efforts.

The Director shall report to the Board all accidents that occur in relation to any individual who is not a Student or Staff member. The Director and his senior management team shall ensure that appropriate liability waivers are in place for the hire of IST facilities by external individuals or groups.

DATE OF ADOPTION: April 27, 2017  
DATE OF IMPLEMENTATION: April 27, 2017  
CROSS-REFERENCES: 8.200 Crisis Management Plan

## 8.206 Access to the School

The School's facilities and grounds are important assets. Therefore access to the campus is expected to be tightly controlled and monitored with identification and sign in procedures strictly enforced. In the interest of protecting School property, the Director is responsible for establishing regulations that guard against trespassing by unauthorized persons and/or damage or losses caused by carelessness, vandalism or theft. This includes regulations to:

- Ensure, without losing the welcoming nature of the School, the overall security of School property by providing the proper screening of all individuals entering and leaving the school grounds including:
- The development of an identification or badging system for staff, parents, students and visitors for easy identification;
- The right to refuse admittance to persons with no legitimate business to enter the school grounds as well as eject any undesirable or unruly person from the premises;
- Educate all members of the School community – students, parents, staff – on the importance of security measures and maintaining the security of the facilities;
- Provide for guards or other security personnel and ensure they are trained in accordance with School Policy and regulations, and with specific instructions on how to handle security control incidents;
- Clearly define the roles of the various security organizations and personnel, such as School security staff, local security guards, local authorities and embassy security officers;
- Ensure that keys are only in the hands of responsible persons whose duties require that they have access to School facilities or to certain rooms, desks, files or storage places. Regulations must include a control plan for issuance of keys, making duplicate keys and the replacement of locks after theft and/or other security violations;
- Set specific times during which the campus shall be open and closed in order to retain maximum access to the school grounds without compromising the security of School property.

DATE OF ADOPTION: April 27, 2017  
DATE OF IMPLEMENTATION: April 27, 2017

## 8.207 Imminent Threats

The School shall take seriously any action by any person that disrupts or threatens to disrupt the educational process. Of particular concern is the making of any imminent threat, such as that a bomb or other explosive device has been placed in the School, on School property or at any School-sponsored activity. Therefore, any and all legal remedies and actions may be taken against any person apprehended and proven to have made such a threat, regardless of whether the threat is real or a prank.

The Director shall establish and implement regulations to be followed in cases of an imminent threat and shall include these in the Security Annex of the Crisis Management Plan. These regulations should aim first at protecting the students and Staff in the School; second at identifying and mitigating the threat against the School; and third, at identifying the person or persons responsible for making the threat.

Any student of the School who has been apprehended and proven to have made such a threat, shall be disciplined in accordance with School policy and regulations for student discipline, including possible suspension and/or expulsion.

All members of the School Staff, especially office personnel who are likely to be the first recipients of threatening calls, shall be instructed on a regular basis in bomb threat courses of action.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	8.200 Crisis Management Plan 8.202 Development of Crisis Management Plan

## 8.208 Safety Inspections

Safety inspections of the School's physical facilities, equipment and materials shall be conducted at least once a year and more frequently if required, by a qualified individual by an internal health and safety committee. A Safety Inspection Checklist shall be completed and submitted to the Director who shall keep record of the findings, along with any corrective measures taken. . The Director shall report to the Board any flaws in safety conditions that cannot be corrected within the normal scope of his authority.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017

## 8.209 Emergency Closure

### *Adjusted opening times*

The Director has the authority to delay the opening time of School, dismiss School early, hold students in School past dismissal time, or declare a "minimum day" if adverse weather conditions or emergency safety considerations make it necessary.

### **Temporary closure**

In an extreme emergency the Director may order the temporary or indefinite closure of the School for whatever reason or period of time deemed necessary, if in the opinion of the Director the safety and security of students or School staff is held in jeopardy. In such circumstances the Director shall be guided by information from relevant embassies, security advisors and/or other organizations and companies who have students attending the school, as well as information from local government security officials. The decision to close School shall be made by the Director, or in his absence, the Acting Director, upon consultation with members of the School Leadership and the Chair of the Board.

### Communication

As soon as reasonably practicable following the emergency closure, the Director shall give written notice to the School Staff, parents and students of the nature and expected duration of closure. In case of a Force Majeure such notice shall be given by the Director and/or the Chair of the Board. Thereafter the Director shall keep the Staff and parents informed until such time as the School is able to perform its obligations. If necessary, public announcements and releases to news media may be made by the Director.

### Continuation

In case of an emergency closure, the School shall employ all reasonable endeavours to minimize the disruption of the education and to continue to deliver the educational services, for instance offsite, through online teaching sessions and through communication through email. Where appropriate, the Director has the right to alter the way the curriculum is delivered. The Director is responsible for defining expectations of staff during the emergency closure.

### Making up of emergency closing days

The Director may at his/her discretion, reschedule instructional days lost due to emergency closing by resorting to extended school days and Saturday classes. In case the total number of emergency closing days exceeds five days, the Board shall consider a revised annual calendar to minimize disruption to the instructional year. Changes in the School calendar require Board approval.

### Permanent closure

The Board may decide to permanently close the School in the unlikely event that all or most internationally-mobile families have been evacuated. Upon this decision, all employee salary and benefits shall be processed according to the terms of the employment contracts. An immediate attempt shall be made to settle all School liabilities. Funds remaining after settlements shall be processed according to School policy.

### Reopening of the School

In the event of a temporary closure of the School, not being a declared Force Majeure, the decision to reopen the School shall be made by the Director or in his/her absence, the Acting Director, upon consultation with members of the School Leadership and the Chair of the Board. In his/her decision, the Director shall be guided by information from the relevant embassies and security advisors, organizations and companies who have students attending the school, as well as information from local government security officials. The Director shall consult the Board Chair and Senior Leadership when making this decision.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	1.201 School Year
	1.202 School Day
	1.203 School Calendar
	3.010 Absence of Director
	8.210 Force Majeure

## 8.210 Force Majeure

### Force Majeure events

If the temporary or permanent closure of the School is required by events outside the control of the School, the Board may declare Force Majeure. Force Majeure events include, but are not limited to: natural disasters, war, hostilities, civil disturbance, acts or threats of terrorism, outbreak of infectious or contagious disease, prolonged shortage of energy supplies, loss of use of the School facilities, and acts of the Tanzanian government prohibiting or impeding the School from performing its obligations or government orders. Force Majeure will be invoked only at a time of acute crisis and/or extended disruptions without anticipated resolution.

Force Majeure will not be invoked for short-term school closures due to any circumstance, or in cases where the School is declared to be insolvent, in cases where a winding-up order is made or bankruptcy issued by the Tanzanian Court against the School, in cases where the relevant authority(ies) issue(s) an order to cease

and/or terminate the operations of the School, or the happening of anything of a similar nature under the laws of Tanzania.

### **Declaration of Force Majeure**

The Board has sole responsibility for declaring Force Majeure. Decisions by foreign embassies and other organizations and companies in the community to reduce personnel due to security or other reasons, while weighed by the Board, will not necessarily cause the Board to make a Force Majeure declaration for the School.

### **Communication**

As soon as reasonably practicable following the emergency closure, the Director and/or the Chair of the Board shall give written notice to the School Staff, parents and students of the nature and expected duration of the Force Majeure. The Board shall make every attempt to clearly state whether or not the Force Majeure closing is temporary or permanent. Thereafter the Director shall keep the Staff and parents informed.

### **Contractual Benefits**

Contractual terms will be managed as per individual employee contracts.

### **Continuation**

In case of a Force Majeure event, the School shall employ all reasonable endeavours to minimize the disruption of the education and to continue to deliver the educational services, for instance offsite, through online teaching sessions and through communication through email. Where appropriate, the Director has the right to alter the way the curriculum is delivered. The Director is responsible for defining expectations of staff during the emergency closure.

During a Force Majeure situation the Board shall retain the option to continue the School's operation on a limited basis, with qualified staff who volunteer to remain in the local community.

### **Resumption of operations**

Following a Force Majeure closure, the decision to reopen school and resume operations will be made by the Board in consultation with the Director. The Director shall communicate to all Staff the effective date that they are expected to resume their duties at the School.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	8.209 Emergency Closure
	8.211 Force Majeure and Tuition Fees
	8.212 Evacuation of Employees
	8.213 Emergency Governance

## **8.211 Force Majeure and Tuition Fees**

In case of a Force Majeure, the School shall employ all reasonable endeavours to minimize the disruption of the education and to continue to deliver the educational services, for instance offsite, through online teaching sessions and through communication through email. Where appropriate, the Director has the right to alter the way the curriculum is delivered.

In case parents choose to withdraw a student during a Force Majeure, refund of tuition will be evaluated by the Director in conjunction with the board based on the severity of the force majeure, the school's financial obligations and the expected length of the situation.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	4.201 Annual Tuition Fee
	4.212 Refunds

8.209	Emergency Closure
8.210	Force Majeure

## 8.212 Evacuation of Employees

Evacuation of employees will be evaluated by the Director in conjunction with the Board, based on the severity of the situation, the school's financial obligations, and the expected length of the situation.

Evacuation is subject to approval of coverage from the school's insurance company.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	8.209 Emergency Closure
	8.210 Force Majeure
	8.213 Evacuation of Employees

## 8.213 Emergency Governance

In the event of a natural disaster, war, civil disturbance, or any other emergency situation such that a quorum of the Board cannot be convened, the following rules shall apply:

- The voting members of the Board on the date of inception of the emergency situation shall continue to hold office for the duration of the emergency, notwithstanding any other provision of the Articles of Association and School Policy. Any vacancies on the Board may be filled by appointment in accordance with School Policy and the Articles of Association.
- During an emergency situation no amendments and no additions shall be made to the Articles of Association.
- During an emergency situation the Board may meet in any location or communicate in any feasible manner in order to constitute a quorum.

If a quorum of the Board cannot be constituted as stated above, then for the duration of the emergency situation or until a quorum of the Board can be so constituted, the authority normally vested in the Board shall be transferred to whichever of the following persons are able to meet in one place or communicate in any feasible manner: any voting member of the Board and/or the Director. A quorum, in an emergency, shall consist of any three or more of the above persons.

Following the end of the emergency situation, the members of the Board holding office at the inception of the emergency situation shall continue in the office. Any vacancies on the Board following the emergency situation may be filled by appointment in accordance with the Articles of Association and must be filled according to School Policy.

DATE OF ADOPTION:	April 27, 2017
DATE OF IMPLEMENTATION:	April 27, 2017
CROSS-REFERENCES:	2.100 Membership of the Board
	2.103 Election to the Board
	2.303 Quorum

## 8.10 General Responsibilities

The school recognises the need to provide a safe and healthy environment for all students and employees. It is the policy of the school to make every reasonable effort in the areas of accident prevention, injury protection and the promotion of the health, safety and welfare of all students and employees

The following areas of responsibility are essential to ensure the successful implementation of this policy.

### 8.10.1 Senior Management

- will observe and enforce the relevant acts and regulations that apply to health and safety in schools and to working conditions in industry
- will undertake to provide a safe and healthy working environment for all students and employees
- will include education on health and safety matters within the school curriculum
- will provide education and instruction for employees in the correct use of all equipment and materials used in the school.

### 8.10.2 Teachers

Teachers, acting in loco parentis, are responsible for the safety and health of all students in their care. They:

- will at all times give first priority to the safety and health of their students
- will provide education on health and safety in accordance with the school's curriculum
- will take initiative and provide follow-up action on all matters concerning health and safety
- are required to report without delay any health and safety hazards that they may observe.

### 8.10.3 Other Employees

Other employees are expected to co-operate willingly in the aim of making the school a safe and healthy work place. They:

- are required to observe and practice safe work methods
- where safety equipment is provided, ensure that it is used correctly and at all times
- will immediately report any unsafe work, condition or equipment to their supervisor
- are required to report without delay, any health and safety hazard that they may observe.

### 8.10.4 Students

Students are expected to co-operate willingly in the aim of making this safe and healthy school. They:

- will follow instructions from teachers and other adult employees in matters relating to health and safety including emergency situations
- will follow rules and regulations relating to health and safety
- will immediately report to a teacher any health and safety hazard that they may observe.

### 8.10.5 Parents

Are expected to co-operate willingly in the aim of making this a safe and healthy school. They:

- will advise the Senior Management on any health and safety hazard that they may observe
- support the Senior Management and teachers in giving first priority to the safety and health of students.

### 8.10.6 Health and Safety Committee

Each campus will have a Health and Safety Committee which may be comprised of members of the Senior Management or Vice Principals, teaching staff, nursing staff, student body, support staff and parents. These committees will make recommendations to the SMG.

## 8.11 AIDS

The school's AIDS policy is based on the best available medical advice. It reflects the current state of scientific knowledge as it pertains to HIV (Human Immunodeficiency Virus) infection and AIDS. Additionally, some aspects of the school policy are determined by the local laws to which we are subject.

AIDS prevention education will begin in the Elementary School and will be part of an overall health and hygiene programme. Since it is literally a matter of saving lives, age-appropriate AIDS Prevention Education will be compulsory.

The school will not institute mandatory HIV screening programmes for students, staff or other employees. The school will provide referral assistance and counseling for individuals who wish to be tested. Screening will not become an admissions or employment requirement.

The school's response to HIV infected students or staff will be based on the primacy of current medical knowledge. HIV infected students will be allowed to stay in school unless, for medical reasons, they are unable to participate in an appropriate course of study. AIDS infected employees will not be excluded from the school unless, for medical reasons, they are unable to carry out their duties. Employees infected with the AIDS virus or the parents of infected students are asked to inform the appropriate Principal or the Director.

The confidentiality of the HIV infected person will be maintained to the greatest possible extent.

If an infected student or staff member continues to participate in school, the school will endeavour to provide appropriate support, counselling services, and education about responsibility to others.

The school will not tolerate negative behaviour towards an HIV infected individual or those suspected of HIV infection. The school further has a duty to actively combat AIDS related hysteria, fear, prejudice and misinformation.

In adopting these guidelines, the Board recognises that the state of medical knowledge about the HIV virus is changing and the Board will update this policy statement in light of significant new information about the disease. However, at the present time there exists solid medical evidence that HIV-infected persons pose no threat whatsoever to the health of their companions or associates in the school setting.

## 8.12 Smoking

The academic campuses, classrooms, staff lounges, administration offices and all public areas will be smoke-free zones. This is applicable to all employees, parents, visitors, and, of course, students.

## 8.13 Security

### Preface

Assuring the safety and security of students, and staff shall be a priority exercise for the International School of Tanganyika. The following is a guide for the school personnel in planning and reacting to emergency security situations. It is impossible to anticipate all the required security activities if an emergency were to occur. The task of planning and anticipating is never complete. Therefore, an annual review of all emergency security planning shall take place in the first month of each school year. That review shall include the involvement of all members of the SMG and if required, the Dar es Salaam US Embassy Regional Security Office. The results of this review shall be presented to the Board of Directors and copies of *Emergency Management Plans* for each campus distributed to designated offices and personnel.

### 8.13.1 Safety and security planning

The Board's intent is always to have contingency safety and security plans thoroughly discussed and current. The following principles shall guide any security discussions:

1. The safety and security of students is foremost in planning - then the same for all staff.
2. Care must be taken to accurately inform but not to unnecessarily alarm students/parents and staff. Seek to establish the right balance while recognizing that not all the "what if" questions can be answered.
3. Security communication must be clear, concise, and if necessary, continuous.
4. Security assignments must be clearly understood by everyone. The Director, with input from the SMG, will decide what security planning information shall be communicated and/or distributed to whom.
5. Extreme emergency planning will take into account that the School will remain open, close temporarily or close permanently.
6. The following shall be the emergency priority order for decisions related to implementing security procedures:
  - Ensuring safety and security of students first, then school staff.
  - Communicating the security situation with parents /companies /organizations regarding transportation.
  - Making the decision whether or not the School will be immediately closed, short or long term.
  - Determining the need for an evacuation of overseas contracted employees.
  - Determining staffing if the School is to remain open during the emergency interim.
  - Securing school and personal property during school closure.
7. Security meetings, during an emergency, will be attended by the SMG and called when deemed necessary by the Director or the designated person in his absence. The following agenda will guide discussions.
  - Share and discuss new information
  - Re-assess the "climate" (school/community)
  - Distribute new information (decide on wider distribution)
  - Follow up and/or assign planning activity in reference to new or updated procedures.
8. All Board policies and school procedures for safety and security shall be distributed to the appropriate offices.
9. The School's Emergency Management Plans (for each campus) shall be reviewed by the Director and the SMG on an annual basis and updated where appropriate.

### **8.13.2 Administration Security Planning**

#### **General responsibilities Chief Executive Officer**

The Director is ultimately responsible for maintaining, communicating and implementing the overall Emergency Management Plans including assurance that all assigned security activity is clearly understood. The Director shall also be responsible for updating communications lists, coordinating emergency telephone use, scheduling transportation and the assigned activities of all support personnel. He shall also establish on-going communication with the US Embassy Regional Security Office and the British High Commission and with local community emergency security offices as might be required.

#### **General responsibilities Chief Wardens (Principals and DP at ECC)**

The Chief Wardens shall be responsible to liaise with the school nurses, and local medical facilities. They will have an active assignment during any threat drill.

The Chief Wardens shall also be responsible for all outside communication (apart from addressing the media, this must only be done by the Director) and medical activity during student and staff evacuation within the school, including the assurance that medical provisions are available. In addition the Chief Wardens shall ensure that there is clear student and staff understanding as to what needs to be done during emergency security drills; also to have such drills conducted without panic. Specific reference is made to these procedures in the Emergency Management Plans.

### **8.13.3 Annual Review And Update**

#### **Security Plan**

1. In August, the campus security committees (wardens) shall meet to carefully review each page and procedure listed in the Campus Emergency Management Plans. Proposed changes shall be drafted for further review and discussion.
2. The Director shall update and circulate all telephone communication lists.
3. The SMG shall meet with the US Embassy Regional Security Officer for an update on local security issues. The RSO will also be asked to review the Campus Emergency Management Plans and offer his/her comments as to how School security procedures might be strengthened.
4. At the beginning of year INSET days staff will review/discuss the school Emergency Management Plans at each campus. Information will include exact procedures for evacuating the classrooms and for the use of emergency equipment (fire extinguishers).
5. The Director (with the GMFA) will meet with all support staff managers for the purpose of reviewing emergency security procedures. He shall also attend meetings while these procedures are being discussed with personnel at each campus. Included in these meetings will be those personnel who would be most likely to receive bomb threat telephone calls.
6. Prior to the start of classes, The Director, or his/her designate, shall renew contact with all local community emergency security offices including fire, police, bomb disposal and medical facilities.
7. The SMG, with the Ultimate Security Director shall review all campus security procedures that empower security to control access to the facility during school hours, evenings and on weekends. Access to the campus is expected to be tightly controlled and monitored with identification and sign in procedures strictly enforced.
8. The SMG shall set a schedule of emergency and/or security drills for each campus with this schedule including at least five scheduled room evacuation drills. Other drills will include the implementation of the telephone tree relevant for each campus.
9. The SMG will review the need to store outside the country current or important archival records.
10. The Director will assume responsibility for updating the list of "Safe Haven" houses for on campus teaching staff.

### **8.13.4 General Preparation For An Emergency Evacuation**

No one wants to think what might happen if ever there was a forced evacuation out of Dar es Salaam. That possibility exists. Anyone who has faced such an ordeal somewhere before in their lives will say that it is stressful beyond anything you might expect.

Advance planning will help to reduce some of the stress. Evacuation could be to another city in Tanzania, to a city in the region outside Tanzania or to your home of domicile. Evacuation could be in stages with never the opportunity to return to Tanzania. It also might involve one person in the family with the other spouse staying behind as a volunteer to keep the School open.

### **8.13.5 Parent communications**

Each of the school offices have established an emergency telephone calling system for parents. On paper, this would seem like a practical idea in the face of any emergency security situation. In practice, the list is difficult to keep up-to-date. The practical application of trying to communicate with over 700 families can be exceedingly difficult. Still, the attempt to do this is important and every attempt will be made to maintain this important communication link.

Each school principal (DP at ECC) will maintain an absolutely current list in his/her office to be formally updated by the third week of each term. The formal update shall be distributed to the SMG, Deputy Principals, the GMFA and the Campus Managers for inclusion in their *Emergency Management Plans*

### **8.13.6 Emergency drills and procedures**

The Director or his designate shall prepare appropriate emergency plans and thoroughly instruct students, teachers and other employees about expected behaviour and responsibilities during drills or actual emergencies.

A copy of all emergency plans and drill plans shall be filed with the Director and in appropriate offices and with appropriate people (as designated in the Plans).

The Principals (Chief Wardens) are charged with the responsibility of scheduling building evacuation drills to prepare staff and students to respond appropriately when emergencies arise.

The first drill of the school year will be held as soon as practical and no later than ten (10) school days after opening.

After each drill, the Director shall be informed in writing concerning the nature and success of the drill.

The campus Emergency Management Plans will include regular procedures for a variety of emergency situations (e.g. Fire, Bomb Alert, Terrorist Alert etc.)

#### **Emergency campus evacuation procedures**

It is extremely important that all campus evacuation plans be clearly understood by students, and staff. All evacuation procedures should be carried out calmly and professionally. Each administrator and each teacher will play an important role in the procedures.

#### **Who decides emergency response?**

It shall be the Director who ultimately decides the emergency evacuation response after carefully analyzing available information and circumstances. The implementation of Evacuation of the Campus or Stay Home procedures would also require input from the SMG, the U.S. Embassy Regional Security Office and/or the British High Commission. In the absence of the Director, the designated Acting Director shall decide the suitable response.

### **8.13.7 Stand fast instructions during an emergency security alert**

There could exist certain emergency security situations where “standing fast” in the classroom, or office, is the safest action. There will be no bells sounded or siren alarm. The Director will be receiving information from a variety of sources including the U.S. Embassy Regional Security Office and/or the British High Commission. The situation might be uncertain.

#### **Making the decision for the “stand fast” alert**

The Director will assume responsibility for the “Stand Fast” decision based on input from the SMG and the U. S. Embassy Regional Security Office and/or British High Commission. Circumstances for “Stand-Fast” will vary. It could obviously be unsafe outside the classroom or office.

#### **Transport home**

Evacuating the campus and transporting students home *MIGHT NOT BE THE BEST DECISION UNDER ANY EMERGENCY CIRCUMSTANCE*. There are several reasons for these words of caution:

1. The security situation between the School and the home might not yet be accurately assessed.
2. Parents might hear of the emergency alert, and while in a state of panic, attempt to communicate instructions to the School and/or recklessly drive to the School only to find impassable traffic jams.

### **8.13.8 Stay Home**

The current emergency security situation is uncertain and it is unsafe to transport students to and from school. A “Stay Home” alert has been issued. It remains uncertain as to how long the alert will be necessary. During the alert, communication will be extremely important.

#### **Making the decision for “stay home” alert**

The Director will seek to receive security information from a variety of sources including the U.S. Embassy Regional Security Office and/or the British High Commission. Discussions will be held with the Board Chair (if available). The Director will seek a consensus decision as to whether or not a “stay home” alert should be implemented; if so for how long?

#### **Threats of Various Kinds**

The Board of Directors and the Director acknowledge their responsibility to always ensure the safety of the students and employees. At the same time, they wish to deal firmly with any threats against the School, and to discourage unwarranted disruption which poses a danger whether or not the threat is real or a prank.

The Director is responsible to establish regulations to be followed in cases of threat. These regulations should aim first at protecting the students and staff in the School; second at finding the device allegedly placed in the School; and third, identifying the person or persons responsible for making the threat. Any investigative action shall be initiated by the Director or by the GMFA, and routed first through the US Embassy Regional Security Office and/or The British High Commission which will then assume responsibility for local security liaison.

All members of the staff, especially the office and switchboard staff who likely to be the first recipients of threatening calls, will be instructed on a regular basis in bomb threat procedure. Distribution of these procedures will be at the discretion of the Director.

Procedures to be followed are outlined in the Emergency Management Plans.

### **8.13.9 Local demonstrations and strikes**

#### **General**

Demonstrations and strikes are always serious security concerns for the School.

#### **Gathering information about local demonstrations and strikes**

The primary source of information about local demonstrations and strikes will be the U.S. Embassy Regional Security Office and/or the British High Commission. The School will be advised when and where these activities will take place. Other information sources include local newspapers and radio stations. All information regarding demonstrations and strikes must be brought to the attention of the Director.

#### **The school’s reaction to local demonstrations and strikes**

Every attempt will be made to gather and weigh accurate information. The Director has several options at his disposal.

1. To close one or more campuses on the day of the pending demonstration or strike (done with counsel from the SMG).
2. If School is already in session then classes could be dismissed and students transported home at an early dismissal hour.
3. Closely monitor the local security activities throughout the day with primary information being made available from the U.S. Embassy Regional Security Office and /or the British High Commission.

## 8.14 Emergency school closure procedures

The Director is empowered to close the School for up to two days, delay the opening time of School, dismiss School early, hold students in School past dismissal time, or declare a “minimum day(s)” if adverse weather conditions, or emergency safety considerations make it necessary.

In an extreme emergency, or a major evacuation situation, the Board of Directors may close the School for whatever reason or period of time deemed necessary if the safety and security of students and staff is held in jeopardy. Board action in such circumstances shall first take into consideration the recommendation of the Director. That recommendation will be guided by the following:

1. Any advisory from the United States Embassy or British High Commission that has "ordered" (not "permitting" or "encouraging") the departure of all USG dependents and non-essential personnel from Dar es Salaam. Information will also be sought from other embassies and agency sources.
2. Security information from military organizations.
3. Information from the Dar es Salaam Government security officials.

When an evacuation or other long term emergency situation closes the School either temporarily or permanently, every attempt will be made to secure personnel to protect school properties and housing properties. During a major evacuation situation the Board will retain the option to continue the School's operation on a limited basis, with qualified staff who volunteer to remain in Dar es Salaam.

The Board will make every attempt to clearly state whether or not the closing is temporary or permanent. Employee contract terms and/or Board policy shall be applicable whether the evacuation situation is temporary or permanent.

### 8.14.1 The decision to close the school

#### (For No More Than Two Days)

Board policy empowers the Director to “close the School for up to two (2) days, delay the opening time of school, dismiss school early, hold students in school past dismissal time, or declare a “minimum day(s)” if adverse weather, or other emergency safety considerations make it necessary.” Only the Board of Directors has the authority to close the School for longer than two (2) days, usually with a recommendation coming from the Director. In an extreme security circumstance, the Board of Directors might decide to close the School for an extended period of time because of forced evacuations from Dar es Salaam

#### General Principle Guiding Decision To Close The School

It would take an extreme emergency to justify the need to send students and staff home early. Waiting an extra hour or two could be the most prudent decision made by the Director.

#### Prior To Making The Decision

It is extremely important for the Director to carefully review procedures for closing the School, delaying the opening of classes, declaring a “minimum day(s)” or dismissing students early. The Director should also review the appropriate procedures with members of the SMG.

#### Written letter of explanation to parents and drivers

The intent is to professionally respond to an emergency security situation without creating undue alarm and/or panic. Expect that rumours will be rampant in the community. The best way to head off rumours is to provide parents accurate, clearly understood information about the School's reaction to the security events taking place.

Ideally, a written letter should accompany the child if the School has implemented an early dismissal evacuation. In the case of a Stay Home situation, written information should be provided to parents and drivers who transport children to School not realizing that a Stay Home is in effect. Ideally, in such a situation, written information has already gone out to parents and staff.

#### The decision about when to reopen school

When the decision to reopen the School is made, the student and faculty telephone network (tree) will be used.

### 8.14.2 Forced closure

#### Forced evacuation and closing: Interpretation

Forced Evacuation is “an event or effect that cannot reasonably be anticipated or controlled.” It is an emergency security action that would close the school for four (4) or more consecutive weeks. A Forced Closure can only be declared by the Board of Directors after careful consideration of several important factors including 1) the actual presence of a security emergency and 2) the number of students still in the community, and who would be severely impacted with any decision to close the school for an extended period of time.

#### Forced Closure

If the School is to be temporarily or permanently closed by order of the Board of Directors, as a result of an emergency evacuation situation, employees shall be entitled to termination benefits in accordance with the terms of their contracts. Forced evacuation for the purposes of this policy is defined as “an event or effect that cannot reasonably be anticipated or controlled”. For such benefits to apply, temporary closure must extend for four (4) or more weeks. Decisions by embassies and other organizations in the community to reduce personnel during a security emergency, while weighed by the Board, will not necessarily cause the Board to determine forced evacuation.

#### Locally Contracted Staff

Locally contracted staff, as stated in their contracts, shall be entitled to one (1) month’s salary, beginning with the official closure date. Unless specified in their contracts, no other benefits will be part of their settlement.

#### Overseas Contracted Staff

If overseas contracted employees and/or their dependents are required to leave Tanzania by order of the Board of Directors, the following contract procedures shall apply:

1. The School will pay the cost of transportation for the employee and their authorized dependents to Point of Origin; or other designated destination as might be determined by the Board while considering the extent of the forced evacuation emergency situation.
2. The School will pay the cost, up to an amount stated in their contracts, for shipping the employee's personal effects to Point of Origin to the extent of the employee's contract if the School closure is permanent.
3. With permanent closure, the School will pay the Employee three (3) months salary or salary until the end of the Employee’s current school year, whichever is less and 60% salary on a monthly basis for an additional three months. This benefit will end after six months or at the end of the employee's current contract year, whichever is less.
4. In the event that other employment is obtained during the second three-month period following a permanent closure, the employer will pay only the amount by which the total wages earned each month by the employee in other employment during this period are less than 60% of the monthly salary that would have been earned had the school not closed.
5. If the School is unable to ship the employee's personal effects to the employee's Point of Origin, after a permanent forced evacuation closure, or if the employee's personal effects are damaged or destroyed, the School may, if finances are available, reimburse the employee compensation equal to the cash equivalent of terminal allowances as stipulated in either policy or the employee's contract terms.
6. The school will not assume the financial responsibilities, as outlined in this policy, if the employee and or his/her authorized dependents leave Dar es Salaam prior to an official order to do so by the Board of Directors.
7. In the case of a temporary forced evacuation closure, if an employee refuses to return to the School after the emergency prompting the closure is no longer in effect, the employee's refusal to return will be considered a breach of contract and the School's responsibilities as outlined in this policy will

cease, unless the expiry date of the employee's contract has been exceeded. In such cases, the contract terms for non-renewal shall apply.

These forced evacuation procedures are subject to the terms of each employee's contract with the Board of Directors.

### **8.14.3 The decision to close or remain open**

#### **Emergency security situation**

##### **The Decision Authority**

The Board of Directors retains the sole authority to declare the forced evacuation closure of the School (i.e. closure for four (4) or more weeks or for any period less, but more than two (2) days) and to decide whether or not the School shall remain open.

##### **Information to Be Considered**

1. Any advisory from the United States Embassy that has either "ordered" or "encouraged" the withdrawal of all American and/or British citizens from Dar es Salaam,
2. Security information provided by other embassies, organizations and companies who have students attending the school,
3. The actual short or long-term security threat to the safety of students and staff,
4. Information from the Dar es Salaam security officials and counsel provided by the Government of Tanzania,
5. The arguments and advantages for keeping the school open with volunteer faculty serving those students whose parent sponsors might not be sending families away from Dar es Salaam and,
6. The Director's recommended Board action as to whether or not, based on all available security information obtained, the School should 1) remain open or reopen, 2) reopen with volunteer staffing, or 3) close either temporarily for four or more weeks or permanently depending on the emergency security conditions that might exist.

Action, by the Board of Directors, as to whether or not to close the School shall not be dictated by directives issued by the US Embassy or British High Commission for their own personnel or by other community organizations. Those directives MUST certainly be carefully considered, however.

##### **Hierarchy for Making the Decision**

Action by the Board of Directors, regarding the forced evacuation closure of the School, shall be made within the following decision hierarchy:

1. By the full Board upon recommendation of the Director if all parties are available, or
2. By an appointed Board Executive upon recommendation of the Director if all parties are available, or
3. By the Board Chair and the Director if both parties are available, or
4. By the Director or his designate, in council with US Embassy Administrative Officer or the US Ambassador and/or the British High Commissioner.

##### **The Actual Decision to Close for Force Evacuation or Remain Open**

Once the Board of Directors, or the existing authority, has taken action regarding whether or not the school will close or remain open, every attempt would be made to fix the length of time the School might be closed.

##### **Employee's departure before forced evacuation closure has been declared by the board of directors**

Any employee who leaves their assignment before a Forced Evacuation Closure has been decided by the Board, and chooses not to accept the "Leave Without-Pay" option shall have their contract settled as of the last day of employment. In the case of overseas contracted couples, the School may terminate both contracts even when only one spouse left the assignment prior to the Board declaration of the forced evacuation procedure.

#### 8.14.4 Temporary Closure (2 + days) For Security Precautions

Most emergency security situations will not require the implementation of forced evacuation procedures with closure of the school for four (4) or more weeks. It is important, however, that each and every emergency security situation be viewed with extreme caution and careful planning.

##### Decision Authority

Board policy gives the Director the authority “to close the School for up to two days, delay the opening of School, dismiss School early, hold students in School past dismissal time, or declare a ‘minimum day(s)’ if adverse weather conditions, or other emergency safety considerations make it necessary.” Any decision made while exercising this authority shall be communicated to the Board Chair. With this authority, the Director will be able to quickly react to any emergency security situation that might impact the safety of students and faculty. The decision for the School to remain closed for two (2) or more days shall be made by the Board Chair upon consultation with the full Board and the Director’s recommendation.

#### 8.14.5 Forced Evacuation

##### Director’s action plan

The following discussion will serve to GUIDE the Director’s actions and decisions before and during an emergency security situation that could ultimately lead to the Forced Evacuation of overseas contracted employees:

##### Salary and leave options for staff during the security emergency

It is understood that one’s reaction to emergency security issues takes on many forms. One lesson, learned from experience, is that one’s reaction can be very unpredictable. Many factors contribute: the age of the children, parents’ concern back home, varying perceptions of danger, etc. All of these reactions and emotions have to be respected. Pressure can really build up if an employee is waiting for the Board of Directors to decide the issue of Forced Evacuation Closure of the School. With that decision is the prospect of transport and “safety” outside Dar es Salaam, continued contract benefits and salary for up to three (3) months plus three (3) months @ 60%. That decision might never be made by the Board or the Board just might decide to keep the School open. The following (**if approved by the Board of Directors**) are options available to all staff during the period of emergency security:

##### Option 1 Leave Without Pay for Local and Overseas Faculty

Anytime, during an emergency security alert environment and prior to a Board declared Forced Evacuation closing, the School will offer the option of “Leave Without Pay” to the employee with the provision of no transportation subsidy until end of contract, and that return-to-work will be at the invitation of the School while considering current enrollment and assignment. Overseas contracted couples might seek to have one spouse exercise this option. Leave Without Pay will automatically end at the close of the normal School Year.

##### Option 2 Termination With Two Months Salary and Transportation for Overseas Faculty

This is a real option that might be attractive to some. It can only be applied to overseas contracted couples (or those on single status). It certainly would help those already planning to Dar es Salaam at the end of the year.

##### Option 3 Two Weeks Leave With Pay for Overseas Faculty

Guided by the decision of the U.S. Embassy and/or the British High Commission to evacuate out of Dar es Salaam “non-essential personnel” and/or Embassy dependents, overseas contracted staff might want to join the evacuation. This option allows the employee two weeks of pre arranged leave with pay in order to sort out all the emotions caused by the security notice. The School assumes no responsibility for either transportation, hotel or meal expenses. If, during this interim, the Board has not closed the School, the employee then can access options one or two or return to Dar es Salaam for a regular work School schedule. This option is only available once during a School Year.

#### 8.14.6 During the Emergency

The Board of Directors will undoubtedly have compelling reasons for the School to remain open during an extended security emergency. Foremost in reasoning will be assurances that the safety of children is not being held in serious jeopardy because of the security emergency. Whereas large numbers of families might have moved out of Dar es Salaam others have remained in Dar es Salaam. For these parents, it will be important to have the schooling process continued. Finally, is the need to protect school properties and assets.

### **The Request For Paid Voluntary Staff**

If the School is to remain open during an extreme emergency security situation, then qualified staff must be retained. Paid volunteers, from within the existing staff, will be actively sought by the Director or designated principal. Depending on the extent of the emergency and a decision by the Board of Directors recommended salary stipends for these volunteers might be:

Weeks 1- 8	150 percent of base salary
Weeks 9-18	125 percent of base salary
Weeks 19+	110 percent of base salary*

\*Until the end of the School Year

### **Selecting Paid Volunteers**

The School cannot afford to be overstaffed at a time when student numbers are low or uncertain. The School curriculum will have to be limited in scope with careful attention given not to lose ground in the academic subjects. The designated campus principal will be ultimately responsible for selecting the paid volunteers with equal priority consideration given to qualified locally contracted and overseas contracted staff. Temporary contracts will be issued, but continued need for paid volunteers will be reviewed on a weekly basis. The number of faculty paid volunteers needed will be guided by the number of students in attendance.

### **The reopening of school**

Following the Forced Closure of the School, it shall be the decision of the Board of Directors as to when the School shall be reopened. The Board shall seek recommendations from the Director, U.S. Embassy and/or the British High Commission and if necessary other embassies and organizations in Dar es Salaam.

### **Permanent forced closure of the school**

This decision will most likely be made after all families have been evacuated. With this decision, all employee salary and benefits will be processed according to the terms of their contract including the shipment of personal household effects from Dar es Salaam. An immediate attempt will be made to settle all school liabilities. Funds remaining after settlements shall be processed according to Board policy.