CRS/UGANDA OFFICE

SECURITY PLAN

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Purpose of the Field Security Plan (FSP)

The purpose of the plan is to provide CRS staff and visitors a "must read" source of safety and security information outlining the Agency security policies and procedures in relation to the country program context. The FSP explains what is deemed as acceptable and what is not in various situations; how to respond to potential safety & security incidents like accidents and crimes and also provides brief description of the roles and responsibilities of staff when incidents occur.

Operating Environment

The Republic of Uganda is a land locked country in East Africa, covering 241,038 km^2 of land, and sharing a border with Kenya on the East, South Sudan on the North, Democratic Republic of Congo (DRC) on the West and with Rwanda and Tanzania on the south and southeast respectively. Uganda a British protectorate gained formal independence on October 9, 1962. Since independence Uganda has been ruled by successive regimes including the dictatorial 8-year rule of Commander Idi Amin Dada who ceased power in 1971 and was toppled on April 11, 1979 by a Tanzanian force, backed by Ugandan exiles. The current government under the leadership of H.E President Yoweri Kaguta Museveni seized power on January 26th, 1986 under the political grouping called the National Resistance Movement (NRM or the "Movement"). For 20 years President Museveni ruled the country under the Movement political system, a unique form of 'democracy' akin to a broad-based, populist, one-party system that allowed for internal opposition with restricted political activities.

The LRA destabilized the north and eastern parts of the country since 1986 but later fled the country and the same areas are relatively peaceful. Although the LRA did not threaten the stability of the government, LRA violence at one time displaced up to 1.7 million people, creating a humanitarian catastrophe, particularly when they were forced into internally displaced persons (IDP) camps for their own protection.

Country program overview

CRS activities in Uganda began in 1965 as an outreach of the CRS Kenya program, in response to the desperate situation of Sudanese refugees living mainly in Northern Uganda. CRS assistance shifted to HIV/AIDS program support after the UN High Commission for Refugees took responsibility for managing the refugees. In the 1990s, CRS responded to the HIV/AIDS emergency that had reached alarming proportions in Uganda, by sponsoring mobile health care teams for Villa Maria in Masaka (the epicenter of HIV/AIDS) and Rubaga hospital.

CRS opened an office in Uganda in October 1996, to respond to the conflict related emergency caused by Joseph Kony and his "Lord's Resistance Army" (LRA) that resulted in displacement of over 1.6 million civilians from their homes and forced to live in IDP camps.

CRS Uganda now has 22 staff members (20 national and 1 international staff and 1 international fellow) and two offices. From the Head office in Kampala, CRS runs an office in Bukwo to support programs in the Eastern part of the country. CRS works in partnership with local relief and development agencies, churches offices, hospitals, and district

governments to implement programs. At present, CRS support programming in the sectors of microfinance, peace building, emergency preparedness and response, water/sanitation, agriculture and economic livelihoods.

Threat, Vulnerability and Risk Assessment
The main threats currently faced by CRS staff include road traffic accidents and crime.
Please see SOP for details. Report any incidents using the Incident Report Form – annexure eight (8).

Road Traffic Accidents
Road travel presents the greatest risk to staff safety and potential for causing harm to others. Driving in Uganda is hazardous. You will notice reluctance by drivers to follow road regulations. Motorcycle riders commonly referred to as Boda-Boda, Buses and especially "Mini Buses" drivers drive recklessly and are often involved in traffic accidents. The carnage on roads is alarming often as a result of operating poorly maintained vehicles; poor roads, over speeding, over loading of heavy trucks on highways and many of the drivers have little training. Alcohol is a contributing factor to night accidents. Pedestrians often walk in the road where there are no sidewalks/shoulders and may cause accidents. Large branches or rocks in the road sometimes indicate an upcoming obstruction or other hazard. Traffic accidents draw crowds. In some cases where serious injury has occurred, there is the possibility of mob anger. In these instances, drive to the nearest police station to report the accident. CRS staffs are advised to always be alert & take extra precaution while driving at any one time and use CRS recommended taxi service operators whenever required. If an accident does occur, police, medical and other emergency help may not be readily available.

Demonstrations and Riots
Demonstrations commonly occur in the streets of Kampala and major towns within the country without warning and often turn violent. Demonstrations are common around the Parliament Avenue, Kampala road, clock tower, Constitutional Square, Bombo road, down town and within government universities. Politically motivated demonstrations often protesting government's infringements on political rights are commonly organized by the main opposition parties The Forum for Democratic Change (FDC) and the Democratic Party (DP).

Rape and Defilement
Rape and defilement cases are of a frequent occurrence in Uganda. The cases are common regardless of the age and gender, although young girls below age of 18 are more susceptible. Many victims however, do not report the crime, preferring to avoid the social stigma attached to victims. Close family relations and child care takers are increasingly taking advantage of children.

Child Abductions and Human Sacrifice
This has become a major threat in the country. It's known that children are abducted and offered as sacrifices by witchdoctors for those seeking wealth and those engaged in devil worshipping. Mutilated bodies have been recovered with the heads, limbs, genitals, tongue and other body parts missing.

Crime

Common crimes include robberies, thefts from hotels and parked vehicles or vehicles stalled in traffic jams, pick pocketing and mugging. Fraud involving wire transfers, credit cards, checks, advance fee fraud via email is increasing. Staffs and visitors are advised to be vigilant and take precaution of the surrounding environment.

Robberies

The rate of break-ins in households in Uganda is very high. Robbery is a permanent problem in Kampala and all major towns. Attacks to homes occur even during the day but above all late in the night. Robbers look for money, clothing, Hifi, TV set, other electrical appliances like radio's and valuable items like computers, safe (offices). They can be armed (from pistols to assault rifles). The local community at times takes the law into their hands and punish suspect thugs. Robberies are attempted either by small groups using blades or organized gangs with weapons. Robbers do not hesitate to use violence if the victim tries to resist.

Pickpockets

They are very commonplace at any hour of the day, even in seemingly safe places especially where there is crowd (city centre, malls, markets, public transports). Another classical case from pilferers is to snatch your wristwatch, phone, gold jewels or anything that is on the dashboard of your vehicle, especially around the Clock Tower roundabout, when you are stopped at the traffic lights or in a jam or even driving slowly in a busy street. Street children, though not harmful, are experts at pick pocketing. The teen-agers are more likely to harass people and try to snatch something with force.

Mugging

The threat to be attacked for petty theft is common especially at night when the danger is greater. The City or town centres and surroundings are known to be dangerous even during the day. Some small groups act around restaurants, hotels and nightclubs. Moreover this threat is higher at bus stops, in the slums and their surroundings, as well as in the industrial area. Muggers can become violent when people do not co-operate immediately. Some people have been killed only to save a few shillings. Motor cycle riders commonly known as Boda Boda are a threat to especially ladies. Many are known to ride slow while approaching ladies and snatch their hand bags along the streets. They commonly trail people from the bank and ATM's.

Fires

Fires are of a very common occurrence in Uganda. These range from homes, schools, factories to town and local markets. Fire extinguishers are installed at all office premises and all international staff residences and were provided basic training on usage of the fire extinguishers.

Police

The police can be a threat. The traffic police often stop vehicles to check the registration documents and driving licenses, but with the motive of getting something "extra" out of the situation. They do not normally ask for gifts from expatriates nor do they ask for bribes unless the person has committed an offence.

Uganda People Defense Forces (UPDF)
The military has become more professional over the last 15 years under the current regime and does not generally constitute a threat. However, it is common to see in the newspapers announcements that UPDF officers have been arrested for general incidents of crime including robbery, and abuse of office defrauding.

Environmental/Health Risks
The most common risks include but are not limited to: pollution, contaminated water/food, water and electricity shortages. Generally illnesses (bacterial dysentery, amoebic dysentery, traveller's diarrhoea) are common. Some fresh milk on the market is not pasteurized and even some local brands of bottled water are not reliable.

Staff Health
All Staff are encouraged to monitor their health status and to report immediately any potentially dangerous conditions to the HR Manager and the CRS Uganda Security Focal Person. Every staff should be aware of his/her blood type, allergies and immunization record, keeping track of when it is time for booster shoots and new vaccination. All staff should carry ID cards with emergency information. HR office maintains staff medical records mentioned above as part of personnel file records. The support services office is responsible for the upkeep and maintenance of First Aid Kits. All drivers should have basic First Aid Training and if possible staff with authorization to drive CRS vehicles.

To Avoid Getting Sick
- Don't eat food from an unknown source, or from street vendors
- Avoid drinking beverages with ice
- Don't eat unwashed fruit
- Use insect repellent with 25-30% DEET. Wear long pants, and long sleeved shirts. This is the best prevention for mosquito bites.

Medical Evacuations
- In case of serious illness or injury, CRS international staffs are covered by SOS.
- The Support Services Manager will liaise with SOS, EARO Regional Staff and HQ Benefits Manager.
- The Country Manager should be informed immediately after contacting SOS, if the staff person to be evacuated is the CM then other senior staff should be informed immediately.
- CRS/HQ must be informed.
- SOS contact numbers are as follows: Philadelphia +1 215 942 8226, London +44 20 8762 8008
- National staff member cases will be attended to the local Health Insurance Policy.

Available Health Facilities
The HR office shall be responsible for informing national staff on regularly updated list of available health facilities as communicated by the medical insurance provider.

General Acceptance/Image
The presence of foreign INGOs and staff in general seems to be well accepted by the general public, but this always needs to be monitored.

Communities tend to be more traditional and conservative in most of the rural and the interior parts of the country, and it is important to learn and show respect for local customs, to be aware of underlying inter-community tensions and reaffirm CRS' impartiality, independence and accountability.

Culturally Sensitive Behaviors
It is extremely important to treat all people with respect at all times.
<u>DOs</u>**:**
- ✓ Always show respect to religious, community and government leaders/representatives.
- ✓ Show respect to religious sites, rituals, traditions, etc.

<u>DON'T</u>**:**
- ✓ CRS staff should avoid discussions of the political, religious and military situation in public places, on the phone, or in the presence of strangers.
- ✓ When travelling to the field women should wear loose and conservative dress. It is also not advisable for women to run/jog alone, in shorts or tight clothing.
- ✓ Staff should try not to lose their temper or raise their voice in public, or to colleagues, particularly in the presence of others.
- ✓ Staff should avoid public movement or visible work activity during strikes, riots or demonstrations.
- ✓ Staff should avoid displaying CRS signage in areas of religious or political tension.

CLASSIFICATION OF SECURITY PHASES
The following security levels have been adopted by the program.

Level One: Precautionary: Normal state in the areas where CRS operates in Uganda with a moderate level of indirect threats but no exceptional tension or targeted threats against NGOs or CRS.

Level Two: Restriction: Increased level of tension and/or threats against NGOs, internationals or CRS

Level Three: Very tense: Generalized and serious increased tension and threats.

Level Four: Evacuation: Prohibitively insecure and threatening environment in areas of CRS operation

Level five: Hunker Down: Direct attacks against foreign citizens, US/organizations (including NGOs).

For more information, see Annex 7 Security Levels Classification

DECISION MAKING MATRIX FOR SECURITY SITUATIONS

Situation	Final Decision	In consultation with:
Shift in security phase	Country Manager	HR, SSM/Security Focal Point
Stopping/restarting activities/staff movement	Country Manager	HR, SSM/Security Focal Point
Evacuating international staff	Country Manager	EARO, RD, Regional Staff Safety Advisor and HQ
Closing programs	Country Manager	EARO/ RD, Regional Staff Safety Advisor and HQ

This line management is applicable for security decisions to**:**

Adopt a Standard Operating Procedures and shift from one phase to another

- _Stop_ or _Restart_ activities/staff movement and evacuate the international staff
- _Withdraw_ an employee if his/her behaviour is increasing the security risks to him/herself and/or others.

Specific Roles and Responsibilities

The Country Manager is responsible for making any decisions on security, in consultation with Support Services Manager/Security Focal Point, UN agencies and Embassies. Security decisions are not negotiable by any staff. Failure to comply with security policies and decisions can result in immediate termination.
The Support Services Manager/Security Focal Point provides updates to the Country Manager on security related issues accordingly. The Security Focal Point is responsible to gather security information from various sources and provide information on the changes in the security environment, including:

Assessing the threat environment;

CRS Uganda Security Guidelines, Updated: Feb 2014

Drawing up the security plan and SOPs specific to the local context;
Attending NGO and UN security meetings;
Brief a new staff regarding (threat environment, security management and SOP);
To keep the CRS teams informed about changes in the situation and new procedures.

All Staff:

- Must demonstrate maturity
- Be responsible for his/her own security;
- Have the right to be withdrawn when s/he does not feel at ease working in CRS field sites
- Are expected to participate in the security management by reporting security related information or incidents (no matter how insignificant it might seem) to the Support Services Manager, CM or DCR, and ensures that procedures are followed.
- Review and adhere to the CRS Field Security Plan.
- Follow security related directives

Evacuation
In this document we distinguish between hard and soft evacuations. A hard evacuation is one that has to be carried out in a highly insecure context and requires the assistance of the UN, embassies and/or military forces. Advice on hard evacuation generally comes from Government, CRS HQ USA or the respective embassies.

A soft evacuation is one undertaken by CRS using its own resources and/or commercial flights. Any decision on evacuation is taken by the CR/ in consultation with the RD.

Options for assistance in organized evacuation will include INGO's, the UN system, local government authorities and foreign embassies. It is the responsibility of the /CM to secure assistance for staff members that require evacuation to safe areas within the country or outside of the country (International Staff Only). Reference Annexure 6 – CRS Uganda Evacuation Plan for details**.**

Appendices

1. Standard Operating Procedures
2. Contingency Protocol
3. Constant Companion
4. Communication Tree
5. Relevant Maps
6. Classification of Security Phases
7. Incident Report Form
8. Evacuation Plan
9. Grab bag Evacuation Content
10. International Staff emergency Contact List
11. CRS Staff Visitors and Consultants List