



RWANDA COUNTRY PROGRAM

FIELD SECURITY PLAN

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I. INTRODUCTION

A. Purpose of the FSP

This Field Security Plan presents an introduction to the general operating context for Catholic Relief Services program in Rwanda. It highlights basic concepts and concrete principles/rules of security management from personal behavior to an institutional response to small scale incidents and accidents to larger scale emergencies and changes in the work environment for CRS in Rwanda. It provides staff members and visitors with security information, guidance on behavior and attitudes and references in case an emergency occurs.

All CRS Rwanda members and visitors should sign the FSP Acknowledgement of Understanding and this is kept on file.

B. Scope of the plan

Although, primarily is intended to be used by managers, all staff are expected to familiarize themselves with the contents of this plan and managers are requested to take an active part in Security management in order to create a responsible team. A copy of the FSP should be kept in each program office and each CRS house in Rwanda.

In principle, it is not a confidential document but wider distribution is at the discretion of Country Representative and the Security Manager or the Security Focal Point. The FSP should be used as a reference document to ensure that every management decision is made, even those of a daily nature, in the light of reflection on how to minimize the threats and vulnerabilities facing CRS and individual staff members. It should not be understood that FSP is a tool that is only used for more dramatic Security events such as being caught in cross fire or evacuation. The FSP will assist staff in identifying the course of action which will reduce the probability of a threat occurring and/or, if it does, reduce its impact on the individual staff members, assets or programs/operations.

The SOPs and CPs have been chosen based on risks analysis to ensure that both preventive and reactive protocols reflect assessed risks. They reflect what is considered best practice for CRS Security management but they alone can never guarantee our Security. There may be occasions when personal judgement on what is the most appropriate action is required. Culturally appropriate behavior is required at all times and details on this are found in the Personal SOP.

The annex section on Supporting Documents contains details of contacts, addresses, telephones, maps that may be required.

C. CRS Staff security and safety guidelines

The CRS Staff Safety and Security Guidelines support the successful achievement of CRS mission while minimizing harm to our staff, loss of agency assets, and other disruptions to operations due to security concerns.

All staff contribute to security risk reduction by maintaining personal awareness, participating in CRS security meetings, appropriately representing the agency, reporting security incidents, and following security policies and procedures.

The Country Representative or his/her designate ensures that all staff receive appropriate briefings and training on security management relevant to the local context. CRS works collaboratively with other members of the humanitarian aid and development community to advance common security interests.

D. Roles and responsibilities

Each staff is required to read the CRS/ Rwanda Security Plan and Appendices as part of their orientation and sign the Staff Statement of Understanding of Security Plan. Staff is required to maintain a copy with other critical information and carry with them at all times the constant companion. If staff has any question about this plan, they should inform their supervisor or the Security Focal Point (SFP) as soon as possible.

All staff should also have a copy of the updated Safe and Sound Guidelines and be familiar with all agency policies related to security matters – ask the SFP for further information. Agency security manuals, policies, and field security plans can be accessed on the CRS Safety and Security Portal. Please take some time to visit this resource.

All CRS/Rwanda staff members and agency visitors have a responsibility to promote security and are required to follow all rules and procedures in this security plan. Failure to do so could endanger life and is a disciplinary offense. This security plan is designed to keep staff and visitors safe, and to enable smooth operation of CRS/ Rwanda programs.

It is the responsibility of the Country Representative to maintain adequate procedures to ensure the safety of CRS staff and assets at the office and in private residences. Such procedures may need to be modified as an emergency develops. The CRS/ Rwanda's Security Focal Point (SFP) is currently the Operations Manager. Each staff is encouraged to contribute as the need arises through the SFP.

The CARO Regional Technical Advisor for Emergencies will provide advisory guidance and recommendations related to security situations.

Respect for security is an individual as well as a collective responsibility. In order to react effectively to any security incident, it is important that each staff member maintains a high level of information sharing on incidents or rumors. This information can be submitted by phone and, if appropriate, through the completion of the CRS incident reporting form (Appendix f) within 48 hours to the SFP for forwarding to the CR. Individual staff behavior can affect everybody's security and CRS's image as a whole.

Visitors and newly recruited staff will be sent the shorter Visitor Security and Safety Briefing, which is also available on the CRS Safety and Security Portal through the agency intranet.

E. Review, update and approve of the plan

The Field Security Plan (FSP) should be revised, updated and regionally approved at a minimum once a year as dictated by circumstances and evolving environment. The updated version must be kept on CRS Rwanda share drive dedicated for Security Portal. Comments and proposed changes to the Field Security Plan should be forwarded to the Country Representative and the Security Focal Point of CRS Country Program. The updated version must be approved by the Region Office and kept on CRS Rwanda share drive dedicated for Security Portal. The CP is responsible for keeping all latest versions for their program on the CP's dedicated space on the Security Portal.

All CRS Rwanda members and visitors should sign the FSP Acknowledgement of Understanding and this is kept on file. Visitors too should sign an Acknowledgement of Understanding and that this is kept on file

F. Visitor safety and security briefing

The purpose of the orientation for national and international staff is to raise awareness about the CRS security plan, security protocols and procedures among the new arrivals and to inform about the situation in which the staff will operate throughout the country.

All new CRS personnel, and their dependents when and where applicable, will receive a security briefing by the Security Focal Point on general security issues pertaining in Rwanda, Kigali and the station he or she is allocated to (this also applies in case of transfer of staff between duty stations).

Tasks and Responsibilities: this standard operating procedure involves all newly arrived staff, the Security Focal Point, and the Human Resources Manager.

Timing and Sequence:

- Upon Arrival in Kigali and
- Upon Arrival on Site

All new international and national staff (and the dependents of international staff members based in Kigali) will receive a detailed, in-depth security briefing from the Security Focal Point.

Every staff should, upon arrival in Kigali, during his or her induction and orientation, be provided with:

- A copy of the Field Security Plan containing the Constant Companion and Standard Operating Procedures for the country and the duty station he/she will be based in,
- A credit card format Constant Companion with emergency phone numbers,
- A map of Kigali or area of assignment with key landmarks and areas of interest or concerns (NGO offices, CRS premises, UN offices, embassies, etc...),
- The Security Level the duty station he/she will be based is currently in and the Security
- Level Indicators and instructions (Security Plan)
- Occupational Health & Safety guidelines for offices,
- Personal contact and details sheet (to be completed and returned in a sealed envelope to HR).

The dependents of international staff based in Kigali should be provided with:

- A credit card format Constant Companion with emergency phone numbers
- A map of Kigali with key landmarks and areas of interest or concerns (NGO offices, CRS premises, UN offices, embassies, etc...),
- The Security Phase and indicators of Kigali at the time of arrival,
- Personal contact and details sheet (to be completed and returned in a sealed envelope to HR).

G. CRS Security portal

The CRS Agency Security Portal contains general resources of security including Agency security manuals, policies and Field Security plans. Staff and Visitors are encouraged to take some time to visit this resource.

II. OPERATING ENVIRONMENT

A. History

In 1899 Rwanda became a German colony. After the defeat of the Germans during World War 1, subsequently in 1919 Rwanda became a mandate territory of the League of Nations under the administration of Belgium.

A convergence of anti-colonial sentiment resulted in Belgium granting national independence in 1961. Direct elections were organized and resulted to the election of the First Republic, under President Gregoire Kayibanda.

In 1973 President Kayibanda was deposed in a coup d'état that brought Major General Habyarimana to power.

In 1990, the Rwandan Patriotic Front (RPF) began the liberation war. The war ground on, worsening ethnic tensions. In 1994 the Genocide was perpetrated against Tutsis and some moderate Hutus and more than 800.000 people of were killed.

The post-genocide government has placed high priority on development, opening water taps in the most remote areas, providing free and compulsory education, and promulgating progressive environmental policies. Their Vision 2020 development policy has the aim of achieving a service-based society by 2020, with a significant middle class. There is remarkably little corruption in the country

B. Political context

After its military victory in July 1994, the Rwandese Patriotic Front organized a coalition government called the Government of National Unity. The first presidential and legislative elections were held in August and September 2003, respectively.

The first challenge that the government faced was to stabilize the country and create conditions that would enable the whole population to enjoy peace and security.

The Government of National Unity and the Rwandese people, with some support from the International community, have registered progress in the difficult process of moving from emergency to long-term development.

The current government prohibits any form of discrimination by gender, ethnicity, race or religion. The government has also passed laws prohibiting emphasis on Hutu or Tutsi identity in most types of political activity.

The Constitution of Rwanda provides for a presidential system of government, with separation of powers between the three branches. It condemns the Rwandan genocide in the preamble, expressing hope for reconciliation and prosperity.

The second Presidential elections were held in Rwanda on 9 August 2010. The President Paul Kagame of the Rwandan Patriotic Front (RPF) was re-elected for a second term.

The Rwanda upcoming presidential elections, the third since the Genocide against Tutsi, will be held in the first week of August 2017.

C. Major incidents for last 10 years

In October 2008, there were reports of cross-border firing between the Congolese and Rwandan armies. This occurred in Rwanda's Rubavu District as the conflict between the Congolese Army and National Congress for the People's Defense (CNDP) rebel group escalated. The Democratic Forces for the Liberation of Rwanda (FDLR), a rebel group comprising ex-Rwandan Armed Forces and Interahamwe, has thousands of combatants estimated in Eastern DRC. The combatants currently are not well organized or funded, nor do they pose a serious threat to Rwandan security. However, in early March 2007, they launched two bombs that landed in Busasamana Sector in the Rubavu District, about 1.5km from the border. There were no casualties, and it appears to have been an isolated incident. Rwanda accused the DRC of supporting the FDLR, much as DRC accused Rwanda of supporting CNDP that is led by a former member of the Rwandan Patriotic Front (RPF).

On November 10, 2008, thousands of Rwandans responded to government calls and flooded the streets of Kigali to protest against the arrest in Germany of Rose Kabuye, an official involved in the incident that started the 1994 genocide. Thousands of Rwandans protested outside the German embassy against the arrest in Frankfurt of a top official suspected of involvement in the incident that triggered the 1994 genocide. Demonstrators waved banners that read: "Germany: arrest genocide perpetrators, not innocents," as they demanded the release of Rose Kabuye, chief of protocol to President Paul Kagame. Kabuye is one of a number of Kagame's inner circle suspected by a French judge of involvement in the killing of former president Juvenal Habyarimana. Rwanda summoned Germany's ambassador

on Sunday after her arrest at France's request sparked anger in Kigali, which accuses France and other European countries of seeking to prosecute the victims rather than the perpetrators of the genocide.

On November 20, 2009, there were peaceful demonstrations held near Kigali ICTR (International Criminal Tribunal for Rwanda) headquarters in the Remera section of Kigali in protest of two recent acquittals.

A smoke grenade was thrown into the courtyard of the Twiga Hotel in Huye (Butare), Southern Province, Rwanda, on December 19, 2009 at approximately 8:30 p.m. Two people were injured. No clear motive has been established.

On 21st February 2010, simultaneous attacks took place in three different parts of Kigali city and targeted late evening commuters because they all took place at taxi stands; Kwa Rubangura, Chez Venant and Nyabugogo taxi park. Three people were killed and 30 persons injured.

During the evening of April 10, 2010, Kigali registered another couple of grenade attacks. The first took place at approximately 6:55 PM in near the mini-bus/taxi station close to the most important market of Kigali downtown. One person was killed and another critically wounded. The second attack occurred at approximately 8:10 PM in nearby a crowded area where a grenade was thrown at a house. Eight people were reportedly injured.

In May 15, 2010, another couple of grenades went off in the down-town area of Kigali both at 8.30 PM. One went off in an old market place which remains crowded at that time and the second went off in another crowded area with many shops remaining opened during the night and many taxis and bus stations transporting passengers. These attacks injured 29 persons and killed one.

Although, there had been little evidence of a change in the overall security environment in Rwanda or Kigali specifically, as a result of the above incidents since June 2010 in Kigali, there has been a marked increase in presence both at night and during the day of Rwandan military carrying arms. This was originally attributed to the grenade attacks and the presidential elections in August 2010, but this military presence has continued to the present time.

The United States, the Netherlands, Germany and the United Kingdom have all suspended some of their financial aid to Rwanda over its alleged backing of the rebels, who have links to Bosco Ntaganda, a warlord wanted by the International Criminal Court on war crimes charges.

The cuts began in June 2012 when the U.N. released a report calling out Rwanda for their role in destabilizing the Congo and connections with the M23 rebels who have fought government soldiers in North Kivu province since April 2012, displacing some 470,000 civilians.

D. Social economic context

Since the 1994 genocide against Tutsi, the Republic of Rwanda has prioritized environment and population protection, poverty reduction, food security, health, and to fight against genocide ideology (NEVER AGAIN).

The President of the Republic is ambitious to develop the country and promote good governance as "the exercise of political, economic and administrative authority to manage the nation's affairs and the complex mechanisms, processes, relationships and institutions as well as leadership behavior through which citizens' groups articulate their interests, exercise their rights and obligations and mediate their differences."

Many social problems in Rwanda center on the connected issues of poverty and inequality. Rwanda's most vulnerable population faces disease (primarily malaria), and limited livelihood opportunities. Rwanda is also still recovering from its tumultuous history. The 1994 genocide killed more than 800,000 people and displaced millions. The aftermath left many families without one or both parents. The government and Church are working to promote reconciliation. The poorest groups, especially women headed households that comprise 34% of households in Rwanda, have weak coping mechanisms for overcoming or mitigating the effects of shocks.

Rwanda is the most densely populated country in Africa with approximately 310 inhabitants per square kilometer, a total population of 9 million people, and an average annual growth rate of 2.4%. The population of Rwanda is

overwhelmingly rural; 90% of the country depends on agriculture. Thus, low soil fertility and climatic shocks that contribute to chronic and acute food insecurity affect a significant portion of the population. Over 70% of the population is literate, but only 5% have received a post-secondary education

E. Geographic context

The Republic of Rwanda is located in the Great Lakes region of East/ Central Africa. It shares a border to the north with Uganda; to the east with Tanzania; to the south with Burundi; and to the West with the Democratic Republic of Congo. Since a 2006 decentralization scheme, Rwanda is divided into 5 Provinces (North, South, East, West, and the Kigali City) and 30 districts.

Rwanda has abundant rainfall, with much of the country being hilly or mountainous. The main dry season is from June to August or September, with a shorter dry period from January through February. The periods from March through May and September to December are wet and rainy. Rainfall is heaviest in the west and north, and decreases to the south and east.

F. Public health

The Rwandan government, in collaboration with INGOs, is working on health sector rehabilitation (health centers and hospitals) and reinforcing their capacities. It also supports a national community-based health insurance system, called Mutuelles de Santé (MUSA). Families must enroll in the scheme as a unit and adherents to the MUSA are able to access health services at a subsidized rate. The MUSA policy has contributed to increasing care seeking for the population; nationally over than 90% of the population is covered.

III. THREAT, VULNERABILITY AND RISK ASSESSMENT

(Probability X Impact = Risk level)

Rwanda Risks Matrix

The risk assessment matrix below is the result of the Advanced Personal Security Training held in Kigali from 15th to 17th May, 2017.

Impact ⇔ RISK Likelihood ↓	<u>NEGLECTIBLE</u> No serious injuries. Minimal loss or damage to assets. No delays to programs. (1)	<u>MINOR</u> Minor injuries. Some loss or damage to assets. Some delays to programs. (2)	<u>MODERATE</u> Non-lifethreatening injury. High stress. Loss or damage to assets. Some program delays and disruptions. (3)	<u>SEVERE</u> Serious injury. Major destruction of assets. Severe disruptions to programs. (4)	<u>CRITICAL</u> Death or severe injury. Complete destruction or total loss of assets. Loss of programs and projects. (5)
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Certain Imminent (5)	Low	Medium	High	Critical	Critical
Very likely (4)	Low	Medium	High	High -Road accidents	Critical
Likely (3)	Negligible	Low	Medium -Health Risks (Malaria, Gastrointestinal illnesses) -Stress	High -Fire	High
Moderately likely (2)	Negligible	Low	Low	High Natural Disaster ex earthquake	Medium
Unlikely (1)	Nil	Negligible	Negligible	Low -Urban Crime -Sexual Assault	Low:

Risks Mitigations Measures TableRISK	PROBA BILITY	IMPACT I = Individual P= Program	PROBLEM	MITIGATION
Road accidents	High	High (I) (P)	Road travel presents the greatest risk to staff safety and the greatest potential for causing harm to others. While the main roads in Rwanda are in relatively good condition, during the rainy season many side roads in rural areas are passable only with four-wheel drive vehicles. Drivers frequently have unexpected encounters with cyclists, pedestrians and livestock. Other hazards include pedestrians who often walk in the road where there are no sidewalks/shoulders.	Compliance with Traffic code and the CP vehicle management policy Ensure ALL movements outside towns are reported Strict application of Communication SOP
Natural Disaster ex earthquake	Low	High (I)/(P)	Landslides and flooding can occur during the rain seasons for the period of March to May and September to December Landslides often result in some deaths for inhabitants of rural areas whose houses are poorly constructed on hillsides. Northwestern Rwanda is in an active seismic zone and is subject to earthquakes and volcanic eruptions. Kigali and Rusizi often experience earthquakes. A February 2008 earthquake in Rusizi district measured 5.0 on the Richter scale and killed 34 people. In this earthquake, 1201 houses were	Keep security stocks updated Follow evacuation plans

Risks Mitigations Measures TableRISK	PROBABILITY	IMPACT I = Individual P = Program	PROBLEM	MITIGATION
			affected, 480 of which were destroyed. Kigali has experienced earthquake tremors several times in the past few years but nothing more.	
Fire	Medium	High (I)/(P)	Common risk not related to a country specific risk. Poor electrical installation of building Extensive use of bottled gas in bad conditions may raise the risk Candles and smoking are yet other common causes of fire outbreaks in homes, offices and even in public areas. Discarded cigarettes that are not properly extinguished can easily re-ignite and result in a disastrous fire accident.	Keep fire plan updated (fire extinguishers, fire points, keep compounds clean, etc) Application of Fire SOP
Health Risks in Rwanda: <ul style="list-style-type: none">• Malaria• Measles - mumps-rubella• Diphtheria-tetanus-pertussis• varicella (chickenpox)• Polio• Flu• Hepatitis A• Typhoid	Medium	Medium (I) Low (P)	The most common risks include but are not limited to: Malaria, Contaminated Water/ Food, and Water and Electricity Shortages. Gastrointestinal illnesses (bacterial dysentery, amoebic dysentery, traveler's diarrhea) are common.	Normal hygiene precautions Regular checkups by expats Evacuation in case of serious illness Application of Staff Health SOP
Stress	Medium	Medium (I)/(P)	Excessive workload, certain factors outside the scope of an organization, tension resulting from adverse or demanding circumstances lead to stress as it puts a person under tremendous pressure.	Ensure taking holidays and annual leave Appropriate living conditions Social activities
Urban Crime	Low	Low (I)	Pick-pocketing in crowded public places is common and occurs most frequently near markets in the major	Although all parts of Kigali are safe at night, walking alone after

Risks Mitigations Measures TableRISK	PROBA BILITY	IMPACT I = Individual P= Program	PROBLEM	MITIGATION
			cities of Kigali, Huye, Rubavu, and Rusizi. Petty theft from cars is not common. The number of violent crimes such as carjacking, robbery, and home invasion used to occur in Kigali but have considerably decreased as a result of strong community policing throughout Rwanda; this is more of a concern for national than international staff.	dark is not recommended in any Rwandan city.
Sexual Assault	Low	Low (I)	<p>The sexual assault includes among others the Gender Based Violence (GBV).</p> <p>As per the Rwanda police the GBV should be seen as physical, sexual, emotional or social harm directed to persons.</p> <p>Rwanda National Police has established Gender Based Violence Desk countrywide and Isange One Stop Center and different types of communication to effectively and efficiently deal with that type of crime. The 3512 is a hotline for Gender based violence that is accessible by the public to serve them better and fast. CRS Rwanda staff is requested to use this hotline</p>	<p>Equip a potential victim with knowledge, awareness, or self-defense skills</p> <p>Other prevention strategies address social norms, policies, or laws in communities to reduce the perpetration of sexual violence across the population.</p>

IV. SECURITY STRATEGY

The Rwanda Country Program applies the following three strategies:

Acceptance – (softening the threat)

This means that CRS Rwanda at the field level as well as from Kigali will put much effort in having local communities as well as national communities (civil society, opinion leaders and media) and national authorities understand, accept and support the CRS presence. This acceptance and support contributes to the security of staff and program.

In order to obtain this acceptance CRS Rwanda will involve whenever possible local stakeholders in the preparation and design as well as implementation and evaluation phases of our humanitarian interventions. Additionally, in the highly-centralized Rwanda administrative environment, the same will be undertaken at the State and Provinces levels.

CRS Rwanda's mission and mandate are to be clear, concise and transparent and broadly communicated to representatives of civil society and government.

In the Rwandan context and culture, the most important contributor to a secure situation for our staff and programs is to continuously work on the establishment and improvement of CRS's acceptance. In practical terms this means to build contacts and networks with the communities with whom we work; their popular committees, their elders, other representatives.

At national level: with Ministry of Health, Ministry of Local Administration, Ministry of Agriculture, Ministry of Finance and Economic Planning, the Rwanda Directorate General of Immigration and Emigration, Rwanda Governance Board and any other governmental institutions.

At local level: with Local leaders, police, security forces and communities

At all levels, contacts with opinion leaders, media representatives (under strict rules about communication) might contribute to a better dissemination of relevant information about CRS.

Protection – (hardening the target)

This represents what many understand as what security is only about. It certainly is an important part of any security strategy, but not necessarily the most important. In Rwanda, in the present situation, the Acceptance aspect is to be considered as the most important contributor towards the creation of a secure environment. However, Protection is to be considered as a very solid and important contributor towards the awareness of the staff in the implementation of the security plan, therefore creating a more secure environment for CRS staff and assets during program implementation.

Under the generic title of Protection, CRS staff members shall make a distinction between the following main components:

1. Protection devices, procedures and/or mechanisms

This component deals with the allocation of communication equipment, radios, mobile and satellite telephones and proper vehicles to the CRS staff. It also (but not only) comprises the requisite for security on sites and residences (walls, gates and alarms) and the question of visibility in certain areas.

2. Operational Policies and Procedures

Equitable and fair international and national staff personnel policies that are communicated, known to all staff and implemented consistently (disgruntled staff are one of the most important causes for security problems of international NGOs), clear Standard Operating Procedures, financial and logistical policies, monitoring of vehicle operation procedures, enforcement of no-go zones/areas where appropriate, establishment of a warden system, implementation of security training and orientation for all staff.

Deterrence – posing a credible counter threat

In the actual Rwandan context and depending on the security issue(s) CRS would have to be dealing with, this deterrence mechanism could become be a crucially important aspect of its security.

CRS does not have the size, the influence or the power to impose credible counter threats on its own account. If CRS was planning to use any type of deterrence, it would have to be done through more powerful partners acting with the organization or on its behalf. The three deterrence mechanisms that could be used are:

1. Guard force

Guards represent a counter threat to persons who want to get illegal entrance to premises.

2. Diplomatic deterrence

US, European and other missions including the UN and most importantly our relationships with them are crucial in this regard e.g. in a detention case. In many instances to be recognized as an active and loyal partner in INGO representative bodies is of utmost importance.

3. Military deterrence: military escort or armed escort if necessary, site security provided by military, CRS integrated in military rapid response mechanisms.

V. APPENDICES

A. Standard Operating Procedures (SOPs)

a. General Security Rules (Golden rules)

It is extremely important to treat people with respect at all times.

DO:

- For international staff and visitors, do register with your representative embassy/ consulate upon arrival in Rwanda and consult with them in case of emergency. Also, anyone can register with the US Embassy, irrespective of nationality.
- For international staff and visitors, do receive a security briefing in the first 1-2 days after arrival.
- Contact the SFP and fill out the incident report form for any security incidents.
- Keep your CRS ID, Foreign Resident card or Passport, and Constant Companion with you at all times.
- Always show respect to religious, community and government leaders/representatives.
- Show respect to religious and genocide memorial sites, rituals, traditions, etc.
- For international staff, do coordinate with Human Resources to register with the local authorities.

DO NOT:

- CRS staff should avoid discussions of the political, ethnic and military situation in public places, on the phone, or in the presence of strangers.
- When travelling to the field, staff should wear conservative dress. It is also not advisable to run/ jog alone, in shorts or tight clothing.
- Staff should try not to lose their temper or raise their voice in public, to colleagues, or particularly in the presence of others.
- Staff should not publicly identify themselves with political parties, Rwandan or otherwise.
- International staff should avoid public movement during public service activity days that occurs on the morning of the last Saturday of every month unless otherwise instructed by the CR. The public service activity days is known as Umuganda.

b. Movement of staff

- The border crossings between Rwanda and the DRC at Gisenyi/Goma and Cyangugu/Bukavu are currently open between 06:00 and 18:00. Both borders are liable to close at short notice and you should

not rely on them as a point of exit from DRC. If you are crossing regularly between Rwanda and the DRC, you may encounter immigration difficulties if you have not regularized your residency status.

- Take care when travelling near the border with Burundi. This is because of instability in Burundi's border area.
- Wherever possible, visitors to DRC should pass through the Kigali office. Copies of passports, tickets, visas should be taken and filed by the Administrative Officer.
- The DRC office (s) should always inform CRS Rwanda (Administrative officer) whenever they have a visitor/trip planned within Rwanda borders.
- If visitors are re-entering Kigali, ensure that they have the necessary papers (another entry visa, etc) to get back in.
- If being picked up by a DRC driver, the Administrative officer should get their name, contact details and location in Kigali.
- The Administrative officer should be contacted when the visitor leaves Kigali and when as soon as the visitor arrives in DRC.
- In the case of any emergency involving a DRC driver (visitor) in Rwanda, the driver should immediately inform either the CR (or designate) or Administrative Officer.
- All logistical arrangements for travelling to DRC should be arranged with Administrative Officer. The DRC offices should provide the names and contact details of the identified focal points for their offices.
- Plans need to be developed to overcome the potentially different systems of communication (CODAN for DRC drivers, probably Thuraya for Rwanda)

c. Radio and other communications

- Telecommunications opportunities have increased in Rwanda: 3 telecommunications companies MTN, Tigo and recently Airtel) allow communication all over the country using cell phones. This brought CRS Rwanda to stop using radios which were found no more relevant so far.
- All CRS Rwanda staff members have cellular phones. Day to day communication by cell phone is the most commonly used mode of communication between CRS staff and partners in Rwanda.
- CRS Rwanda is equipped with Satellite phones. They are only to be used in emergency situations or when cellular networks are not available. These phones are a convenient alternative to other communication systems in the event of an emergency as they are not dependent on local phone networks.
- Other communication policies. The communications tree (Appendix B is used to rapidly transmit messages to country program staff outside of business hours, with each staff person passing along a message (example: "office closed tomorrow") to others until all staff is reached. It is also used in reverse to report to the CR that all staff is safe, for example, in case of a natural disaster. Text messages, in-person home visits, as well as cell phones can also be used to communicate. All staff should be familiar with their place in the communications tree, who they are responsible for contacting. CRS/RW 'new' means of having a sat phone

d. Office and Residence Management

- Management of personnel concerned with security. The Kigali office, and expatriate residences are guarded 24/7 by a security service professional Company. If staff have any concerns or problems with security guards, they should inform the security focal point and not contact Security company directly.

e. Incidents Reporting:

- Any and all security incidents should be reported to the SFP with copy to the Administrative Operations Coordinator using the Security Incident Report Form (Appendix E.)"

f. Office Security

Access control procedures:

- Office hours are 08.00 AM to 5.00 PM Monday through Thursday and 8.00 AM-through 01.30 PM on Fridays. Staff working before or after office hours or on weekends will gain access to the building by using the main entrance for main building and the back entrance for the annex building respectively. Staff working before or after the working hours will be responsible for locking the doors. The main entrance is also equipped of an alarm system.
- Staff and guests are required to wear the identification cards provided to them by CRS at all times. It is the responsibility of CRS staff members to escort their guests from the reception area to their destination, and return them to reception area. Guests found wandering aimlessly should be politely escorted to their destination by any available staff member.
- Spare keys should be available for all locks in each office facility. The SFP should maintain a designated key box with access limited to that Manager and the Operations Manager. Spare keys for vehicles should also be kept along with other keys in the safe.
- The front gates are locked at all time except when vehicles are going in and out. The security guards are required to give badges to CRS Rwanda visitors and take their identity cards that will be remitted at exit.

g. Fire safety:

Staff is responsible to make all reasonable efforts to prevent and combat fires affecting CRS property, but their own safety or the safety of others must be a central part of that decision.

- i) Fire extinguishers are in each area office, warehouse, and vehicle. These extinguishers are required by law and are checked bi-annually for proper functioning. Each office should have signs clearly indicating the location and appropriate use of fire extinguishers.
- ii) Prevention:
Each area office and residence should conduct annual assessments of their office facilities for fire hazards. This should include, but not be limited to:
 - Fuel storage ventilation and catchments
 - Appropriate wiring and connections
 - Proper grounding of electrical systems
 - Kitchen facilities and cookers
 - Chemical stores (Paints, Aerosols, etc.)
 - Proximity of other structures
- iii) Vehicle fires or electrical fires should be fought with extreme caution. First priority for all staff should be to get away from the vehicle. Points to consider:
 - a. Not all CRS/ Rwanda vehicles are diesel powered. A fire extinguisher will be of limited assistance in vehicles that use gasoil, and will be of no use against a gasoline fire.
 - b. Loud crackling noises from the engine section or a blaring horn may indicate an electrical fault and potential fire hazard. Only qualified mechanics should attempt to investigate such situations.
 - c. If a staff member attempts to battle a vehicle fire and does not make immediate progress, then the burning vehicle should be left alone.
- iv) Special attention should be paid to the potential that a fire may spread to other structures from its original source. Specific plans should be made, and specific staff assigned, to battle this possibility in each office or warehouse structure.

h. Earthquake safety:

Be aware that some earthquakes are actually foreshocks and a larger earthquake might occur.

- A) Rwandan buildings have not been constructed with earthquake safety in mind. If indoors, try to move quickly outdoors. If this is not possible, DROP to the ground; take COVER by getting under a sturdy table or other piece of furniture; and HOLD ON until the shaking stops. If there is not a table or desk near you, cover your face and head with your arms and crouch in an inside corner of the building. Stay away from glass, windows, outside doors and walls, and anything that could fall, such as lighting fixtures or furniture. If you are in bed and cannot exit the structure, hold on and protect your head with a pillow, unless you are under a heavy light fixture that could fall. In that case, move to the nearest safe place.
- B) If outdoors, stay outside. Move away from buildings, streetlights, and utility wires and stay there until the shaking stops. The greatest danger exists directly outside buildings, at exits, and alongside exterior walls. Most earthquake-related casualties result from collapsing walls, flying glass, and falling objects.
- C) If in a moving vehicle, stop as quickly as safety permits and stay in the vehicle. Avoid stopping near or under buildings, trees, bridges, and utility wires. Proceed cautiously once the earthquake has stopped. Avoid roads, bridges, or ramps that might have been damaged by the earthquake.
- D) If trapped under debris, do not light a match. Do not move about or kick up dust. Cover your mouth with a handkerchief or clothing. Tap on a pipe or wall so rescuers can locate you. Use a whistle if one is available. Shout only as a last resort. Shouting can cause you to inhale dangerous amounts of dust.

i. h. Staff Health

- A) **Health risks and how to prevent them.** Malaria is endemic to Rwanda and all visitors are strongly encouraged to take prophylactic medications to prevent malaria. International staff and visitors should bring their own supplies of prescription drugs and preventive medicines; one-third to one-half of all anti-malaria medications in East Africa fails quality tests. There are also periodic outbreaks of meningitis in Rwanda. Visitors and staff should drink only bottled or filtered water or carbonated (bubbly) drinks in cans or bottles. They should avoid tap water, fountain drinks, and ice cubes; should not eat food purchased from street vendors; and make sure food is fully cooked.
- B) Vaccinations required. Proof of yellow fever vaccination is required to enter Rwanda, although not usually checked. To be sure, please carry your vaccination certificate with you in case the authorities make a spot check at the entry points.
- C) List of health services available locally. See Appendix 4 Constant Companion.

i. Residence Security

This guideline cannot cover all possible crime scenarios nor could defense staff employ to deter thieves and bandits. Staff should comply with the following basic security measures to reduce the likelihood of theft or robbery, to react appropriately to such a situation, and to mitigate the effects. Any and all security incidents should be reported to the SFP with copy to the Administrative Operations Coordinator using the Security Incident Report Form (Appendix E.)

- A) Compounds should have an adequate security perimeter and adequate parking space for CRS vehicles;
- B) Ensure that all windows and doors have security bars and that they are well attached to the structure;
- C) The Logistic Officer will maintain a full set of duplicate residence keys for safe keeping at the office;
- D) Doors should be locked, even when the residents are awake and guards on duty;
- E) Adequate lighting should be maintained in all areas of the residence compound, paying particular attention to the rear of the structure.

Guards:

- A) Treatment of guards has a direct relationship on their efficiency and effectiveness. CRS will provide guards or ensure company provides: flashlights, batteries, rain gear and batons;
- B) Guards should circulate constantly within the compound and not be allowed to leave the compound during working hours. Guards are prohibited to use radio headphones. Staff should awaken frequently (1-2 times per week) at unusual hours to check the alertness of guards. A sleeping guard does not deter crime and should be replaced.
- C) Guards should be briefed as to the means they should use to alert the residents of problems or danger during the night;
- D) Get to know other guards in the neighborhood so they will respond to an alert;
- E) Dogs provide an excellent deterrent to crime.

j. Airline Safety

- Nine carriers fly in and out of Rwanda: Brussels Airlines, Kenya Airways, Rwandair, Ethiopian Airlines, KLM, Qatar Airways, Turkish Airlines, South African Airlines and Uganda Airlines.

Before using internal or regional flights that are not with major international carriers, you should check the airline's accreditation and see whether the airline operates in line with the International Civil Aviation Organisation's (ICAO) safety standards. Rwandair leases its aircrafts from GECAS.

B. Contingency Plans

a. Road Traffic accidents

The road traffic accidents present the greatest risk to staff safety and the greatest potential for causing harm to others in Rwanda. The CRS Rwanda Drivers are recommended to comply with the rules of the road and the CP vehicle management procedures.

In the event of road traffic accidents, employees are required to observe the following measures:

- If there is any danger or threat to the safety of the driver or passengers in an accident with a third party, it is recommended that you immediately leave the premises and report to the nearest police station for the accident statement. If, on the other hand, no danger or threat is present and does not arise, remain to the accident location and provide assistance to the victims where this is possible.
- Inform the Logistic Officer and the Country Representative or his delegate as soon as possible
- Provide relevant details of the accident including the exact location and the damage caused by the accident.
- Remain on site until the arrival of the police to observe and draw up the minutes. Insist on obtaining a copy of the written record of the police, as soon as possible.
- Remain on site until the arrival of the police and insist to obtain copy of the written report of the police, as soon as possible. Do not recognize any fault and avoid debates or discussions about the accident with the public, potential witnesses and third parties
- Avoid, if possible, leaving the vehicle under the supervision of the police. If the vehicle has to remain at the accident location or at the police station, remove the keys, carry all documents from the vehicle, close the windows, lock the doors and use the "multi-lock".

Return the vehicle to the CRS as soon as possible

Within 48 hours, the driver and passengers should fill and submit the Incident report to the Country Representative or his delegate with a copy to the Logistic Officer

b. Arrest & Detention

- The Constitution provided legal safeguards against arbitrary arrest and detention. With intensive training of the security forces, the recent reform in the justice sector mostly with Gacaca jurisdiction and the civil society in Rwanda investing a lot into human rights, there has been a significant decrease of arbitrary arrests and detention from the last 10 years. However, CRS staff are always advised to not stay away from home later at night with unknown people.

c. Stress

CRS/Rwanda believes that a staff with stress may be a source of insecurity. It's not always possible to control stressful situations, but it is possible to change how to respond to them.

Some measures are recommended to staff to avoid the stress in the work environment:

- Support from the supervisor to overcome challenges
- Enhance communication and keep good relations with these people
- Social support from co-workers, family and friends
- Ensure taking holidays and vacation
- Appropriate living conditions (regular exercise, healthy eating, limited caffeine, no tobacco, drinking water, limited alcohol, sleep)
- Social activities (picnic, staff events)

d. Grenade Attacks

During 2011 and early 2012 there have been a series of grenade attacks in various places throughout Rwanda but predominantly in Kigali. Further indiscriminate attacks cannot be ruled out, including in places frequented by expatriates and foreign travelers. We advise you to remain vigilant and avoid crowded places in those circumstances.

e. Fire plan

Fire accidents particularly those that gut and destroy houses ranging from telecommunication buildings, hotels, Banks, shops and residential houses are dangerous as they don't only destroy properties but also claims lives of innocent people. According to Rwanda National Police reports, such fire accidents are so common in the capital city Kigali where most common causes are due to poor electric installations which in most cases lead to short circuits. Candles and smoking are yet other common causes of fire outbreaks in homes, offices and even in public areas. Discarded cigarettes that are not properly extinguished can easily re-ignite and result in a disastrous fire accident. Therefore, to keep away with fire tragedies, one should at least avoid smoking like in bed before sleeping because once you fall asleep, your bed sheets might catch fire and instantly turn the whole house into flames.

In case the offices or residences set fire, it's recommended to not panic and use the exit evacuation doors or windows. For the 2nd floor, try to reach the verandas and use a ladder if available or a strong cord to reach downstairs.

f. Medical Evacuation:

Injuries or illnesses of staff should be reported to Operations Manager immediately. If possible, all decisions or action should be coordinated with the HR Department.

Concerning emergency evacuation, there is a health service called SAMU (Service d'Assistance Médicale d'Urgence) which is in place and that can be accessed on **912** toll-free, 24 hours by 24 hours every day. That service has ambulances and qualified staff to assist in any case. SAMU is now operational countrywide.

- Staff should call SAMU or seek out all local means, especially the services of a licensed doctor, before attempting to move an injured or sick person. This caution must be balanced with the best judgment of those assisting staff on the ground as to whether the discomfort or risks to the patient outweigh such actions.
- If common sense and/ or a doctor's advice dictate that a person be moved, this should be done even in the absence of concurrence from Kigali. If contradictory directions come from Kigali while the patient is in transit, these issues can be discussed at that, or a later, time.
- The hospital of choice in Kigali is King Fayçal.
- International staff, their dependents, and national staff traveling on Temporary Duty (TDY) to an emergency program receive SOS coverage for the duration of their TDY. SOS should be contacted/ used for these individuals if a medical evacuation is necessary.
- In a medical evacuation or emergency, staff members who are transported by CRS/Rwanda or are covered by CRS funds (whether officially or temporarily) will be required to use modern medical methods for treatment. CRS cannot be held responsible for traditional or other medical treatments or practices.
- Further details on medical evacuation insurance coverage can be acquired from Human

g. Death of Staff or Dependent:

- h. When a national staff person dies, the Human Resources Manager will be the focal point to coordinate with national staff family and to respect the Rwandan customs/ protocols. The HR Manager will also coordinate with family to obtain copies of all necessary documents for accidental and death insurance claims.
- i. When an expatriate/ international staff dies, the CR will inform the RD and the next-of-kin as soon as possible and send a letter of sympathy to the family. CRS will organize and pay the cost of transporting the deceased back to the employee's point of origin; the respective consular office affiliated with the deceased person must be contacted as well as the local authorities (for organizational and legal aspects).
- j. If a partner or child of a staff member dies, the first concern of all CRS staff should be to support the surviving partner or parents.
- k. Resources.

j. Sexual Assault

- CRS commits itself to creating and maintaining an environment, which promotes its core values and prevents abuse and sexual harassment.
- Any kind of harassment of co-workers, counterparts, and beneficiaries is prohibited and considered Zero Tolerance by CRS Agency as specified in the Code of Conduct and Protection Policy from Abuse and Exploitation.
- CRS/Rwanda shall consider sexual harassment as an act of misconduct, and as a reason for taking appropriate disciplinary measures.
- Any behavior relating to sexual harassment shall be reported immediately to the supervisor or to any senior staff.
- Any supervisor or staff who is informed about alleged sexual harassment should inform the Human Resource Specialist which should undertake to carry out an investigation, and take appropriate disciplinary measures.
- Any worker, male or female, who reports a complaint concerning sexual harassment, or who participates in an investigation concerning such report, shall be protected against possible acts of retaliation.
- A violation report to the principle of CRS/Rwanda with regard to sexual harassment shall be kept confidential, except for revelations limited and necessary for the investigation. CRS/Rwanda shall reserve the right to take appropriate measures in order to strengthen its policy forbidding sexual harassment,

whether the person reporting a violation of such principle or any other person wishes or not to proceed with the matter. In any case, investigations shall be carried out or conducted in such a way that they protect the privacy of all parties concerned as much as possible.

- The sexual assault include among others the Gender Based Violence (GBV). As per the Rwanda police the GBV should be seen as physical, sexual, emotional or social harm directed to persons.
- Rwanda National Police has established Gender Based Violence Desk countrywide and Isange One Stop Center to effectively and efficiently deal with that type of crime. Different types of communication have also been put in place in order to achieve its objective, especially in crime prevention and fast service delivery. The 3512 is a hotline for Gender based violence that is accessible by the public to serve them better and fast. CRS Rwanda staff is requested to use this hotline.

k. Car Jacking

- Although violent crimes such as carjacking, robbery, rape, and home invasion occur in Rwanda, they are rarely committed in the Country. However, if a carjacker threatens you, give up your car! Don't argue. Give them anything they ask for and you will be less likely to be harmed. If someone takes your car, get away from the area as quickly as you can. Try to remember what the carjacker looked like and report the crime immediately to the police and the Country Representative or the Security Focal Point.

l. Hibernation, Relocation and Evacuation

Refer to standalone CRS Rwanda Hibernation, Relocation and Evacuation plan as appended to this FSP