



Field Security Plan

Nepal

March 2017

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## I. INTRODUCTION: PURPOSE OF THE SECURITY PLAN

CRS provides this security plan to all staff and agency guests (including dependent family members of international staff) residing, working in, or visiting the Nepal country program. The aim of this security plan is to inform all staff / guests of location-specific security rules and procedures that apply to or are in effect for CRS in Nepal. It does not repeat generic security rules or procedures that are common to most operations in insecure locations. For those, please refer to CRS Staff Security and Safety Guidelines.

Every member of the CRS country program team, staff and non-staff guests has a responsibility to promote security, and is 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 you and your colleagues safe, and to enable CRS' work to run smoothly.

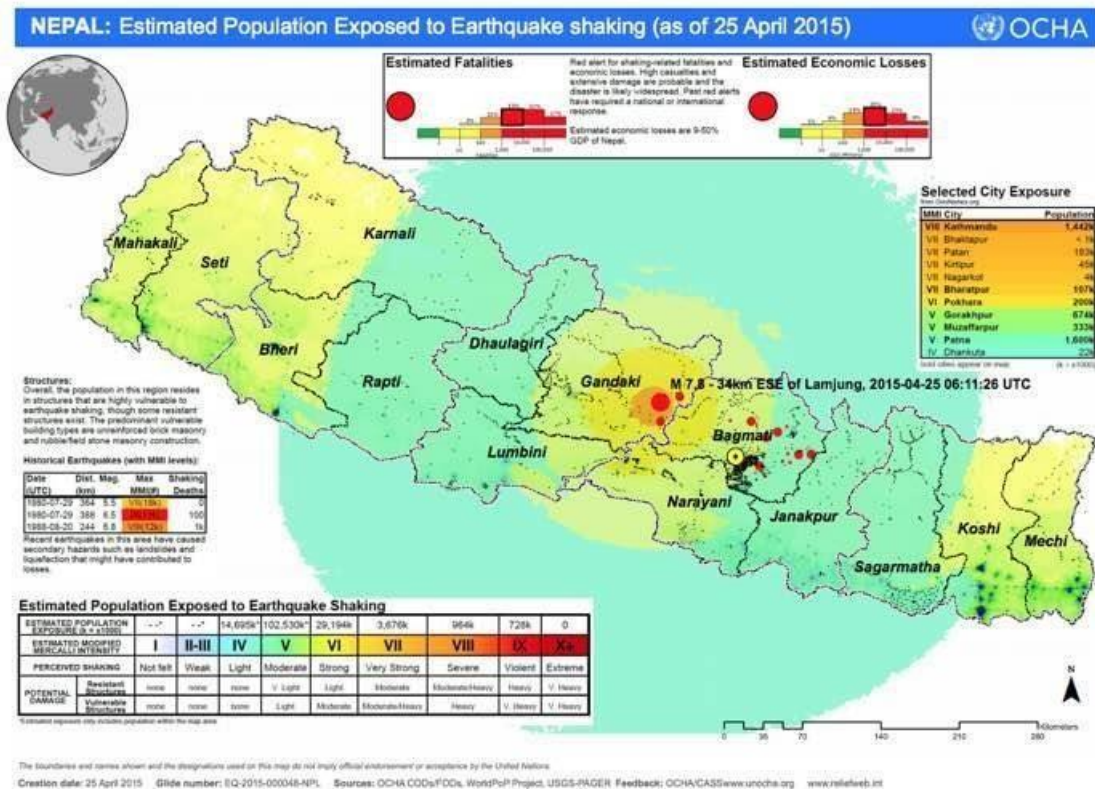
The person in charge of CRS Nepal security is Katherine Price, Country Representative (CR) for CRS Nepal. The national Security Focal Point person is Deepa Shrestha, Head of Operations. This security plan will be updated as often as necessary— annually at a minimum. All staff is encouraged to contribute updates as the need arises through the persons named above.

CRS ESA Regional Director Marc D'Silva will provide advisory guidance and recommendations related to security situations.

All staff are required to read this as part of their orientation and sign *Appendix 6* of this local field security plan and retain a copy with critical information. If you have any questions about it, or suggestions for improving it, please inform the CR or Security Focal Point as soon as possible. For visitors and new staff coming to the country, a shorter Visitor Security and Safety Briefing is available on the security portal.

You should have a copy of the CRS Staff Security and Safety Guidelines and be familiar with all agency policies related to security matters. The agency security manuals, policies, and field security plans as well as other documents can be accessed on the [CRS Security Portal](#) through the agency intranet. Please take some time to visit this resource.

## II. OPERATING ENVIRONMENT



### Background / Demography

The Federal Democratic Republic of Nepal is a landlocked country in South Asia with an area of 147,181 square kilometers and a population of over 28 million. It is the world's 93rd largest country by land mass and 41st by population<sup>1</sup>. It is located in the Himalayas and bordered to the north by China and to the south, east and west by India. Nepal is separated from Bangladesh by the Indian Siliguri Corridor and from Bhutan by the Indian state of Sikkim. Kathmandu is the nation's capital and largest metropolis.

The mountainous north of Nepal has eight of the world's ten tallest mountains, including the highest point on Earth, Mount Everest, called Sagarmāthā in the Nepali language. More than 240 peaks over 20,000 ft. (6,096 m) above sea level are located in Nepal. The southern Terai region is fertile and humid.

Hinduism is practiced by about 81.3% of Nepalis, the highest percentage of any country. Buddhism is linked historically with Nepal and practiced by 9% of people, followed by Islam at 4.4%, Kiratism 3.1%, Christianity 1.4%, and Animism 0.4%. A large portion of the population, especially in hill regions, may identify as both Hindu and Buddhist, which can be attributed to the syncretic nature of both faiths in Nepal.

Nepal is a developing country with a low income economy, ranking 145th of 188 countries on the Human Development Index (HDI) in 2015. It continues to struggle with high levels of hunger and poverty. Despite these challenges, the country has been making steady progress, with the government making a commitment to graduate the nation from least developed country status by 2022.

<sup>1</sup> <http://www.infoplease.com/world/statistics/most-populous-countries.html>

CRS' presence in Nepal was established following the earthquakes of 2015. CRS' primary role was to support CARITAS Nepal in management of the emergency response. In December 2015, CRS received approval from the Government of Nepal as a legally registered NGO. CRS Nepal coordinates its work through two (2) offices, in Kathmandu and Gorkha. CRS Nepal has created a network of partners through which we are able to reach people living in Nepal's remote interior villages.

#### Human Rights in Nepal

A conflict between the Nepalese Government forces and the Community Party of Nepal (Maoist) between 1996 and 2006 resulted in human rights abuses across the country. Both sides have been accused of torture, unlawful killings, arbitrary arrests and abductions. Nepal was home to the most disappearances in the world during the conflict.

The conflict also resulted in a reduction in human rights in areas such as, health, education, and gender equality. Issues in these areas persist until today. Nepalese face discrimination based on ethnicity, caste, and gender, and citizens living in rural areas lack access to adequate health care, education, and other resources. Violence continues to plague the country, particularly towards women. Economic inequality is prevalent, and health issues include high child mortality rates, mental illness, and insufficient health care services.

### III. THREAT, VULNERABILITY AND RISK ASSESSMENT

Although relatively low, crime in Kathmandu and throughout the country has risen in some categories and declined in others. In a number of recent cases, criminals have used sophisticated scams to commit crimes, particularly in Kathmandu. There continue to be reports of robberies, burglaries, and sexual assaults involving foreigners, including in the popular tourist areas of Thamel and Bouddha in Kathmandu. Police report that foreigners have from time to time had sedative drugs placed in their food or drink by individuals who seek to rob or otherwise take advantage of them. Visitors should remain aware of their environment and avoid carrying large sums of cash or wearing expensive jewelry.

#### Bandhs (General Strikes)

"Bandhs" (forced closure of businesses and schools and halting of vehicular traffic) occur frequently and are used as a form of political agitation. Bandhs can be unpredictable, and may include violent incidents. In past years, bandhs have lasted for periods from a few hours to several days or weeks, causing shortages of daily food supplies and bringing traffic to a halt. Individuals who do not comply with a bandh may be harassed. Bandhs in trekking areas are infrequent but do occur from time to time. Although bandh activity generally is not directed at foreign travelers, tourists defying bandhs may be subject to intimidation and/or violence.

#### Road Accidents

In Nepal, vehicles are driven on the left-hand side of the road. Travel via road in areas outside the Kathmandu Valley remains dangerous. In general, roads are in poor condition and lack basic safety features, resulting in significant numbers of accidents and fatalities. Deaths from motorcycle accidents have risen dramatically in recent years. It is dangerous to travel on the roof of buses as live electrical and other communication wires hang low in many places. Traffic police impose fines and detain individuals for riding on the roof of buses.

Long-distance buses often drive recklessly and bus accidents involving multiple fatalities are not uncommon. Traffic includes buses, mini-vans, cars, bicycles and motorcycles, as well as three wheel rickshaws (tuk-tuks).

### Natural disasters - Earthquakes

According to the U.S. Geological Survey, *“Seismicity in the Himalaya dominantly results from the continental collision of the India and Eurasia plates, which are converging at a relative rate of 40-50 mm/yr. Northward underthrusting of India beneath Eurasia generates numerous earthquakes and consequently makes this area one of the most seismically hazardous regions on Earth.”* More information on past and the potential for earthquakes in Nepal can be found at the [USGS web site](#).

### Human trafficking

Human trafficking is a major problem in Nepal. Nepali victims are trafficked within Nepal and sent to India, the Middle East, and Malaysia where they are forced to become prostitutes, domestic servants, beggars, factory and mine workers, circus performers, child soldiers, and others. Sex trafficking is particularly rampant within Nepal where as many as 5,000 to 10,000 women and girls are trafficked to India alone each year.

### Cyber-crime

With wider availability of information technology, cyber-crime is a growing trend. [Gadgetbyte](#) identified five types of cyber-crime in Nepal, including social media related crime, privacy-related, fake profile marketing, threats using email, web-site hacking, unauthorized access and on-line business of restricted materials.

### Crime and Law Enforcement

Law enforcement in Nepal is the responsibility of the Nepalese Police Force which is independent of the Nepalese Army. The Central Investigation Bureau (CIB) and National Investigation Department of Nepal (NID) are the investigation agencies of Nepal, with offices in all 75 administrative districts including regional offices in five regions and zonal offices in 14 zones. Numbers vary from three to five members at each district level in rural districts, while numbers can be higher in urban districts. They have both domestic and international surveillance units that mainly deal with cross border terrorists, drug trafficking and money laundering.

### Incident to CRS staff and Program

To date, CRS staff have not been a direct target of any organized violence. However, CRS' work has recently been disrupted and delayed due to strikes and demonstrations, including transportation strikes, fuel shortages and political rallies. In addition, small political groups have directed questions, anger and inaccurate public media against NGOs, including CRS, to push for certain self-interests. In some cases, these groups have even resorted to threats and violence as ways to scare NGOs and pressure the Nepal Government to address their concerns and raise attention.

### General Acceptance / Image

The presence of foreign NGOs and staff seems to be well accepted by the general public, but self-interest groups can target NGOs as a means of forcing political interests. Communities tend to be more traditional and conservative in most of the rural and interior of the country and are very open to the support and assistance provided by NGOs. However, it is important to learn and show respect for local customs, be aware of underlying inter-community tensions and reaffirm CRS' impartiality, independence and accountability.

### Decision Making

All security decisions will be made by the CR or his/her designate in consultation with the Regional Director. The CR's decisions will be based on consultation with other Senior Staff, as required at the field office level, the Head of Office/ Head Operation is responsible for ensuring that the security

guidelines are understood and adhered to and that any incidents or threats to the security and safety of CRS staff in their area are immediately communicated to the Security Officer and CR.

Decisions on relocation or evacuation of staff will be made by the CR in consultation with the RD and based on information provided by the relevant Senior Staff.

***Respect for security is an individual as well as a collective responsibility.***

Individual responsibility: Each staff member should communicate to the Head of Office or CR any security information/rumors of which they are aware. Each staff member must be familiar with the security guidelines and comply with security procedures.

Collective responsibility: Individual staff behavior can impact everybody's security and CRS's image as a whole. ***Failure to comply with security guidelines is considered a serious offence and can result in disciplinary action, including dismissal.***

In order to react effectively to any security incident, it is important that all staff maintain a high level of information sharing on incidents or rumors with their supervisors, immediately by phone and, if appropriate, through the completion of the CRS incident report (*Appendix 7*) form within 48 hours.

**Culturally Sensitive Behaviors**

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

DOs:

Always show respect to religious, community and government leaders/representatives.

Show respect to religious sites, rituals, traditions, etc.

Appreciate and recognize the significant amount of experience and capacity of the local staff and seek inputs from them.

Recognize the efforts of the government and remember to involve them in project design and implementation

DONT's:

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. Staff should avoid public movement or visible work activity during strikes or bandhs.

Staff should avoid displaying CRS signage in areas of religious or political tension.

**Appendix 1: Standard Operating Procedures (SOPs)**

**General Security Rules**

Always

- Be aware of your surroundings and location of personal belongings
- Steer clear of demonstrations or known areas of conflict
- Remember that CRS responds to violence with peace. Under no circumstances may CRS staff bear arms.

Personal Items to Carry

- ID cards
- Copy of passport



- National driver's license, if available (for international staff, until a national driver's license is obtained, an international driver's license)
- Constant Companion = Contact list / emergency telephone numbers

### Things to Remember

- Wearing seat belts is mandatory in all vehicles (including rented vehicles) for drivers and passengers.
- If your driver is driving too fast or recklessly, tell him/her to slow down. Do not be shy to tell your driver to be safe...it could save your life.
- If threatened or life is at risk, any CRS property loss is acceptable. Give the key of the vehicle, safe, cash, computer, etc.
- Stay mentally and physically healthy to reduce susceptibility to illness and stress.
- A common sense approach that demonstrates respect for local culture and custom will lead to good relations in general.
- Always keep vigilant to your surroundings and adhere to the Field Security Plan.

SOPs apply to all CRS staff except where applicability has been specifically indicated. CRS will take all possible measures to support the safety of partner staff with the exception of evacuation from the country.

Each CRS staff and visitor in Nepal must be aware of and abide by the field security plan that will be updated from time to time (as agreed upon, understood and signed-off by each staff). After reading and understanding the security plan, employees will be required to sign an **Employee Signatory sheet**.

### Personal Movement/Documents

All CRS International Staff are advised to keep their personal documents, especially passport with visa and vaccination card, valid and stored in a safe but accessible place. Clear copies of these documents are also kept on file at the CRS office and at home at all times.

Each international staff member resident or visiting is advised to register with their country's consular office on his/her arrival in Nepal. In addition, the U.S. Consulate requires that each US citizen renew/update their registration at the beginning of every year. Registration ensures that the relevant authorities are aware of each citizen's location and his/her emergency contact information for timely assistance.

CRS staff are required to always carry their ID card, emergency medical information, valid driver's license and updated Constant Companion Card.

CRS staff should be carrying the following whenever they are outside; a charged cell phone, SOS and/or medical insurance cards, a photocopy of their personal information and visa pages of passport.

Curfews have to be strictly adhered to. These will vary between locations and over time. All staff must familiarize themselves with current curfews or travel restrictions.

All CRS offices should have a lockable file cabinet for the storage of confidential documents such as personnel files and sensitive security reports.

Staff should do their best to avoid civil disturbances.

All staff residing, working in, or visiting CRS offices are required to read this as part of their orientation and sign the ***Employ/visitor Signatory Sheet*** of this field security plan and retain a copy with critical information.

#### Employee Locator for National and International Staff

Full compliance with the [CRS Agency Employee “Locator”](#) is a critical part of CRS Nepal’s and the Agency security management system. Information entered into the Locator automatically appears on the Agency CRS Staff Safety and Security Portal showing staff “Away” from post, and “Visiting” travel destinations.

#### Photographic Equipment

Do not take photos of military, police, ports and bases. Do not take photographs of people without their prior approval, nor of things/places without approval of locals/authorities.

#### Public Discussions/Phone Conversations

CRS staff should avoid discussions of political, religious and/or military situations in the country when in public places or in the presence of strangers.

### Communications

#### Mobile Phones

Mobile phone batteries should always be charged and mobiles kept switched on. Contact numbers of all important contacts are saved into the phones for easy access.

#### Key Contacts

An updated contact list, called the ***Constant Companion***, is attached (Annex D) to this Field Security Plan. This list should be carried by staff at all times. It includes names and telephone/fax numbers to be contacted in case of emergency, as outlined in the FSP, including local police contacts.

#### Update changes in Security Situation

Report any changes in the security situation and all security incidents to the CR. This includes any incident that has a direct impact on the security and safety of a CRS staff member or CRS property. The CR, in consultation with the RD, will decide what incident is to be reported to HQ.

### Travel and Vehicles

Road Travel - including CRS vehicle, hired taxi, collective taxis and buses

#### **NO ROAD TRAVEL IS PERMITTED OUTSIDE OF CITY LIMITS BEFORE DAWN OR AFTER DUSK**

Staff are responsible for initiating travel early enough to arrive at their destination before dark.

Road travel by bus and taxis should be restricted to reputable companies with a known track record for quality maintenance of vehicles/buses and well-trained drivers.

The use of hired vehicles should be considered as an alternative to bus or taxi transport except when CRS staff are travelling alone if this poses a greater risk.

Use seatbelts at all times.

Vehicles carrying CRS staff should be driven at moderate speeds (not to cross the prescribed limit) and should not pass on hills or curves where visibility is limited. It is the responsibility of staff to insist that they be driven safely, whether in CRS, partner, or rented vehicles. Staff should demand that drivers drive safely, including direct notice to the driver, a call to their supervisor, security officer or CR for follow-up, a request to stop and leave the vehicle or the cancellation of the trip. CRS will cover the cost of a separate taxi or transport vehicle if staff vacates a vehicle due to safety concerns with the driver or vehicle.

Drivers should practice *defensive driving*, defined as being aware of your surroundings, anticipating the moves of other drivers and being ready to react in a moment's notice.

Prior to travelling by road to visit CRS activities outside your area, consult with other NGOs, counterparts, and UN as necessary.

All vehicles should be equipped on a continual basis with a first aid kit, appropriate tools, spare tire and jack, warning triangle, shovel and drinking water. Fuel, oil and water should be checked and topped-up regularly. Vehicles should always have their fuel tanks at least half-full, preferably filled every Friday. Please refer to policy on authorization to use of CRS vehicles. Other important guidance to ensure safe travel includes:

- Travel with clearly drawn-up travel plans with approval and availability of your travel document at the Office.
- The CRS driver should perform a vehicle check before leaving.
- Seat belts must be worn at all times

If you have to change your predetermined itinerary, inform the relevant CRS office staff accordingly. Any decision to travel to a new or potentially insecure area must be made in consultation with the security officer/ Head of Office/ Head of Operation / CR. CRS personnel should not travel for the purpose of ascertaining the safety of roads, nor should CRS participate in any trips organized for this purpose. Always keep vehicle doors locked and windows closed when vehicle is parked. Do not leave anything visible inside.

### Vehicle Escorts

Arrangements for escorts to visit certain projects in highly sensitive/high risk areas for women need to be properly planned and arranged. In some instance, project partners will be asked to provide necessary security escorts to allow women staff to visit the area.

Staff that arrive at airports/train stations during evening hours can request a hired taxi or assistance from a CRS driver for transport to their residence if the use of a pre-paid taxi is not advisable at the given location.

Safety begins during the time when we pack our bags. All CRS staff and visitors should adhere to the following guidelines:

- Bring along a travel light
- Keep valuables / money concealed in different places
- Avoid wearing valuable jewelry / items that might draw attention
- Keep medicines in the original labeled container and carry a copy of prescriptions;
- Label your luggage on the inside with your name, address, etc.

- Prior to departure, learn as much about the area you are travelling to and be familiar with the prevailing condition of the location in terms of safety, climate and any other situations.

#### Air Travel

Evening flight departures / arrivals are accepted as long as any onward travel outside of city limits by vehicle is delayed until after sunrise. Where ever possible, late night travel should be avoided.

#### Visitors

Visitors will be provided with the updated Constant Companion telephone list visitors will also be given a briefing on security conditions and procedures as well as **Visitor Information**. The briefing will include all of the materials in these guidelines which they will be required to read and sign, thus acknowledging they have read and understood the material.

#### Guards

CRS Nepal offices use private security guards. These guards are from reputed organizations and well trained and are unarmed. Any concerns related to their work are addressed by the Head of Operations or Head of Office.

## Appendix 2: Contingency Protocols

### In Case of a Road Traffic Accident

When you are involved in an accident, whether or not you are at fault, it is imperative for your personal safety that you do not admit liability in public.

Traffic accidents have the potential to spark violence among witnessing populations. If this occurs, staff should make every effort to seek safety – assisting passengers as needed.

Contact the Field Security Staff/Head of Office/ Head of Operation / CR and local police immediately.

If persons outside of your vehicle were affected, determine whether it is advisable to offer to help them, according to your best judgment and depending on the current security situation.

Make sure to get the full name, ID number, and duty posting of any police personnel who are present at the scene, and try to get them to accompany you to the police station.

In the presence of other CRS staff, local administration or partner representative, proceed to the police station and file a report.

Complete the *Incident Report Form (Appendix 7)* and submit it to Security Officer.

### In Case of an Emergency

If you are not in immediate danger where you are, stay there, contact the CR/ Head of Operations, or Head of Office/Security Officer immediately and await instructions.

If you are travelling in a car and you deem it unsafe to stop where you are, go to the closest known safe place (other NGO or UN office, embassy, hotel, nearest police station etc.). Call from the vehicle to inform the CR/Head of operations, or Head of Office/Security Officer, of your location and destination.

### Medical Emergencies

All medical emergencies should be reported immediately to the Head of Office/Operations Manager/Head of Operations/CR. All staff should familiarize themselves with the location of medical facilities in their areas – as listed on the Constant Companion. For International Staff, refer the Medical Emergency / Medical Evacuation procedure document.

### Earthquakes

**Nepal is an earthquake prone country.** There is rarely any warning prior to an earthquake occurring, and so it is vital that preparations are made well beforehand.

- During the site selection process for residences or office spaces, consider what might be areas more or less prone to earthquakes. If possible, ensure that CRS building structures are built to high earthquake resistant standards.
- Check for hazards in the home and workplace. Consider what objects could become loose or fall during an earthquake. Fasten shelves securely to walls and in warehouse areas, ensure that heavy items are not stored on high shelves. Check for deep cracks in structures, and get expert advice to repair them.

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- Educate Staff and Families. Identify what might be safe places to hide should an earthquake occur.  
Discuss the risks and how you will cope with them. Conduct earthquake drills.  
Have Emergency Supplies Available. The same supplies that go into a hibernation kit double as emergency supplies in case of natural disaster. Ensure that they are stored somewhere likely to be accessible to survivors after an earthquake—not in a basement.
- Have an Emergency Plan. Security plans should include how CRS will weather a natural disaster, where staff will meet should communications fail, etc. CRS must take stock of how its staff and office is able to weather a natural disaster before we will be able to aid others.
- Consider the use of blast film on windows to mitigate the hazard of flying glass.
- Develop a communications plan assuming a total loss of infrastructure (i.e. using warden system that includes passing messages in person, or uses systems unlikely to be affected such as satellite phones).

### During an Earthquake

The majority of people killed during or immediately after an earthquake are crushed by collapsed structures or debris. Those that survive the initial collapse of buildings often do so because they are in a “void” or space within the collapsed structures. The following advice can assist in finding a “void” or safe place during an earthquake:

- Get next to a large object that will compress slightly but leave a void next to it.
- Curl up in the fetal position. Make yourself small so you can survive in a smaller space.
- Wooden buildings can be the safest type of structure. Wood is flexible, creates more voids when it does collapse, and has less concentrated weight.
- If you are in bed during an earthquake, roll off the bed. Next to the bottom of the bed is a likely place for a void to be formed.
- Doorways are not safe. If they collapse, there will be no void formed.
- Get near the outer walls of buildings or outside of them if possible. Getting out of a building and away from falling debris is best, but if you must be in a building stay near the outer walls—again this is a likely place for a void to be formed.

\*If outdoors—stay there. Move away from buildings, streetlights, and utility wires.

\*If in a moving vehicle:

- Stop as quickly as safety permits.
- Avoid stopping near or under buildings, trees, overpasses, and utility wires.
- Avoid roads, bridges, or ramps that may collapse.
- If there is a danger of a structure collapsing on the car, get out and move away, or get into the fetal position beside the car.

\*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 to filter dust.
- Tap on a pipe or wall so rescuers can locate you. Use a whistle if available. Shout only as a last resort. Shouting can cause you to inhale dangerous amounts of dust.

After an Earthquake

- Expect aftershocks. Secondary shockwaves are usually less violent than the initial earthquake, but can follow hours, days or weeks afterwards. Don't assume you are safe because you survived the initial tremors.
- Stay away from damaged areas. Unless providing essential assistance, or in the company of specialist responders, stay away from damaged structures which could collapse.

- Inspect utilities - gas, electricity, water/sewage. All could have been damaged by the earthquake, even if comparatively minor. If you smell gas or hear blowing or hissing noise, open a window and quickly leave the building. If you see sparks or broken or frayed wires, or if you smell hot insulation, turn off the electricity at the main fuse box or circuit breaker.
- Check in and communicate to CRS HQ and region the safety of all CRS staff and families.
- Designate an emergency contact who is not at post with you via the Employee Self-Service Center.

### Sexual Assault

Sexual assault is an act of aggression that may be differently understood in different cultures and legal traditions. Intimidation and sexual harassment of women constitute forms of gender-based violence which have psychological effects that can turn into physical symptoms.

#### Personal Safety Rules (Do's and Don'ts) Avoid:

- Movements alone and at night—on foot or by car.
- Isolated, unsafe or poorly lit locations • High-crime areas.
- Taking drugs and excessive use of alcohol.
- Dressing inappropriately to the local culture and norms
- Intimate relations with locals. Do:
- Carry an alarm/radio/phone with you at all times.
- Ensure drinks are not put in your drinks; do not leave drinks unattended in bars or with people you do not really know.
- Dress in line with the local cultural norms.
- Wear comfortable shoes.
- Socialize in groups.
- Share accommodation.
- Show self-confidence.
- Be aware of the threat of rape (i.e. if you are operating in a war zone do everything in your power to not leave female staff unaccompanied). Rape is a risk in any society at all times, however some countries present conditions where there is a generalized higher risk of rape.

### Surviving Rape/Sexual Assault

When a person is about to be attacked, the ability to react depends on the amount of time between the threat of attack and the actual attack. Initially, you may use verbal or physical tactics or may be overwhelmed with fear and not resist at all. In deciding what action to take, you must take into consideration the type of rapist, the environment, and your own capabilities. You may choose one or a combination of the following options:

- *Passive resistance*—Do or say anything to ruin the attacker's desire to force sexual contact with you, such as saying that you have a sexually transmitted disease or that you have your period, urinating, defecating, etc.
- *Active resistance*—Shout for help, use an alarm, run away if there is somewhere safe to run to, or fight back furiously.
- *Submit* - Do this only if you sense your life is in danger and survival becomes your only objective.



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#### After a sexual assault

- A sympathetic person (of the same sex) should be assigned immediately to comfort, accompany, and listen to the victim. The first priority is to restore some sense of safety and control for the victim.  
A doctor (preferably of the same sex) should examine the victim as soon as possible in case urgent treatment is necessary. Ideally this examination would take place before washing in order to preserve evidence.
- Outside specialist counseling should be offered.
- Any wish on the part of the victim to leave the operational area or to quit the mission should be fully supported.
- Mid- and long-term follow-up care must be ensured, whether the victim remains in the operational area, returns home, or transfers to another location.
- Always consult the victim before any follow-up steps are taken.
- Strict confidentiality should be respected with regard to all details of the case.
- Witnesses of rape and sexual violence, colleagues and friends of the victim will also be affected by the crime and should be offered professional counseling services.

#### Bomb Blasts or Weapons Fire

In the unlikely event you hear weapons fired or bomb blasts you should immediately take shelter and contact the CR, Head of Office/Operations Manager/Security Officer/Head of Operations. You should then not move until you are sure that the situation is safe.

If you are outside, move away from the sound and from any crowds. Find refuge in the first safe building. Call the CR, Head of Office Operations Manager/Security Officer/Head of Operations immediately to inform where you are.

If you are in a building, move away from windows or balconies. Go to the ground floor or basement safe place using your best discretion, stay near the floor and away from doors/windows. If you are in a vehicle, you should pull over at the first safe place, get out of the vehicle and take shelter in a nearby building. Move away from the vehicle in case this is being targeted.

#### 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 the government, CRS HQ 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 and HQ.

Options for assistance in organized evacuations will include INGO's, the UN system, local government authorities and foreign embassies. It is the responsibility of the Head of Office//CR to secure assistance for staff members that require evacuation to safe areas within the country or outside of the country (International Staff Only).

#### Abduction, Hostage-taking and Illegal Detention

Humanitarian workers—whether local or international staff—work in areas where abduction, hostage taking, and illegal detention pose a threat.

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### Hostage Survival

- The most dangerous moments are during your abduction and at the time of your release, especially if this is obtained through a rescue operation. The kidnappers will feel threatened and tense; stay calm and avoid adding to their tension through your behavior. During captivity you may be blindfolded and even drugged, do not resist this, as the main purpose is to keep you quiet, a quietness also to your benefit.
- Prepare for a long period: although some kidnap situations end quickly, others can last for weeks or for months, be patient.
- Securing your release is not your problem, but that of your organization; be confident that they will do everything possible and are also providing support to your relatives, even if your captors tell you otherwise.
- Do not try to escape unless you are very certain of success and in good condition, otherwise you may put yourself at risk; if there are other people kidnapped, your escape may put them at risk. • You are of most value to your kidnappers when alive, play on that fact.

### Passive Cooperation

- Obey the orders of your captors without appearing servile.
- Do not talk tough or threaten them.
- Be careful about eye contact, the expression in your eyes may appear aggressive or superior; on the other hand, establishing eye contact may strengthen your humanity and make it harder to do you harm.
- Avoid surprising or alarming your captors, always ask for permission before doing something even as simple as opening a window.
- Keep a low profile, avoid appearing to seek clues to their identities, or to be witnessing criminal acts.
- Do not speak unless spoken to, listen attentively, don't appear argumentative.
- Offer persuasive reasons why your captors should not harm you.
- Encourage your captors to let the authorities know your whereabouts and condition.
- Be conscious of your body language.

### Escaping

- Attempting an escape is a dangerous decision.
- Consider escaping if you are very confident your captors are likely to kill you.
- If there are other hostages, you may put their lives and well-being at risk.
- If you are the only hostage, there are some questions you need to ask yourself:
  - How many captors/weapons are there?
  - Do you know the location of your room in the building?
  - Are there captors stationed outside the building? ○ What will you do once loose outside the building?
  - Are you physically and mentally capable of attempting an escape?
  - Are you prepared to accept the psychological and physical consequences of failure/recapture?

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### Build Rapport when the Situation Appears “Stabilized”

- Insist on your impartial role as a humanitarian and explain CRS’ mandate and ways of operating.
- Do not argue politics or ideology with your captors.
- Build human rapport to generate sympathy and respect; do not beg, plead or cry, but draw attention to your human needs such as hunger, thirst, etc. Ask for food, water, a radio, the use of a toilet.
- Try discussing family and children—topics of mutual interest.
- Try not to give up your personal belongings such as clothes, watch, eye glasses.
- Always face your captors; it is more difficult to hurt someone who is facing you than someone who has turned his or her back.

There have been cases in which the kidnapped began to empathize strongly with their captors, and their interpretation of the situation. In the technical literature this is called the “Stockholm Syndrome.” Building rapport with one’s captor is a protective strategy that should not cancel out one’s separate identity and position.

### Physical and Mental Health

- Maintain whatever structure you can in the space under your control, in what is otherwise a situation of chaos and dependency.
- Try to keep track of time.
- Try to keep to a daily schedule, keep structure in your life.
- Exercise daily, stick to a daily fitness program.
- Accept food and drink, you need to maintain strength.
- If possible, try to stay well-groomed and clean.
- Think positive, emphasize your values, focus on pleasant memories and scenes, recall plots of books and movies.
- Ask for medicines, books, paper.
- Your real release may or may not be imminent when your captors mention it, keep yourself under control until you really are free.
- You may be deliberately subjected to humiliating or terrifying experiences to break you down, such as mock executions; accept that humiliation and fear of pain or death are very normal reactions, do not lose hope.

### Communicating and Negotiating

Be prepared to speak on the radio or telephone, say only what you are told to say.

Avoid being drawn into the negotiation process, do not seek to involve yourself in the negotiations.

If you have been captured as a group, appoint a spokesperson.

If you end up serving as a negotiator between the captors and the authorities, be very careful to convey messages accurately.

You may be shown to one or more press people: bear in mind that their primary interest is in the headline-making story, not in your release; their intervention is more likely than not to complicate the negotiations for your release.

### Rescue Operation

Try to avoid changing clothes with your captors as this may put you at risk during a rescue. If there is a rescue attempt by force, drop face down to the ground, seek cover and keep your hands on your head, covering your ears and opening your mouth to lessen the effects of any

explosives. When appropriate, identify yourself, be prepared that rescuers may not immediately recognize you and may handle you roughly until you are identified.

## Carjacking

### Carjacking Prevention Procedures

- Carry out regular risk assessments.
- Conduct planning and briefing sessions before undertaking travel.
- Having a knowledge of the local situation and recent events.
- Assess the need to travel.
- Travel at safer times and using safer routes.
- Drive with another vehicle (vehicle convoy) and make frequent and correct use of the radio.
- Use escorts or armored vehicles (only as a last resort).  
Be observant while driving (no music playing, no talking on cell phones), and keep windows and doors locked.
- Observe the areas around the vehicle for any suspicious persons/vehicles watching you and your vehicle when exiting a building—if you see anything suspicious, don't proceed to your vehicle without an escort. Alert security.
- Avoid traveling through suspicious or unknown areas.
- Do not travel close to military, police, or government vehicles.
- Do not travel alone or at night.
- Do not display items of value in the vehicle.
- Avoid predictable routines/pattern/time for movements.
- If you think you are being followed:
  - Stay calm and do not speed.
  - Change direction to see if anyone is following you.
  - Avoid small side roads.
  - If attackers close in on the vehicle, stick to the center of the road.
  - Maintain a distance from the car in front of you.
  - Do not drive home, but to a safe place.
  - Alert security officers at your earliest opportunity.

### During a Carjacking

- Assess the situation and decide whether to stop or not.
- Balance the risk of being stopped and robbed, assaulted or kidnapped, against the risk of attempting to escape.
- Do not provoke.
- Do not resist. Give the carjackers anything they demand—except your life.
- If possible, negotiate to keep the radio, water, and spare clothing.
- Report the incident as soon as it is safe to do so.

### Danger moments

Getting out of a car is a dangerous moment. The attackers may suspect that you too carry a weapon or will try some maneuver; their finger will be on the trigger. Never spontaneously grab for the door handle, release the seat belt or touch the hand brake without alerting the attackers to what you are doing: they may think you are grabbing a weapon. Keep your hands, visible, and say or signal what you must do/intend to do before making any movement. Leave the car door open when you are out of it. Surrender personal items on demand. Don't show fear or anger.

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Negotiating

There may be circumstances when you could try to negotiate—for instance, so that you can keep your passport and/or the radio, so that you are allowed to first make a distress call, or so that you keep a supply of water and food (when ambushed in a remote area and a long walk from a help point). This again is a situational judgment: in general, avoid negotiating when the attackers are very nervous, visibly anxious to get away as quickly as possible and/or highly aggressive.

### Appendix 3: Security Levels

The following security levels have been adopted by the program. Note that it is unlikely that all of Nepal will ever be at the same level of security.

#### Level One and Two

Precautionary: Normal state in the areas where CRS operates, with a moderate level of threats but no exceptional tension or targeted threats against I/NGOs or CRS.

#### Level Three

Restriction: Increased level of tension and/or threats against I/NGOs, international visitors/workers or CRS.

#### Level Four and Five

Relocation/Hibernation/Evacuation: Breakdown in security leading to serious threats to CRS staff or the strong probability of the same occurring in the immediate future.

#### Security Phase Awareness:

The office should display a notice board in a prominent position that states the security phase for the area along with additional safety and security notices. If required, different security phases may be set for different parts of the country.

#### Security levels - BASIC rules and recommendations

The responsibility for raising or lowering the security phase lies with CR in consultation with RD. When security levels change, national and international staff should review this manual - particularly the evacuation plan - to ensure adequate preparedness and planning for future deteriorations in the security situation.

Not all of the threat indicators below (Levels 1-5) are required to declare any given security level. The decision to declare a level of heightened security can be made by the CR, ESA/RD or HQ. Only the CR can officially lower a security level (in coordination with ESA and/or HQ).

The following guidelines should be adhered to at all times:

- A. Directives from the CR, RD, or HQ to evacuate from a given location are final and must be followed immediately unless movement requires taking a higher risk than staying put. Any deviance from this principal may result in immediate dismissal of the staff person following investigation of the circumstances;
- B. There is no justification for staff making a “high risk” decision that could end up with someone being killed, injured or taken hostage;
- C. No asset is worth a person’s life;
- D. All staff must remember the CRS mission: response to all victims of disasters; alleviation of suffering; respect and foster human dignity; impartiality and non-partisan activities; independence; development of human potential;
- E. Every person is responsible for his/her security, and managers must respect any individual’s decision that a given action is too risky for that person to undertake.

#### Security Level 1 – Situation Normal/Calm

Situation: Normal – calm

- Threat Indicators: Risk to staff is low  
Unhindered movement throughout operating area and in town  
No reports of unusual Criminal activity or security incidents  
Utilities (electricity, water, etc.) functioning normally  
Airports open and operating normally Neighboring countries stable
- Communications: Cell and phone land-lines functional  
No indication of compromised phone communications
- Programming: General programmatic functions and activities  
Staff able to move freely throughout operational area  
  
Partner organizations give no indication of unusual security threats
- Movement / Travel: Normal in-town and in-field travel  
No special travel authorizations required
- Evacuation Preparedness:  
Residences to have minimum 3 days' reserve of food / water / supplies  
Vehicles to have fuel tanks 50% full at all times  
Office to maintain "snatch file" – update financial files monthly



### Security Level 2 – Normal but Restricted

- Situation: Underlying tensions / rumors of potential threat(s)
- Threat Indicators: Risk to staff is higher than normal  
Increased number of military / police checkpoints  
Designation of restricted areas by UN/Govt/Embassies/NGO community  
Reports of NGO harassment / expatriate targeting

Increased reports of unusual political activity and related incidents  
Utilities (electricity, water, etc.) function irregularly Airports closed at times / some flights cancelled

Communications: Cell and ground lines function irregularly - compromised phone CM and Base Managers carries Satellite Phone at all times

Programming: Essential programmatic functions and activities only  
Travel and staff movement restricted throughout operational area  
Some restricted areas  
Partner organizations give indications of unusual security threats  
Non-essential personnel may be evacuated and visits will be discouraged



Movement / Travel: Field travel restricted; in-town travel reduced - Traveling alone not permitted  
Special travel authorizations required - Potentially volatile areas to be avoided

Evacuation Preparedness: Staff to check and prepare “grab bags”  
Review and enhance reserves of food/water/supplies at residences  
Vehicles to be sufficiently ready and fueled at all times  
“Snatch file” updated every two weeks and kept at a secure location  
Managers to carry Satellite Phone at all times  
Priority asset locations confirmed  
Increase contact and coordinate with other NGOs, US Embassy and UN HQ informed and sitrep schedule determined  
Review plans to leave assets with partners / staff members

### Security Level 3 – Very Tense

Situation: Imminent danger

Threat Indicators: Risk to staff is high  
Military / police checkpoints make travel extremely difficult  
Large presence of national security personnel and equipment  
Regular NGO harassment / expatriate targeting  
Gunfire heard – may be frequent or constant - Attacks on civilians  
Frequent lootings and robberies - Businesses closed  
Utilities frequently or totally non-functional - Airports closed / flights cancelled  
Government proclamations - Curfew and / or martial law declared

Communications: Cell and / or land-lines non-functional  
HQ informed about plans of possible evacuation or movement



Daily communications with US Embassy / UN - Daily sitreps to HQ

Programming: Programmatic functions suspended  
CRS Partner office closed or operating with essential personnel only Briefing of counterpart / partner organizations



Movement / Travel: Essential movement only - Non-essential staff evacuated  
Briefing of essential staff re new and enhanced duties

Evacuation Preparedness:

- National staff receives payroll
- Low level national staff receive separation letters / put on indefinite leave
- National staff management essential duties only
- Regular security briefings by US Embassy / UN
- Managers to carry Satellite Phones/CDMA at all times
- HQ notified of impending departure - Ensure adequate cash on hand for staff
- Assets and vehicles prepared and loaded for departure
- Assembly points and evacuation routes reviewed
- Low value assets left with staff members / partners

Security Level 4 – Relocation within Nepal / Evacuation outside Nepal

Situation: Unsafe to remain in district or in country

Threat Indicators: Operational movement unsafe  
Risk to all staff is extreme  
Direct threat to NGO staff members  
Direct threat to expatriates in general  
Widespread looting and robberies  
Regular armed clashes in urban areas or along main routes



Communications: Cell and ground lines non-functional  
Constant communications with HQ, via Satellite Phone  
Staff advised of relocation/evacuation route and status

Programming: Total program suspension  
Essential staff evacuates

Movement/Travel: Movement in convoy only  
More than one (1) staff per vehicle  
Female staff accompanied by male staff  
Coordinate relocation/evacuation with Embassy, UN and NGOs

Evacuation Preparedness:

- All international staff evacuates
- All prioritized assets leave with essential staff
- Essential staff implements evacuation / post-evacuation duties

Convoys follow pre-established routes  
Staff and equipment lists prepared and sent to HQ

### Security Level 5 – Stay Put

Situation: Unsafe to move

Threat Indicators: Evacuation routes are impossible  
Risk of moving staff unacceptably high  
Safer to stay put

No assistance available  
Regular armed clashes in urban areas or along main routes

Communications: Cell and ground lines non-functional  
Constant communications with Colombo or HQ, via Satellite  
Phone

Programming: Total program suspension  
Staff relocate to safe havens

Movement / Travel: approval required  
Direct threat to expatriates

Evacuation Preparedness:  
Staff concentrate at 1-2 central locations

Fortify residence / office (e.g., place furniture and other dense items in of windows and doors, padlock exterior doors, sandbag safe rooms if possible, try to slow or prevent outside access to the compound and structure, etc.) Stay inside, low to the ground, and away from windows and doors

Move to a “safe room” in the middle of the building (i.e., room that has no windows and several layers of walls between the room and the exterior of the building)

Ration supplies  
Determine staff needs of immediate assistance  
Vehicles secured, fueled and prepared



front



**Appendix 4: Constant Companion**

Field Security Plan – March 2017

CONSTANT COMPANION CRS NEPAL – NEVER LEAVE HOME WITHOUT THIS, YOUR LIFE MAY DEPEND ON IT



**CRS Nepal- CONSTANT COMPANION**

**G.P.O. 8975, EPC 419 Kathmandu, Nepal**

**Nepal Country Code: 977**

<b>Country Office &amp; Program Field Office/LALITPUR Farmer to Farmer (F2F)</b> Bakhundole, Ward No # 1, Lalitpur, Nepal	<b>Program Field Office/LALITPUR Housing Recovery and Reconstruction Platform (HRRP)</b> Jawgal, Ward No # 10, Lalitpur, Nepal	<b>Program Field Office/GORKHA Gorkha Recovery and Resilience Program (GRRP)</b> Chambers Margh, Chahare, Ward No # 1 Gorkha Municipality	<b>Program Field Office/RAMECHHAP Okhaldhunga Recovery and Resilience Program (ORRP)</b> Khadbari, Ward No # 1 Manthali Municipality
<b>In Case of Emergency, Safety and Security</b>			
<p>(985-110-6556) Deepa Shrestha: Security Focal Point</p> <p>(984-120-5763) Phaindra Pandey: F2F Program Director</p>	<p>(984-127-7256) Kailash Shrestha: Security Focal Point</p> <p>(981-003-2049) Loren Lockwood: National Coordinator</p>	<p>(984-984-5093) Roshan Phuyal: Security Focal Point</p> <p>(985-109-2992) Abhishek Shrestha: Project Manager</p> <p>(986-048-3783) Adeel Javaid: Program Manager</p>	<p>(984-284-5151) Dan Bahadur Karki: Security Focal Point</p> <p>(9849351920) Ramesh Adhikari: Project Manager</p> <p>(986-048-3783) Adeel Javaid: Program Manager</p>



<p>(980-655-4554) Katherine Price: Country Representative</p>	<p>(980-655-4554) Katherine Price: Country Representative</p>	<p>(980-655-4554) Katherine Price: Country Representative</p>	<p>(980-655-4554) Katherine Price: Country Representative</p>
<p><b>Lalitpur Medical Emergency Contacts</b></p>		<p><b>Gorkha Medical Emergency Contacts</b></p>	<p><b>Ramechhap Medical Emergency Contacts</b></p>
<p>Grande Hospital: 01-5159266 4223807 Nepal Mediciti Hospital: 01-4217766</p>	<p>Norvic Hospital: 01- CIWEC: 01-4424111</p>	<p>Gorkha District Hospital: 064-519296 Gorkha Apollo Hospital: 064-421223</p>	<p>Ramechhap Samudayik Hospital: 048-540476 Tamakoshi Cooperative Hospital:048-540210</p>



F2F/Working area Province 3 (P3) Hetauda, Makwanpur	F2F/Working area Province 5 (P5) Butwal, Rupandehi	F2F/Working area Province 6 (P6) Surkhet, Birendranagar	F2F/Working area Province 7 (P7) Dhangadhi, Kailali
<b>In Case of Emergency, Safety and Security</b>			
(984-165-8430) Prachanda Kattel: F2F Security Focal Point	(984-165-8430) Prachanda Kattel: F2F Security Focal Point	(984-165-8430) Prachanda Kattel: F2F Security Focal Point	(984-165-8430) Prachanda Kattel: F2F Security Focal Point
(980-802-8903) Phaindra Pandey: F2F Program Director	(980-802-8903) Phaindra Pandey: F2F Program Director	(980-802-8903) Phaindra Pandey: F2F Program Director	(980-802-8903) Phaindra Pandey: F2F Program Director
(985-110-6556) Deepa Shrestha	(985-110-6556) Deepa Shrestha	(985-110-6556) Deepa Shrestha	(985-110-6556) Deepa Shrestha
(980-655-4554) Katherine Price: Country Representative	(980-655-4554) Katherine Price: Country Representative	(980-655-4554) Katherine Price: Country Representative	(980-655-4554) Katherine Price: Country Representative
<b>P3 Medical Emergency Contacts</b>	<b>P5 Medical Emergency Contacts</b>	<b>P6 Medical Emergency Contacts</b>	<b>P7 Medical Emergency Contacts</b>
Makwanpur Sahkari Hospital: 057-523587	Universal College of Medical Sciences and Teaching Hospital: 071-506138	Mid Western Regional Hospital: 083-520200	Nava Jivan Hospital: 091-521233

<b>Regional and Headquarter Security Focal Points</b>	<b>PERSONAL - Emergency Details</b>	
Marc D'Silva, Regional Director: +85512857906 Sanda Rhitman, Deputy Regional Director MQ: +85512898174 Headquarter-Security Focal Point: +1-410-951-7525	<b>Name:</b>	
	<b>Blood Type:</b>	
	<b>Vital Medical Info:</b>	
	<b>Emergency contact no:</b>	



Abmulance  
Tel. (01) 5545666



Fire  
Tel. 101



Police  
Tel. 100

CRS Nepal







Position: \_\_\_\_\_

Country Program Office: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Country Representative: \_\_\_\_\_

Date: \_\_\_\_\_

Submit the signed form to the CRS Nepal HR office for inclusion in your personnel file.



## Appendix 7: Incident Report Form

### Staff Safety & Security Incident Report Form For internal use only

**Attention:**

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**Reported by:**

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**Name:**

**Email contact:**

**Date of report:**

**Type of incident:**

---

A few words in order to classify the incident – i.e. mugging or traffic accident or harassment at military checkpoint, etc.

**Description of incident:**

---

**Date:**

**Time:**

**Location:**

**What happened:**

**Action taken:**

---

By police/security forces, by local authorities, by CRS. Who was informed. Inquiry...

**Impact on security & safety:**

---

Consider the victims (x), the team, local partners, beneficiaries, Country Program, the agency CRS (image)...

**Action requested:**

---

Key information: who requests what? Incident analysis. Lessons learned. Review of security management and procedures.

**Lessons Learned:**