Standard Operating Procedures

Standard Operating Procedures are preventive security measures that reduce the risk to CRS staff and assist in reducing either the likelihood of occurrence or the impact of occurrence. Some key points to note include;

#### **GENERAL SECURITY RULES (DO’S AND DON’TS)**

**CULTURALLY SENSITIVE BEHAVIOR**

It is always extremely important to treat all people with respect in Uganda; the following could place staff in danger and is totally unacceptable:

* Heated disputes or arguments, particularly in view of others;
* Insults or perceived humiliation of anyone;
* Comments or behavior perceived as disrespectful of local culture, religion, or national pride;
* Hate speeches.
* Public Conduct**:** Loud and raucous behavior may attract unwanted attention from locals who might find your actions offensive and try to start a fight: You might be targeted for theft as your defenses are down.
* Political Discussions: If you are speaking with locals and the talk turns to politics it is advisable to listen but not to offer any opinions as this too can cause upset that could lead to your arrest.
* Contacting Local Police: Visitors should not contact the local police under any circumstances without the assistance of the Country Representative.
* Credit/Debit Card Transactions: It is okay to use your credit/debit cards at bank ATM’s. Also, if you need to exchange foreign currency to Ugandan Shillings, newer, high-value US dollars bills (e.g., $100) will receive a better exchange rate and are recommended.
* Foreign Currency Exchange: Visitors must not exchange currencies on the streets. Any need for currency exchange should be done at a recognized Forex Bureau or arranged with either the Head of Administration or a CRS driver.
* Walking: Visitors and international staff are strongly advised not to walk or travel alone at night between the hours of 7 PM and 5 AM within any city or towns in Uganda, and if you need to walk or travel, always do so in a group.

#### **MANAGEMENT OF OFFICE & RESIDENCES**

* Staff and guests are always required to wear the identification cards provided to them by CRS. Guests are to be escorted from the gate to their destination, and then return to the gate. If it is not possible for the guards to escort guests, it is the responsibility of CRS staff members to do so. 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 Administration Manager should maintain a designated key box with access limited to that officer and the Head of Operations. Spare keys for vehicles should also be kept along with other keys in the safe.
* Compounds should have an adequate security perimeter (i.e., walls must be topped with electrified/razor wire) and adequate parking space for CRS vehicles;
* Ensure that all windows and doors have security bars and that they are well attached to the structure;
* The Administration Manager will maintain a full set of duplicate residence keys for safe keeping at the office;
* Each office and residence should have at least one fire extinguisher per floor;
* Doors should be locked, even when the residents are awake and guards on duty;
* Keep small amounts of cash hidden several points throughout the house. Robbers may become violent should they find little to steal. Thieves may be “bought off” with a relatively small payment. Staff should never keep large amounts of cash at their residences and should inform their guards of the “lack of money kept at home.”
* Adequate lighting should be maintained in all areas of the residence compound, paying attention to the rear of the structure.

**GUARDS**

* Treatment of guards has a direct relationship on their efficiency and effectiveness. The guard company should provide the guards with: flashlights, batteries, whistles, rain gear, and batons;
* 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. Unscheduled visits to the office are encouraged to ensure that the guards are carrying out the required service. A sleeping guard does not deter crime and should be replaced.
* Guards should be briefed as to the means they should use to alert the residents of problems or danger during the night;
* Get to know other guards in the neighborhood so they will respond to an alert.
1. **GUIDANCE FOR DOMESTIC STAFF TRAVEL/MOVEMENT**
* If CRS vehicles or CRS-arranged vehicles are not available, national staff can travel with public taxis (after duly clearing with the supervisor or the focal security person or the HOOP Security. For safety reasons, it is recommended that CRS staff solicit local partners’ guidance and possible referral in the arrangements for public taxis when planning return trips from the field.
* Driving any CRS vehicle under the influence of alcohol or narcotics is prohibited.
* Absolutely no driving in CRS vehicles outside urban areas/destinations after 7 PM by CRS staff (International and national) as well as by visitors/consultants.
* During field travel, CRS vehicles must be parked at the hotel/facility where staff are accommodated, latest by 8 PM.
* Carrying weapons, contraband substances, banned alcohol, pornography into CRS premises/vehicles is prohibited.
* Transport of non–CRS employees in CRS vehicles should as much as possible be avoided.
* All CRS business travel must comply with latest departure times. Under no circumstance should a CRS vehicle depart from a location after the indicated time. The driver is responsible for ensuring this and is mandated to remind the responsible officer on that trip of the latest departure time and to refuse to depart the location after the latest departure time. (See Annex for latest departure times.)
* Maximum speed limits are 100km/h on good tarred road/highways and 50km/h while travelling through towns and villages.
* All passengers must wear seat belts.
* All CRS/Uganda international and national staff must update the **staff locator on the CRS intranet, prior to any international travel**.

**GENERAL RESTRICTIONS ON MOVEMENT**

* CRS International staff members are not allowed to drive vehicles outside of Kampala without prior approval from the Country Representative or Head of Operations.
* CRS international staff or visitors who wish to travel outside of Kampala on official work must use a CRS driver-driven car or arranged vehicle hire.
* CRS international staff or visitors who wish to travel outside of Kampala on personal business must notify the Country Representative and inform the Security Point person of their travel plans.
* With regards to international travel for private purposes to a destination other than the staff member’s home country, the staff member must also inform the CR of the country being visited of their travel plans before leaving Uganda.
1. **CAUTIONS ON APPROACHING CHECK POINTS**

Security forces and checkpoint personnel may stop a vehicle and question the driver and other occupants individually about where they are going and what they are doing. It is therefore important that the CRS driver and all other passengers in the vehicle are briefed on the mission and intended schedule. They should also be able to clearly explain the agency’s humanitarian role. Everyone should be able to recount the same facts about the agency and the reasons for traveling to avoid giving confused messages that might foster suspicion.

### Suggested Checkpoint Behavior:

* If something looks suspicious, keep your distance;
* Agree before reaching the checkpoint who in the vehicle is going to speak and what you are going to say, preferably the Driver. If he feels the situation requires help from another member of the team, it should be another Ugandan who is a resident in-country.
* Ensure everyone has the same story as unintentional conflicting remarks can create suspicion.
* Take off sunglasses before stopping. Turn off radio/tape. At night, turn headlights on low beam well before checkpoint and turn on an interior light.
* Slow down. You may not need to stop unless asked to do so – NGO vehicles may be automatically waved through.
* Keep a reasonable distance between vehicles. If there is an incident, then a vehicle behind can report problems and hopefully evade danger.
* Be sure you understand the signals given by checkpoint personnel (e.g., are they waving me through or onto the side of the road?). Stop if unsure.
* Be friendly, co-operative, and alert.
* Have all your documents in order – copy of passport/identity card, vehicle papers, driving license, permit to travel, cargo manifest.
* Show identification if requested but try not to hand it over.
* always Keep your hands visible. Do not make any sudden movements that could be misinterpreted. Explain what you are going to do first (e.g., “I have to get my papers from the glove compartment”).
* Never willingly surrender your advantage. Unless otherwise indicated:

 -Keep your doors locked.

 -Stay in your vehicle unless strongly requested to get out; try to remain close to the vehicle.

 -Only switch off the engine if requested.

 -Open windows just enough to talk through and pass documents.

 -Avoid bribes, a “dash,” at all costs. Find out what the local ‘customs’ are prior to getting in a compromising situation.

* Staff is recommended to carry with them small items (i.e, pens) as small acceptable ‘gifts’ when asked “have you got something for me?”
* If possible, refuse lifts to armed or uniformed personnel.
* Do not carry contraband: drugs, undeclared currency, pornography, restricted items. If vehicle and/or baggage are searched, observe closely to prevent unauthorized removal and/or planting of any items.
* Protest strongly, but calmly and politely, at the removal/confiscation of any items from the vehicle or occupants – do not resist if the guard is persistent, violent, or armed.
* Avoid looking back after passing through a checkpoint; this may create suspicion if witnessed. Drive away at a normal speed.
1. **IN CASE OF A CAR 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.
* Use personal judgment; as in most of the rural parts of Uganda, staying at the scene after an accident is considered unsafe due to potential violent reaction by families. Try to reach a secure location, if possible.
* Contact the Security Focal Person/HOOP/CR and local police immediately.
* If persons outside of your vehicle were affected, determine whether it is advisable to offer to help them (use your best judgment 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; try to get them to accompany you to the police station.
* In the presence of other CRS Uganda Staff, local administration, or partner representative, proceed to the police station and file a report.
* Complete the Incident Report Form obtainable online from the Security portal and submit it to the Security Focal Person

**VEHICLE KIT**

Each CRS vehicle must be equipped with:

* Spare tire and tools
* Road map
* Fire extinguisher
* “C” caution
* First aid kit
* Jumper cables
* Towing Rope
1. **CAR-JACKING**

If faced with a carjacking situation:

* Consider evasive action if feasible. If there is no escape, then stop.
* Do not resist.
* Keep hands in view and comply with the carjacker’s demands.
* Do not provoke the carjacker (no anger or rude remarks).
* Do not make any sudden moves.
* If asked, explain what you are doing. Be careful when releasing the seat belt.
1. **HOSTAGE SITUATION**

If faced with a kidnapping situation:

* If you do become involved in a hostage-taking situation, do not resist.
* Obey the person with the weapon.
* Avoid sudden movements that threaten the captor(s).
* If the hostage situation is ongoing, try to build a relationship with your captor(s). However, you will need to assess the situation and determine if developing a relationship will decrease or increase your risk.
* Avoid controversial subjects likely to upset the captors.
* Emphasize your humanitarian status; do not give away personal information about yourself, your family, or your colleagues.
* Be careful not to push too much and irritate the captor(s).
* Consider the implications which any escape plan(s) may have on the other hostage(s) who remain.
* In the event of a violent assault to free the hostage(s), lie on the floor with your hands above your head. DO NOT try to assist. If you are active in this situation, you are likely to be mistaken for a captor and shot.

#### **COMMUNICATIONS**

Mobile phone batteries should be charged always, and mobiles kept on (on silent mode during meetings). Contact numbers of CR, HOOP Security, Focal Person, and all other important contacts must be saved into phone contacts for easy access.

**KEY CONTACTS:**

Always carry the **CRS/Uganda Constant Companion** to contact the Security Point Person (Salma +256 784 648 902) or (the CR +256 772 724 796) in case of an emergency.

1. **UPDATE CHANGES IN SECURITY SITUATION**

Report any changes in security situation and all security incidents, however minimal, to CR and HOOP. This includes any incident that has a direct impact on the security and safety of a CRS staff member or CRS property. The CR will report any relevant information to the RD.

#### **VISITORS AND NEW STAFF INDUCTION**

All non-CRS staff visiting the CRS office must register at a clearly identified entry point, indicating who they are visiting and the purpose of their visit. Guests will be issued a Visitor ID Card, which must always be publicly displayed and returned at check out. Official CRS guests and all new staff will receive a security induction upon arrival. This meeting will be conducted by the Security Focal Person and will consist of:

* A briefing on security conditions and procedures. The briefing will include all the material in these guidelines, which staff will subsequently be required to read and sign **(See Annex 8)**, thus acknowledging that they have read and have understood the material. Visitors will be supplied with a brief Visitor Information document upon their arrival.
* An updated Constant Companion telephone list, noting staff currently out of the country.
* An update on the current security level and latest security related events.
* Clarification of any document received prior to arriving in country.
* Communication of an email address to receive security notifications while in country.
* A copy of the CRS Uganda organizational chart.
* A copy of a local map and the addresses of essential locations and facilities (including medical facilities).