



CRS/Kenya Field Security Plan

Guidelines for CRS Field Workers in Kenya

March 2013

Table of Contents

| | |
|---|---|
| I. Introduction: Purpose of the Plan. | 2 |
| II. Operating Environment. | 3 |
| III. Threat, Vulnerability, and Risk Assessment. | 7 |
| | |
| Appendices | |
| Annex 1. Standard Operating Procedures (SOPs). | |
| Annex 2. Contingency protocols. | |
| Annex 3. Security Levels—Triggers and SOPs. | |
| Annex 4. Constant Companion. | |
| Annex 5. Threats and Risk Analysis | |
| Annex 6. Evacuation Plan (for CR, Security Officer, and need to know persons only | |
| Annex 7. Staff Understanding of Security Guidelines | |
| Annex 8. Snatch File Contents | |
| Annex 9. International Staff Residence Security | |
| Communications Tree. | |
| Relevant Maps. | |

1. **Introduction: Purpose of the Plan**

2. The purpose of this Field Security Plan (FSP) is to ensure that Catholic Relief Services staff who work within Kenya and East Africa Region Office have a professional level of security preparedness to enable them remain safe within the environment in which they are working. As an organization we have a duty and commitment to provide emergency humanitarian assistance and safeguard assets, but the health and safety of the staff employed by Catholic Relief Service is of the highest priority and takes precedence over the protection of staff, assets and programmes.

NOTE: References to “CRS Kenya” shall, unless otherwise noted, include the East Africa Regional Office (EARO), and other departments hosted by EARO in Kenya.

CRS Headquarters and the country program offices have adopted guidelines contained in a handbook entitled “Safe and Sound: Staff Safety and Security Guidelines.” These guidelines incorporate, build on, and replace the Security and Staff Safety Guidelines for CRS Field Workers, published in December 1999. The handbook is available to all staff, and is on file in the CR’s office. It covers a wide range of security issues, and staff are expected to read the first two sections (Principles of CRS Humanitarian Relief Programming and Key Concepts of Security Management) upon arrival in-country, and are also encouraged to read the remainder of the handbook.

Staff should understand that this FSP cannot and does not attempt to answer all questions staff may have when security situations confront them. Rather, it focuses on how international and national staff members, and visitors, can safeguard their own security by providing recommended standard operating procedures to reduce the likelihood of security-related incidents and to effectively deal with them when they occur. Thorough compliance with the policies outlined below, staff and visitors will reduce the likelihood and effects of a security incident.

Please note:

- **CRS takes staff safety and security very seriously.** Intentional non-compliance with the standard operating procedures in this FSP may result in disciplinary action or dismissal.
- **Security management** is an important and integral part of every CRS staff members’ daily life. As such, it is **each staff member’s responsibility** to assess their vulnerability to various threats, to determine the level of personal risk they will accept, to reduce risks whenever possible, and to strive to adhere to the policies and procedures outlined in this document.
- **All employees should read and be familiar with this document and its attachments**, particularly newly hired national and international staff. Each staff member will then be required to sign a statement that s/he understands the policies herein. Visitors are also encouraged to read the FSP, and will be given a brief security overview by the Nairobi Security Officer (see the Kenya Program Head of Management Quality) upon arrival focusing on specific issues (e.g., travel in Kenya and particularly Nairobi, areas to avoid, use of public transport, etc.).
- **All security incidents should be reported immediately to the Security Officer and Deputy Regional Director for Management Quality.** They maintain up-to-date records of security incidents so that senior managers may determine if there are security trends to address, or if is a situation developing, stabilizing, or getting worse, and then make recommendations and decisions to deal with the situation.

All staff are required to read this Plan as part of their orientation, sign **Annex 1** of this local FSP, and retain a copy with critical information. If you have any questions about it or suggestions for improving it, please inform your manager or the Security Focus Person (SFP) 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—ask the SFP for further information. 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.

Operating Environment

The Republic of Kenya is a country in East Africa and part of the greater Horn of Africa, it covers 582,000 square kilometers and it is bordered by Somalia, Tanzania, Uganda and Ethiopia. Kenya became independent in 1963, and was a single party state until in 1991 when the constitution was amended changing the country to multi party democracy to date. The population has grown rapidly in recent decades to approximately 41.6 [2011] Kenyans have a life expectancy at birth of about 57 years, and more than 43% of the population is estimated not to be over 14 years old, it is not surprising then that with an average of US\$838 GDP per capita about 42% of the population is below poverty line. The population is made up of over 42 ethnic linguistic groups, with 78 percent living in the rural areas where they mostly depend on agriculture, a high number of the population lives within the medium and high potential areas of the country and the remainder lives in the vast arid and semi arid areas. The rural/urban balance is 78/22 per cent and, with the urban population growing at 6 per cent a year. A rapid rural-urban migration pattern is developing. Almost half the population is under 15 years of age, which places high demands on social services such as primary education and basic health care.

Land is a major political and emotive issue in Kenya for all citizens. Land has an important spiritual value as it is, first and foremost, the medium which defines and binds together social and spiritual relations within and across generations. The colonial era had an enormous impact on land tenure and distribution, and land was the primary drive in the country's independence struggle. Major problems have emerged since independence, including the growth of informal urban settlements, inter-ethnic land conflicts, competition between wildlife and humans, landlessness, and land hoarding by the elite.

Being a moderately large, dense country with poor people and porous border criminal activities, and general insecurity are frequent in Kenya but varies with locations. The capital, Nairobi, like any other world capital city, is prone to crimes, and incidents are often violent in nature. While riots, demonstrations and strikes, from whatever cause, tend not to focus on the international community, there is always the possibility that general insecurity due to such disruptions will directly affect the international community. Changes of government have sometimes led to dramatic civil unrest; the December 2007 general elections and post-election violence demonstrate that a calm exterior may hide long-hidden resentments that can surface quickly. While Kenya is a pleasant place to live and work, and its people are warm and outgoing, like any country in the world Kenya and its cities can be dangerous. It is therefore incumbent upon all CRS staff to exercise caution and remain vigilant when it comes to their personal safety and security issues.

Nairobi:

Nairobi is not a program area for Catholic Relief Services (CRS) but it's the location of the main Office. The variety of risks associated with the city makes it much more difficult to rate safety of individuals. The main office for the organization is situated in the west of the city, meaning all staff (national and expatriate) traverse through the busy roads which most of them are well maintained to get to work. Some of the risks in Nairobi are road accidents, Carjacking, burglary, terrorism, house breaking, mugging and other criminal activities that are common on busy roads, at house entrances and car parks depending on the location of the capital city.

Theft is a common problem in a variety of forms. Muggings and pick-pocketing are risks in the city centre and along busy roads and roundabouts. High rates of burglary (weapons vary from knives, axes etc. to pistols and AK 47 rifles) affect all residential areas of the city. The capacity of the police force has been increasing slowly though the scale of general violence far outweighs their response capability. Most householders, apartments blocks and estates have private security arrangements with rapid response companies.

Riots occur for many reasons civil society, human rights activists, students unrest, slum/houses demolition, political issues etc. and tend to take the same route through the city, blocking the main routes of Uhuru Highway, Thika road and the surrounding areas depending on where the demonstrators want to concentrate. Motorists can

be stuck for hours at the mercy of the rioters. In serious riots, cars are looted and damaged, drivers are injured and the police respond with tear gas and live bullets.

In these circumstances, it is not realistic to measure risks and threats based on the experiences of NGOs only. Nairobi has a multi-cultural population of approximately 4.5 million people, most of whom has a tale to tell about insecurity depending on the location they inhabit or operate their day to day activities. The trend and mode of operation implied by these criminal gangs vary from time, location and the type of weapons that are used at the time of incident. A high level of vigilance is necessary at all times. Any suspicious events should be shared with colleagues and reported if you feel it is necessary. Given the size of Nairobi and the different living arrangements of CRS staff, it is not possible to set SOPs for every scenario. Security procedures for CRS staff and equipment should be translated by staff members to ensure maximum security for each person and his or her family outside of working hours.

Politics & Governance:

Kenya is a melting pot of cultures containing 42 linguistically and ethnically diverse groups, each having a unique culture that is often reflected in the music, art and seasonal ceremonies. Ethnicity is a core factor that defines the identity of a Kenyan. There is an executive President elected by universal suffrage every 5 years since independence in 1963. Presidential, Senatorial, Gubernatorial parliamentary, women and counties representatives' elections are held simultaneously under the dispensation of the new constitution which was promulgated in 2010 and its being fully implemented by the government. Elections in December 2007 after highly charged campaign characterized by inter-ethnic discord driven by rival politicians; the Presidential election was immediately disputed sparking the most serious intercommunion violence since Kenya's independence, with over 1000 persons reported killed and over 600,000 getting displaced. A new Constitution of Kenya was promulgated in 2010 after a hotly contested referendum between two major sides, following a major review process by all stakeholders, in a process which had been ongoing in jumps and stops for over 20 years. The last general election was held in February 2013 which resulted in peaceful transfer of power to a new government

The political process in Kenya is central to human development. There has recently been a major step towards significant enlargement of the political space, as evidenced by the peaceful 2013 elections under the new constitutional with the devolved government system. General elections have sometimes led to armed conflict and persistent civil unrest as experienced during the December 2007/2008 disputed elections, which led to serious escalation of violence that left over 1000 people killed and displacing 600,000. Post-election violence demonstrates that a calm exterior may hide long-hidden resentments that can surface quickly varying on a location and stronghold of particular political party supporters or affiliates in that matter. In precise Kenya is a pleasant place to live and work, and its people are warm and outgoing Kenya also enjoys press freedom, and a number of national civil society networks, and coalitions are emerging that play an important role in the development and implementation of government policy.

Economy:

Agriculture is the mainstay of Kenya's economy, contributing over one third of the Gross Domestic Product (GDP.) Agricultural crops include tea, coffee, sugarcane, horticultural products, wheat, rice, dairy products, meat and meat products, and maize. About one third of the country is considered arable and suitable for crop production, and the majority of farm produce relies on rains which are unreliable. Accordingly, the value of land in Kenya is high and agriculture is mostly in the hands of peasants, owning and tilling small plots, and issues of land ownership and tenure are historically major points of contention in Kenya. However it should be noted that most of the population in Northern and Eastern Kenya are pastoralists whose livelihood is dependent on cattle.

| | | |
|------------|------------------|------|
| GDP | \$33,620,684,016 | 2011 |
| GDP growth | 4.3% | 2011 |
| Inflation | 14.0% | 2011 |

Industrial activity includes refining petroleum products, grain and sugar milling, cement, beer, soft drinks, textiles, vehicle assembly, paper and light manufacturing, and tourism, mostly concentrated in cities, and contributing to large rural-urban migration and creation of sprawling urban slums, high unemployment and resultant large numbers of young energetic “idlers” always ready for an opportunity to loot and steal

There also exists a large, informal economy including that of commuter transportation that is not reliably counted as part of the official GDP figures.

Climate: Most parts of the country have two rainy seasons March/April (Long Rains) and Oct-Nov (Short Rains) otherwise the weather is generally warm tropical.

Infrastructure:

Road Network: Varies from best, good or fair in the larger cities and townships to practically non-existent in the remote arid and semi-desert expanses. Historically, severe traffic congestion and snarl-ups are the order of the day in the morning and evening rush hours in Nairobi, which is situated at the hub of the main north-south and east-west highways of Kenya; This problem might ease over the next several years if present efforts to construct “by-passes” are maintained, which shall reduce congestion by rerouting traffic that does not need to transverse the city itself.

Airports: There are three international airports in Kenya:

Jomo Kenyatta International Airport (JKIA) at Nairobi is the main gateway and aviation hub for Kenya as well as East and Central Africa, served by 49 scheduled airlines with direct flight connections to Europe, the Middle East, Far East and the African Continent.

Mombasa Airport: Moi International airport is the main gateway to the Kenya coast on the Indian Ocean serving mainly International tourists; it is used by more than eighteen airlines flying directly from and to Europe, and offering connections to over twenty cities in the region.

Eldoret Airport: is located some south of Eldoret Town on the Eldoret-Kisumu road. Currently the airport has three scheduled international cargo flights and several ad hoc freighters per week.

Other important regional airports in Kenya include:

Kisumu Airport, located in North West of Kisumu City, the most Westernly city in Kenya Located on the shores of Lake Victoria, a center of trade between the East African countries due to its proximity to their borders.

Malindi Airport located west of Malindi Town, a major tourist attraction north of Mombasa.

Wilson Airport is located to the South of Nairobi, is the major general aviation hub for Kenya and East Africa serving numerous light and medium weight aircraft and operators

Lokichoggio airport is located 370 nautical miles North West of Nairobi and 214 Km North West of Lodwar Town, 24 Km to border of South Sudan. It serves as the principle aviation hub for UN and NGO operations into Southern Sudan

Wajir Airport is located about **5km East of** Wajir town. It opens daily at **0630 hours** and closes at **1830 hours** to all types of aircraft serving the arid North Eastern region of Kenya

Marine Ports:

Mombasa port is Kenya's principle ocean gateway, serving also Uganda, South Sudan, Rwanda, and Democratic Republic of Congo.

Kisumu: Located on the shores of Lake Victoria is the main center of maritime trade between the East African countries of Kenya, Uganda and Tanzania that surround the lake.

Telecommunications: Kenya's cell-phone network operated by Safaricom, Airtel, and Orange, while concentrated in and around cities and large population centers, is fairly reliable and accessible to most parts of the country, offering voice, SMS, and internet services at affordable rates.

The traditional landline system is available only in medium sized townships and cities and is rather erratic and vulnerable to cable vandalism.

I. Threat, Vulnerability, and Risk Assessment.

Kenya, like any developing nation, has its share of urban and rural challenges primarily due to unemployment and poverty. Some of these were exacerbated by the 2007 post election violence.

Threat is a danger that may result in harm or injury to staff, loss or damage to assets and/or the programme. A security threat is a serious danger, sometimes violent, in your working environment that is derived from individuals, groups or organizations often referred to as actors.

Safety issues are concerned with the proper use of machines and equipment, fire hazards and threats derived from natural hazards such as floods, landslides, bush fires and tropical storms.

III.1. CATEGORIES OF THREATS TYPES OF THREATS

There are five categories of threats confronting humanitarian workers overseas:

1. Armed conflict
 2. Crime
 3. Terrorism
 4. Civil unrest
 5. Hazards
- A. **Health Threats / Injuries:** illnesses and diseases, stress, and injuries from road crashes and other accidents all play a role in staff performance and effectiveness;
 - B. **Crime/Banditry:** includes pickpockets and bag snatchers, theft, robbery, harassment, false detentions, car-jacking, roadblocks set up for theft or extortion, bomb threats, sexual assault, kidnap and ransom, etc.;
 - C. **Indirect Threats:** actions undertaken by belligerents which target local populations or other belligerents which have an unintended yet negative effect on NGO staff and operations (e.g., hitting a land mine on a road; getting caught in a cross-fire; situations arising from road crashes or civil unrest; etc.);
 - D. **Direct Threats:** actions and / or operations taken by belligerents (most often to aid in political or military activity) for which NGOs are among the intended targets (e.g., robbing a food convoy; commandeering vehicles for military or illegal use; roadblocks set up to extort bribes; etc.).
 - E. **Terrorist threats:** Kenya remains a potential target since the military incursion in 2011 in Somalia and weakening of the Alshabab linked al-Qaida terror group by KDF. The country's porous borders with other countries resulting in easy movement of militants and radical elements from Somalia and Sudan like Al Shabab. Often NGO workers are targeted by their attacks.

Each of these threats may be determined to be of a low, moderate or high level, and directly impact decisions related to security level ratings and changes.

III.2. VULNERABILITY FACTORS

Threat vulnerability is determined by various factors. Applicability generally depends on the circumstances, and the type and level of threat.

- A. **LOCATION:** of office(s), warehousing, staff residences, where staff are traveling and when;
- B. **EXPOSURE:** is largely dependent on location and time, but relates largely to protective measures to be employed or already in place (e.g., walls around housing and office compounds; security guards; lighting; locking residence doors; dogs; etc.);
- C. **PROPERTY VALUE:** NGOs in general, and international staff in particular, are frequently identified by local populations as "rich," possessing high-value equipment, vehicles, personal items, large amounts of cash, and warehouses full of relief supplies;

- D. **PROGRAMMATIC IMPACT:** programs may directly or indirectly assist one side in a conflict; the NGO may be perceived as partisan and / or a threat to the other side(s);
- E. **ADOPTION OF APPROPRIATE SECURITY MEASURES:** including the NGO's overall security strategy and plans, as well as actions and decisions that reduce threats to personal safety and security;
- F. **STAFF COMPLIANCE WITH SECURITY MEASURES:** staff who adhere to guidelines conveyed in an appropriate and well-designed security plan are less likely to be targeted – those who don't are more vulnerable;
- G. **STAFF INTERPERSONAL SKILLS:** when confronted with a security threat, staff behavior can either mitigate or escalate the situation. Developing and enhancing relationships with local authorities may also reduce overall staff and organizational vulnerability;
- H. **IMAGE OF STAFF, PROGRAMS AND THE ORGANIZATION:** programmatic activities and staff behavior may develop acceptance or resentment among local populations, authorities, and belligerents.

III.3. RISK ASSESSMENT

A. Health Related Threats

The greatest risks by far to staff in Kenya are health- and stress-related. Malaria, meningitis, typhoid, heat stroke, diarrhea, HIV/AIDS, infections, and road crashes pose a far greater threat than gunfire and landmines. Obviously, the best cure for health-related problems is prevention.

Stress is also a significant and easily overlooked health threat; when stress is identified in a staff person, a series of steps should be taken:

The CR may simply provide a few days of “downtime” to the staff person. The staff should use downtime to contact family, sleep, and relax away from the work environment. Management must ensure that other staff take on the workload of the person during downtime.

CRS / HQ has contracted with a service providing trained counselors available to assist staff with stress-related problems and behavior. Managers should encourage staff suffering from cumulative or severe stress to contact this “hotline.” For additional information, contact the HQ benefits manager, Kathy Dugan.

Should the level of manifested stress be so elevated and continuous that the staff member is frequently unable to function normally in the work environment and is negatively affecting the work of his/her colleagues, s/he should be transferred out of Kenya to another post, or asked to resign.

B. Crime and Banditry

As in most major cities, crime, theft and robbery are significant problems in Nairobi and other major cities. Pick pocketing, burglaries, robberies, purse-snatching, car-jacking and other thefts are always possible.

CRS Kenya national staff have identified locations judged to be high-, moderate- and low-risk residential areas in Nairobi. Such judgments are quite subjective, and the identified level of risk is relative; anybody can be the victim of a crime in Nairobi, so staff must gauge their personal level of acceptable risk prior to venturing or residing a particular location. Gated communities with restricted access and shared security are less prone to residential crime. Single family residential compounds, depending on specific locality, carry a much higher security risk overall.

The likelihood of being the victim of crime changes depending on the locality, time of day, time of year, staff exposure, and perceived property value vs. risk of being caught. Staff should assess the risk of leasing residential housing in or adjacent to locations judged to be high risk, and should avoid them while traveling when possible, particularly at night. The best source of information about the risk of living in or traveling through specific areas of Nairobi is the national staff.

Staffs and visitors are advised to remain alert and always endeavor to be aware of the surrounding environment.

C. Robberies

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

D. Pickpockets

Pick pocketing is commonplace at any hour of the day, even in seemingly safe places especially where there are crowds (city centre, malls, markets, public transports). Another form of theft is snatching of wristwatches and jewelry or anything attractive lying on the dashboard of your vehicle, especially at traffic roundabouts, when you are stopped at the traffic lights or in a jam or even driving slowly in a busy street. Street children, though usually not harmful, are experts at pick pocketing. The teen-agers are more likely to harass people and try to snatch or wrest something by force.

E. Mugging

The threat of being attacked for petty theft is common especially at night when the danger is greatest. The City or town centers and surroundings are known to be dangerous even during the day. Small or larger groups act around restaurants, hotels and nightclubs. Moreover this threat is higher at bus stops, in the slums and their surroundings, as well as in the industrial area. Muggers can become violent when people do not co-operate immediately. Some people have been killed only to save a few shillings. Muggers commonly trail people from the banks and ATM's.

F. Arrest and Detainment

No other scenario requires an effective Security Officer, security consultant and adequate legal counsel more than the arrest and / or detention of a staff member. Generally, it is each staff member's responsibility to know local laws and obey them. Dabbling with illegal items, however readily and cheaply available could result in arrest and a prison sentence. The same holds true for export items such as gems or rare artifacts. Often laws are not taken seriously by local law enforcement.

G. Terrorist Threats

While militant groups like Al Shabab can target any one in any city, their presence and attacks such as kidnapping are reported to be more in the North Eastern Region like the region of Wajir and Mandera and Dadaab refugee camp. However with the Kenyan defense offensive against Al Shabab since October 2011, they have targeted shopping malls, churches and public places in central Kenya including Nairobi. The September 2013 attack on the Westgate mall was the most serious one in recent times. No staff should travel there without advice from security advisor and authorization from the CR

For more detailed information related to Security Risk Assessment, please refer to annex