



**Catholic Relief Services – USCCB  
Tanzania Program**

**Field Security Plan**

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***Staff Statement of Understanding of CRS' Field Security Plan and Rules***

I, the undersigned, have read and understood the contents of the Field Security Plan for CRS staff in Tanzania. I understand that there are CRS policies and procedures that I am expected to follow for my own safety. I also recognize that safety is above all my personal responsibility.

Name: \_\_\_\_\_

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

Program: \_\_\_\_\_

Signature of Staff / Date \_\_\_\_\_

Signature of CRS Country Representative/Date \_\_\_\_\_

**REFUSAL TO FOLLOW SECURITY AND SAFETY PROCEDURES STATED BY CRS/TANZANIA FIELD SECURITY PLAN AND CRS' GLOBAL STAFF SAFETY AND SECURITY GUIDELINES SHALL RESULT FOR DISCIPLINARY ACTION INCLUDING DISMISSAL FROM EMPLOYMENT.**

*Filing:*

*National staff – Personnel file in CRS Tanzania office*

*International staff – personnel file in CP, EARO and HQ*

# 1. INTRODUCTION

## **Purpose:**

The purpose of the Field Security Plan is to outline CRS Tanzania policies and procedures for the effective prevention and management of crises. The plan provides suggestions for creating and maintaining reasonably safe and healthy environment for CRS National International staff working in Tanzania. In this document the term “staff” refers both to International and national staff unless clearly indicated one way or the other.

The Field Security Plan will be updated on an annual basis, or more frequently as necessary, in order to account for changes in the local context, to reflect developments in the Tanzanian political or military situation, and to include new contact names or numbers. New staff members will be briefed on these procedures immediately upon their arrival, and all staff will be advised of any changes.

## 2. OPERATIONAL ENVIRONMENT

### 2.1. History of the Government: United Republic of Tanzania

Tanzania is the largest country in East Africa. After the union of Tanganyika and Zanzibar; Tanzania is a home to over 120 ethnic groups. The Republic of Tanzania is a multi-party democracy. Dar es Salaam is the largest commercial city in the country and has the largest international airport. Dodoma in the central part of the country is the capital city. John Pombe Magufuli is the President of Republic, supported by a President of Zanzibar, Vice-President and Prime Minister.

The Tanzania economy is heavily based on agriculture, which accounts for 24.5% of gross domestic product. 68% of Tanzanians live below the poverty line of \$1.25 a day and 16% of children under 5 are malnourished.

The landscape of Tanzania is varied, with the semi-arid areas of Dodoma and Singida in the center and fertile areas in the Northern and Lake Zones. The country is rich in natural resources including gold, diamonds, tanzanite, natural gas, coal, iron ore, and phosphate, and is home to such spectacular sites as Mount Kilimanjaro, the island of Zanzibar and the Serengeti. Tanzania is a major tourist destination.

Despite Tanzania’s natural beauty and bountiful resource base, the nation is facing serious challenges due to the devastating affects of a growing HIV/AIDS epidemic. The country has a national HIV/AIDS prevalence of 5.7% (NACP, 2010). Poverty levels are high and there is insufficient agricultural production in some parts of the country due to persistent droughts and soil degradation.

Tanzania hosts more than a half-million refugees, more than any other African country. These are mainly from Burundi and the Democratic Republic of the Congo, despite the international community's efforts at repatriation; disputes with Malawi over the boundary in Lake Nyasa (Lake Malawi) and the meandering Songwe River remain dormant.

## **2.2. Threat Assessment**

### **2.2.1 Direct Threats**

There is an underlying threat from terrorism in Tanzania. Attacks could be indiscriminate, including in places frequented by expatriates and foreign travellers.

### **2.2.2 CRS' Image & Specific Threats to CRS**

Currently, there are no specific threats to CRS presence in Tanzania. However, any international, faith-based organizations can attract attention in Tanzania and it is particularly pertinent that staff understand how individual behavior can affect the perception of the agency as a whole.

CRS is working ever closer with the relevant line ministries, and has adequate support from the government for its activities. However, as a Catholic organization, CRS staff must be acutely aware of how CRS' activities are perceived, particularly when it involves collaborating with faith-based organizations.

## **2.3. Health**

Tanzania is located in a tropical climate with different bacteria, flora, and fauna than most visitors are accustomed to. Travellers should be aware that medical facilities are limited, especially outside Dar es Salaam.

Malaria is common in Tanzania. Other diseases, such as cholera and rift valley fever, occur periodically, largely in rural areas where access to sanitation is limited. It is highly recommended for visitors to drink or use only boiled or bottled water and avoid ice in drinks. If you suffer from diarrhoea during a visit to Tanzania you should seek medical attention immediately.

Yellow fever cards are required at the point of entry. (Mainly airports)

There are many health issues that staff should be aware of and cater for when working in Tanzania one of which is the standard of care. The standard of health care is low, especially in the emergency, cardiac, neonatal and intensive care departments. Hygiene standards are poor, and most local hospitals lack basic medications and supplies.

## **2.4. Driving and Traffic**

Tanzanians drive on the left hand side of the road. It is recommended that you travel with an international driving license if you plan to drive in Tanzania. Take extra care when driving; road conditions are generally poor and there are a many accidents. You should keep doors locked, windows up and valuables out of sight, as vehicles are sometimes targeted by thieves.

Vehicle breakdown is common in Dar es Salaam. Be particularly careful driving at night, as there have been isolated incidents of attempted thefts from cars and a higher incidence of drunk driving at night time. Avoid driving out of town at night – out of town driving is not permitted after 6 p.m. If you are driving and become aware of an unusual incident, or if somebody out of uniform tries to flag you down, it is often safer not to stop your car and to continue on your journey.

If renting a motorcycle (commonly known as BodaBoda or Bajaj), you should adopt standard safety precautions. Check for serviceability, wear a helmet and ensure that you are capable of handling the machine. If you are stopped by the police, for traffic violations, all payments must be done in the traffic police offices and a receipt requested.

## 2.5. Crime and Violent

Although most visits to Tanzania are trouble-free, violent and armed crime is increasing, with incidents reported both on the mainland and the islands. Mugging and robberies, sometimes accompanied by violence or the threat of violence, occur throughout Tanzania. You should avoid walking alone, especially in isolated areas and on beaches, particularly (but not only) after dark. Do not make yourself an obvious target for muggers and pickpockets. Do not carry cameras or large sums of cash in the streets or wear expensive-looking jewellery or watches.

## 3. GENERAL SECURITY RULES

### **ALWAYS**

**Keep in mind that you are the only one who can best protect yourself**

- ◆ 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 while on CRS business.

### **Personal Items to Carry**

- ◆ International staff should carry a copy of passport and pages with visas
- ◆ Carry required travel permits
- ◆ All staff should carry CRS ID cards and national staff must have their national and CRS ID cards with them at all times
- ◆ Tanzania National drivers license or valid international driving license
- ◆ Contact list/emergency telephone numbers
- ◆ Means of communication (mobile phone, sat phone, radio etc.)

### **Things to Remember**

- ◆ An updated staff/partner/emergency telephone and contacts list should be carried in CRS used vehicles
- ◆ Drivers must set speed limits – this is both a safety and an image issue
- ◆ Wearing seat belts is mandatory in all CRS vehicles whether you are driving or a passenger
- ◆ If threatened or life is at risk, any CRS property loss is acceptable. Give the key of the vehicle, safe, cash, computer, etc.
- ◆ Always keep vigilant to your surroundings and adhere to the Field Security Plan
- ◆ Dress in a manner that is acceptable for local people and culture
- ◆ Be aware of ground rules for personal relations (formal and informal) between men and women, especially between international staff and local people

**BE ALERT & BE AWARE OF YOUR SURROUNDINGS**

### 3.1. Safety at CRS Leased Residence

Prior to identifying a place of residence, you should be aware of the following important factors, which could have an impact on your health and safety:

#### Make it Secure

- There should be good access and exits from the property from more than one direction.
- Get to know your area of residence as quickly as possible.
- Do not be complacent especially when you get to know your area and begin to feel safe.
- If the house is enclosed, make sure you have an alternative escape route.
- Ensure that all occupants can follow the escape route in the dark and remove any obstacles that could inflict injuries.
- If you have vehicles, they should be kept inside the residence parameters.
- All vehicles must be ready to leave immediately if required.
- Secure services/utilities inside like water, electricity and communications so that they cannot be tampered with from outside.
- Make sure that the water system cannot be easily contaminated such as water wells.
- Keep emergency phone numbers close to the phone.
- Make sure that the phone can be easily used especially in the dark.
- Residences should have an adequate number of guards to protect the property.
- Guards should know how to use communications equipment.
- Make sure that you have good vision from within the house and cut back any foliage that may spoil your view.
- Try to store all valuables away from the windows and out of sight.

#### Make it Safe

- Keep a first aid kit and make sure it has all essential requirements.
- Make sure that all electrical connections are tight, as loose ones can cause fire.
- Never throw water on a fire that can be caused by electricity.
- Ensure that no electrical points can be touched while your hands or feet are in water.
- Ensure that gas tanks are placed outside and have an anti-flashback system to prevent explosions.
- Make sure that fuel of any type is stored safely and locked up.
- If you have bars on the windows make sure that they can be removed easily from the inside in case you need to escape quickly.
- Always check your clothes and shoes, as they are particularly attractive hiding places for scorpions and snakes.
- Never go rummaging about in boxes, office supplies, spare parts etc, without looking first.

**In all eventualities, DO NOT PANIC – think first and use your common sense!**

## 4. CLASSIFICATION OF SECURITY LEVELS

The following security phases have been adopted by the program:

**Phase One:** Precautionary – Normal state in the areas where CRS operates in Tanzania, with a moderate level of indirect threats described below, but no exceptional tension or targeted threats against NGOs or CRS.

**Phase Two:** Restriction – Increased level of tension and/or threats against NGOs, internationals or CRS.

**Phase Three:** Very tense – Generalized and serious increased tension and threats.

**Phase Four:** Evacuation – Prohibitively insecure and threatening environment in areas of CRS operation.

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

## 5. DECISION MAKING MATRIX FOR SECURITY SITUATIONS

Situation	Final Decision	In consultation with:
Shift in security phase	Country Representative	HoOps, HoP, CoP, CP's Security Point Person, Administration Manager
Stopping/restarting activities/staff movement	Country Representative	HoOps, HoP, CoP, CP's Security Point Person, Administration Manager
Evacuating international staff	Country Representative	EARO RD, Sr. RA Staff Safety & Security, HoOps, HoP, CoP
Closing programs	Country Representative	EARO, HQ

This line management is applicable for security decisions to:

- Adopt a Standard Operating Procedures and shift from one phase to another
- Stop or Restart activities/staff movement and evacuate the international staff
- Withdraw an employee if his/her behavior is increasing the security risks to him/herself and or others.

### 5.1 Specific Roles and Responsibilities

The Country Representative or **Acting Country Representative** is responsible for making any decisions on security, in consultation with Head of Operations, Head of Program, and CP's Security Focal Point, UN agencies and Embassies. Security decisions are not negotiable by any staff, failure to comply with security policies and decisions can result to immediate termination.

The **Head of Operations, Head of Program, Administration Manager and the CP's Security Focal Point** provides updates to the Country Representative on security related issues. The CP's Security Focal Point is responsible to gather security information from various sources and provide information on the changes in the security environment, including:

Assessing the threat environment;

Drawing up the security plan and SOPs specific to the local context;

Attending NGO and UN security meetings;

Brief a new staff regarding (threat environment, security management and SOPs, use of telecommunications);

To keep the CRS teams informed about changes in the situation and new procedures.

The Head of Operations is responsible for ensuring that all essential files are backed up and either stored safely or deleted as the situation requires.



The Head of Finance is responsible for enacting financial and cash related measures required in each phase. This includes, but is not limited to, preparation of emergency cash, salary advances, and operating cash. The Head of Finance is also responsible for ensuring the appropriate back-up of all-financial files, and securing of electronic and hard copies of all files and documentation.

The CP's Security Focal Point is responsible for attending all relevant security meetings reporting any security incidents or concerns to the Country Representative, Head of Operations and the Head of Programming. The Administration Manager is also responsible for securing sensitive documents and assets in the office, as well as ensuring that staff movements comply with current security policy and directives.

This is important so that all the staff understand why security measures have been taken and therefore applies them. In order to ensure good communications, decisions should be presented at a staff meeting.

All security incidents must immediately be reported to the Head of Operations and CP Security Focal Point and the CR.

#### **All Staff:**

- Must demonstrate mature
- Be responsible for his/her own security
- Have the right to be withdrawn when s/he does not feel at ease working in CRS work sites anymore and anywhere
- Are expected to participate in the security management by reporting security related information or incidents (no matter how insignificant it might seem) to the CP Security Focal Point and the Head of Operations and the CR and ensures that procedures are followed
- Review and adhere to the CRS Field Security Plan and follow security related directives

## **6. MANAGEMENT OF NATIONAL STAFF SECURITY**

CRS is committed to the safety and security of its national staff, taking into consideration their status as Tanzanian nationals working for an American Non Governmental Organization.

<b><u>Risk to National Staff</u></b>	<b><u>CRS Response</u></b>
Risks related to context: To date CRS staffs have not been subject to crime or other dangers <b>in the course of their duties.</b>	Continue staff vigilance and orientation
Risks related to employment: CRS staff have not experienced security problems related to the nature of their employment	Continue staff vigilance and orientation
Risks related to CRS activities: none to date	Review staff awareness/knowledge of CRS' mission

### **6.1. Professional procedures for National staff**

All CRS staff should have clear job descriptions and understand their roles and responsibilities.

### **6.2. Note on Hiring National Staff**

As with all staff, the hiring of national staff must be conducted with the most professional care in any situation. Adhere to the following:

1. Ask for curriculum vitae and original copies of certificates during interview; check on references.
2. Be aware of needs for ethnic, religious, gender, geographic, etc, balance on staffing.
3. Be knowledgeable of national labor laws.
4. Give all staff professional ID Cards.

## 7. STAFF HEALTH

All Staff are encouraged to monitor their health status and to report immediately any potentially dangerous conditions to the CP's Security Focal Person and the Heads of Operations. All staff should be aware of his/her blood type, allergies and immunization record, keeping track of when it is time for booster shots and new vaccination. All staff should carry ID cards with emergency information.

The CP Security Focal Point and the Transport Officers are responsible for the up-keep and maintenance of First Aid Kits in CRS offices and all CRS vehicles. All drivers should have basic First Aid Training and if possible staff with authorization to drive CRS vehicles.

### 7.1. To avoid getting sick

- Don't eat food from an unknown source, or from street vendors
- Avoid drinking beverages with ice
- Don't eat unwashed fruit
- Use insect repellent with 25-30% DEE. Wear long pants, and long sleeved shirts. This is the best prevention for mosquito bites
- Use sun blocker cream for exposed body parts

### 7.2. Stress Management

Due to the nature of humanitarian work, and exposure of workers to many stressful situations, stress is considered a serious issue for CRS staff, international staff in particular and unfortunately, many times it is impossible to escape or to prevent stress situations.

Some tips can help to reduce the impact of stress – things to try are:

- Structure your time
- Talk to people, they do care
- Maintain as normal a schedule as possible
- Spend time with others
- Get plenty of rest
- Eat regular and well balanced meals
- Help others to deal with their stress
- Do things that make you feel good

### 7.3. Medical Evacuations

- In case of serious illness or injury, CRS international staffs are covered by SOS.
- The Country Representative should be informed immediately after contacting SOS, if the staff person to be evacuated is the CR then other senior staff should be informed immediately.
- CRS Regional office and HQ must be informed.
- National staff member cases will be attended to the current Health Insurance Policy.

### Available Health Facilities:

#### Dar es salaam:

1. IST Clinic	Tel: +255 22 2601307-8
2. Premier Care Clinic	Tel: +255 22 2668385
3. Aga Khan Hospital	Tel: +255 22 2115151-3

**Mwanza:**

- |                         |                                       |
|-------------------------|---------------------------------------|
| 1. Bugando Hospital     | Tel: +255 28 250 0513/+255 28 2500817 |
| 2. Aga Khan Hospital    | Tel: +255 28 2502720/+255 28 2502474  |
| 3. Hindu Union Hospital | Tel: +255 028 250 2045 -7             |
| 4. Mwananchi Hospital   | Tel: +255 28 2500423/+255 28 25001022 |

**Arusha:**

- |                                   |                      |
|-----------------------------------|----------------------|
| 1. AICC Hospital                  | Tel: +255 27 2544113 |
| 2. Arusha Lutheran Medical Centre | Tel: +255 27 2545118 |
| 3. Arusha Medical Centre (AAR)    | Tel: +255 27 2544970 |
| 4. St. Thomas Health Centre       | Tel: +255 27 2548558 |

**7.4. CRS Visitors/Guests**

Upon their arrival; visitors/guests will receive a copy of the security manual and briefing on the general situation with an emphasis on security and possible restrictions by the CP Security Focal Point and or the Head of Operations. CRS will provide visitors with a copy of the Constant Companion that includes key telephone contacts, and other documents such as A to Z general information for visitors and guests and maps as may be necessary.

**7.5. Cultural Awareness**

For Internationals who live and work in Tanzania it is necessary for them to be aware of cultural differences, and to demonstrate culturally sensitive behaviors at all times.