

# Uganda Briefing Book



Catholic Relief Services, Uganda Program



# Table of Contents

Welcome from the Country Representative.....	3
General Information.....	4
Tips for a Safe and Healthy Trip.....	4
Uganda Country Profile.....	7
Quick Facts.....	7
History of Uganda.....	7
CRS Uganda Program Profile.....	9
Program History.....	9
Current Programs.....	9
CRS Uganda Leadership Team.....	11
Annex 1: Constant Companion.....	14
Annex 2: Map of CRS Uganda Programming.....	16



## Welcome from the Country Representative

Dear Friends,

On behalf of the Catholic Relief Services Team in Uganda, I am delighted to welcome you to this wonderful country. CRS has a rich history of over 50 years of work here, and both CRS and partner staff are excited to share with you.

During your time here, you will see a beautiful country that has abundant natural and cultural riches, warm, friendly faces, and a thriving economy. However, more than one-third of Uganda's population lives on less than \$1.90/day leaving them largely unable to escape poverty or absorb contextual shocks and stresses. CRS Uganda's programming responds to the needs of the most vulnerable in the country through an innovative mix of development and humanitarian programming, supported by dedicated staff and deep and meaningful partnerships with the local Church, government, and private sector.

We are honored to host you in Uganda and to share with you the best of CRS.

Warm regards,  
Niek de Goeij  
Country Representative  
CRS Uganda

# General Information

## Tips for a Safe and Healthy Trip

### SECURITY

To reduce the element of risk while in Uganda, we recommend that you always be aware of what is going on around you, especially when walking or driving.

- Visitors should take general safety precautions, particularly in the cities. However, Uganda is a relatively safe country and Kampala is a safe city.
- Avoid walking alone at night.
- If you are in a car, keep all doors locked and windows closed and do not leave any valuables visible in the car.
- Avoid displaying items of value such as jewelry, laptops, cameras and mobile phones and carry no more cash than is necessary.
- Keep your eyes on your possessions, especially at airports and crowded tourist places.

### CURRENCY

The country's currency is the Ugandan shilling, currently trading at around 3,655 per U.S. dollar. CRS Uganda will pay for hotel accommodations and transportation for our guests. However, if any guests want to exchange dollars for souvenir shopping, please let us know the first day, and staff will take care of the currency exchange. Please do not exchange dollars at the airport.

### COMMUNICATION

Cell phone network coverage is available nationwide and is reliable. Although coverage can be spotty between major cities. The CRS office is equipped with wireless access, so visitors with laptops or smart phones will be given access to the password upon arrival. Wireless USB dongles are available for internet connection needs outside of the office.

Visitors shall be provided with a modest mobile phone with a sim card on the local network to enable ease of communication with staff in the country program.

### TRANSPORT

CRS' contracted taxi company - Silver Fleet will handle your airport transfer on arrival as well as your daily commute between your hotel and the CRS Office at scheduled times in the mornings and evenings.

CRS vehicles are equipped with seat belts, and all passengers must wear them when traveling.



## CLIMATE

Uganda has mild weather throughout the year. Temperatures range between 20°C and 25°C (70°F - 80°F). Rainy season occurs primarily between March and May/June, and September through November. The rainy season came in a bit late this year, so visitors are recommended to bring rain gear in case of need.

## HEALTH

Visitors to Uganda will be asked to present certificates of vaccination against yellow fever at the airport upon entrance and exit. It is also recommended that travelers are vaccinated against Cholera, Typhoid, and Hepatitis A, and take malaria prophylaxis for the duration of their visit. Additional precautions against malaria include the use of mosquito repellent and sleeping under a mosquito net. Well-trained doctors, reasonably adequate medical facilities, and amply-stocked pharmacies are available if health problems arise.

## FOOD AND WATER

Fresh tropical fruits and vegetables are plentiful throughout the country, as is fresh-water fish from lakes and rivers. A wide range of dishes, both traditional and continental are served in the hotels and restaurants. Visitors should not be afraid to try the local cuisine, but should avoid eating uncooked, unpeeled fruits and vegetables. One should not drink water from the tap. Bottled water is available for sale throughout the country.

## LANGUAGE

Uganda's official language is English, although Swahili is also spoken especially among businessmen, police, and the military. Many tribal languages are used in different regions - Luganda being the local language for Kampala and most parts of the central region, and Luo for the northern region.

## CULTURE/DRESSING

Ugandans are friendly and open people and are accepting of foreigners. Men and women greet each other by shaking hands.

Both men and women tend to dress conservatively, with many men commonly wearing neckties during business hours (however, not normally CRS). For evenings and weekends, casual wear, including jeans are acceptable.

## RECOMMENDED PACKING LIST

- Business clothes for high-level meetings (For men: sports jacket and tie. For women: dress pants, dress or skirt and blouse)
- Casual/comfortable clothes for field visits in temperate highland areas with cool evenings

- Shirts or blouses with long sleeves (to prevent insect bites)
- Hat (for field visits)
- Comfortable, closed shoes for walking (sneakers, boots)
- Shower sandals
- Light jacket/sweater
- Windbreaker/rain coat
- Insect repellent with at least 50% DEET
- Hand sanitizer
- Over-the-counter pain medication and anti-diarrheal medicine
- Pepto Bismol tablets
- Camera
- I-Pad/book
- Extra batteries (if needed)
- Sunglasses
- Money belt or neck pouch
- Luggage locks
- Sunblock

### **PERSONAL DOCUMENTS**

Carry a photocopy of your passport with you always. CRS may collect the passports before travelling to the field and secure them in the CRS office safe. All travelers are encouraged to register with their respective embassies (US State Department Smart Traveler Enrollment: <https://step.state.gov/step/>). The loss or theft of a foreign passport should be reported immediately to the local police and the respective embassy or consulate.

# Uganda Country Profile

## Quick Facts

**Population:** 38 million (est.), roughly population of California

**Area:** 241,550.7 sq. km. (93,263.25 sq. mi.), roughly the size of Oregon.

**Major Cities:** Kampala (Capital, Pop. 1.52 million), Jinja, Gulu, Mbale, Mbarara, Arua

**Neighboring Countries:** Kenya to the East, South Sudan to the North, Democratic Republic of Congo (DRC) to the West, Rwanda to the Southwest, and Tanzania to the South.

**Languages:** English (official), Luganda (spoken in Central), Swahili, Runyakitara (spoken in the west), Arabic, and Luo (spoken in Northern and Eastern parts of the country).

**Religions:** Roman Catholic (41.9%), Protestant (35.9%), Muslim (12.1%), Pentecostals (4.6%) Seventh Day Adventists (1.5%), and Other Christians (3.1%) and Atheist (0.9%).

**Currency:** Ugandan shilling, with about 3,805 shillings to a U.S. dollar

## History of Uganda

On October 9, 1962, Uganda became independent, with Dr. Apollo Milton Obote, the leader of the Uganda People Congress (UPC), as Prime Minister. The cultural Buganda Kingdom was given considerable autonomy. In 1963, Uganda became a Republic, and Mutesa was elected president. The first years of independence were dominated by a struggle between the Central government and the Buganda Kingdom. In 1966, Obote introduced a new constitution that ended Buganda's autonomy. The Baganda protested vigorously and seemed on the verge of taking up arms when Obote captured the Kabaka's (King's) palace at Mengo, forced the Kabaka to flee the country, and effectively ended the Buganda resistance.

In 1967, a new constitution was introduced giving the Central government—especially the President—considerable power and dividing Buganda into four districts. The traditional kingships were also abolished. In 1969, Obote decided to follow a leftist course in the hope of bridging the country's ethnic and regional differences through a common social policy.

Uganda has since gone through turbulent times. In January 1971, Obote was deposed in a coup by Major General Idi Amin. He ruled the country for the next

eight years. General Amin's regime was characterized by dictatorial tendencies and infamous Entebbe Raid by Israel soldiers in July 1976.

In 1978, Uganda invaded Tanzania to annex the northern border Kagera Region. Tanzania launched a successful counter-invasion in 1979 and effectively unified different anti-Amin forces under the Uganda National Liberation Front (UNLF). Amin's forces were driven out and Amin himself fled the country. Uganda had several Heads of State under UNLF: Prof. Yusufu Lule, Godfrey Binaisa, and Paul Muwanga between 1979-1980.

UNLF, suffering from internal strife, was swept out of power after a general election which was won by Uganda People's Congress (UPC) led by Milton Obote. The election result was disputed by Yoweri Museveni, then head of the Uganda Patriotic Movement party. Museveni formed the National Resistance Army (NRA) and waged a guerrilla war against the UPC government starting in the central and western regions of the country. In the early 1980s, approximately 200,000 Ugandans sought refuge in neighboring Rwanda, Congo, and Sudan. In 1985, there was internal strife within the government and a military coup deposed Obote, and Lt. Gen. Tito Okello became Head of State.

When it was not given a role in the new regime, the NRA continued its guerrilla campaign and took Kampala in 1986, and its leader, Yoweri Museveni, became the new President.

The Lord's Resistance Army (LRA) destabilized the north and east parts of the country starting in 1986. Although the LRA did not threaten the stability of the central government, LRA violence at one time displaced up to 1.7 million people, creating a humanitarian catastrophe, particularly when many were forced into internally displaced persons (IDP) camps for their own protection. The Uganda Peoples Defense Force (UPDF) launched "Operation Iron Fist" against LRA rebels in northern Uganda in 2002 and conducted operations against LRA sanctuaries in southern Sudan with the permission of the Sudanese Government. Previously, the Sudanese Government had supported the LRA. The LRA has since fled the country and northern Uganda is relatively peaceful.

Uganda adopted a new Constitution in October 1995 as the supreme law of the land that has since established a foundation for democratic governance in the country. Museveni has been in power for over 30 years now. Since assuming power, Museveni's government has taken important steps toward economic rehabilitation. The country's infrastructure, notably its transportation and communications systems that were destroyed by war and neglected, is being rebuilt.



## CRS Uganda Program Profile

1. **Program Office:** Uganda
2. **Reports to:** East African Regional Office (EARO)
3. **Programming Areas:** Health, Agricultural Livelihoods, and Emergency Response and Recovery
4. **Program Value (Annual):** \$20 million amended (\$17.2 million BAB FY2018)
5. **Number of Staff:** 146 (+15 vacancies)

### Program History

CRS activities in Uganda began in 1965 just three years after Uganda gained independence. CRS' early history focused primarily on emergency relief. In those early decades CRS supported the floods of refugees coming across the border from the north in Sudan, as well as the West from Congo and Rwanda. CRS provided emergency food distributions, helped internally displaced people resettle in their homes, and initiated peace and reconciliation initiatives whose impact are still felt today in communities throughout the north.

CRS transitioned in the 1990s and 2000s to focus on more development work including agriculture, health, education, as well as HIV and AIDS in response to the devastating impact the disease was leaving in families and whole communities. In September 1995, CRS opened an office in Uganda, to respond to the emergency in the north caused by the Lord's Resistance Army (LRA) conflict.

Today, CRS has interventions across all regions of Uganda, with a focus in the west, central and east. Projects span the areas of health, including child wellbeing and systems strengthening, agriculture, water/sanitation, peace building, and microfinance. See **Annex 2** for a map of the programs.

### Current Programs

#### Health

- **Sustainable Outcomes for Children and Youth (SOCY)** is a five-year (April 2015 - April 2020) program funded by USAID designed to improve the health, nutrition, education and psychosocial wellbeing of orphans and vulnerable children, as well as reduce abuse, exploitation and neglect among this population.

- **Nuyok** is a five-year (2017-2022), \$35 million-dollar USAID/Food for Peace (FFP) Development Food Security Activity (DFSA), which aims to build resilience to shocks, enhance livelihoods, and improve food and nutrition security for vulnerable rural families in three districts of Karamoja – Abim, Napak and Nakapiripirit serving over 355,000 participants.
- **4Children - Keeping Children in Healthy and Protective Families (KCHPF)** focuses on strengthening family care to support the reintegration of children after having been placed in residential care. With funds from USAID’s Displaced Orphans and Children’s Fund (DCOF), the project aims to build a body of evidence to demonstrate the best package of services to support the child and the household throughout the reintegration process.
- **4Children - Uganda System Strengthening** will i) support and strengthen Ugandan institutions to successfully plan, lead and coordinate comprehensive services for children affected by HIV, ii) strengthen the social service workforce to deliver comprehensive services and iii) use data to improve planning, service delivery and learning around social protection systems.

## Agriculture Livelihoods

- **Farmer to Farmer (F2F)** is a five-year USAID funded program that aims to improve the livelihoods and nutritional status of low income households in Uganda and generate rapid, sustainable food security and economic growth in the agricultural sector. In Uganda, the program focuses technical support to livestock value chain, grains and legumes, horticulture, coffee and other cross cutting areas.
- **Vanilla/Coffee Agroforestry Farming Systems.** The project is a follow on to the Revitalizing Vanilla in Uganda project which CRS Uganda implemented in 2016 – 2018. With new emphasis by government of coffee production, and an interest in promoting vanilla, the new project takes this advantage to improve farm productivity, production quality and farmer resilience with coffee, vanilla and other food crops.
- **Coffee Value Chain Development.** This is a complementary project to the Sustainable Outcomes for Children and Youth (SOCY) with an objective to empower Orphaned and Vulnerable Children (OVC), youth and their caregivers to effectively access core services through increased opportunities for growing income and assets in the coffee value chain.

## Emergency Response and Recovery

Since January 2017, Catholic Relief Services (CRS) has worked in Bidibidi Refugee Settlement in Yumbe District. Emergency efforts currently focus on

Water, Sanitation and Hygiene (WASH), shelter, livelihoods and school construction. CRS works in direct partnership with refugee and host communities to promote peaceful co-existence and ensure respect to human dignity. Throughout all of CRS' emergency interventions, CRS works through a community-based approach that promotes social cohesion. This approach builds on CRS' guiding principles of solidarity, subsidiarity, human dignity and an option for the poor.

## **CRS Uganda Leadership Team**

**Niek de Goeij**

**Country Representative, Uganda**

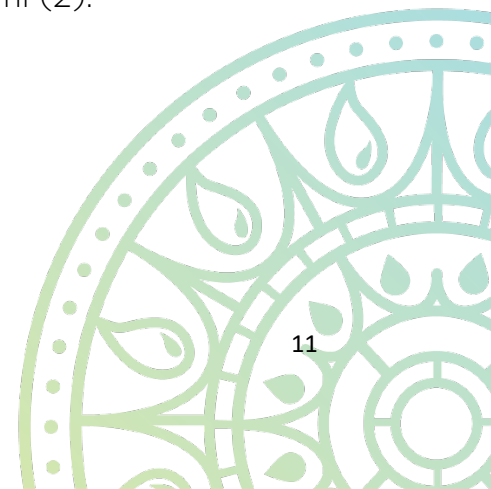


Niek de Goeij has worked with Catholic Relief Services since 2007 and has been the Country Representative in Uganda since 2018. He leads on CRS Uganda programs and operations, and acts as the primary liaison between CRS and government officials, donors, and the local Catholic Church in Uganda.

Niek joined CRS as an International Development Fellow based in HQ, Zambia and Lesotho. He then spent two years with CRS in Pakistan as Head of the Muzaffarabad Office and Head of Emergency Operations. Niek moved to Haiti following the 2010 earthquake, where he held several positions including IDP Camp Coordinator, Distribution Manager, and Head of Programs for the Earthquake response. In 2012 he joined the Humanitarian Response Department and deployed across Francophone Africa and the Middle East in a variety of emergency assignments. In 2014, he became the Country Representative for CRS in Mali, where he oversaw a portfolio of Health, Agriculture, Education, and Emergency programs.

Niek graduated from Catholic University Nijmegen in the Netherlands with a MA in International Development Studies and specialization in Gender and Development.

In his free time, Niek enjoys mountain biking and road cycling. He is a husband to Abby Johnson, and a father to two sons Jules (5) and Remi (2).



**Eugene Quayson**  
**Head of Operations, Uganda**



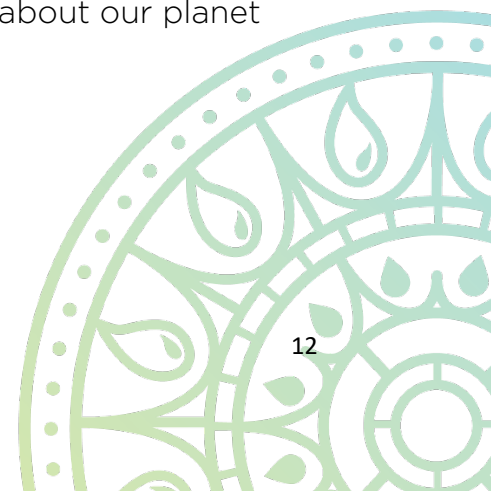
Eugene Quayson has worked with Catholic Relief Services for over 15 years in West and East Africa, including positions in Ghana, Sierra Leone, Nigeria, South Sudan and most recently as Head of Operations in Uganda. He is responsible for providing leadership and direct oversight of CRS Uganda's Finance, Information Technology, Human Resources, Security, Supply chain and Administration departments. He manages risk and efficiency and is responsible for ensuring that applicable CRS and donor policies are consistently applied.

Eugene is a qualified chartered accountant with close to 30 years' post qualification experience. He also holds a master's degree in finance, which he acquired from the University of Manchester. He has worked at a senior management level for the past 25 years during which he has acquired a rich and diverse experience in general management and business operations.

Prior to joining CRS, Eugene worked for 10 years at Venture Fund Management Company, a subsidiary of the Commonwealth Development Corporation (CDC), and Ghana's first venture capital company as a Senior Investment Executive. Before that he worked with KPMG as an Audit Manager, and Deloitte and Touché as a trainee accountant.

Eugene is a member of the CP senior management team and plays a key role in all senior management decisions and initiatives and supports the Country Representative in ensuring a conducive work environment exists that motivates and challenges employees to constantly improve their performance. During his tenure with CRS he has contributed to building strong teams of finance and administration staff; developed and introduced innovative HR and Administration policies and procedures that have helped country offices to greatly improve efficiency and reduce administrative overheads while maintaining compliance with donor requirements

Eugene is a citizen of Ghana and is married and with four children. He enjoys playing and listening to music and watching documentaries about our planet and the universe.



**Haydee Diaz**  
**Head of Programs, Uganda**



Haydee Diaz joined CRS Uganda in April 2018 as Head of Programs. She started her career with CRS in 2015 as the Business Development Manager for CRS El Salvador and Honduras. From 2007 to 2014, Haydee was the Chief of Party of two USAID-funded crime and violence prevention and youth education programs in El Salvador. Previously, she was the Development Director for California Rural Legal Assistance, a legal rights organization serving California's most vulnerable communities in 22 offices throughout the state. Haydee has a Master's degree in Education Administration and Social Policy from Harvard University and a Bachelor's degree in Latin American History from Santa Clara University. Born in Cuba and raised in San Jose, California, Haydee is married with two children, ages 8 and 10. She enjoys politics, history, travel, art, and good food.

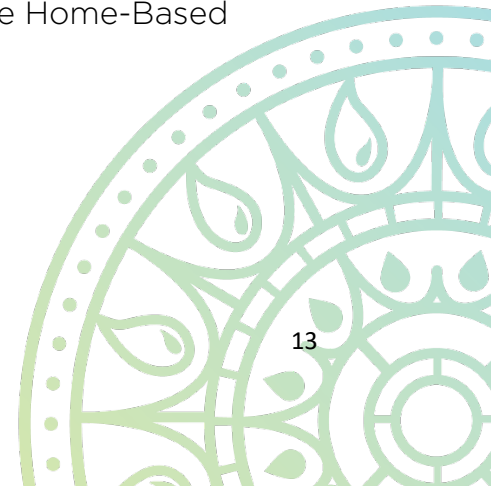
**Sasha Angelevski**  
**Chief of Party, Sustainable Outcomes for Children and Youth**



Sasha Angelevski is currently the Chief of Party for the Sustainable Outcomes for Children and Youth Program (SOCY) in Uganda.

Prior to this Sasha was the Country Manager for CRS Ukraine where he served for 1.5 years providing oversight to programmatic activities in Ukraine, Russia and Belorussia. He was also member of the CRS Eurozone program senior leadership team, spearheading strategic thinking, efficient and effective operating approaches with sound organizational management.

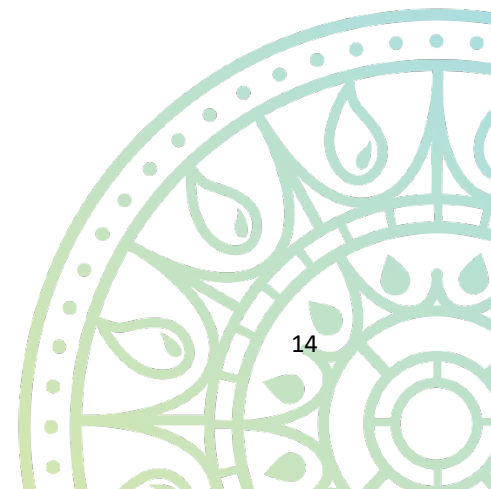
Mr. Angelevski has been with CRS for 18 years. He joined CRS Macedonia in June 1999 as a Program Officer during the Kosovo refugee crisis. In the period between 2002 and 2004, he worked on various emergency and development projects in Pakistan, Afghanistan and Lesotho. Prior to joining CRS in Uganda, Mr. Angelevski also worked as Deputy Chief of Party on large Home-Based





Care program in Zambia, Chief of Party of Title II project in Zimbabwe and large PEPFAR funded OVC program in Nigeria.

He has a B.A. in Mechanical Engineering, M.A. from St. Cyril and Methody University and currently finalizing a MBA from the European University. He speaks Macedonian, English, Serbian and Russian.



# Annex 1: Constant Companion

*Note: For calling Uganda from international locations, please disregard the first zero in phone numbers. Uganda Country Code: +256. When calling from a Uganda phone, please drop the country code and add a 0 before the 7.*

CRS UGANDA OFFICE	SECURITY SERVICES IN UGANDA
<p><b>Head of Operations</b> Eugene Quayson +256. 767733</p> <p><b>Head of Programs</b> Haydee Diaz +256.772.767.764</p> <p><b>Operations Manager</b> Abdoul Aziz Laye +256.786.384.297</p> <p><b>Administration Manager</b> Rose Nanyondo +256 784.648.913</p> <p><b>Fleet Officer</b> Kaweesa Richard +256.772.444.511</p> <p><b>Front Desk Assistant</b> Nevice Tumuhairwe +256.784.649.315</p>	<p><b>Torres Advanced Enterprise Solutions, LLC-Uganda</b></p> <p><b>Project Manager-Uganda</b> Randy Baham +256.793.808.685 <a href="mailto:rbaham@TorresCo.com">rbaham@TorresCo.com</a></p> <p><b>Quality Assurance/Quality Control Inspector</b> Richard Swan +256.794.476.885 <a href="mailto:QAQCUganda@TorresCo.com">QAQCUganda@TorresCo.com</a></p> <p><b>Commercial Guard Force Commander</b> David Tamale +256.794.867.571 <a href="mailto:Guardforceuganda@torresCo.com">Guardforceuganda@torresCo.com</a></p> <p><b>UNDSS Kampala</b> +256.414.233.783</p> <p><b>Uganda Police</b> Cell: 999/112 Toll Free: 0800909/200019</p>
CRS EAST AFRICA REGIONAL OFFICE	TAXI SERVICES
<p>Office phone: +254.204.210.114 Office fax: +254.204.210.107</p> <p><b>Regional Director</b> Matt Davis +254.733.625.500</p> <p><b>DRD Management Quality</b> Sebastian Jayasuriya</p>	<p><b>Silver Fleet:</b> Office: +256 414 696 283 Cell: +256 792 882 237 +256 792 882 214 +256 754 300 655 +256 754 300 213</p>
	LOCAL MEDICAL INSURANCE

Constant Companion

CRS UGANDA

Last updated: May 7, 2018

Never leave home without this.  
**YOUR LIFE MAY DEPEND UPON IT**

NAME: \_\_\_\_\_ BLOOD TYPE: \_\_\_\_\_

VITAL MEDICAL INFORMATION: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

CRS Uganda  
P.O. Box 30086 Kampala  
Plot 577, Block 15  
Nsambya Road  
Kampala, Uganda

**Office Phone:**  
+256.414.267.733  
+256.393.265.658

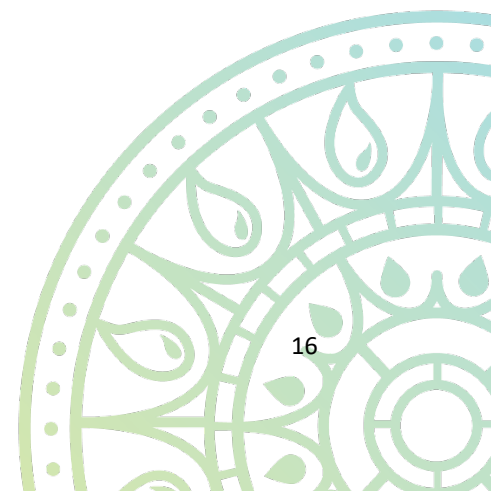
**Office Hours:**  
Monday – Thursday 8am-5pm  
Friday 8am-1pm

CRS Country Representative: **Niek de Goeij**

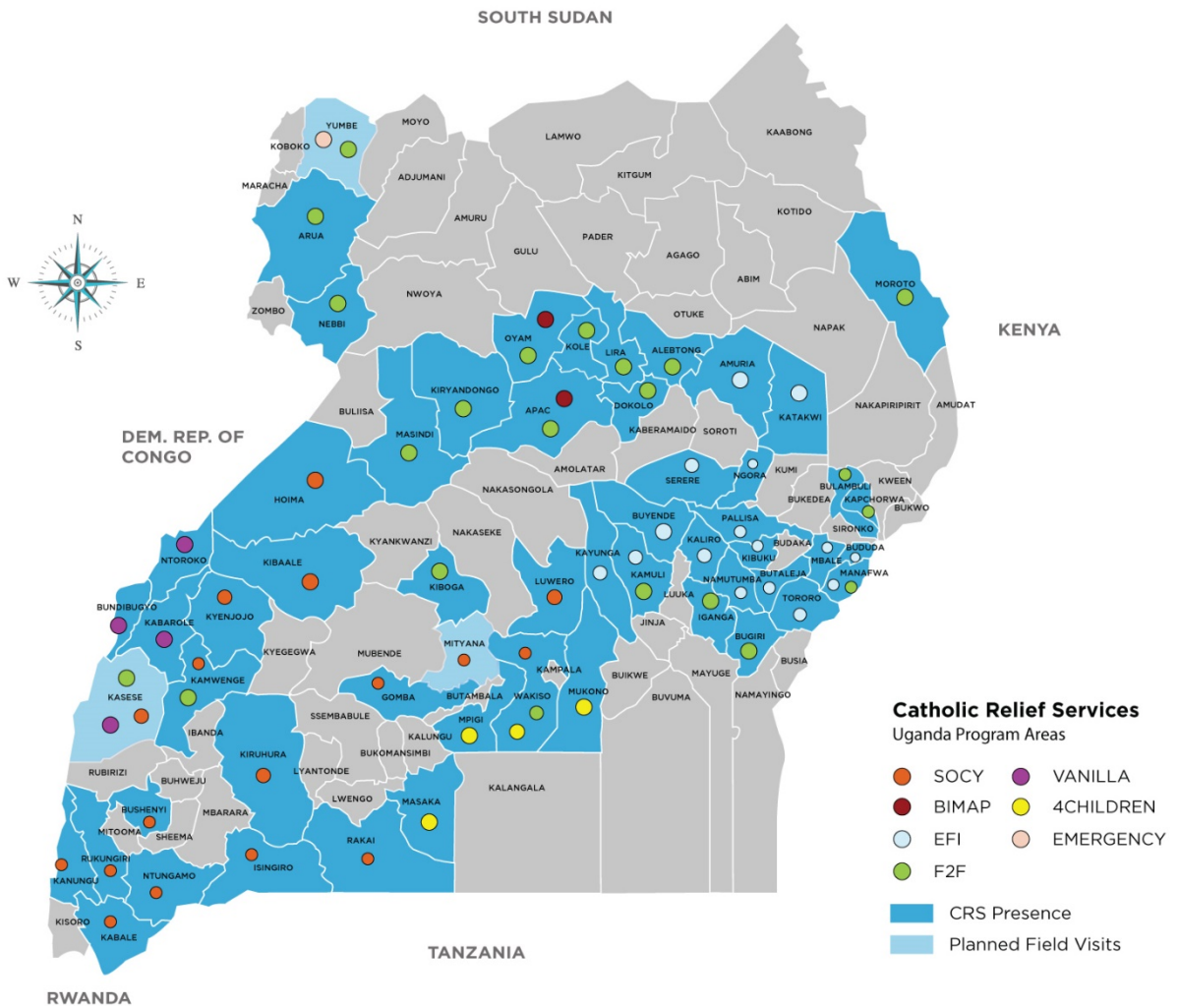
**Cell:** +256.772.724.796  
**Email:** [niek.degoeij@crs.org](mailto:niek.degoeij@crs.org)

**U.S. Embassy (within Uganda)**  
0414.259.791  
**(outside Uganda)**  
+256.414.259.791

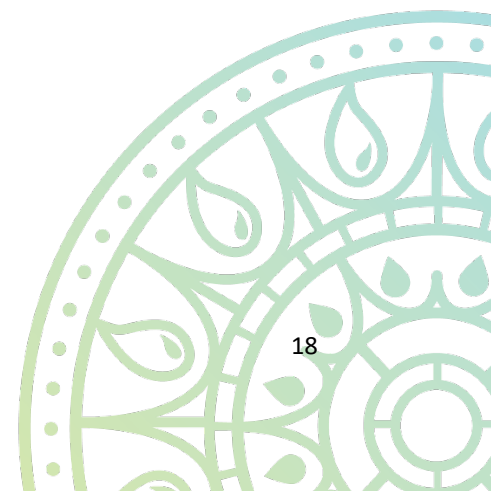
<p>+254.734.789.271</p> <p><b>DRD Program Quality</b> Hanna Dagnachew +254.733.532.535</p> <p><b>RTA Security and Commodities</b> TBC</p> <p><b>Regional Information Systems Advisor</b> Kingstone Njari +254.736.222.204</p>	<p><b>Jubilee Insurance Company:</b> +256.414.236.029 +256.717.755.755 +256.712.237.070</p> <p><b>LOCAL MEDICAL SERVICES</b></p> <p><b>IHK</b> +256.312.200.400 <b>The Surgery</b> +256.312.256.001/2/3 +256.772.756.003 <b>Case Clinic</b> +256.312.261.123</p>	<p>SOS International Evacuation Insurance:</p> <p>Catholic Relief Services</p> <p>Member #1MMS1062</p> <p><a href="http://www.internationalsos.com">www.internationalsos.com</a></p>	<p>Any center may be contacted directly for local assistance. International SOS Regional Alarm centers and 24-hour Emergency numbers:</p> <p>Philadelphia, PA USA Call Collect: +1.215.245.4707</p> <p>London, England Call Collect: +44.20.8762.8008</p>
<p><b>CRS – HEADQUARTERS</b></p> <p><b>Main Switchboard</b> +1.410.625.2220 <b>Senior Global Advisor, Risk Management, Staff Safety and Security</b> Maurice McQuillan Office: +35.316.291.457 Cell: +35.386.607.6967 Email: maurice.mcquillan@crs.org</p>	<p><b>DENTAL CLINICS – K’LA</b></p> <p><b>Pan Dental Surgery</b> +256.312.251.525 <b>SAS Dental Clinic</b> +256.414.533.287 <b>Jubilee Dental Clinic</b> +256.392.713.613</p>		



# Annex 2: Map of CRS Uganda Programming



Threat	Vulnerability	Risk	Risk level	Impact level	Mitigation
<p><b>Street crime (mugging, theft from vehicles, assault etc.).</b></p> <p>As above.</p> <ul style="list-style-type: none"> <li>➤ Risk increases early evening/night, though can occur at any time.</li> <li>➤ Requires keeping to main thoroughfares in central Kampala,</li> <li>➤ Avoid walking alone.</li> <li>➤ Avoid all unfamiliar areas.</li> </ul>	<p><b>Linked to:</b></p> <ul style="list-style-type: none"> <li>➤ Wrong place, wrong time</li> <li>➤ Disparities in relative wealth</li> <li>➤ Geographical spread and unpredictability / opportunism</li> <li>➤ Relative inexperience / unfamiliar context</li> </ul>	<p><i>Stable but at high levels</i></p> <ul style="list-style-type: none"> <li>➤ Increasing dissatisfaction and alienation</li> <li>➤ Diversity of distracting techniques</li> <li>➤ Inadequate police presence /systems of legal redress</li> </ul>	Medium	Medium	<ul style="list-style-type: none"> <li>➤ Vigilance and alertness</li> <li>➤ Planned journeys</li> <li>➤ Valuables minimised and hidden from view</li> <li>➤ No use of mobile phones while walking</li> <li>➤ Restricted to car journeys or recommended routes</li> <li>➤ Parking in safe, well lit areas with street lighting</li> <li>➤ Security monitoring by all staff relating to the area</li> <li>➤ Communications (quality and timeliness)</li> </ul>
<p><b>Road Traffic Accidents</b></p> <ul style="list-style-type: none"> <li>➤</li> </ul>	<p><b>Linked to:</b></p> <ul style="list-style-type: none"> <li>➤ Poor vehicle service</li> <li>➤ Too many boda bodas</li> <li>➤ Poor roads/poor maintenance</li> <li>➤ Bad driving habits by road users and road makings.</li> <li>➤ Weak traffic signals/direction</li> <li>➤ Corruption by law enforcers – police.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Physical harm</li> <li>➤ Death</li> <li>➤ Disability</li> <li>➤ Distraction/Loss of property</li> <li>➤ Trauma</li> </ul>	High	High	<ul style="list-style-type: none"> <li>➤ Defensive driving.</li> <li>➤ Adherence to Agency vehicle policy guidelines</li> <li>➤ Road Safety Guidelines specially on speed</li> <li>➤ Knowledge of local areas of operation;</li> <li>➤ Good vehicle use and maintenance standards</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>





<p><b><u>Terrorism</u></b></p> <ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<p>➤ Western foreign policy</p> <p>➤ Weak security practices</p> <p>➤ Wrong place, wrong time</p> <p>➤ CRS Head office in Kampala located near the US Embassy.</p> <p>➤ CRS Catholic Identity and origin [US]</p> <p>➤ International staff</p>	<p>➤ Physical harm</p> <p>➤ Death</p> <p>➤ Disability</p> <p>➤ Distraction/Loss of property</p>	<p>Medium</p>	<p>High</p>	<ul style="list-style-type: none"> <li>➤ Heightened security awareness</li> <li>➤ Increased vigilance</li> <li>➤ Better screening practices and security</li> <li>➤ Implementation of Phone Tree</li> <li>➤ Install Hi-Tech security systems.</li> <li>➤ Liaise with government &amp; UN security and consultation with the Regional and HQ</li> <li>➤ CRS Agency policy of serving the poor without prejudice to race, political and</li> <li>➤ Office and international staff residences</li> <li>➤ Routine security checks conducted at all</li> <li>➤</li> <li>➤</li> </ul>
<p><b><u>Demonstrations and Riots</u></b></p> <ul style="list-style-type: none"> <li>➤</li> </ul>	<p><b><i>Linked to:</i></b></p> <ul style="list-style-type: none"> <li>➤ Election Season – student activism.</li> <li>➤ Economic Status e.g. Inflation, Taxes, etc.</li> <li>➤ Political tensions and unrest.</li> <li>➤ Wrong place, wrong time</li> <li>➤ Most national staff use public transport means that may be prone to attacks.</li> <li>➤ Crime in towns increasing due to unemployment and high cost of living.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Physical harm</li> <li>➤ Death</li> <li>➤ Disability</li> <li>➤ Distraction/Loss of property</li> <li>➤</li> <li>➤</li> </ul>	<p>Medium</p>	<p>High</p>	<ul style="list-style-type: none"> <li>➤ Staff sensitized to avoid involvement and affiliations.</li> <li>➤ Knowledge/awareness of situation.</li> <li>➤ Study the core cause of the demonstration</li> <li>➤ Documentation of occurrences and analyze evaluate actions &amp; lay strategies.</li> <li>➤ Reliable Security Company contracted to</li> <li>➤</li> </ul>
<p><b><u>Armed Robberies and Thefts</u></b></p> <ul style="list-style-type: none"> <li>➤</li> </ul>	<p><b><i>Linked to:</i></b></p> <ul style="list-style-type: none"> <li>➤ Perceived wealth</li> <li>➤ Known assets</li> <li>➤ Visibility level</li> <li>➤ Weak security</li> </ul>	<ul style="list-style-type: none"> <li>➤ Physical harm</li> <li>➤ Death</li> <li>➤ Disability</li> <li>➤ Loss of property</li> </ul>	<p>High</p>	<p>High</p>	<ul style="list-style-type: none"> <li>➤ Don't display wealth</li> <li>➤ Protection of property</li> <li>➤ High levels of personal security</li> <li>➤ High levels of personal awareness</li> <li>➤ Limit high withdrawals or take extra measures</li> <li>➤ Large amounts of money or valuables</li> <li>➤</li> </ul>

<p><b><u>Fires</u></b></p> <p>➤</p>	<p><b><i>Linked to:</i></b></p> <ul style="list-style-type: none"> <li>➤ Bad city planning infrastructure</li> <li>➤ Exposure to volatile liquids</li> <li>➤ Wrong place, wrong time</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤ Physical harm</li> <li>➤ Death</li> <li>➤ Disability</li> <li>➤ Loss of property</li> </ul>	<p>Low</p>	<p>High</p>	<ul style="list-style-type: none"> <li>➤ Awareness, Preparedness</li> <li>➤ Good facility repair and maintenance sta</li> <li>➤ Train in firefighting sessions and First Ai</li> <li>➤ Install fire detectors. Provide for emerg</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>
<p><b><u>Abduction/Kidnapping</u></b></p> <p>➤</p>	<p><b><i>Linked to:</i></b></p> <ul style="list-style-type: none"> <li>➤ Wrong place, wrong time</li> <li>➤ Exaggerated life style</li> <li>➤ Talking loosely – not careful communication s</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Psychological harm/trauma</b></li> <li>➤ <b>Death</b></li> </ul>	<p>Low</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>➤ Avoid political activity</li> <li>➤ Don't talk loosely and/or engage in polit</li> <li>➤ Be aware of the environment</li> <li>➤ Avoid travel at night</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>
<p><b><u>Illegal Road Blocks/Highway Robbery</u></b></p> <p>➤</p> <p>➤</p>	<p><b><i>Linked to:</i></b></p> <ul style="list-style-type: none"> <li>➤ Wrong place, wrong time</li> <li>➤ Poor security on highways</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤ Physical harm</li> <li>➤ Death</li> <li>➤ Disability</li> <li>➤ Distraction/Loss of property</li> <li>➤</li> </ul>	<p>Low</p>	<p>Low</p>	<ul style="list-style-type: none"> <li>➤ Adherence to travel protocol</li> <li>➤ Avoid moving with valuable items</li> <li>➤ Move with CRS vehicles for official travel</li> <li>➤ Proper maintenance of vehicle</li> <li>➤ Confidentiality</li> <li>➤</li> </ul>
<p>➤</p> <p>➤</p>	<p><b><i>Linked to:</i></b></p> <ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> </ul>			<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>

