

Evacuation, Relocation and hibernation

1. Preliminary information

| | |
|-------------------------------------------|--------------------|
| Country Program: | Rwanda |
| Region: | CARO |
| Plan Updated: | March 2020 |
| Country Representative (CR): | Jude Marie Banatte |
| Security Focal Point: | Charlotte Batanage |
| Number of International Staff: | 5 |
| Number of International Staff dependents: | 17 |
| Number of National Staff: | 44 |

2. CRS Staff included in this Evacuation Plan

All International staff and dependents in Country are included in this plan. An evacuation may be partial or total and involve an individual or a group.

| Employee/ Dependent | Position | Duty Station | Priority Level | Gender | Nationality |
|------------------------------|---------------------------------|---------------|----------------|----------|------------------|
| Jude Marie Banatte | Country Representative | Kigali | 4 | M | Haitian |
| Alemayehu Gebremariam | Chief of party/Gikuriro | Kigali | 3 | M | Ethiopian |
| | Dependent 1 | | 1 | F | Ethiopian |
| | Dependent 2 | | 1 | M | Ethiopian |
| | Dependent 3 | | 1 | F | Ethiopian |
| | Dependent 4 | | 1 | F | Ethiopian |
| Collins Lotuk | MEAL Advisor/Gikuriro | Kigali | 3 | M | Kenyan |
| | Dependent 1 | | 1 | F | Kenyan |
| | Dependent 2 | | 1 | F | Kenyan |
| | Dependent 3 | | 1 | F | Kenyan |
| | Dependent 4 | | 1 | | Kenyan |
| Wilson Ngirigacha | Regional Finance Officer | Kigali | 3 | M | Kenyan |
| | Dependent 1 | | 1 | F | Kenyan |
| | Dependent 2 | | 1 | M | Kenyan |
| | Dependent 3 | | 1 | F | Kenyan |
| | Dependent 4 | | 1 | F | Kenyan |
| | Dependent 5 | | 1 | M | Kenyan |

| Employee/ Dependent | Position | Duty Station | Priority Level | Gender | Nationality |
|---------------------|------------------------|--------------|----------------|--------|-------------|
| Arjan Sleurink | Risk and Compliance TA | Kigali | 3 | M | Netherlands |
| | Dependent 1 | | 1 | F | Netherlands |
| | Dependent 2 | | 1 | F | Netherlands |
| | Dependent 3 | | 1 | M | Netherlands |
| | Dependent 4 | | 1 | M | Netherlands |

In addition to the staff noted above, the following staff are part of the implementation of this plan:

| Name | Position | Location | Telephone | Email/skype |
|---------------------------|--------------------------------------------------------|----------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------|
| CRS Rwanda | | | | |
| Charlotte Batanage | Operations Manager and Security Focal Point | Kigali/Rwanda | 0788387197 | charlotte.batanage@crs.org skype: charlybatanage |
| Theogene Karekezi B. | IT Manager | Kigali/Rwanda | 0788308902 | carine.gahongavire@crs.org skype: carine2811 |
| Charles Rutaganda | Finance Manager | Kigali/Rwanda | 0788307807 | charles.rutaganda@crs.org skype: rutaganda2739 |
| Annick Murekatete | Supply Chain Manager | Kigali, Rwanda | 0788308309 | annick.murekatete@crs.org skype: murekatete.annick |
| Achille Rubunda Munyaneza | Logistic Officer | Kigali, Rwanda | 0788317076 | achille.rubundamunyaneza@crs.org |
| CARO | | | | |
| Scott Campbell | CARO Regional Director | Togo | +228 96 90 04 60 | scott.Campbell@crs.org skype: stcampbel |
| James Beigle | CARO DRD-MQ | Kigali, Rwanda | +237 683 29 85 16 | james.beigle@crs.org skype: crsespanol.com |
| Jonas Mukidi | CARO Security Advisor | Kinshasa, DRC | +243 99 100 9506 | jonas.mukidi@crs.org skype: jonasmukidi |
| CRS Baltimore | | | | |
| Schuyler Thorup | Executive Vice President Overseas Operations | Baltimore | +254 789 102 639 (Kenya) +1 443 514 6249 (USA) | schuyler.thorup@crs.org |
| Marieke van Weerden | Director – Risk Management and Staff Safety & Security | Baltimore | +1 410 951 7525 | marieke.vanweerden@crs.org |
| CRS Burundi | | | | |
| Christopher Droeven | Country Representative | Burundi | +257 795 880 59 | christopher.droeven@crs.org |
| Adrian Catan | Head of Operations/Security Focal Point | Burundi | +257 76 70 03 62 | adria.catan@crs.org |

| CRS DRC | | | | |
|--------------------------|---------------------------------------------|--------------|-------------------|------------------------------------------------------------------------|
| Amakala Constantin Sodio | Country Representative | DRC/Kinshasa | +243-991 009 502 | Constantin.sodio@crs.org |
| Jonas Mukidi | Security Officer | DRC/Kinshasa | +243 99 100 95 06 | Jonas.mukidi@crs.org |
| CRS Kenya | | | | |
| Lane Bunkers | Country Representative | Kenya | +254 204 210 000 | Lane.bunkers@crs.org |
| Ben Baha Hassan | EARO Regional Security Advisor | Kenya | +254 204 210 114 | Hassan.ben-baha@crs.org |
| CRS Uganda | | | | |
| Niek de Goeij, | Country Representative | Kampala | +(509) 37015771 | niek.degoeij@crs.org |
| Nanyondo Rose | Administrative Manager/Security Focal Point | Kampala | +(256)41267733 | rose.nanyondo@crs.org |
| CRS Tanzania | | | | |
| Brian Gleeson | Country Representative | Dar-Es-Salam | +4109517362 | Brian.gleeson@crs.org |
| Rose Mugashe | Administrative Manager | Dar-Es-Salam | +255 754 618 325 | rose.mugashe@crs.org |

Purpose

- This CP is intended to ensure the safety of expatriate staff by detailing the steps involved in hibernation, relocation or evacuation if warranted by deterioration in security conditions. It also is intended to protect national staff. Potential incidents that could trigger the implementation of the CP also are identified.

Timing and Sequence

- At the onset of a crisis, the designated individuals will initiate the CRS Warden System. CRS Rwanda staff immediately will implement this CP as instructed. Staff either will go into hibernation (“bunkering down” in a CRS facility), relocation (moving to a safer site identified by CRS security staff) or evacuation (short-notice departure from Rwanda).
- Air relocation or evacuation options are to be decided after consultation with commercial airlines, and embassies’ contacts. If the decision is made to relocate staff overland to another CRS location in Rwanda, the CRS Security Management Team would need to determine if staff would be evacuated upon reaching the new location in-country. Prior to any air or ground move, CRS must coordinate with relevant actors to ensure that it is possible and feasible.

Definition of Evacuation Priority Levels

- Priority 1: International staff family members
- Priority 2: Staff members who are in immediate personal danger due to the conditions of the crisis.
- Priority 3: Individuals other than essential staff (i.e. third country nationals, nationals without diplomatic representation).
- Priority 4: Essential staff.

3. Hibernation guidelines

Safety and Security risk reduction – KEY INFORMATION YOU MUST KNOW about Hibernation

At any time, CRS Rwanda office or indeed any of our field offices may need to hibernate for a period due to a number of possible reasons. We activate both Deliberate and Immediate forms of hibernation depending on the source of risk.

A deliberate hibernation may be activated due to a known threat, high risk celebration or similar situation. The deliberate hibernation is a preventative measure.

An immediate hibernation is in most cases reactive to an incident that has already occurred and is considered to be significant enough to limit movement. The incident does not necessarily need to be a direct targeting of CRS's mission in Rwanda.

Staff are required to: **LISTEN TO INSTRUCTIONS AND CARRY OUT THE ACTIONS**

Given the large number of CRS international and national staff plus the international dependents in Kigali, several hibernation scenarios are possible:

Hibernation in existing facilities:

- The security situation deteriorates, but single point concentration not required or not possible
- CRS international staff would hibernate at existing facilities
- National staff would hibernate at their normal residence
- Two guards and one driver would join the international staff at each house. Sufficient vehicles, food, water, and communications should be at each CRS facility to support the maximum number of persons per house for seven days.
- National staff should be provided sufficient salary advances to cover basic requirements for them and their families during a minimum hibernation.

Hibernation in CRS facilities:

- The security situation deteriorates, requiring a single point concentration of international staff and dispersal of national staff.
- Rendez-Vous Point (RV) 1 and RV 2 are the primary hibernation points, with RV 3 and RV 4 as an alternate. National staff would hibernate at their normal residence.
 1. RV 1: **CRS Kigali Office**,
 2. RV 3: Wilson's house, Nyarutarama, Gasabo District
 3. RV 4: **Oliver's house**, Gisenyi Sector, near Stipp Hotel, Rubavu District
- Six drivers / guards to join the international staff
- Sufficient vehicles, food, water, and communications should be at each CRS facility to support persons for seven days
- National staff should be provided sufficient salary advances to cover basic requirements for them and their families
- The security situation deteriorates rapidly requiring hibernation in situ; i.e. at the point of station upon the call for hibernation. If during the day, most international and national staff would be present at either the Kigali Head Office. However, some may be out of office visiting other NGOs, organizations, or the marketplace. If present at an NGO or organization with a hibernation capability, staff would ask to remain and be included in their hibernation plans
- Staff would establish communications with CRS RV points immediately
- Staff at CRS offices or guest houses or hotels would initiate hibernation
- Sufficient vehicles, food, water, and communications will be at each CRS facility to support hibernating persons for seven days

Hibernation in the Field

- The security situation deteriorates, requiring an immediate single concentration point for expatriate and national staff not recruited in the Area.
- The Office and/or the guesthouse (whichever is applicable) are the main concentration points for staff.
- National staff will be given the choice to go home or to stay in CRS premises, as dictated by the situation.
- Drivers and guards would join the expatriate and national staff at hibernation points.
- Vehicles, food, water and communications sufficient to support all individuals for seven days must be available at each location.
- National staff should receive salary advances sufficient for basic requirements for them and their families for seven days of hibernation.
- The security situation deteriorates rapidly requiring hibernation in situ; i.e. wherever you are when the call for hibernation is made. If during the day, most expatriate and national staff would most likely be at the office. However, some may be out of office. If at an NGO or organization with a hibernation capability, staff would ask to remain and be included in that organizations' hibernation plans. Staff would establish communications with CRS RV points immediately.

Annex Hibernation items Caro standard

4. Evacuation guidelines

Safety and Security risk reduction – KEY INFORMATION YOU MUST KNOW about Evacuation

At any time, Rwanda office may need to evacuate for a period due to a number of possible reasons. We activate both Deliberate and Immediate forms of evacuation depending on the source of risk.

A deliberate evacuation may be activated due to a known threat, high risk celebration, escalation of tensions and so on. The deliberate evacuation is a preventative measure.

An immediate evacuation is in most cases reactive to an incident or context change that has already occurred or can be foreseen and is considered to be significant enough to warrant in-country or out-country relocation. The situation does not necessarily need to be a direct targeting of CRS's mission in Rwanda.

Staff are required to: **LISTEN TO INSTRUCTIONS AND CARRY OUT THE ACTIONS**

The CRS/Rwanda Evacuation Plan is a set of rules to help implicated staff understand and respect evacuation procedures. Evacuation of field staff is one of the most difficult decisions for CRS to make. The decision to evacuate from a given area to the local base office or from one country to another will be taken by the CR and is final. If any individual is designated as priorities 1-3, s/he may be evacuated only when the country reaches Security Level 3. (See CRS/Rwanda Security Plan, Appendix D, for a description of Security Levels.)

The evacuation plan provides the country program necessary guidance during periods of extreme insecurity in the country that require evacuation. Having this plan will ensure that critical issues are systematically handled in accordance with agency security and emergency response strategies.

The Country Representative is responsible for notifying the staff to be evacuated and which plan to be used. Staff will be asked to assemble at the re-grouping site as will be decided.

Change Indicators to consider evacuation

Violence escalates to the extent that:

- a) A trend of significant fighting in Rwanda in general or in Kigali.
- b) Schools are closed and children targeted
- c) Looting becomes more widespread and starts spreading nationally
- d) Church buildings are directly targeted in Rwanda
- e) Threat of heavy fighting, looting stops program activities and starts to expose staff to unreasonable risk
- f) CRS has no access to program beneficiaries
- g) An individual expresses his/her personal desire to evacuate
- h) Essential USA Embassy or UN staff depart for security reasons
- i) Other INGO essential staff are considering evacuation
- j) CRS is directly or indirectly targeted
- k) A military regime comes into place is not acceptable to parties and populace
- l) The military descends into internal disputes leading to a counter-coup
- m) Others as timely assessed by RLT.

4.1 Evacuations options

4.1.1 Air

Evacuation by air is the preferred option as it is faster and the airport is accessible from the CRS office and international staff residences. The evacuation logistics will be organized by the Operations Manager in collaboration with the Logistic Officer. Other reasons may motivate the evacuation by air: There might be unpredictable incidents that can happen while travelling by road during insecure periods such as accidents, vehicles being detained at military checkpoints, vehicles commandeered for use by military or rebel forces in case of political insecurities, and other similar reasons.

Destination: The immediate destination would be Kampala, or Nairobi or Addis in case the situation in those countries is stable, as these are the direct flight options from Kigali. CRS international employees and dependents would be flown and put up in those cities' hotels. International employees would work out of the local CRS office.

In the event that Kampala, Nairobi or Addis are not stable, or if there is insecurity within the city, CRS will consult with relevant Embassies and other humanitarian organizations to airlift on any available flight out of the country to alternate safe destinations within the Region.

4.1.2 Road

The second option is evacuation by road. Once a decision has been made to evacuate by road, each international staff member will be required to drive one CRS vehicle equipped with a cell phone, to the CRS Office which will serve as the primary point of assembly for all targeted staff to be evacuated. Additionally, the CR will carry the Iridium satellite phone. Each vehicle shall be equipped with an evacuation package (to be assembled when evacuation is anticipated). The precise number of vehicles required for the evacuation will be determined leading up to that moment based on existing numbers of international staff & dependents or international visitor's in-country.

The possible routes to take overland consist of the following, the most secure of which will be chosen when the decision to evacuate is made:

To Kampala - Uganda:

CRS Office→Gicumbi-Gatuna-Kabale-Mbarara-Kampala (509km)

CRS Office→Nyagatare-Kagitumba-Mbarara-Kampala (581km)

CRS Office→Musanze-Cyanika-Kisoro-Kampala (499km)

To Dar Es Salaam - Tanzania:

CRS Office→Kayonza-Rusumo-Dar-Es-Salaam (1457km)

To Bujumbura - Burundi:

CRS Office→Huye-Kayanza-Bujumbura (260km),

CRS Office→Bugesera-Muyinga-Bujumbura (352km)

Assuming that the situation in Kampala and/ or Tanzania and along the roads is stable, the vehicles will drive in a convoy formation from the CRS Rwanda Office towards the Uganda and/or Tanzania borders. Each vehicle will be fueled with a full tank prior to the moment of evacuation. The evacuating convoy will be provided with relevant maps for guidance.

Burundi and DRC may be considered as potential destinations if a change of the situation is observed during the time of evacuation

The Country Representative will inform the respective hosting country program for assistance in hotel booking and other required facilities.

5. Boarding List.

Each evacuated group/vehicle should have the following items:

- a. This Evacuation Plan and the CRS/Rwanda Security Plan.
- b. Key electronic files/equipment designated by the ICT Manager.

- c. Key HR documents designated by the HR Manager.
- d. Key leases designated by the Procurement Officer.
- e. Cell phone with post paid plan and roaming feature enabled.
- f. Satellite phone will be in the possession of the CR.

6. Personal Grab-bag Items and Luggage Requirements.

At security levels 3-5, staff should have a personal grab bag prepared at all times. In any evacuation scenario, staff will be limited to 20 kg of personal luggage. The following is a list of suggested grab-bag items.

Technical Equipment:

- Cell Phone
- GPS, if already available
- VHF Handset, batteries and charger¹
- Laptop
- iPod
- Shortwave Radio
- Flashlight

Documents:

- Passport
- CRS ID
- Vaccination (WHO) Card
- Return tickets (if relevant)
- Work and Residence Permits
- Drivers licenses (Local / Intl / US)
- SOS and CRS medical insurance cards
- Personal credit cards
- CRS employment letter/relevant documents
- Personal checkbook
- Staff contact list and personal address book
- Pen and note book
- Security and Evacuation Plans including Constant Companion

Cash:

- USD (\$250 recommended)
- FRW (100,000 recommended)

Food and Drink:

- Bottled water (2 liters minimum)
- Snacks (dry; prepared)
- When called to concentrate housing, take any and all food and drink available with you

Personal Gear:

- Sheets/blanket/pillow
- Book or reading material
- Pictures or negatives
- Rolls of toilet paper per person
- Glasses/contact lenses
- Comb/hairbrush

Clothing:

- Full change of clothes
- Pants (1) / Shorts (1)
- Long-sleeve shirt (1) / T-shirt (1-2)
- Underwear and socks (2 pair each)
- Hat / cap
- Sunglasses
- Boots or Tennis Shoes and Sandals
- Light coat / pullover
- Rain gear

Personal First Aid Kit:

- Medications (including malaria prophylaxis, Aspirin / Tylenol)
- Mosquito Repellent
- If you take a regular medical treatment, make sure you have at least a month supply
- Band Aids
- Gauze pads, tape and scissors
- Feminine hygiene products
- Water purification tablets

7. Assignment of Tasks.

1. The CR and SFP will coordinate the evacuation.
2. The CR will coordinate communication with national staff, UN, NGOs and local authorities.
3. The ICT Manager will ensure evacuation of computer hardware, software, data files/disks and erase data on hard disk for abandoned material, if deemed appropriate.
4. The Finance Manager will coordinate the management of money and accountancy, including payment of maximum 2-month salary for national staff.
5. The SFP will manage cell phones (ensure all evacuated groups have a cell phone and that the satellite phone functions).
6. The Human Resources Manager will ensure evacuation of employee relevant documents such as employment contracts.
7. The Procurement Officer will determine which property leases to evacuate.
8. Logistics Officer will submit an equipment inventory to the CR.
9. The CR and SFP will coordinate to prepare vehicles for a road evacuation and/or the distribution of vehicles to national staff, local counterparts, etc.
10. The SFP will coordinate the removal of CRS identification from buildings and abandoned vehicles.

8. Evacuation Kit per Vehicle.

Upon approval of this plan, standard kits will be prepared and maintained for each vehicle that will be used in a road evacuation. Below are items that will be included in each kit.

| | |
|---------------------------------------|------------------------------|
| Compass | 50 chloramines tablets |
| CRS flag | 1 first aid kit |
| Flashlight with spare batteries/bulbs | CRS identification |
| 1 jerry can of water (20 liters) | 2 jerry cans of diesel fuel |
| 2 cans of motor oil (5 liters) | Funnel for gas |
| 1 Oil filter | 1 fan belt |
| 1 liter of brake fluid | 1 gas filter |
| 1 roll of metal wire | 1 set of fuses (for vehicle) |
| 1 winch | 1 big rope, 20 meters long |
| 2 machetes | 1 shovel |
| Potable water (10 liters) | 1 toolkit |
| 5 matchboxes | Box of dry biscuits |
| 6 survival blankets | 4 rolls of toilet paper |
| | 1 plastic sheeting (4x5m) |

9. Business Continuity after Evacuation.

Business continuity after evacuation to Kampala or Nairobi or Dar Es Salaam or Addis will be possible after international staff has been evacuated.

The CR will designate national staff to stay in communication with CR and RD and provide situation reports when possible.

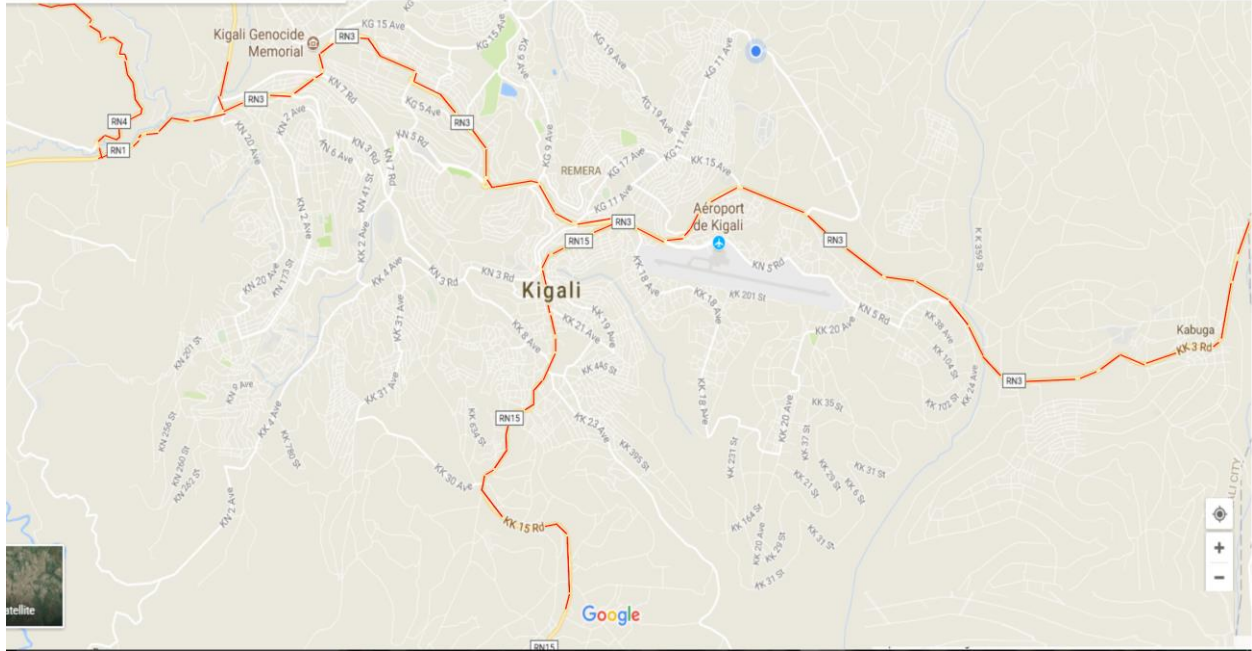
List of staff responsible for business continuity after Evacuation

- Yvonne Umurungi, Gikuriro Deputy Chief of Party, 250 788380141

- Charles Rutaganda, Finance Manager, 250 788307807
- Charlotte Batanage, Operations Manager, 250 788387197

The CR, with consultation of the RD and HQ, will make the decision to return based on the information provided from designated national staff, US Embassy, UN, other INGOs, and international media sources.

Rwanda main evacuation roads



Maps

RWANDA EVACUATION ROADS

