

Rwanda Field Security Plan

March, 2020

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You can find a digital copy of this and other Staff safety and security related documents on Rwanda security page on myCRS by clicking [HERE](#)

1. Introduction

The aim of the Field Security Plan is to inform all staff and guests of location specific security rules and procedures that apply to or are in effect for CRS in Rwanda. It does not repeat generic security rules or procedures that are common to most operations in insecure locations. For those, please refer to CRS Staff Security and Safety Guidelines (in [English](#), [French](#), [Spanish](#) or [Arabic](#)).

While reading this document, remember that, as stated in the Overseas Safety and Security policy ([POL-HRD-INT-0005](#)), CRS recognizes that staff safety and security is best assured when CRS and staff are well integrated into the local community and valued for their contributions to local development and humanitarian relief. Thus, CRS works to build and maintain the acceptance of local authorities, partner agencies, communities, and other stakeholders for its presence and for the work the organization performs.

Security is everyone's job. CRS expects all staff to actively participate in and contribute to maintenance of safety and security measures, awareness of security risks and team security, and coordination with other humanitarian actors. If any individual staff member feels like an activity has crossed into an unacceptable level of risk, they have the discretionary right to withdraw from such activity. If there is time to safely do so, we encourage staff to discuss this decision with their supervisor and/or the country leadership.

All CRS employees should complete compulsory online trainings for CRS Safe and Sound and also IFRC Stay Safe Personal Security found on CRSlearns via MyCRS. When a new staff person or visitor arrives, he/she should meet with the Local Security Focal Point who will review the Field Security Plan with the new staff or visitor and provide any updates on the security situation not included in the plan. This will include detailed instructions on how to complete an incident report and any other responsibilities expected of the new staff person.

All staff and visitors will sign a Staff Statement of Understanding of CRS Rwanda Security plan after receiving briefing from the relevant security Officials.

This security plan will be updated as often as necessary—annually at a minimum. All staff are encouraged to contribute updates as the need arises.

Area Evaluated	Rwanda Country
Date Evaluation Completed	March, 2020
Next Revision Due	March, 2021
Overall Level of Risk	Security Level II

Objective	The Field Security Plan establishes the management of security risks for operations in CRS Rwanda from a strategic, operational, and tactical perspective in order to outline a system that reduces risk to CRS staff, operations, and activities.
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2. Operating Environment

The Republic of Rwanda is located in the Great Lakes region of East/Central Africa. It shares a border to the North with Uganda; to the East with Tanzania; to the South with Burundi; and to the West with the Democratic Republic of Congo. Since a 2006 decentralization scheme, Rwanda is divided into 5 Provinces (North, South, East, West, and the Kigali City) and 30 districts.

History

- In 1899 Rwanda became a German colony. After the defeat of the Germans during World War 1, subsequently in 1919 Rwanda became a mandate territory of the League of Nations under the administration of Belgium. A convergence of anti-colonial sentiment resulted in Belgium granting national independence in 1961. Direct elections were organized and resulted to the election of the First Republic, under President Gregoire Kayibanda.
- In 1973 President Kayibanda was deposed in a coup d'état that brought Major General Habyarimana to power.
- In 1990, the Rwandan Patriotic Front (RPF) began the liberation war. The war ground on, worsening ethnic tensions. In 1994 the Genocide was perpetrated against Tutsis and some moderate Hutus and more than 800.000 people of were killed.
- After its military victory in July 1994, the Rwandan Patriotic Front organized a coalition government called the Government of National Unity. The first presidential and legislative elections were held in August and September 2003, respectively.
- The first challenge that the government faced was to stabilize the country and create conditions that would enable the whole population to enjoy peace and security.
- The Government of National Unity and the Rwandese people, with some support from the International community, have registered progress in the difficult process of moving from emergency to long-term development.
- The current government prohibits any form of discrimination by gender, ethnicity, race or religion. The government has also passed laws prohibiting emphasis on Hutu or Tutsi identity in most types of political activity.
- The second Presidential elections were held in Rwanda on 9 August 2010. The President Paul Kagame of the Rwandan Patriotic Front (RPF) was re-elected for a second term.
- A constitutional referendum was held in Rwanda in 2015. The amendments to the constitution allowed President Paul Kagame to run for a third term in office in 2017, as well as shortening presidential terms from seven to five years which will come into effect until 2024.
- The Presidential elections were held in Rwanda on 4 August 2017. The incumbent President of Rwanda, Paul Kagame, was re-elected to a third seven-year term.

Present operational context

CRS began working in Rwanda in 1963. It operates in the following areas: Health/Nutrition, Agriculture, Economic Strengthening and Justice and Peacebuilding. Its programming focuses on combining nutrition; agriculture; economic strengthening; water, sanitation and hygiene; and early childhood development. The primary goal is to ensure that the most vulnerable households achieve integral human development, where individuals reach their full potential in an atmosphere of peace, social justice and human dignity

CRS considers Rwanda to be security **level II**. There are no perceived direct or indirect threat to CRS or its staff. The major category of concern for this country overall is Political and Security situation in the Great Lakes region. There is a distinct risk related to the movement of refugees from neighboring countries.

[Click here](#) to see CRS Rwanda's programming map.

3. Security Management Responsibilities

Country Representative Responsibility

- Makes recommendations to Determine security level
- Makes "global" decisions regarding staff management in Rwanda
- Suspends and / or resumes programmatic activities
- Communicates regularly with the Regional Director, CRS Country Representatives and Country Representatives in neighboring countries, HQ, the US Embassy, and local legal counsel
- Informs program managers about new and / or enhanced duties
- Ensures that staff review security and evacuation plan procedures
- Determines evacuation means (e.g., air, overland by vehicle, etc.) and route.

Operations Manager/ Security Focal Point

- Communicates and coordinates regularly with the CR on security issues
- Overall responsibility for preparing, maintaining and revising the security and evacuation plans
- Ensures that staff and visitors are aware of, understand and comply with security and evacuation plan procedures and guidelines
- Verifies staff compliance with specific security plan requirements
- Briefs staff and / or visitors on routine or urgent security situations

- Manages the acquisition and installation of equipment necessary for security enhancement.
- Manages simulation exercises
- Ensures that vehicle and equipment inventories are kept up to date,
- Gathers up-to-date security information from various sources
- Ensures vehicle preparedness in case of imminent evacuation

All National and International Staff Members

- Are compliant with the standard operating procedures or bring irrelevant procedures to the attention of the CR to revise and rationalize them
- Conduct themselves in a manner which promotes and enhances CRS' mission, and which protects CRS staff, infrastructure, equipment, beneficiaries, partners and the Church
- Evaluate the security situation constantly
- Report security incidents using the *Security Incident Report Form*
- Notify the CR of any security focal point (SFP) of "unusual" incidents that occur
- Provide information received from local sources that indicate a change in the security level may be warranted

4. Incident Reporting Responsibilities

- All CRS staff or visitors of Rwanda Country Program are required to immediately report security related incidents and threats --any incident that could compromise CRS' reputation, operations or staff security-- to the Country Representative or his/her delegate, no matter how small or how embarrassing it may be to the individual or the agency. This includes business or personal related threats arising during or outside of work hours.
- In order to react effectively to any security incident, it is important that all staff maintain a high level of information sharing, e.g. incident reporting, rumors etc. Call the country Representative or his delegate to share any security information.
- A standard incident report form is to be completed by the employee. This form will be submitted to the SFP for forwarding to the CR.
- A reportable incident to CRS HQ is any safety or security event that directly or *potentially* results in: 1) harm to CRS staff (national or international), international staff dependents or visitors; 2) CRS property loss/damage valued at \$500 or more; and/or 3) programming delays or suspension in a given location (temporary or permanent).

The Country Representative or delegate will ensure that all major Security incidents are reported online to CRS HQ.

5. Risk Assessment for Rwanda

CRS has a duty to inform its staff about the risks in the environment where they work. The risk assessment for Rwanda was conducted during the security training organized by the Country Program. Participants have identified and selected main threats encountered in country. Below is a summary of the risks of CRS Rwanda approved by the senior management and region. There is a description of each threat, followed by a risk rating. The risk rating is a combination of how likely CRS staff are likely to encounter the threat and how much of an impact that threat would cause should an incident occur.

Impact ⇨ RISK Likelihood ⇩	NEGLIGIBLE No serious injuries. Minimal loss or damage to assets. No delays to programs. (1)	MINOR Minor injuries. Some loss or damage to assets. Some delays to programs. (2)	MODERATE Non-lifethreatening injury. High stress. Loss or damage to assets. Some program delays and disruptions. (3)	SEVERE Serious injury. Major destruction of assets. Severe disruptions to programs. (4)	CRITICAL Death or severe injury. Complete destruction or total loss of assets. Loss of programs and projects. (5)
Certain Imminent (5)	Low	Medium	High	Critical	Critical
Very likely (4)	Low	Medium	High Road accidents	High Ebola COVID 19	Critical
Likely (3)	Negligible	Low	Medium Health Risks (Malaria, Gastrointestinal illnesses) -Stress	High Fire Landslides flooding	High

Moderately likely (2)	Negligible	Low	Low	High Natural Disaster ex Earthquake Volcanic eruptions Landslides	Medium
Unlikely (1)	Nil	Negligible	Negligible	Low Urban Crime Sexual Assault	Low:

Following main threats have been identified for Rwanda

- Road accidents
- Fire in office and residences
- Natural Disaster (earthquake, landslides, flooding)
- Health Risks (Ebola, COVID 19, Malaria, Gastrointestinal illnesses)
- Stress
- Urban Crime
- Sexual Assault

Any threat and/or incident that could compromise CRS' reputation, operations or staff security should be immediately reported to the CR and Security Focal Point person. This includes business or personal related threats arising during or outside of work hours.

Road accidents	High
<p>When: This can occur anytime when on the road, in a vehicle or walking.</p> <p>Where: While on the road, regardless of location and particularly on poorly maintained roads in project activity locations or elsewhere.</p> <p>Who is at risk: CRS staff, family members, partners and visitors are subject to traffic accident when on the road.</p> <p>How staff could be harmed: They may be injured or killed in any collision or crash situations.</p>	

Fire	High
<p>When: This can occur anytime.</p> <p>Where: At home, at the office or while on the field</p>	

Who is at risk: CRS staff, family members, partners and visitors are exposed to the fire incident.

How staff could be harmed: They may be burned or killed by fire

Natural Disaster

High

When: Landslides and flooding can occur during the rain seasons for the period of March to May and September to December

Where: Anywhere in the country particularly in the Northern region

Who is at risk: CRS staff, family members, partners and visitors can be vulnerable

How staff could be harmed: They may be injured or killed in landslides and flooding situations.

Health risks - Gastrointestinal illnesses

Medium

When: This can occur anytime, especially because of absorbing contaminated water and/ or food

Where: At home, at the office or while on the field

Who is at risk: CRS staff, family members and visitors are vulnerable

How staff could be harmed: Staff, family members or visitors can be infected and suffer consequences in case no treatment received on time

Health risks - Malaria

Medium

When: This can occur at any time.

Where: At home, at the office or while on the field

Who is at risk: CRS staff, family members and visitors are vulnerable.

How they could be harmed: Staff, family members or visitors can be infected and suffer consequences in case no treatment received on time

Stress

Medium

When: This can happen at any time, especially when something poses a real or perceived threat to a person's well-being.

Where: Anywhere, at home, at the office or while on the field

Who is at risk: CRS staff or visitors can be vulnerable

How staff could be harmed: Staff or visitors can be affected emotionally and physically if no action is taken to manage or prevent stress

Urban crime

Low

When: This can occur during day or night.

Where: While out of home or office doing errands in crowded public places and frequently near markets

Who is at risk: CRS staff, family members or visitors can be vulnerable
How staff could be harmed: Risk of being harmed during those acts and CRS or personal properties may be stolen

Sexual Assault	Low
<p>When: This can occur mainly after office hours. Where: While at home or in temporary accommodation/ hotel when in project activity locations. Who is at risk: CRS staff, family members or visitors can be vulnerable How staff could be harmed: They can be emotionally, psychologically affected and physically injured.</p>	

6. Security Levels for Rwanda

The following security levels is based on a thorough security assessment which is being conducted periodically by the Senior Management and approved by the Region.

Currently, CRS Rwanda operates under Security Operating Level Two (2).

Brief description of security levels

1: Normal: The risk to CRS staff is low, there are no reports of incidents, there is unhindered movement throughout the country and the international borders are open.

2: Normal/ Restricted: There is increased risk to staff and checkpoint activity. There are reports of expat targeting and/NGO harassment and one or more of the international borders are closed.

3: Very Tense: Movement is hindered and unsafe. There are reports of specific threats to expats, lootings/ break-ins, attacks on civilians, and/or inter-ethnic clashes. Businesses are closed, civilians are carrying weapons, and there are government proclamations.

4: Evacuation: Operational movement is unsafe. There are direct threats to CRS staff and expats. There is widespread looting and regular inter-ethnic clashes.

5: Under Siege/Hunker down: Travel on evacuation routes is impossible. The risk to staff is too high to move them, no assistance is available, and it is safer for staff to stay in their respective positions.

7. Security Strategy

The Rwanda Country Program applies the following three strategies:

Acceptance – (softening the threat)

This means that CRS Rwanda in the field level as well as in Kigali will put much effort in having local communities as well as national communities (civil society, opinion leaders and media) and national authorities understand, accept and support the CRS presence. This acceptance and support contribute to the security of staff and program.

In order to obtain this acceptance CRS Rwanda will involve whenever possible local stakeholders in the preparation and design as well as implementation and evaluation phases of our humanitarian interventions. Additionally, in the highly centralized Rwanda administrative environment, the same will be undertaken at the State and Provinces levels.

CRS Rwanda mission and mandate are to be clear, concise and transparent and broadly communicated to representatives of civil society and government.

In the Rwandan context and culture, the most important contributor to a secure situation for our staff and programs is to continuously work on the establishment and improvement of CRS's acceptance. In practical terms this means to build contacts and networks with the communities with whom we work; their popular committees, their elders, other representatives.

At national level: with Ministry of Health, Ministry of Gender and Family Promotion, Ministry of Local Administration, Ministry of Agriculture, Ministry of Finance and Economic Planning, the Rwanda Directorate General of Immigration and Emigration, Rwanda Governance Board and any other governmental institutions.

At the Provincial/District level: With Governors, Mayors, Vice-Mayors and JADF

At local level: with Local leaders, police, security forces and communities

At all levels, contacts with opinion leaders, Catholic Church, Caritas Rwanda, media representatives (under strict rules about communication) might contribute to a better dissemination of relevant information about CRS.

Protection – (hardening the target)

This represents what many understand as what security is only about. It certainly is an important part of any security strategy, but not necessarily the most important. In Rwanda, in the present situation, the Acceptance aspect is to be considered as the most important contributor towards the creation of a secure environment. However, Protection is to be considered as a very solid and important contributor towards the awareness of the staff in the implementation of the security plan, therefore creating a more secure environment for CRS staff and assets during program implementation.

Under the generic title of Protection, CRS staff members shall make a distinction between the following main components:

1. Protection devices, procedures and/or mechanisms

This component deals with the allocation of communication equipment, radios, mobile and satellite telephones and proper vehicles to the CRS staff. It also (but not only) comprises the requisite for security on sites and residences (walls, gates and alarms) and the question of visibility in certain areas.

2. Operational Policies and Procedures

Equitable and fair international and national staff personnel policies that are communicated, known to all staff and implemented consistently (disgruntled staff are one of the most important causes for security problems of international NGOs), clear Standard Operating Procedures, financial and logistical policies, monitoring of vehicle operation procedures, enforcement of no-go zones/areas where appropriate, establishment of a warden system, implementation of security training and orientation for all staff.

Deterrence – posing a credible counter threat

In the actual Rwandan context and depending on the security issue(s) CRS would have to be dealing with, this deterrence mechanism could become a crucially important aspect of its security.

CRS does not have the size, the influence nor the power to impose credible counter threats on its own account. If CRS was planning to use any type of deterrence, it would have to be done through more powerful partners acting with the organization or on its behalf. The three deterrence mechanisms that could be used are:

1. Guard force

Guards represent a counter threat to persons who want to get illegal entrance to premises.

2. Diplomatic deterrence

US, European and other missions including the UN and most importantly our relationships with them are crucial in this regard e.g. in a detention case. In many instances to be recognized as an active and loyal partner in INGO representative bodies is of utmost importance.

3. Military deterrence: military escort or armed escort if necessary, site security provided by military, CRS integrated in military rapid response mechanisms.

8. Standard Operating Procedures (SOPs)

General Security Rules (Golden rules)

It is extremely important to treat people with respect at all times.

DO:

- For international staff and visitors, do register with your representative embassy/consulate upon arrival in Rwanda and consult with them in case of emergency. Also, anyone can register with the US Embassy, irrespective of nationality.
- For international staff and visitors, do receive a security briefing in the first 1-2 days after arrival.
- Contact the SFP and fill out the incident report form for any security incidents.
- Keep your CRS ID, Foreign Resident card or Passport, and Constant Companion with you at all times.
- Always show respect to religious, community and government leaders/representatives.
- Show respect to religious and genocide memorial sites, rituals, traditions, etc.
- For international staff, do coordinate with Human Resources to register with the local authorities.

DO NOT:

- CRS staff should avoid discussions of the political, ethnic and military situation in public places, on the phone, or in the presence of strangers.
- When travelling to the field, staff should wear conservative dress. It is also not advisable to run/ jog alone, in shorts or tight clothing.
- Staff should try not to lose their temper or raise their voice in public, to colleagues, or particularly in the presence of others.
- Staff should not publicly identify themselves with political parties, Rwandan or otherwise.
- International staff should avoid public movement during public service activity days that occurs on the morning of the last Saturday of every month unless otherwise instructed by the CR. The public service activity days is known as Umuganda.
- International staff should avoid vehicle movement on car-free days that occurs every other Sunday from 7:00-10am. Main roads are usually blocked during that time.

Movement of staff

- ✓ The border crossings between Rwanda and the DRC at Gisenyi/Goma and Cyangugu/Bukavu remain open 24/7. Both borders are liable to close at short notice and you should not rely on them as a point of exit from DRC. If you are crossing regularly between Rwanda and the DRC, you may encounter immigration difficulties if you have not regularized your residency status.

- ✓ Be careful when travelling near the border with Burundi, because of instability in Burundi's border area.
- ✓ Wherever possible, visitors to DRC should pass through the Kigali office. Copies of passports, tickets, visas should be taken and filed by the Administrative Officer.
- ✓ The DRC office (s) should always inform CRS Rwanda (Administrative officer) whenever they have a visitor/trip planned through Rwanda borders.
- ✓ If visitors are re-entering Kigali, ensure that they have the necessary papers (another entry visa, etc) to get back in.
- ✓ If being picked up by a DRC driver, the Administrative officer should get their name, contact details and location in Kigali.
- ✓ The Administrative officer should be contacted when the visitor leaves Kigali and when as soon as the visitor arrives in DRC.
- ✓ In the case of any emergency involving a DRC driver (visitor) in Rwanda, the driver should immediately inform either the CR (or designate) or Administrative Officer.
- ✓ All logistical arrangements for travelling to DRC should be arranged with Administrative Officer. The DRC offices should provide the names and contact details of the identified focal points for their offices.
- ✓ Plans need to be developed to overcome the potentially different systems of communication

Use of V-Tron Tracking devises

- ✓ Given that it has been proven in Rwanda and in other CRS Country Programs that V-Tron tracking devises fitted in vehicles have the advantage of reducing greatly risk of car accidents and improving recovery possibilities in cases of car theft, all CRS Rwanda vehicles should be fitted with the tracking devise.
- ✓ All authorized drivers will be assigned a V-Tron ID key to identify assigned drivers during vehicle movements.
- ✓ Staff will be oriented on the use of panic button fitted in vehicles for assistance in case of emergencies.
- ✓ The Logistics Officer will use data extracted from the tracking devises for analyses purposes and for staff sensitization during drivers meetings.

Radio and other communications

- ✓ Telecommunications opportunities have increased in Rwanda: 2 telecommunications companies MTN and Airtel allow communication all over the country using cell phones. This brought CRS Rwanda to stop using radios which were found no longer relevant.
- ✓ All CRS Rwanda staff members have MTN cellular phones connected via a pre-paid Closed User Group (CUG) plan facilitating free communication among staff at all time. Each staff is provided a monthly unit provision for communication outside the internal network. Day to day communication by cell phone is the most commonly used mode of communication between CRS staff and partners in Rwanda.

- ✓ CRS Rwanda is equipped with two (2) functioning Satellite phones. They are only to be used in emergency situations or when cellular networks are not available. These phones are a convenient alternative to other communication systems in the event of an emergency as they are not dependent on local phone networks.
- ✓ Other communication policies. The communications tree (Appendix B is used to rapidly transmit messages to country program staff outside of business hours, with each staff person passing along a message to others until all staff is reached (example: “office closed tomorrow”). It is also used in reverse to report up to the CR that all staff is safe, for example, in case of a natural disaster. Text messages, in-person home visits, as well as cell phones can also be used to communicate. All staff should be familiar with their place in the communications tree, who they are responsible for contacting.

Office and Residence Management

- ✓ Management of personnel concerned with security. The Kigali office, and expatriate residences are guarded 24/7 by a security service professional Company. If staff have any concerns or problems with security guards, they should inform the security focal point and not contact Security company directly.

Incidents Reporting:

- ✓ Any and all security incidents should be reported to the SFP with copy to the Operations Manager using the Security Incident Report Form (Appendix C.)”

Office Security

Access control procedures:

- ✓ Office hours are 08.00 AM to 5.00 PM Monday through Thursday and 8.00 AM-through 01.30 PM on Fridays. Staff working before or after office hours or on weekends will access the building using the main entrance for main building. Staff working before or after the working hours will be responsible for locking the doors.
- ✓ Staff and guests are required to wear the identification cards provided to them by CRS to access the building and at all times. It is the responsibility of CRS staff members to escort their guests from the reception area to their destination and return them to reception area. Guests found wandering in the hallways must be politely escorted to their destination by any available staff member.
- ✓ Spare keys should be available for all locks in each office facility. The SFP should maintain a designated key box with access limited to that Manager and the Operations Manager. Spare keys for vehicles should also be kept along with other keys in the safe.
- ✓ The security guards are required to give badges to CRS Rwanda visitors and take their identity cards that will be remitted at exit. They are also responsible for registration of any visitor in the visitor record book before granting access and at exit.

a. Fire safety:

Staff is responsible to make all reasonable efforts to prevent and combat fires affecting CRS property, but their own safety or the safety of others must be a central part of that decision.

- ✓ Fire extinguishers are located in specific areas at the office, in residences and in vehicle. These extinguishers are required by law and are checked bi-annually for proper functioning. Each office must have signs clearly indicating the location and must train staff for appropriate use of fire extinguishers.
- ✓ Exit and evacuation routes must be clearly marked. Evacuation simulation exercises will be conducted once every year.
- ✓ Prevention:
Each area office and residence should conduct annual assessments of their office facilities for fire hazards. This should include, but not be limited to:
 - Fuel storage ventilation and catchments
 - Appropriate wiring and connections
 - Proper grounding of electrical systems
 - Kitchen facilities and cookers
 - Chemical stores (Paints, Aerosols, etc.)
 - Proximity of other structures
- ✓ Vehicle fires or electrical fires should be fought with extreme caution. First priority for all staff should be to get away from the vehicle. Points to consider:
 - Not all CRS/ Rwanda vehicles are diesel powered. A fire extinguisher will be of limited assistance in vehicles that use gasoil and will be of no use against a gasoline fire.
 - Loud crackling noises from the engine section or a blaring horn may indicate an electrical fault and potential fire hazard. Only qualified technicians/mechanics should attempt to investigate such situations.
 - If a staff member attempts to battle a vehicle fire and does not make immediate progress, then the burning vehicle should be left alone.
- ✓ Special attention should be paid to the potential that a fire may spread to other structures from its original source. Specific plans should be made, and specific staff assigned, to battle this possibility in each office structure.

Earthquake safety:

Be aware that some earthquakes are actually foreshocks and a larger earthquake might occur.

- ✓ Rwandan buildings have not been constructed with earthquake safety in mind. If indoors, try to move quickly outdoors. If this is not possible, DROP to the ground; take COVER by getting under a sturdy table or other piece of furniture; and HOLD ON until the shaking stops. If there is not a table or desk near you, cover your face and head with your arms and crouch in an inside corner of the building. Stay away from glass, windows, outside doors and walls, and anything that could fall, such as lighting fixtures or furniture. If you are in bed and cannot exit the structure, hold on and protect your head with a pillow,

unless you are under a heavy light fixture that could fall. In that case, move to the nearest safe place.

- ✓ If outdoors, stay outside. Move away from buildings, streetlights, and utility wires and stay there until the shaking stops. The greatest danger exists directly outside buildings, at exits, and alongside exterior walls. Most earthquake-related casualties result from collapsing walls, flying glass, and falling objects.
- ✓ If in a moving vehicle, stop as quickly as safety permits and stay in the vehicle. Avoid stopping near or under buildings, trees, bridges, and utility wires. Proceed cautiously once the earthquake has stopped. Avoid roads, bridges, or ramps that might have been damaged by the earthquake.
- ✓ If trapped under debris, do not light a match. Do not move about or kick up dust. Cover your mouth with a handkerchief or clothing. Tap on a pipe or wall so rescuers can locate you. Use a whistle if one is available. Shout only as a last resort. Shouting can cause you to inhale dangerous amounts of dust.

Staff Health

Health risks and how to prevent them.

- ✓ Malaria: is endemic to Rwanda and all visitors are strongly encouraged to take prophylactic medications to prevent malaria. International staff and visitors should bring their own supplies of prescription drugs and preventive medicines; one-third to one-half of all anti-malaria medications in East Africa fails quality tests. Visitors and staff are encouraged to use mosquito nets when available. When mosquito nets are not available, staff are advised to use insect repellents.
- ✓ Diarrhea and gastrointestinal infection: Visitors and staff should drink only bottled/canned filtered water or carbonated (bubbly) drinks. They should avoid tap water, fountain drinks, and ice cubes; should not eat food purchased from street vendors; and make sure food is fully cooked.
- ✓ Ebola: There are also outbreaks of Ebola in neighboring countries of Rwanda. The Ministry of Health has put in place Ebola vigilance and preventive measures. Regularly wash hands with clean water and soap and avoid unnecessary travels to the areas affected by Ebola
- ✓ COVID 19: is a highly contagious infectious disease caused by a newly discovered coronavirus. The COVID-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes, so it's important that you also practice respiratory etiquette (for example, by coughing into a flexed elbow). According to World Health Organization, the best way to prevent and/or cut the transmission chain is to practice social distancing and implement enhanced hygiene measures (frequent handwashing, use of hand sanitizer, avoid touching your face). . At this time, there are no specific vaccines or treatments for COVID-19.
- ✓ Required Vaccinations: Proof of yellow fever vaccination is required to enter Rwanda, although not usually checked. To be sure, please carry your vaccination certificate with you in case the authorities make a spot check at the entry points.

- ✓ List of health services available locally. See Appendix A Constant Companion.

Residence Security

- ✓ This guideline cannot cover all possible crime scenarios nor could defense staff employ to deter thieves and bandits. Staff should comply with the following basic security measures to reduce the likelihood of theft or robbery, to react appropriately to such a situation, and to mitigate the effects. Any and all security incidents should be reported to the SFP with copy to the Country Representative using the Security Incident Report Form (Appendix C.)
- ✓ Compounds should have an adequate security perimeter and adequate parking space for CRS vehicles;
- ✓ Ensure that all windows and doors have security bars and that they are well attached to the structure;
- ✓ The Logistic Officer will maintain a full set of duplicate residence keys for safe keeping at the office;
- ✓ Doors should be locked, even when the residents are awake and guards on duty;
- ✓ Adequate lighting should be maintained in all areas of the residence compound, paying particular attention to the back of the structure.

Guards

- ✓ Treatment of guards has a direct relationship on their efficiency and effectiveness. CRS will provide guards or ensure company provides: flashlights, batteries, rain gear and batons;
- ✓ Guards should circulate constantly within the compound and not be allowed to leave the compound during working hours. Guards are prohibited to use radio headphones. Staff should check frequently (1-2 times per week during late night hours) at unusual hours to check the alertness of guards. A sleeping guard does not deter crime and should be replaced.
- ✓ Guards should be briefed as to the means they should use to alert the residents of problems or danger during the night;
- ✓ Get to know other guards in the neighborhood so they will respond to an alert;

Airline Safety

- ✓ Nine carriers fly in and out of Rwanda: Brussels Airlines, Kenya Airways, Rwandair, Ethiopian Airlines, KLM, Qatar Airways, Turkish Airlines, South African Airlines and Uganda Airlines.
- ✓ Before using internal or regional flights that are not with major international carriers, you should check the airline's accreditation and see whether the airline operates in line with the International Civil Aviation Organisation's (ICAO) safety standards.

9. Contingencies

Contingency Plans

Road Traffic accidents

The road traffic accidents present the greatest risk to staff safety and the greatest potential for causing harm to others in Rwanda. The CRS Rwanda Drivers are recommended to comply with the rules of the road and the CP vehicle management policy/procedures.

In the event of road traffic accidents, employees are required to observe the following measures:

- ✓ If there is any danger or threat to the safety of the driver or passengers in an accident with a third party, it is recommended that you immediately leave the premises and report to the nearest police station for the accident statement. If, on the other hand, no danger or threat is present and does not arise, remain to the accident location and provide assistance to the victims to the extent possible.
- ✓ Inform the Logistic Officer and the Country Representative or his delegate immediately.
- ✓ Provide relevant details of the accident including the exact location and the damage caused by the accident.
- ✓ Remain on site until the arrival of the police and insist to obtain copy of the written report of the police, as soon as possible.
- ✓ Do not recognize any fault and avoid debates or discussions about the accident with the public, potential witnesses and third parties.
- ✓ Avoid, if possible, leaving the vehicle under the supervision of the police. If the vehicle has to remain at the accident location or at the police station, remove the keys, carry all documents from the vehicle, close the windows, lock the doors and use the "multi-lock".
- ✓ Return the vehicle to the CRS as soon as possible. Within 48 hours, the driver and passengers should fill and submit the Incident report to the Country Representative or his delegate with a copy to the Logistic Officer

Arrest & Detention

- ✓ The Constitution provides legal safeguards against arbitrary arrest and detention. With intensive training of the security forces, the recent reform in the justice sector mostly with Gacaca jurisdiction and the civil society in Rwanda investing a lot into human rights, there has been a significant decrease of arbitrary arrests and detention from the last 10 years. However, CRS staff are always advised to not stay away from home later at night with unknown people.

Stress

CRS/Rwanda believes that a staff with stress may be a source of insecurity. It's not always possible to control stressful situations, but it is possible to change how to respond to them. Some measures are recommended to staff to avoid the stress in the work environment:

- ✓ Support from the supervisor to overcome challenges
- ✓ Enhance communication and keep good relations with staff
- ✓ Social support from co-workers, family and friends
- ✓ Ensure taking break from work through holidays and vacation
- ✓ Appropriate living conditions (regular exercise, healthy eating, limited caffeine, no tobacco, drinking water, limited alcohol, sufficient and adequate sleep)
- ✓ Social activities (picnic, staff events)
- ✓ Assist staff to access psychological services provided by the existing health scheme or special services as needed

Grenade Attacks

During 2011 and early 2012 there have been a series of grenade attacks in various places throughout Rwanda but predominantly in Kigali. Further indiscriminate attacks cannot be ruled out, including in places frequented by expatriates and foreign travelers. We advise you to remain vigilant and avoid crowded places in those circumstances.

Fire plan

According to Rwanda National Police reports, such fire accidents are so common in the capital city Kigali where most common causes are due to poor electric installations which in most cases lead to short circuits. Candles and smoking are yet other common causes of fire outbreaks in homes, offices and even in public areas. Discarded cigarettes that are not properly extinguished can easily re-ignite and result in a disastrous fire accident. Therefore, to keep away with fire tragedies, one should at least avoid smoking in bed before sleeping because once you fall asleep, your bed sheets might catch fire and instantly turn the whole house into flames. In case the offices or residences set in fire, and attempts to control the fire have failed, it's recommended to not panic and use the exit evacuation doors or windows. For all office's floors try to reach the verandas and use a ladder if available or a strong cord to reach downstairs.

Medical Evacuation:

Injuries or illnesses of staff should be reported to Operations Manager immediately. As much as possible, all decisions or actions should be coordinated with the HR Department.

Concerning emergency evacuation, there is a health service called SAMU (Service d'Assistance Médicale d'Urgence) which is in place and that can be accessed on **912** toll-free, 24 hours by 24 hours every day. That service has ambulances and qualified staff to assist in any case. SAMU is now operational countrywide.

- ✓ Staff should call SAMU or seek out all local means, especially the services of a licensed doctor, before attempting to move an injured or sick person. This caution must be balanced with the best judgment of those assisting staff on the ground as to whether the discomfort or risks to the patient outweigh such actions.

- ✓ If common sense and/ or a doctor's advice dictate that a person be moved, this should be done even in the absence of concurrence from Kigali. If contradictory directions come from Kigali while the patient is in transit, these issues can be discussed at that, or a later, time.
- ✓ The hospital of choice in Kigali is King Faisal.
- ✓ International staff, their dependents, and national staff traveling on Temporary Duty (TDY) to an emergency program receive SOS coverage for the duration of their TDY. SOS should be contacted/ used for these individuals if a medical evacuation is necessary.
- ✓ In a medical evacuation or emergency, staff members who are transported by CRS/Rwanda or are covered by CRS funds (whether officially or temporarily) will be required to use modern medical methods for treatment. CRS cannot be held responsible for traditional or other medical treatments or practices.
- ✓ Further details on medical evacuation insurance coverage can be acquired from Human Resource Department.

Death of Staff or Dependent:

- ✓ When a national staff person dies, the Human Resources Manager will be the focal point to coordinate with national staff family and to respect the Rwandan customs/ protocols. The HR Manager will also coordinate with family to obtain copies of all necessary documents for accidental and death insurance claims.
- ✓ When an expatriate/ international staff dies, the CR will inform the RD and the next-of-kin as soon as possible and send a letter of sympathy to the family. CRS will organize and pay the cost of transporting the deceased back to the employee's point of origin; the respective consular office affiliated with the deceased person must be contacted as well as the local authorities (for organizational and legal aspects).
- ✓ If a partner or child of a staff member dies, the first concern of all CRS staff should be to support the surviving partner or parents.

Sexual Assault

- ✓ CRS commits itself to creating and maintaining an environment, which promotes its core values and prevents abuse and sexual harassment.
- ✓ Any kind of harassment of co-workers, counterparts, and beneficiaries is prohibited and considered Zero Tolerance by CRS Agency as specified in the Safeguarding Policy.
- ✓ CRS/Rwanda shall consider sexual harassment as an act of misconduct, and as a reason for taking appropriate disciplinary measures.
- ✓ Any behavior relating to sexual harassment shall be reported immediately to the supervisor or to any senior staff.
- ✓ Any supervisor or staff who is informed about alleged sexual harassment should inform the Human Resource Manager which should undertake to carry out an investigation, and take appropriate disciplinary measures.

- ✓ Any worker, male or female, who reports a complaint concerning sexual harassment, or who participates in an investigation concerning such report, shall be protected against possible acts of retaliation.
- ✓ A violation report to the principle of CRS/Rwanda with regard to sexual harassment shall be kept confidential, except for revelations limited and necessary for the investigation. CRS/Rwanda shall reserve the right to take appropriate measures in order to strengthen its policy forbidding sexual harassment, whether the person reporting a violation of such principle or any other person wishes or not to proceed with the matter. In any case, investigations shall be carried out or conducted in such a way that they protect the privacy of all parties concerned as much as possible.
- ✓ The sexual assault includes among others the Gender Based Violence (GBV). As per the Rwanda police the GBV should be seen as physical, sexual, emotional or social harm directed to persons.
- ✓ Rwanda National Police has established Gender Based Violence Desk countrywide and Isange One Stop Center to effectively and efficiently deal with that type of crime. Different types of communication have also been put in place in order to achieve its objective, especially in crime prevention and fast service delivery. The 3512 is a hotline for Gender based violence that is accessible by the public to serve them better and fast. CRS Rwanda staff is requested to use this hotline.

Car Jacking

- ✓ Violent crimes such as carjacking, robbery, rape, and home invasion may occur in Rwanda. However, they are rarely committed in the Country. If a carjacker threatens you, give up your car! Don't argue. Give them anything they ask for and you will be less likely to be harmed. If someone takes your car, get away from the area as quickly as you can. Try to remember what the carjacker looked like and report the crime immediately to the police and the Country Representative or the Security Focal Point.

Risk Mitigation measures in Rwanda

Risks Mitigations Measures	PROBABILITY	IMPACT I = Individual P= Program	PROBLEM	MITIGATION
Road accidents	High	High (I) (P)	Road travel presents the greatest risk to staff safety and the greatest potential for causing harm to others. While the main roads in Rwanda are in relatively good condition, during the	Compliance with Traffic code and the CP vehicle management policy Ensure ALL movements outside towns are reported

Risks Mitigations Measures	PROBABILITY	IMPACT I = Individual P= Program	PROBLEM	MITIGATION
			rainy season many side roads in rural areas are passable only with four-wheel drive vehicles. Drivers frequently have unexpected encounters with cyclists, pedestrians and livestock. Other hazards include pedestrians who often walk in the road where there are no sidewalks/ shoulders.	Strict application of Communication SOP
Natural Disaster ex earthquake, volcanic eruptions	Low	High (I)/(P)	Landslides and flooding can occur during the rainy seasons (March to May and September to December) Landslides often result in some deaths of inhabitants of rural areas whose houses are poorly constructed on hillsides. Northwestern Rwanda is in an active seismic zone and is subject to earthquakes and volcanic eruptions. Kigali and Rusizi often experience earthquakes. A February 2008 earthquake in Rusizi district measured 5.0 on the Richter scale and killed 34 people. In this earthquake, 1201 houses were affected, 480 of	Keep security stocks updated Follow evacuation plans

Risks Mitigations Measures	PROBABILITY	IMPACT I = Individual P= Program	PROBLEM	MITIGATION
			which were destroyed. Kigali has experienced earthquake tremors several times in the past few years but nothing more.	
Fire	Medium	High (I)/(P)	Common risk not related to a country specific risk. Poor electrical installation of building Extensive use of bottled gas in bad conditions may raise the risk Candles and smoking are yet other common causes of fire outbreaks in homes, offices and even in public areas. Discarded cigarettes that are not properly extinguished can easily re-ignite and result in a disastrous fire accident.	Keep fire plan updated (fire extinguishers, fire points, keep compounds clean, etc) Application of Fire SOP
Health Risks in Rwanda: <ul style="list-style-type: none"> • Malaria • Ebola Virus Disease • COVID 19 	Medium	Medium (I) Low (P)	The most common risks include but are not limited to: Malaria, Contaminated Water/ Food, and Water and Gastrointestinal illnesses (bacterial dysentery, amoebic dysentery, traveler's diarrhea) are common. Since August 1, 2018, the Ministry of Health of the Democratic Republic of	Normal hygiene precautions Regular checkups by expats Evacuation in case of serious illness Application of Staff Health SOP Regularly wash hands with clean water and soap and avoid unnecessary travels to the affected areas

Risks Mitigations Measures	PROBABILITY	IMPACT I = Individual P= Program	PROBLEM	MITIGATION
			<p>Congo reported an outbreak of Ebola Virus Disease in North and South Kivu Provinces which borders with Rubavu District in Western Province of Rwanda</p> <p>The outbreak of a new pneumonia virus was announced in the city of Wuhan, China on December 31, 2019. On 30th January, the World Health Organization declared the outbreak a public health emergency of international concern and become a global epidemic or pandemic.</p>	
Stress	Medium	Medium (I)/(P)	Excessive workload, certain factors outside the scope of an organization, tension resulting from adverse or demanding circumstances lead to stress as it puts a person under tremendous pressure.	<p>Ensure taking holidays and annual leave</p> <p>Appropriate living conditions</p> <p>Social activities</p>
Urban Crime	Low	Low (I)	Pickpocketing in crowded public places is common and occurs most frequently near markets in the major cities of Kigali, Huye, Rubavu, and Rusizi. Petty theft from cars is not	Although all parts of Kigali are safe at night, walking alone after dark is not recommended in any Rwandan city.

Risks Mitigations Measures	PROBABILITY	IMPACT I = Individual P= Program	PROBLEM	MITIGATION
			common. The number of violent crimes such as carjacking, robbery, and home invasion used to occur in Kigali but have considerably decreased as a result of strong community policing throughout Rwanda; this is more of a concern for national than international staff.	Exercise caution and be aware of your surroundings
Sexual Assault	Low	Low (I)	The sexual assault includes among others the Gender Based Violence (GBV). As per the Rwanda police the GBV should be seen as physical, sexual, emotional or social harm directed to persons. Rwanda National Police has established Gender Based Violence Desk countrywide and Isange One Stop Center and different types of communication to effectively and efficiently deal with that type of crime. The 3512 is a hotline for Gender based violence that is accessible by the public to serve them better and fast. CRS Rwanda staff is requested to use this hotline	Equip a potential victim with knowledge, awareness, or self-defense skills Other prevention strategies address social norms, policies, or laws in communities to reduce the perpetration of sexual violence across the population.

10. Introduction to Evacuation, Relocation and Hibernation

Evacuation of field staff is one of the most difficult decisions to make in the CRS world. Evacuations, and the events leading up to and immediately following an evacuation are fraught with strong feelings such as fear, despair and abandonment by both those who are evacuated and those who are not.

Employees and/or their dependents could also be **relocated** to another city within the country and in case it is too dangerous to move, staff will **hibernate** in their respective homes until such time as it is deemed safe to evacuate or to relocate. If possible, International staff should remain together in one residence to facilitate eventual evacuation, to conserve and pool resources, and to ensure better communication.

Evacuation

Decision Making for Evacuation

Any decision to evacuate international staff and visitors will be taken by the Country Representative or his/her delegate in consultation with the Regional Director and CRS/Baltimore. In addition to the CR and RD, the Executive Leadership Team in Baltimore can also decide and authorize an evacuation with or without consulting with the CR if they deem that the situation warrants an evacuation. International staff evacuation would normally be coordinated with and organized by either an Embassy or the United Nations.

“If employees are told to evacuate by their supervisor, CR, RD or a member of the Executive Management Team, this must be done immediately. Refusal to leave could be cause for dismissal” Emergency Evacuation for Security Reasons: POL-HRD-INT-0007, version 1).

Criteria for Evacuation

Following criteria for an evacuation has been identified based on CRS Rwanda’s threat assessment of the local context:

- CRS is directly or indirectly targeted.
- The threats of heavy fighting, attacks, looting etc. interrupt program operations or expose staff to unreasonable risks.
- CRS has no access to program beneficiaries, i.e. the program cannot be implemented.
- An individual expresses his/her personal desire to evacuate. In such cases, the employee should work with the Country Representative to arrange vacation and/or personal leave.

- Essential US Embassy staff or UN personnel depart for security reasons, particularly if this will affect CRS Rwanda evacuation capacity.
- Essential staffs of other NGOs depart for security reasons.

Evacuation of Non-American International Staff

- ✓ The special cases of non-American international staff and their families should be taken into consideration long before evacuation conditions occur. For example, if CRS international staff plan to be evacuated by the US Embassy there may be no guarantee that non-American third country nationals will be included in that evacuation.
- ✓ International staff of other nationalities will register with their embassies upon arrival and will be briefed by this embassy on specific evacuation procedures.

National Staff

- ✓ CRS generally does not evacuate national staff out of their town of residence or out of the country.
- ✓ However, CRS' inability to guarantee national staff evacuation does not preclude its moral responsibility to assist national staff with other measures to protect their safety under evacuation conditions.
- ✓ The Country Representative is responsible to meet with national staff to discuss options for CRS to support them to the extent possible in the case international staff are evacuated.
- ✓ CRS Rwanda will provide all national staff members with the minimum equivalent of two month's salary prior to international staff evacuation.
- ✓ A senior National employee will be designated responsible for the office and communication during the international staff evacuation.
- ✓ If appropriate (not likely to jeopardize his/her personal safety), a satellite phone could be left with them to maintain contact with CRS should conventional telephone be out of order.

Evacuation, relocation and Hibernation Plans

CRS Rwanda office should develop specific detailed evacuation, relocation & Hibernation plans and procedures taking local needs into account. All international staff and visitors should familiarize themselves with the local Evacuation plan and procedures.

Relocation

- ✓ CRS could relocate national staff from any unsafe area where they have been sent on mission, back to their place of recruitment, if desired and feasible.
- ✓ International staff and visitors can also be relocated within Rwanda in case Evacuation is not a necessity because of existing safe areas in the same country.

Hibernation

Evacuating may in some cases jeopardize the security of the team. For example, means of transport may be unreliable or dangerous, information may be insufficient to analyze the situation or fighting may be too close to safely move. If unable to evacuate and under siege, certain actions must be taken immediately:

- ✓ Suspend all program activities;
- ✓ Gather all evacuating staff and dependent at selected places, preferably at a CRS residence in Kigali
- ✓ Maintain radio/phone contact with national staff, other NGOs, UN agencies, Embassies, Regional Director, HQ to the extent possible while not compromising safety.
- When called to collective housing, take any food or drink available with you to the concentration point.

Appendices: CRS Rwanda

1. Appendix A: Constant Companion
2. Appendix B: Communication Tree
3. Appendix C: Safeguarding essential services
4. Appendix D: Security Levels – Triggers and SOPs
5. Appendix E: Staff Statement of Understanding of Security Plan
6. Appendix F: Maps
7. Appendix G: CRS Rwanda Evacuation, Relocation and Hibernation
8. Appendix H: Visitor Briefing Document
9. Appendix J: Incident Report