: CHAPTER 3 :

Security Management
is Quality Management

: NOTES :

Security Management is Quality Management

This chapter provides more orientation, particularly for Country Representatives and Deputy Regional Directors for Management Quality, concerning the key concept known as "proactive management." CRS has utilized several different models of "Management Quality" in recent years, including the implementation of the Management Quality Assessment Tool (MQAT) and the Internal Control framework used by Internal Audit.

Both of these "quality" frameworks incorporate the following 10 categories, which can be applied to Security Management in the following way:

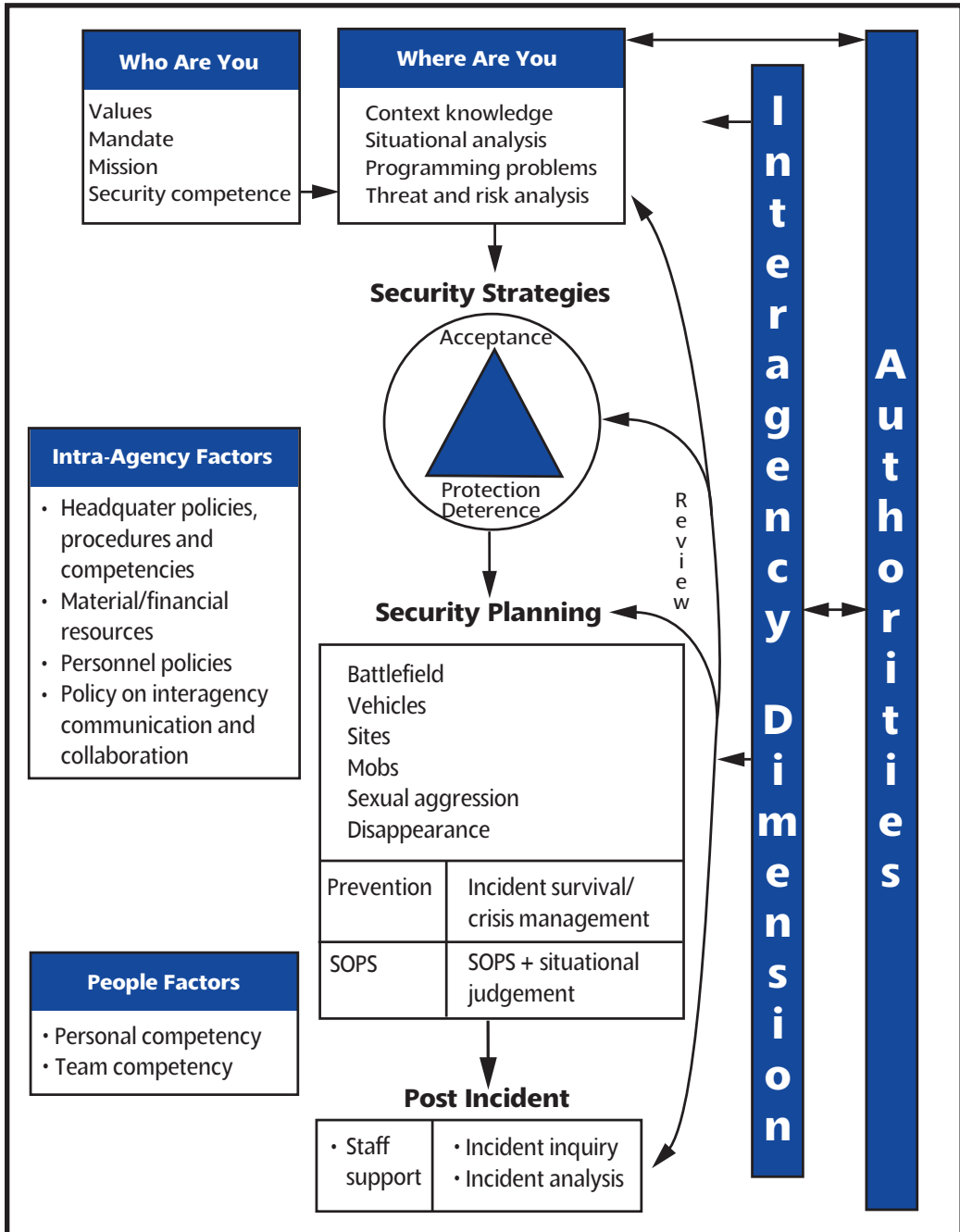| Quality Management Category	Application to Security Management
Values and Beliefs	CRS staff needs to have a clear grounding in CRS' mission, guiding principles, and the principles of impartiality and independence as these relate to CRS' overall security management approach, option for acceptance, etc.
Team Environment and Responsibilities	A positive and open team environment where staff are encouraged to communicate any security concerns, observations and to participate in the identification of appropriate SOPs, contributes to a high quality security management system. All staff needs to be clear about what their individual responsibilities are with respect to security management.
Communications and Relationships	CRS' ability to plan and adapt effectively depends on the quality of information we receive from staff, partners, communities, peer organizations, diplomatic community, and others. The broader and better our relationships and networks, the better the information we have to make security-related decisions and to respond effectively and efficiently if a security event does occur.
Skills and Knowledge	All staff, dependents, and visitors should be fully briefed on the security operating environment prior to deployment, upon arrival, and be de-briefed post-deployment. Ongoing refresher and skill-building training in security management, as well as drills to practice security protocols, greatly improves the resiliency of CRS staff.
Rewards and Recognition	Is there accountability for non-compliance with security policies and protocols (e.g. use of Employee Locator)? Are there rewards for positive performance and compliance? Do we recognize best practice behaviors of our staff when appropriate?

Quality Management Category	Application to Security Management
Planning and Risk Assessment	Are we constantly assessing risk and adjusting our Field Security Plans accordingly?
Control Activities (Policies and Procedures)	Do we have clear and appropriate security policies and procedures based on a current risk assessment?
Information	What are our sources of security-related information? How do we verify information? Do we share security-related information with others? Do we participate in Overseas Security Advisory Council (OSAC) Country Council meetings, NGO coordination bodies, UN-OCHA coordination meetings, etc.?
Monitoring Learning and Managing Change	Do we have systems in place to learn from our (and others') incidents? Do we conduct after action reviews following each incident (including "near misses") and adapt our procedures to reflect what we learned?
Resources	Do we proactively budget for the needed equipment, training, and staffing resources? Do our program design efforts include identifying and budgeting for these needs in grant proposals? Have we identified external resources in advance such as quality medical care and psycho-social counseling providers?

A Proactive Manager's Checklist:

✓ Managers model positive security awareness and self-care behaviors.
✓ Staff is accountable for compliance with security policies and procedures.
✓ Security management roles and responsibilities are defined in job descriptions and clearly understood by all staff.
✓ CRS is linked to a broad number of relationships and networks that provide reliable security information, and promotes an internal team environment where that information can be analyzed and acted upon.
✓ Field security planning documents are current. Standard Operating Procedures and Security posture is based on a thorough risk assessment of the operating environment.
✓ Security briefings, drills and training occur regularly.
✓ Safety and Security awareness is integrated into programming and support services, for example: Human Resources, Logistics, Fleet Maintenance, Residence/ Office site selection, Data Security, Cash Management considerations.

Koenraad Van Brabant author of *Operational Security Management in Violent Environments: A Field Manual for Aid Agencies* presents a framework for Security Management in the following graphic way, which captures all of these concepts as well[1]:

Who Are You

Values
Mandate
Mission
Security competence

Where Are You

Context knowledge
Situational analysis
Programming problems
Threat and risk analysis

Security Strategies

Acceptance

Protection
Deterence

Review

Intra-Agency Factors

- Headquater policies, procedures and competencies
- Material/financial resources
- Personnel policies
- Policy on interagency communication and collaboration

Security Planning

Battlefield
Vehicles
Sites
Mobs
Sexual aggression
Disappearance

Prevention	Incident survival/ crisis management
SOPS	SOPS + situational judgement

People Factors

- Personal competency
- Team competency

Post Incident

• Staff support	• Incident inquiry • Incident analysis

Interagency Dimension

Authorities

---

1 Koenraad Van Brabant, "Operational Security Management in Violent Environments," ODI Humanitarian Practice Network, Good Practice Review 8, 2000.

Human Resources

As with all staff, the hiring of national staff must be conducted with the utmost professional care in any situation. In conflict situations, this is even more important as mistakes in hiring in a volatile environment can jeopardize the personal security of the individual or others in the CRS office.

Always use professional procedures for hiring and personnel management:
- Ask for a curriculum vitae; check references.
- Be aware of needs for ethnic, religious, gender, geographic, etc. balance on staff.
- Be knowledgeable of national labor laws.
- Assure that all staff have clear job descriptions and understand their roles and responsibilities.
- Give all staff professional ID cards.
- Analyze whether it makes sense to identify national staff by wearing a distinctive CRS emblem (T-shirt, armband, badge, etc.) remembering that wearing a CRS T-shirt can contribute to personal safety only if CRS is recognized as an impartial, independent, non-partisan humanitarian relief organization.

Protecting CRS Buildings[2]

The focus of this section is on considerations for office and residential protection. The purpose of site protection is to deter or stop intrusion, and to delay attack.

When selecting a site for a CRS office or residence, along with other desirable factors related to suitable size, desirable location, etc., a security filter should also be applied. Consider known or potential natural or man-made threats, the physical strengths and deficiencies (structure, status of electrical wiring, fire exits, etc.), as well as CRS option for acceptance.

Some Specific Points:
- Neighborhood
  Consider issues like stability of the neighborhood, proximity to demonstration routes and gathering points, crime levels, proximity to flood areas, proximity to common targets of security incidents (i.e. military bases, police stations, government buildings, embassies, etc.), proximity to crisis response services such as hospitals, police, fire station, etc.
- Landlord
  To the extent possible, find out as much as possible about the landlord, his/her occupation, social background, image in the local community, political affiliation, etc. CRS should avoid renting a warehouse, office or residence from a person involved in suspicious activities, who is politically prominent, or affiliated with one party to a civil conflict. Consider that in some tribal cultures, a host is duty-bound to protect his guests and if we choose a well-respected host, that could assist with our protection.
- Physical Criteria
    - An outer wall of at least 2.5 meters in height.
    - A good amount of lighting around the exterior—sensor or motion detection lights are best so that they don't draw a lot of attention to the building if it is the only one all lit up.
    - Multiple exits are preferred in case of armed robbery or mob violence threats.
    - Secure gates, should not be easy to scale, and be secured by more than a chain and padlock.
    - No hiding places. Watch out for areas around building entry/exits that offer places

---

2 Ibid.

for attackers to conceal themselves: vacant and dark lots, overgrown bushes or vegetation, dark alleyways, etc.

Single Occupancy Versus Multi-Tenant Buildings
Single occupancy buildings offer greater control over security procedures, access, etc., but the advantage of a multi-tenant building is additional surveillance and protection (assuming high levels of social cohesion among the tenants). If possible occupy floors between the 3rd and 5th floor—lower levels are more vulnerable to intruders, and higher floors present fire safety challenges. Occupying a building close to other peer NGOs could contribute to greater security if the guards help each other out. It is always advisable to get to know your neighbors.

See Chapter 11 Useful Forms and Graphics for recommended Residence Security Checklist and Warehouse Security Checklist. (Chapter 3 a, b)

Domestic Staff[3]
The employment of domestic staff is one area of vulnerability experienced by most if not all international staff. Disenchanted or badly vetted/trained domestic staff can actually increase our risk of experiencing: robbery at home, kidnapping, others. They are also often the first line of safety and security for children left in their care.

TIPS
Before hiring domestic help:
1. Conduct a careful screening, including carrying out reference checks, in-person interviews, visit the person's home to understand their circumstances, and if references are not extensive ask the U.S. Embassy Regional Security Officer (RSO) to vet the name.
2. Be sure that you and all family members comfortably relate to the individual before they are hired.
3. Record basic personal information—full name, date and place of birth, address, telephone number and names of family members, names and contact information for any other key contact or reference. Confirm these before hiring.
4. Change the locks when you move in, and keep a close control on who has access to keys to your home.

Domestic Staff Orientation:
- Train household staff (and baby sitters) to answer the door rather than members of the family, and not to allow visitors to enter without specific approval.
- Maintenance, repair or delivery personnel should not be allowed to enter the residence without prior notification of their arrival and presentation of proper identification.
- Never give the impression that no one else is home.
- Never tell any caller where the occupants are or when they are expected to return home.
- Staff should report any presence of strangers or strange occurrences in the neighborhood.
- Staff should sign an acknowledgement of receipt each time they receive payment from you.
- Be clear about the consequences of: giving access to your home to people who are not specifically authorized by you; losing or giving your house keys to others; stealing; or otherwise abusing their access to your home.

---

3 Information in this section drawn from the International Federation of Red Cross and Red Crescent Societies' "Stay Safe" guidelines, 2007.

If you are forced to fire household staff for any reason, consider changing the locks immediately.

Cash Management

In general, CRS seeks to minimize the amount of cash on hand and being transported between the bank and the office, and between the office and field offices, partner offices, or program locations. Carrying large quantities of cash clearly increases the risk to the staff involved in its transportation.

Procedures That Reduce Risk
- Just in time payments—withdraw cash and make payment right away to reduce the amount of time cash is sitting in the office.
- Vary routes to the bank, times and dates of bank withdrawal.
- If storing cash (i.e. at home, during evacuation) split it up among various locations.
- Request that vendors, partners, staff come to the office to pick up cash as opposed to transporting the cash to them.
- Depending on where the risk is higher, place a ceiling on any one cash withdrawal to reduce exposure on any one bank withdrawal, or alternatively, withdraw higher amounts, but less frequently, reducing vulnerability by reducing the number of trips to the bank.
- Always use discretion when communicating about cash withdrawals, amounts, and location of cash. Closely control safe access.

When Transporting Cash
- From bank to office - use a CRS car, local driver and one staff member.
- Vary the days for paying salaries if it must be done in cash.
- Never talk about money withdrawal on the radio or in the presence of non-CRS staff.
- Drive back to the office immediately after departing from the bank.
- Never leave money inside the car.
- If attacked, stay calm and hand over the money.

Dealing with Media: Basic Principles

As the reach of the information age continues to expand, CRS has become increasingly sensitive to the important role that media can play in raising the profile of the agency among the U.S. population. As the agency intensifies efforts to generate media exposure, with the three pronged objective of raising awareness on the mission of CRS, advocacy and shaping public policy, and generating funding, the need for media training among CRS staff members has become even more critical.

Who Is Interviewed?
- In the absence of CRS Regional Information Officers or HQ Communications staff, only the CR or RD, or those specifically designated by the CR or RD, should speak to media representatives.
- Except in rare cases, only one person should serve as the point person for all media relations.
- Others approached by the media should refer them to this designated point person.
- In some cases, staff members with detailed knowledge of a specific project or initiative could be utilized by the agency for an interview. *They should answer questions that deal only with their area of expertise.*

Important Points to Remember when Giving Interviews:
- Remember that you are an official spokesperson for CRS, and anything you say will be taken as reflective of the agency's position.

- Be aware that, to be safe, nothing is off the record, even in casual conversations with journalists or things that are overheard by journalists.
- Speak only on what you know.
- Be polite and professional—always. Do not lose your temper even in the rare instances when a reporter might try to invoke such a response. You are in control.
- Do not criticize government policies, practices, or individuals, or other aid agencies. Remember that CRS needs to maintain good relationships in order to continue its work effectively.
- Do not speak on behalf of others.

Taking Reporters To The Field
- It is always the job of the Regional or Country Representative, or his or her designated media representative, to determine which situations might be off limits to press personnel (such as when their presence could provoke hostility, or hinder or prevent staff members from carrying out their jobs).
- Television crew or photographers can very dramatically and negatively alter the dynamic of a field visit. Such obtrusiveness is particularly important for staff to remember in cases where discretion is necessary, such as in dealing with tense militia members, police, or soldiers, or in situations where such intrusiveness may present ethical issues. In all cases, it is always best to request permission, in advance if possible, for images to be taken.
- CRS may be requested to allow journalists to transmit stories on the agency's communication equipment. All implications of doing this should be very carefully weighed before making a decision.

Security Management Assessment Checklist
The following may assist country programs to review internal management policies and procedures that have an impact on staff safety and security. Not all categories or questions will apply to all contexts.

1. Location
Are CRS Buildings in a safer or more dangerous area (province, city, district, area of a city) than other NGOs?
- Consider the location of threats (dangerous areas).
- Consider the reach of criminals from dangerous areas into safer ones (e.g., roaming gangs).
- Consider the reach of belligerents (e.g., being close to strategic installation, police/military camp, ministries).
- Consider the access to an evacuation road.
- Are CRS staff or programs in a specific, dangerous area for a short time (e. g., traveling through or on assessments and monitoring missions)?
- Are we fully cognizant about how a conflict may change quickly, making relatively safe locations more dangerous?

2. Exposure Of Staff and Property
Are CRS Buildings Adequately Protected?
- Are buildings protected against robbers (fence, wire netting on windows, solid doors and safety locks, etc.)?
- Are buildings adequately lighted at night?
- Are guards well-briefed? Do they have job descriptions?
- Are buildings well identified as CRS property (if deemed appropriate)?
- Are keys and spare sets well-managed?
- Do CRS buildings have access to an autonomous power supply in case of power cuts

(generator, solar panels)?

Office

- Is it in a good place for radio communication (elevated position, far from high buildings)?
- Are radio communications installed in a discreet place?
- Is the safe installed in a discreet place?
- Are inventories of material updated on a regular basis and is property properly identified?

Residences

- Is VHF communication possible between all residences?
- Is it possible to park vehicles inside the compound?
- Do all residences maintain emergency stocks of water and food?
- Is there a safe place to be used as shelter (e.g., a room without windows, a bunker, etc.)?
- If a shelter has been built: has the construction been done according to proper standards?
- Can radio contact be maintained from the shelter/bunker?

Warehouse

- Is it occupied exclusively by CRS?
- Are accesses well-protected?
- Are stocks of dangerous items (such as fuel) separated from others?
- Do people smoke inside the warehouse?
- Is there a fire extinguisher, sand?
- Is it clean, inside and outside?

Financial Transactions

- Is it reliable to open an account in a local bank?
- Is it reliable to withdraw money through a local bank?
- Is it reliable to obtain cash locally by using checks?
  If there are no banks in rural areas:
  - How is cash requested (internal mail/radio communication/phone)?
  - How often is money transported?
  - In what amount (average)?
  - What means of transportation is used?
  - Are there procedures for money transportation (only by plane, with CRS international staff, maximum amount, etc.)?
  - Is there a "cash-withdrawal waybill" for transportation of cash?
  - Is there a maximum amount that can be kept on hand in the field?
  - Is there a safe in each location?
  - Who has access to the safe?

3. Value Of Property

In what ways, by reducing the value of property, could CRS vulnerability to banditry and direct threats from belligerents be reduced?

- Keeping a minimum of cash?
- Minimum stock of property?
- Using lower valued vehicles in cities (when 4X4s are not needed)?

4. Impact Of Programs

Is there a strong risk that aid provided by CRS will be diverted by belligerents?

- Is there a precedent of humanitarian aid being stolen from beneficiaries?
- Are beneficiaries compelled (taxed) to contribute a portion of aid received to local authorities or belligerents?
- Does aid relieve pressure on the belligerent's public administration (a rebel organization

or government) to provide for the population?

- Does aid allow belligerents to spend fewer resources providing for civilians and buying more military equipment?
- Does aid relieve pressure on a besieged town?
- Is aid used by belligerents as part of a strategy to win the "hearts and minds" of the local population?
- Does aid assist the government in a strategy to depopulate the countryside (regroupment, camps, hamlets), making it into a "free fire zone", and denying rebel support, recruits, and cover of local villages?
- Does aid help refugees or displaced persons to become permanent residents in an area in which they are not welcome?

5. Adoption of Appropriate Security Measures

Are these actions taken as soon as reasonably practicable after arrival in-country?

- Are official procedures carried out: registration with home Embassy, Ministries (if necessary), applying for resident card, local driving license?
- Are documents kept in a safe place: passport, credit cards, plane tickets?
- Does all staff receive: CRS ID card, a copy of the field security plan including the evacuation plan, updated CRS situation reports?

Threat, Vulnerability And Risk Assessments

- Have you mapped and do you monitor the geographical dynamics of the conflict?
- Do you monitor major political and military developments?
- Do you have an understanding of the history and current status of the conflict? Do you see major potential scenarios that might develop and key factors that might influence one scenario happening rather than another?
- Have you done an actor-analysis, identifying all the major groups that use violence or oppose it, and their interrelationships? Do you have insight in the internal cohesion or fragmentation within major actor-groups?
- Have you identified key foreign actors, their position on the conflict, and how you would like to position yourself (in relation to the primary actors in the conflict, in relation to foreign political powers, and in relation to other aid agencies), i.e. how CRS would like to be perceived?
- Do you monitor possible changes in the relationships?
- Do you have a sense what the resource base is of the primary actors in the conflict, and to what degree they recognize a social contract, and with whom? Do you see or anticipate changes in either of these over time?
- Do you have a sense for how your activities may influence the balance of power between the primary actors in the conflict, or between armed groups and a civilian group?

Field Security Plans

- Is there a field security plan with clear, written rules and standard operating procedures?
- Is there an evacuation plan: not relying only on U.S. Embassy and/or UN plan, but with CRS procedures?
- Is line management made clear to all staff?
- Are there trainings for staff on use of radio, vehicles, mine awareness, etc.?
- Is there regular written security information: field sitreps sent to CR/RD and HQ?
- Are there regular security meetings with local authorities; UN/NGOs; within CRS team?
- Does CRS communicate a positive agency image: mandate, role, program objectives

and constraints, in a clear, understandable, appropriate manner to local authorities/ militaries, journalists, local population?

- Is there active collection of information from militaries, police, UN forces, NGOs, local partners, population, journalists, etc.?
- Are tasks organized and clearly understood by staff?
- Does national staff receive a security briefing upon being hired (to include the CRS mandate/program, limits of CRS protection)?
- Are there written policies on staff obligations: no alcohol during office hours, respecting CRS neutrality, etc.?
- Are there written security rules/procedures specific to national staff?
- Are there meetings with national staff to determine if they feel secure and to share information?
- Does CRS national staff represent different ethnic groups, religions, etc.?
- Did they receive professional ID cards, Constant Companions, etc.?

Staff Health
- Are staff informed about the health risks specific to the host country (both rural and urban health risks)?
- Is a medical dossier opened for each staff containing information such as blood group, allergies, medical history, vaccination schedule?
- Are first aid kits easily accessible and fully stocked?
- Are there health services available locally and at a regional level? Are they identified and known to all staff?
- Are there clear procedures for medical evacuation?
- Is there awareness around self-care and stress management? Do senior managers model and support staff to maintain good work-life balance?
- Are appropriate staff care measures and policies in place? Have local psycho-social counseling resources been identified in case they are needed?

Communications
Are CRS communications measures adequate to the needs and risks?
- Is the telephone link always reliable?
- Does it permit contact with all CRS bases in-country?
- Does it permit international links (Regional Director/HQ)?
- Are there frequent problems of functioning due to: political/war problems, line interruptions, energy supply, etc.?
- Is there an autonomous means of communication? HF radio? VHF radio? Satcom?
- Does the office maintain a list of contact information for all staff?
- Do key staff have contact information for other NGOs, UN agencies, embassies, etc.? (Name/organization, address/country, phone/fax number, e-mail)
- Did all staff receive training to use fax/e-mail/radios, etc.?

Very High Frequency (VHF) and High Frequency (HF) Radio
- Is the VHF system able to cover the whole town?
- Are CRS staff able to contact each other when they are in their homes?
- Is there access to a repeater to ensure good coverage?
- If using a base: Is the installation reliable? Antenna location/orientation?
- Is there at least one handset per international staff and others assigned to key staff (drivers, financial controller, etc.)?
- Are there enough batteries and chargers to enable everybody to have an operative

handset at all times?
- Are there spare parts?
- Is there an autonomous means of energy supply? Generator, 12v. battery, solar panel?
- Is there on-going maintenance of the equipment?
- Is there at least one frequency for calling and one frequency for conversation?
- Are there other NGO and UN frequencies? Have they been tested?
- Is there a list of all contacts? Name/organization, call sign, frequency?
- Did staff receive a training to use the equipment?
- Is there a radio standby? What time, which frequency?
- Is there a procedure if someone misses the radio standby?
- Is there a need for a radio operator?
- Are rules of conversation respected?
- Is communication equipment registered with and authorized by the appropriate ministry?
- Are frequencies officially authorized by the appropriate ministry?
- Is authorization to communicate effective for all CRS field sites in the country?

Satellite Communications
- Is the installation reliable, properly oriented to satellites?
- Is there an autonomous means of power supply?
- Is the equipment properly maintained?
- Is there a list of contacts? Name/organization, address/country, phone/fax number, e-mail?
- Is the equipment registered with the appropriate ministry?
- Is CRS authorized to use the equipment?
- Is the authorization effective for all CRS field sites in the country?
- Has staff received training to use and maintain the equipment?

Staff Movement
Are there standard operating procedures for staff movement?
- Are there rules for staff movement in town/periphery: by day, by night, with a driver or not, using one vehicle or in a convoy?
- Is there a written policy for organizing convoys, including identification, using way-bills/packing-lists, radio tracing, authorizations, etc.?
- Are there areas to avoid?
- Are checkpoints identified?
- Are there rules to approaching checkpoints?
- Does a policy exist regarding accidents?
- Are there radio procedures (i.e., check-in upon arrival) for staff movement?
- Is CRS staff informed about threats of landmines? How to respond if caught in a mine field?

Transportation
Are there standard operating procedures for CRS vehicle use?
- Are all vehicles registered with the appropriate authorities?
- Are all taxes and insurance current and regularly updated?
- Are the following documents inside the vehicle: log/maintenance book, discharge of responsibility forms, registration, tax receipt, insurance, maps (including checkpoints, forbidden roads, evacuation roads), contact lists (name/ organization/address/ phone/ call-sign/frequency)?
- Do all staff and passengers use seatbelts?

- Are vehicles adapted to their use (i.e., radios, flags, etc.)?
- Are vehicles maintained in good working order?
- Does a maintenance program exist?
- Does a stock of spare parts exist? (including motor oil, brake fluid and grease).
- Does a stock of gas exist?
- Are vehicles identified (i.e. flag, emblem)?
- Are there sets of spare keys for each vehicle?
- Are vehicles well equipped? Including:
  Fire extinguisher.
  First aid kit.
  Spare tire.
  Tools.
  Material to extricate from mud/sand/snow.
  Flashlight and spare batteries.
  Radio.
  Emergency triangle/flare.

Drivers
- Do drivers always carry their ID cards (personal and professional) and driving license?
- Are they good drivers (e.g., speed, behavior, use of 4-wheel drive, basic mechanics knowledge, car maintenance)?
- Do they know how to respond in case of accident?
- Do they keep the cars clean and the gas tanks at least ½ full at all times?
- Do they respect the maximum load of their vehicle?
- Did they receive training in radio communications?
- Do they always fill route sheets, gas sheets, log/maintenance books, discharge of responsibility forms?
- Do they have knowledge of the area and local languages?

What Are The Standard Operating Procedures For Use Of CRS-Hired Planes?
- Are all authorizations (from military/civilian authorities) officially obtained?
- Is there insurance coverage for freight and passengers?
- Are there lifejackets and first aid kits?
- Are there seatbelts for all passengers?
- Is there a policy on who may use a CRS flight (only NGO workers; private citizens; etc.)?
- Is the plane equipped with GPS and radio communication?
- Is the plane well-maintained?
- Is the plane well-marked/identified?
- Does the plane operate commercial flights?
- Do non-CRS passengers sign a discharge of responsibility?
- Is the load known? Nature of products, weight, volume?
- Is the load stowed properly?
  If there is no control tower:
  - Is CRS staff informed of the route: ETA, ETD, itinerary, load, passengers, etc.?
  - Are communications possible between the pilot and the CRS team?
  - Does CRS inform the pilot on the local conditions? Shape of the airstrip, local context, weather report?
  - Does the pilot contact the CRS team before landing?
  - Is a CRS vehicle always on the airstrip before landing?
  - Is there radio contact between CRS (in the field) and the country base office to

inform about the plane arrival and of its later departure?
- Does a stock of airplane fuel exist in the field?

Are There Standard Operating Procedures For Using CRS Boats?
- Are all authorizations (from military/civilian authorities) officially obtained?
- Is there a captain or a qualified person to pilot the boat?
- Is the boat well-maintained?
- Is there insurance coverage for the cargo and passengers?
- Is the boat identified as belonging to CRS?
- Is the boat used for commercial transportation?
- Is there a passenger policy (i.e., who can board)?
- Do non-CRS passengers sign a discharge of responsibility form?
- Are there lifejackets available for all passengers? Do they wear them?
- Is the cargo known? Nature of products, weight, volume?
- Is the cargo securely stowed?
- Is the boat well equipped (radio communications, GPS, anchor, etc.)?

Explosives/Landmines
- Is CRS staff aware of risks of encountering explosives and/or landmines in the area of operation?
- Are there reported accidents due to explosives in the town or surrounding area?
- Is information on explosives collected and analyzed by CRS staff?
- Have staff received training in identification of explosives/landmines, what to do if in a mine field, etc.?
- Are known mined areas mapped and available for staff to review?
- Is information shared with other NGOs/UN/ICRC/local authorities/local population?
- Does CRS avoid dangerous areas?
- Is there a written policy for travel in high-risk areas?
- Are there written procedures in case of finding a mine, in case of accident, etc.?

6. Compliance With Security Measures
- Is the field security plan disseminated to all staff (national and international)?
- Are new employees provided a copy and encouraged to review it?
- Do staff sign the Statement of Understanding Security Guidelines as well as the Code of Conduct with a full appreciation of what those documents contain and why they are important?
- Do staff understand the measures?
- Is there a meeting to review procedures when there are changes in the threat environment?
- Are decisions for SOPs (Standard Operating Procedures) taken in consultation with all z
- staff members?

7. Staff Interpersonal Skills
Does CRS staff receive complete briefings on their place of assignment? Briefings should include:
- CRS mission statement.
- General introduction of the country: historical, political, security situation.
- CRS program activities.
- Local perception of CRS activities.
- Specific risks of the mission.
- Security rules and procedures.
- Medical information.

- CRS benefits (medical insurance, personal property insurance, policy about accompanying dependants).
- Introduction to local authorities, partners, NGOs.
- Use of radio communications.
- Use of vehicles.
- Contacts with media.
- Code of Conduct, and the issues related to protection specific to this country.

8. Image Of Staff And Program - CRS Image and Understanding The Local Context

- Is CRS staff able to communicate a clear message about the agency's presence and role?
- Does all CRS staff have a good understanding of what "humanitarian action or assistance" means?
- Is CRS staff clear about the mission and agency capabilities and constraints?
- Can CRS staff communicate this in understandable language in a variety of contexts?
- Are changes in the mission consciously reflected and decided upon and are the meanings and implications of such changes clearly understood by CRS staff?
- Does CRS staff understand cultural standards for gender relations in the local context?
- How do the typical roles of men and women differ in the setting in which you work? Are there differing expectations for men and women? What are they?
- How do the cultural norms of your setting, with respect to gender, impact issues of security? What are risks unique to women in your setting? Unique to men?
- Does CRS staff understand how foreigners are perceived in the local culture?
- Does CRS staff have an understanding of local mores and customs?

Individual Behavior
- Does CRS staff respect local culture/mores?
- Does CRS staff dress with respect for the local culture and convey a positive message about how CRS staff expect to be treated?
- Does staff wear or carry possessions that could attract robbers (showy jewelry, large amounts of money, etc.)?
- Is staff aware of the local acceptability of photography (where and when to/ not to take photos)?

Staff Composition
Is CRS staff an appropriate mix of national, ethnic, political, religious, class, rural, urban and gender groups in both numbers and seniority, from the perspective of being respected and seen as impartial?

Programs
Are CRS programs perceived as helping one particular ethnic and/or belligerent group, aiding only some sectors of society (e.g., assisting refugees but not the local population or internally displaced persons), changing the ways in which groups have access to resources (e.g., supporting education only for girls), or altering power structures (e.g., using merchants and suppliers aligned with one group)? The issue of how CRS programs are perceived is different from whether they actually have an impact on the conflict.

Principal Office
Does the location of the main CRS country program office imply support for one side in the conflict or association with some agencies (e.g., near a UN agency base office)?

History
- Do people interpret repeated needs assessments as broken promises?
- Do they resent CRS withdrawing when the security situation has worsened?

Helping The Helpers[4]
- Field workers, whether they are expatriate or local are at high risk for both burnout and the psychological consequences of exposure to traumatic situations.
- If both locals and expatriates work in a project it will almost always appear in some way to be a two tier staff, and this will be an inevitable source of stress.
- It is easy to misinterpret a filed worker's emotional responses. Burnout and a stress response my look very similar and there is nothing to preclude that both may be active in the same person.
- Putting a person in a role they are ill equipped to handle will increase the vulnerability of that individual to both burnout and a traumatic stress response.
- All individuals working in complex emergency settings need to feel others are aware of their problems and are supportive. They need recognition for even small successes.
- Expatriate staff, local staff and local volunteer workers will have very different vulnerabilities and this is fertile ground for inter staff conflict that will impair project effectiveness.

: NOTES :