

UNITED NATIONS
NATIONS UNIES

SECURITY AWARENESS

An Aide-mémoire



**United Nations
Security Coordination
Office New York**

**United Nations
High Commissioner
for Refugees Geneva**

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FOREWORD

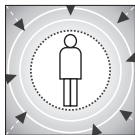
This aide-mémoire has been compiled as a quick reference aide to be used by UN personnel in the field.

It is intended for operations worldwide and the information should be applied where applicable.

It is a confidential document and not for general distribution. It should therefore be kept securely and not be available to unauthorized persons.

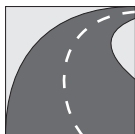
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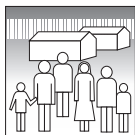
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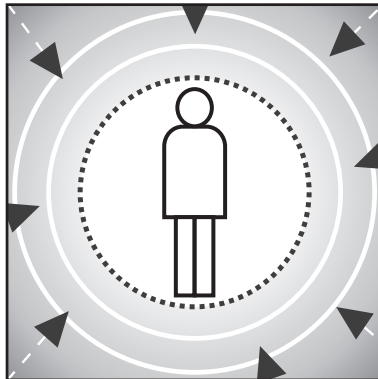


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CHAPTER

1

GENERAL SECURITY



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PERSONAL SECURITY

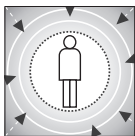
The Five Principles of Personal Security

1. Be aware and suspicious.
Look for the unusual: loiterers, unauthorized parked cars, your car being followed ...
Presume that you may be a victim.
2. Avoid routine: such as the same route to and from your home and place of work at the same time.
3. Be methodical and disciplined in establishing and maintaining your security procedures.
4. Maintain good communications.
Good communications are vital to good security.
5. Adhere to procedures but exercise initiative and common sense in an emergency.

TEAM PREPARATION

- Remember that the collective and correctly channelled effort will usually achieve more than the individual effort.
- Organize your basic security procedures as soon as possible when arriving at a new location.
- Appoint one individual to be the location security focal point.
- Hold regular security update meetings with all the team.
- Keep a location daily logbook of all security activity.
- Always analyse security information before dispensing it.
- Create and maintain the spirit of unity amongst the team.
- Except in an emergency, do not make decisions of a security nature without feedback from the team.

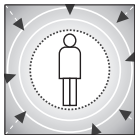
INDIVIDUAL PREPARATION



- Always look presentable, clean and tidy.
- Understand and respect the cultural environment in which you are operating.
- Take all recommended health precautions.
- Keep in good physical condition. (Exercise)
- Take proper rest and eat properly.
- Plan your working day, identify tasks and priorities.
- Check that you have and carry the recommended emergency equipment. Wear proper protective equipment in areas where it is necessary.
- Keep your emotions in check when confronted by scenes of hunger and desperation.
- Do not become emotionally involved with people you are trying to help.
- Never promise assistance that you cannot deliver or make financial commitments that you cannot honour.

PERSONAL CONDUCT

- UN staff should conduct themselves at all times in a manner befitting the image of the Organization.
- Where circumstances allow, personnel should always be well groomed. Always consider local customs with regard to dress code.
- A calm mature approach to all situations should be your guiding principle. It is most important to be unprovocative when confronted with hostility or potentially hostile situations.
- By always being alert to the possibility of confrontation with groups or individuals you will have taken the first step toward personal preparation.



- With very few exceptions, it is totally against UN policy to carry armed personnel or non-UN personnel in UN vehicles. This can often be distressing, however you must remain within the policy guidelines.
- Please ensure that you inform your radio room and your colleagues of all travel.

ATTACKS AGAINST STAFF

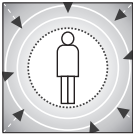
Staff security is a very important and continuous issue in any office. Answering the following questions will help you ensure that the right precautions are in place.

Security precautions

- Is security equipment maintained?
- Are there arrangements to limit unauthorized access to offices?
- Are reception staff properly trained?
- Do staff check in/out, and is there an effective system of monitoring their location?
- Are staff encouraged to travel in pairs?
- Is there a designated office “safe area” with emergency supplies and exit route?
- Is there a communications network for officers and vehicles, codes and fail safe arrangements?

Grievance procedures

- What channels are available to the refugee population to voice concern/complaints?
- Are these channels two-way? Do the complaints normally receive a response?
- If the channels are not used, why not? Is access limited? Are the personnel inappropriate? Is there a perceived lack of responsiveness? Is confidentiality a problem?



Monitoring arrangements

- Are there regular meetings to monitor security arrangements, and provide an opportunity for personal security concerns to be voiced?
- Has a contingency plan been established in case of a violent incident such as an attack on a staff member?

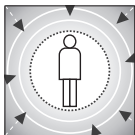
How to respond if a colleague has been attacked

- Secure first aid.
- Activate security assistance.
- Report (using standard incident report format, see p. 139) to Administrative Officer, Coordinating Committee and UNSECOORD.
- Brief staff about incident.
- Review security at camp and office levels.
- Support staff members with critical incident stress debriefing, consideration of time off, time away, temporary or permanent reassignment.
- Consider requesting protection for family and close associates of attacker to minimize risk of retaliation.
- Discuss follow-up actions with Coordinating Committee and UN Security Management Team: these might include curfew, weapons search, alcohol limitations, etc. according to circumstances.

How to respond if you are the victim of an attack

- Try to keep calm.
- Maintain visual contact with attacker, a direct open look centred on the bridge of the nose, but avoid eye contact.
- Consider playing for time by:
 - negotiating the surrender of the weapon in exchange for talking;
 - suggesting going to another location to talk;
 - setting other conditions such as asking other staff to join.

DEATH THREATS



Death threats must be taken seriously. When faced with a death threat, a degree of confidentiality is preferable. You may find it useful, as a precautionary measure, to establish a restricted “need to know” list, in consultation with the Refugee Coordinating Committee and UN Security Management Team.

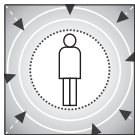
How to respond to death threats

- Report the threat immediately to “need to know” list, security, the Administrative Officer and other colleagues.
- Make immediate security precautions for threatened person, including schedule changes and posting of guards.
- Identify the source of the threat.
- Monitor the location and movements of the person making threats.
- Gather information on his or her social, emotional, physical, mental status.
- Determine appropriate follow-up and a time frame for:
 - security action
 - confrontation in controlled situation, if recommended
 - counselling/other contingencies for continued threats.

GUIDELINES FOR WOMEN

GENERAL

Everyone is responsible for security and particularly for their own personal security. These guidelines are not all inclusive. Many security measures are the same for both men and women, and for this reason this section should not be consulted without reference to the other sections of this manual.

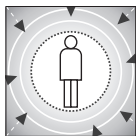


- Follow your instincts. If you feel uncomfortable about a location or a person, leave immediately.
- Always know exactly where you are going. Always behave as though you know where you are going. Radiate a confidence that you may not necessarily feel.
- You should become knowledgeable about your neighbourhood. Where is the nearest police station? Which stores, restaurants, businesses are open late at night? Is there a telephone nearby?
- Keep a low profile. Dress and behave conservatively. Do not display jewellery, cash, keys or other valuables, as this may attract potential robbers.

General Rules

1. Do not hesitate to call attention to yourself if you are in danger: scream, shout, blow the horn of your vehicle.
2. Be sure that you know what specific security arrangements are in place at your duty station.
3. At a new duty station, find out about customs, how you are expected to dress, behave, potential threats and areas to avoid.
4. Learn a few phrases in the local language so that you can signal your need for help.
5. Rehearse what actions you would take if you were to be confronted. There is no right or wrong way to respond to an attack. Each situation will be different. Whether to resist an attacker or not, can only be your decision. Generally, the following options will be open to you: talk your way out of it; give in to the demands made of you; shout for help; flee; fight.
6. Remember your life is not worth losing for material possessions.

AT HOME



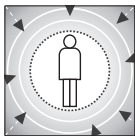
- If at all possible, avoid sleeping with your windows open.
- Do not get on an elevator if there is someone on it who makes you feel uneasy.
- If you are on an elevator and someone gets on who makes you feel uncomfortable, get off at the next floor.
- In an elevator stand near the control panel. If threatened, hit the alarm button and press as many other buttons as you can reach, enabling the door to open at any of several floors.

SOCIAL SITUATIONS

- Use precaution when meeting someone you don't know well. Arrange to go out with a group of people you know. Choose public places or places where there will be other people.
- Speak up! Communicate your wishes clearly. Don't let anyone assume you are going to have intimate relations with them.
- Assert yourself. Insist on being treated with respect.

TRAVELLING

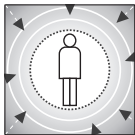
- In countries with high crime records and poor policing, female staff should (must) be met on arrival. Make those meeting staff carry identification.
- Before you leave home, let someone know your plans. Leave contact numbers. If you change plans, let someone know.
- Stay alert. Always watch your luggage and briefcase. Keep your passport, Laissez Passer, airline tickets, money and traveller's cheques safe.



- In many cases petty crimes will begin at the airport. Your best defence: be calm, do not allow people to rush you, keep your possessions under control.
- In some countries crimes are committed by taxi drivers or accomplices. Know exactly how you will travel from the airport to the hotel or first business appointment. If you are being met at the airport, does the person waiting for you have proper identification?
- In a hotel do not stay on the ground floor or in a room facing an outside corridor. If possible book a room between the second and seventh floors – above ground level to prevent easy entrance from outside and low enough for fire equipment to reach in an emergency. Keep your door locked at all times.
- Choose a room near the elevator to avoid having to walk down a long empty corridor. If you feel uncomfortable, ask a hotel employee to escort you to your room.
- The balcony can pose a major risk. Keep the balcony door/window locked and draw the curtain.
- Use a rubber doorstop for added safety. If not available, use a chair to jam the door. Use safety pins to secure uncooperative curtains.
- If you are attending a conference, remove your name tag as soon as possible to avoid being identified.
- If someone knocks on your door, do not assume the person is who he says; call the desk to double check. Always use dead bolt and chain.

PUBLIC TRANSPORT

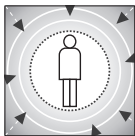
- During off-peak hours, wait for your train in a designated waiting area.
- Do not ride trains that are deserted.



- If possible, sit in the train car that is occupied by the conductor or driver.
- Know the hours of operation of the trains you are using so that you don't need to wait on deserted platforms.
- After getting off the bus or leaving a subway station, always look around to see whether you are being followed.
- Try to have someone meet you at the train station/bus stop or at the lobby of your building if you are coming home late in the evening.

WALKING

- As you prepare to go out check that all closures on your bags are shut. Put your wallet in a front pocket or under clothing. Carry only the cash you need and divide it.
- Wear comfortable shoes.
- You should always be aware and alert to your surroundings.
- Whenever possible, avoid walking alone at night.
- Walk nearer to the curb, facing oncoming traffic, to avoid passing too close to shrubbery, dark doorways and other places of concealment.
- Do not take short-cuts through isolated areas.
- If you must use a personal stereo, i.e. a Walkman, keep the volume down low enough so that you can hear your surroundings.
- Avoid talking to strangers.
- If someone suspicious is behind you or ahead of you, cross the street. If necessary, crisscross from one side of the street to the other, back and forth. If in doubt use whatever means necessary to draw attention to yourself and remember that it is much better to suffer the embar-

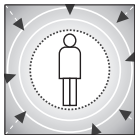


assess the risk of being wrong many times than to fail to take action if you feel threatened.

- If a driver pulls up alongside you to ask for directions, do not approach the vehicle and beware of the suggestion 'to look at this map'.
- If a car approaches and the driver threatens you, do not be afraid to scream and run in the opposite direction of the car.
- Never hitchhike or accept a ride from a stranger.
- Have your keys ready but do not jiggle them in your hand unnecessarily. This only serves to announce to others that you are on your way home.
- Keep only those keys on your key chain that you use, and do not have your name or address on your key chain. This makes it easier to find the appropriate keys quickly. Mark your keys so they can be identified quickly in the dark.
- If you find that a window or door has been forced open or broken into while you were out, **do not enter**. The perpetrator may still be inside. Quietly leave the area. Use a public or neighbour's phone to summon help.
- Carry your handbag in a secure manner to prevent snatch and run type thievery.
- Carry identification, preferably with blood type indicated.

DRIVING

- Whenever possible, travel on well-lighted, populated streets and thoroughfares. Keep the windows rolled up, except for a small ventilation space, and **keep the doors locked**.
- If possible do not drive alone, particularly at night.
- Be especially alert when you are at a red light or a stop sign. Develop the habit of adjusting your driving speed to



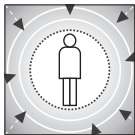
avoid stopping at traffic lights. Be prepared to drive away, sounding the horn, if you are threatened.

- If you suspect that someone is following you, make a few turns down active streets. Do not drive into your own driveway or park in a deserted area. If the car continues to follow you, drive some place where you know you can get help, such as the nearest police station.
- If someone attempts to force you off the road, do not panic. Blow your horn constantly to attract attention. If you are forced over, as soon as you stop, put your car in reverse and back away. Blow your horn and keep the car in motion.
- If someone drops you off at home by auto, ask the driver to wait until you are safely inside.
- Never pick up hitchhikers. Think twice before deciding to offer assistance to what may appear to be a stranded motorist, regardless of gender.
- At all times maintain an adequate distance from the vehicle in front allowing space for manoeuvring and escape.

SEXUAL HARASSMENT

How do you cope with muttered obscenities, stares, leers and the like? The only hard and fast rule is **stay out of danger**. If, however, you are reasonably safe, you may consider responding with the following:

- Ignore the advance. If a man is just trying to get a reaction from you and finds he can't, he may stop.
- Answer in kind. If a man is trying to shock you with his words, a response in a similar vein may stop him. (However, ensure you are not within striking distance when you do this.)



- Confront him. If you stop and politely ask, 'were you speaking to me?' the annoying party may feel embarrassed, especially if his acts were based on fear or insecurity.
- Most important, release your feelings of anger and indignity fast so that you can put the incident out of your mind as soon as possible.

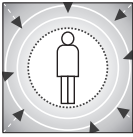
SEXUAL HARASSMENT (AT WORK)

Some common forms of sexual harassment:

- constant invitations for drinks, dinner, dates
- close physical contact while you work
- kisses at office parties
- receiving lewd cartoons, cards, presents
- obvious sexual gestures directed at you
- uninvited visits to your hotel room during out-of-town trips/missions
- staring at your breasts; touches or grabs at your body
- sexual invitations or remarks
- obvious graffiti
- threats of physical assault
- subtle or forced pressure for sexual favours
- assault and/or rape

Some common work-related problems that may follow objections to sexual harassment:

- sudden criticism of your work
- no work/too much work/dangerous work
- denial of training or educational opportunities
- written up for insubordination or issued warnings



- pressure to quit
- inaccurate job evaluation
- refusal of co-workers to provide training or information
- denial of increment or promotion

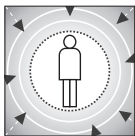
Some steps to take – short and long term:

- If facing sexual harassment on the job, remember that each job situation is unique. Take time to think about what you want as an outcome and what risks are involved. Make sure that you feel comfortable with the strategies you devise. What works best for someone else may not work for you or in your circumstances.
- Do let your objections to the sexual harassment be known as soon as possible. **Tell the harasser directly that you do not like what he is doing.** How you will phrase it and when you will say it is up to you, but don't ignore sexual harassment, it won't go away.
- If the harasser is not your supervisor, discuss the issue with your immediate supervisor, being specific as to the type, time, and place of the incident.

However, until you are certain of what you want to do and what your rights are, don't move too fast or hint at any of your strategies. Trust your instincts and develop strategies that make sense in your situation.

Keep a personal log or diary of incidents, dates, actual conversations, witnesses. Don't leave it at work. Keep lewd cards, notes, presents, take pictures of graffiti. Voice your objections to the harasser verbally and, if possible, in the presence of a witness. Include statements that indicate your discomfort and link it to the comments or behaviour which interfere with your job. Follow this up with some form of written correspondence summarizing this objection. Keep copies for records.

RAPE AWARENESS



- Everyone is a potential victim of sexual assault.
- Sexual assault is a crime of violence.
- Most sexual assaults are committed by an acquaintance of the victim.
- Sexual assault is one of the most under reported of all violent crimes.
- Broadly speaking offenders fall into four types: anger, power, sadistic and opportunistic.
- Recognize the sexual assault attack cycle

Victim selection

The individual is either preselected or the target of opportunity. In either case the offender will wait until the potential victim is vulnerable or isolated.

Approaching the victim

The would-be offender approaches his victim in one of three ways:

- the **con**: the victim is tricked into accompanying the offender
- the **blitz**: the victim is overwhelmed by the offender
- by **surprise**: the victim is jumped

Initiation of the assault

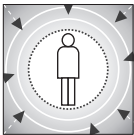
The offender maintains control of the victim through mere presence, threats, force.

The assault

The push-off

It is here that the attacker decides whether to further physically punish or kill his victim.

OPTIONS FOR THE VICTIM DURING AN ASSAULT

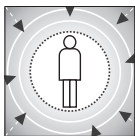


- Submit – the victim is in fear of losing her life. The objective here is to survive.
- Passive resistance – do or say anything to ruin the attacker's desire to have sexual contact with you
- Active resistance – any type of physical force used to fight off the attacker; includes shouting for help, running away, or fighting back.

PROS AND CONS OF USE OF WEAPONS AND SELF-DEFENCE

- Self-defence techniques require much training and constant practice. It is a personal decision which each staff member must make. However, it gives self-confidence and cannot be used against you. It is legal and always available.
- Improvised weapons – this can be anything accessible. It requires no special training.
- Mace. There are local laws regarding the use of mace/sprays which must be respected. It requires familiarity and training. Mace has a limited shelf life. It is not always accessible when you need it.
- Guns. It is against UN policy for a staff member to carry a weapon unless it is an official part of his/her job. Staff members who decide to have a weapon in their home must be in compliance with the local laws of the duty station. Use of weapons requires continuous training and they are not necessarily accessible when you need them. They need to be maintained and carefully stored to avoid accidents. Weapons can give you a false sense of security and could be used against you.

AFTER AN ATTACK

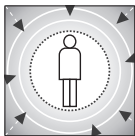


- After a woman is raped, she must make the decision whether to report the crime.
- If she chooses to do so, in most cases the police will question her very carefully on the circumstances of the event.
- After talking to the police the individual will be taken to a hospital for an examination that may help to prove that a rape occurred. Treatment will be provided for any injuries as well as for venereal disease. (Information about preventing pregnancy, about HIV and AIDS may also be provided.) Some hospitals may offer counselling, however this is extremely rare. The following section entitled Emotional First Aid, will provide some information regarding this. Counselling may be arranged through the United Nations Designated Official or the parent organization of the staff member.
- In most cases, if the rapist is caught the victim can choose to prosecute. If she does, she is in for a long ordeal in the courts. Many victims feel that the trauma of a trial is more than they are willing to risk.

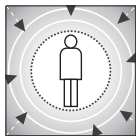
EMOTIONAL FIRST AID

The following section was prepared by St Vincent's Hospital and Medical Centre Rape Crisis Programme.

Rape and its aftermath can be a nightmare. You must remember that you are not alone. Please read the rest of this page and think about each point. It will help you a great deal. It will be very hard for you. Please try. You owe it to yourself. You deserve help because rape is horrible and no one has any right to do this to you. Please do this for yourself.



- The rape was **not** your fault.
- You are not going crazy ... almost any reaction is normal.
- This is a very serious crisis ... take very good care of yourself.
- People's reactions may hurt you ... they don't understand, and you must not listen to things that make you feel bad.
- You are a victim of a crime.
- You are a good woman.
- You deserve all the help you can get ... **ask** for it.
- You are not alone unless you cut yourself off.
- You will survive.
- You have every right to cry, scream and be as upset as you feel.
- If you are really afraid that you are going crazy and can't handle yourself, go get professional care, no matter what **anyone** says.
- There are people out there who can help you.
- You are a valuable person.
- Do whatever makes you feel better.
- This is the worst thing that's ever happened to you ... accept that and act on it.
- You are **in no way** responsible for the rape.
- Hang on. Take it five minutes at a time if you have to. Don't let yourself feel overwhelmed.
- Try to let out/get angry at your rapist. Stand in the middle of the room and yell anything you feel like to him as if he were there.
- You are safe, even if you don't feel it. The rape is over.



- Try to find a sympathetic woman/women and talk about it.
- If someone is reacting to your rape in a way that hurts or upsets you, stop them or get away from them. Even if it is your husband/lover/best friend, **you come first**.
- Find some object (anything that helps) to hold in your hand, if necessary.
- Try to think as clearly as you can about what is good for you and **do it**.
- Make yourself talk about it to as many sympathetic people as you can.
- There is nothing to be ashamed about.

RESIDENTIAL SECURITY

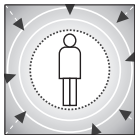
STRUCTURES

Keys

- Keep a minimum number of keys per lock.
- Ensure keys are strictly controlled (no access by unauthorized persons).
- In a large compound, ensure that keys are signed in and out.

Doors

- Good solid doors are vital. (Never exterior glass doors).
- Install: a peep hole, a safety chain and security bar, strong locks and bolts, an intercom to the main entrance (where possible).
- Keep entrance doors locked at all times – even when at home.

**Windows**

- Install bars or grills to prevent entry.
- Use shutters or venetian blinds.
- All windows should have locks.
- Draw curtains at night.

Lighting

- If possible, install outside lighting.
- Have and know the location of emergency power sources (candles, lamps, torches, generators).

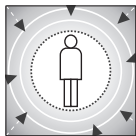
CALLERS

Telephone

- Always install a telephone if possible.
- In high risk areas stay ex-directory.
- Only give out your number to known and trusted people.
- If a stranger calls, never say you are alone.
- If you receive a threatening call, replace the receiver immediately and inform the police and your security focal point/officer.
- Do not have your first name in the telephone book or by your doorbell to avoid identification of gender.

Answering the door (daylight)

- Arrange for callers to come by appointment only.
- Identify the caller before opening the door.
- First open the door on the safety chain. If you recognize the caller, open the door fully stepping behind the door for cover and be prepared to close the door quickly.
- Don't hold doorstep conversations.
- If suspicious, keep the door closed and call the police.

**Night routine for answering the door**

- Switch off inside light.
- Switch on outside light to illuminate the caller, then follow daylight procedures.

Tradesmen

- Deliveries should be made to the kitchen only.
- Tradesmen should always be accompanied when entering accommodation.

INHABITANTS

Family

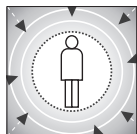
- All members of the family must be made aware of personal security needs.
- All should know emergency procedures in case of fire, bomb threat or attack.
- Personal details of all family members should be kept in the office security file (including blood group).

Servants

- Servants must be vetted.
- Never allow servants access to documents or weapons.
- Instruct servants that they are not to discuss internal affairs with outsiders.
- Instruct servants to report any suspicious incidents.
- Servants must know emergency telephone numbers.

OFFICE SECURITY

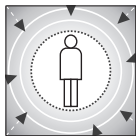
GENERAL PRECAUTIONS



- Office security procedures must be established early in the setting up stage.
- All staff should know escape routes and assembly points.
- Emergency telephone numbers, safety posters and fire drill procedures should be prominently displayed.
- All staff must be trained in the use of fire extinguishers and the basic fire drills.
- If local guards are used, their duties must be clearly explained.
- The designated security focal point must keep abreast of the security situation and bring staff up to date.
- Windows, doors, exits/entrances must be secure and checked regularly by the security focal point. This should be done on a daily basis.
- Locking up procedures must be part of the daily work routine and be the responsibility of the security focal point or designate.
- All staff must receive basic security and first aid training.

SECURITY OF DOCUMENTS

- All documents of a sensitive nature, particularly political or security related, must be secured and locked away when not in use.
- Documents of a highly sensitive nature should be restricted to those personnel who need to know.
- The movement of highly sensitive documents should be controlled by a booking in and out system.



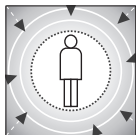
- All offices must have a safe as part of their basic equipment, large enough for the office needs.
- The presence and location of safes should not, if possible, be common knowledge.
- Safes should be fixed to floors.
- If the safe is a combination type, its number must be given only to those persons on location who need to know it and they **must** know the **complete** number.
- In a high risk location, where relocation (as per the UN Security Plan) is a strong possibility, sensitive documents must be kept separate from other paperwork, in a separate container, easily identified and easily transported when/if relocating.
- If you are attacked and told to open the safe, do so!

EQUIPMENT

- Do not overload electrical appliances.
- Fire fighting equipment must be installed, accessible and checked regularly for serviceability.
- A medical cabinet should be installed in an easily accessible location.
- Ensure the radio is maintained and correctly used.
- Vehicles must be parked securely: always reversed into parking spaces, locked and where necessary guarded. Keep fuel tanks full.

CASH TRANSFERS

GENERAL PRECAUTIONS

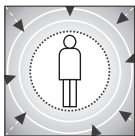


- Insure against theft of large amounts of cash and ensure that where staff members are used as couriers they are also covered by the staff insurance policy.
- Couriers should always travel in pairs.
- Each individual should carry a container with the cash split between them.
- Use UN aircraft whenever possible.
- A safe must be immediately available upon arrival at the final destination.
- Whenever large amounts of cash are carried, travel plans must have a contingency for delayed flights and, whenever possible, access to safe custody for the cash, particularly at night.

ESCORTS/PROTECTION

- The services of the Field Security Officers might be considered if escort is required.
- Members of UN Peacekeeping Forces, if in an area of operations, are a possible option.
- Armed escorts should be considered only as a last resort.
- The use of escorts will of course weaken the confidentiality factor.
- The courier should be met at the final destination by known and trustworthy colleagues who will also act as escort for the final, and possibly the most dangerous, part of the journey.

CONFIDENTIALITY

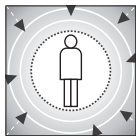


- All information should be dispensed purely on a “need to know” basis.
- Individuals should not boast or talk of their cash transfer experiences.
- Couriers should be given the shortest possible notice of the request to transport cash, thus allowing little time for the information and travel plan to become common knowledge.
- The flight and route chosen should be confidential and booked as near to departure time as is feasibly possible.
- Routes, times and the type of transport used should be varied as often as possible.
- The transmission of information regarding arrival time should, where possible, be by coded message. If no encryption facilities are available, some form of clear message using veiled speech should be worked out – this could be incorporated into regular telex or fax transmissions.
- Couriers should be dressed in a manner totally different from the perceived image of a courier. For example, jeans, pullover, running shoes would be a better option than an expensive suit.

SPECIAL DEVICES

Briefcases and containers for carrying cash can be purchased with built-in devices which impede a criminal, such as:

- a coloured spray that is emitted from the briefcase
- large telescopic handles that protrude when activated



- loud alarm signals that are activated at the touch of a button.

All these devices can be purchased fairly simply.

Important notes:

Briefcases must not be handcuffed to individuals' wrists.

Briefcases or containers should be unattractive, discreet, run of the mill and, where possible, carried in a very common holdall type bag.

In the event you are attacked while acting as a courier, do not risk your life in attempting to protect the package.

SUSPICIOUS OBJECTS

SABOTAGE AWARENESS

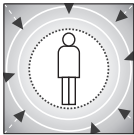
Criminal saboteurs use a wide variety of materials to make bombs. These can be hidden inside boxes, containers, packages or bags. The container is usually placed either in, on, or underneath whatever they want to damage or destroy.

THE IMPROVISED EXPLODING DEVICE (IED)

These include bombs, booby traps and letter/parcel bombs. Only trained personnel will deal with IEDs. However, some knowledge of device activation methods will assist in the recognition of potential devices.

The unwary may detonate an IED in the following ways:

- movement of the IED, probing, activation by trip wire
- introduction of direct light
- emission of radio waves.



Time delay devices can be activated in many ways:

- alarm clocks, wall clocks, watches
- chemical devices
- electrical contact
- pull wires, release wires
- pressure applied, pressure released.

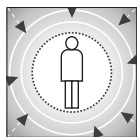
Incendiary devices usually have time delays of an electronic, mechanical or chemical nature (e.g. a long burning fuse, or a chemical mixture).

RULE NUMBER ONE

Don't Touch!



BOMB THREAT CHECK-LIST



Keep calm
Don't hang up
Report the call immediately

Questions to Ask:

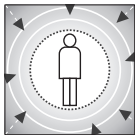
- When is the bomb going to explode?
- Where did you put the bomb?
- When did you put it there?
- What does the bomb look like?
- What kind of bomb is it?
- What will make the bomb explode?
- Did you place the bomb?
- Why did you place the bomb?
- What is your name?
- Where are you?
- What is your address?

Make a note of:

• **The exact wording of the threat.**

• **Background noises:**

- street noises
- house noises
- aircraft
- machinery
- voices
- music
- local call
- long distance call
- international call
- other

**• Description of the caller's voice:**

- accent
- any impediment
- voice (loud, soft, etc.)
- speech (fast, slow, etc.)
- diction (clear, muffled)
- manner (calm, emotional)

Did you recognize the voice?

If so, who do you think it was?

Was the caller familiar with the area?

• Language used:

- well spoken
- incoherent
- irrational
- taped
- message read by caller
- abusive
- other

• Other characteristics

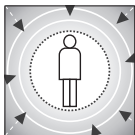
- sex of caller
- estimated age

Also make a note of:

- The time, date, duration and number called; the name of the recipient; the recipient's number and signature.

**PROCEDURE IF YOU BECOME SUSPICIOUS OF
A CONTAINER, PACKAGE OR BOX**

- Do not touch or pick it up, it could explode.
- If it starts to hiss, sizzle, tick (like a clock) or smoke, evacuate the area immediately.

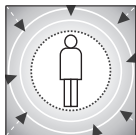


- Move people and vehicles back at least 100 metres to a safe area, behind cover. If the suspicious object is located on a floor other than the ground floor, ensure floors above and below are cleared of staff.
- Post a guard to stop unauthorized people from entering the danger zone.
- Inform your security focal point by telephone. Do not use your radio as the signal might trigger an explosion if the initiating device is triggered by remote control electronic signal (see initiating devices).
- Ask for the name of the person you are talking to and give the following information: your name, your location, location and description of the suspicious object (size, shape, colour), what action you have taken, who else you have informed. Confirm that the person you are talking to understands the situation.
- Stay near the telephone and await further instructions.

BOMBS IN THE POST

These bombs are designed to kill and maim when opened, and the danger should not be taken lightly. If for any reason you or your staff have the slightest suspicion that a letter or package may be an explosive device, it should immediately be isolated, away from the windows and any thin partition walls, and the police informed. The person handling the package should be readily available for interview by police.

Where a sender's address is shown on the letter or package, you will be able to verify its authenticity by contacting the sender. Whenever possible, encourage your regular correspondents to adopt this practice. When a suspect letter has been isolated, you should endeavour to make enquiries into its origin (e.g. the addressee may be expecting it and may be able to offer information pointing to its origin).



Where a large suspect parcel is received either by post or by hand, it could contain enough explosives to cause very extensive damage and, if hand delivered, may be controlled by a timing device. The security focal point may have to consider the question of evacuation.

Your mail room should have a poster permanently and prominently displayed for your staff, drawing attention to recognition points. Apart from the information it contains, it is a constant reminder for them to remain vigilant. The poster should be periodically renewed to prevent it becoming old and tattered. This will also have the effect of making it appear “fresh” to the eyes of your staff. In this way, it will not become “part of the furniture”. Such posters might be obtained from your local police.

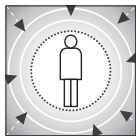
Mechanical aids

There is a variety of technical equipment available to assist with the detection of postal bombs. Your local police may be able to advise you on the various types, and provide details of manufacturers and suppliers.

Parcel/letter bomb recognition

Any of the following indicators should alert you to the possibility that a letter or package may be an explosive device:

- excessive weight for its size
- rigid envelope
- lopsided or uneven envelope or package
- excessive securing material
- protruding wires, string, tinfoil
- oily stains or discoloration
- visual distractions
- unexpected or unsolicited mail, both local and foreign
- excessive number of postage stamps
- restrictive marks (e.g. “Private”, “Personal”)

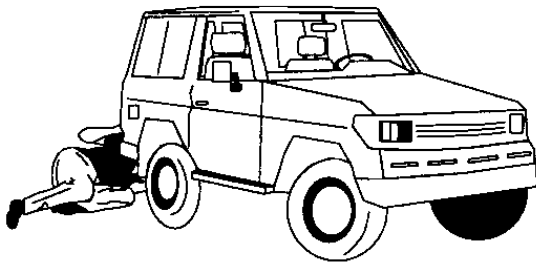


- handwritten or poorly typed address
- source unknown; no return address
- incorrect titles
- titles but no names
- misspelling of common words
- strange smells.

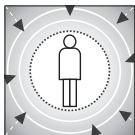
BOMB THREATS – HOW TO SEARCH YOUR CAR

External search

- Look around and underneath the vehicle as you approach.
- Check the silhouette and road for any unusual objects or loose wires.
- Do not touch the vehicle.
- Walk around the vehicle and look under each wheel arch and bumper for any unusual objects or loose wires.
- Examine the underside of the vehicle thoroughly.



- Always start your search in the same place and pay particular attention to the driver and front passenger areas, recessed areas, the exhaust pipe area and the fuel tank area. An under-car search mirror will assist you in this task.

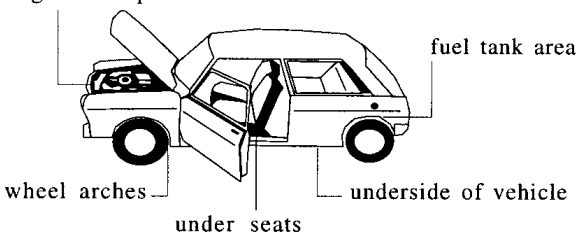


- At night, or on overcast days you will need a torch – this should not be kept in the car, so keep it with you. A carrier bag or a newspaper will help you keep clean on dirty or wet ground.
- Finally, before touching the vehicle, look for signs that it may have been broken into. Look for scratch marks around the door locks or the boot and bonnet. Window glass may also be scratched. Check that no unfamiliar objects are in the vehicle, and that none of your belongings have been disturbed.

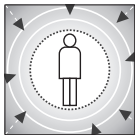
Internal search

- Open the vehicle door.
- Do not touch anything inside.
- Firstly, re-check the inside of the vehicle for things out of place or disturbed; particularly check underneath the driver's seat, the passenger's seat and in the back area.
- Check all storage areas, pockets or boxes for signs of tampering or loose wires before opening them to look inside.

engine compartment



- When you finally open the bonnet or boot, look for any unexpected components, boxes or unusual wiring. If your car is kept tidy, it will make this check a lot easier.
- You can now start up and drive off.



- These checks take about 2 minutes – 2 minutes which could save your life.
- By routinely checking your vehicle you are more likely to notice anything that has been attached to or placed in it.

If at any time you see anything arousing your suspicion, do not touch it or the vehicle. Ring for the police immediately.

MINE AWARENESS

In the past the aim of a minefield was to surprise and delay an enemy and to inflict casualties without exposing one's own forces to a confrontation. Nowadays mines are frequently laid indiscriminately and kill friend and foe. If an area is suspected of being mined – stay well away from it.

Types of mine – general features

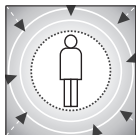
There are two main classes of mine: anti-tank and anti-personnel mines. Certain types can be used for either purpose, by varying the method of arming the mine.

Anti-tank mines are normally designed to break a tank track and part of the suspension, but they will usually destroy anything on wheels which passes over them. A fairly heavy weight (100kg+) is needed to actuate anti-tank mines, so that people stepping on the mine might not set them off, but they can be fitted with devices to kill or wound any person trying to lift or neutralize them.

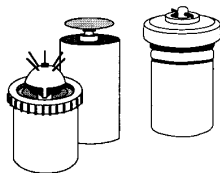


anti-tank mine

Antipersonnel mines are normally designed to kill or wound when they are set off. There are two main types. One relies on blast, and is meant to blow off a foot or a leg



of anyone stepping on it, or to put a wheeled vehicle out of action. The other throws a container into the air, where it bursts and scatters fragments to wound or kill any one within effective range. A load of about 3kg will actuate an antipersonnel mine.

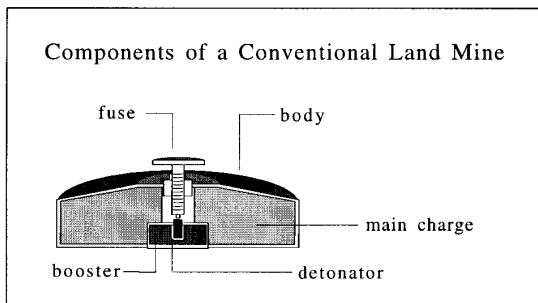


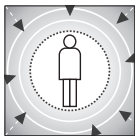
antipersonnel mines

Components

All mines consist of three main parts:

- the main charge, in a container which usually forms the body of the mine;
- the detonator, or the igniter charge, which sets off the main charge when it explodes;
- the mechanism, or other device, to set off the detonator or igniter charge.

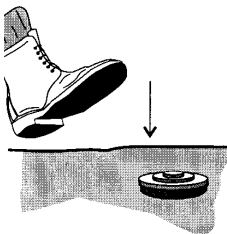




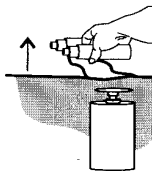
Types of mechanism

The aim of all firing mechanisms is to prevent the mine exploding until it is set off by interference, and to ensure immediate detonation when it is set off by the type of interference for which it was designed. The simpler types are actuated in one of the following ways:

- by pressure
- by releasing pressure which has previously been applied
- by pulling a trip wire
- by breaking a tight wire.



pressure applied



pressure release



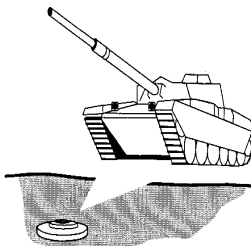
pulling on a trip wire



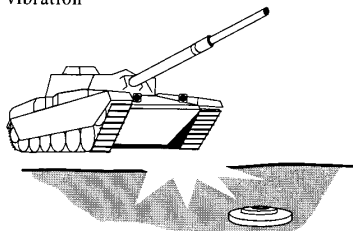
tension release

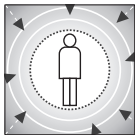
More complicated mechanisms may be activated by sounds travelling along a particular frequency, by vibration, by a magnetic effect, or by radio.

magnetic effect



vibration

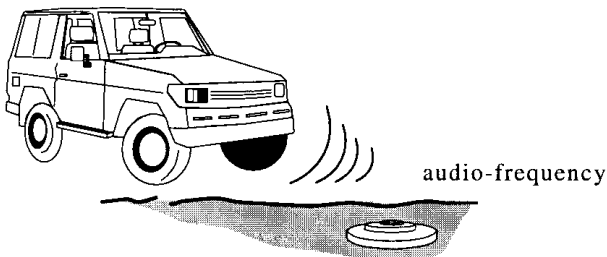




Mines – precautions

Take the precautions hereunder when operating in an area where you may encounter mines and exploding devices:

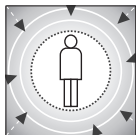
- Ask local people for advice as to possible locations of mines.
- If travelling on roads where mines are thought to be, avoid the edges of the road and be alert for fresh “road repairs”. Stop if you are not sure.
- When stepping out of the vehicle step out into the middle of the road not on the edge.
- If encountering any obstacles in the road stop well before and inspect, (use binoculars), do not proceed if you are not sure.
- Never touch, pull or cut any wires.
- If you find yourself in an area where mines are located, you can always retrace your own footsteps or tyre tracks.



Anti-lift devices/booby traps

An anti-lift device fixed or attached to a mine is in effect a booby trap. Some common devices are listed below.

- A **pull type**, so that **lifting** the mine tightens the wire and pulls out the pin and fires the mine.



A **pull igniter screwed** into the side or bottom of the mine, and attached by a wire to a peg, so that, if the mine is moved, the fixed wire will actuate the pull igniter and explode the mine.

A **pull igniter wired** to another pull igniter in another mine or in a charge of explosives, so that a pull on the wire will actuate one or other of the igniters.

A **wire looped round, or attached to**, the mine casing and leading to an igniter in another mine, explosive charge or antipersonnel mine, so that movement of the wire will set off an anti-lift mechanism.

A **release mechanism underneath** a mine, and immediately on top of another charge, so that when the weight of the top mine is removed the second charge will explode. Mines laid in this way cannot be lifted, but must be pulled from a distance, or blown up where they are.



Locating mines

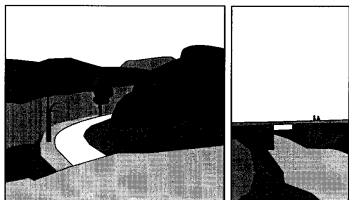
The best way to locate mines is with your eyes.

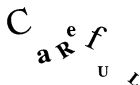
Likely areas are:

- avenues of approach
- bridges (approaches and exits)
- key intersections
- depressions and ditches

Signs of mines:

- stakes and trip wires
- odd brushes and other odd features
- displaced trees
- "road repairs"



**Use the mnemonic**

- **Care** always.
- **Alert** always.
- **Ready** always for the unexpected.
- **Examine** the ground thoroughly.
- **Follow** wires visually but don't touch.
- **Understand** the nature of mines and simple mechanisms.
- **Leave** novelties and attractive items.

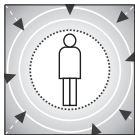
If you encounter an object that looks like an exploding device:

- Don't touch.
- Don't walk in the immediate area.
- Mark the spot to warn others.
- Inform the local authorities.
- If possible sketch the device.
- Pass on a description of the device in a report to the authorities.
- Inform your colleagues of the location and description.
- Talk to local people, they are usually aware of areas where mines may be encountered.

**MINE INCIDENT DRILL**

From vehicle

- If the vehicle hits a mine, the convoy halts.
- There is no movement and no dismount unless directed.
- Persons thrown from the vehicle by an explosion should not move.
- Aid personnel move forward in vehicle tracks.



- Clear a path to the vehicle and to casualties so that first aid can be given.
- Search the route for further mines – these should be marked.

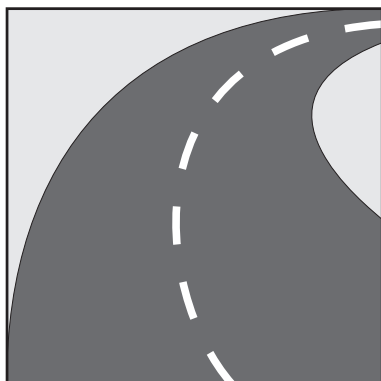
On foot

- Take cover from explosions.
- “Freeze” and do not move.
- Determine if the explosion and casualties were caused by a mine.
- Determine the safest route out of the minefield – (way in).
- The person nearest to the casualty probes toward the casualty, clears the area, gives first aid, clears path out and exits using way in.
- Check also for trip wires.

CHAPTER

2

MOBILE SECURITY



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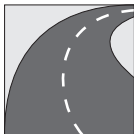
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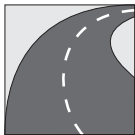
vehicle breakdown, 51

TRAVEL

GENERAL RULES



- Be aware that at least 50 per cent of all security incidents occur during travel.
- Avoid travelling if it is not essential.
- Never travel without permission.
- Avoid travel on foot.
- Always travel in pairs (at least) whether on foot or by vehicle.
- Consider using guides.
- If recommended to do so, always take police or military escorts.
- Familiarize yourself with the ground and security conditions along your route before you set out (map study, local information).
- If an assessment of the security situation reveals an increase in the risk, do not travel.
- Ensure that your vehicle is suitable (4-wheel drive) and equipped (as per standard procedures) for the journey.
- Always carry map and compass.
- Inform all necessary agencies of your route, timings (departure/arrival), call-sign, and the number travelling.
- Stay in regular radio contact as per standard procedures.
- The base station must be manned if personnel are travelling.
- The base station must be able to initiate search procedures for overdue vehicles.
- Travel at a safe but constant speed.



- Do not resist if stopped by armed groups. Be cooperative and do not offend.
- If hijacked, try to negotiate terms, i.e. some basic needs such as water and footwear, particularly in harsh environments.
- If escorted by one vehicle, it should travel ahead, particularly where mines are suspected.
- If there are two escorts, one travels in front, one in the rear. The lead escort vehicle must probe ahead and check that the route is safe.
- Radio communication should exist between the escort vehicles and escorted vehicles when travelling.

VEHICLE TRAVEL

GENERAL RULES FOR VEHICLES

- Check the vehicle daily. Vehicles must be well maintained.
- Never run out of fuel – the vehicle must always be fully fuelled before parking at night.
- Secure the vehicle when parked (ready to move).
- Check the area around the vehicle before boarding.
- Use alternative routes (varied).
- Never carry unauthorized passengers.
- Have accident procedures in place and brief passengers on emergency procedures.
- Wear seat belts.
- Avoid driving in the dark.
- Drive at the safest speed for prevailing conditions.
- Keep doors locked.



- Keep a minimum number of windows open (no more than 5 cm).
- Avoid likely ambush areas.
- Be prepared to take evasive action.
- Constantly check rear-view mirror.

DRIVING CONDUCT

- Drive at a speed in keeping with the road and weather conditions, i.e. reduce speed when it is raining.
- Many of the roads along which UN staff travel are in rural areas and are not designed for large vehicles or fast speeds.
- Pedestrians using the roads for travel should be treated with courtesy and respect.
- Avoid fast speeds particularly during wet conditions. Care must be taken to avoid puddles of water, which can splash and soak unsuspecting pedestrians. During winter, where the wind chill factor is high, a wet pedestrian splashed by a passing vehicle can very easily become exposed to hypothermia, particularly the very young, the old and the sick.
- Be particularly careful where **children** are concerned, they are more likely to act spontaneously, **slow down and give them a wide berth.**
- Remember you are a guest in the country and you must obey all road signs and speed limits. Working for an international organization does not exempt you from the law.
- Wear your seat belt at all times.

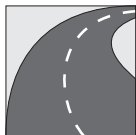
ACTION AT CHECKPOINTS



- Drive very slowly on approach.
- At night, dip beams and switch on internal light.
- Be ready to stop quickly if requested.
- Keep hands visible at all times.
- Be friendly (remain calm); offer to shake hands.
- Show ID if requested.
- Offer cigarettes and a light.
- Do not surrender your ID (kept on a cord around neck).
- If it is necessary to leave the vehicle, remain close.
- If the vehicle is searched, protest but do not resist, follow the searcher to ensure nothing is planted or stolen.
- If items are removed, protest, but do not resist.

HOLD-UPS AND HIJACKINGS

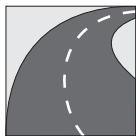
- Stop the vehicle.
- Remain calm.
- Apply the handbrake, but keep the engine running.
- Leave the vehicle in neutral.
- Get out, but leave the door open.
- Put hands up – if requested to do so.
- Don't look directly at the hijackers.
- Be compliant to demands.
- Allow the hijackers to depart without interference.

**Vehicle check-list**

- ☐ Body: look for damage that might affect road worthiness.
- ☐ Windscreen.
- ☐ Wipers.
- ☐ Lights.
- ☐ Traffic indicators.
- ☐ Tyres: inflated to correct pressure and in good condition.
- ☐ Fuel, oil and windshield washer levels.
- ☐ Tools: tow rope/chain, jack, wheel brace, spanners, screwdriver, spare fuses.
- ☐ Medical pack.
- ☐ Jerry can of water.
- ☐ Radio: correct frequency, checked and working.
- ☐ Horn: test that it is working.
- ☐ Winch: if a winch is fitted to any vehicle it must be tested and the crew of that vehicle must know how to operate it.
- ☐ Torch: with spare batteries.
- ☐ UN flags and UN markings: on and clearly defined.
- ☐ Logbook.
- ☐ Map and compass.

AWARENESS WHILE DRIVING

ALERTNESS



- Be alert at all times.
- Be aware of any activity ahead of and behind you.
- Respond to any road blockage ahead.
- Keep cassette/stereo noise low.
- If your suspicions are aroused by persons or vehicles, treat them as hostile and take evasive action. Note details.

MAKING SPACE (FOR MANOEUVRE AND ESCAPE)

- Maintain an adequate distance from the vehicle in front.
- Drive as near to the centre of the road as possible.

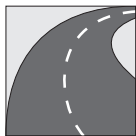
PHYSICAL SECURITY AND SAFETY

- Keep windows shut (5 cm rule).
- Keep doors locked.
- Wear seat belts.

PLANNING AHEAD

- Be familiar with roads/routes.
- Vary your route.
- Identify and memorize potential safe havens.

RADIO COMMUNICATIONS



- Report departure and arrival.
- Report pre-designated points on route when passed.
- Report all suspicious incidents.
- Report emergencies.

VEHICLE BREAKDOWN

- Establish contact with base.
- Evaluate security situation.
- Decide whether to stay with the vehicle or to go for help.
- If possible, move the vehicle to a position where it will not attract unwanted attention.

When travelling, stay alert! Use your intuition!

look

(for the signs that something is wrong)

people
vehicles
roads (e.g. soil removed)
parking lots (strange vehicles)
warning lights

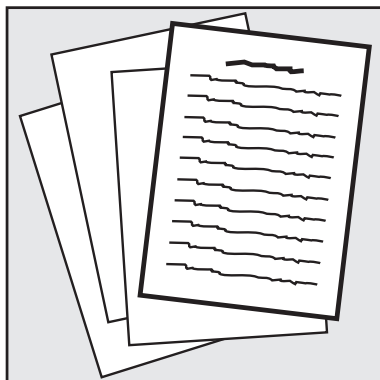
listen

talk (rumours)
gunfire
silence

CHAPTER

3

PROCEDURES



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SETTING UP SECURITY PROCEDURES



The reason for establishing security procedures is to determine a set of parameters outside of which personnel do not operate.

ASSESSING THE THREAT

- Identify current procedures (if any)
- Identify available equipment
- Identify additional procedures (if needed)
- Identify need to change existing procedures
- Identify extra equipment needed
- Document new procedures: a written plan coordinated and within UN plan
- Institutionalize new procedures
- Request extra equipment
- Establish new procedures
- Instruct personnel in the new procedures
- Monitor that the procedures are being adhered to
- Update when necessary

LIAISE WITH UN AND LOCAL FORCES AUTHORITIES

When establishing procedures, include contingency plans. These are plans that supplement the main plan should it or elements of it go wrong.

Examples of topics covered by a contingency plan:

- attack on a UN location/individual
- fire
- missing person/persons



- serious injury
- medevac
- evacuation at a local, country or regional level
- acts of God (earthquake, flood, etc.).

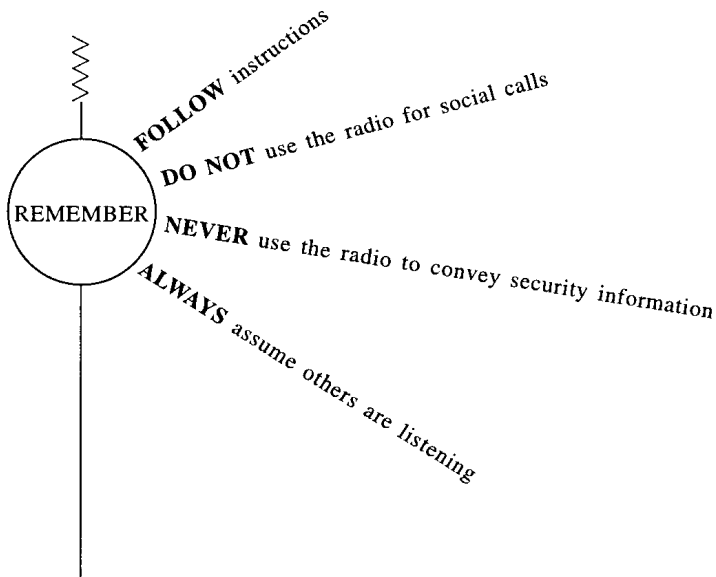
RADIO

RADIO TRANSMISSION SECURITY

The radio is not a secure means of communication as it can be listened to by practically anyone.

It is useful to establish a set of simple code words which should be known by everyone in the network.

In no case should military information be transmitted.



STANDARD RADIO PROCEDURES



Basic rules

- Discipline: listen before transmitting.
- Brevity: be brief and to the point.
- Rhythm: use short complete phrases that make sense.
- Speed: not too fast, not too slow.
- Volume: don't shout.
- Preparation: know what you are going to say before transmitting.

Prior to transmission

- Check the power source and cables to ensure there is a power supply.
- Check the antenna and cables ensuring a tight and correct connection to the radio set.
- Connect the audio accessories and check the functioning of switches.

Transmitting

- Make your message brief but precise.
- Break the message into sensible passages with pauses between.
- Make sure no-one else is transmitting at the same time.
- When transmitting maintain a high standard of articulation, normal rhythm and moderate volume. Do not shout. Hold the microphone close to your mouth.
- Avoid excessive calling and unofficial voice procedure.

FOUR GOLDEN RULES



- **Clarity**
- **Brevity**
- **Security**
- **Simplicity**

Respect these rules; your radios may be the only link to the outside world.

Don't interfere with radios unless you are a trained technician.

Don't use the radio like a telephone, keep transmissions short.

Organize your thinking and your message before transmitting.

Security matters are best dealt with by using simple code words; likewise when dealing with sensitive issues.

PROCEDURE WORDS (PROWORDS)

A proword is a word or phrase which has been given a special meaning in order to speed up the handling of messages. The only authorized prowords are listed below:

PROWORD	EXPLANATION
BREAK:	I now indicate a separation of the text from other portions of the message.
CORRECT:	You are correct, or what you have transmitted is correct.
CORRECTION:	I have made an error in this transmission. I will continue from the last correct word.



PROWORD	EXPLANATION
I SAY AGAIN:	I am repeating my transmission again.
MESSAGE:	A message follows: prepare to copy or record it.
MORE TO FOLLOW:	The transmitting station has additional traffic for the receiving station.
OUT:	This is the end of my transmission to you and no answer is required.
OVER:	This is the end of my transmission to you and a response is expected. Go ahead transmit.
READ BACK:	Repeat this entire transmission back to me exactly as received.
ROGER:	I have received your last transmission satisfactorily.
SPEAK SLOWER:	You are speaking too fast. Please speak slower.
STAND-BY:	Do not transmit until contacted: I need extra time.
THIS IS:	Give call sign, i.e. "Delta one".
WAIT:	I must pause for a few seconds, please wait.
WAIT OUT:	I must pause longer than a few seconds, I will return.
WILCO:	I have received your signal, understand it, and will comply. (Do not use roger and wilco together.)
WRONG:	Your last transmission was incorrect the correct version was ...

PHONETICS

The international phonetic alphabet listed below shall be used.

Letter	Phonetic Alphabet	Numeral	Spoken as
A	ALFA	0	zero
B	BRAVO	1	wun
C	CHARLIE	2	too
D	DELTA	3	three
E	ECHO	4	fo-wer
F	FOXTROT	5	fi-yiv
G	GOLF	6	six
H	HOTEL	7	seven
I	INDIA	8	ate
J	JULIET	9	niner
K	KILO		
L	LIMA		
M	MIKE		
N	NOVEMBER		
O	OSCAR		
P	PAPA		
Q	QUEBEC		
R	ROMEO		
S	SIERRA		
T	TANGO		
U	UNIFORM		
V	VICTOR		
W	WHISKY		
X	X-RAY		
Y	YANKEE		
Z	ZULU		



Numerals shall be transmitted digit by digit except round figures such as hundreds and thousands.

Examples:

12	wun too
44	fo-wer fo-wer
90	niner zero
136	wun three six
500	fi-yiv hundred
7000	seven thousand
16000	wun six thousand
1278	wun too seven ate
19A	wun niner alfa

Message examples

To give you confidence, make sure you practise using the radio before you find yourself in urgent need of using it.

An example of the kind of language you must learn to use is shown right. It is an example of a radio check:

Call Five-Two, Five-Two, this is Hotel-Three-Niner, Hotel-Three-Niner. Radio check. Over.(1)

Reply Hotel-Three-Niner, from Five-Two. I read you loud and clear. Over.(2)

Call Five-Two from Hotel-Three-Niner. Loud and clear. Over.(2)

Reply From Five-Two. Roger. Out.(3)

(1) *Call signs twice*

(2) *Call signs once*

(3) *Abbreviated calling*

WHAT TO DO IN AN EMERGENCY



Call for help as follows:

**emergency. emergency. emergency.
five-two five-two. this is hotel-three-niner,
hotel-three-niner. emergency. do you copy?
over.**

(Note: emergency is repeated three times)

Wait for response and then proceed.

For a lesser degree of urgency, use the word **“security”** instead of **“emergency”**.

Any station hearing an **“emergency”** or **“security”** call, should immediately stop transmitting and listen-out.

If you need to interrupt another radio conversation wait for a pause (immediately after you hear “over”) call:

**break. break. this is hotel-three-niner,
hotel-three- niner. I have an emergency.
please stand by.**

Pause transmission and listen to ensure the other communication has ceased, then proceed with emergency call.

CONVOYS

TYPES OF CONVOYS

A convoy is a group of vehicles with a single purpose – the transport of goods/refugees/staff/military. But there are only two types of convoy: escorted or unescorted! All run risks. All should obey rules and procedures.

CONVOY PROCEDURES

- Preparation (planning, vehicle readiness and line up)
- Communications



- Actions when coming under fire
- Anti-ambush
- Accident/medevac/breakdown
- Road blocks/check points
- Coordination, chain of command, liaison.

If possible (and where applicable) an advance party will go ahead to the final destination and make arrangements for receiving the convoy, paying particular attention to security arrangements. The advance party will be in radio contact with the convoy and base and must have authority to halt or abort the convoy if not satisfied with the security arrangements.

INDIVIDUAL PREPARATION

- Have personal equipment ready, checked and complete.
- Know and understand the plan (ask questions).
- Know and understand the security element of the plan.
- Know and understand radio procedures.
- Know and understand the evacuation procedure.
- Know the contingency plans.
- Prepare your vehicle as per the check-list.
- Wear UN identification arm bands and carry UN identity.
- Wear protective equipment when deemed necessary.

GROUP PREPARATION

All personnel must know the following:

- command structure (convoy drivers and escorts must be briefed by the team leader)
- routes
- convoy procedures



- contingency plans (if attacked or vehicle breaks down, medevac procedures)
- escort duties, who and what
- action on arrival at destination
- radio procedures and discipline
- timings
- basic first aid

Vehicles must be checked prior to departure i.e. the day before (to allow time for any necessary repairs).

INDIVIDUAL CONVOY RESPONSIBILITIES

- Convoy team leader
- Advance officer
- Maintenance officer
- Drivers
- Escort/security officer
- Passengers

The team leader needs to **check/ensure**:

- vehicles are “mission capable”
- loads are authorized and safe
- protective and safety equipment is ready
- weather conditions
- briefing of military escort.

The team leader needs to **inform/explain**:

- chain of command
- communications plans and route
- maintenance and recovery plan



- procedures: at checkpoints, for rest, maintenance, refuelling, distribution, medical contingencies
- speed of vehicles and the distance to be kept between them
- timings: assembly, departure.

START POINT

- Check the order and line up of vehicles.
- Check escorts are in position.
- Team leader makes a final check of loads and vehicles.
- Radio check as per the schedule “all stations call”.
- The signal to move is given.

ROUTE OUT/ROUTE BACK

- After 30–60 minutes stop and check loads and tyres.
- Carry out a radio check between all vehicles.
- The team leader will carry out radio checks at all predetermined sites.
- The escort moves ahead and checks route.
- All personnel stay alert and check ground and the surrounding country.
- Stop if unsure, the escort will proceed ahead to check the route.
- If you are stopped, the team leader and the escort commander are to negotiate.
- If fired upon, stop and get out of the vehicle on the side opposite to the shooting. Move out of the line of fire, taking your emergency pack and radio. Scatter but do not separate. When possible call base.
- If possible don't stop – “drive through”.



- Plan and coordinate anti-ambush actions with the escort and within the civilian element of the convoy.
- Stop every two hours to check vehicles, rest, and check the route ahead. Choose the ground, i.e. open ground. When stopped remain alert and, if necessary, use vehicle height to post lookouts and to check the surrounding country. Stay near vehicles or move only in pairs and only short distances.
- Vehicles must keep their original order, slow vehicles in front, fast vehicles behind.
- The front vehicle always travels at the speed of the vehicle following, avoiding the “chase scenario”.
- If not in radio contact, use flashing lights and/or horns to tell the vehicle in front that you are in trouble.

AT OR NEAR THE FINAL DESTINATION

The advance party and the team leader must make radio contact well before arriving at the final destination. Arrangements are then made for the advance party to meet the convoy before the final destination, in order to brief the team on the situation at the final destination, with the instructions regarding the following:

- security situation from local activity/forces
- vehicle parking
- guards for vehicles
- place and method of unloading
- rest and water, maintenance
- plan for overnight stay (e.g. accommodation, guards)
- crowd control (numbers of people, mood, condition).

If there is no advance party the leader or his designate (with an escort) will proceed to the final destination, make contact and investigate all the requirements detailed above.



Once unloading is complete and the team leader is satisfied, the convoy should depart as soon as possible providing there is enough time to reach base. If there is not enough time, then the team should remain for the night in a secure parking place.

ROUTE BACK AND ARRIVAL BACK AT BASE

Follow procedures as for the route out, but it is essential to remain alert.

Back at base

- Parking.
- Clean up.
- Debrief as soon as possible.
- Vehicle maintenance.
- Write up reports.
- Prepare for the next convoy.

PROCEDURES AT CHECKPOINTS/MANNED BARRIERS

- Vehicles halt – maintain convoy distance.
- Keep engines running.
- Send a sitrep to the field office.
- Post guards to the front and rear of the convoy.
- Only take orders from convoy team leader.
- Team leader and interpreter negotiate.

PROCEDURES AT UNMANNED ROADBLOCKS

- All vehicles halt on hard surface.
- All personnel stay in the vehicles.
- If ordered to dismount – stay on the hard surface.



- Do not wander – beware of mines.
- Send a sitrep to the base.
- Wait for orders from the convoy team leader.
- Military escorts, if provided, will clear obstacle.

VEHICLE BREAKDOWN

- Contact the maintenance officer.
- If possible, make repairs.
- If repairs cannot be made – tow.
- If the vehicle must be abandoned – cross load.
- Immobilize abandoned vehicles.
- Do not remain with broken down vehicles if the convoy moves on.

ACTIONS WHEN COMING UNDER FIRE

Locating fire

Listen for:

- crack
- thump
- Watch for:
- smoke
- muzzle flash
- movement
- dust

In vehicle

Drive through if possible.

If not possible:

- get out
- hide behind the engine block, but away from the vehicle



- if there is better cover near, crawl to ditch or cover (beware of mines).

On foot in the open

- get down quickly: lie on the ground, keeping as low as possible.
- crawl to nearest available cover.

On foot with cover nearby

- take cover – hide behind something. Remember: cover from view may not be cover from fire.

MEDEVAC PROCEDURES

- Provide first aid – secure the area and the injured.
- Inform base of injuries.
- Have medical personnel evaluate all injuries.
- Follow regular medevac procedures.

HIGH THREAT AREAS

In situations where the threat is high and a large escort is needed, the following procedures must take place.

- Briefing by escort commander to UN personnel.
- Actions of UN personnel if ambushed, in concert with the escort ambush procedures.
- Compatible and sufficient radio communications between escort and UN personnel.
- Clear and agreed chain of command.
- Medevac procedures.
- Break down and vehicle recovery procedures.
- Unscheduled overnight stops – standard operational procedures in place.



- Check point and road block procedures must be known to all UN personnel.
- All UN personnel must be issued with correct protective equipment and must wear the equipment whenever entering high risk areas – bullet proof vest, ballistic helmet.

RELOCATION AND EVACUATION

LOCAL EVACUATION (MOVING STAFF OUT OF IMMEDIATE DANGER)

- You must follow the procedures in the UN security plan.
- Maintain and update staff lists. You must also maintain an up-to-date location board of the names of all officers at your station and their present exact location.
- Establish a system of raising and lowering the level of readiness:
 - Red Alert high risk
 - Yellow Alert raise level of awareness
 - Green Alert situation normal
- Establish a place to head for in an emergency, either in or near the camp/office.
- Always carry personal radios.
- As soon as possible inform the base of your decision.

MEDICAL EVACUATION

Plan it in advance.

You will need:

- a doctor's certificate
- authorization (local and government)
- means (air, road, boat, SOS service)

**UN Security System:
A Coordination and Planning System to ensure
the Security of UN Staff**

Who?**Four levels of
coordination**

- System-wide (N.Y. Security Coordinator)
- Agency HQ (Heads at Geneva, Rome, Vienna)
- Country (Designated official, Security Management Team)
- Duty Station (Field Security Officers, Area Coordinators and Committee, Wardens, Zoning)

Five phases

- Precautionary
- Restricted movement
- Relocation
- Programme suspension
- Evacuation

And the team?**Our responsibilities**

- Report
- Coordinate
- Plan
- Be prepared

REGIONAL OR COUNTRY EVACUATION

- Follow the instructions of the designated official or his designate, as per the Field Security Handbook.
- Familiarize yourself with:
 - the country UN Security Plan
 - the area UN Security Plan (within country plan)
 - the local UN Security Plan (within country/area plan)
 - the office security plan (within local/area/country plan)
 - the UN Field Security Handbook (FSH).
- Do not forget: actions and instructions (as per FSH) for local staff.



- The lifeline is: communications – communications – communications.
- Have emergency supplies available at home and at the office, (i.e. water, food, sleeping bag, medical kit, spare radio batteries, battery charger, compact generator (2.5 kV), fuel for vehicle, fuel for generator).

CROWD CONTROL

DEFINITIONS

A crowd is a lawful gathering of people, who are organized, disciplined, and who have an objective.

A mob is a crowd who have gone out of control because of various and powerful influences, such as racial tension or revenge.

Three types of mob

- The mob who have a definite aim i.e. to kill.
- The escape mob, who are escaping from a perceived physical threat, such as guns, fire and gas.
- The acquisitive mob, who are out to loot or rob.

GUIDING PRINCIPLES

Pre-empt

- by gathering information, planning and preparation and by awareness.

Defuse

- (negotiate) talk, talk, talk.

Contain

- by acting from strength quickly – (police/army)

ASSESSING CROWDS/MOBS



Take account of:

- size
- temperament
- area of occupation
- static or moving
- direction and purpose
- weapons
- advice from other sources, i.e. local authorities, etc.
- danger to persons and property
- don't convoke a crowd unless you can meet their needs or answer their concerns.

REASONS FOR A CROWD TO GET OUT OF CONTROL

- People are not sure what is happening or do not agree with what is happening.
- There is a feeling that time is running out.
- The crowd has no internal organization.
- People are tired of waiting.
- There is deliberate sabotage.
- Poor planning/cultural insensitivity by the organizers.

WAYS TO PREVENT A CROWD GETTING OUT OF CONTROL

- Ensure clear information is provided to the community
- Work closely with community leaders to organize people into small groups. Sit people down in these groups.
- Give clear and regular messages and updates to people waiting, so that they know how long they can expect to wait.



- Involve community leaders and community workers organizing the movement of people
- Deal quickly and fairly with cases of cheating or disorder
- Ensure facilities (shade, water, latrines, medical assistance) are available.
- Be accompanied by the elders/leaders of each section.

Crowd Control Options

Based on discouragement and dispersal

Persuasion → talk

Leaders → select

Worst case → force → show of strength?
 ↓
 minimum force?

Be aware that dispersal by force (police/army/dogs/water cannon) can lead to injury or death.

Best approach: pre-empt and defuse

CROWD CONTROL RULES

- Don't encourage people into a crowd situation unless you can meet or satisfy their needs or demands.
- Do use monitors such as community elders or their designates to control the crowd.
- Organize the crowd into small groups and channel them through narrow avenues when distributing aid. (Wire fencing may have to be used).
- Do make sure the crowd is told what is going to happen and that they see the series of events they were told to expect unfold before them. Keep the flow going.



- Do have police and/or security personnel on stand-by to support you if a break down of the system occurs and the crowd looks like turning into a mob.
- Plan and rehearse the flow of events before inviting large groups of people to any activity that might promote violence, such as food distribution.
- Never attend public meetings where grievances are to be the theme. Always use the elders or their designates for this, then meet with the elders later at a time and place of your choosing.
- Crowds are best stationary and seated when they have to wait for long periods.
- Establish a mechanism whereby refugees can air their grievances.
- Establish this mechanism in the early phase of any operation.
- Separate yourself from any personal confrontation by the use of elders who should be the go-between.
- Do not engage in unruly group discussions.
- Do make it quite clear that complaints will only be dealt with in an orderly manner at a given time and place and only through the elders or their designates.
- Do have a mechanism for emergency meetings.
- Check the entrance/exit to your place of work/rest is clear of crowds before leaving.
- Maintain poise and dignity if confronted by a hostile crowd. This will require self-control and discipline.
- If in a vehicle when confronted, do not get out. Check that the doors are locked and drive carefully away.
- Avoid the bold confrontational type of eye contact. This can often transmit your true feelings such as fear. In some cultures eye contact is offensive. A direct open



look at the bridge of the nose is recommended.

- Report all incidents to the community elders and insist on disciplinary action.
- Do not become angry or, at least, do not show your anger.

NON-VIOLENT PROTESTS/DEMONSTRATIONS (REFUGEES)

Always remember that, if wisely handled, protests or demonstrations can allow a non-violent expression of tension and frustration on the part of the refugee population, and should not be discouraged. A number of precautions may be called for, but security should be discreet.

Here, as in so many other scenarios, a Coordinating Committee comprising representatives of the implementing partners, national authorities and refugee leaders, in addition to UN, can play a role in providing a vehicle for communication between the organizers and those in positions of authority. To facilitate communication, make sure that the UN staff involved have the appropriate language skills and good access to the refugee community.

How to respond

- Agree in advance on a set of ground rules, and make sure they are known by all concerned. What appears below is a sample set of such rules:
 - no violence
 - attendance by local security authorities
 - attendance by representatives from all agencies
 - limited number of participants
 - limited time and area
 - specified location, away from medical facilities, kitchen and food distribution centres, schools, offices and main gates.



- Define procedures for the communication of petitions, such as: by letter only, or at a meeting with leaders.
- Specify how and when such procedures may apply, (e.g. away from site of protest, at office).
- Set rules for the safety and mobility of staff. This may entail answering the following questions:
 - who decides on staff entering, leaving and/or moving around the area of demonstration?
 - how are staff and vehicles checked in and out?
- Establish crowd control methods (remembering that a discreet presence is usually preferable for reasons discussed earlier):
 - low profile security presence (i.e. unarmed)
 - plans if tension should escalate and threaten to get out of hand (i.e. use of legitimate force as last resort)
 - arrange stand-by medical care for possible injuries
 - set follow-up procedures
 - use of standard reporting procedure (see sample report form)
- Refer to Coordinating Committee to assess the incident in terms of issues brought to light by protest, impact on community, follow-up measures required.

SPONTANEOUS PROTESTS/DEMONSTRATIONS

With alert and aware staff the possibility of development of spontaneous protests or demonstrations is significantly reduced. Contingency plans for them should however be in place and understood by all staff. As in all protest/demonstration scenarios remember the following:

- assess the situation calmly
- if possible, maintain a presence; consider buffer/liaison role between host authority and protesters

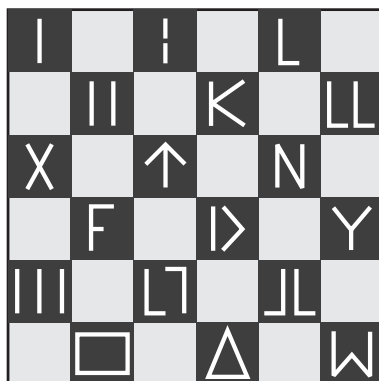


- determine goals/demands of protest
- acknowledge these demands, on condition that the protest will disperse
- set up good faith mechanism for further communication.

CHAPTER

4

SURVIVAL



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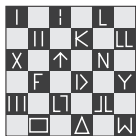
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FIRST AID

URGENCY – MEDICAL EMERGENCY



Act quickly in:

- **Suffocation** (interference with or cessation of breathing from any cause)

Clear mouth, check position of tongue

Give mouth-to-mouth resuscitation

- **Arterial bleeding** (light red blood and spurting)

Pressure point immediately.

Pad and bandage. If unsuccessful, return to pressure point. (Leave tourniquets for the expert).

- **Cardiac arrest** (breathing and heart stopped)

Apply cardiopulmonary resuscitation (CPR) immediately.

In everything else take it calmly and think.

Five priorities	Six guidelines
1. Ask	1. Check that there is no danger to yourself (e.g. gas leaking)
2. Look	2. Check breathing
3. Listen	3. Stop bleeding
4. Think	4. Immobilize limb
5. Act	5. Treat for shock
	6. Move out of danger and then call for first aid/medics.

First Aid Check-list

Check casualty for:

1. **Consciousness**

Speak close to the ear, clearly, loudly; shake (carefully) casualty's shoulders.

2. **Breathing**

Check airway.

Lift chin and tilt head to clear tongue.

Look for chest movement.

Listen for breathing.

Feel for breath on cheek.

3. **Pulse**

Check carotid pulse.

Feel for Adam's Apple and slide fingers into gap between Adam's Apple and front neck muscle.

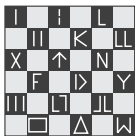
Feel for five seconds before deciding pulse is absent.

MOVING CASUALTIES

Movement of casualties should be done carefully as it can precipitate shock and aggravate bleeding – especially internal bleeding. Carriage by hand can be worse than by vehicle.

Stop bleeding and splint fractures before moving. However, moving the casualty a short distance from danger to safety, or from an exposed position to shelter, may be advisable while waiting for transport, or even before first aid. Transport must be driven **slowly** with minimum bumping and swaying.

SHOCK

**Causes**

Any injury especially broken bones, burns, large open wounds and also exposure.

Signs

Paleness (blue tinge to lips and ears).

Coldness (skin cold and clammy).

Weakness (physical and mental, breathing shallow).

Treatment

Rest – lie flat, head low, feet up.

Warmth (coats, blankets, twice as much below as on top, shelter). Avoid overheating and sweating.

Fluids (hot sweet drinks except on a hot day, then give a cool drink). If belly or chest injury, or if within one hour of hospital – no drink should be given.

UNCONSCIOUSNESS

In suffocation (e.g. drowning, gas poisoning) – give immediate mouth-to-mouth resuscitation until natural breathing returns.

In head injury or other causes – there is no immediate danger while breathing is all right. Check mouth for loose teeth, dentures, position of the tongue.

Put in a safe position and treat as for shock.

Watch breathing and guard against patient sucking in vomit or swallowing tongue.

When carrying on stretcher, keep level.

Do not attempt to revive with a drink or rubbing.

Do not give alcohol when patient comes around.

The ABC of Resuscitation

Airway

Tilting head and lifting chin will open the airway

Breathing

If casualty is not breathing, you can breathe for him/her
– thus artificial ventilation.

Circulation

If the heart has stopped, CPR can be applied. Must be combined with artificial ventilation.

EXPOSURE

Lowering of internal body temperature due to adverse climatic conditions. This affects vital organs, e.g. heart, brain.

Causes

Primary: cold, wind, wet clothing (any two of these factors are dangerous)

Contributory: fatigue, anxiety, lack of acclimatization, lack of body fat.

Symptoms (any one of these is a danger sign)

Unreasonable behaviour, irrational outbursts.

Lethargy (e.g. lack of response to instructions), stumbling or falling, slurred speech.

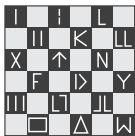
Uncontrollable shivering, dimness of vision

Treatment

It is essential to prevent further heat loss.

Shelter: house, tent or at least windbreak. Blankets or sleeping bag plus windproof plastic bag if possible.

Hot drinks and sugar by mouth if conscious.



In extreme cases, in the absence of breathing, mouth-to-mouth resuscitation.

Do not try to warm by giving alcohol, by rubbing limbs or skin, or by applying hot water bottles. **Do not** move patient by encouraging patient to walk even after apparent recovery. **Do not** move patient by stretcher if it can possibly be avoided – stay where you are until transport is available.

HEAT EXHAUSTION

Causes

Exertion in hot, humid or still air. Personal unfitness, lack of sleep or of food, alcohol, very full stomach

Symptoms

First stage – exhaustion, pains in back or limbs. Changes in temperature: hot to cold, flush to pallor. Headache, nausea, giddiness. Mental confusion. Fainting.

Second Stage – Cramps, abdominal pains, vomiting; collapse and deep unconsciousness.

Treatment

Rest, as for shock and ventilation. Relieve hotness and sweating by all possible means.

Long cool drinks with salt, (one tablet or one level teaspoon per litre – (**not** stronger), or sugar.

Treat as for unconsciousness and if it persists evacuate to hospital soonest.

BURNS

Trivial burns

Wash area with cool, clean water – sterile dry dressing and bandage – when in doubt seek medical aid.

**Severe burns**

Cover the burn – treat for shock – arrange medical care quickly. Cool burned area if possible.

Do not: open blisters, pull away sticking clothes, use ointments or cover burns on face.

Chemical burns

Immediately decontaminate skin by flushing with large amounts of water.

MAJOR WOUNDS (ABDOMINAL)

Recognition

External bleeding; protruding entrails; hidden internal injury and bleeding.

High risk of infection.

Treatment

Aim: to minimize the risk of infection; to minimize shock.

Lay patient down, bending knees if possible. Cover with a large dressing (sterile) and secure tightly.

Evacuate.

MAJOR WOUNDS (CHEST)

Recognition

Breathing will be difficult, painful, possibly rapid, shallow and uneven.

Possibly alarmed, leading to shock

Blood (coughed up, frothy red).

Blueness at mouth, nail beds and skin.

Air in tissues – crackling feeling to the skin by wound.

Blood bubbling out of wound.



Air – sound of air being sucked in to chest as casualty breathes in.

Treatment

Aim: to seal the wound and maintain breathing;
to minimize shock; urgent evacuation to hospital.

Use palm of hand, yours or casualty's if conscious, to cover wound.

Cover wound with dressing if available.

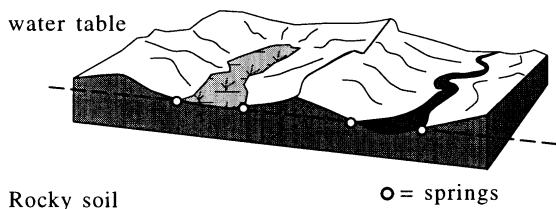
Support a conscious casualty in comfortable position to protect injured side.

Treat for shock.

SURVIVAL AND NAVIGATION TECHNIQUES

FINDING WATER

When there is no surface water, dig through the earth's water table for ground water – rain or melted snow that has sunk into the ground. Access depends upon the contour of the land and the type of soil.



Rocky soil

Look for springs and seepage especially in areas with abundant limestone.



In volcanic areas, look for springs along the walls of valleys that cross a lava flow. Porous lava rock is a good source of seeping ground water.

Look for seepage where a dry canyon cuts through a layer of porous sandstone.

In areas where granite rock is abundant, look over the hill-sides for green grass. Dig a ditch at the base of the greenest area, and wait for the water to seep in.

Loose soil

Water is usually more abundant and easier to find in loose soil than in rocks. Look for ground water along valley floors or on the slopes bordering the valley, because it is in these areas that the water table is most likely to surface. Springs and seepage may also be found above the high watermark of rivers and streams after the water has receded.

Before digging for water, look for signs that it is present (e.g. floor of a valley under a steep slope, or dig out a green spot where a spring was during the wet season). In low forests, along the seashore, and in river plains, the water table is close to the surface. Very little digging can yield a supply of water.

Runoff water is found above the water table and includes streams, stagnant pools, and water in bogs. Consider this water contaminated and dangerous even if it is away from human habitations.

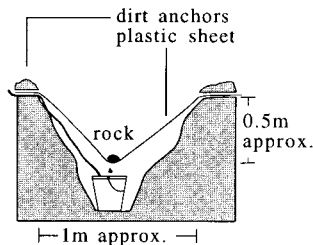
Along the seashore

Look in hollows between sand dunes for visible water, and dig if the sand seems moist. On the beach, scoop holes in the sand at low tide about 100m above the high tide mark. This water may be brackish, but it is reasonably safe. Run it through a sand filter to reduce the brackish taste.

Do not drink sea water. Its salt concentration will eventually cause the kidneys to cease functioning.

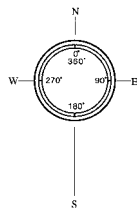
**Survival Still (cross-section)**

Heat from the sun vaporizes ground water. The vapour condenses under the plastic, trickles down and drips into container.

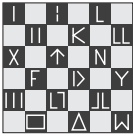
**In desert or arid lands**

Some signs are the direction in which certain birds fly, the location of plants, and converging game trails.

Desert natives often know of lingering surface pools in low places. They cover them in various ways, so look under likely brush heaps or in sheltered nooks, especially in semi-arid and brush country.

SURVIVAL NAVIGATION

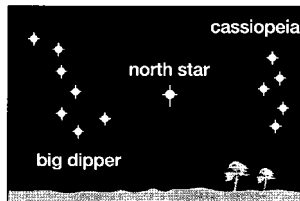
- Always study the map and be familiar with the area that you are operating in.
- Know familiar landmarks.
- Know the prevailing wind. This will help with navigation because foliage will tend to bend with the wind.
- Know which hemisphere you are operating in.
- By map study get to know rivers and sources of water.
- Always carry map and compass.



- When travelling, constantly check your map and know your position.

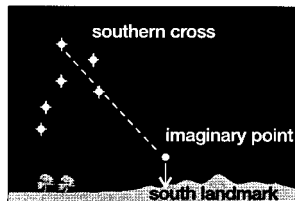
USE OF NATURAL NAVIGATION AIDS

- Finding north or south by use of the stars.
- Finding north or south using other methods.
- Calculating the time.
- Remember that the sun rises in the east and sets in the west, and to an observer on the earth:
 - in the **northern hemisphere**, it appears to travel east to west through south.



Northern Hemisphere

- in the **southern hemisphere**, it appears to travel east to west through north.



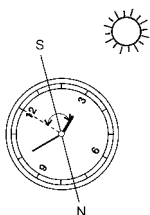
Southern Hemisphere



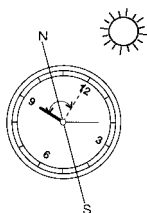
- Therefore, if you have a watch and can see even a glimmer of sun, you will be able to work out roughly where north and south are.

FINDING NORTH AND SOUTH USING A WATCH

This is probably one of the best known methods but, except at midday (local time) when it is correct, it should be considered a rough guide only. The following diagram shows how it should be used.



In the **northern hemisphere**, the watch is held horizontally with the hour hand pointed at the sun. An imaginary line is drawn from the centre of the watch through the 12. True South is midway between the hour hand and the 12.



In the **southern hemisphere**, the imaginary line through the 12 is pointed at the sun but the mid point between the 12 and the hour hand this time indicates true North.

SURVIVAL – WHAT TO DO

- Find your location, direction (compass, stars).
- Shelter yourself (get out of the wind, into natural shelter, insulate ground, cover).
- Warm yourself (fire, blankets).
- Decide: to move or to stay.
- Eat and drink (berries, animals, streams, snow)



When lost, isolated (by military action, weather), abandoned, or the victim of an accident:

- never lose the will to live
- be organized
- be disciplined
- work as a team
- survive!

MNEMONIC

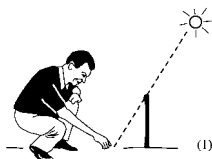
Remember the mnemonic **survival**.

This word explains your survival actions.

- **Size** up the situation.
- **Undue** haste makes waste.
- **Remember** your position.
- **Vanquish** fear and panic.
- **Improvise** equipment.
- **Value** living.
- **Always** have a contingency plan.
- **Learn** the basic survival skills.

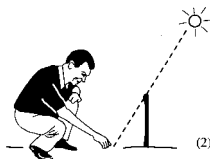
DIRECTION FINDING: THE SHADOW TIP METHOD

1. Push a stick into the ground at a level spot, so that it is straight up and down, notice that the stick casts a shadow.





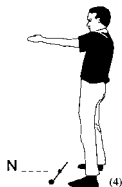
2. Mark the tip of the shadow with a small rock and wait until the shadow moves a few centimetres (10-15 minutes).



3. Mark the tip of the second shadow. Draw a line from the first rock and about a foot past the second rock.



4. Facing the stick, stand with the toe of your left foot at the first rock, and the toe of your right foot at the end of the line you have drawn.



You are now facing **South** in the **northern hemisphere**, and **North** in the **southern hemisphere**.

GROUND TO AIR SIGNALS

EMERGENCY CODES



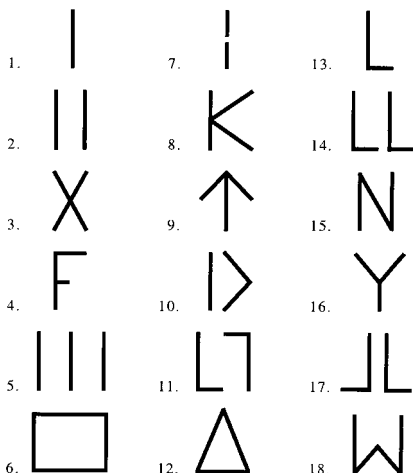
The following signals are the internationally recognized code for ground to air communications. When no other means are available they may be useful in an emergency.

Ideally they should be formed by Air Marker Panels but may be constructed on the ground out of any material – rocks/wood/designs in the sand etc.

Each element of an Air Marker Panel is 3m long by 50cm wide and self-constructed versions should be approximately the same size.

Ground to Air Emergency Signals

1. **Requires doctor, serious injuries**
2. **Require medical supplies**
3. **Unable to proceed**
4. **Require food and water**
5. **Casualty requiring immediate evacuation**
6. **Require map and compass**
7. **Require signal lamp with battery and radio**
8. **Indicate direction to proceed**
9. **Am proceeding in this direction**
10. **Will attempt take-off**
11. **Aircraft seriously damaged**
12. **Probably safe to land here**
13. **Require fuel and oil**
14. **All well**
15. **No**
16. **Yes**
17. **Not understood**
18. **Require engineer**



A space of 3m between elements whenever possible.

REACTIONS TO HOSTILE FIRE

PREPARATION



- If possible and without jeopardizing your security send a may-day message on the radio and include your location.
- Always travel with an escort in high risk areas.
- Always study and know the ground over which the travel will take place.
- Identify safe spots.
- Identify likely ambush spots.
- Establish prearranged radio contacts along the route.
- Make sure contingency plans are in operation for the mission. For example, if radio contact is lost, what do you do?
- Know your navigation.
- Have pre-planned ground to air signals.
- Stay on or near the planned route so that you are able to communicate to pilot of Search and Rescue aircraft.

HOW TO RESPOND IF UNDER FIRE

By careful selection, planning and securing the route, the risk of ambush can be reduced. Ambushes mostly take place in rural and isolated locations – kidnappings in towns and suburbs. (Both can happen anywhere.)

Actions must be coordinated with the escort if one is provided. Actions will be explained at the briefing by the military escort commander, when there is such an escort. Drills should be rehearsed. If personnel are not confident with the anti-ambush procedures laid down by the escort, they must say so and help redefine them.

ACTIONS



- If possible, “drive through”.
- UN personnel will dismount from vehicles.
- Move out of the line of fire and away from the vehicles.
- Try to avoid going into road side ditches – there may be mines.
- Take cover away from the vehicle.
- Stay in radio contact.
- Await instructions from the team leader or his designate, but be prepared to act unilaterally if the situation demands it.
- Have basic equipment easily available and take with you when dismounting.
- Always dismount on the opposite side of the vehicle to the firing.
- Main action is to get out of the killing zone **quickly**.

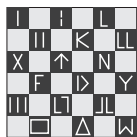
WEAPON RANGES

Small Arms	Effective Range⁽¹⁾	Maximum Range⁽²⁾
Submachine gun	75 m	1000 m
Rifle	400 m	3-4000 m
Squad automatic weapon	800 m	3-4000 m
Light/medium machine gun	1800 m	3-4000 m
Medium anti-tank weapon	300 m	1000 m
Grenade (hand)	30 m	—

⁽¹⁾ Range at which a trained soldier is expected to hit the target.

⁽²⁾ Distance the projectile will travel at optimum trajectory.

WEAPON RECOGNITION



Weapons are not dangerous – people are.

Remember: a weapon is always loaded until you prove otherwise.

Reminder:

If you find a gun or ordnance, don't touch it.

Have a knowledgeable person:

- a) make it safe
- b) take it away or put it away

If you must handle the gun:

- a) handle it carefully
- b) do not touch the trigger

IF STOPPED BY ARMED AGGRESSORS

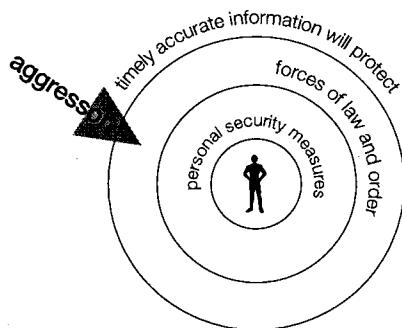
- Don't resist.
- Act docilely, but stay alert.
- Avoid eye contact. Adopt a direct look, at a spot around the bridge of the nose.
- Negotiate at least some basic life saving articles from the goods that the aggressor might take off you, e.g. water, shoes, warm clothing.
- Don't carry valuables but carry something of little value i.e. money to appease the aggressors.
- Once you are released, your contingency plan for loss of contact will then commence, i.e.
 - seek local assistance
 - rest and stay in shade or warmth
 - prepare ground-to-air signals
 - wait for search and rescue

SELF-DEFENCE

PASSIVE SELF-DEFENCE



- Balance (mental and physical)
 - Keep calm and mind clear, be watchful and prepared.
 - Keep weight evenly distributed on both feet, knees slightly bent, hands at groin level, relaxed but ready to move quickly.
- Carry a padded briefcase or file with which to ward off blows from any would-be attacker.
- If in a crowded environment, manoeuvre yourself so that the crowd is between yourself and the aggressor.
- Furniture can be discreetly manoeuvred as a barrier between yourself and an aggressor.
- Eye contact can be provocative; avoid eyeball to eyeball contact.
- With the body slightly turned, a raised leg bent at the knee will present a hard protective thigh muscle to kicks or knees aimed at the groin or lower body.
- The shoulder turned, the arm tucked into the chest, and chin tucked into the shoulder will present a hard upper protection against blows aimed at the upper part of the body.

SECURITY: THE THREE CONCENTRIC CIRCLES

When the circles are penetrated by an aggressor, you may find yourself in a situation where only your own personal defences are between you and the aggressor.

- Be watchful, alert and balanced.
- Be prepared to use any item with which to defend yourself (e.g. briefcase).
- Be prepared to tuck into a defensive and protective posture to ward off initial blows and then be in a position to turn/move quickly and escape in a direction you have already identified: whether in a room or in the open. This may mean escaping out of the room, or escaping into a building.
- Always look for and know the whereabouts of friendly faces, i.e. police, guards, colleagues.

HOSTAGE TAKING



A refugee or asylum-seeker who resorts to hostage taking is likely to do so in desperation or because of mental unbalance, rather than as an act of terrorism on ideological or criminal grounds. The latter may not, however, be excluded as a possible scenario.

SUGGESTIONS FOR ANTICIPATING HOSTAGE SITUATIONS

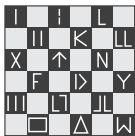
There are several measures that can help you to prepare. In consultation with the Coordinating Committee, establish a small group in order to:

- Discuss an appropriate response, taking account of local customs that would apply in negotiations with hostage takers.
- Plan coordination with security authorities.
- Identify potential negotiators, possibly from agency representatives on the Coordinating Committee.
- Implement security measures such as limitations on staff movement, use of walkie-talkies, or requiring staff to move in pairs.

Make sure that all your staff are briefed as to how to behave if taken hostage. The following advice is based on instructions issued to members of police forces.

GUIDELINES FOR RESPONDING TO HOSTAGE TAKING

- Notify the authorities responsible for security, the coordinating and hostage committee, main office/Headquarters.
- Set up 24-hour communications.
- Set up task force.
- Identify hostage taking party/persons and their demands.



- Identify number, identities and condition of those held hostage: inform their families.
- Appoint negotiators, and make arrangements for their physical support (meals breaks, shift schedule, etc.).
- Set priorities for negotiation (these might include the early release of women, children and medical cases; provision of food and medical supplies for those held hostage, etc.).
- Designate responsibilities for issue of information, notably to media.
- Coordinate with security authorities on possible use of force.
- Provide support for hostage families/colleagues.

HOW TO BEHAVE IF YOU ARE TAKEN HOSTAGE

- Be cautious of heroics. Do not act foolishly.
- Be cooperative and obey hostage takers demands without appearing either servile or antagonistic.
- Look for a protected place where you could dive or roll if it should come to the use of force to rescue you.
- Try to keep cool focusing your mind on pleasant scenes or memories or prayers. You might try to recollect the plots of books or movies. This will help you to remain functional.
- Keep a low profile. Avoid appearing to observe crimes that hostage takers commit. Look down or away.
- Avoid interfering with their discussions or activities.
- Do not make threats against hostage takers or give any indication that you would testify against them. If hostage takers are attempting to conceal their identities, make no indication that you recognize them.



- Be reluctant to give up your identification or clothes. Loss of such personal belongings is demoralizing. Hostage takers can use them for bargaining. Try not to accept an exchange of clothes with hostage takers. This could put you in much greater danger in case of an attempted rescue by forces of law and order.
- As a result of the hostage situation, you may have difficulty retaining fluids. Try to drink water and eat even if you are not hungry. It is important to maintain strength.
- Build rapport by drawing attention to your own and others human needs like hunger, thirst, use of the toilet.
- Be conscious of your body language as well as your speech. Do not say or do anything to arouse the hostility or suspicions of your captors. Act neutral and be a good listener to your captor. Be cautious about making suggestions to your captors as you may be held responsible if something you suggest goes wrong.
- Think of persuasive reasons why hostage takers should not harm you. Encourage them to let authorities know of your whereabouts and condition. Suggest ways in which you may benefit your captors in negotiations that would free you.
- If you end up serving as negotiator between hostage takers and authorities, make sure the messages are conveyed accurately.
- If there is a rescue attempt by force, drop quickly to the floor and seek cover. Keep your hands on your head. When appropriate, identify yourself.
- Survival as a hostage can depend on your own characteristics – are you healthy, disciplined, patient, resourceful, self-confident, compassionate?

AFTER HOSTAGES ARE RELEASED



Plan for medical and emotional care (stress debriefings) for hostages, their families and associates, and staff who managed the situation.

Convene Coordinating Committee to review:

- issues/situations relating to hostage-taking incident
- community reactions
- follow-up required
- complete reports.

HOSTAGE SURVIVAL

INDIVIDUAL PREPARATION

- Have family affairs in order.
- Prepare your family, and pre-plan what they should do if you are kidnapped.
- Carry a personal medical record at all times.
- Carry ample supply of any personal medication.
- Do not carry documents embarrassing to self or employer.

GROUP PREPARATION

- Form a Crisis Management Committee.
- Collect information and keep it up to date.
- Discuss and update preventive programme.
- Discuss response action to any incident.
- Understand, discuss and share:
 - avoidance techniques
 - hostage survival.
- Be aware and understand how it happens.

DOS AND DON'TS DURING THE FOUR PHASES OF A HOSTAGE SITUATION

**Capture**

- Keep calm.
- Obey orders.
- Do not speak unless spoken to.
- Do not whisper to colleague.
- Do not offer suggestions.
- Do not argue.
- No sudden moves, ask first.
- Do not be humorous.
- Try not to give up ID or clothes.
- The first hour is the most dangerous, so quickly regain composure.

Transport and/or consolidation

- Be patient, try to rest.
- Advise on and request medication or aid you might need.
- Be polite – treat captor well.
- Develop rapport by reminding them of your humanity.
- Listen well, do not argue.

Confinement

- Keep physically active.
- Keep mentally active – read, write.
- Physical exercise and sleep are equally important.
- Escape attempts must be calculated.
- Survival chances improve with time.
- Always face your captors.



- Never threaten captors.
- Do not reject food.
- Devise method of telling time.
- Do not despair.

Termination

- Negotiated release.
- Police/Military Rescue:
 - stay where you are confined
 - take cover.

STRESS

SOURCES OF STRESS

Event stress can be caused by emotional reactions to:

- personal loss
- trauma
- mission failure
- human error
- media coverage
- outrage

Job stress may be caused by:

- pressure
- demands on staff
- role responsibilities
- organization stress
- conflicting messages
- need for recognition.

TECHNIQUES FOR DEALING WITH STRESS



- Individual (inward coping) self-encouragement techniques.
- Leadership support techniques:
 - setting an example
 - showing concern and support; the buddy system
 - give the team a break
 - keep the team healthy: food (meals, snacks), exercise.

What You Should Know:

- No one who sees a disaster remains unaffected by it.
- Disaster and crisis stress reactions are normal responses to an abnormal situation.
- Staff in crisis work are not best judges of their own performance

AIDS TO RECOVERY AFTER CRITICAL INCIDENTS

Informal debriefing:

- focused on the present
- confidential
- supportive
- educational

Critical incident stress debriefing (CISD) by a qualified professional de-briefer.**Consider the need for professional assistance**

- Sessions with a mental health specialist for groups of staff having undergone intense stress.

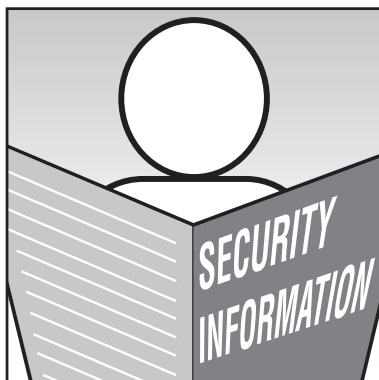
Practical suggestions

- In surviving a crisis, a key to recovery is the capacity to communicate on an emotional level.

CHAPTER

5

SECURITY INFORMATION



**Information
Gathering and
Sharing**

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**Briefing and
Debriefing**

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INFORMATION GATHERING AND SHARING

The key to the success of any operation is a knowledge of what is happening in the region of operations. It is important that you keep abreast of the security situation and organize your operations accordingly.

Keep a record of all information gathered and make daily and weekly assessments of the situation.

Hold regular meetings with the team and ensure that everyone is aware and up to date with the situation. Encourage input from all members.

Security Reporting Rating

excellent



Information is power and gives strength and confidence.

Knowledge dispels fear.

Accurate information can improve your safety.

Inaccurate information is dangerous – so be accurate!

Can we improve? Yes!

A GENERAL PICTURE



To form a general security picture of a given area the following information is required:

Opposing groups

- Identity/ethnicity.
- Strength and equipment.
- Relationships between groups.
- Support from local populace and other sources.
- Religion, history, politics.

Civil population

- Identify hostile elements within.
- The size and proportion of friendly and unfriendly elements.
- Local authorities and how effective their control.
- Capability of locals to supply food and water.
- Availability of food and water.
- Vulnerability of civilians.
- Relationship of local authorities with groups.

Terrain

- Water/food availability.
- Landing strips and sites.
- Roads, tracks.

Reporting

How?**Format and Style**

- concise
- simple
- clear
- factual
- accurate
- what action is required; by whom?
- what action is taken; by whom?

What?**Content**

- who?
- where?
- when?
- why?
- what?
- how?

To whom?**Immediate superior**

- copied to HQ, Desk and Safety/Security Unit

How frequently?**As often as the situation demands**

- hourly
- daily
- weekly
- monthly

REPORTING FORMATS

All reports must be clear, brief, accurate and factual. Avoid confusing facts with guesswork. Avoid emotional reports.

**Questions to ask****when formulating a Security Situation Report
SALUTE****size – activity – location – unit – time – equipment**

Size	How many people are there?
Activity	What happens?
Location	Where the situation happens?
Unit	Civilians: what they wear/clothes? Military: country, markings?
Time	Timing of events?
Equipment	Type of vehicles? – trucks – tanks – cars – vans Type of weapons? – pistol – machine gun

**Incident Report Format/Security Report
(SECREP)**

- a) Subject**
- b) Date/time/location/name of originator**
- c) Source of information**
 - reliable UN witness
 - other reliable eye witness
 - military/police/local authorities
 - local gossip
- d) Text**
- e) Action and comments**
 - action taken



- action required
- comments

f) Grading of information

- reliable
- unconfirmed
- cannot be judged

g) Grading of SECREP (by Regional Office)

- routine
- priority
- immediate action

BRIEFING AND DEBRIEFING

It is vital that all participants in any activity know and understand the plan for its successful completion. A verbal briefing before any activity should be given by the leader.

The briefing must be logical and easy to follow. This is best achieved by using a standard format for any and every briefing.

Equally as important is the conduct of a debrief as soon as possible afterwards. This is so that all can learn and that mistakes are not repeated.

BRIEFING FORMAT

Ground

A general description of the area in which the activity will take place:

- route out/final destination/route back

Situation

Describe the general situation:

- why/local difficulties/numbers/reasons



- friendly groups in the region of operations
- likely hostile groups
- likely danger spots

Mission

Stated simply and clearly

Method/execution

A detailed description of the activity plan, i.e.

- agencies involved
- cargo (amounts and types)
- escorts (who and number)
- convoy make-up (number of trucks and who)
- timings and a time frame
- route cards
- security plan (given separately)
- preparation (include vehicle checks)
- start point location
- time of departure
- route out/route back.
- radio checks at pre-selected sites
- rehearsals

Administration

- preparation of vehicles (loads, roadworthiness, tools, spare parts, tyres and spares, radios)
- briefing of drivers
- personal preparation (clothes, food, water, handsets, batteries, medical pack)
- medical support
- evacuation plan
- accommodation and feeding

**Responsibilities and communications**

- the chain of command
- radio network and call-signs
- frequencies in use with call-signs
- codes and code words
- radio schedule
- identify sites from which to call base

Questions and answers on the entire plan

TECHNICAL DEBRIEFING FORMAT

Hold the debriefing as soon as possible after the activity. Keep a written record of the debriefing, with photographs, maps, etc.

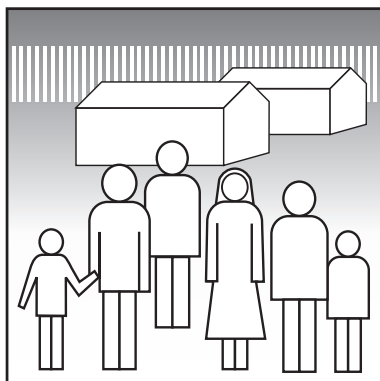
Method

- Use large map or draw a large map of the area.
- Run through the general plan.
- Run through the sequence of events that actually happened.
- Encourage individuals to describe their part of the activity.
- Draw attention to useful information gained or lessons learned.
- Highlight mistakes.
- If individuals made mistakes that could have been avoided then draw attention to the mistake and point out that all mistakes have to be viewed as a learning experience.
- Highlight breaches of safety and security, admonish any guilty individual (privately).
- Discuss lessons learned and ways of avoiding the same mistake in the future.

CHAPTER

6

REFUGEE SITES



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HIRING LOCAL GUARDS

CHECK-LIST



Discipline and procedures are the keystones of effective guard forces.

- ☐ Check the company's or individual's background where possible to ensure that there is no affiliation to any local opposing forces.
- ☐ Ensure that the company or personnel being considered are fully aware that carrying lethal weapons on UN duty is not permitted.
- ☐ For guard duties preferably hire personnel with police or military background.
- ☐ Issue a uniform or some identifying garment such as a UN shirt, cap and arm band.
- ☐ Issue clear instructions and guidelines with regard to duties and responsibilities.
- ☐ Erect a simple shelter for gate guards. Where applicable, ensure that guards have access to clean water, toilet facilities, food and shelter.
- ☐ Carry out checks, particularly at night, to ensure that guards are alert and patrolling.
- ☐ In case of an emergency, have a reaction plan, i.e. who does the guard wake up and what happens thereafter.
- ☐ Always appoint a senior guard and deal through him vis-à-vis discipline and instructions.
- ☐ Ensure that conditions of service and emoluments are understood and agreed upon.
- ☐ Guards should be trained and briefed before being deployed.

SECURITY FENCES

FENCES



When planning the construction of perimeter fences consider:

- The level of threat (which will dictate the type of fence) – assessed on the basis of information gathered and updated, especially with regard to hostile activity.
- Materials available (use local materials when possible).
- Liaison with local forces.
- The early warning system (i.e. the siren and flashing lights) used to alert personnel and to unbalance any hostile group attempting to intrude into the restricted area.
- The actions that follow once the alert has been given (these actions will be part of your security procedures and will include actions such as, calling the role, informing the police, alerting the base and any evasive actions that have been planned).

PATROLLING

All security fences should be patrolled frequently by the camp guards, outside during daylight, inside during darkness.

MAINTENANCE

The fence should be inspected daily to check for damage and for signs of attempted intrusion. This should be the task of the duty officer.

LIGHTING



- Depending on the perceived threat it will usually be necessary to erect powerful perimeter lights that light up an area outside the perimeter giving the occupiers a zone/barrier of illumination in which it will be easy to detect intruders.
- The lights can be shielded on the compound side thus throwing the illumination outward.
- The inner compound lighting should be much more mellow.

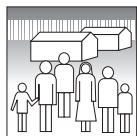
BULLET-PROOF FENCES

Bullet-proof fences are not easy to construct. Materials that will stop bullets are:

- filled wet sand bags (be aware that when exposed to the elements these dry out and rot and lose their stopping power)
- water in containers of sufficient size – such as two metal jerry cans one behind the other
- walls made of brick with an inner lining of wet sand
- walls made of empty tar or oil drums filled with sand
- a thick bank of wet sand pushed up close to but not against the perimeter fence

It might be more viable to construct a bullet-proof bunker out of sand bags, to which personnel proceed if any shooting starts.

Note: Common materials such as trees (unless they are exceptionally thick), the traditional local bricks and dry sand (unless exceptionally thick) will not stop bullets.

OBSERVATION

It is important to avoid the siege mentality which is caused by high, totally enclosed, fences or walls.

The ability to see outside the perimeter is very desirable. An inner fence built up to about chest height will give cover from view but still allow the occupiers to look outward.

Watch towers for camp guards are an excellent early warning system, providing the guards have good communications and are protected, at least to chest height from small arms fire.

What to Look for to Improve Security**Procedures**

- planning and training

Guards

- police
- military
- private security companies
- dogs

Perimeter and layout

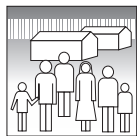
- entrance/exits
- fencing (earth barriers, sandbags)
- vicinity (buildings, neighbours, open areas, camps)
- lighting
- drainage
- fuel storage

Equipment and facilities

- alarms
- communications
- fire fighting
- vehicles
- medical

UN COMPOUND

CHECK-LIST



- ☐ A compound should be self-contained (with supplies of fuel food and electricity).
- ☐ Tents should be surrounded by sand bags if there is danger of weapon fire, or set in a ditch, or surrounded by earth banks.
- ☐ The back-up generator should not be located close to the main generator.
- ☐ Generators should be protected – stack sandbags around them. Drums with fuel can be protected the same way including empty ones. If fuel, oil, or other inflammable substances are kept inside compounds, then store below ground level if possible. Fuel should be stored in remote areas well away from camp living facilities and other installations.
- ☐ Take advantage of the ground, using trees (shade) and inclines (natural drainage) for kitchens and latrines.
- ☐ Dining facilities and water sources should be at least 100m away from latrines.
- ☐ The main shelter should contain the radio equipment with protection from weapon fire and theft.
- ☐ Fences: facilities should at least have some form of fence. Have alternative exits/entrances. Favour double fences or razor wire.
- ☐ Consider using animals (dogs, goats, peacocks) for early warning.
- ☐ Evacuation plans should be in place.

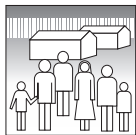


- ❑ Avoid hiring guards affiliated with armed factions. Give clear instructions to guards and appoint a senior guard to be in charge of the guard force. Provide identifying garments. Allow guards access to shelter and toilet facilities.

REFUGEE CAMPS

LIKELY THREATS

- **The journey:** en route to and from the countries of asylum.
- **Banditry:** against refugees in settlements in remote and lawless areas.
- **Zones of conflict, changes of government:** refugees are often in the crossfire of civil wars and often become the victims of both warring factions.
- **Association with resistance fighters:** either voluntarily or by coercion.
- **Threats from own country:** attacks by rebel forces or aerial bombing by government forces against refugee settlements seen as allied with guerrilla groups.
- **Threats from government personnel:** abuse of power on the part of the military, police, guards and other government bodies, particularly where refugees are perceived to be a threat to security and a burden on resources.
- **Fellow refugees:** the breakdown of social order in displaced populations.
- **The host community:** xenophobia and the perception that the refugee community upsets the social and economic balance.



- **Repatriation:** the repatriation package is always a tempting prize to bandits.

INSTITUTIONAL MEASURES OF PROTECTION

UNHCR must always have an international presence in refugee camps.

- **Preventive diplomacy:** institutional preparedness before the emergency phase.
- **Public relations:** to combat xenophobia.
- **Legality:** there are numerous charters and conventions agreed to by the majority of nations that legally protect the basic rights of refugees.
- **Published guidelines:** there are many, which you should obtain and read.
- **Law enforcement:** refugees must understand that they are subject to the laws of the host country. This must be explained to the refugees and reiterated by the use of posters depicting guidelines (in simple terms) explaining how to stay within the bounds of the law.
- **Host government responsibility:** clear to government, refugees and HCR/UN personnel.
- **Refugee camp location and design:** the camp must maintain and enhance its humanitarian face.
- **Refugee responsibility:** education as to what is expected from refugees in terms of social responsibility. Simple rules of conduct prominently displayed and expounded upon by the camp elders can be of great benefit, particularly in the early days of camp life.

Simple Rules

- Do not reside too near the refugee camp.
- Never travel alone in camps.
- Never interfere with the due process of law and remember that refugees are subject to the laws of the host country.
- Always deal through camp committees or elders.
- Do enlist the protection of local government forces.
- Do organize a mechanism whereby refugees can air their grievances.
- Do encourage refugees to appoint their own wardens who should patrol the camp, monitor and keep order.
- Do hold regular refugee committee meetings and address problems early before they develop into major security problems.
- Do adopt a preventive philosophy: **pre-empt, defuse, contain.**

SECURITY OF REFUGEES

WOUNDINGS

Tension between rival groups within a refugee population may lead to violence and injury. Such incidents are particularly frequent in closed camp situations.

How to respond

- Ensure appropriate medical care is provided.
- Refer to police/security forces.
- Complete a critical incident report and share it with the Branch Office.



- Call a meeting of the Refugee Coordinating Committee to assess the situation in order to determine if this is an isolated incident or part of a trend escalating into further violence. Plan the response accordingly. In the latter case, consult with community leaders to discuss joint action to try to defuse the situation.
- Provide protection to the family/close associates of the aggressor in order to minimize the risk of retaliation.
- Where appropriate, consider the feasibility of a weapons search and/or the possibility of imposing sanctions such as: curfew, alcohol limitations.

SELF-INJURY/SUICIDE ATTEMPTS

There are two possible sets of causes for such attempts. It is important to identify which applies, since this will determine your response. They are as follows:

- A psychiatric disturbance (e.g. clinical depression, schizophrenia). Referral to professional medical/psychiatric assistance and treatment with drugs and/or hospitalization, involving close cooperation with family members is indicated.
- Attempts designed as political acts of protest. Suicide attempts and self wounding traditionally have been used as a public protest in various cultures. In some cases they have been successful in focusing public attention on certain issues. Such acts are distressing to all concerned, and every effort should be made to ensure they do not occur.

A number of measures can help to pre-empt such incidents, or help staff to cope should they occur:

Practical precautions

- Keeping offices clear of sharp instruments that could be used for self-injury/suicide (e.g. scissors, letter openers).



- Establishing coded signal and report systems to alert colleagues, Branch Office, medical and security services for stand-by support.
- Equip offices with first aid equipment.

Publicizing a position statement

The example below was translated and used in the case of Vietnamese asylum seekers to explain the policy of the office:

“UNHCR is opposed to the use of violence in any form, including the use of self-inflicted injury which may result in death. Such action is to be strongly discouraged. UNHCR cannot willingly or knowingly be used to witness acts of violence. Every individual has the right to express an opinion in a non-violent manner. UNHCR deeply regrets the recent incidents and expresses the hope that violent actions and the suffering which they entail will cease.”

Briefing your staff (including interpreters)

Make sure they understand that:

- the person threatening to commit self-injury or suicide is likely to be in an extremely agitated and distressed state;
- he/she may appear tense or in a trance, cut off from reality;
- his/her thinking processes are unlikely to be “normal” at this point;
- he/she may be under pressure from others to commit the injury.

Encouraging group discussion

Relevant issues could include:

- What should be done if the incident involves a minor?
- Can the staff member opt out of observing the self-wounding episode?



- Such group discussion may also provide an opportunity for role play.

How to respond

- Do **not** attempt to argue with, physically restrain or disarm a self-threatening adult.
- Stay calm, avoiding rapid movements and speaking softly and slowly.
- Use an interpreter.
- Listen to the person's reasons for wanting to injure him- or herself/commit suicide.
- Acknowledge the emotions expressed.
- Try to delay by:
 - suggesting you accompany the person to another location, away from supporters to discuss things;
 - explaining negative ramifications of violence for problem solving;
 - suggesting alternative means of expression;
 - offering writing materials for a letter of petition or statement giving reasons which have led to the self-injury/suicide decision.

After an injury

- Do **not** attempt to remove a weapon embedded in a wound.
- Stay calm, and remove **discarded** weapons to avoid further injury.
- Offer a clean cloth and, if bleeding is evident, apply pressure on the wound (or around weapon in wound) while waiting for medical assistance.
- Present case for low key approach avoiding hospitalization if wounds are superficial. This attitude prevents over-



dramatization of the incident and discourages “copy cat” incidents.

- Refer the individual for follow-up counselling. Evaluation should distinguish, if possible, between requirements of a psychiatric or emotional disturbance and political protest. Include the individual’s family members.

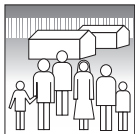
Follow-up – within 24 hours

- Brief staff on the consequences of the event.
- File a report with the Branch Office.
- Provide a critical incident stress debriefing for all staff involved.
- Consider withdrawal of concerned staff if:
 - personal safety is at risk
 - staff presence may exacerbate or incite a violent or dangerous situation
- Make sure that all staff involved in the incident are given the opportunity to defuse stress through debriefing.

HUNGER STRIKES

While undesirable, hunger strikes are (in some countries) a legitimate means of expression. As in the case of non-violent demonstrations, it is important to maintain a dialogue, and to set ground rules that are clearly understood by all concerned. In this context, you may find it useful to create a hunger strike committee which would, of course, include community leadership representation, alongside national authorities, operational partners and UNHCR staff.

An area that is particularly sensitive in any hunger strike is that of relations with the media. Advice on the attitude to adopt is also included in the list of points that follows.



How to respond

- Identify the reasons for the strike (this is important in order to assess quickly whether any of the issues can be negotiated).
- Call a meeting of the Refugee Coordinating Committee and agree upon a plan of action. This may include constituting a hunger strike committee.
- Inform Branch Office/Headquarters and set up 24-hour contact; assign reporting responsibility; establish shift schedules.
- As soon as possible open negotiations with the strike leader and make a clear statement, to be relayed to all strikers that:
 - their choice to go on hunger strike will be respected;
 - they are putting their health at risk, both in the short and longer term;
 - their action will be ineffective in changing policies and may adversely affect their chances of obtaining refugee status or resettlement.
 - remember: the doctor is the key link between the striker and the authorities.
- Try to agree upon a set of ground rules which may cover the following points:
 - use of a location if possible with some privacy and away from the media and groups of supporters (to decrease tension, and make it easier for strikers to withdraw without losing face);
 - all strikers to be medically monitored; under no circumstances may pregnant women or children be involved in the strike in view of their physical vulnerability, and of the overriding duty of parents and guardians in all societies to protect children.

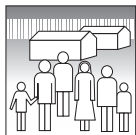


- Ensure practical arrangements such as the provision of water and glucose, adequate space and shade.
- Provide staff with medical expertise to monitor the demonstrators/strikers.
- If an individual collapses and is in need of medical care, be aware that this can be a flashpoint. If possible, enlist the active support and physical intervention of the community leaders. Ensure local authorities are on standby to prevent disturbances.
- Make full use of the communication channels throughout the process, and ensure a consistent, accurate message is given.
- In the case of unaccompanied minors undertaking a hunger strike, seek to take their complaints seriously.
- Work with community leaders to offer alternative forms of action.
- In view of the physical and emotional strain engendered by events such as hunger strikes, ensure that staff involved are given adequate support, individual debriefing, and time away from the critical event.
- Refer strikers and their families for counselling once the strike is over.

SEXUAL ASSAULT

In refugee situations, women and children are particularly vulnerable to the risk of sexual assault, especially if they are separated from husbands and fathers. The assaults may be perpetrated by border guards, resistance and army units, security personnel, as well as male refugees.

Most frequently, victims of sexual assault are reluctant to report such incidents. They fear reprisals, or the stigma attached to sexual assault. Such fear only adds to their humiliation and shame, not to mention the physical and

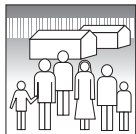


emotional stress they are likely to have suffered.

Since the issue of sexual assault is sensitive, you may find it useful to organize an information/awareness session with staff to develop some guidelines on handling such cases, that are appropriate to your particular refugee situation.

Measures to prevent sexual assault

- Encourage the establishment of a Refugee Women's Committee to allow women's concerns and ideas on safety to be heard and addressed.
- Ensure that women refugees have access to female staff including protection officers, interpreters, counsellors and medical staff.
- In a camp situation, provide segregated housing for unaccompanied women and minors. Make sure that there is proper lighting. If segregated housing is not feasible, make sure that small groups of unaccompanied women or children are not isolated from sources of protection.
- Identify particularly vulnerable individuals and determine if they are facing special protection problems.
- Measures to prevent sexual assault (continued)
- Ensure reunification of families separated between different camps or inside the same camp, so as to reduce the number of unaccompanied vulnerable individuals.
- Ensure that refugee women have proper documentation and access to whatever registration process is used to determine eligibility for assistance.
- Ensure that distribution of essential items, such as food, water, fire wood, reaches women by giving the items to women directly or by distribution through women.
- Recognize the immense frustration and boredom which may be generated by camp life and develop safer chan-



nels for directing this energy, e.g. recreational and sports activities.

- Analyse all sexual assault reports with a view to developing effective counter-measures.
- If there are reports of threats against women, always follow-up systematically and promptly, making sure that it is known that UNHCR is aware of the situation. All threats must be reported to the Branch Office.
- If appropriate, establish medical and protection systems for the treatment of victims of sexual assault, involving male community leaders as well as women's representatives.

CHECK-LIST

How to respond to incidents of sexual violence against refugees

- ☐ The intake worker (same sex as refugee) hears assault account and counsels patient regarding options:
 - Medical (internal medical examination or not). The patient should be given details of medical follow-up including pregnancy testing and subsequent termination of pregnancy option if available.
 - Counselling by a specialist of the same sex as the victim. If a specialist is not available then a same-sex health worker or counsellor should conduct the interview.
 - Legal (to take action or not).
- ☐ A complete report (Sexual Violence Incident Report Form) is made within 24 hours and copied to the Branch Office. The incident should also be reported to the camp and local authorities to ensure that legal action is taken against the assailant(s).



- ☐ Offer is made to take patient to camp medical facility for medical examination and to determine whether or not hospitalization is required. Sedation is offered if required.
- ☐ Patients refusing medical examination are offered cleansing and dressing of wounds.
- ☐ If patient intends legal action, medical (forensic) examination must be done according to local government requirements.
- ☐ Find a “safe place” for the patient to stay, with some one of the same sex – a friend, a health worker or a protection officer.
- ☐ The patient is counselled again by a social worker and medical doctor regarding medical and legal options.
- ☐ Medical follow-up is scheduled and patient informed of urine pregnancy test (Beta HCG) option if next menses are missed.
- ☐ Patient with subsequent positive pregnancy test and requesting termination of pregnancy is referred to medical resource.
- ☐ In countries where termination of pregnancy is illegal, special permission should be sought for legal abortion in the case of pregnancy resulting from rape.
- ☐ Information about HIV and AIDS should be given and the HIV test offered. If the HIV test is positive, necessary counselling and follow-up should be given.
- ☐ Concurrent counselling for victim/patient includes:
 - listening to patient’s account;
 - support for post traumatic effects (full grief reaction, including denial, guilt, anger, crying and depression with or without psychosomatic effects including sleep and appetite disturbance, startle reaction, fears



and phobias and prolonged anxiety may be expected).

- support for dealing with family and community reactions to assault.
- support during legal procedures.

- ❑ In the event that the sexual assault is linked to other acts of violence, call a meeting of the Refugee Coordinating Committee to discuss what can be done to avoid further escalation.

SITUATIONS OF ARMED CONFLICT OR RIOTING

It is likely in situations such as these that there will be no choice other than a temporary withdrawal of staff. UNHCR/UN has no means of restoring order, and this must be left to national authorities.

Your main responsibility is that of establishing and applying the security contingency plan.

The check-list given below contains some reminders of the essential questions that need to be asked:

- What are the warning signs of oncoming violence?
- If violence occurs, what arrangements are there to inform the Branch Office/Headquarters, and to maintain permanent contact?
- Are there other reporting requirements (e.g. to national security authorities)?
- Are there any mechanisms to activate, which might help to defuse the violence (such as the evacuation of non-combatants from a refugee camp)?
- What steps have been taken in terms of physical security measures?
 - Security plan
 - Staff briefing, phone numbers to call



- Warning equipment (siren, P.A. system)
- Escape routes, distance between offices and gates
- Protection of offices (door locks, window protection)
- Available phones/other means of communication
- Registration of staff on arrival and departure
- Locking of filing cabinets
- What arrangements are there for helping staff to bear the stress? Time off? Debriefing? CISD?
- What arrangements exist to support staff following their ordeal. Evacuation plans? Who decides? How to proceed?

FIGHTS WITHIN THE REFUGEE POPULATION

Tensions within the refugee population may erupt into violence, particularly in enduring camp situations. In some circumstances this may lead to gang warfare involving criminal elements. For young adolescents such situations are particularly dangerous. Prolonged confinement, lack of activity, the absence of traditional community

structures and role models, as well as a need to establish an identity, can easily draw them into delinquency.

It is important to discuss such issues within the Refugee Coordinating Committee before the situation deteriorates into violence, and to consider preventive action. This might include activities such as educational or vocational training programmes, recreational and sports activities.

It is also important to identify and target natural leaders and to involve the adolescents in defining the content and management of such activities.

Note: A climate of violence places a particular strain on psychologically fragile individuals. Medical resources may be needed for temporary support of such cases.

**How to respond if fighting occurs**

- Immediately inform the Branch Office/Headquarters, and the authorities responsible for security.
- Alert staff and activate security arrangements.
- Cooperate with security in identifying the facts.
- Insist on minimum use of force by security.

After the violence has ended

- Assess and report on damage.
- Provide medical and counselling assistance to victims, including the families of those who were responsible for the violence, who may need protection.
- Consult with the Refugee Coordinating Committee on appropriate sanctions before resuming dialogue on the issues involved.

ABUSE OF ALCOHOL AND DRUGS

In some refugee situations, alcohol may be easily distilled or procured. Abuse of alcohol is linked to boredom, depression, stress, and to a certain extent “machismo”.

It can result in violent behaviour within families and communities.

Although individual treatment may not be an option, it is important to be aware of the danger which can come through unchecked abuse. A number of preventive and protective measures are proposed below. They should be the responsibility of the Refugee Coordinating Committee.

How to respond

- Organize an education campaign on the effects of alcohol abuse, using community structures, posters.
- Encourage activities such as educational and vocational training programmes, cash-earning activities (where feasible), cultural and sports activities.
- Take action against alcohol producers/distributors.
- Put an end to electricity wiretapping (for use by equipment to produce alcohol), drawing attention to fire and other risks for the community (power cuts).
- Provide counselling to abusers of alcohol/substances and those in contact with them.