

# LIFE BIBLE – PRESBYTERIAN CHURCH

## Security Manual for Missionaries and Short – Term Foreign Ministries



<sup>2</sup> Enlarge the place of thy tent, and let them stretch forth the curtains of thine habitations: spare not, lengthen thy cords, and strengthen thy stakes; <sup>3</sup> For thou shalt break forth on the right hand and on the left; and thy seed shall inherit the Gentiles, and make the desolate cities to be inhabited. Isaiah 54:2-3

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## Preface

In the light of political unrest in one of our fields, which endangered the lives of two missionaries of Life Bible-Presbyterian Church and as a result of growing security risks for international field staff, the Missions Committee has adopted security policies which are essential to promoting field staff safety.

These policies are based upon the *World Vision Security Manual*, (Geneva: World Vision, 1999), though substantial changes have been made to adapt the material to the needs of a missions organization. Copies of the original WV manual are available through MARC Publications at [www.marcpublications.com](http://www.marcpublications.com).

*The Missions Committee expects full compliance with these policies by all missionaries and staff on the field only after they have examined the security issues unique on the field to which they are commissioned and identified those policies that warrant their full compliance. Notwithstanding these policies, the missionaries and field staff are expected to exercise discretion and common sense in their use of these security policies without unnecessarily becoming a martyr, or endangering the lives of the nationals and becoming a liability.*

This manual is in no way intended to supersede policies regarding personnel already in place in the Missions Policy Handbook, but is to be taken as supplementary and complementary to the minimal discussion of security matters in that document.

# Chapter 1: MC's Approach to Security

## Missions Committee Home Office

Life BPC Missions Committee (MC) is interested in helping you, the missionary and field staff, to achieve the maximum feasible level of security.

The MC office serves as a resource centre to support all missionary and field staff in every Life BPC missions outreach. As such, the office represents MC leadership and Life BPC in the event of any crisis anywhere in the world involving Life BPC missionaries and field staff or assets, and is responsible for all policy and procedural matters related to security.

The MC office through the Field Representative performs its security functions by:

1. Monitoring significant political, social, economic, and military events worldwide, particularly in high-risk countries that might affect Life BPC missions outreach.
2. Coordinating the assessment and evaluation of security reports provided by missionaries and field staff.
3. Establishing, in consultation with the relevant ministries of the Singapore government recommendations and field reports from the missionaries and field staff, a risk level for every country in which Life BPC works (**GREEN**: low risk, **YELLOW**: moderate risk, **RED**: high risk, **BLACK**: severe risk. (see page 3 for complete descriptions of these four risk levels).
4. Share the burden of crisis management with missionaries and field staff in determining if/when it is appropriate in the interest of staff safety to suspend Life BPC missions outreach and evacuate staff.
5. Providing security guidelines and tools, such as this manual, to Life BPC missionaries and field staff to help them be sensitive to the need for safety precautions in various situations.
6. Coordinating available security training for appropriate personnel carrying out Life BPC missions outreaches.
7. Convening the MC whenever and wherever a major security crisis develops involving Life BPC missionaries and field staff or assets.
8. Reviewing all security/contingency plans and suggesting amendments and modifications.
9. Issuing monthly travel advisories.
10. Exercising overall responsibility for dealing/negotiating whenever possible, with any group that has kidnapped or taken hostage any Life BPC missionaries and field staff.
11. Assisting missionaries and field staff in enhancing standards/procedures to meet required MC policies and practices.

## MC's Country Risk Ratings

MC's office categorizes every country in which Life BPC missions outreach are (including support offices) according to the level of risk to staff. Based on communications with field management and analysis of regional trends, the office reviews the risk level of each country every week. When it is necessary to revise a country's risk level, missionaries and field staff assist with the decision. In some countries, individual regions may be assigned different risk levels. There are four levels of risk: **GREEN**, **YELLOW**, **RED**, and **BLACK**.

Throughout this manual, the coloured risk level symbols appear in the margins to alert you to information that applies to particular risk levels.

### **GREEN (low risk)**

Countries or provinces that are essentially stable and free of political, economic, and social unrest. Organized anti-government or terrorist groups may be present but exhibit limited operational capabilities.

Normal security precautions for travel are required in code **GREEN** countries.

### **YELLOW (moderate risk)**

Countries or provinces that are basically unstable and where political, economic, and social unrest are normal. Organized anti-government or terrorist groups may be active, but are not strong enough to threaten government stability. Such a country might also be involved in a regional dispute or exhibit high crime rates.

Increased security precautions for travel are required in code **YELLOW** countries.

### **RED (high risk)**

Countries or provinces where organized anti-government or terrorist groups are very active and pose a serious threat to the country's political or economic stability. A civil war may be in progress and guerrilla forces may be in control of significant areas. Such a country might also be near or in the process of a military coup, be involved in violent regional disputes with its neighbours, or exhibit prejudicial treatment of foreigners.

Stringent security precautions are required in code **RED** countries. Only emergency travel is permitted.

### **BLACK (severe risk)**

Countries or provinces where the level of violence presents a direct threat to the safety and well being of foreign workers. Ongoing operations are not possible and security cannot be reasonably assured, requiring the temporary suspension of operations and relocation of staff.

Urgent intervention and resolution by the MC office is required in code **BLACK** countries.

## MC's Standard Operating Security Plan

Fundamental security preparations and procedures are appropriate in all locales and in all endeavours of MC, even those designated **GREEN** (low risk). In order to assist each country in developing these fundamental security preparations and procedures, and in order to provide some standardization, the MC has developed a Standard Operating Security Plan (SOSP).

The SOSP defines the specific areas each country is expected to address in its security procedures, plans, and systems. The SOSP is not a contingency plan. Contingency plans go into effect only when risks increase or specific events occur. The SOSP, on the other hand, is always in effect. Of course, a long-term or permanent change in the security situation of a country might cause what was a contingency plan to become a permanent part of that country SOSP.

The SOSP in every country addresses the same broad security issues. However, each missionary and field staff must tailor the SOSP procedures to address specific needs in his own country. See Appendix A.1 for more information about the SOSP.

## Chapter 2: Practicing Security Awareness

Even with the protection provided through a carefully created security profile, field workers are vulnerable. This is especially true of international staff. For this reason, each Life BPC missionary and field staff must view security as an individual responsibility. In doing so, staff members will avoid two dangers:

1. **A blind dependence on the MC security plan**, and;
2. **A reckless disregard for potential risks**.

A field worker can gain a greater sense of security and self-confidence knowing he or she is prepared for potential crises. Good preparation affords the freedom and ability to make instant life and death decisions. The principles listed below are a combination of common sense, creativity, and resourcefulness – many learned at the price of unfortunate experience.

### 2.1 Be Conscious of Criminal Activity

In recent years, criminal activity has become the greatest threat to the safety of foreign workers. Criminal activity can take many forms, including armed assault, hijackings, and robbery. (For detailed information on surviving specific types of confrontations and life-threatening situations foreign workers may encounter, please see Chapter 4: Surviving Attacks, Clashes, and Abductions).

A few general precautions, when observed in conjunction with the suggestions regarding personal safety later in this chapter, will help you avoid becoming a victim of common criminal activity:

- Tourist areas are a magnet for criminals. Avoid looking like a tourist, laden with jewellery, bags, cameras, and other valuable equipment.
- Pickpockets often work in pairs using distraction as their basic ploy. Beware of jostling in crowded areas.
- If you carry a handbag, keep it close to your body. Do not carry valuables in your purse or handbag; instead, leave your valuables in a secured place.
- It is better to carry only a small amount of money and a cheap watch so you can hand them over with a smile if you are mugged. Divide your money between two or three pockets or bags. (For information on carrying large amounts of cash, see Chapter 6.6: Cash Management and Transfer.)

### 2.2 Safety Starts With Your Demeanour

- Always know exactly where you are going and act accordingly. Radiate confidence, yet be discreet and unassuming.

- Dress conservatively, giving consideration to local customs and dress codes. Do not display jewellery, cash, keys, or other valuables. Be appropriately groomed.
- Maintain a calm, mature approach to all situations. Be un-provocative when confronted with hostility or potentially hostile situations.
- Be alert to the possibility of confrontation with individuals or groups.
- When in the company of armed personnel, maintain a sense of separation from them.

## 2.3 Safety When Travelling

More than half of all security incidents occur during travel. If there is any indication of significantly increased risk along your intended route or at your intended destination, do not travel.

### *General Guidelines*

- Look confident. Dress sensibly, with valuables out of sight.
- Use hard case, lockable luggage and label it so that your name and address are not easily seen.
- If travelling alone, leave your planned itinerary with a responsible person.
- Carry a list of emergency names, addresses, and phone numbers, and the names of reputable hotels on your route.
- Carry a photocopy of your passport (file a second copy at your base office, and the home office). If you carry the original, consider disguising it with a slip-on cover.
- Missionaries and field staff are urged to create Life BPC photo identification cards for each person on the field. Laminated, two-side cards (English on one side and the local language on the other) are encouraged. Content of the cards will be determined by the MC office in consultation with missionaries and field staff.
- Carry a personal alarm and a phone card or local coins. Sit near other people. Hold your handbag in front of you.
- Do not accept “sweets” or food from strangers, or you may wake up several hours later and find all your belongings gone.
- Take only licensed taxis – in some countries cab drivers are known to commit crimes or be accomplices. Discuss the fare BEFORE you get in. Have the address of your destination written out in the local language and carry it with you.

### *Safety in Hotels*

- Ask for a room between the second and seventh floors, avoiding the top floor. This minimizes unwanted access from outside the building yet is within reach of most fire-fighting personnel in the event of a fire.



- Note the evacuation route in case of fire or emergency.
- Always secure doors when inside your room, using locks and security chains.
- Be alert to the possibility of being followed to your room.
- Examine the room, including cupboards, bathrooms, beds, and window areas for anything that appears suspicious.
- Check to be sure the telephone is working properly.
- Keep room curtains closed during hours of darkness.
- Do not open the door to callers (including hotel staff) unless each caller has been identified, either by use of the door peephole or room telephone service.
- Always use safety deposit boxes for the storage of cash and traveller's checks, and any important documents. Do not leave valuables in your room.
- Advise the MC office and any other colleagues on the field of your hotel location and room number.

## 2.4 Safety in Vehicles

Traffic and vehicle-related accidents are among the top causes of injuries and fatalities among foreign personnel. Included below are guidelines for basic vehicle safety and appropriate responses to dangerous situations that can arise while travelling by vehicle.

### *General Guidelines*

- Wear seat belts – always.
- Select primary and alternate routes; avoid checkpoints.
- Notify others of your travel time and destination and steps they should take in the event you do not arrive as scheduled.
- Check the vehicle daily. Vehicles must be well maintained (see *Vehicle Checklist*, Appendix A.4).
- Don't travel without a mobile phone, HF or VHF radio (in remote areas or countries where mobile phone use is limited or non-existent), first-aid kit, maps, compass, and other emergency supplies.
- Have travel documentation in order. Always carry your international driver's license or a valid license for the host country.
- Require drivers to fill out a vehicle log after each use. Kept in each vehicle, a log should include driver's name, destination, dates, and times.

- Observe local driving laws and regulations.
- Avoid night driving when possible.
- Never let fuel tank fall below half full.
- Always travel with at least one other person.
- Keep a spare key.
- Never carry unauthorized passengers, especially soldiers.
- Consider posting a decal on your door or window indicating the vehicle belongs to an NGO (i.e., non-combatant).
- Drive at the safest speed for prevailing conditions.
- Keep doors locked.
- Keep a minimum number of windows open (no more than 5 cm and only those windows near occupied seats).
- Constantly check rear-view mirror.
- In code **RED** countries, keep in regular and close contact with relevant local authorities who are able to provide updates on recent military activities and movements of people (see page 3 for colour code descriptions).

### *Convoy Safety*

In the event that you must travel with a group in more than one vehicle, convoys are perhaps the safest way to travel, particularly in dangerous areas. However, convoys can provide a large and visible target for rebels or bandits. In addition to the basic guidelines for safety listed above, convoy travellers are advised to consider the following:

- Identify a leader for each vehicle as well as overall team leader to be obeyed regarding all safety issues.
- Pre-plan intended route, have an alternative route, and ask local authorities about the feasibility of sufficient accommodations along your route.
- Maintain hand-held VHF radio or mobile phone communication between vehicles, particularly lead and control (tail) vehicles and with field offices where they exist – especially if intended route changes.
- Consider using code words for destination and checkpoints along convoy routes in **YELLOW** and **RED** countries when communicating by radio.
- Maintain an agreed-upon convoy speed.

- When necessary, notify local authorities of movements to alleviate suspicion.
- Follow in the tracks of vehicle ahead while maintaining a distance of two to three car lengths. Vehicle behind should always be in view.
- If required to turn back, start with the last vehicle first, and drive in reverse until it is safe for all vehicles to turn around.

### *Safety When Involved in a Traffic Accident*

Accidents involving international staff can heighten security risks and trigger a demonstration. When involved in an accident, do the following:

- Quickly discern the attitudes and actions of people around the accident site.
- If in a group, follow the advice of the appointed MC leader.
- Do not flee from site unless staff safety is jeopardized and then only to drive to nearest police or military post.
- If someone is injured, provide first aid and take them to a hospital.
- If there are others travelling with you and the situation is safe, they should remain to provide details to the police and request a police report, if applicable.

### *Safety When Stopped at a Checkpoint*

Checkpoints are manned by personnel with varying degrees of experience. It is wise to regard all checkpoints with caution, especially in the evenings.

- Approach slowly with window open slightly.
- At night dip beams and switch on dome light.
- Be ready to stop quickly if requested.
- Keep hands visible at all times; consider offering a friendly handshake.
- Show ID if requested, but do not surrender it.
- If it is necessary to leave the vehicle, remain close by.
- 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.

*(adapted from Security Awareness, United Nations. Geneva: 1995)*

## 2.5 Safety on Foot

If it is necessary to walk, follow these precautions:

- Always walk with at least three or four companions.
- Be aware of your surroundings. Consult a local street map before stepping out and bring it with you.
- Seek reliable advice on areas considered safe for walking. Always avoid groups of people loitering on the streets.
- Avoid walking too close to shrubbery, dark doorways, and other places of concealment.
- Use routes through well-lit city centres; avoid low-income urban areas.
- Maintain a low profile and avoid disputes or commotions in the streets.
- Never hitchhike or accept a ride from a stranger.
- If a driver pulls alongside you to ask for directions, do not approach the vehicle. Be cautious when asked to “look at this map.”
- Carry your handbag in a secure manner to prevent snatch-and-run thievery.
- Carry a small amount of cash in your wallet- enough to appease a mugger. Keep the rest in one or two separate pockets. Avoid carrying credit cards or other important documents.
- If someone suspicious is behind or ahead of you, cross the street. If necessary, cross back and forth several times. If still being followed, use whatever means to draw attention to yourself. Remember, it is better to suffer embarrassment from being overcautious than to be victim of an attack.

## 2.6 Safety When Using Public Transportation

- Travel in pairs when possible.
- During off-peak hours, wait for your train or bus in a designated area.
- Do not ride deserted trains or buses.
- Avoid misinformation from locals by not asking leading questions. Instead of asking whether the train leaves Nairobi at 5:30, to which the answer will invariably be “yes,” ask where is the train going? What time does it leave?”
- If it is unavoidable to travel by bus at night, sit near the driver.

- If it is unavoidable to travel by train at night, select a car that is not deserted and try to sit by a window. This provides a quick exit in the event of an accident. Alternatively, select a lockable compartment if available.
- After getting off, check to be sure you are not being followed.

## 2.7 Safety for Women

MC desires to create an enabling environment for female field workers in which women can insist on basic and reasonable levels of security. A woman should never be pressured to feel she must forego common sense to prove herself on the field. For this reason, MC suggests safety precautions which every woman is advised to practice.

Many security measures are the same for men and women. Therefore, women should review all sections of this manual in addition to the following guidelines. Men will find most of these safety measures for women applicable to their own security awareness efforts.

### *General Guidelines*

- Adopt a low profile. Dress and behave conservatively. Do not display jewellery, cash, keys, or other valuables.
- Follow your instincts. If you feel uncomfortable about a location or person, leave immediately.
- Upgrade your hotel accommodations if you feel unsafe in an economy/standard room.
- For long-term housing, consider sharing a residence with another woman or living in a group home or apartment.
- Do not hesitate to call attention to yourself if you are in danger: scream, shout, run, sound the horn of your vehicle.
- At a new assignment, find out about customs, how you are expected to dress and behave and potential threats and areas to avoid.
- Know the specific security arrangements in place at your assignment. Where is the nearest police station? Which stores, business, restaurants are open late at night? Is there a telephone nearby?
- Learn a few words or phrases in the local language so that you can deter an offender or signal your need for help (i.e., “police” or “fire”).
- Consider wearing a wedding ring if you are a single woman.
- Rehearse the actions you would take in the case of a confrontation. Self-defence is not just learning the right martial arts – 70 percent is mental preparation, knowing how to behave when faced with danger. There is no single right or wrong way to respond to an attack. Each

situation is 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.

- Never risk your life for material possessions.

### *Social Situations*

- Exercise caution when meeting someone you don't know well. An evening meeting with a group of people to a public place is far safer than an evening alone with a new acquaintance.
- Speak up! Communicate your wishes clearly.
- Assert yourself. Insist on being treated with respect.

### *Sexual Harassment*

In any environment – work or social – sexual harassment is unacceptable. Sexual harassment can be directed at men or women, but women are usually the target. You can easily notice when someone is focusing unwanted attention on you with overt or subtle pressure or by other actions or comments. Dressing appropriately can help ward off unwanted advances.

All complaints will be investigated by the MC office. Guilty parties will be first warned, then disciplined, and finally discharged if harassment continues.

*Some helpful guidelines if you are harassed:*

- Ignore the advance. If a man is trying to get a reaction from you and finds he cannot, he may stop.
- Confront him. If you stop and politely ask, "Were you speaking to me?" the annoying party may feel embarrassed, especially if his actions were based on fear or insecurity.
- Get help. Do not try to cope alone.
- Quickly release your feelings of anger and indignity so that you can put the incident out of your mind as soon as possible.

### *Sexual Assault*

An understanding and awareness of sexual assault can help you avoid dangerous situations and seek help. If you are the victim of this crime of violence, remember these principles:

- Everyone is a potential victim of sexual assault.
- Sexual assault is the most under-reported of all crimes of violence.

- Victims are either pre-selected (often an acquaintance) or the target of opportunity. In either case, the offender will wait until the potential victim is vulnerable or isolated.
- If you are assaulted you will have three basic options:
  - **Passive resistance** – do or say anything to ruin the attacker’s desire to have sexual contact with you.
  - **Active resistance** – use any type of physical force to fight off the attacker; includes shouting for help, running away, or fighting back, such as with a knee to a man’s groin. Turn your fear into fury. Anger is a far more positive emotion than terror and can be used as a weapon in its own right.
  - **Submit** – do this only if you sense your life is in danger. Survival becomes your objective.

### *After an Assault*

- If you are assaulted, you must decide whether or not to report the crime.
- If you report the crime, in most cases the police will carefully question you about the circumstances of the event.
- The police will likely recommend a hospital examination (insist on having a female medical person present). Treatment will be provided for any injuries and tests may be taken for sexually transmitted disease.
- MC will recommend and facilitate counselling for all known sexually assaulted missionaries and field staff.

*(some information regarding safety for women was adapted from Security Awareness. United Nations. Geneva: 1995)*

## **2.8 Safety in your home or Temporary Residence**

### *Locks and Keys*

Secure locks and proper key management are central to the concept of physical security. Cheap locks are easily overcome or bypassed and secure locks are worthless if the keys to them are not protected from unauthorized access.

- Keep a minimum number of keys for each lock and strictly control who possesses those keys.
- Do not allow duplicate keys to be made without permission, and record who has each duplicate.
- In a large compound, where they exist, ensure that keys are signed in and out.
- If a key is lost under suspicious circumstances, have a new lock fitted.
- Never leave keys under the mat or in other obvious hiding places.
- Spare keys should be kept in a central location not accessible to visitors.
- Have locks on your fuse boxes and external power source boxes.

## *Doors*

- Good solid doors are vital. Exterior glass doors make a home vulnerable.
- Install a peephole, safety chain, strong locks and bolts, and an intercom to the main entrance (where possible).
- Keep entrance doors locked at all times - even when at home.
- When answering the door, identify visitor first through an adjacent window, a peephole, or a safety-chained door.
- When answering the door at night, do not turn on the inside light. Turn on the outside light to illuminate your visitor.

## *Windows*

- Keep access windows locked whenever possible.
- Install bars on windows to prevent unwanted entry.
- After dark, keep curtains or blinds closed. Draw curtains before turning on lights and turn off lights before drawing back curtains.
- Make a safety check each night before retiring to ensure that all doors and windows are properly closed and locked.

## *Lighting*

- If possible, install outdoor lighting.
- Know the location of your emergency power sources (candles, lamps, torches, generators).

## *Telephone*

- Install a telephone if possible. Obtain a mobile phone that works well in the region.
- Only give out your phone number to known and trusted people.
- If a stranger calls, never say you are alone. Do not give family names until caller is identified.
- If you receive a threatening call, replace the receiver immediately and inform the police.
- Do not list your first name in the telephone book or by your doorbell. This will prevent gender identification.
- Be aware that in some countries telephones (including cell phones, SAT phones, and e-mail) are often tapped. Do not discuss sensitive information on the phone in clear terms. Develop a code that ensures no understanding on the part of any unauthorized person who may be listening.



## *Family*

- All members of the family must be made aware of personal security needs.
- All members should know procedures in case of natural disasters, bombings, or assault. All members should know the location of fire extinguishers (one working fire extinguisher for each floor).
- Personal details of all family members (including blood type) should be kept in the office security file.

## *Residence Staff*

Staff employed at private residences must be trustworthy and competent in contributing to security. Even trustworthy staff who are inadequately briefed may unwittingly endanger the safety of the family. Therefore, consider the following guidelines:

- Select relatives or friends who are trustworthy staff as residence staff wherever possible.
- Thoroughly evaluate any applicants for employment. Request references and investigate the applicant's circumstances and private life.
- Give all new staff a security briefing which includes guidelines for dealing with:
  - unexpected visitors and visitors with appointments.
  - incoming telephone calls.
  - entrance door and key security.
  - emergency telephone numbers.
  - attempted robbery or attack.
  - concealment of family affairs, habits, details, and movements.
  - recording of visitors and telephone calls during absence of family members.
  - Never allow domestic staff access to documents.
  - Family members should avoid antagonizing residence staff; they should continually be aware of cultural differences.
  - Following a decision to dismiss a residence staff person, the process should be immediate, avoiding any confrontations. Financial aspects of dismissal should be finalised before departure. All keys issued to the staff person must be returned before departure, and theft of other keys rendered impossible.

## *Guidelines for Residences in Politically Unstable Environments*

◆ If you are located in a code **RED** country, consider these suggestions (see page 3 for colour code descriptions):

- Select housing as far as possible from military bases.
- An apartment located above the ground or first floor is considered more secure than a single-family dwelling.
- If multiple families, select housing that is within close proximity.
- Women are advised to live in pairs, in group housing, or in apartments.

- Keep shrubbery and bushes trimmed and low.
- Treat communication needs with high priority. Have an HF or VHF radio available.
- Establish a buddy system, especially for women whose spouses often travel.
- Have a family-size first-aid kit.
- Preplan for emergencies by stocking water and supplies (2-4 weeks of rations).
- Develop and practice an evacuation plan. Refuel your vehicle every evening. Establish a back-up power supply.
- Be familiar with appropriate and safe hospitals or clinics.
- Know the location of your embassy and consulates, ensure you are registered, and be familiar with the embassy's evacuation plan. In the event that there is no embassy or consular presence in the host country, consult with the Singapore Ministry of Foreign Affairs for recommendations prior to departure.

## Chapter 3: Developing Situational Awareness

An awareness of your surroundings, your neighbours, and potential threats is the first step in reducing your vulnerability. This section will aid you in developing a continuous and conscious awareness of your area of work or visit and the people you serve.

Experienced field staff who are frequently reassigned to new locations will find this information extremely helpful. Because each region poses its own unique threats, one's ability to look at each region and culture with openness and discernment gives added protection against the vulnerabilities created by blind assumptions.

### 3.1 Know the Region's History

Research your area of service through conversing with knowledgeable people or through reading materials that provide information about the history of the region. This research will give you an understanding of issues such as:

- The identity and ethnicity of opposing groups.
- Religious dynamics and traditions.
- Attitude towards foreigners.
- Political situation.
- Identity and strength of authorities (particularly the military).
- Geographical characteristics.

Knowledge of such information will not only increase your security awareness, it will make a favourable impression on those you serve. A friendly rapport with the local inhabitants may provide a mantle of protection against danger should a future local crisis endanger your life (see 3.3, *Build Community Relations*).

### 3.2 Know the Region's Culture

Cultural misunderstandings often make crises abroad more intense than similar situations in one's home country. The following list will aid you in observing cultural factors and practices that may make the difference between igniting or fuelling animosity and maintaining peaceful accord with those whom you serve and work.

**Politeness** – What are the basic rules of politeness and decency?

**Greetings** – How and when should you say “hello”?

**Respect** – Who should be shown respect and how?

**Body language** – What gestures are rude? How should one sit? Is eye/body contact acceptable?

**Physical contact** – What is expected - shaking and holding hands, kissing, embracing?

**Space** – What is personal or public space?

**Appearance** – What is the appropriate dress code?

**Gender** – What are the attitudes about women? What are ways of showing respect to either gender?

**Age** – Are elders respected? Are there different ways of greeting young and old?

**Time** – How punctual are you to be? What does ‘now’ mean?

**Loyalty** – Is loyalty respected? Is nepotism common? Is non-conformity allowed?

**Decision making** – Are decisions made by individuals, by group, or seemingly by no one?

**Hierarchy** – Is the hierarchical structure authoritarian and well-defined or participative and loose? Is it democratic or anarchic?

**Risk-taking** – Is it frowned on?

**Emotions** – Are emotional expressions acceptable?

**Relationships** – What are the rules for socializing outside of work?

**Social practices** – Is waiting in line the norm? How should you call for attention?

**Alcohol** – MC s policy is that personnel should refrain from the beverage use of alcohol.

**Disagreement** – Should one express disagreement openly? Is saving face more important than frankness?

**Attitude about work** – Is work seen as good in itself or merely a means to an end?

**Attitude to nature** – What respect is shown to animals, trees, watering places?

**Law** – Does law exist in the formal sense? Is it respected?

*(adapted from Davis, J. and Lambert, R: Engineering in Emergencies. IT Publications, London: 1995)*

Life BPC missionaries and field staff (especially national workers) may wish to make a document available covering cultural guidelines for use during staff and visitor orientations.

In addition to knowing the culture, know the specific community in which you serve.

- Understand local customs, religions, traditions, and taboos.
- Identify the hostile groups within the civil population.
- Know the vulnerability of civilians.
- Understand the sovereign rights and sensitivities of the host government.
- Know the relationship between local authorities and groups, and know how effective their control is.
- Know and respect the local curfew.
- Be familiar with main roads; use a map.
- Know traffic regulations. Do not drive fast. Do not sound your horn unless it is the custom of the area to do so as part of safe driving.
- Know the areas prone to have criminal activity.
- Know what situations might lead to tension and confrontations among civilians. React with caution and stay away from such situations.

### **3.3 Build Community Relations**

Experienced international field workers understand the value and protection provided through building positive rapport and good relations with the local population. Their lives demonstrate a proven principle: “The best mantle of security is good people doing good work and living good lives.” In the event of a crisis, your vulnerability can be replaced by a buffer of neighbours committed to your safety. Consider these steps to build positive community relations:

- Interact often with your neighbours. Listen to them.
- Frequent the local social gathering places (cafés, parks). Include your family in these outings.
- Introduce yourself to and build rapport with the local authorities or power brokers.
- Involve yourself in community activities (apart from your work).
- Do not be aloof or isolated.
- Learn the local language and practice it with the locals. Laugh with them at your language faux pas and your cultural blunders.
- Be seen.
- Avoid being drawn into relationships that might carry personal obligations or expectations you cannot meet.

## Chapter 4: Surviving Attacks, Clashes, and Abductions

Threatening confrontations in the field can take many forms: robbery, armed assault, vehicle hijack, crossfire, bombings, land mines, kidnapping, and hostage taking. While some precautions can be observed to avoid such situations, even the most prepared can become victims in a sudden confrontation. Therefore, advanced familiarity with the following principles will increase your safety and chances for survival should you be the target of a crime.

### 4.1 Power Dynamics

Understanding the psychology at play in a face to face confrontation will enable you to avoid further provoking a hostile person and, in some cases, even defuse an aggressive one. A cooperative, respectful demeanour is your best defence. Armed assailants are most likely to shoot when they feel their own safety is threatened. Consider these tactics:

- Do not try to intimidate or be aggressive. Instead, maintain a polite, open, and confident demeanour.
- Keep your hands visible.
- Move slowly with precise gestures.
- Respond to requests, but do not offer more than what is requested.
- Keep your emotions in check.

### 4.2 Robbery and Armed Assault

*If you are directly threatened by an armed person:*

- Never take physical risks in defence of property or money.
- Keep your hands clearly visible (in a car, keep them on the steering wheel).
- Remain calm and demonstrate personal composure.
- Do not be aggressive. Do not try to escape. Move slowly with precise gestures. Speak quietly and distinctly.
- Identify yourself. Say that you are from Life Bible-Presbyterian Church.
- If in a group, do not talk among yourselves more than is necessary, particularly if it is in a language not understood by your assailants.
- Do what you are told within reason.

### 4.3 Car Hijackings

*If you are hijacked or held up while driving:*

- Stop the vehicle. Apply the hand brake, but keep the engine running in neutral.
- Remain calm. Get out but leave the door open.
- Put hands up-if requested to do so.
- Avoid direct eye contact with attackers.
- Be compliant to demands but demonstrate composure.
- If in a group, do not talk among yourselves more than is necessary, particularly if it is in a language not understood by your assailants.
- Allow the hijackers to depart without interference.

(adapted from *Security Awareness* United Nations. Geneva: 1995.)

### 4.4 Shootings and Crossfires

*If you hear gunfire when on foot:*

- Take immediate cover on the ground. Lay flat, face down.
- Stay calm. Do not panic and run. Determine the direction of the firing. Are you and/or the mission or country you represent a target of the firing?
- If possible, improve your protection by crawling to a ditch/hole, behind a wall, or inside a building.
- Observe the reaction of the local population. Get information about the situation if possible.
- Leave the scene only after the firing has ceased.

*If you hear gunfire when in a building:*

- Keep clear of windows and doors.
- Take shelter in the best protected areas such as a bathroom (the bathtub is best), the basement, under a stairwell, or behind a solid wall. Keep in mind that framed or wooden walls can be penetrated easily by bullets.

*If you hear gunfire when in a vehicle:*

- Keep windows open slightly. This provides early warning.
- If the firing is ahead of you, stop immediately. Reverse to show your peaceful intentions. Turn around and drive to a safe area.

- Switch on headlights, whether it is day or night.
- Use hard surface roads. Side-tracks, dirt roads, and grassy areas or road shoulders may be mined.
- If surrounded by firing, stop immediately and take cover on the ground (unless you are in a mined area). Keep keys and VHF radio with you.
- If possible, improve your protection by crawling to a ditch/hole, behind a wall, or inside a building. Never take shelter under a vehicle.
- Observe the reaction of the local population. Get information about the situation if possible.
- Leave the scene only after the firing has ceased.

## 4.5 Shooting Ambush

If you are the target of a shooting ambush meant to bring your vehicle to a halt by destroying it, take these steps:

- Accelerate.
- Use the vehicle as a defensive weapon.

## 4.6 Bombings

*If you are caught in the midst of shelling:*

- Take immediate cover on the ground. Lay flat, face down.
- Protect your eardrums by covering your ears with your hands and keeping your mouth open slightly to balance the pressure from the blasts.
- If possible, improve your protection from fragmentation of the shells by taking cover in a ditch/hole or the ground floor of a building with solid concrete walls. Never take shelter under a vehicle.
- Leave the area only after the shelling has ceased.

*If a grenade rolls to your feet:*

- Kick it away.
- Turn in the opposite direction and take one giant step.
- Drop to the floor immediately, face down. Cross your legs, keeping them straight with your feet pointing toward the grenade. Keep arms straight along the sides of your body.



- Don't keep running. The blast range for a grenade is about 30 meters in all directions. You will sustain far less injury if you are face down on the ground than if you are upright. Grenade fuse times are between four and eight seconds.

## 4.8 Civil Disturbances and Natural Disasters

If you hear sirens, explosions, or gunfire:

- Stay at home, if at all possible.
- Immediately take cover under a heavy object such as a table or stand in an interior doorway.
- Keep curtains closed and stay away from windows or open areas. Use good judgment in determining when it is safe again to move.
- Try to contact the Station Chairman, if one exists, and the Field Representative by phone or radio. Communicate your message and wait for instructions.
- If you cannot reach any Life BPC missionaries, field staff and/or the Field Representative, try to contact the consulate or embassy where you are registered.
- If you cannot contact anyone and the emergency warrants immediate attention, seek assistance from other aid organizations that have access to communications.

## 4.9 Land Mines

Any geographical area that has experienced fighting and where the warring parties established strong defensive positions will usually be mined. This is especially true of lowlands in front of defensive hill positions, military emplacements, or military buildings. Such areas may also contain many unused or undetonated explosives and ammunition. Other likely areas for mines include: avenues of approach, bridges (approaches and exits), alongside railways and airstrips, key intersections, water sources, and depressions and ditches.

There are two main classes of land mines: anti-tank and anti-personnel mines.

- 1) **Anti-tank mines** are normally designed to break a tank track and part of the suspension. Although they typically require a weight in excess of 100 kg, they are often fitted with devices to kill or wound any person trying to lift or neutralize them.
- 2) **Anti-personnel mines**, requiring only 3 kg of pressure, fall into two categories. The first relies on a blast meant to blow off a foot or leg, or to put a vehicle out of action. The second type throws a container into the air, where it bursts and scatters fragments to wound or kill anyone within effective range

### *General Land Mine Safety*

Life BPC Missionaries and field staff (and visitors) working in areas where mines may be planted are advised to follow security rules and preventive measures:

- Never touch a mine or suspicious object.

- Never travel in high-risk areas unless absolutely necessary and never travel during darkness.
- Consult locals regarding location of known mines. But don't follow their advice blindly.
- Stay on well-used roads and tracks whenever possible. Avoid the edges of a road and be alert for fresh "road repairs."
- If you encounter any objects in the road, stop early and inspect the suspicious object with binoculars, if possible. Do not proceed if you are not sure.
- When walking, move in a single file line, and keep to the same path as the leader. Maintain a distance of 10 to 20 meters between each person to limit casualties in the event of an explosion.
- If you enter a minefield, backtrack the same way you entered. If you cannot retrace your steps, then prod your way out (see *Prodding*, below). Leave the area and mark the location on your map.
- Prodding: Use a sharp, pointed, long-blade instrument held horizontally at about 30 degrees to the ground. Prod every 2 cm across a path width of 60 cm. Repeat this procedure every 4 cm for the length of the path. Study the ground for irregularities and hard objects.
- Avoid establishing ministry facilities (churches, clinics, schools, etc.) close to minefields or mined areas. This can increase the vulnerability of the target community to mines.

### *Recognizing Mined Areas*

You may be able to detect the presence of mines by giving special attention to the following clues:

- Battlefield relics such as bunkers, barbed wire entanglements, ammunition dumps, helmets, destroyed vehicles, abandoned weapons, etc.
- Animal remains, remnants of footwear, or any similar signs that indicate something or someone has fallen victim to a mine.
- Deserted buildings and abandoned vehicles.
- Dirty-yellow and green objects, metallic or plastic surfaces. Mines can be round in shape or oblong and made of wood.
- Odd bushes, displaced trees, and other out-of-place material. Taut, partly buried, or entangled thin-gauge wire or filament (similar to fishing line). Never pull wires.
- Wooden stakes, especially if seen in conjunction with wire.
- Unusual colours or shapes. Be suspicious of exposed round edges-they rarely occur in nature.

(adapted from Rae McGrath: *Land Mines – Legacy of Conflict: A Manual for Development Workers*. Oxfam Publications, 1994)

## 4.9 Kidnapping and Hostage Situations

Kidnappers and hostage takers almost always have deliberate targets chosen after careful surveillance. Attractive targets are those with visible assets and/or a clear affiliation with a certain group. Although MC is not a large and well-funded international organization, its personnel and property may still be a target due to the perception of wealth in general, or its association with certain countries. So, the threat is real.

In the event of a kidnap or hostage situation, MC intends to act in such a manner that no ransom will be paid or gain will accrue to those who employ such methods. However, MC will work with Singapore government officials in the area immediately in an effort to negotiate a peaceful solution to a hostage situation, regardless of location.

In the event of a kidnap or hostage situation, the MC office should be contacted immediately. The office will initiate the hostage negotiation process. Only in special cases should the victim be involved in the negotiations.

### *Basics Rules for Survival*

Perhaps the most difficult problem for a captive in a hostage or kidnapping situation is the lack of knowledge of what is to follow. For this reason, staff should be aware of appropriate behaviour when taken hostage and the types of problems and conditions they might face during the four phases of a hostage situation. General suggestions for behaviour include:

- Be cautious of heroics. This may lead to death at the hands of a nervous or inexperienced member of the kidnapping group.
- Remain calm, composed, and cooperative.
- Focus on pleasant scenes. Recall favourite Psalms, other Bible passages, or prayers. You might try to recollect the plots of books or movies. Mental activity is extremely important.
- Be assured that MC is providing every possible support to your family, including information regarding the situation, the probable motives and background of captors, explanations about the negotiations, and when possible, your condition.
- Build rapport by drawing attention to your own and others' human needs like hunger, thirst, and use of the toilet.
- 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 greater danger in case of an attempted rescue.
- Be conscious of your body language as well as your speech. Do not say or do anything to arouse the hostility or suspicion of your captors.
- Encourage your captors to let authorities know of your whereabouts and condition.
- If several people are kidnapped together, consider appointing one person to speak on behalf of the group with the captors.

## *Surviving the Four Phases of a Hostage Situation*

### **Phase I: Abduction**

The actual abduction is the most dangerous time as the captors are extremely nervous and possibly frightened.

- Be calm, composed, and cooperative.
- Do not speak unless spoken to.
- Do not whisper with a colleague(s).
- Do not offer suggestions.
- Do not argue.
- Do not make sudden movements. Ask first.
- Do not be humorous.
- Try not to give up clothes or identification.

### **Phase 2: Transport and/or consolidation**

- Be patient. Try to rest.
- Advise on and request medication or aid you might need.
- Be polite – treat captor well.
- Listen well. Do not argue.
- If you are blindfolded, forced into a car trunk, or other sealed compartment during transport; employ your mind by attempting to visualize the route being taken. Note turns, street noises, smells, and time spent between points.

### **Phase 3: Confinement**

- Keep physically active.
- Keep mentally active: read, write, and occupy your mind with constructive and positive thoughts. Exercise your memory.
- Sleep when possible.
- Practice self-discipline. Maintain a schedule and observe standards of tidiness and cleanliness.
- Mentally prepare yourself for a long captivity – perhaps months.
- Always face your captors.

- Never threaten captors.
- Do not believe everything you are told.
- Accept and eat whatever food is given you, even if it is unpalatable.
- Devise a method of telling time.
- Do not despair. Your survival chances improve with time.

#### **Phase 4: Release**

This period also presents a high risk. When the time for release comes, you will have to adjust your behaviour.

- Pay close attention to the orders you are given.
- Obey orders promptly.
- Do not make sudden or unexpected moves.
- Stay alert. If things go wrong you may have to make a run for it. Look for a protected place where you could dive or roll if force must be used to rescue you.
- Be prepared for delays and disappointments.

*(some information adapted from Security Awareness, United Nations, Geneva: 1995)*

## Chapter 5: Conducting Security Assessments

A security assessment builds on the information gathered in Chapter 3: *Developing Situational Awareness*. This information is used to ultimately determine whether to start, continue, scale back, or end operations and what security measures to implement. The final decision to modify a program's operational status based on security is made jointly. The decision-makers typically include: Field Representative, MC Chairman and Vice-Chairman, the missionaries and field staff, and, in non-emergency cases, the entire MC.

Although the MC office continually monitors significant political, social, economic, and military events worldwide, those best able to conduct security assessments are the staff serving in each country. Therefore, the primary responsibility for determining security threats lies with missionaries and field staff.

### *MC Policies for Security Assessments*

- Each operational area will receive a risk/security rating (**GREEN**, **YELLOW**, **RED**, or **BLACK**; (see page 3 for rating descriptions) established by the office in consultation with missionaries and field staff.
- All pre-operational, operational, and post-operational planning should include an assessment of the security situation and environment.
- A decision to suspend operations in an area will be made in a timely manner jointly by three principals: the Field Representative, the MC, and the Board of Elders.

The results of these security assessment efforts are decreased chances of security incidents and implementation of the highest-impact and lowest-cost security measures.

### 5.1 What is a Security Assessment?

Security assessments are similar to needs assessments. Just as field staff never begins a ministry project without first conducting a needs assessment in cooperation with the MC, staff must conduct a security assessment prior to implementing security precautions. But this is not a one-time event.

Security assessments include a continuous cycle of collecting, analyzing, disseminating, and using information. The cycle begins with the two-step process of determining threat levels and identifying vulnerabilities. But situations on the field change constantly. With each change, threat levels increase or decrease. Security measures should be continually adjusted as needed.

### 5.2 The Security Assessment Process

#### *Determine Threat levels*

To determine levels of threat, you must first gain a general knowledge of the region's history and culture and begin to build relationships with locals (see Chapter 3: *Developing Situational*

*Awareness*). This familiarity with a region provides the framework for answering four key threat-assessment questions.

- Who?** Who might wish to mount an attack against the MC or Life BPC – criminals, dissatisfied workers, guerrillas, rebel soldiers, common citizens?
- Why?** Why might Life BPC missionaries and field staff be attacked – robbery, retaliation, riots, ransom, rebel fighting, or threats everyone faces (such as indiscriminate shelling)?
- What?** What are the likely targets of an attack on MC – international staff, visitors, family members, supplies, vehicles? Decide what is worth protecting.
- How?** How might an attack be carried out – with firearms and explosives or through armed robbery or hostage-taking?

There are several tools which may help in accurately answering these questions: simple checklists, surveys, tables, quantitative data, and standard incident reporting forms. Actively sharing security information between NGOs or acquiring security assessments from contacts at friendly embassies can provide quick and reliable answers to these questions.

### *Identify Your Vulnerabilities*

Two additional questions will help a field office identify its vulnerabilities. Answers to these questions should be compared with answers to the security assessment questions above.

- Where?** Where are weaknesses that may increase the likelihood of an attack – offices, remote sites, ministry activities, physical security, mobile security, daily routine?
- When?** When is MC most vulnerable to attacks – during transport, during ministry activities, during periods of civil strife, during national holidays?

The same tools used to determine threat levels can be used to answer the vulnerability identification questions.

### *Continued Security Analysis*

Threat levels and organizational vulnerabilities are in constant flux. Therefore, continuous analysis of the environment is critical. Two methods, used together, will facilitate an ongoing security analysis:

1. Use the Why, Who, What, How, Where, and When questions.
2. Pattern Analysis. Use pattern analysis to identify trends in the shifting threats and vulnerabilities. An incident viewed in isolation may mean nothing. But when that same incident is grouped with others, trends can be extrapolated. This can aid in accurately predicting how situations and vulnerabilities might change. The following threat indicators can assist in identifying trends.

### Threat indicators:

<b>Military preparations:</b>	<b>Local expectation of confrontation:</b>	<b>Anti-NGO Sentiment:</b>
Work/repair of military positions	Departure of families from area	Cold or harsh stares
Military convoys on the road	Gathering of important possessions	Anti-NGO graffiti
Stockpiling of food and supplies	Extra buying and stockpiling of food and supplies	Light harassment of foreign workers
Increased recruiting	Children staying close to home and parents	Open anger against NGOs
Departure of soldiers' families	Markets closed or hours reduced	Pilferage and theft by staff
Manning checkpoints	People staying home at night	Vendors not selling to NGOs
Laying mines near military positions	People staying off the roads	Staff receiving threats to leave job

This information must be used to implement and adapt country- and threat-specific security measures. The following chapter – *Implementing Standard Security Procedures* – discusses the standard procedures the MC office recommends you adapt for your environment.

### 5.3 Security Thresholds

Based on the Security Assessment, the Field Representative must identify security thresholds, working with the missionaries and field staff. In the event of a crisis, making an objective decision about safety levels and when to evacuate can be difficult. With predetermined security thresholds, missionaries and field staff can act quickly and appropriately before their safety is threatened.



## Chapter 6: Implementing Standard Security Procedures

On the field, you must have an understanding of current threat levels and organizational vulnerabilities prior to establishing effective security procedures (see Chapter 5: *Conducting Security Assessments*). With security assessment procedures in place, you will be ready to correctly implement and adjust standard security procedures to ensure your office operates with the lowest possible risk to staff and equipment.

### 6.1 Incident Reporting

Standard security procedures accomplish two things: 1) cover contingencies that can occur in all field offices, and 2) prepare field workers and the organization for security incidents in areas of conflict.

Through good incident reporting, missionaries and field staff are able to recognize trends and respond intelligently. In some cases, incident reports may prompt evacuations; in others, simply a heightened awareness of particular threats.

The following security-related incidents may be indicative of mounting tension or a possible trend of threats and will warrant the submission of a Security Incident Report:

1. Thefts of funds, goods, or other assets.
2. Extortion or assaults on staff.
3. Any overt or implied threat, even if it seems minor.

Such incidents must be reported within 24 hours to the MC office. Thorough documentation of an incident, as requested on the form, will be necessary should an investigation of the incident ensue.

The information requested on the Security Incident Report is listed in Appendix A.2. Copies of the official form are available at the MC office and online at the Life BPC web site.

### 6.2 Radio and Satellite Phone Communications

All operational areas in code **YELLOW** and **RED** countries will be provided with adequate communication equipment (required prior to program implementation).

All operational areas in code **YELLOW** and **RED** countries must have written communication procedures and standards.

#### *Communication Strengthens Security*

Good communications systems enable security measures to work smoothly. Poor communications systems will cripple even the best-laid plans.

Compliance with MC communication policies is the first step in harnessing the power of information to protect staff and equipment. With these policies in place, a field office is ready to begin building a system for communications that is both practical and effective. Such a system will increase the safety of all staff members by facilitating:

- Reliable transmission of information and notifications. This includes the relay of information to the MC office so the most appropriate security support can be provided.
- Constant monitoring of activities in remote sites.
- Warning of deterioration in security conditions.
- Warning of the outbreak of a crisis, and quickly mounting an effective response.
- Maintaining contact between staff members during a crisis. (Often local governments will shut down communication systems and the airport when a crisis erupts.)

See Appendix B for complete information.

### 6.3 Security Briefings

■ ♦ A security briefing/orientation will be provided for all staff prior to departure and upon arrival in operational areas in a code **YELLOW** or **RED** country. This will include details of MC's security procedures, risk assessment, measures to be taken, and a staff agreement/ understanding document.

#### *MC Field Representative Responsibilities*

- ■ ♦ Arrangements for a thorough security briefing prior to a staff person's assignment in a code **YELLOW** or **RED** country.
- ■ ♦ Arrangements for debriefing of staff departing from a code **YELLOW** or **RED** country.

#### *Missionaries and field staff Responsibilities*

Communicating the different levels of protection afforded to national and international staff prior to a crisis. Workers who have made a commitment to the organization to serve outside their own country (thereby increasing their vulnerabilities and limiting their access to resources in the time of a crisis) receive special assistance during a crisis. The different levels of protection must be clearly communicated in writing to all staff.

### 6.4 Site Selection and Management

The goal of site selection and management is to establish, occupy, and maintain physical space(s) (residences, offices, etc.) required to achieve operational objectives such that the risk of loss, damage, and/or injury to personnel and material is reduced to acceptable levels. The most effective site selection follows on the heels of a thorough security assessment (see Chapter 5: *Conducting Security Assessments*).

- Missionaries and field staff will, in conjunction with security policies and standards, determine appropriate residence, ministry, and office locations. Their choice is subject to

final approval by the MC office.

- All operational areas will be provided with appropriate security equipment to ensure staff safety (required prior to program implementation).

### *Selecting a Site*

- Choose a site close to, but not visible from, a main road.
- Ensure there is quick access to at least two departure routes, including an airstrip, in the event an evacuation is necessary.
- Avoid being too close to market areas and military compounds.
- Avoid being too far from embassies.
- Cluster with other NGOs if possible.
- Do not be lured by an inexpensive lease to a site that could compromise staff safety.

### *Managing a Site (all risk levels)*

- Familiarize all staff with evacuation procedures and rendezvous points.
- Train all staff in use of fire extinguishers and basic fire drills.
- Install fire-fighting equipment in an accessible location and check/service it annually.
- Install a medical cabinet in an accessible location and keep it well-stocked.
- Check all windows, doors, exits, and entrances daily. All must be secure.
- Establish a daily routine for locking up.
- Secure and lock up all documents of a sensitive nature. In particular, political- or security-related materials should be kept separate from other files and restricted (computer-password protected or locked in a safe) to personnel who need to know.
- Affix safes to the floor.
- Do not overload electrical outlets.
- Establish a good communications link with at least two other locations.
- Prominently display all emergency phone numbers and provide all staff with a telephone directory listing key local and international numbers (see **Appendix A.2**).
- Install a power back-up generator if possible.

*Site management guidelines for code **YELLOW** and **RED** countries:*

- ♦ Missionaries and field staff in code **YELLOW** or **RED** countries should take additional

precautions to ensure the safety of staff. In most code **YELLOW** or **RED** countries, good protection from the outside is necessary. See Chapter 1.1: *Creating a Positive Security Profile* to determine the best profile for your operations.

Based on the profile you choose to portray and the dangers presented by your particular situation, implement applicable guidelines from the following list:

- Ensure the building is self-contained (with supplies of fuel, food, and electricity).
- If there is a danger of weapons fire, prepare a safety zone to which you can retreat behind a solid wall or sand bags within the building.
- Separate the back-up generator from the main unit; both should be protected by sand bags.
- House the radio equipment in the main shelter to protect it from weapons fire and theft.
- Erect double fencing, when possible, around all facilities with alternative exits/entrances.
- Protect water tanks by locating them inside the compound and locking the lid if possible.
- Consider using animals, such as a dog, for early warning.
- Avoid using guards affiliated with armed factions. Give clear instructions to guards and define limits of authority. Appoint a senior guard to be in charge of the guard force. Provide identity garments. Allow guards access to shelter and toilet facilities.
- Never rely on a single means of exit or communications.

### *Managing a Team*

When there is more than one missionary on a field, good team management and preparation provide greater site security than any lock or reinforced fencing. The MC recommends the following team management principles:

- Develop your security procedures and communicate them to your staff.
- Designate a staff person to be the site Security Officer. This person will remain alert for any changes or potential conflict situations and will know proper procedures in the event of an emergency.
- Conduct regular security update meetings with your entire team.
- Keep a daily logbook of all security activity. Create a spirit of unity among your team. Exercise caution when recruiting local staff to avoid infiltration by groups with hostile intentions. Conduct thorough background checks on all candidates.
- Remember the importance of confidentiality in information sharing.
- Listen to your team members.
- Except in an emergency, do not make decisions without feedback from the team.

## 6.6 Cash Management and Transfer

Missionaries and field staff have two points of vulnerability with cash: its storage/management and its transfer/ distribution. Cash management and transfer is a security issue with related standards, policies, and guidelines that must be implemented and adhered to at all times.

### *Cash Management*

Field management must decide on a safe location for cash reserves (including a reserve for emergencies) and a reliable way to receive funds. Consult with the financial and legal officers/advisors of local NGOs regarding what banks, if any, they use and for what purposes. Also, assess the cash management possibilities in your area:

- Local banks – are they solvent and reliable? What are cash withdrawal limitations?
- Local businesses – can they receive wire transfers and are they trustworthy?
- Procurement agencies – are the fees too high?
- Western Union – is there a local office?

### *Cash Transfer*

Cash transfers are necessary for project funding and local purchases. In cases where a professional courier cannot be used to transfer cash, follow these guidelines:

- When there are multiple missionaries on a field, each individual should carry a container with the cash split between them. Single individuals should divide cash in separate containers upon his person or in his luggage.
- Travel routes and times should be varied and disclosed on an “as-needed” basis.
- In-city transport should be done by car, not public transportation. Use a designated, reliable driver who is unaware of the presence of cash in the car.
- Transfer to regional project sites should be done by air travel when possible.
- When transporting large amounts of cash to regional sites, have a contingency plan for delayed flights, and if possible, a predetermined location for safe custody of the cash, particularly at night.
- If a train must be used for transport, cash-carrying staff should arrange for sole occupancy of a separate, locked compartment.
- In the event of an attack, staff should never risk their lives to protect cash.
- Avoid references to cash when communicating by radio.
- Individuals should never talk or boast of their cash transfer experiences.

## 6.7 Prohibitions

### *Arms and Ammunitions*

The MC prohibits any missionary or visitor from carrying arms and ammunitions on their person or in their luggage, vehicles, or housing.

### *Illegal Substances*

The MC strictly prohibits any missionary or visitor from possessing or using illegal substances. In many countries, the possession or use of illegal substances (even in minute amounts) can result in immediate incarceration, or even execution. The judicial system in many countries does not give the accused the right to post bail or communicate with anyone, and pretrial detention may last for months.

All prescription pharmaceuticals should be kept in their original containers with the patient's and doctor's names clearly identified.

### *Alcohol*

The MC strictly prohibits any missionary from the beverage use of alcohol.

## **6.8 Personnel Documentation**

It is the responsibility of field management to maintain records on all missionaries and ensure each is registered with his or her respective embassy. The following information should be documented and will be used in the event of an evacuation:

- Nationality.
- Passport number and expiration date.
- Visa information and expiration date.
- Personal health information (existing conditions, medications, allergies, blood type, and health certificate).
- In-country residence location.
- Home country address.
- Emergency contacts (names, relationships, addresses, and phone numbers).
- Dependent information (same as above).
- Vehicle information (type, plate number, radio call sign, and channel).

## **6.9 Dependants**

Each family member living in-country must be formally registered with the appropriate embassy and should be familiar with basic security procedures and techniques.

- All family members should know their home address and telephone number.

- Family members should know how to use the local telephones, both public and private, and radios.
- Family members should not reveal information concerning travel or other family plans, especially over the phone.
- Family members should avoid local disturbances, demonstrations, crowds, or other high-risk areas.
- Children, in particular, should be on guard against being approached or questioned by strangers.
- The location of family members should be known at all times. Family members should be encouraged to develop the habit of checking in before departure, after arrival, or when changing plans.

## 6.10 Visitor Security

Missionaries and field staff will, in conjunction with security policy and standards and in consultation with the home office, determine whether in-country visits are appropriate and if so, the travel criteria and appropriate locations for visitor accommodation.

### *General Guidelines*

- Limit and closely monitor the number of in-country visitors at any given time.
- Provide a security briefing for all visitors (see *Security Briefings*, page 97).
- Ensure that visitors are familiar with the issues of personal security awareness discussed in Chapter 2: *Practicing Security Awareness*.
- When local housing with trustworthy nationals is not available, house visitors at reputable hotels and use the principles covered in Chapter 2.3: *Safety in Hotels* to help ensure their safety while in your care.
- If possible, pre-register visitors at their hotel and provide them with their room keys prior to arrival at the hotel to avoid unnecessary waiting or congregating in hotel lobby.
- Provide visitors with phone number contacts (including emergency contacts of key local and international Life BPC missionaries and field staff).
- Minimize publicity and press coverage prior to and during group visits.
- Use MC vehicles for visitor transportation if available.
- Where field office exists, maintain daily radio contact when visiting remote areas.

### *Visitor Travel Guidelines for Moderate- and High-Risk Regions*

- *Travel guidelines for visitors in code **YELLOW** countries*

- Establish a time schedule for radio checks when away from the field base location.
- Carry a radio when travelling during daylight hours. Night travel is not recommended.
- If travel at night is absolutely necessary, travel in pairs, carry a radio, and check in frequently.
- Take extra fuel, spare tires, tools, and first aid and emergency supplies.
- Establish a travel plan, and avoid tourist areas.

◆ *Travel guidelines for visitors in code **RED** countries*

- Visitors (including visiting staff) must receive instruction in safety measures, alarm systems, guards, and emergency and evacuation plans.
- Visitors should be housed in the same hotel or in several hotels in the same vicinity.
- In some circumstances, visitors should be equipped with and instructed in the use of hand-held radios.
- Night travel is prohibited.
- Day travel is restricted to essential work and must include frequent radio check-ins.
- Visitors should vary their schedule and route to the important places daily.
- If travel is necessary, establish a travel plan and take extra fuel, spare tyres, tools, and first aid and emergency supplies.

❖ *Travel is not permitted to code **BLACK** countries*



## Chapter 7: Responding to Emergencies

Life-threatening emergencies on the field can take many shapes. The three types of emergencies that usually require additional assistance from the MC office are covered in this chapter: medical crises, evacuations, and hostage negotiations.

### 7.1 Medical Crises

It is highly recommended that missionaries and field staff take an approved Red Cross First Aid course prior to leaving for the field. In medical emergencies where your assistance is needed, think and act carefully:

- Provide first aid (see below).
- Secure the area and the injured.
- Arrange for medical personnel to evaluate injuries.
- Inform the field office of injuries.
- In situations requiring a medical evacuation (“medivac”), consult with the Field Representative at the home office. He will arrange for a commercial airline flight if you need assistance or an SOS emergency evacuation when necessary.

*Provide immediate care in the following situations:*

- **Suffocation** (interference with or cessation of breathing for any reason)
  1. Clear airway; check position of tongue.
  2. Give mouth-to-mouth resuscitation.
- **Arterial bleeding** (light-red blood and spurting)
  1. Apply pressure immediately.
  2. Pad and bandage; if unsuccessful, resume pressure.
- **Cardiac arrest** (cessation of breathing and heart beat)
  - Apply cardiopulmonary resuscitation (CPR) immediately.

**Warning:** Chest compression should be carried out by a person who is trained in first aid and who can establish conclusively whether or not the casualty’s heart has stopped. NEVER give compression if the heart IS beating - no matter how faint the pulse. You could stop the heart.

## 7.2 Evacuations

■ ♦ All operational areas in code **YELLOW** and **RED** countries must have written emergency and evacuation plans, to be reviewed, revised, and rehearsed annually and as needed.

The circumstances that require an evacuation of staff and/or their dependents can include mounting terrorist activities and threats, insurrections and other civil disorders, or sudden crises such as a collapsed political situation or a natural disaster that poses a serious hazard. In consultation with regional management and as circumstances allow, the MC home office will recommend a formal decision to evacuate based on answers to questions such as the following:

- Are staff exposed to unreasonable risk?
- Has it become difficult, if not impossible, to meet project objectives due to security issues?
- Have the controlling forces recommended departure?
- Have the embassies advised foreign nationals to leave?
- What actions are other NGOs and international organizations taking?

Once the decision to evacuate has been made, the instructions of the home office, must be followed by all staff. In the case of the existence of a team of workers on a field, the lead worker (as appointed by the MC office), is to implement the evacuation procedures as required.

### *The Implications of an Evacuation*

An evacuation is neither easy for evacuees nor those staying behind. It can be emotional, giving rise to mixed feelings of guilt, hurt, frustration, and powerlessness. An evacuation also affects the public image of Life BPC. When a field station evacuates, it should provide a statement for the media, if appropriate, explaining the rationale for the “relocation of staff.”

An evacuation indicates to the local population that the situation is extremely dangerous. Because the departure of missionaries can represent the removal of a symbolic safety barrier to the local population, an evacuation is not a neutral act. It can sometimes aggravate a crisis.

It follows then, that re-establishing operations after an evacuation is difficult. Restoring relationships with local authorities, beneficiaries, and the local population can be troublesome, although made easier if honesty, tact, and transparency are used with constituents prior to evacuation.

### *Advance Planning for Evacuation*

It is imperative that all offices have a written evacuation plan with several possible scenarios in order to facilitate a safe and efficient evacuation should circumstances so require. Missionaries and field staff should draw up an evacuation plan as early as possible, taking care that it does not cause alarm among staff and locals. The plan must be approved by the home office, updated regularly, and rehearsed annually and as needed.

The MC provides two levels of evacuation assistance for its missionaries. Because missionaries face greater vulnerabilities and do not have access to the same resources as national staff, they are provided with additional evacuation assistance. Missionaries and field staff must be absolutely clear in stating what MC is prepared to do for both categories of staff in the event of a crisis. When the

lives of national staff are threatened, MC will act appropriately to remove them from harm's way.

Personnel that choose to sign on to the UN evacuation plan must also have an independent plan. Those that sign on to the UN plan will want to ensure that when a crisis occurs they retain the right to make an independent decision to stay or go. MC's home office should be informed if such arrangements are made.

### *The Evacuation Plan*

The following is a general evacuation plan including phases and appropriate steps. Each field must develop its own written evacuation plan. Use this plan as a model and adapt as necessary.

The opportunity to implement an evacuation plan is often a brief window that can close quickly. Missionaries and field staff must use good judgment in recognizing that critical moment when the plan must be decisively engaged.

Most evacuations involve three and sometimes four phases, although some jump directly to phase three. Guidelines for each phase are included in the next section.

- **Phase I – Alert Stage:** The MC office or missionaries and field staff issues a warning of host country instability.
- **Phase II – Limit Action and Increase Evacuation Preparations:** Mounting tensions and/or instability will lead to a joint recommendation to step up evacuation preparations.
- **Phase III – Evacuation:** The decision to evacuate is imminent or has already been made.
- **Phase IV – Evacuation Alternative/Hibernation:** When the exposure created by an evacuation poses too great a threat to staff safety (such as during a *coup d'etat*), the MC office and missionaries and field staff may advise staff to remain in a designated, secure location. In the event that circumstances cause plans to change, stay in close contact with your Field Representative or Security Officer (if one exists).

Certain steps must be taken during each of the four phases. Some of these steps may not be applicable to all locations.

#### **Phase I – Alert Stage**

- 1 Identify which documents will be taken in an evacuation and which will be destroyed if an evacuation becomes necessary. Important documents include those needed to re-establish your operations once back in the country (contracts, payroll, vehicle registration, etc.).
- 2 Identify potential staging areas to assemble staff and their dependents.
- 3 Identify which staff members will be evacuated and arrange them in categories according to evacuation priority. The following categories should be considered:

Priority 1 – dependents

Priority 2 – individuals other than essential missionaries

Priority 3 – essential missionaries

- 4 Provide an updated list of all staff and dependents to the home office.
- 5 Identify potential evacuation routes to international airports, seaports, or land borders. Check these for traversability under emergency conditions.
- 6 Decide on the easiest and safest mode of transportation. Develop a contingency plan for hiring public transport should MC vehicles be commandeered. Remain open to various evacuation options. Purchase open-ended commercial airline tickets if possible.
- 7 Stock the following:
  - Food and water for 15 days for each person.
  - Fuel for generator, vehicles, and lamps.
  - Medical emergency kit.
  - Torches/flashlights with batteries.
  - Extra cash.
- 8 Ensure that staff know how to operate communications equipment. Check the equipment and back-up power supply/batteries.
- 9 Ensure that all staff clearly understand their eligibility for evacuation assistance. In most cases, only missionaries will be evacuated (see *Advance Planning for Evacuation*, page 43). However, if a national staff member and the missionaries and field staff agree that a national staff member faces a direct threat because of his/her work for MC, every attempt will be made to evacuate him/her.

## **Phase II – Limit Action and Increase Evacuation Preparation**

- 1 Normal work routines should continue. However, conduct more frequent radio checkups. Prepare salaries and place in a safe. Back up important files onto password protected disks. Delete sensitive computer files and shred sensitive documents.
- 2 Each individual and/or family must assemble personal documentation and carry it on their person at all times (see *Personal Belongings*, page 47). Each individual and/or family must pre-pack their baggage, being aware of weight limits (U.S. government-sponsored evacuation aircraft do not permit baggage exceeding 15 kg).
- 3 Each individual and/or family must prepare an inventory of household items and determine which items will stay. A duplicate inventory list should be left behind with remaining staff.
- 4 The dependents of missionaries should consider an early departure.
- 5 Identify the equipment to be evacuated and assign staff persons responsible for the evacuation of each item (see sample list, page 46).
- 6 Take inventory of MC office equipment and assets.
- 7 Assign each evacuee to a specific vehicle, so that anyone missing may be readily identified.

8 Ensure vehicles are ready (refer to *Vehicle Checklist* on page 57).

### Phase III-Evacuation

- Notify other NGOs, the UN, and the media (if appropriate) of your decision to evacuate.
- Coordinate efforts with other organizations if necessary.
- Pay salaries to local staff (with two weeks' advance, if possible). Give clear instructions regarding responsibilities and leadership roles to those staff who freely choose to stay behind. Establish a means of continued communication between remaining staff and those evacuating.
- If the office will be at risk of looting, disable radios (remove key operational component such as the control box), demobilize vehicles (slash valve stems on tires or pull ignition wires), and empty and leave open safes.
- When possible, all staff members must establish contact with local missionaries and field staff before changing locations.
- Anyone ordered to evacuate who refuses must understand that he/she is staying at his/her own risk and the organization cannot accept responsibility for his/her safety.
- Relocate evacuees from their quarters to a pre-selected staging area unless it would be safer to proceed directly to the international airport or a pre-selected embarkation site.
- Proceed with the safest mode of travel. Encourage people to move in large groups. If feasible, vehicles should have radio communications in the lead and the control (rear) vehicles.

### Phase IV-Hibernation

- Select the safest location: homes, office, or, if necessary, with another NGO.
- Ensure access to 15 days of food and water per person.
- Ensure access to communications equipment.
- Ensure instructions and training in use of radios are current.

*Sample list of office equipment to be packed and taken in the event of an evacuation:*

HF Radios (Codans)
VHF Radios (handheld)
Satphones
Confidential documents and files
First Aid supplies
Cash and cash books
Computers (or, hard drives/backup disks)
Food and water (essential rations)
Tool kit

### *Personal Belongings to be Taken:*

Passport and visa.
Driver's licence and other identification.
Extra cash (convertible currency, concealed).
Torch/flashlight with spare batteries.
Hand-held radio with spare batteries.
One bag of personal belongings not exceeding 15 kg.

## **7.3 MC Policies for Hostage Situations**

In the event of a hostage taking/kidnapping situation, the Field Representative will work with government and other authorities onsite to resolve the situation. MC will not pay ransom but will use all appropriate means to secure the release of the hostage.

If a staff person is taken hostage, immediately notify local authorities and the MC home office. In the case of a sole worker in a field, have a local individual authorized to make such a notification should the need arise. The MC home office will formulate a hostage negotiation strategy in cooperation with local and national authorities, and work to engage in talks with the captors utilizing a professional negotiator if necessary.

### *Additional immediate actions:*

- Identify the hostages taken and their condition.
- Identify the hostage-taking party and their demands.
- Establish 24-hour communications contact with the MC home office and MC Chairman.
- Increase security measures and communications with remaining staff.
- Do not divulge details of the hostage situation to the media. Only the Field Representative should communicate with the media.

(For information on surviving a hostage-taking ordeal as an abductee, see Chapter 4: *Surviving Attacks, Clashes, and Abductions.*)

## Chapter 8: Working Effectively with the Media

The news media can be a powerful agent to increase public awareness of the MC's ministry in a given area. But if not approached with care and sensitivity, the media has the power to destroy MC's reputation and ministry as well.

### 8.1 Preparing for a Media Interview

If you are asked to do an interview or have an interview scheduled, ask yourself the following questions:

- Am I the best person to respond?
- Should I contact the home office?
- What questions will I likely be asked? Can I answer those questions in simple and straightforward English? What questions might be raised by these answers?
- What are the conflicts and/or controversies surrounding this story?
- What is the key message I want to get across during the interview? How can that message be expressed in short, simple sentences?

### 8.2 You have the right to learn the topic of an interview.

- You have the right to ask for time to prepare and to schedule the interview.
- You have the right to ask what kind of information the reporter wants from you.
- You have the right to an explanation of the story and how you and MC fit into the story.
- You do not have to answer questions if you are not fully prepared or if you suspect the reporter is intent on producing a negative story.

### 8.3 DOs and DON'Ts for Media Interviews

#### DO:

- Talk informally with the reporter before the interview begins.
- Take the initiative at every opportunity to express your key message.
- Keep answers concise, simple, and easily understandable to someone unfamiliar with the subject.
- Use colourful words and anecdotes to simplify and illustrate your points.

- Say “I don’t know” when you don’t know an answer, but offer to get the information and provide it to the reporter later.
- Smile. Be positive.
- Stop talking when you have answered the question. Don’t feel you have to fill a void of silence.
- Be engaging, upbeat.
- Maintain composure, regardless of the circumstances.
- Always behave as if the camera and/or tape recorder are on.

**DON’T:**

- Don’t speak “off the record.” Your comments may end up in a headline.
- Don’t give answers to “in your opinion” type of questions.
- Don’t use jargon, such as acronyms or technical terms.
- Don’t give information that would compromise staff security (such as schedules or locations).
- Don’t become angry or provoked.
- Don’t speculate, guess, or conjecture.
- Don’t mislead a reporter.
- Don’t agree to an interview until you feel prepared and your message is developed.

Missionaries should always avoid statements concerning:

- The host government.
- Local authorities.
- The political or military situation.
- Another NGO’s program.
- Areas outside of a staff person’s own expertise.

## 8.4 Be Aware of Tricks and Traps Used by Some Media Personnel

**False Assumption:** A question based on a false or misleading premise. Do not repeat the statement or premise. Simply point out that the premise is untrue and then come back to your



key message.

**Dumb Question:** A question about the “five biggest problems” you have had with a project or person. Decline to comment unless you want the media to do a story (or, worse yet, a five-part series) on those problems.

**Forced Choice:** Here the reporter attempts to force you into a negative answer by asking a carefully worded question such as “Are you still having problems with your personnel?” Set the reporter’s premise aside, and move on to the point(s) you want to make, such as “We have excellent staff ...”

**“What If?”:** Here the reporter poses a hypothetical situation. Do not feel compelled to respond but simply say, “I cannot speculate on that. We’ll cross that bridge when we get to it.”

**Badgering:** Reporter seeks a certain answer from you by repeatedly asking similar questions. Do not give in. Do not concede the point just to move on to other questions or issues. Stick to your message.

**“A” or “B”:** A reporter attempts to elicit comments on one or two possible scenarios, thereby limiting your choice of answers. Point out that neither is likely, but that another scenario is likely to occur.

**Multiple/Rapid Questions:** A series of antagonistic or belligerent questions are strung together in rapid-fire succession. Answer the question with which you are most comfortable. If the other questions are critical to the story, the reporter will ask them again.

# Chapter 9: Managing Stress and Maintaining Mental Health

All Life BPC foreign missions outreaches involve some degrees of stress. Missionaries and field staff must cope with a different culture and language; choices are often limited and change seems elusive. The added stress from working in code **RED** countries where staff members are in danger can affect even the most experienced staff. Unless stress is managed, prolonged exposures to tension and pressures can directly affect staff health which in turn can hinder performance, ministry activities, and the safety of others.

A comprehensive treatment of stress management is beyond the scope of this manual. The following pages, therefore, are intended only as practical guidelines for recognizing and managing stress.

## 9.1 Sources of Stress

Extreme levels of stress can result from both crisis events and the day-to-day operations of a field office.

*Crisis stress may be caused by emotional reactions to:*

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

*Day-to-day operational stress may be caused by emotional reactions to:*

- Pressure
- demands on staff
- role responsibilities
- miscommunications
- need for recognition
- systemic antagonism from government and local authorities

## 9.2 Preventing Stress

Through preventive techniques, a staff person can navigate through years of arduous circumstances

while experiencing relatively low levels of stress. The following techniques can improve your ability to withstand stress-inducing pressures:

- Be properly briefed prior to your assignment. You will cope better if you know what you will be facing.
- Maintain your spiritual health. Spend consistent time in prayer, devotional reading, and in fellowship with other believers.
- Maintain good physical health. Establish a regular exercise program and stick to it. Hand weights, jump ropes, and other activities can keep you fit even in confined circumstances.
- Express your emotions. Fear is a natural response to danger and should not be suppressed from your colleagues.
- Stay informed. Personal knowledge of your environment provides an effective way of checking rumours and immediately addressing concerns.
- Rest often. Take time to relax even if it sometimes means important tasks will be postponed. A compulsory Rest and Recuperation (R & R) schedule should be in place at all field offices. A typical formula for code **RED** countries is six days of compulsory R & R after every six weeks of work. R & R is in addition to standard periods of home leave or furlough.

*Field management can help prevent stress build-up in their staff through:*

- Providing briefings for all new staff.
- Requiring regular Rest and Recuperation of all staff.
- Being visible; calm and confident leadership during times of stress is reassuring and promotes staff confidence.
- Expressing appreciation on a regular basis for the individual efforts of staff members.

### **9.3 Recognizing Stress**

If you have sustained prolonged exposure to unmanaged stress you may be experiencing one or more of the following indicators:

- apathy
- depression
- sleeplessness
- compulsive eating
- recurrent minor illnesses
- disharmony with colleagues

- decline in efficiency and productivity
- use of alcohol or other substances

Delayed reactions are also common. The symptoms of post-traumatic stress disorder can include:

- Re-experiencing the trauma through nightmares and intrusive memories.
- Feelings of avoidance/numbing including memory loss, guilt, and/or lack of energy.
- Heightened arousal, indicated by nervousness, difficulty concentrating, excessive fear, and/or sleep disorders.
- Manic euphoria or intense mood swings.

## 9.4 Managing Stress

In some cases, stress levels may be so great that immediate withdrawal from a project may be necessary. In others, simple stress management techniques can reduce stress to a healthy level. Simple stress-management techniques include:

- Acknowledge your stress. This is always the first step in managing your stress.
- Maintain your spiritual life. Spend time in prayer; devotional reading, and fellowship with other believers.
- Express your emotions. Fear is a natural response to danger and should not be suppressed from your colleagues. Expressing your emotions can lead to constructive dialogue and lessening of tension.
- Guard against panic. Panic is unhealthy fear and may lead to unwise actions.
- Maintain good physical health. Establish a regular exercise program and stick to it. Hand weights, jump ropes, and other activities can keep you fit even in confined circumstances.
- Maintain good nutrition. Stress places great demands on the body and elevates the body's needs for vitamins such as A, C, and pantothenic acid (a B vitamin). These vitamins can be replenished by taking vitamin supplements or multi-vitamin tablets marketed as "anti-stress" vitamins. Eating the right foods also prevents vitamin deficiencies. Vitamin C is found in fruits and peppers. Yellow and green vegetables and most fruits contain vitamin A. Both vitamin C and A (which is a good anti-oxidant) have been shown to modify the course and outcome of infection in the case of illness. Good sources of vitamin B are animal proteins (fish, eggs, liver; and milk) and legumes. Lastly, eat carrots if they are available in your area. Carrots have about 300 medicinal properties such as antiviral, antibacterial, and anti-diarrheal.
- Rest often. Take time to relax even if it sometimes means important tasks will be postponed.
- Consider biblical counselling. Individual and/or team counselling sessions can be helpful.

# Appendix A.1

## Standard Operating Security Plan: Minimum Requirements

The SOSP for each country shall address, at a minimum, each of the following:

1. The current risk level and date of next scheduled review of the risk level.
  - a. In code **YELLOW** and **RED** locales, list all travel and security precautions enacted for these increased risks.
  - b. Refer to Chapters 1.3, 5, and 6.5.
- A record of the security briefings/orientations provided to all staff in code **YELLOW** and **RED** locales (refer to Chapter 6.3). The records should include date(s) of briefing, name of person(s) conducting the briefing, and topics/areas covered in the briefing.
- A record of security equipment provided to the various operational areas (refer to Chapter 6.5).
- A description of the procedures, precautions, and standards for cash management and transfer (refer to Chapter 6.6).
- The current policies, standards, procedures, and restrictions for in-country visits (refer to Chapter 6.10).
- In code **YELLOW** and **RED** locales, a copy of the current evacuation plan(s) and records of the last rehearsal of these plan(s) (refer to Chapter 7.2).
- A record of the location of the required personnel documentation for both national staff and missionaries (refer to Chapter 6.8).
- A description of the country's procedures for mandatory incident reporting, including the designated staff member responsible for incident reporting and the location of all incident report records (refer to Chapter 6.1).
- A record of the "normal" security precautions and procedures established for the locale (regardless of the risk level). These may include (but are not limited to) travel procedures/restrictions, communications procedures, relationships with security agencies and private guards, specific assignment of security oversight responsibilities, and rules/procedures for securing warehouses, offices, residences, and vehicles.
- The final component of the SOSP is a description of any contingency plans that are also established for the country or locale. Contingency plans may include evacuation plans, response plans for a *coup d'etat*, medical emergencies, natural disasters, or any other contingency identified during the risk assessment process. It is strongly recommended that copies of all contingency plans be stored with the SOSP (normally, in a single notebook or binder).

## Appendix A.2 Security Incident Report

1. Country and Province or project area: \_\_\_\_\_
2. Date, time, and specific location of incident:  
\_\_\_\_\_
3. Description of incident:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. Staff involved or injured and/or damage to assets:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
5. Injuries or damage to others:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
6. Actions taken in response to incident and additional actions required:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
7. Source of information: \_\_\_\_\_  
(self, colleague, partner agency, military, police, government official, unconfirmed) and  
grading of reliability: \_\_\_\_\_ [“reliable,” “presumed reliable,” “gossip”]
8. Was the incident the first of its kind? \_\_\_\_\_ If not, indicate approximate dates of previous  
incidents/reports: \_\_\_\_\_  
\_\_\_\_\_
9. Threat assessment:  
A. = no potential threat to MC,  
B. = unable to determine, but other incidents have occurred  
C. = potential threat  
D. = increasing threat to MC  
  
Date: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Signature: \_\_\_\_\_



## Appendix A.4

## Vehicle Checklist

(photocopy and keep with each vehicle)

<b>X</b>	<b>Before departures, check for the following things:</b>	
	<b>Body</b>	Look for damages that might affect road worthiness
	<b>Tires</b>	Correct pressure and in good condition. Spare tire ready
	<b>Windshield wipers</b>	Functioning
	<b>Lights</b>	Functioning and spare bulbs ready
	<b>Horn</b>	Tested and working
	<b>VHF radio</b>	Functioning and at correct frequency. An HF radio is recommended for vehicles travelling long distances.
	<b>Fluids</b>	Adequate fuel, oil, and windshield washer levels
	<b>Tools</b>	Tow rope, jack, wheel brace, spanners, screw driver, and spare fuses.
	<b>First-aid kit</b>	Stock and accessible
	<b>Fire extinguisher</b>	Charged and accessible
	<b>Jerrycans of water and fuel</b>	Full
	<b>Winch</b>	Functioning and personnel instructed in proper use
	<b>Torch/Flashlight</b>	Functioning and spare batteries in place
	<b>Map and compass</b>	On hand
<b>X</b>	<b>For locally procured vehicles, also check the following:</b>	
	<b>Brakes</b>	Test immediately
	<b>Steering</b>	Ensure steering wheel turns smoothly and is not loose

(adapted from Security Awareness. United Nations. Geneva: 1995.)



# Appendix B: Radio Communications Information

## Communications Equipment

Each operational area needs sufficient radios and radio equipment to establish and maintain an effective radio network (see *Radio Network*, page 62). Most radio networks are built using a combination of two types of radios: VHF and HF.

### VHF Radios

VHF (Very High Frequency, 30-300 MHz) hand-held/portable radios allow voice communications across the surface of the earth up to about 10 km (using 5 watts of power—the maximum for most hand-held radios.) Because VHF radios transmit “line-of-sight,” signals can be hindered by trees, buildings, and mountains.

#### *Increasing transmission range.*

Modest improvement in the transmission range of a VHF radio can be achieved by positioning the antenna at an elevated site. To further extend the range, use a repeater to automatically receive and re-transmit messages (see *Radio Equipment Set-up*, page 87, for more information on repeaters). MC offices that do not have their own VHF repeaters may be able to obtain authorization to use another NGO’s repeaters during emergencies.

#### *What you need to know about VHF frequencies.*

Before you can use a frequency for your VHF radio or repeater, you must obtain authorization from the host government. VHF radios such as the Motorola GP300 have a frequency spread between 146-174 MHz within the very high frequency range of 30-300 MHz. The specific frequency(ies) granted by the host government will not affect the quality of your VHF transmissions (unlike HF radio frequencies).

### HF Radios

HF (High Frequency, 3-30 MHz) radios allow voice communications over medium- to long-range and do not require repeaters to function. However the transmission of HF signals are greatly influenced by a variety of factors such as time of day, weather conditions, other man-made electrical interference, and system configuration. These factors should all be considered to achieve optimal functioning of your HF system. Due to the nature of HF signals, some background noise such as static is normal.

HF radios are often installed in vehicles or at base stations. Typical models include the Codan 9360 or 8528 models, although other brands are also used, including Barret, Yaesu, and Q-MAC.

#### *How HF radios work.*

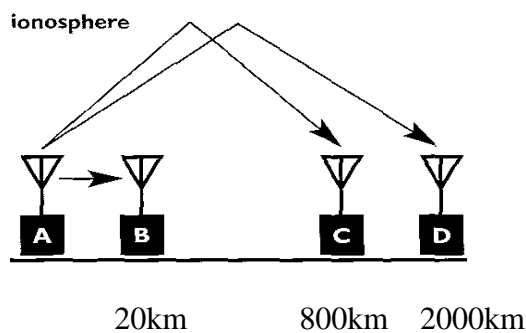
HF radios generate two types of signals or waves. One is a ground-wave which basically follows the terrain or curvature of the earth but only travels 50 km or less. If large hills or mountains are present, they will affect the transmission quality of a ground-wave. The second type of signal is the sky-wave which travels upward at an angle from the transmitting antenna until it reaches the ionosphere and is then refracted (bent) back down to earth to the receiving antenna. Sky-waves are not affected in any way by the type of terrain it passes over. Therefore, it is possible to have excellent reception hundreds or even thousands of kilometres away yet not be able to hear someone just over the hill. Factors influencing poor transmission can be minimized by using different frequencies under different conditions. Therefore, each MC office should obtain multiple frequencies from the host government or the UN.

*What you need to know about HF frequencies.*

The HF frequency range for NGOs is typically from 5-10 MHz. The universal HF range is 3-30 MHz but much of the band is reserved for special use. This band also carries short-wave stations such as BBC and VOA. Generally speaking, the higher the frequency (or channel) you use, the further your signal will travel. Correspondingly, it is recommended you use lower frequencies for shorter distances to avoid bouncing over and beyond the targeted radio.

Below are two diagrams which show the affects of the sun and night sky on transmissions:

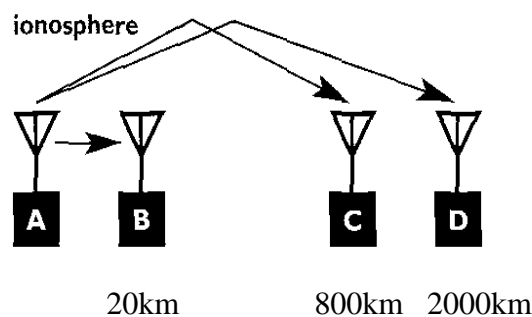
**Daytime**



- Sun is higher
- Ionosphere is higher
- Optimum working frequency is higher

A to B = Recommended working frequency is 3 MHz  
 A to C = Recommended working frequency is 7-9 MHz  
 A to D = Recommended working frequency is 13-16 MHz

**Night Time**



- Sun is higher
- Ionosphere is higher
- Optimum working frequency is higher

A to B = Recommended working frequency is 3 MHz  
 A to C = Recommended working frequency is 5-7 MHz

A to D = Recommended working frequency is 9-12 MHz

As the diagrams indicate, the sun causes the ionosphere to rise or fall. This in turn determines how far a refracted (or bent) HF signal will travel. By changing to a higher frequency, you can bounce a stronger HF signal to the receiving radio. It is therefore strongly recommended that for those countries which rely on HF radios for security/evacuation plans, multiple frequencies are obtained to ensure reliable communications. This may take some negotiating with the host government ministry that handles radio permits. If you are unable to obtain more than one frequency, program your radio with as many other NGO frequencies for which you can obtain permission. The UN uses up to 12 frequencies (or channels) in any one area. This allows them to use frequencies which are best for their operating conditions. For those countries which have consolidated operational areas, pre-determine which frequencies would work best and request from the host government frequencies that will optimize reception. Below is a rough guide which shows approximate ranges of specific frequencies:

### *Utility of frequency ranges*

Frequency MHz	Range (km)	
	Day	Night
3	150	250
5	500	700
7	1100	1500
9	1800	2000
11	2200	2700
13	2800	3500
15	3300	4000
17	4000	4800

While it is ideal to have multiple HF frequencies for each office, this may not be practical in some cases. It is critical therefore to have back-up plans that use other NGO or UN radio networks. An office should never wait until a crisis develops to set up a radio network. In addition, staff should review and practice using the radio network regularly. Staff should be trained sufficiently to operate all equipment and make simple repairs and adjustments in the case of storm damage or theft. Spare fuses (if used by your radios) should be kept in an easily accessible location.

## **Satellite Phones**

Satellite phones, which provide high-quality direct-dial voice, fax, and e-mail, are often used to supplement a radio network, especially in moderate- to high-risk areas. “Sat phones;” as they are commonly called, are suitable for use almost anywhere and require little to no physical installation. However, several operational tips should be kept in mind. Sat phones operate like VHF radios. They communicate by line-of-sight. The antenna unit of the sat phone must “see” the satellite.

All staff who are expected to use a sat phone should be given thorough instructions in how to locate the satellites and how to switch between satellites should a satellite stop functioning. Since each satellite has a unique “country code;” a user who switches satellites must inform his incoming callers of the newly selected satellite’s prefix. Satellites are positioned in such a way that only two satellites

can be accessed from any point on earth. Briefcase versions of sat phones weigh about 9 kg and can operate from a battery or a plug-in power supply.

## **Radio Equipment Set-up**

Although radio installations and frequency programming are often left to radio technicians, some of this can be performed by knowledgeable staff members. Equipment user manuals usually provide detailed information on programming and installation, including which set-up is best for a specific project. The information below is helpful for basic set-up needs.

### *VHF system installation*

VHF base stations – which typically transmit at 50 watts of power – can be installed in strategic locations which will extend the range of reception. However, because hand-held radios only transmit at 5 watts of power, their individual ranges remain limited.

For MC offices that require extended transmission range but do not have access to a larger radio network (see *Radio Network*, page 91), use of repeaters will be necessary to carry signals to locations that are not line-of-sight. A repeater is simply an unmanned two-radio unit connected by a duplexer. One radio receives the transmission and then, after boosting the signal to 50-100 watts of power, re-transmits over the second radio at a different frequency. Select the highest point possible for repeater installation, such as a hill or rented space on an existing communications tower.

### *VHF system programming*

Most VHF radios and repeaters require special programming. At the time of purchase, most suppliers will program a radio or repeater to your pre-authorized frequency from the host government. As an alternative, you can purchase a simple programming kit which, with a computer, will allow you to program a radio such as the Motorola GP300 yourself. Not all dealers will sell this kit to end-users. If you cannot obtain a kit, contact the purchasing department at MC headquarters.

In the programming of both VHF and HF radios, frequencies are assigned to specific channels or “electronic slots” within the memory of the radio. The Motorola GP300 (YHF) radio comes in both an 8 and 16 channel model. A radio with more channels is always more desirable. Often, during a crisis, local embassies will connect to channels being used by NGOs and the UN to facilitate evacuation operations.

Some radios are “front-programmable,” meaning a specific frequency can be freely selected by using the keys/buttons on the radio. Many governments prohibit the use of front-programmable VHF radios to prevent individuals from programming military or otherwise restricted frequencies into their radios.

### *HF system base installation*

HF radios require special antenna set-ups, of which there are many possibilities. Which one a field office uses depends on the available space for installation. The most common installation is a folded broad-band dipole (two wires) stretched between two poles (at a minimum height of 4 meters). Align the dipole antenna perpendicular to the main communication point, if possible. A broadband antenna is recommended as it allows utilization of the full spectrum of the HF frequency range. Most suppliers of radio equipment will cut the length of the antenna to optimize reception according to a field office’s stated frequency. However, with a broad-band antenna, field staff can program many different frequencies (e.g. of other NGOs, or the UN) and then use the radio’s tune function to

electronically adjust the antenna. In any antenna installation, maintain distance from power lines and buildings.

### *HF Mobile installation*

Mount mobile antennas using solid mounting brackets welded or bolted to a vehicle's front bumper. Follow the installation instructions to ensure proper grounding of the antenna. The power supply cables should be connected directly to the vehicle battery and not through the cigarette lighter, as this increases the resistance in the power cables between the transceiver and the battery. For maximum efficiency, do not run the power cables and control cables together along the floor of the vehicle. The control head and speaker should be mounted away from direct exposure to sunlight. The main transceiver unit should be mounted out of sight, such as under one of the passenger seats.

### *Radio Network*

The HF and VHF radio equipment provided to each MC field is of limited use unless it is linked to a larger radio network. In most relief and development contexts, extensive radio networks already exist between UN agencies and various NGOs.

Any organization that is an implementing partner with the UN is usually entitled to connect with the UN's communication network. Linking to this network provides critical access to repeaters and multiple frequencies, not to mention information sharing with partner agencies. In addition to boosting the security level of each field station, a radio network promotes smooth program coordination.

Follow these steps to connect to an existing UN/NGO radio network:

1. Obtain authorization from the host government for VHF and HF frequencies. Obtain more than one HF frequency if you need to cover a wide range of distances.
2. Determine if your field has "UN implementing partner" status. If you do not have this status, request permission from other local NGOs to link to their network. During some crises, the UN will allow non-implementing partner NGOs to use their network. Ask the UN offices about their policy in advance.
3. Request access to the UN radio network from the local UN office.

Authorization from the host government is necessary before using a specific frequency. However, a field office that is part of the UN network is automatically allowed to connect using other NGO frequencies. Field offices must understand that, aside from being part of the UN network, a frequency cannot be used unless the host government gives authorization. Missionaries should use good judgment when letting other organizations use MC radio frequencies.

### *Using the Radio*

The purpose of radio equipment is to elevate the levels of safety and program coordination of each office and the entire organization.

The benefits of using radio equipment can be maximized by ensuring:

- Equipment is standardized and maintained in optimum operating condition.

- Missionaries and visitors are trained in the use of radios (for more information on radio procedures for visitors, see the section, *Visitor Security*, page 39).
- All authorized frequencies are posted at base stations and in mobile units, along with selcall (selective calling) lists.
- A communications network is established (see *Radio Network*, page 61).
- Radios are installed in vehicles which travel to potentially high-risk areas.
- ■ ♦ Radios are kept on 24 hours a day in code **YELLOW** and **RED** countries.

### *Universal Radio Procedures*

The fundamental rule of radio communications is three-part:

- Clarity – Brevity – Security

When communicating by radio, remember these tips to ensure your message is understood:

- Make sure no one else is transmitting at the same time.
- Make your message brief but precise.
- Use procedure words (“prowords”), for example:

**Correct:** You are correct, or what you have transmitted is correct.

**Correction:** I have made an error in the transmission. I will continue from the last correct word.

**I say again:** I am repeating my transmission.

**Read back:** Read back to me this entire transmission exactly as you heard it.

**Over:** End of my transmission, your response is expected. Go ahead.

**Out:** My transmission to you is finished and no answer is required.

**Roger:** I have received and understood your message.

**Wilco:** I received and understood your message and will comply.

- Break the message into sensible passages with clear pauses between.
- Maintain a clear articulation, normal rhythm, and moderate volume.
- Hold the microphone approximately 5 cm from your mouth.
- Avoid excessive calling and unofficial voice procedure.

- Never transmit military or specific security-related information.
- Consider using simple code words for locations, types of emergency situations, and the names of key personnel.
- If you cannot establish a connection using a mobile radio, change your vehicle location and try again (transmission can be adversely affected by terrain features such as valleys, forests, and the proximity of power lines or other antennas).

Use of the international phonetic alphabet ensures effective communications. Use these only.

<b>ALFA</b>	= <b>A</b>	<b>NOVEMBER</b>	= <b>N</b>
<b>BRAVO</b>	= <b>B</b>	<b>OSCAR</b>	= <b>O</b>
<b>CHARLIE</b>	= <b>C</b>	<b>PAPA</b>	= <b>P</b>
<b>DELTA</b>	= <b>D</b>	<b>QUEBEC</b>	= <b>Q</b>
<b>ECHO</b>	= <b>E</b>	<b>ROMEO</b>	= <b>R</b>
<b>FOXTROT</b>	= <b>F</b>	<b>SIERRA</b>	= <b>S</b>
<b>GOLF</b>	= <b>G</b>	<b>TANGO</b>	= <b>T</b>
<b>HOTEL</b>	= <b>H</b>	<b>UNIFORM</b>	= <b>U</b>
<b>INDIA</b>	= <b>I</b>	<b>VICTOR</b>	= <b>V</b>
<b>JULIET</b>	= <b>J</b>	<b>WHISKY</b>	= <b>W</b>
<b>KILO</b>	= <b>K</b>	<b>X-RAY</b>	= <b>X</b>
<b>LIMA</b>	= <b>L</b>	<b>YANKEE</b>	= <b>Y</b>
<b>MIKE</b>	= <b>M</b>	<b>ZULU</b>	= <b>Z</b>