



Rebuild and Relief International NGO

RIRP/RSRP

RRI Security Guidelines, Standard Operation Procedures (SOP)

These *Rebuild and Relief International NGO* (RRI) Security Guidelines should be seen as the Standard Operating Procedures (SOPs) in the RRI Country Security Plan. Whereas the SOPs are obligatory, the Guidelines may not be. They act as a guide in various situations and can be used as a checklist. Please note that all guidelines are generic and should be adapted to the in-country situation and local context.

1. PERSONAL SECURITY

Equipment for personal security:

- Clothing suitable to the environment you will be working in;
- Documents (carried in a durable document wallet), including:
 - Passport and/or identification card, driving license and vaccination certificate (keep photo copies of these in a separate place, or carry photocopies and keep the originals in a separate place)
 - Copies of any important authorization documents
 - The relevant security plan
 - Emergency contact details
 - Insurance certificate and emergency insurance phone numbers
 - Spare passport-size photos
- Email communication (laptop, computer and telephone landline, mobile and/or satellite phone)
- First aid kit
- Map
- Money belt
- Notebook and pens
- Radio (two-way), plus spare battery and charger
- Surge protector
- Watch
- Waterproof coat
- Adapters for electrical sockets
- Alarm, such as a rape alarm or aerosol for horn
- Body armour (only needed in high risk circumstances)
- Flashlight/ Torch
- Helmet (only needed in high risk circumstances)
- Insect repellent

- Map-marking pens
- Mobile phone and charger
- Mosquito net
- Radio, short wave and FM, for listening to international and local news, plus spare batteries and/or charger
- Water bottle
- Water purifying tablets
- Whistle

2. COMMUNICATION

Communication equipment:

- Landline telecommunication
- Mobile phone (different providers)
- Satellite telephone (mainly Thuraya)
- Email and internet communication (different providers)
- Radio communication (VHF and HF, handheld and vehicle mounted)

Basic communication rules:

- The following basic rules for voice operation and mobile communication exist:
- Always carry the list with emergency phone numbers and call signs with you
- Radio transmission language is English
 - Please note that most of the users are not native speakers of the transmission language
- Never use the radio to convey security information. Do not forget that many stations are listening to your conversation
- Do not use the radio for social calls
- Think about what you want to tell on the air before transmitting
- Keep all transmissions brief and to the point; use short complete phrases that make sense
- Talk distinctly, and pronounce words carefully
- Talk not too fast, not too slow
- When using radio communication: press the transmission switch fully and pause a second before starting to talk in order to let the automatic repeater kick in
- Talk at conversational level: do not shout, otherwise your opposite will hear no more than a blur of noise
- Call in with your allocated call sign, do not quote names, and use other people's call signs when talking about someone else on the radio
- Remain calm during all radio and telephone conversations
- Utilize the Radio Alphabet (see annex 1) and Pro Words (see annex 2) during communications and any other codes that are agreed upon at project location level
- In case of emergency, know how to send an SMS with the GPS coordinates by satellite telephone and know how to conduct an emergency call by radio

Communication briefing and preparation:

- Provide a security briefing to all newly arriving staff and visitors. This briefing will also include instructions for communication procedures and a check to assure that personal communication means are available

- International and national senior personnel have to be equipped with mobile phones at all times; of possible, make sure to have SIM cards of two providers in case one of the providers is out of service
- Telephone batteries are to be kept permanently charged
- Internal memories of mobile phones have to be organized by the users in such a way that the reception of SMS emergency notifications remains ensured
- When staff change phone numbers, they should add the new phone number personally to the emergency telephone list
- When possible, international/national senior staff, drivers, guards and other designated national staff have to be equipped with VHF handsets

Prior to Radio Transmission

- Check power source and cables to ensure there is a power supply
- Check the antenna and cables ensuring a tight and correct connection to the radio set
- Connect the audio accessories and check the functioning of switches
- Report changes and temporary absence of VHF hand held users to base
- During field trips, each team should carry one satellite phone and should be able to use this satellite phone
- During field/overland trips, frequent radio/telephone communication takes place according to agreed procedures

Annex 1: Radio Alphabet

Note that all radio communication should be in English:

Letter	Phonetic Alphabet	Letter	Phonetic Alphabet	Numeral	Spoken as	Blackhorse
A	ALPHA	N	NOVEMBER	0	ZERO	B=1
B	BRAVO	O	OSCAR	1	WUN	L=2
C	CHARLIE	P	PAPA	2	TOO	A=3
D	DELTA	Q	QUEBEC	3	THREE	C=4
E	ECHO	R	ROMEO	4	FO-WER	K=5
F	FOXTROT	S	SIERRA	5	FI-YIV	H=6
G	GOLF	T	TANGO	6	SIX	O=7
H	HOTEL	U	UNIFORM	7	SEVEN	R=8
I	INDIA	V	VICTOR	8	ATE	S=9
J	JULIET	W	WHISKY	9	NINER	E=0
K	KILO	X	X-RAY			
L	LIMA	Y	YANKEE			
M	MIKE	Z	ZULU			

Note: BLACKHORSE is use to send sensitive numbers over the radio. Example you need to pass on a personal Phone Number over the air; +882.165.333.9003 you would send Delta Kilo this Kilo-Zulu-One reference “Blackhorse” I spell; EE.RRL.BHK.AAA.SEEA, Over.

Example of radio communication:

Message:

“Call: Golf Tango Zulu Gate-1, Golf Tango Zulu Gate-1, this is Golf Tango Zulu Base-3, Radio check, Over (Call sign twice)

Reply: Golf Tango Zulu Base-3, Golf Tango Zulu Gate-1.... I read you load and Clear. Over (Call sign once)

Call: Golf Tango Zulu Gate-1, Roger! Golf Tango Zulu Base-3 out”.

Example of numerals:

12: wun too

44: fo-wer fo-wer

90: niner zero

136: wun three six

500: fi-yiv zero zero

Annex 2: Pro Words

Radio users are requested to utilise pro words/verbs during communications as stated in the Pro Words List. A pro word is a word or phrase, which has been given a special meaning in order to speed up the handling of messages. The only authorised pro-words are as follows:

PRO WORDS:	EXPLANATION:
AFFIRMATIVE	Yes/Correct
BREAK:	I now indicate a separation of the text from other portions of the message.
BREAK BREAK	Interrupt ongoing transmission for an urgent message
CORRECT:	You are correct, or what you have transmitted is correct.
CORRECTION:	I have made an error in this transmission. I will continue from the last correct word.
I SAY AGAIN:	I am repeating my transmission again.
MESSAGE:	A message follows: prepare to copy or record it.
MORE TO FOLLOW:	The transmission station has additional traffic for the receiving station.
NEGATIVE	No/ Incorrect
OUT:	This is the end of my transmission to you and no answer is required. Do not use over and out together!
OVER:	This is the end of my transmission to you and a response is expected. Go ahead, transmit. Do not use over and out together!
READ BACK:	Repeat this entire transmission back to me exactly as received
RELAY TO	Transmit the following message to the identified addresses/recipients
ROGER:	I have received your last transmission satisfactory.
SAY AGAIN	Repeat the last message
SPEAK SLOWER:	You are speaking too fast. Please speak slower.
STAND BY	Do not transmit until contacted, I need extra time
THIS IS:	Give call sign, i.e., “Whisky Foxtrot-One”
WAIT:	I must pause for a few seconds, please wait.
WAIT OUT:	I must pause longer than a few seconds, I will return.

WILCO:	Will comply; I have received your signal, understand it. (Do not use Roger and Wilco together)
WRONG:	Your last transmission was incorrect
STAND-BY:	Do not transmit until contacted: I need extra time.

3. VEHICLES TRAVEL AND MOVEMENTS

Checkpoints:

- When approaching or leaving a checkpoint, inform base by radio. Do so in a discreet way, far enough from the checkpoint to avoid them seeing that you are using the radio
- Turn the radio to low volume or off, to avoid it attracting attention at the checkpoint
- Observe the checkpoint from a distance, without stopping, to understand what is happening there. Does everything appear normal? Or are there signs that there may be a problem?
- If you suspect that there is a risk of violence or other serious problems, turn around and drive steadily away, if it is safe to do so
- All passengers must remove sunglasses before arriving at the checkpoint
- Keep valuables out of sight. It is best to travel without valuables, if possible
- If it is at night, switch off headlights, leaving sidelights on, and switch on the interior light so that the checkpoint can see the vehicle occupants
- Approach the checkpoint slowly and stop several meters before the barrier
- Remain inside the vehicle unless you are ordered to get out
- Make no sudden movements. Even moving your hand to release the seat belt could sometimes be interpreted as reaching for a weapon – so announce what you are doing before you do it, and move slowly
- If one person is asked to come away from the vehicle, for example to an office to check papers, consider whether it is safer for another person to accompany them
- Be ready to answer questions about the occupants, your journey, the vehicle and anything in it
- One person should be nominated to do the talking, on behalf of all the occupants, unless questions are put directly to other occupants
- Your manner and style are very important: be courteous and friendly, but not over-familiar. Treat the soldiers or police as human beings. They have a boring job to do, and are likely to give you an easier time if you show an interest in them. If appropriate, chat a little, perhaps about their family (such as to give them a present), be politely firm in refusing, and use gentle humour if appropriate)
- Be ready to show any relevant documents including vehicle documents, authorisations, copies of passports and ID cards. If possible, avoid showing the original of your passport, to avoid it being stolen – but in some cases the original may be required. It may be helpful to keep your ID card on a chain around your neck so that you can show it without surrendering it
- If you suspect that the checkpoint may have a hostile intention, depending on the circumstances it may be sensible to keep all doors including the cargo door locked, with windows more than half-way up. But in some circumstances this may anger soldiers or police, so use your judgement as to which is best
- Allow the car to be searched if they insist on it

- Some organisations have to use sensitive documents for their work. Do not carry sensitive documents if you can avoid it. If you must carry them, and if you are searched, you may try to insist that they do not see them. But if they threaten you, you will have to give in. Therefore keep documents out of sight, so as not to attract attention
- If threatened with a weapon, comply calmly with their instructions
- When leaving the checkpoint, turn the radio volume up and inform base that you have passed the checkpoint
- If not allowed to pass through, return to your base and report to your team leader. (S)He is then likely to negotiate with relevant authorities for a resumption of free movement in the area
- Have a clear policy on giving lifts. Staff are often asked to give lifts to soldiers at checkpoints, armed or unarmed. Most organisations forbid giving lifts to any military personnel. Ensure everyone knows how to respond in such a situation as well as a situation when a soldier is injured and needs medical assistance. If necessary, be prepared to turn back

Convoy Procedures

Checklist for consideration:

- Communications arrangements
- How should vehicles and occupants react if they come under fire?
- What to do in the event of accident, incident, casualty or breakdown?
- Dealing with checkpoints and roadblocks
- Identification of vehicles
- Number of vehicles (from 4 to 6 vehicles are easily manageable)
- Order of travel
- Spacing between vehicles
- Roadworthiness of vehicles
- Equipment for each vehicle
- Documents required
- Stop and check loads and tyres how often?
- Convoy leader normally in front vehicle
- Assistant convoy leader normally in rear vehicle
- Slow vehicles in front, fast vehicles behind
- All vehicles to travel at the speeds of the vehicle following
- Speed and halts
- Leave at the office a travel authorisation-form giving intended and alternate routes and expected arrival times
- Inform authorities, and warn checkpoints ahead
- Is there a need to send an advance party, to check the route and prepare reception of convoy?
- Liaison with security forces in escort, if applicable
- Plenty of time should be allowed
- All staff should be fully briefed on the convoy procedures and plan

Vehicle Procedures

Daily vehicle checks:

- Fuel – preferably full. Always keep at least half-full in case of emergency
- Oil
- Coolant
- Brake fluid
- Water
- Tires
- Spare wheels
- Tools: tow-rope, jack, wheel brace, etc.
- Full vehicle equipment (see vehicle equipment)
- Screen-wash fluid
- Wipers
- Lights
- Horn
- First aid kit
- Fire extinguisher
- Spare fuel
- Spare water
- Torch/flashlight
- Map, and compass if necessary
- Paperwork, including vehicle log, vehicle registration and insurance documents (or copies, depending on local requirements) and travel authorization form
- Radios and antennas

Travel authorization:

- Get travel authorization form signed
- Inform office upon departure

Road safety:

- Plan the journey (plan the route and alternative routes, plan breaks and if necessary overnight stops and anticipate delays)
- Keep a safe and legal speed
- Defensive driving
- Always wearing a seat belt
- Know your location at all times
- Passenger comfort
- Consideration for other road users including pedestrians
- Particular care when children are nearby: slow down and give them a wide berth
- Do not give lifts to strangers, nor to military, police or armed personnel

Vehicle equipment:

- Two spare wheels (one is not sufficient in difficult or dangerous areas)
- Jerrycan of water (20 litres)
- Jerrycan of spare fuel (20 litres)
- Jack, wheel brace and any other tools for changing a wheel
- Tow-rope

- First aid kit
- Spare light bulbs
- Torch/flashlight and spare batteries
- Spare engine oil
- Snow chains
- Ice scraper
- Sand plates
- VHF radio
- HF radio
- Communications information: contact lists, frequencies, etc.
- Winch
- Front nudge bar
- Snorkel
- Umbrella
- Fire extinguisher
- Locking wheel nuts
- Screwdriver
- Spare fuses
- Battery charge cable
- Map
- Compass
- Warning triangle
- Identifying markings or flag
- Ownership documents of the vehicle
- Authorisation documents
- Insurance certificate of the vehicle
- Vehicle logbook (to include columns for date, start location, time of departure, kilometre reading at departure, destination, time of arrival, kilometre reading at destination, purpose of trip, name of driver and signature)
- Blankets
- Food (if travelling on long journeys, or if delays are possible)

4. SITE SECURITY

General Location:

- Location enables the programme to run effectively (close enough to beneficiary population and good access to routes and locations important to the programme)
- Area of relatively low crime
- Near transport routes that are important, including potential evacuation routes
- Building is accessible from one or two access points that are easy to control
- Building is discreetly located or in a high profile location (which is most beneficial to your security, in the current situation)
- Is the building overlooked? Decide whether that matters in the current circumstances
- Access routes from the building are free from places for people to conceal themselves (bushes and shrubbery around residences are being kept trimmed low)
- External electrical, telephone and gas supply boxes are locked
- When the building is situated in an area prone to flooding, earthquake or other problems, it is protected against these

- Area of low health risks (E.g. sewage or rubbish facilities)
- If fighting were to break out, the building is not exposed to direct fire
- Building is not close to sensitive locations (E.g. a military house or police barracks; a political party office; the house of a prominent politician)
- Building is not close to dangerous location (E.g. fuel store)
- Police or security forces are within a reasonably short distance, so that if you need help they will be quick to arrive

Physical Security of the Building:

- Walls are strong enough to withstand likely threats
- Windows are barred
- Doors are strong (locks, hinges and bars are checked)
- If you have a perimeter wall in place, check how easy/difficult is it to surmount, whether it has barbed wire. If not, decide whether it needs barbed wire, or whether that would send the wrong signal to local people. Check if its gates are strong and whether a guard can look through the gate without opening it.
- Roof is difficult to access from the outside
- There is sufficient lighting, externally and internally
- There is a suitable location for a safe
- There is a suitable shelter, in case of armed robbery, attack of fighting in the vicinity (a shelter should preferably be behind thick walls and out of sight of any window. Sometimes a central room or inner corridor is suitable)
- There is storage for valuable items
- There is an alarm system
- There are sufficient fire safety measures, such as smoke alarms, fire alarm, primary and secondary escape routes
- Electrical installations are sound and safe
- There is sufficient parking, and vehicles are secure
- If there is a threat of car bombs, there is sufficient distance from the building to the parking area
- If there is a threat of any kind of bombs, measures as concrete barriers, blast film for windows, police control of vehicle access are considered and specialist advice on protection from bomb threats is sought
- Decide what improvements will be needed to make before the building is secure enough for your use, how long they will take and what they will cost
- Decide upon the number of guards necessary and how they will be sheltered
- Decide whether you place a sign on the building to show that it is occupied by the organisation and how prominent it will be. This depends on the local situation and the perceptions of the local groups about the organisation

Local Infrastructure

- The state of the roads to the building is in good condition
- The power supply is reliable. If not, decide how big a generator you will need
- The water supply is reliable. If not, decide whether you will install your own water system

Arrangements for Receiving Visitors

- There is a place where visitors can wait and it is easy to control visitors
- Decide where reception staff will be and how many you will need
- Visitors should be seen before the gate or door is opened

- Decide which areas are accessible to visitors
- Visitors will need to be escorted within the building
- Visitors will need identity badges
- Designated visitors' hours are needed
- Make visitors feel welcome without compromising security
- Decide on location of meeting rooms
- Identity of the owner
 - Know who owns the building, whether (s)he is reliable and of good reputation and whether (s)he has a connection you should be aware of

5. STAFF HEALTH

Health precautions

- In areas where malaria and dengue are a risk: Wear long sleeves, trousers and socks in the late afternoon and evening, to prevent bites
- In areas where malaria and dengue are a risk: Wear insect repellent on any exposed areas of skin
- In areas where malaria and dengue are a risk: Use a mosquito net correctly when sleeping
- In areas where malaria and dengue are a risk: Burn anti-mosquito coils or tablets to kill mosquitoes inside buildings
- In areas where malaria and dengue are a risk: Fit anti-mosquito screening/nets to doors and windows
- In areas where malaria and dengue are a risk: Take the appropriate malaria prophylaxis, on the advice of your doctor
- In areas where malaria and dengue are a risk: Site buildings away from mosquito-breeding areas
- Vaccinations against serious diseases. Some countries require appropriate certificate of vaccination as part of entry requirement
- Verify the quality and capacity of local medical facilities. Ensure that all your staff knows which medical facilities can be trusted and where they are located. A medical NGO may be able to provide emergency cover
- Availability of clean needles and syringes for medical purposes
- Appropriate and responsible sexual behaviour
- Protection against the sun. Wear a hat, long sleeves and long trousers or skirt, and use sun protection cream
- Avoid dehydration: drink enough. Carry a water bottle if necessary

Hygiene precautions:

- Clean water supply. If clean water is not guaranteed, have bottled water or filter water and boil for 5 minutes to make it safe for drinking
- Keep a spare stock of water in case of failure of supply
- Keep a stock of water purification tablets
- Ensure food is sourced and prepared correctly
- Wash hands frequently and always before meals and always after using the toilet, with soap and running water, even if it is only a trickle! Do not accept a wash bowl in which several people wash hands before it gets changed. In a restaurant or other place where your staff assembles, it is easy to install a hygienic hand washing device with a fust with a small tap on legs and a wash basin underneath in which the dirty water will be captured

- Ensure cooks wash their hands frequently while preparing meals and always after using the toilet, and ensure there is always soap and running water at hand for them
- Watch the cooks and kitchen personnel's health and check their vaccinations for validity. Be prepared to pay to get them updated
- Ensure kitchen, washing and latrine areas are kept clean
- Dispose of rubbish effectively
- Avoid eating fruit or vegetables that have not been thoroughly washed in clean water, and peel fruit after washing, using a clean knife, and cook most vegetables for at least ten minutes

6. FINANCIAL SECURITY

- A properly trained and briefed bookkeeper, accountant or financial manager, appropriate to the size and type of the programme, must be present from the start, including during the planning of the operation
- Minimise the amount of cash held in the office, or carried by any staff member
- Reduce the use of cash to a minimum, preferring bank transfers or cheques where possible
- Require receipts for all cash movements in or out, however small. Ensure that all staff know the procedure, and understand the reasons for it. Take disciplinary action against any who do not follow it
- Establish strict procedures for authorising expenditure, in accordance with the organisation's financial policy, and for depositing or withdrawing money from the bank or safe
- Ensure that there is correct "separation of duties", as required by normal financial good practice. For example, different people should be responsible for ordering, receiving and paying for goods
- Maintain proper cash control, including regular and frequent cash and bank reconciliations
- Secure the safe(s) by bolting them to wall or floor, locking the room in which they are kept and restricting access to the building
- Insist on regular audits
- If large sums of cash are required on certain days, for example pay day, consider reducing the risk of theft by:
 - Bringing the cash from the bank on the day, rather than storing it overnight in the office
 - Varying the time and route used to bring the cash from the bank
 - Designating two or three staff members to withdraw the cash in two or three parts, bringing it to the office via different routes at different times
 - Storing the cash in several different locations, so that not all the cash is lost if there is a theft
 - Having more than one pay day per month, so that a smaller amount of cash is needed on each pay day
- Limit the amount of cash that can be carried by an individual
- Ensure that all staff know that they must not risk their lives to protect cash
- Staff must never talk or boast of their cash transfer experiences
- If large sums of cash have to be transported, ensure that the only people aware of this, including staff, are those who need to know, and who are trusted. If this is a frequent occurrence, vary the route, the timing and the method of travel so as not to create a predictable pattern
- Procedures for changing money from one currency to another should be safe and legal

- Requests for money transfers should be kept confidential
- Beware of confidence tricksters. For example, check that someone claiming to represent an organisation to whom you are paying money, does in fact represent them
- In general rushed financial transactions are more vulnerable to errors and fraud. Wherever possible, insist that all normal procedures are followed without exception
- Any significant theft or fraud should be reported and investigated by a senior manager to, and independent from the team in which the incident occurred

Fraud

- Do not overlook the fraud or suspected fraud; take action
- If there are key documents or items of evidence, take steps to secure them before informing staff of any suspected fraud
- Announce an investigation
- The investigation should be conducted by someone competent to do so, who is independent of anyone who could have been involved in the fraud. An alternative, perhaps appropriate where fraud is suspected but has not definitely occurred, is to announce a financial inspection, possibly one required by HQ
- The investigation should result in a written report to the Head of Finance, and should include:
 - Confirmation of whether a fraud has taken place
 - The amount of loss involved
 - The identity of the person(s) who appear to have committed the fraud, if known
 - Identification of any failures on the part of procedures or staff which enabled the fraud to take place
 - Identification of any staff who should face disciplinary action
 - Recommended lessons to learn for the future, and any procedures which need to change to prevent further fraud
 - The Head of Finance or another senior manager should then ensure that any necessary disciplinary and other action is taken swiftly

Corruption: Avoidance and Prevention

Anti-corruption measures

- Clear, open, honest relationships with all local groups, with the local authorities and with other humanitarian organisations
- Good financial procedures
- Appropriate, transparent rules for procurement
- Well-trained, experienced staff
- Good management of staff and projects
- Confidential, anonymous whistle-blowing channels (for the reporting of corruption)
- A common position among humanitarian organisations, if possible, on what ‘informal fees’ should be paid, if any
- A refusal to pay bribes at any time

Respectful and courteous ways of refusing to pay bribes for consideration

- In answer to the question: “have you got a little present for me?” answer: “Yes – a smile” – and smile genuinely as you do so

- Good humour, the time to talk for a minute or two and have a joke together – these are sometimes quite sufficient to persuade a soldier at a checkpoint not to insist on a bribe. Often he is bored, and is grateful to be treated as a human being
- Explain why you are not able to pay the bribe. Have various simple phrases that do not sound like an accusation of corruption, for example: “My head office does not allow me to pay any fee that is not official.”
- If a soldier is insistent, say that you are not able to pay the bribe, but that you are willing to speak to his commander (The soldier will often not want his commander involved)
- Be prepared to wait. Patience cures many problems, while impatience often increases the pressure to pay a bribe. At a checkpoint when you have reached an impasse, be prepared to wait an hour or two, while you keep negotiating politely, if it is important to you to get through. Otherwise, consider turning back, and trying again another day. In the meantime, you could inform the higher military or police authorities of the problem that you faced, and get them to do something about it
- The patience principle also applies to bureaucratic processes, such as NGO registration with the government authorities. In some countries this can take a year or more, leading to a temptation to hurry the process up
- Remain courteous, respectful and – if possible – friendly. Some officials who normally insist on a bribe seem flattered and pleased when treated kindly, and waive the bribe as a result
- Ensure that all your paperwork and documents are in order, and that you have copies of them with you at all times, so that if an official challenges you, the document is there to show. This may mean always having a bulky folder with you – a small price to pay to avoid the hassle that you might otherwise face
- Keep some picture postcards with you, and give one of them as a “present” of minimal value
- Some people like to keep a packet of cigarettes on them – even if they themselves do not smoke – so that they can offer one (or more) to the soldier at the checkpoint
- Ensure you or your driver knows the traffic rules and respects them. Otherwise it is an open invitation to a policeman or traffic warden to threaten dire penalties – unless you offer a bribe
- Make sure you and your colleagues respect the laws scrupulously, so that you are less likely to be accused of wrongdoing and therefore put in the power of law enforcement officials

7. INFORMATION MANAGEMENT

A secure information system contains security on the following domains:

- Access protection
- Management of system entry
- Alert system when intruders access (protected) information
- (off-site) Back-ups
- Trusted staff

An important element of information security risk management is defining security classification ratings. These could be: Public, Sensitive, Restricted, Confidential, Secret.

Protection measures to prepare the system and staff to deal effectively with threats against information security:

- Defining of security classification ratings (E.g. Public, Sensitive, Restricted, Confidential, Secret)
- Planning of information flows and access to information
- Assignment of responsibilities
- Training and gathering on-the-job experience
- Improvement of awareness and ownership attitude towards information security
- Analysis of and reaction on information security incidents
- Evaluation of information security management

Computer Security

Avoid malicious software entering the computer (system):

- Know that using Internet Explorer, Outlook or Outlook Express and Microsoft Office will increase the change of computer systems being affected (Note: open source alternatives have far less chance of being affected, e.g. Firefox, Thunderbird, Open Office)
- Install antivirus software
- Install antispyware software
- Update antivirus, antispyware, Windows and other programs frequently
- Do not open suspicious looking email and/or suspicious attachments
- Keep a back-up of data on removable media
- Keep up to date with news relating to new virus outbreaks

Good passwords/-phrases

- Strong: long and hard to guess (not related to you personally)
- Unique: do not use the same password or phrase for more than one service and do not re-use a password/-phrase
- Practical: to be remembered without having to write it down
- Do not store it in your computer in open-text. Use a special programme for storage, e.g. KeePass
- Recent: change your password/-phrase on a regular basis
- Personal: do not disclose your password/-phrase to anyone
- Think about: VarYiNg capitalisation, p.unc!uati.n and alt.characters, mnemonics, e.g. “I had a dream, where all men were born equal” > “1haD,waMwB=”

File/Disk encryption

- Choose which data to encrypt (e.g. TrueCrypt, which is portable; it can run from USB-memory and has a hidden volume option)
- Never write sensitive data to unencrypted disk/file
- Use best password skills to protect encrypted file/disk

Regular back-ups

- Organise information on your computer(s) and decide what to back-up
- Back-up on a regular basis and after a large amount of data has been saved
- Back-up media: removable hard disk, DVD/CD-RW, DVD/CD-R, secure server, email
- Security - protect data from damage and theft
- Longevity - take into account how long data remains viable
- Recovery - how and how fast are you able to get data back
- Redundancy - have enough copies if one is lost
- Cost of back-ups

- Keep back-up separate from original files (e.g. office & residence)
- Assure that back-up policy is applied

Wipe traces of work

- Know that https:// (so called SSL) services are safe (as opposed to http://)
- Do not use internet café services for work related documents/communication
- Keep updated on electronic information security, e.g. via:
 - <http://www.privacyinternational.org>
 - <http://www.epic.org>
 - <http://www.opennetinitiative.org>

8. ABDUCTION, KIDNAP AND HOSTAGE TAKING

Reduce the risks of abduction, kidnapping or hostage taking

- Be aware of the threat. Get an overview of the types of incidents that have occurred in the past, and the main targets and perpetrators, how and where incidents normally occur, and how the local community traditionally deals with abductions and kidnappings
- Be aware of the procedures in the Field Security Plan of your location, particularly regarding vehicle movement and abduction, hostage taking and kidnapping.
- Avoid routine. Kidnapping in particular requires planning, and so perpetrators will study their target's activities and movements for some time before attempting the abduction
- Discuss responses to abduction within your team. It is important that everyone is aware of how best to behave in the event of an abduction, kidnapping or hostage situation
- Understand what the organisation will do to secure your release, and how HQ will deal with other parties such as your family and the media
- Be prepared. In many countries it is important to be dressed appropriately and carry items you may need in the event of an abduction, such as medication and emergency contact details

The following will help you to enhance your ability to cope with an abduction/kidnap situation

- Be calm and cooperative. Your captors will undoubtedly be nervous and prone to violence, particularly when they are taking most risks (E.g. during the abduction, while moving you, or during a rescue attempt or release)
- During your abduction you may be blindfolded, restrained, beaten and even drugged. Do not resist this, as the main purpose is to keep you quiet
- If you are in a group, try to stay together. Consider appointing one person to speak on behalf of the group
- Mentally prepare for a long wait – it could be months or years before you are released. You may be held in the same place or moved several times. Be sceptical of information given by your captors, as they will often make false promises of imminent release
- If possible try to keep your personal belongings, clothes and identification unless forced to hand them over. Try to avoid accepting an exchange of clothes with your captors as this could put you at risk during a rescue attempt
- Your abductors will often threaten you or try to demoralise, humiliate and dehumanise you. These acts will make you easier to control and manage. Bear in mind that you have a value and ultimately your captors will want to keep you alive and well

- Try to establish a rapport with your captors. Family is a universal subject, as are sports and many hobbies. Your goal is to get your captors to view you as a real person rather than a commodity. Listen actively to their feelings and concerns, but never debate their cause
- Always remember that your organisation will be doing all it can to secure your release and at the same time will be supporting your friends and family. Keep this in mind even if you are not aware of any progression or if your captors tell you differently
- Do not try to escape unless you have a high chance of success. You risk being killed by a nervous captor and, if you were one of a group who were taken, you could jeopardise the security of those left behind
- Do not issue threats against your captors or give any indication that you would testify against them. If your captors are attempting to conceal their identities, do not indicate if you recognise them
- Speak normally. Do not complain. Once a level of rapport or communication is achieved, try asking for items that will increase your personal comfort. Do not be afraid to ask for anything you need or want such as medicines, books or papers. Make requests in a reasonable, low-key manner
- Take mental notes of captors and surroundings, memorising as much as you can. When you are released, these details may help the authorities to free other victims or arrest the abductors
- Try to stay healthy and maintain your strength. Eat what you are given even if it does not look appetising or if you do not feel hungry. If possible, try to do some daily exercise. Hygiene is important as it is very easy to become ill. Keep as clean as possible and ask for washing and toilet facilities
- Be patient, as negotiations will be difficult and time-consuming. Remember that your chances of survival increase with time. It is also important to prepare yourself mentally for what will happen if the authorities carry out a rescue attempt. During a rescue there will probably be a series of deafening and blinding explosions, clouds of tear gas and total confusion. If you are mentally prepared for this, you stand a better chance of escaping unharmed
- In case of a rescue, try to follow these guidelines:
 - Do not run. Drop to the floor and seek cover. Keep your hands on your head
 - Wait where you are until discovered. Obey any orders given by the rescue team immediately
 - Do not make any sudden or unexpected moves
 - Try to identify yourself, but be prepared to be handled roughly by the rescue team - until you are formally identified they will treat everyone as a potential captor

9. ARMED ROBBERY

Measures to reduce risk of being confronted with armed robbery

- Be aware of the type of robberies that occur in your area, who the main targets are, whether the assailants are armed or violent and what the usual outcomes are
- Limit the amount of cash, valuables and assets stored at offices and residences. Try to spread the risk by storing these in different places, although it is important to have something at hand over in the event of an armed robbery
- Maintain discretion about financial transactions. Communications, routes to the bank, which moment in time, etc. are kept confidential
- All staff, particularly guards, should know how to react during an attempted robbery

- All sites must have explicit site security measures: guards, physical barriers, procedures that will deter or delay break-ins. However, once assailants are inside the compound, you should limit restrictions so that you do not antagonise them, and ensure they can leave quickly

Measures to reduce the impact of an armed robbery

- Remain calm and do not be aggressive. Armed assailants are most likely to shoot when they feel their own safety is threatened
- Do not attempt to intervene. You will put yourself and your colleagues at risk
- Always hand over any property demanded by armed assailants. The lives of staff should never be put at risk to protect property
- Do not make any sudden movements. Inform the armed assailant what you are going to do before you do it and move slowly
- If you are held in a group, do not talk among yourselves, particularly in a language not understood by your assailants. Elect one person to talk on behalf of everyone

10. CARJACKING

Minimise the risk of carjacking

- Try to stay calm and ask the driver not to start driving fast as you will alert the people who are following you; additionally driving at speed will increase the risk of an accident
- Change direction to see if they still follow you, but do NOT drive into a small side road or somewhere you don't know
- Keep to busy parts of town
- Drive to a police station, petrol station, ISAF or UN compound, etc.
- If the hijackers start closing up on you, try and keep to the centre of the road to make it harder for them to overtake and cut in front of you. However, be aware of the risk of causing a collision with oncoming traffic
- If a hijack succeeds and the hijackers demand the vehicle or other property, cooperate calmly

Reduce the impact of carjacking

- Keep hands visible. Don't make sudden movements
- Warn the hijacker before making movements. Even innocent movements, such as reaching for the seatbelt release catch or for a document, can be interpreted as reaching for a weapon
- Avoid direct eye contact with attackers, but try to note their appearance, dress, etc. to report later
- If in a group, do not talk among yourselves more than is necessary, particularly in a language not understood by your assailants
- Hand over anything that they request – remember that no property is worth risking your life for

11. EVACUATION

International staff is to prepare 'Evacuation Run bags' to aid any necessary evacuation from the hostile environment that they are working in.

Recommended contents of the bag are:

- Emergency cash (500 USD per international)
- Mobile phone
- Torch and batteries
- Candles and matches
- Biscuits, sweets, tin tuna, tin cheese
- Bottle of water
- Medication
- Spectacles
- Swiss army type pocket knife with tin opener
- Maps
- Passport and ID / Mission Order
- Water purification tablets
- Water Bottle/container
- Mosquito net
- Anti-malarial pills
- Insect repellents
- First aid kit
- Water purification tablets
- Two changes of clean clothes
- String
- Tooth brush and paste
- Plastic bag
- Pen and paper
- Short wave radio and batteries
- Extra spare batteries
- Contact list
- Sanitary items as appropriate
- Toilet Roll
- Wet Wipes

12. FIRE SAFETY

Precautionary measures

- Know the fire escape routes
- Know where the emergency exit keys are
- Know where the fire extinguish equipment/material is located
- Know the quality of the fire brigade (if any) and how to alarm them
- Know the fire assembly points outside all buildings
- Know the procedure for calling for help in a fire (bear in mind that there may be no fire brigade)

Impact reduction measures in case of fire

If caught in a fire in a building

- If you discover a fire, raise alarm by shouting “Fire – Fire - Fire!”
- Check the rooms of others to ensure if they left or are alerted, close doors and leave the building. If possible, bring the most essential documents (passport, cash etc.) with you. Only

if you and your colleagues are not in direct danger, firefighting is taken care of and time allows it, withdraw all valuable assets from the fire area (computers and administration files)

- Stay close to the floor in smoke-filled rooms and have your mouth/nose protected with a wet towel (if possible pour water over your shirt and pants)
- Leave the building. Close doors behind you as you leave, to help prevent the spread of fire. Walk rather than run, in order to avoid accidents. Go to the designated fire assembly point
- Assure that firefighting with the available equipment has started (or help yourself, when manageable)
- Call the fire brigade (if any) if your extinguishing attempts have failed, or the fire goes out of control

If you are in a room with a burning fire that you cannot extinguish

- Get out immediately and close the door
- When looking for an escape route -if the fire is not in the room that you are in- , feel the exit door as high as possible and go out only when not too hot
- If your door is hot and you cannot leave, seal all the cracks with wet towels
- Shut off any electrical equipment as fans and ACs
- If in a burning building, do not go to a higher level unless all escape routes are blocked and the fire forces you up onto the roof.

Main procedures to extinguish a fire

- Don't stand but squat
- Never spray direct at the source of fire but bring a spray over the fire and go slowly downwards

In case of a fuel (petrol /oil) fire

- Use foam or CO₂ (Carbon Dioxide) (be very careful with water because often you enlarge the fire and it becomes uncontrollable)

In case of an electrical fire or gas leak

- Immediately shut off the power

For gas leaks:

- open the windows

For electrical fires:

- Use a CO₂ fire extinguisher
- Never use water or foam to extinguish the fire before power is shut off

If a person is on fire: STOP-DROP-ROLL

- Stop: Don't panic and don't allow others to run about if they are on fire. Remove burning clothes, if possible
- Drop: Fall quickly to the ground or floor. If someone else is on fire, try to get them to do so. "Tackle" them only if you should not catch fire yourself
- Roll: Roll flat over and over (back and forth if in a room) until the fire is extinguished. The rolling should smother and scatter the fire in most cases. If someone else is on fire, have them roll. You can use water, sand, or a blanket to help smother the fire while they are

rolling. Do not attempt to beat the fire out with bare hands; continue rolling instead. Once the fire is extinguished, summon help and begin first aid

13. SEXUAL HARASSMENT AND ASSAULT

Precautionary measures

- Generally keep to the main roads and avoid isolated, unsafe or poorly lit locations
- Avoid moving alone
- Move with confidence and determination. If you look timid, uncertain or lost it may be perceived as weak and vulnerable and easy prey
- Dress appropriately, bearing in mind the culture
- Always carry a mobile phone or another form of communication
- Carry an alarm or a whistle
- Avoid places with a (potential) high crime rate
- Socialise in groups rather than alone
- Use a spy glass in your external doors at home, or ask people to phone you in advance, so you can identify visitors
- Never open a hotel door to unannounced visitors
- Do not publicise your future plans or meeting arrangements where you can be over-heard by strangers
- Do not discuss politics or other sensitive issues in a public place
- Trust your instincts - if they tell you to leave a situation or area, leave immediately
- Be aware of potential threats by analysing the different types of sexual harassment incidents (if any) in the past. E.g. who was targeted, who were the perpetrators, what was the location and time of day?
- Be prepared to review your personal security arrangements such as changing your daily routine

Reducing the impact of sexual harassment and violence

Consider any one or more of the following steps in case of unwanted attention

- Ignore the advances. If the person is just trying to get a reaction from you and they find that they can't, they may stop
- Confront the harasser. Talk to the person directly if you feel comfortable and secure in doing so. Explain that their behaviour makes you uncomfortable and you find it offensive, and ask them to stop
- Tell someone. Discuss the problem with a friend, colleague or someone that you trust. Get advice from appropriate sources on how to handle it and on the options available
- Document the harassment. While the incident is still fresh in your mind, write down what happened, where, when, and how you responded. Include names of any witnesses
- Report the problem. Report the problem to your Team Leader or another senior member of staff. Those responsible for staff security should always take allegations of sexual harassment seriously. It is entirely understandable if you do not wish to report the harassment, but solutions of dealing with the situation and preventing it in the future are better if the problem is reported without delay
- If the Team Leader is the harasser, a more senior manager should be informed instead. Not reporting it can be perceived as acceptance and give the harasser confidence to repeat similar harassment (or worse) with others

In case of sexual assault, the general options of dealing with that situation are:

- Passive resistance:
 - Doing or saying anything that will persuade or intimidate an attacker into changing their mind. Try to ruin the attacker's desire to force sexual contact with you
- Active resistance:
 - Using anger and physical force to distract or fight off the attacker, including struggling (such as a knee to a man's groin), screaming or running away. Use an alarm if you are able to. Remember though, that this can lead to an increased violent response
- No resistance:
 - Consider this if you sense your life is in danger. By doing nothing you are attempting to preserve life and minimise the physical harm that is done during the assault. Survival becomes your objective

If you are forced to witness a sexual assault, do not attempt to intervene if you could be seriously injured or killed. As well as being unable to help the victim, you may provoke the attacker into further violence against them.

Support to the victim to reduce the impact of sexual assault

Initial steps:

- Check condition of the person assaulted – they may need urgent medical attention if beaten
- Acquire a full report on what has happened
- Use prompt questions

Psycho-social support

- Allow the victim to go to a safe place, where they can feel secure, while initial steps are being taken. They might be in a state of shock and that needs to be handled first
- Key message to be fed back to the victim:
 - the attack was about use of power – it was not about sex
 - s/he is not to be blamed
 - s/he is not alone – people are here to love and support them
 - s/he can survive this and recover from it
- Consult the victim on all decisions, but try and ensure someone covers all the practical arrangements. It is important that they have a right to say what they want to do at all times

Medical care

- Physical injuries as a result of the violence must be treated as a first priority
- Risk of pregnancy and infectious diseases must be addressed preferably within the first 24 hours or at the latest 72 hours of the incident.

The following steps should be followed, but only after consultation and agreement with the victim:

- Post-coital contraception (morning-after pill): This can be given within 72 hours after intercourse. The decision to take this rests with the victim alone. Each person may approach this differently and their ethical understanding of the consequences is important. Advice can

be offered, but in such a way that no pressure is made. No matter what the decision, one hundred per cent support should be given to ensure their wish is met (even if this goes against the support person's own ethics)

- Sexually Transmitted Infections (STIs): medication can be taken to prevent the following:
 - Chlamydia
 - Gonorrhoea
 - Trichomonas
- Assumption should be made that the attacker(s) is/are HIV positive, so precautionary treatment should be given, but only given under medical supervision as side effects can be adverse
- NO treatment is one hundred per cent safe, thus HIV tests and STD test should be performed intermittently for one year post incident
- Hepatitis B: If the victim hasn't been vaccinated against Hepatitis B, then a series of vaccinations should be given. Note: this is mainly affective when given within the first 14 days after the exposure

Forensic evidence and legal pursuit

- Although legal proceedings may be difficult in some countries, to collect evidence is important. This is one of the most stressful aspects after sexual assaults. To be legally accepted, it needs to be collected by a state recognised doctor. This might involve going to a public hospital or even to go to a police doctor – not a pleasant experience
- Consult a lawyer and connect him/her with the victim from the start of these proceedings
- Lawyer Requirements:
 - Experience with and the legal authority to collect forensic evidence
 - Check what evidence is acceptable in the country where you are based. (clothes, pubic hair, semen stains, evidence of injuries, photographs)
 - Procedures of collection, storage to ensure all remains valid
 - If possible, a female lawyer is best
 - A written consent is needed from the victim for the collection of evidence and hiring of the lawyer
- The initial reaction of the victim is to wash and remove all memories of the incident. This cannot be done until after evidence is collected. Therefore organise the collection of evidence as soon as possible
- Reporting to Authorities (police):
 - This is a sensitive issue and a legal advisor should be asked what is best
 - Legal documents of the incident will be helpful to press charges, recover insurance for health support costs, for future legal issues that may evolve

Confidentiality & communication

- Protection of the victim's right to privacy must be assured
- Try to keep the incident out of the press. If unavoidable: no names
- It is advisable to inform the embassy – as they may be able to be of significant help with legal issues
- Only after permission from the victim, the next of kin/family can be informed. Be sure whether the victim is ready to face the next of kin/family, whether s/he allows you to tell the whole story, etc. The person to inform the next of kin/family should be the Country Director or the Team Leader as to assure high standards of communication and follow-up. Note: If the

victim is married or has a partner, sensitivity to their shock and need for support must also be taken into account.

The following tips may be helpful when informing the next of kin/family:

- If you do not speak the same language, ensure that a good interpreter is available, and consider whether a colleague who does speak the same language would be more appropriate to break the news
- (If visiting) Dress respectfully. If the next of kin is a woman, ensure that the visit is made by a woman, or if there is more than one visitor, at least one of them is a woman – and vice versa
- (If telephoning) Ask the person if they are alone. If they are not, request that they go to a room where they can be alone
- (If visiting or telephoning) In case of a serious and violent assault, you may wish to have a trained counsellor take part in the visit or call
- Say that you have some bad news. Invite them to sit down
- Look at them directly (if visiting). Tell them simply and clearly what has happened to the person concerned. For example, “I am very sorry to say that your daughter was a victim of sexual assault”. This is usually better than a longwinded sentence, or delaying the moment when they hear the bad news
- At this point, be prepared to offer support to the person. Their reaction may take many different forms, ranging from silence all the way through to hysterical grief or even violence. What is important is that you remain calm, supportive, sympathetic and gentle. Be gender sensitive when showing physical signs of support such as an arm around the shoulder
- Use your judgement as to whether it is appropriate to tell them a long version of the story, or a shorter version. A shorter version inevitably is more selective, but it may be all that they can cope with at this stage
- Make sure that everything you say is truthful. If you don’t know the answer to a question, say that you don’t know. It can be very damaging for relatives to discover later that they were misled, whether intentionally or unintentionally
- Once they understand the situation and are calm enough to think of practical matters, inform them what action the organisation has taken (e.g. taken to hospital, legal action, etc.). Suggest what action they might wish to take (e.g. fly out to see the victim). Say what help the organisation could give (E.g. pay for airfare, insurance matters, etc.). Take plenty of time to reassure them as much as possible
- Ask if they have family or friends who can provide emotional support, and offer to contact them on their behalf
- If they need you to stay for a longer time, be prepared to do so. If you have visited the next of kin/family, wait until a friend or family member has arrived to support them. Once they are ready for you to leave, express your sympathy again, and reassure them that you will help in every way possible. Give them your name and full contact details. Give them the name and contact details (including evenings and weekends) of the person who will be their main contact within the organisation (if it is not you)
- Ensure that you (or the main contact person) contact(s) the next of kin the next day, and as frequently as appropriate thereafter. Organisations sometimes find it easier to offer immediate support, but harder to remember the ongoing support that is vital – both for the good of the next of kin, and for the reputation of the organisation. The family of a victim is likely to express severe criticism of any employer who appears to forget them
- Verify what financial and other help is due from the organisation, or from an insurance company, to the next of kin. Ensure that this is communicated with total accuracy, and without delay, to the next of kin. Arrange for this help to arrive as soon as possible

14. SHOOTING AND SHELLING

Risk reduction measures

- Be alert at all times, particularly around potential targets such as checkpoints and military positions. Keep clear of military convoys, pull aside, let them pass and keep a safe distance
- Enquire about areas known for snipers or previous shootings and, if possible, avoid these areas or any other areas that are likely to be affected
- Continuously survey your surroundings, and be aware of where you could go for cover if you were fired upon
- Practise what to do in the event of suddenly being fired upon. Routine drills will help to react appropriately and immediately
- Field office can consider improving the site-protection measures, such as window reinforcement and blast walls
- Gather information from a range of sources on military activity and the tactics and types of weapons likely to be used
- All staff should be vigilant of military movements and any other changes in the area
- Do not travel to high risk areas
- Evaluate the location of sites. Avoid locating offices and residences near potential military targets such as airfields, military positions or official buildings
- Consider improving site protection measures (E.g. window reinforcement, blast walls, and shelters)
- If you hear air raid sirens or see civilians running for shelter, take immediate action
- Brief and drill staff so they know how to react and where to seek shelter in the event of shelling

Reduce impact of shooting if you are in a vehicle and caught in a shooting

- If the road in front of you is clear, drive quickly but safely away from the area
- If the shooting is in front of you, stop and go back. Reverse slowly to indicate your peaceful intent. Turn around and drive to a safe area
- If you are coming under direct fire, you will need to stop the vehicle, get out and seek cover away from the vehicle, lying flat on the ground. Crouching behind the vehicle will not protect you
- Observe the reactions of the people and vehicles around you. Try to determine what is happening
- If there is a lull in the firing, attempt to improve your cover. Look for a ditch, wall or building nearby. Quickly crawl or move crouched low until you reach cover
- Make sure the firing has ceased and it is safe to return to the vehicle before doing so

Reduce impact of shooting if you are in a building and caught in a shooting

- Keep clear of windows and doors. Resist the urge to look out
- Do not go out onto balconies or exposed roofs, or into courtyards
- If the shooting is heavy, lie down. If possible, crawl behind a blast wall or seek protected areas such as a bathroom, basement or under the staircase
- Wait until the shooting has ceased before leaving your cover to seek information on the situation

Reduce impact of shelling if on foot

- Seek immediate cover. Drop quickly and lie face down on the ground. Shells and mortars explode upwards and outwards, therefore the lower you are to the ground the greater your chances of not being hit by shrapnel
- Cover ears and keep mouth open to reduce the effect of blast pressure
- If possible, look for better cover. A ditch or any space below ground level will provide good protection
- Once shelling is detected, react immediately. A first round of shelling may be followed by others. The initial long shell might be some distance away but the next shell could be dropped very close
- Do not leave your cover until sure that the shelling or bombing has stopped

Reduce impact of shelling if in a building

- Seek immediate cover. Move quickly to the Safe Room or any other appropriate shelter. If these are not available, move to a safe area on the ground floor such as in doorways, beneath concrete staircases, etc.
- Once shelling is heard or detected, react immediately. It is unclear when or where the next one will land
- Wait until the shelling or bombing has ceased before leaving your cover to seek information on the situation

Reduce impact of shelling if in a vehicle

- If the shelling is close by or the vehicle is blocked, stop, get out and run for cover as far from the vehicle as possible. Do not lie near the vehicle as it may explode or create additional shrapnel when hit
- If the shelling is some distance away, try to determine the area affected and quickly drive away to safety. If, while you are driving away, the shelling or bombing appears closer, stop, leave the vehicle and seek cover
- Make sure the shelling or bombing has ceased and it is safe to return to the vehicle before doing so

15. UXO, IED AND MINES

Recognising mined areas

Indicators of the presence of mines in an area may include:

- Evidence of previous fighting, e.g. battlefield relics such as bunkers, barbed wire, ammunition dumps, helmets, destroyed military vehicles, abandoned weapons, etc.
- Traces of previous explosions, such as small round craters and freshly disturbed ground.
- Animal remains, scraps of footwear or similar signs that something or someone has fallen victim to a mine.
- Abandoned buildings and vehicles, or overgrown and uncultivated fields.
- Out-of-place colours or shapes. Be suspicious of exposed circular rims and metallic or plastic surfaces. But remember that mines can be any shape and made of any material, including wood.
- Taut, partly buried or tangled thin-gauge wire or filament (similar to fishing line). Never pull on exposed wires.

Operating in the vicinity of known mined areas

If operating in an area where landmines or unexploded ordnance may be present, adhere to the following basic guidance:

- Gather information from your field office and possibly other sources (de-mining agencies, other organisations, authorities, hospitals, etc.) on the likely presence of landmines and UXO in the area.
- Consult the local population on the location of known mines, but take their advice with caution. Misconceptions about the safety or otherwise of specific areas are common. If you are in any doubt, turn back.
- Never travel in high-risk areas unless absolutely necessary. Always avoid old military positions or abandoned buildings: they are almost certain to have been mined.
- Keep to well-used roads or tracks. Never drive vehicles off a road or track. The military often clear roads and tracks of mines, but rarely the verges, so avoid these as well as lay-by's and other roadside parking places.
- NEVER walk off-track in an unknown area.
- Familiarise yourself with the official minefield markers used in your locality. They may be warning triangles, signs, painted stones or other less visible markers. Be aware that over time these could have fallen down or become overgrown if not maintained.
- Do not approach, touch or attempt to move any suspicious object. Mines and unexploded ordnance come in all shapes and sizes. If you notice a mine, mark the location clearly and inform the authorities and/or a mine clearance agency.
- Tell your colleagues where you are going always, including when off-duty or at the weekend.
- Carry a First Aid kit.

Trapped in a mined area

One will realise to have entered a mined area when spotting a mine or when one explodes.

Whether in a vehicle or on foot, do the following:

- Stop moving. Warn everyone in the vicinity to do likewise. Mines are seldom laid on their own, so assume that others are in the area.
- Assume that you are inside the minefield rather than approaching its edge: who knows how many mines you may have stepped over or driven past to reach your present location?
- Never act impulsively. Mine incidents often cause panic, so calm yourself and your colleagues. Assess the situation carefully before acting.
- Call for help over the radio, mobile phone or Thuraya. Send an SMS with your GPS coordinates with your satellite phone. However, be aware that using radios in very close proximity to certain kinds of modern mines can trigger the device to explode.
- Even if you have no means of alerting others, you should stay still and wait for help if there is any reasonable chance of someone passing by. Standing still and waiting to be rescued offers the best chance of leaving the minefield safely.
- If you absolutely must try to leave the area without help, identify the safe ground over which you have travelled. In some cases this may be obvious – a well-used track, for instance – but in others it can be impossible.
- If you are in a vehicle, exit it from the back, either through the rear door or by climbing over the roof. Step only on your vehicle tracks, and walk carefully and slowly in single file, with sufficient space between people, to the last known safe point.
- If you are on foot, try to identify the route you took to your present location. This may be possible in some terrains, but realistically it will be very difficult.

- Begin to retrace your steps very slowly, examining the ground carefully as you proceed. Warn others behind of any obstacles or route changes. Do not bunch together: move in single file with a safe distance between each person.
- Do not panic.

Injured by a mine

Dealing with a situation where someone has been injured by a mine is extremely difficult. Often the people are more concerned for the victim than their own safety. Unfortunately it is common for people to be killed or injured while attempting to rescue victims from a minefield.

If faced with a mine victim in your vicinity it is vital to adhere to the following guidance:

- Do not rush to help the victim, even if they are screaming for help.
- The initial explosion may have exposed or destabilised other devices, or the victim's body may be concealing un-triggered mines.
- Assess the situation before taking any action.
- Panic and instinctive attempts to help the victim could result in further injuries and a situation that is even more difficult to bring under control.
- Reassure the victim. If he or she is conscious, they will be in shock and may try to move or crawl away. Warn them to stay still.
- Assess the victim's injuries. Do not approach them: base your assessment on what you can see from where you are standing.
- If you have a radio call for assistance giving a clear assessment of the injuries sustained.
- Identify the last safe ground over which you travelled. Move yourself and other colleagues to a safe area by slowly retracing your steps.
- Send someone for assistance and wait for it to arrive.
- Only attempt a rescue yourself if the victim is alive and no specialist assistance is available. This must be a common-sense judgement. The desire to help someone in trouble is powerful, but approaching a mine victim is a high-risk activity and you should not feel morally obliged to do so.

How to handle and how to report in case of a (suspected) IED or UXO

- Don't move in the direction of the (suspected) IED or UXO and don't touch it.
- Move carefully out of the vicinity, while keeping a close eye on colleagues and on possible other IEDs or UXOs. Depending on size, move at least 200 metres (small) to 400 meters (bigger) or 1 km (big).
- Inform the field office immediately when out of the direct vicinity (mobile phones could trigger the explosion).
- Provide the GPS coordinates as SMS with a satellite phone.
- Describe the place, size and particularities of (suspected) IED or UXO as detailed as possible.
- State the time of finding and actions taken.
- Warn others in the vicinity.

16. ACKNOWLEDGEMENT

I have read and understood the foregoing **Security Guidelines** of Rebuild and Relief International (RRI) and do agree to comply with the statements contained therein.

Signature Employee

Date

Signature Witness

Date