

SECURITY

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3.1 INTRODUCTION

At every UN duty station, crisis management and the security of UN personnel are the responsibilities of the Designated Official (D.O.). In accordance with the UN Field Security Handbook, the Designated Official, who is usually the UN Resident Coordinator, establishes a Security Management Team (SMT). The composition of the SMT depends on the agencies that are present in the Country. Normally it is a small group of staff chosen on the basis of their training, background or experience. It includes the Designated Official, the Deputy or Alternate Designated Official, heads of agencies (as determined by the D.O.), the field security officer, a medical officer, an international staff member familiar with local conditions and the local language and a staff member with legal background. The composition of the SMT may be readjusted depending on the nature and features of the emergency at hand. The Designated Official chairs the SMT and reports to the Office of the UN Security Coordinator (UNSECOORD) in New York.

Security responsibilities in WHO Country Office

The WR is responsible for ensuring that UN security procedures are followed by WHO staff members.

The WR has to provide the Resident Coordinator with the following:

- A list of all staff and dependants
- Biodata fact sheet for each staff member
- Map showing residences of all staff members
- A list of radio frequencies and call signs
- Security clearances for new staff members prior to their arrival
- Weekly updates on all staff movements in and out of security phase areas.

In addition the WR has to:

- Attend the SMT meetings
- Brief WHO staff on security issues: curfews; threats; precautionary measures etc.

3.2 SECURITY PHASES

The UN recognises five phases of security. They have the following definitions:

- (a) Phase One: Precautionary. It implies a ban on travel of UN missions, staff and their eligible family members without the prior clearance of the Resident Coordinator. This clearance may be obtained, in-country, by the WR or through UNSECOORD by Personnel Unit on receipt of the travel authorisation.
- (b) Phase Two: Restricted Movement. It implies that no travel, either to or within the country, should occur unless specifically authorised by the Resident Coordinator as essential. This is a much higher level of alert than Phase I and imposes major restrictions on movement within the country.
- (c) Phase Three: Relocation. It calls for the concentration of all internationally recruited staff and their eligible family members in one or more sites within a particular area. It can also mean relocation of all non-essential internationally recruited staff and their eligible family members to alternative locations within the country and/or outside the country. Which staff are essential will be determined by the Resident Coordinator taking into consideration the recommendation of agency representatives. Any staff member who cannot effectively carry out assigned tasks due to the deteriorating security situation should be considered non-essential.
- (d) Phase Four: Program Suspension. It means relocating outside the country all remaining internationally recruited staff except those directly concerned with emergency or humanitarian relief operations or security matters. All other internationally recruited staff who heretofore were considered essential to maintain programme activities will be evacuated when Phase IV is declared.
- (e) Phase Five: Evacuation. It signifies that the situation has deteriorated to such a point that all remaining internationally recruited staff are required to leave.

The Resident Coordinator has the authority to implement Phases One and Two and notify the Secretary-General accordingly through the United Nations Security Co-ordinator (UNSECOORD).

Phases Three, Four and Five will be declared by the Resident Coordinator only when authorised by the UN Secretary General through the UNSECOORD. If it is impossible to communicate with UNSECOORD, the Resident Coordinator is authorised to use his/her best judgement in implementing Phases Three, Four or Five and report to the Secretary-General through UNSECOORD immediately thereafter.

Phases One and Two may be downgraded by the Resident Coordinator. Phases Three, Four and Five will be downgraded by UNSECOORD on the advice of the Resident Coordinator.

The Phases do not have to be implemented in order. Depending on the situation, it is possible to go, for example, directly from Phase One to Phase Three. It is possible to have areas of the country in different Phases.

You may be required to facilitate security clearance for arriving staff members. The following pages give some examples of the information needed to do this. Once approved and signed by the Resident Coordinator or the Field Security Officer, fax copy to Personnel for their records.

Please note that in a Security Phase country, only staff members arriving with security clearance and permission to enter the emergency area are covered by UN insurance.

3.3 TRAVELLING TO HAZARDOUS AREAS

If you travel to an area of armed conflict or of high crime rate, you are at risk. Criminals know that you are carrying money, passports and valuables. If you stay aware of your surroundings and behave inconspicuously, you will reduce the possibility of being selected as a target, and your personal safety will be greatly enhanced.

Consider the following points:

- Check the Security Phase of the country of destination and ensure that you have proper security clearances as required.
- Before you leave, let someone know your plans. Leave contact numbers. If you change plans, let someone know.
- As far as possible, schedule direct flights. Minimise the time spent in unsecured public areas at airports. Move quickly from the check-in counter to the secured area.
- Stay alert. Always watch your luggage and briefcase. Keep your passport, laissez-passer, tickets, money and travellers checks on your person.
- Do not show large amounts of cash; separate the money between your wallet and your pockets.
- Use sturdy, lockable but inconspicuous luggage.
- Do not wear expensive jewellery or watches.
- Consider using a body wallet that can be worn around the waist under your clothing.
- Make an effort to you arrive at your destination during daytime.
- Make sure that someone known to you meets you at the airport. Otherwise, check that the person waiting for you has a proper identification. Insist on this, especially in countries with high crime rates and poor policing.
- Petty criminality begins at the airport. If a group gathers around you, hold tightly to your luggage and move away to a safer area. Don't be afraid to raise your voice to get the attention of security officers. If in a group, stay together and watch over each other.
- Some taxi drivers can be accomplices to criminals. Know exactly your route from the airport to the hotel.
- Always negotiate the fare before you get inside a taxi. Watch the driver put your baggage in the trunk. Agree with him/her on how many pieces there are.
- Always inform the WHO office of your arrival as soon as you reach your hotel, and give the local contact numbers. Remain in touch with the office.
- Contact the UN Field Security Officer and be briefed on the security situation (places to avoid, curfews etc.). Ensure you have all necessary emergency telephone numbers.

3.4 PERSONAL SECURITY

The best way to be safe is to avoid trouble, rather than try to extract yourself later. Develop security awareness and adjust your behaviour to the environment in which you find yourself and the risks therein.

Consider the following points:

- Follow your instincts. If you feel uncomfortable about a location or a person, leave.
- Always behave as though you know where you are going. Show confidence even if you do not feel it.
- Do not carry large sums of money in your wallet/handbag. Carry just enough to satisfy an opportunity robber; keep the rest in a separate pocket.
- When travelling in taxis or cars, always lock the doors and close the windows; allow no more than 1" open for ventilation.
- Be aware of your surroundings at all times and suspicious of persons/vehicles loitering . Make a mental note of anything that appears suspicious and report to authorities.
- Use a taxi when returning to your hotel after an evening out. If possible book the taxi from the hotel for a round trip before you leave.
- On arrival, ask for a briefing from the UN Field Security Officer. Find out about local customs, how you are expected to behave, potential threats and areas to avoid.
- Always carry with you the telephone number of the WR, UN Security Officer, police, your hotel, and the nearest Embassy. Carry appropriate coins or tokens to operate public telephones.
- Whenever possible, travel in pairs or more.
- Carry your passport, laissez-passer and/or United Nations ID card at all times.
- Most situations can be resolved if you yourself stay calm. Spend as much time as necessary to resolve the situation, address the most senior-looking person and avoid being dragged into side arguments.
- Do not say nor do anything that might worsen the situation you already face.
- Do not be provoked by hostile comments about the United Nations, your race, gender or nationality. Do not respond in kind.
- In situations of extreme irrationality, take the action that preserves human life, health and dignity, in that order. There are no fixed rules for dealing with crazed or intoxicated persons.
- Keep a low profile. Dress and behave conservatively. Do not display jewellery, cash, keys or other valuables.
- If you do not speak fluently the country's language and have no local friends, stick to "international" hangouts for your leisure.
- Do not drink too much when you are in unfamiliar surroundings.
- Stay away from situations that might present or attract threats, e.g., political rallies.
- Keep flexible routines. Change frequently your home-office routes.
- Be alert to any evidence of surveillance of your house, office or travel route between the two. Serious attacks are usually preceded by a period of surveillance.
- Know yourself. Be honest and aware of your capabilities. You should always try to maintain yourself in good physical shape.

Rehearse what actions you would take if you were to be confronted. There is no right or wrong way to respond to an attack. Each situation is different. Whether to resist an attacker or not can only be your decision. **REMEMBER: YOUR LIFE IS NOT WORTH LOSING FOR MATERIAL POSSESSIONS.**

Do not forget that Malaria and AIDS can harm you too. Respect the basic principles of prevention and prophylactics.

3.5 HOSTAGE SITUATIONS

You may find yourself and/or members of your team operating in areas where kidnapping is a real possibility. In such situations your **first** concern is staff safety.

Good security awareness will greatly reduce the risk of kidnapping. Determine from the UN Designated Official the precautions and procedures to follow in a high-risk area. Ensure each staff member is aware of the risks and the measures they should adopt to avoid being kidnapped.

A staff member is taken hostage

You must immediately take the following course of action:

- a) Inform the UN Designated Official;
- b) Inform both the Regional office and WHO/HQ;
- c) Contact the Ministry of Foreign Affairs of the host country; and
- d) Review the security arrangements and make immediate changes to reflect the new risks.

You must provide the above officials with all available information, including:

- a) Name, nationality and next-of-kin details of the person(s) taken hostage.
- b) Time, place and other relevant circumstances of the hostage-taking;
- c) Physical condition of the hostages (i.e., are they injured, do they have any known medical problems);
- d) Identity of the individuals or organization holding the hostage(s);
- e) Demands that are being made by the hostage-takers;
- f) The reason the hostage might have been taken, or any past or present personal behaviour which might have a bearing on the incident.

Any additional information relevant to the incident should be communicated as soon as possible.

It is very important that the victim's family be kept fully informed on what has happened and of the efforts being made to secure the release of the hostage.

The embassy or consulate of each hostage should be informed and updated as events unfold.

The disclosure of information related to a hostage incident can have adverse effects, therefore, before any information regarding a hostage incident is released to the media, such information must be cleared by the Designated Official, WR or Regional Office.

The following UNSECOORD guidelines can be distributed to staff members going into a potentially dangerous area.

Surviving as a Hostage

1. Every hostage or kidnap situation is different. There are no strict rules of behaviour; however, there are steps, which can be taken to minimize the effects of detention.
2. If you are taken hostage or kidnapped, there are a number of options that could enhance your ability to cope and to see the incident through to a successful release. The following techniques have been successfully employed by persons taken hostage:
 - a) At the time of your seizure, do not fight back or attempt to aggravate the hostage-takers. You may be injured if you attempt to resist armed individuals. There is a possibility that you will be blindfolded and drugged;
 - b) Be certain that you can explain everything you have on your person;

- c) Immediately after you have been taken, pause, take a deep breath and try to relax. Fear of death or injury is a normal reaction to this situation. Recognizing your reactions may help you adapt more effectively;
- d) Do not be a hero; do not talk back or act "tough". Accept your situation. Any action on your part could bring a violent reaction from your captors;
- e) The first 15 to 45 minutes of a hostage situation are the most dangerous. Follow the instructions of your captors. Your captors are in a highly emotional state, regardless of whether they are psychologically unstable or caught in an untenable situation. They are in a fight or flight reactive state and could strike out. Your job is to survive. After the initial shock wears off, your captors are able to better recognize their position;
- f) Keep a low profile. Avoid appearing to study your abductors, although, to the extent possible, you should make mental notes about their mannerisms, clothes and apparent rank structure. This may help police after your release;
- g) Be cooperative and obey hostage-takers' demands without appearing either servile or antagonistic. Be conscious of your body language as well as your speech. Do not say or do anything to arouse the hostility or suspicions of your captors. Do not be argumentative. Act neutral and be a good listener to your captors. Do not speak unless spoken to, and then only when necessary. Be cautious about making suggestions to your captors, as you may be held responsible if something you suggest goes wrong;
- h) Anticipate isolation and possible efforts by the hostage-takers to disorient you;
- i) Try to keep cool by focusing your mind on pleasant scenes or memories or prayers. Try to recall the plots of movies or books. This will keep you mentally active;
- j) Ask for anything you need or want (medicines, books, and paper). All they can say is no;
- k) Build rapport with your captors. Find areas of mutual interest which emphasize personal rather than political interests. An excellent topic of discussion is family and children. If you speak their language, use it -- it will enhance communications and rapport;
- l) Exercise daily. Develop a daily physical fitness programme and stick to it;
- m) As a result of the hostage situation, you may have difficulty retaining fluids and may experience a loss of appetite and weight. Try to drink water and eat even if you are not hungry. It is important to maintain strength;
- n) Do not make threats against hostage-takers or give any indication that you would testify against them. If hostage-takers are attempting to conceal their identities, give no indication that you recognize them;
- o) Try to think of persuasive reasons why hostage-takers should not harm you. Encourage them to let authorities know your whereabouts and condition. Suggest ways in which you may benefit your captors in negotiations that would free you. It is important that your abductors view you as a person worthy of compassion and mercy. Never beg, plead or cry. You must gain your captors' respect as well as sympathy;
- p) If you end up serving as negotiator between hostage-takers and authorities, make sure the messages are conveyed accurately. Be prepared to speak on the radio or telephone;
- q) If there is a rescue attempt by force, drop quickly to the floor and seek cover. Keep your hands on your head. When appropriate, identify yourself;

- r) Escape only if you are sure you will be successful. If you are caught, your captors may use violence to teach you and possibly others a lesson;
- s) If possible, stay well groomed and clean;
- t) At every opportunity, emphasize that, as a United Nations employee, you are neutral and not involved in politics; and
- u) Be patient.

3.6 HOTEL SECURITY

Larger hotels offer more elaborate security. Here are some guidelines to use when staying in hotels:

- Keep your luggage in sight when checking into the hotel. DO NOT leave it unattended even for a minute.
- Check to see if the hotel has a safe for valuables. Use it for your passport, money, tickets, and put them in an envelope to prevent casual observation. Ask for a receipt.
- Do not attempt to hide your valuables in the room.
- Avoid ground floor rooms or those to which access is easily gained from outside.
- Choose a room near the elevator, so that you don't have to walk down long, empty corridors.
- If you feel uncomfortable, ask a hotel employee to escort you to your room.
- Do not get in an elevator if there is someone in it who makes you feel uneasy. If you are in an elevator and someone gets on who makes you feel uncomfortable, get off at the next floor.
- When you first enter your hotel room check:
 1. All windows are secure, and all latches and locks work.
 2. The curtains close properly and are opaque.
 3. The telephone works - check by ringing reception.
- Make sure that you know where the nearest fire escapes are. Read the fire instructions of the hotel.
- Keep your door locked at all times.
- Lock your luggage when not in use and place in a closet. If the luggage has a lock, ALWAYS use it.
- Keep the balcony door/window locked and draw the curtains.
- If someone knocks on your door, don't assume the person is who he/she claims to be; call the desk to double-check. Always use the deadbolt and chain. Use the door viewer before opening the door.
- Notify the manager immediately of any unusual occurrences such as persons loitering in the corridor or reception area or repeated telephone calls from persons who do not identify themselves.
- Close the door of your room when leaving, even if it is for a short period. Then verify that it is locked.
- Do not leave the "Please clean room" sign on your door. It tells people that the room is empty. Call housekeeping instead.
- Protect your room key. Be sure to give it DIRECTLY to the desk clerk when you leave the hotel: DO NOT simply leave it on the counter. Always return your key when checking out.
- If you find the door of your room open or unlocked, do not enter. Return to the desk and ask someone to accompany you to your room.

3.7 OFFICE SECURITY

The following guidelines should be followed concerning general security in the office:

- Check the emergency exits. Fire extinguishers and a first-aid kit should be stored in the office. Note should be taken of the service and expiry dates of each extinguisher.
- Lock the door when you vacate your office for any lengthy period.
- Stagger lunch hours and coffee breaks so that the office is always attended.
- Unescorted visitors, including workmen, must not enter the office without proper identification and authorisation.
- Be alert to strangers who loiter near the office or who visit the office without an appointment.
- Keep valuables and official documents under lock and key.
- Do not hide the keys to the office under floor mats, behind pictures etc. Thieves know all the hiding places.
- Laptop computers are ideal targets for opportunity thieves. Never leave them in an unlocked office. Take them with you to the hotel at the end of day.
- Lock all doors and windows before closing the office for the night.
- Night watchmen must have a means of contacting the WR at his residence in case of fire or other problems.
- Visitors should remain at the reception until escorted to the office they wish to visit.
- All staff should make a habit of greeting unknown persons in the office and politely ask them if there is anything they can do to assist.

3.8 VEHICLE SECURITY

You may be required to drive a vehicle during your mission. Criminals often target vehicles, either through opportunity theft (door or window left open) or hijacking. Vehicles can also be targeted by terrorist action. Exercise caution at all times when in a vehicle and be alert to any suspicious activities.

- Before getting in and starting the engine, walk around the vehicle and check underneath the chassis. If you see anything suspicious, move away from the vehicle and call security. Do not attempt to open the door.
- Make yourself familiar with the controls of the vehicle and locate the jack/tools and spare wheel etc. before driving off.
- When you stop at traffic lights, stop signs etc., always leave the rear wheels of the car in front visible. This means that you have enough room to manoeuvre if a problem arises.
- Keep your fuel tank topped up at all times so you don't have to make stops en route.
- Keep the doors locked when driving. Ensure that any central or electric locking system has a safety-override feature in case of electric failure.
- Do not travel alone or stay out late at night. You should go out in groups of two or more and, where possible, with more than one vehicle.
- If you are involved in a minor incident and the area is poorly lit or suspicious looking, stay in your vehicle. Indicate for the other driver to follow you to the nearest large hotel, police station or other well-lit, public place.
- If you have a puncture, continue at the safest speed to the nearest safe, public place before attempting to change the wheel.
- Always lock the vehicle whenever you leave it, even if only for a minute. Ensure no valuable items are visible.
- Never give lifts to non-UN personnel. Do not stop when individuals attempt to flag down your vehicle.
- Don't park on streets during darkness or for prolonged periods during daytime. Always park in a well lit, secure compound.
- Avoid driving at night, particularly in unfamiliar or remote areas. Stick to the roads you know and which are busy and have street lighting.
- If followed or pursued by another vehicle, head for the nearest police station or large hotel, do not go to your residence.
- Do not be afraid to use the vehicle horn to bring attention to yourself.

3.9 STAFF CROSS BORDER/CROSS LINE OPERATIONS

You may have to cross international borders or military demarcation lines. In such cases, the following guidelines may come in useful:

1. Careful Planning

- Make sure that your passport and Laissez Passer are valid. Obtain the relevant visa(s) for the destination country(ies).
- Speak to the UN Security Officer and to others with experience or with recent knowledge of the area where you are going prior to your departure.
- Assess any threat that may exist where you are going, with whom you will deal and how the mission will be viewed.
- Know exactly where you are going and how to get there. Consider hiring a guide.
- Know exactly what you are carrying, whether cargo, mail, etc. If not your own, check the items before loading. Do not carry items for others if you feel that it poses a personal risk.
- Make sure that you have all relevant vehicle documentation and insurance coverage for the area.
- Determine the possibility of obtaining fuel on the other side, if in any doubt, make sure your tank is full before crossing the frontier.

2. Identify and explain yourself.

- Carry Identification: your passport, laissez-passer and/or UN ID card at all times. This is necessary to identify you as a United Nations staff member with certain diplomatic privileges.
- Carry an authorisation from the WR explaining your mission.
- If driving a vehicle, use one with CD plates.
- Know what you have to do on your mission, and why it must be done; be prepared to explain it in clear, diplomatic language.
- Keep your driver and other party members fully informed of your mission and your schedule. Security forces often question drivers and others first, away from the head of mission. They must be able to give a complete account, which agrees with that of everyone else.
- When you reach your work area, brief the local authorities on your mission. If the military are in charge, visit the local commander and explain your mission.

3. Stay in Contact

- Determine in advance the method by which you will communicate to your base office and the WHO office in the country you are going. Decide on a schedule of communications and stick to it.
- When passing through any UN operations centre, stop by and introduce yourself. They may have information for you on your mission or your security and they must be aware of your presence.

4. Behaviour

- If you find a long line waiting at the border or at any checkpoint, ask to see the Head Officer. Inform him/her that you are a UN official on duty travel. Explain your mission and ask for speedy clearance. If crossing the border is going to be a regular occurrence, pre-establish a procedure to avoid unnecessary delays with immigration officials.
- Do not get angry with border officials, stay calm and negotiate your way across. If officers wish to search your vehicle, explain that it is a diplomatic vehicle. If they insist, let them search and follow up with a report to the Resident Coordinator through the WR.

- Do not give lifts to anybody across frontiers or checkpoints.
- Maintain a low profile and non-threatening demeanour.

5. Be Discreet.

Do not speak about politics. If compelled to, make positive statements. Never discuss sensitive items with anyone who is not in your team.

Speak to the press only to stress the value of United Nations work and the support being received or desired. First clear all press contacts with the WR.

Respect the sensitivity of national authorities. In particular, do not photograph military installations, personnel or checkpoints. In some countries airports and government offices are considered security areas; the use of a camera may lead to your arrest. If in doubt, err toward caution. Never act in a suspicious or devious manner when dealing with authorities.

3.10 LANDMINES

You should never travel on a road that you know or suspect to be mined.

However, landmines may be used randomly by opposing forces or by terrorists. Where there is a possibility of landmines, the following precautions must be observed:

1. Travel on main roads only, preferably tarred.
2. Ask the local authorities if there are any landmines or recent military activity in the area. Ask how well travelled is the road.
3. Do not be the first vehicle to travel that road on that day. Do not travel on any road before 9:00 am. Give the local authorities time to clear the route.
4. All passengers must wear seatbelts. A landmine blasts the vehicle in the air from a side wheel, causing the vehicle to roll.
5. Make sure there is nothing loose in the vehicle, such as bottles, jacks, wheel spanners etc. A mine blast will throw them around inside the vehicle at great speed. In particular, bottles will smash into shards and have a devastating effect on the passengers.
6. Do not exceed the speed of 45 kilometres/hour. If you hit a mine, the faster you are going the greater the impact, same as having a head-on collision with a vehicle.
7. Do not trust home made protection. Sandbags under the seats can be deadly in a mine blast: most often the sand is not of fine grain but contains pebbles that become shrapnel in a mine explosion.
8. If driving or as a passenger, be observant:
 - Do not drive over freshly turned earth.
 - Do not drive in puddles or over foreign objects.
 - Be careful of leaves and bushes laid across the road: they may hide a landmine or be a warning sign of the presence of landmines.
 - Look for fresh tracks of vehicles and follow them.
9. Drive in a convoy and minimize the risk. Do not be the first vehicle if you can help it. The first vehicle in a convoy should carry only the driver.
10. Remember: anti-personnel mines are often planted in clusters:
 - a) if a vehicle in front of you detonates a landmine:
 - before approaching it, ascertain if there are further dangers; the mine could be a prelude to an ambush.
 - approach the vehicle from the rear, walking over its tracks;
 - b) likewise, if your vehicle is hit, escape from the rear and stick to the vehicle's tracks;
 - c) if you have to assist victims of a landmine blast, always approach with extreme caution.
11. Be aware of signs of landmine activity: local warning signals, as described above, dead animals, shoes, shreds of clothing, military wrecks, etc.
12. Stay away from structures that may be mined: power stations, military installations, barbed wire perimeters, etc.
13. Use caution with strange objects, contraptions that may have trip-wires, etc.
14. If suddenly you realize you are walking on ground that might be mined, stay calm and backtrack slowly on your own footprints.

3.11 MEDICAL EVACUATION PROCEDURES

The possibility of UN staff being evacuated is an important concern where hospital services are limited or inadequate. You must be prepared

From the outset, you should establish, in conjunction with the Resident Coordinator and other heads of agencies, the necessary procedures and guidelines for medically evacuating international and national UN staff. A medical evacuation is deemed necessary when a staff member is in critical condition and needs to be moved immediately (in an aeroplane equipped with medical staff and equipment) to a hospital capable of treating his/her condition.

Determining these procedures in advance ensures the minimum of delay should the need arise. Establishing medevac procedures has a beneficial affect on the morale of all the staff on mission.

UNDP and foreign embassies can provide useful information and advice.

Guidelines for establishing medevacs:

The following items are to be considered:

1. Nearest adequate facilities.
2. Finding an air ambulance and establishing an account.
3. Authorization for evacuating UN staff.
4. Local government requirements.
5. Notifications.
6. Evacuating the patient.

1. Nearest adequate facilities

Decide where the patient will be evacuated. If Peacekeeping Operations are ongoing in the country or in a neighbouring one, you may tap into their medevac systems. They may have a field hospital: can it be accessed? If this is not possible, find the nearest country with hospital facilities that meet UN standards. Define the admission procedures in advance. Obtain all necessary contact numbers for advance notice of a medevac. Ensure that there is a landing facility for the Intensive Care Air Ambulance.

2. Finding an intensive care air ambulance (ICAA)

Assess UN and NGO resources. Do they have aircraft suitable for medical evacuations? Once an ICAA is located, it will be necessary to establish procedures for using it:

- determine how the UN can open an account with the ICAA company to ensure a flight will come when ordered. This is particularly important if they are based in another country
- both parties must know clearly who can authorize a medevac. Usually, this responsibility is given to the heads of agencies.
- establish an account with the air Ambulance Company and agree on a procedure to be followed prior to the dispatch of an aircraft ambulance. Each head of agency must have at hand copies of these procedures. Make sure that the company has on file copies of signatures of each individual authorized to get their services up and running.
- what is the lead time from the moment of the company receiving authorization to send an aircraft to the time of arrival?
- what paperwork will the UN need to provide the pilot on his/her arrival?
- all necessary contact numbers including after hours phone and fax numbers should be noted and distributed to all heads of agencies.

3. Authorization to evacuate

Initially, the responsibility to recommend a medical evacuation rests with a UN doctor, or UN approved doctor. The UN Resident Coordinator or a head of agency will then give the OK for the plane to be called. If the patient is comatose, a fellow staff member should accompany him/her to make decisions at hospital on method of treatment.

4. Host government regulations:

The Resident Coordinator should establish and maintain contact with officials of the host government who would be involved in any medical evacuation. These would include the Ministry of Foreign Affairs, Police, Military, Immigration, Customs and Airport authorities. Consider that some evacuees may have to leave with no formal identification.

The following should be predetermined:

- (A) Host Government's procedures for planes to land at any time of day or night and paperwork required.
- (B) Immigration requirements to allow evacuees to leave the country.
- (C) The necessary contacts in the Host Government's for initiating a medevac at any hour of day or night.

5. Notifications

- WHO Regional Office should be informed and updated on the medevac.
- WHO HQ should be notified of the medevac
- WHO and UNDP offices in the country where the patient is going, should be notified, and asked to meet the patient and assist where necessary.
- Next of kin should be informed and reassured that the patient will receive the best available medical treatment. Address and phone number of the hospital should be provided.

6. The evacuation

1. One staff member should go in advance to the airport, preferably with the UNDP Protocol Officer to ensure that all relevant authorities are notified and prepared for the arrival of the ICAA.
2. The UNDP Protocol Officer should arrange for the patient's passport to be stamped and get clearance for the ambulance to drive onto the runway.
3. The patient should have one overnight bag with essential requirements (change of clothing and toiletries).
4. On ICAA arrival the senior staff member present should process all necessary paperwork with the pilot.
5. The UNDP and WHO offices in the destination country should be informed of the time of departure and expected arrival of ICAA so that they can make their arrangements.

3.12 DEATH OF A COLLEAGUE

When a staff member dies while on mission, the senior WHO staff member present or closest to the scene must take charge. As several immediate actions must be taken, he/she should draw on available assistance from fellow staff. From the beginning, the responsible officer should document every action taken and make copies of all documentation relating to the deceased.

The following must be addressed:

- (a) identification of remains;
- (b) cause of death;
- (c) official notification procedures;
- (d) Next of Kin notification;
- (e) documentation; and
- (f) disposition and repatriation of remains.

IDENTIFICATION OF REMAINS

Identifying the deceased party or parties is the first priority. Although in some situations it may prove to be difficult, positive identification must be established as quickly as possible. After identifying the body, ensure it is tagged with the correct name of the deceased. Record all items found with the body.

CAUSE OF DEATH

As much information as possible should be compiled on the cause of the staff member's death and the events leading up to it. A summary must be made by the senior staff member and forwarded, confidentially, to the WR. All witness and official reports must be copied to the WR.

OFFICIAL NOTIFICATION

Once death and identity have been confirmed, the senior WHO staff member present should immediately inform the WR. The WR will then inform the UN Resident Coordinator, as well as the Regional Office and WHO HQ. If there is any embassy or consulate of the country of the deceased staff member, officials there must be informed and given regular updates.

NEXT OF KIN NOTIFICATION

The WR must contact the relatives of the deceased and inform them.

DOCUMENTATION

A number of documents will be required. Three are indispensable:

- Death certificate;
- Police report;
- Post mortem/autopsy report.

The death certificate will be required by various authorities in the country of assignment (Ministry of Foreign Affairs, customs and immigration, etc.), as well as by authorities in the staff member's country of origin, by WHO and by insurance companies. It must be signed by the attending physician and include the date and the official stamp of the clinic or the hospital. The causes of death should be briefly described. As most authorities insist on original or notarized copies, it is a good idea to have a large number of photocopies with original signatures and stamps.

In most countries, a police report will be needed. Again, this document will be required in numerous copies. Police authorities usually do not agree to the removal of a body pending investigation. A statement to the effect that the remains of the deceased are no longer required by the police authorities will have to be issued prior to the removal of the body for burial.

In case of violent death, a post mortem/autopsy report will be required, to determine the exact cause of death or to assist in the investigation of a crime. Absolutely, the agreement of the next of kin must be obtained, in writing, before such a procedure is undertaken. A faxed copy will often have to do. The availability of proper forensic expertise and facilities in the country to carry out an autopsy should also be borne in mind. Again, a detailed post mortem report should be prepared in a proper format.

Many countries will not accept post mortem reports from nationals of another country. In order to ensure that two post mortems are not conducted, thereby causing more discomfort to family members, the nearest embassy should be consulted as to the legal requirements of repatriating remains. Under certain circumstances, embassy officials and WHO staff members may be required to attend the post mortem.

DISPOSITION OF REMAINS

The instructions of the family of the deceased should be observed as closely as possible. They will vary greatly, according to religious, national and cultural customs, or personal preferences. Very often they will differ from the customs of the country of assignment.

The body of the deceased will need to be repatriated to his/her home country by air. Airlines have strict regulations for the transportation of human remains, and they should be consulted immediately. UNDP often has extensive experience in these matters and will be an invaluable source of information and advice. Some of the larger embassies may be able to recommend an agent or funeral parlor they have dealt with in the past. Funeral parlours in major cities often have the expertise to complete all procedures. It may be necessary to engage the services of a shipping agent experienced in the transportation of remains.

If the remains are transported, there must be no deterioration during transit. Not all hospitals have properly equipped mortuaries. Some cooling system or a refrigerated room may be needed. Airlines may request a certificate of embalment before accepting the shipment. In many parts of the world, embalment of bodies is not a common occurrence, and you may have to prepare a special request to the authorities for this procedure.

For transportation of human remains, airlines will accept only well-constructed coffins built to strict specifications. Such coffins should not only be sturdy but also have a metal lining. Just prior to shipment, the coffin must be lead-sealed in the metal container to make it completely airtight. Most embassies have a stock of coffins that meet airline requirements, and they can make these available to the UN. In many cases, a representative of the embassy of the deceased will need to witness the sealing of the casket.

Various documents may be required, depending on the country. Typically, a letter from the Foreign Ministry, a copy of the passport of the deceased, a customs clearance certificate and a doctor's certificate stating that the deceased did not suffer from communicable diseases may be needed, in addition to copies of the death certificate, the police report and the embalming certificate, if applicable.

Airlines also require the name, address and telephone/fax number of the consignee e.g. an undertaker, in order to verify that arrangements have been made at the receiving end. It is important that a confirmation be received, otherwise airlines will not accept the body for shipment.

In some instances a fellow staff member will escort the body. This person should be chosen for his/her familiarity with the deceased and because of his/her knowledge of the customs and culture of the destination country.

Once arrangements are finalised, the family of the deceased should be informed of the date and time of arrival of the body. If there is an escort, the family members should be aware of this and know the name of the escort.

It is good policy to inform the funeral parlour or agent receiving the body of the following:

- Airwaybill number
- Carrier
- Flight number
- Estimated time of arrival

Fax the funeral parlour copies of relevant documentation (death certificate, airwaybill etc.) so they can make advance preparations.

CONCLUSION

Situations and requirements will vary from country to country and from one case to another. All the steps taken should be well documented and copies of all documentation should be kept in a confidential file. This will avoid problems later, when questions may arise in respect of the procedures followed, from relatives, or insurance companies, the Government or UN authorities carrying out any investigations. All the staff involved in the various arrangements must use utmost discretion, tact and sensitivity, particularly when dealing with the family of the deceased. The WR should also consider the effects that the death of one staff member will have on colleagues and on those closely involved in the incident. Assistance should be requested to provide immediate psychological support and stress management education to such staff and/or dependants. See stress management Annex. 2.

At all stages, the family of the deceased should be kept informed on the progress of repatriating the remains. They should not feel that WHO has neglected them or considers them unimportant.

3.13 COMMUNICATIONS

A. OVERVIEW

A radio network consists of two or more radios operating on the same frequency or electromagnetic wave. All radios on a radio net must be on the same frequency to "talk and listen" to each other.

Radio frequency is either pre-set or has to be tuned in by the user. Modern radios have selection switches that enable the user to change to a different network (or frequency) while using the same radio.

Most UN radio networks operate on Very High Frequency (VHF) or High Frequency (HF).

Very High Frequency (VHF)

VHF radios transmit electromagnetic waves in the 160 Mega Hertz (MHz) - 174 MHz frequency range. This should be mentioned when asking host governments to allocate frequencies. Primarily, the UN uses VHF radios for individual, portable communication. It has the advantage of being small, lightweight and can be carried on the belt or in a handbag. This in itself is excellent for communication in and for security reasons. An example of a VHF radio is the MOTOROLA handheld.

VHF radios also come in larger sizes and can be mounted in vehicles or used as office base stations. VHF, however, is limited in range. Although repeater stations can boost the range of the VHF signal, they need to be installed and then maintained, which can be very costly.

Additional features:

- Computer terminals can be interfaced using modems and appropriate software to provide data transfer and facsimile facilities (this option should only be considered where there is an extensive coverage of repeater stations).
- Telephone lines can be accessed from a VHF radio via ground radio stations set up for that purpose.
- Mobile units can be fitted to vehicles (again, the viability of this is directly linked to the availability of repeaters).

High Frequency (HF)

As with VHF radios, HF transmit electromagnetic waves, but with a lower frequency range - from 3 MHz - 30MHz. Some examples of HF radios are CODAN, BARRETT and MOTOROLA. HF radios are stand alone communication devices in that they have a very wide range, and do not need a network or a repeater to operate. HF signals can be transmitted and received over thousands of kilometres.

HF base stations can be powered from a truck battery, which can be charged by a solar panel. This is an important consideration in areas where electricity is a concern.

Additional features

- Accessing international telephone lines through earth stations (no additional equipment required).
- HF radios can be equipped with Pactor capability, which is beneficial when long messages have to be sent and/or when voice communication is difficult due to interference or time constraints. Pactor facilities while not tying up the channel for long periods, also has the benefit of being much faster.
- Mobile units can be fitted to vehicles.
- Can access the Internet or e-mail servers through established nodes of HF Internet providers.
- Facsimile machines can be linked to the HF with appropriate interfaces.

B. ESTABLISHING A NETWORK

Before establishing a communication network for the first time, the following steps should be taken:

1. Where possible, obtain the host government's permission to import and operate communication equipment within and without their borders. Normally you will apply for a radio license through the Ministry of Telecommunications. Have several frequencies allocated for your use.

2. Check if UNDP has a blanket agreement for communications with the government, frequencies may already be available for WHO use and this would obviate the need for further government approval. However, inform the government of your intention to join the radio network and let them know the type of equipment you will be using.

Make contact with other UN agencies that may already be there, determine the type of communication equipment they are using and if there are common frequencies, this can save a lot of time and effort. Remember, it is very important that you obtain equipment that is compatible with your implementing partners. *You must be able to communicate with all participants.* In particular, it is DHA/OCHA who are the most likely to set up a communication centre. They will provide you with the information and specifications you need to order radios. If possible, try to borrow radios for the duration of the emergency.

Other agencies, which can help you in determining your needs, are UNHCR, WFP and UNICEF. In particular, WFP has an excellent communications department.

3. Make one person responsible (if no communication's officer is available) for acquiring, installing and operating the radio devices. This person should inform everyone of the frequencies available, voice procedure, radio etiquette, calling schedules and, where several channels are available, which are restricted to calling and which channels are for conversations.

4. An important factor to consider for effective communication is the power supply. Is it reliable, sporadic or non-existent? Consider using solar panels or a generator. The WHO staff member assigned to communications set-up should determine a cost effective and realistic scenario.

Important

From the outset, you should keep the government informed of your requirements and work with them to ensure that frequencies and radio licenses are allocated to all the various participants. Communication devices can be a very sensitive issue to a government, particularly in times of conflict or civil unrest. By constantly informing them of your activities in this regard you can alleviate their fears and promote an atmosphere of co-operation. Too many times in the past international organisations have run afoul of local authorities by failing to keep them informed of the nature and use to which communications will be put.

C. DETERMINING YOUR COMMUNICATION REQUIREMENTS.

Each country, each emergency is different, use a common approach wherever possible and encourage all participants to involve themselves. If other agencies have communication technicians, ask for their advice on implementing a universal system for all aspects of communication. Show them the information gathered in your initial assessment on communication resources. Determine with the technicians the best case scenario and disseminate to all participants.

VHF REQUIREMENTS

If security is an issue you will need a handheld radio for each staff member working in the field. When deciding on your requirements, plan for future staffing levels; don't allow programmes to come to a halt because staff cannot be deployed due to lack of radios. Check with the Resident Coordinator or Field Security Officer (UNDP), if he/she says everyone must have a radio there is no argument. Inform the Regional Office accordingly.

Where you will need VHF base stations it is recommended that the radio have the strongest possible transmitter (50 Watts). This will greatly enhance communications between the portables and the base.

Accessories

Handheld radios should have at least two NiCad batteries; the chargers necessary to recharge these batteries should be "one-hour rapid chargers" - particularly in an area where electrical supply may be sporadic or limited. Battery conditioners can be purchased to increase the "life" of

batteries and help correct problems such as battery "memory". Devices that enable handheld radios to be powered from an automobile's cigarette lighter are also available and help to conserve "battery life". See the section on maintenance.

HF REQUIREMENTS

Each field office should have a High Frequency radio where there are no telephone lines. HF radios are useful for long distance communication and are more reliable than VHF as they are 'stand alone' systems. Vehicles, which travel outside of VHF range, should be equipped with HF mobile transceivers. This is also useful when crossing frontiers as you can maintain contact without having to use telephones.

Their power supply is generally a truck battery; consider procuring a solar panel to charge the battery.

HIGH FREQUENCY RADIO ANTENNAE

One of the most important parts of the HF radio is the antenna. There are various types on the market. For the purposes of simplicity, you should choose your antenna according to the use (i.e. data, voice or facsimile) to which you will put the radio and the terrain in which you are working. The time taken to properly install a HF radio (can take several hours) is always well spent and pays off in the long run. Proper tool kits are a must for correct installation.

WHO HQ COMMUNICATIONS will advise you on your choice. They will also be able to procure the equipment you need in a short space of time.

D. IMPROVING COMMUNICATIONS

As electromagnetic waves travel in straight lines, buildings, trees and other obstructions can affect how far the waves can travel. You can sometimes improve your transmissions by going to a higher location. For example, it is usually better to broadcast from the upper floor of a building than the ground floor. If you are having difficulty sending/receiving messages, you can sometimes improve the situation by moving a short distance to a different location. The condition of the radio's battery also affects the transmission distance. The weaker the battery, the less distance the signal can travel.

However, HF waves can be transmitted toward the sky and are reflected off the ionosphere to a distant HF station, enabling the HF radio to communicate over a large distance avoiding hills and other obstacles. But, ranges and receptions are highly dependent on atmospheric conditions, i.e., time of day, electrical storm activity, sunspot interference, etc. Take the time to scan the frequencies to ascertain which has the least background noise and your chances of transmitting and receiving clearly will be greater.

Use prowords to get your message across simply and clearly. See proword section.

Poor communication is often due to staff being unfamiliar with their communication equipment and a lack of set procedures for using the devices.

E. RADIO PROCEDURES

As the frequencies allocated by international treaty and the host government will most likely be used by other agencies, radio etiquette and discretion is of the utmost importance.

Standard procedures and good discipline are essential for good communications. Incorrect radio procedures waste time and cause misunderstandings. Further, incorrect procedures can hinder the transmission of important information. To increase radio efficiency:

- a) Avoid unnecessary transmissions;
- b) Think about what you will say before you press the push to talk switch and, if necessary, write it down;
- c) Be brief and precise. Transmissions should be less than 20 seconds each. Longer transmissions should be broken into 20-second portions, with confirmation of reception between sections;
- d) Speak directly into the microphone and do not hold it too close to your mouth. Do not shout;

- e) Speak in complete phrases that make sense. Slow word-by-word speech exasperates the listener and prevents others from using the network. Words spoken too quickly may be unintelligible and need to be retransmitted;
- f) Listen for a few seconds before you transmit to make sure you are not interrupting anyone;
- g) Use the correct prowords and phonetic alphabet (in this annex). Do not invent your own;
- h) Spell only important words and repeat only important numbers. Use common words that are recognised and understood;
- i) Eliminate silent periods in your transmissions.

There always has to be one station on the network that acts as control. The responsibility of this control station is to enforce and maintain discipline and, in heavy traffic, to ensure that all stations have an opportunity to pass their messages. Respect this authority.

F. CALL SIGNS

A 'call sign' is a name given to each member of a radio network. No call sign is the same and, according to the size of the network, can signify an individual's status and responsibility. For example, the WHO representative may have the call sign Whiskey One (W1). The W is pronounced whiskey over the radio (this annex contains a complete list of the phonetic alphabet used in radio conversation). Logically, therefore, the deputy representative of WHO would be designated W2. Logistics Officers can be W4, Administrative Officers W5 and so on.

The radio control centre (usually under the control of the Resident Coordinator) must allocate call signs. This will avoid duplication of call signs and will ensure a logical approach to identifying organisations and particular individuals within that organisation. For example, you may not know the call sign of the logistics officer for the Red Cross; but if you know that the Red Cross is designated as 'Romeo', you can be fairly certain that if you ask for 'Romeo 4' over the network, the logistics officer will respond.

As soon as possible, obtain lists of call signs for all participants and disseminate this list to all levels of the response. Update the lists on a weekly basis as more organisations get involved and as duties and responsibilities change.

G. RADIO ALPHANUMERICS

The universal names given to each letter of the alphabet are as follows:

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

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

0	zero	5	fi-yiv
1	wun	6	six
2	too	7	seven
3	three	8	ate
4	fo-wer	9	niner

Examples:

12	Wun too
44	Fo-wer fo-wer
136	Wun three six
500	Fi-yiv hundred
7000	Seven thousand
16000	One six thousand
1278	Wun too seven ate
19A	Wun niner alfa

H. PROWORDS

Prowords: The word "proword" is a contraction and joining of the words "procedure" and "word". Prowords are words that reduce transmission time and eliminate confusion in radio transmissions. UNSECOORD has established the following list of prowords and their meanings:

<u>PROWORD</u>	<u>MEANING</u>
ACKNOWLEDGE	Confirm that you have received my message
AFFIRMATIVE	Yes/Correct
BREAK	There is a separation of the text From other portions of the message
CORRECT	You are right
CORRECTION	I have made an error in this transmission. I will continue from the last correct word
FETCH	I wish to speak on the radio to . . .
FIGURES	Numerals or numbers will follow
GO AHEAD	Used to invite the other station to transmit
I SAY AGAIN	I am repeating my transmission again
MESSAGE	A message follows: prepare to copy
MORE TO FOLLOW	The transmitting station has additional traffic for the receiving station
NEGATIVE	No. That is not correct
OUT	My transmission has ended. No reply expected
OVER	My transmission has ended and I await your response (Note: never use OVER and OUT together. OVER asks for a response, OUT ends the transmission.)
READ BACK	Used when sender wants message repeated verbatim
RELAY TO	Requesting one station to relay message to another station
ROGER	Message received and understood
SAY AGAIN	Please repeat transmission
SILENCE SILENCE SILENCE	Cease all transmissions on this net
SILENCE LIFTED	The net is free for traffic
STANDBY	Do not transmit until contacted; I need time
THIS IS	Give call sign, i.e., Delta One
WAIT	I will get back to you in a few seconds
WAIT OUT	I must pause, I will return
WILCO	Message received, understood, will comply
WRONG	What you said is incorrect, correct version is.

Prowords may sound abrupt and even rude. They are used to cut down the time used on a radio, don't take offence.

I. WHAT TO DO IN AN EMERGENCY

If you have an emergency, you need to warn other stations so that you have priority on the net. There is a special format for this. If you hear someone send this message, stay off the air until the message/crisis is over.

- (a) Call for help as follows:
 - "Emergency. Emergency. Emergency.**
Five-two. Five-two. This is hotel-three-niner.
Hotel-three-niner. Do you copy? Over."
(Note: the word "emergency" is repeated **three** times.);
 - (b) Wait for a response and then proceed;
 - (c) For a lesser degree of urgency, use the word "security" instead of "emergency". Any station hearing an "emergency" or "security" call should immediately stop transmitting and listen;
- (d) If you need to interrupt another radio conversation, wait for a pause (immediately after you hear "over") and call:
 - "Break, break. This is hotel-three-niner.
Hotel-three-niner. I have an emergency. Please stand by."; and
- (e) Pause transmission and listen to ensure the other communication has ceased, then proceed with emergency call. Ensure that you provide details regarding your location, the nature of the emergency and what assistance you require.

"MAYDAY" is an international distress call and is used by aircraft in a life-threatening situation. If you hear this message, stay off the net and let the network control station take charge. Others on the net should not transmit and should listen to the exchanges in the event that their assistance is required.

J. MAINTENANCE OF VHF RADIOS

Radio batteries are critical to the operation of your radio. Modern radios use rechargeable nickel-cadmium batteries. These batteries operate best and last longer when they are used (fully discharged) and recharged. Keeping the radio and battery in the charger and using the radio infrequently reduces battery effectiveness, especially for older-model radios. When the light on your battery charger turns green the battery should be removed from the charging unit.

Battery Management

Radios will operate only as long as their batteries are charged; thus, it is critical to keep batteries charged at all times. During a crisis, when it may be difficult to recharge batteries, radio use must be restricted and managed to preserve battery life and allow the station to remain on the air as long as possible. In such a situation, fixed periods of time should be set for sending and receiving messages. Users should be aware that batteries discharge at a much more rapid rate when radios are transmitting rather than receiving.

Consider also the possibility of using a battery conditioner, these are inexpensive and will increase the life span of a battery.

A radio is a delicate and complex piece of equipment, which requires proper care. Never carry your radio by its antenna. Do not drop or bang your radio. Remember that your life may depend on it.

K. MAINTENANCE OF HF RADIOS

Most HF transceivers function with 12-volt truck batteries with adequate Ampere-hours. They can provide power to operate the radio for a limited time until they need to be recharged. A method around this problem is to use solar panels; these can trickle charge the battery during the daylight hours, thus ensuring a constant power source for the radio.

Make regular schedules to check the acid levels in the battery.
The solar panels should be regularly cleaned for dust and dirt etc. Spikes should be placed around the panel to deter birds.
Regularly check the antenna and transceiver to ensure all connections are good. In particular, the grounding (earth) is essential for satisfactory performance of the HF transceiver.
In all cases, restrict usage of the transceiver to those who have received training in its use.

L. FOR THE FIRST TIME USER

Imagine, you press a button on the microphone, speak into it and your voice can be heard by hundreds of people. Sounds wonderful, but if it is your first time to use a radio, you will be terrified. You will be afraid of goofing up, of making mistakes. Don't worry, of course you'll make mistakes. Everyone who has ever used a radio has made mistakes, even old hands that have used radios for years continue to make mistakes. Why? Because emergencies are responded to by many different nations; each has its own set of procedures and conventions for using a radio. No two systems are the same.

The point is, don't be intimidated by the radio, use it. Even if you are not employing the correct terminology, it is unlikely anyone will say anything. The important thing is that you get your message across.

To help you get the terminology right; you will find a list of *prowords* in this annex. These *prowords* were put together by UNSECOORD to be used by UN personnel in the field. There are not many *prowords* to learn and once you've mastered them you will be one of the few people in the field with a correct vocabulary.

As you become an old hand on the radio you will hear many of the mistakes other people make. Don't correct them over the air, they may well be first time users.

TIPS

When you are first issued a radio, ask for an orientation on its use. Specifically you want to know how to transmit, how to receive, how to change channels and which channels are for what purpose.

Take note of the channel dedicated to security.

Test the radio before signing for it. Make sure every channel is programmed and that the radio works □ this is important, very important. Your security is at stake.

Ask if there is a channel on which you can make a few practice calls to get the feel of working a radio, usually there will be a simplex channel for this purpose.

Ask for a list of call signs for the area, then you will know who to call and for what. In particular, you should memorize the call sign of the WR, your fellow teammates and the person in charge of security.

M. SATELLITE PHONES

Although you received instructions on the use of satellite phones (satphones) at Regional Office there are other considerations to be borne in mind:

On arrival, you should set up your satphone and test the fax/data/voice communications. If the office you are working from is secure and the electricity supply is constant you should establish a permanent connection.

If you run into problems when attaching data or facsimile machines, the quickest course of action is to phone the dealership that originally provided the satphone. In many cases this phone call is free and part of the suppliers service. The contact number is normally on the satphone itself or in the manual. They are responsive to customer enquiries and will help you to quickly resolve any difficulties. Note also, that if you intend procuring a facsimile, call the suppliers and ask for a recommended brand, this is important, as many fax machines are incompatible with satphones. Consider the possibility of permanently installing the satphone in your hotel room, particularly if the hotel has a good supply of electricity (larger hotels tend to have their own generators).

If it is not possible to have a permanent installation, you will have to establish a set time for receiving facsimiles. Data is not a problem as messages will be stored in a server until you download them. When sending e-mail, try to bundle all the messages together to send

simultaneously. The real time consumer and therefore expense in satphone calling is the time it takes for the identifying handshake with the other machine. The transfer of data is relatively fast once the machines are connected.

Log all calls on a daily basis. Remember you will have to justify your phone bill in the same way you justify your imprest account. Some satphones can print out a log of all calls made and received. Get into the habit of doing this on a daily basis and compare the satphone log to the written log, where there are discrepancies try to solve them quickly.

It is advisable to put a password on the phone. Details for doing this will be found in the manual that came with the phone. By using a password and controlling access you will find identifying the calls a relatively easy task. However, you must share this password with at least one other staff member, in case of emergencies.

If you want to have children don't stand in front of the satellite dish whilst it is transmitting.

Personal calls by staff members are at your discretion and merited according to the situation of the country. You will have to develop a system of accounting for each call.

3.13 SECURITY CLEARANCE REQUEST

TO: MR/MS -----
RESIDENT REPRESENTATIVE
UNDP
(country)

FROM: MR/MS-----
WHO REPRESENTATIVE
WHO

Dear Sir/Madam,

Please be advised that new staff member/s will be arriving in country to fill positions critical to the success of our mission.

Details of the arriving personnel are attached.

It would be appreciated if security clearance could be granted as soon as possible so that final plans can be made for their travel.

**3.16 STAFF MEMBER PERSONNEL DATA
ON ARRIVAL**

DATE OF ARRIVAL: _____ PORT OF ARRIVAL: _____

FAMILY NAME: _____ TITLE: _____ FIRST NAME: _____

DATE OF BIRTH: _____ NATIONALITY: _____ SEX: _____

HOME _____ ADDRESS: _____

HOME PHONE: _____ HOME FAX: _____

E-MAIL: _____

POSITION IN COUNTRY:

EXPECTED DATE OF DEPARTURE: _____

ADDRESS IN COUNTRY: _____

CONTACT NUMBERS: _____

MEDICAL HISTORY:

BLOOD GROUP: _____ ALLERGIES: _____

PRESENT MEDICATIONS: _____

NEXT OF KIN: _____ **RELATIONSHIP:** _____

ADDRESS OF NOK: _____

CONTACT NUMBERS: _____

DATE: _____

SIGNED: _____

3.16 STAFF AND DEPENDANTS LIST

To staff members: Please complete this form accurately and return to administration as soon as possible.

STATUS (International or national staff member?): _____

FAMILY NAME: _____ TITLE: _____

FIRST NAME: _____ OTHER NAMES: _____

DEPENDANTS (living with staff member):

NAME	DATE OF BIRTH	RELATIONSHIP TO STAFF MEMBER

ADDRESS OF STAFF MEMBER:

SIGNED: _____

DATE: _____

3.18 Death of a Staff Member or Dependant: Preliminary Report

Location: _____

Date: _____

Name: _____ Title: _____

Sex: _____ Duty station: _____

Exact location of occurrence: _____

Remains identified: _____ Yes _____ No

If yes, by whom: _____

Other staff/dependants involved: _____ Yes _____ No

If yes, names as follows:

1. _____

2. _____

Brief explanation of their

involvement: _____

Brief description of circumstances of fatality:

Names of officials involved:

WR informed: _____ Yes _____ No

If yes, time: _____

Designated Official informed: _____ Yes _____ No

If yes, time: _____

Next of kin informed: _____ Yes _____ No

If yes, time and by whom: _____

Local authorities informed:

If yes, time and by whom: _____

Further action to be taken:

- (a) Death certificate to be obtained;
- (b) Police report to be obtained;
- (c) Post mortem/autopsy report to be obtained;
- (d) Arrangements to dispose of remains as per family wishes; and
- (e) Preparation and dispatch of final report.