



EXERCISE 8 - DEALING WITH SECURITY THREATS

I. CONCEPT NOTE

1. Title

DEALING WITH SECURITY THREATS

2. Type of exercise

Functional Exercise

3. Phase of the disaster response

Exit

4. Purpose

This module will allow members of national and international EMTs to become familiar with the appropriate strategies to be implemented to avoid safety and security incidents during road movements in deployment areas.

5. Scope

The module presents a commonly encountered case scenario in humanitarian settings and stresses the importance of both proper planning before undertaking overland road travels and adequate team/individual behaviour when crossing checkpoints.

6. General objectives

- To understand the reasons of the road movement
- To plan the trip in order to reduce vulnerability during the overland road travel
- To demonstrate good skills in the utilisation of satellite-based navigation and other communication devices
- To demonstrate good knowledge of the basic behavioral tips when crossing a checkpoint
- To demonstrate good communication skills
- To demonstrate good negotiation skills

See the complete table with learning objectives in the [document 'Learning Objectives' Exercise 7.](#)


7. Exercise description (Script)

Approximate time required	Task	Instructions for delivery
15 min	Exercise briefing	Delivered out of role. The training manager will explain to participants the scope, objectives and rules to follow during the exercise. He will tell the EMT to prepare the evacuation movement to Snow City airport. There are some areas in the way where the government cannot guarantee law enforcement. Some soldiers seem to be asking money to foreigners in return for a safe trip.
15 min	Briefing	The team prepares the road travel. When the 15 minutes are over, all the team should be in the car. A map or the GPS coordinates will be provided indicating the exact location of the airport and the road to be taken.
20 min	Check point	Check point holders will stand in the middle of the road (select a secondary not-so busy road to play the exercise). As soon as they see the car they will throw signs to indicate the driver to come closer. Refer to the document 'Check point holders'
30 min	Debriefing	Delivered out of role. Refer to the document 'Exercise debriefing'
Total (approx.): 80 min		

8. Injects

Exercise 7 - INJECT MATRIX			
Inject number	When?	To whom?	Inject summary
1	Before setting off	All the team	Prepare the road movement
2	When the EMT car is in sight of the weapon bearers	Weapon bearers to the driver of the car	Order the car to approach the checkpoint and stop
3	After the car stops	Weapon bearers to the team	Check the car and check the documents (mission order and passports)



4	After revising the documents	Weapon bearers to the team	The soldiers order all of them out of the car
5	After all the team is outside in front of the car	Weapon bearers to the driver of the car	The driver is interrogated separately from the group
6	After the driver has been taken away	Weapon bearers to the team	Team on their knees in front of the car
7	After every team member is kneeled	Weapon bearers to the team	Accuse the EMT of being there only for money and of leaving the population in need.
8	Weapon bearers to the female	Abuse to one female
9	In the meantime the female is screaming	Distressed soldier to the team leader	The mentally-disturbed soldier insists to be taken to the closest hospital
10	Before letting the car crossing the checkpoint	Soldiers to the female	Soldiers will refuse to let her go.

See the detailed description of the injects in the [document 'Injects'](#).

9. Resources

Human resources

- Trainer manager
- 1 facilitator
- 3 checkpoint holders

Materials

- 1 car
- weapons
- military uniforms
- hand held radio
- real passports for every team member
- mission order (or equivalent for EMTs)
- material to build up the check-point (sandbags or similar)

10. Key reference/ supporting documents

- Bollettino V. Understanding the security management practices of humanitarian organisations. *Disasters*, 2008, 32: 263–279. doi:10.1111/j.0361-3666.2008.01038.x



- Burkle FM. Anatomy of an ambush: security risks facing international humanitarian assistance. *Disasters*, 2005, 29(1): 26–37.

11. Annexes

Exercise 7 - Learning objectives

Exercise 7 - Injects

Exercise 7 - Checkpoint holders

Exercise 7 - Exercise debriefing (Includes also tips)



II. LEARNING OBJECTIVES

General learning objectives	Specific learning objectives	Performance objectives
1. To understand the reasons of the road movement	1.1 To explain the reasons of the road movement 1.2 To explain the objective of the road movement	- The EMT leader explains clearly: <ul style="list-style-type: none"> - why the team should undertake the trip - which is the final aim of the road movement
2. To plan the trip in order to reduce vulnerability during the overland road travel	2.1 To demonstrate knowledge of the EMT-mission related documents needed for the trip 2.2 To demonstrate knowledge of the personal documents needed for the trip 2.3 To assess whether all team members bring all the documents required with them 2.4 To discuss about the events that are most likely to occur during the trip (check points) 2.5 To discuss about the best team behavioural practices when crossing a checkpoint 2.6 To demonstrate knowledge of the driving code in the country and the current traffic restrictions 2.7 To demonstrate knowledge of the materials and goods that are to be transported in the car	- The EMT leader explains clearly: <ul style="list-style-type: none"> - which EMT-mission related documents are necessary - which personal documents are necessary - The EMT leader checks: <ul style="list-style-type: none"> - whether all EMT members bring with them the personal documents required - The EMT leader mentions the risk of having to cross a checkpoint - All EMT members list the basic procedures for safely approaching, transiting and exiting a controlled checkpoint. -All EMT members discuss the basic emergency procedures (frequency of radio reporting to the base camp, emergency phone numbers, satellite phone) - All EMT members check the car and make sure that all the goods to be transported match the objectives of mission



		<ul style="list-style-type: none"> -All EMT members check the car and make sure that the car and its equipment complies with the national driving code
<p>3. To demonstrate good skills in the utilisation of satellite-based navigation and communication devices</p>	<p>3.1 To operate basic functions of emergency communication systems used by the EMT, including handheld radios and satellite phone</p> <p>3.2 To be able to navigate using a satellite-based navigation device</p>	<ul style="list-style-type: none"> - During the trip, every team member should report by radio the team coordinates to the base camp at least once - The team demonstrated to be able to safely reach the destination within the scheduled time
<p>4. To demonstrate good knowledge of the basic behavioral tips when crossing a checkpoint</p>	<p>4.1 To show respect for check point holders</p> <p>4.2 To show assertiveness</p> <p>4.3 To demonstrate good knowledge of the risky behaviour at a checkpoint</p> <p>4.4 To demonstrate empathy with other EMT members</p>	<ul style="list-style-type: none"> - The EMT members do not laugh and take the exercise seriously - The EMT leader reprimands other EMT members if they laugh - All EMT members agree to stop the car - All EMT members show understanding when soldiers check the car. - All EMT members do neither hand their passport or get out the car unless specifically requested. - All EMT have their documents ready and easily accessible - All EMT members abstain from doing sudden movements - All EMT members show their support to the two team members when they're taken away from the group

<p>5. To demonstrate good communication skills</p>	<p>5.1 To show knowledge of the EMT vision and mission</p> <p>5.2 To show good knowledge of the country situation</p> <p>5.3 To show good knowledge of humanitarian principles</p>	<p>-All EMT members but specially, the EMT leader, are able to explain the EMT vision and mission when soldiers throw false accusations on them</p> <p>-All EMT members display good knowledge of the country needs</p> <p>-All EMT members agree not to take the armed soldier in the car unless unarmed and without the uniform</p>
<p>6. To demonstrate good negotiation skills</p>	<p>6.1 To show an analytical sense and manage to prioritise the situation with their mission objective (e.g. safety of the entire team)</p> <p>6.2 To demonstrate good ability to build trust between EMT members and soldiers.</p>	<p>-The EMT does not leave the checkpoint leaving behind a EMT member alone (especially if it is a lady)</p> <p>-All EMT members insists on the fact that every EMT member is crucial for the mission to succeed</p> <p>- All EMT members make telephone calls well in front of the soldiers and speak loud and clear</p>



III. INJECTS

Inject 1:

The team leader will briefly explain and make sure that the team understands the main reasons at the basis of the road movement.

The team must then carefully plan the movement by:

- making sure that every person carries the documents and goods needed
- checking the car
- checking the proper functioning of communication devices
- making sure that all team members are aware of the correct behaviour in case of check point

Inject 2:

When the weapon bearers stand in the middle of the road, the team should report by radio that they are approaching a checkpoint and their exact coordinates.

Inject 3:

The soldiers order to stop the car and then go around it over and over checking it attentively. One soldier gets in the car. Another asks for the passports and mission order.

Inject 4:

The soldiers start being aggressive and order all of them out of the car, especially, if a passenger do not want to hand out the documents or there is any missing document (passports).

Inject 5:

Once outside, the driver will be interrogated separately.

Inject 6:

All members of the EMT will be ordered to drop to their knees and align in front of the vehicle, hands on their heads.

Inject 7:

The soldiers will accuse the EMT of being there only for money and of leaving the population when they needed their help more than ever.

Inject 8 :

Soldiers will simulate an abuse to one female of the team

Inject 9:

The mentally-disturbed soldier will insist to be taken to the closest hospital

Inject 10 :

The soldiers will refuse to let the female go.

IV. CHECKPOINT HOLDERS

Instructions for checkpoint holders

You are soldiers and have been ordered to guard the road leading to the airport; you have been on duty for the last 48 h without a warm meal or time to sleep. You have witnessed most of your family members being killed by the earthquake and the government is unable to procure you any kind of assistance. You feel quite strained and tense also because, while the population struggles to find their loved ones, still under the rubbles, the word has spread across the country about foreign medical teams being granted money, fancy hotels and protection by national authorities. On top of that, one member of your platoon is severely distressed and needs medical assistance. Your mission requires extreme vigilance and you have the right to search all vehicles and pedestrians on the road.

INSTRUCTIONS	
ACTIONS	WHAT TO LOOK FOR IN PARTICIPANTS
1) One of the soldiers manning the checkpoint throws signs indicating the EMT car to approach the checkpoint.	XXX
2) Although you are tired, you are disciplined and do not give in to excessive displays. However, if the people wishing to cross the checkpoint turn out to be dangerous or aggressive or do not comply with your orders, react accordingly. You are holding the weapon and you have the right to fire!	XXX
3) Only the sergeant speaks a good English, the two other soldiers understand English and speak it badly.	XXX
4) Upon arrival of the vehicle to the checkpoint, the soldiers at the checkpoint must order it to stop in order to search it. One of them gets in to check what's inside.	<i>Analyse the reaction of the driver and of the team in the vehicle as it comes closer. Make sure the team member do no use their radio/telephones.</i>

<p>5) The sergeant must come close to it in order to review the documentation from everyone in the vehicle (passports and mission order). At first, neither the sergeant nor anyone speaks to the members of the EMT. Pay special attention to the documents from the driver.</p>	<p><i>Observe the reaction of the team, and how they react to orders. Do they give their papers willingly? Are they showing signs of nervousness? Are they talking to each other? Are they remaining sitting or trying to get out of the vehicle? Any sudden movements</i></p>
<p>6) The sergeant will order all the team to get out of the car. If the team shows any sign of tension or tries to protest/resist, the sergeant must order the soldiers to point their weapons at the vehicle and get everyone out of the car. Should the team be passive, the sergeant must throw the mission order and order his soldiers to point their weapons at the vehicle and get everyone out of the car. Take the driver separately out of earshot for interrogation.</p>	<p><i>How do the other team members react? Do they show sign of opposing the order or are they compliant? Are they showing support for the driver?</i></p>
<p>7) Soldiers should then show nervousness and be menacing.</p>	<p>XXX</p>
<p>8) Have all members of the EMT in line in front of the vehicle, hands on their heads and drop to their knees. Confirm everyone's identity with the documents provided.</p>	<p><i>Does the team comply willingly or do they resist? Are they showing signs of stress, fear? Are they trying to talk to you? Are they looking at you or lowering their eyes?</i></p>
<p>9) Accuse the EMT of being here only for money and of leaving when the population needs more help than ever before.</p>	<p><i>See how the team reacts: are they trying to engage in a dialogue? Are they justifying themselves? Do they keep quiet?</i></p>
<p>10) Take a female member out of sight from the other team members and ask her to scream as loud as possible (explaining to her that she has to simulate abuse in order to offset the other team members ONLY if she feels comfortable with it).</p>	<p><i>While the female is away and screams are heard, how does the rest of the team react?</i></p>
<p>11) The interrogation should not take more than a few minutes. Ask general questions about their work, the aim of their mission, how long they met each other.</p>	<p><i>How are the individuals reacting to the interrogation: are they coherent? What emotional signs are they showing?</i></p>
<p>12) Bring back everyone together and ask for a medical officer. The ill soldier must then push so that the EMT takes him to the closest hospital.</p>	<p><i>Do they agree to this? What kind of argumentation does the team leader (assuming he is speaking for his team) is making? Proper</i></p>

	<i>behaviour upon insistence would be to take only the wounded not to carry the weapon in the car.</i>
13) The sergeant must tell the team that the female EMT member would remain, as a guarantee that they will carry him to the hospital. In the meantime, you look at her very badly...	<i>Observe the reaction: does any volunteers to stay with her? Does the team oppose this?</i>
14) The exercise finishes when the soldiers let the car pass through the checkpoint.	XXX

V. EXERCISE DEBRIEFING

Team Debriefings				
30'	Step 1. Identify, recognize and express some of the emotions generated by the exercise.	<ul style="list-style-type: none"> - Have participants sit in a circle around a table - Allow each participant to speak in turn Once everyone has shared his emotions, participants should be able to comment on their	Ask the participants which was the event that most affected them	This is not a blaming exercise be sure to avoid confrontation between participants! The debriefing should happen in a casual way in order to allow for stress and emotions to “ventilate”. Avoid a formal setting
	Step 2. Stimulate participants to open up and express an objective analysis of the events	<ul style="list-style-type: none"> - performance taking into account the teachings from the module 	Ask the participants how they would analyse their overall performance	
	Step 3. Recognize how our own and our interlocutors’ emotions influence on our actions	Sums up the findings and comments from his own experience	Ask the participants to analyse the “armed group’s” behaviour and how their own emotions influenced the “armed group” members	
Group Debriefing				
30' to 45'	Step 4. Allow for actors to share their feelings, impressions and then analyse the situation from the “armed group” point of view	The trainer here is just in a position of moderator, he facilitates the dialogue between participants and actors but does not intervene unless to restart or re-direct the “debate”	<ul style="list-style-type: none"> - Participants here are listeners during the first stage of the debriefing, taking notes is encouraged - During the second part, once the actors have shared their point of view, participants are encouraged to share their own findings so that both teams can also learn from each other. 	All participants are redirected to the basic and advance UN security course https://training.dss.un.org/ This debriefing although somewhat more formal must also be conducted as an open dialogue session

Tips For Passing A Checkpoint



- In many contexts, many checkpoints will be fine. Yet, if the situation was to degenerate **do NOT put yourself or your team members at risk!**
 - Your security and your team members' security first. Do as you are told
 - Give in the materials/belongings if you see you cannot have a conversation, negotiate or discuss anymore.
- What are the power dynamics?
- Preparedness:
 - Organisation of team: who is the team leader? Who is going to talk? Who is the “best” person to talk?
 - Organisation of documents, notifications, IDs, materials, etc. Take everything that you need, but only what you need!
 - Clarity on the objectives of the field trip. Preparedness on how to present them to various people on the way
- Transparency: we have nothing to hide. And should behave accordingly
- Predictability: in general in all NGO activities – every time we pass a checkpoint
 - At the moment in particular
 - Follow the protocol: their job is to “check”... they have a certain number of things they need to do before they can engage in other conversations
 - Ask before moving (if tense), no rash movements
- Assertiveness to be balanced with humility:
 - Always remain respectful
 - Assertiveness is NOT aggressivity or arrogance
- Rather speak about the people we aim at helping, why we intend to go that direction, than start / insist on the right we have to be there.
- Establish a rapport /a relationship with the men at checkpoint: there are human beings as well (might be tired, stressed, etc.) and combattants (they have their orders)
 - And so do you: you have instructions and objectives as well, a task to accomplish. You have superiors as well to whom you are accountable.
 - Assertiveness
 - Mutual respect, build trust
 - Try and imagine yourself in their shoes... how would you behave / react?

- “360°” awareness: try and have your antennas open and checking for what is happening around. With the men at the checkpoint and with your own team members.
- Look for changes in attitudes... What can they mean? E.g. The men at the checkpoint you pass weekly smile at you every time and all of a sudden they avert your eyes...
- Practical tips:
 - Slow down
 - No sunglasses
 - Music down, radio down (no radio contact directly at checkpoint. – Check what is the practice in country)
 - Keep hands visible
 - No rash movements, ask/inform before doing something
 - Have some leaflets, promotional material (calendars, etc) in the car, might com handy
 - NO PRESENTS. You can share one cigarette, some water... but beware of establishing a practice, of perception of corrupting...
 - Turn headlight down and interior light on at night
- Radio com before / after
 - Can you say you are at checkpoint? Will depend on context... Ask in delegation what the usual procedure is
- When asked if you have seen « anything » on the road...
 - It is “legitimate” for them to try and gather information... after all, they are at war... But
 - Beware of not transmitting military intelligence!
 - Try to find the most appropriate/acceptable way of saying you cannot answer to that question...
 - In some instances, possible to mirror the question and have them think of how they would react if they knew you would share that kind of info with the other side...
- Opportunity for us as well to find out more about the situation, road conditions, etc.