

**FEDERATION DELEGATION
in
Buenos Aires / CCST**

SECURITY REGULATIONS

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Approved by: Country Representative/HoCCST

Alexandre Claudon de Vernisy



Date:

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1 - INTRODUCTION

Security Rules and Regulations cannot cover all situations in a deteriorating security environment. The use of common sense is essential to individual and collective security.

Always be alert and never panic.

1.1 Introduction

The purpose of these Security Regulations is to provide a security framework for Red Cross/Red Crescent personnel to operate within the CCST in Buenos Aires.

This is the latest version of the Security Regulations for the Federation Delegation in the CCST in Buenos Aires. These Regulations replace all previous security regulations in country and may be amended at any time by the Head of Delegation, in consultation with the Security Unit of the Federation in Geneva.

Additional security related documents available locally include:

- *CCST Buenos Aires Welcome Briefing and Packet*
- *CCST Buenos Aires IFRC Security Advisories*
- *CCST Buenos Aires Medical Evacuation Plan*
- *CCST Buenos Aires Relocation Plan*
- *CIM Plan*

1.2 Application

These Regulations are applicable to all delegates, staff on loan, local staff during work hours, volunteers working with the Federation, visitors, RC/RC Employed consultants, family members accompanying delegates and any personnel operating under the Federation umbrella in the operational area. For the purposes of these regulations, the term "RC Personnel" is used to refer to the above personnel. RC Personnel hosting visitors are responsible for ensuring any visitors to the operational area abide by these Regulations.

By signing their copy of the Regulations, each signatory gives a formal acknowledgement that they have understood them, and commits to abide by them.

The Country Representative/HoD has the ultimate responsibility for security in the delegation.

1.3 Compliance

By signing their copy of the Regulations, each signatory gives a formal acknowledgement that they have understood them, and commits to abide by them.

Because of the importance for the safety of individuals and the delegation as a whole, any breach of security may be considered to be misconduct or gross misconduct in accordance with the Federation Code of Conduct. As such, security breaches may have disciplinary

consequences, up to and including the immediate termination of an assignment or mission, or dismissal.

1.4 Distribution

Copies of country-specific rules & regulations are issued to each staff member (including PNS staff operating under the Federation's security umbrella) at the beginning of their tenure, with the completed signature page to be retained by the respective HR unit/department or focal point.

These Regulations are not to be distributed outside the RC/RC Movement. Any third parties who are interested in reviewing this document should be referred to the security unit or the Country Representative/HoD. Personnel are to destroy (by shredding) or return any hard copies of these rules & regulations to the delegation at the end of their mission.

Local Staff / Volunteers

Consideration should be given to local staff and volunteers who may not speak the official language of the delegation. In such instances a translated version of the regulations that are applicable to them should be made available for them to review and sign. Note: Security Regulations are applicable to Local Staff and volunteers during working hours and as such not all regulations may be applicable e.g. curfew

Visitors

It may be unrealistic to expect visitors to an operational area to read and have a clear understanding of these Regulations. In addition to providing RC Personnel with a copy of the Regulations, the Country Representative/HoD should also ensure that key regulations are included in a welcome pack and that a briefing is provided to all personnel entering the operational area.

2 - COUNTRY SITUATION

2.1 In country Situation

As many other metropolis in Latin America, security in Buenos Aires is said to have deteriorated in recent 10 years. In addition to crime committed by armed gangs (including kidnapping for ransom), there are frequent robberies at gunpoint of passers-by, motorists, , and people in their own homes (including apartments) – or, more rarely, in public places (restaurants) (robberies in taxis were also frequent in the past, although this seems to have diminished).

Every week several people are killed in Buenos Aires, mostly after attempting to resist their assailants. Although violent crimes are less common in the office area (Microcentro) and the neighbourhoods hosting IFRC residences and hotels used by IFRC than in other zones, no place is completely risk-free; caution and common sense measures are therefore advised wherever you are in the city.

People who will be living in or visiting Buenos Aires (or indeed other Argentine cities) should carefully note the following points:

- In the street do not wear jewellery or other suggestions of wealth (very important for watches)
- If you're out at night, avoid dimly lit streets.
- If/when driving, keep windows and doors permanently closed. At night if there is not much traffic, try not to stop your car at small intersections.
- Be particularly careful around entrances to banks, cash machines, big hotels, casinos, etc.
- When visiting unfamiliar areas in the city, inform yourself in advance on the security conditions prevailing there, and adapt your behaviour accordingly.
- If you're looking for a taxi, order one by telephone (PREMIUM TAXI for example) or find one at a taxi stand or airport phone desk. Avoid the ones that drive around offering their services. For long trips, you can also book a car with driver (remise) with the company used by the IFRC. UBER and taxi App are OK.
- If you have no choice but to take a cab in the street, at least make sure that the front passenger seat is not folded down (it has happened that an accomplice is hiding under the seat and, when it's too late, pops up to relieve the customers of their possessions or drive them to a cash machine where they are forced to withdraw money). Take taxis clearly marked with the distinctive signs of well-known radio-taxi companies (legal taxis should also have an updated official sticker on the windshield). It is advisable to stop the taxi at a traffic light to have some time to check for alert signs before getting in. Swapping of bills, especially

\$100 ARS notes, for counterfeit ones is a relatively common scam, therefore be careful when handing over these notes to the driver (and if possible use small change).

- Never put up any resistance to armed aggression, the purpose of which is almost always material (your car, your valuables, etc.). Act calm and make no sudden movements with your hands. It's always a good idea to have some cash available.
- Political demonstrations and other protests are very frequent. Most are peaceful and trouble-free, but it is recommended to stay at some distance to avoid being caught in the middle, should tensions erupt.

2.2 Risk Assessment

Security incidents can appear anywhere and at any time. Therefore RC Personnel must never let down their guard, and must always keep a high security awareness both individually and collectively. All RC Personnel are responsible for their own security and must take all possible measures to minimize or eliminate potential risks. Always share security information with your colleagues.

NB: The threats identified should come from the situation analysis followed by a the risk analysis which must analyse each threat, the level to which is organisation is vulnerable to that threat and the resultant risk. After this analysis, you will identify measures to mitigate the risks, some of which will be included in these regulations. The risks identified below should be on the basis of the resultant or residual risk determined after mitigation measures have been decided. The sections below identifying high, moderate and low risks should be used and/or adjusted as appropriate.

The main risks to RC personnel in Buenos Aires are:

- a) Theft of Articles inside Automobiles.
- b) Road Accidents; and
- c) Credit Card Theft.
- d) Purse Snatching

with the resultant (residual) risks currently assessed as high.

To a somewhat lesser extent, personnel are also exposed to:

- e) Pick-Pockets;
- f) Home Robberies;

with the resultant (residual) risks currently assessed as moderate.

Finally, RC personnel are also exposed to:

- g) Express kidnappings;
- h) Kidnappings / Abductions;

- i) Gang Violence; and
 - j) Murders.
- with the resultant (residual) risk currently assessed as low.

2.3 Phases

The Federation operates a four colour phase system to distinguish the security situation.		
White phase	Situation normal	No major security concerns
Yellow phase	Situation of heightened tension	Some security concerns, heightened security awareness initiated
Orange phase	Emergency situation	Access to beneficiaries limited, risk to RCRC personnel severe, tight security management needed
Red phase	Relocation or hibernation	Conditions do not allow work, risk to RCRC personnel extreme

All RC Personnel must know the current security phase classification and it's implication on the way of working and living in their area of operation or area that will be visited.

All personnel are to comply with any restrictions put in place by the senior field manager in accordance with the current situation and designated phase level.

The current phase in CCST in Buenos Aires is **WHITE**.

Crime in Buenos Aires is **MODERATE**, and in some areas, it is growing, particularly because of the activities of youth gangs.

Be vigilant when using ATM cash machines installed in public places, usually outside banks. There have been cases of people being attacked after drawing cash from these machines. There have also been instances of devices being inserted in ATMs, which allow cards to be cloned. Ensure that your personal belongings, passports, other travel documents and ID Cards are secure at all times.

3 – General Security

3.1 Federation Logo

The Federation logo (the Red Cross and Red Crescent, adjacent to one another, within a red rectangle) is to be displayed on Federation vehicles and official Delegation premises as an indicative sign. In exceptional cases, and following prior authorization from the Director of Zone in consultation with the Zonal Security Coordinator or the Manager of the Security Unit GVA, the Country Representative/HoD may decide not to display the logo for security reasons.

Protective flags on vehicles may only be used with approval of the Country Representative /HoD following consultation with the Manager of the Security Unit in GVA, the ICRC and / or the NS RC/RC.

NB: The Federation logo has no legal protective value and is not to be used as a sign of protection. A single red cross or red crescent on a white background is used as a protective sign in case of armed conflict or internal disturbances, with the prior approval of the Country Representative/HoD in consultation with the Security Unit as noted above.

Red Cross or Red Crescent flags may be used to identify Federation premises, compounds, refugee camps and other official sites in cases of disturbances

3.2 Responsibility

Staff members (and eligible dependents) are first and foremost themselves responsible for their own security. This includes but is not limited to:

- a) The requirement to keep themselves informed on the general (security) situation in the area;
- b) To maintain situational awareness, i.e. to know where they are and where they are going;
- c) To ensure that others are aware where they are and where they intend to go, especially when travelling overland or during the hours of darkness;
- d) To ensure that assets entrusted to them in the performance of their duties plus their personal effects are secure;
- e) To ensure that their documents, including visas etc., are valid and in order;
- f) To ensure that they have relevant contact details at hand in case of an emergency;
- g) To immediately report any security related incidents (see also section on 'Emergencies' / 'Security Incident Reporting' below); and
- h) To otherwise adhere to all IFRC security rules, regulations and advisories.

Managers/supervisors are responsible to bring relevant IFRC security rules, regulations and advisories to the attention of their respective staff/subordinates, plus ensure that they are adhered to.

If at any moment any staff member has serious doubts about the security conditions during a mission or activity, the entire team is to stop and evaluate the situation. If the conditions are uncertain, the team is not to proceed. Only one team member need express doubt for the team to stop and not to proceed further.

3.3 General Conduct

All RC Personnel are bound by the Code of Conduct and the Fundamental Principles of the Red Cross and Red Crescent, 24 hours a day, 7 days a week, with no exceptions.

IFRC premises and assets (including computers, printers and email accounts, etc.) are solely provided for work purposes. They are NOT to be used to produce or disseminate material which may be perceived as inconsistent with the Movement's Fundamental Principles or the Code of Conduct. Contravention of the above will be viewed as a security incident and may lead to disciplinary consequences.

Personnel are responsible for the behavior and actions of guests they invite into their residence or who authorized and are travelling with them in an IFRC/PNS vehicle. Such guests are expected to abide by the Red Cross 'Code of Conduct'.

3.4 Local Customs/Traditional Law:

In order to act in a coherent manner within the given environment, the RC personnel must understand and respect the local culture and traditions. It is everyone's duty to inform him/herself on the political, social, religious and cultural specificity of the environment and try to adapt to the society in which he/she lives and works. Adaptation requires common sense, feeling and respect for local sensitivities and determines the way we are perceived, i.e. our institutional image.

a) Common Crime Prevention in Argentina:

Use prudence and exercise good personal judgment when moving around the country.

Whenever possible **DON'T WALK THE STREETS DURING NIGHT TIME!**

Always use seat belts in vehicles (It's the law!), keep windows closed and doors locked. **NEVER LEAVE ANY VALUABLES OR DOCUMENTS IN YOUR PARKED VEHICLE!**

Always empty it when you park and activate your car alarm, if available.

In congested and touristic areas, expect pickpockets and purse-snatchers, in spite of police presence! Minimize the amount of cash, credit cards, jewellery and other valuables carried with you to the absolute necessary!

NEVER RESIST AN ARMED ASSAILANT! Your life is more important than your belongings. Always observe your surrounding before and while using an ATM ("cajero automático"). If possible, use ATMs inside commercial venues, rather than in the street and avoid withdrawals in the street at nighttime.

Avoid flagging taxis in the street. Use Hotel/Radio Taxis instead. If you must take a street taxi, make someone aware and pass on the plate number. Also, make sure the taxi driver notices that you are being expected and his plate was transmitted.

Avoid getting caught up in any demonstration. Pay attention to local news media to remain informed of local events. If a road is reported closed, don't gamble! Postpone your travel!

b) Road Safety in Argentina:

Standards of driving and traffic management are both acceptable but be aware of your environment.

Seat belts must be worn by law by drivers and front seat passengers, and children under five must travel in the back in fitted child seats. Third party liability insurance is mandatory for motor vehicles in Argentina.

f) General Conduct of Personnel in Argentina:

All RC Personnel are bound by the Code of Conduct and the Fundamental Principles of the Red Cross and Red Crescent, 24 hours a day, 7 days a week, with no exceptions.

In order to act in a coherent manner within the given environment, the delegates must understand and respect the local culture and traditions.

It is everyone's duty to inform, adapt to the society in which he/she lives and works. Adaptation requires common sense, feeling and respect for local sensitivities and determines the way we are perceived, i.e. our institutional image.

There is no other specific curfew in force for Federation personnel in Argentina under normal conditions.

g) Other / Additional Points:

All the rules of the IFRC fleet manual must be followed.

Illegal Narcotic Substances (Drugs) are easily available and relatively cheap and tolerated in Argentina. Consumption of these illegal substances is strictly prohibited by the IFRC Code of Conduct.

3.5 Relationships:

Under no circumstances are there to be any sexual relations/contact of any kind between Federation personnel and those who look to the Federation for protection or assistance. This includes beneficiaries, children, and vulnerable local people. Sexual relations/contact with commercial sex workers is also strictly forbidden. Any breach of these rules may result in summary dismissal, or even criminal prosecution.

Intimate relationships between delegates and local women or men by delegates are strongly discouraged, this includes locally employed staff.

3.7 Personal Documents:

At all times, delegates must carry their Federation ID card and a photocopy of their passport and visa

A Federation badge must be worn during all field activities, and when representing the Federation

Carry a photocopy of your passport, leaving the original at home/in the hotel safe/ in the office!

Don't carry all your necessary valuables/documents in one place/bag. Keep small change at reach. Separate the keys from your wallet! If stolen together, a house break-in at your residence is likely!

3.8 Confidentiality

"Confidential Information" means all non-public information concerning the Federation and other members of the Movement. It includes personal information about staff or beneficiaries, business information of any kind, financial or accounting information, technical material, donor and sponsor information, research and development material, operational and policy information, HR information, IT programs and related information, and intellectual property relating to the Movement.

RC Personnel are personally responsible for the confidential and/or sensitive documents (whether paper or electronic) in their possession or used in the course of their work. Documents of a sensitive nature are to be kept in a secure location (locked cabinet, safe, etc.) at all times and must not be left open in the office.

Personal computers, laptops, servers, external hard-drives or USB flash-drives that may contain documents of a confidential or sensitive nature must be password protected and themselves secured, whenever they are not in use. In addition RC Personnel are:

- a) Not to disclose Confidential Information to any one outside the Federation, except as necessary in the proper course of your employment.
- b) Not to use Confidential Information for personal gain.
- c) To agree that any documentation (written or electronic) created or used containing Confidential Information during their employment will be the property of the Federation.
- d) Deliver any such documentation to the Federation whenever requested by the Federation, and in any case immediately upon the end of your employment.

These obligations continue after the end of employment with the Federation.

3.9 Personal Privacy

The privacy of staff is to be ensured by those entrusted to handle their personal information. Documents that hold personal information regarding staff members are confidential. In particular, GSM and home phone numbers and the residential addresses of delegates and

national staff (both locally and abroad) are not to be shared with any third party without the explicit permission of that staff member or the permission of the Country Representative/HoD along with the knowledge of the involved staff member

In cases where the authorities request details of a staff member in relation to an investigation, the enquiring officer is to be referred to the Country Representative/HoD.

3.11 Information / Media

RC Personnel are not to discuss operational activities with the media unless specifically authorised to do so by the Head of Delegation.

4. TRAVEL / MOVEMENT CONTROL

4.1 International Travel

Staff intending to travel internationally on official business are required to do the following, prior to their departure:

- a) Inform the receiving delegation of their intended travel (provided there is a delegation in-country);
- b) Obtain and read the receiving delegation's security briefing/welcome pack (usually a shortened version of the delegation's rules & regulations);
- c) Obtain details (i.e. name & phone number) of who will meet them on arrival at the point of entry, or alternatively, details of the form of in-country commercial transport (e.g. a recommended taxi operator) to be used in order to reach the accommodation or final destination;
- d) Obtain emergency contact details for the delegation, and
- e) Obtain the name and address of the hotel or final destination.

4.2 Internal Movement / Field Trips

All Field trip are to correspond to an operational goal, and must be authorised by the CCST Country Representative/HoD.

Travel outside of city limits, both official and private, must be conducted during daylight. Field trips must be planned so that all Federation vehicles and personnel are in a base / safe area a minimum 1 hour before nightfall.

The Federation is prohibited from using armed escorts.

Public transportation should be used with caution. Busses and Taxis may be in unsafe conditions.

Your hotel can arrange for transportation, which is not that cheap but much safer than flagging down a taxi in the streets. If you must flag a taxi, fix the fare before boarding the car, insisting that you remain the only passenger.

Bus lines are not recommended for regular travel.

Traffic in Argentina moves on the right-hand side. Argentina law requires that drivers and passengers wear seat belts.

Domestic air travel with smaller aircrafts eventually operates under visual flight rules (VFR), which may mean delays caused by the weather (Aeroparque)

4.3 Motor Vehicles

Driving a car in Buenos Aires can be hazardous and difficult. This is a result of dense traffic, poor traffic planning, a general disregard for traffic rules, poorly maintained or unpaved roads, and a lack of effective signs and signals.

The Federation has a 0 % tolerance level of alcohol and driving. In plain terms this means that it will not be tolerated for any person/driver to be under the influence of alcohol while driving a Federation vehicle.

The standard speed limits within the country are:

Roads in urban areas - 60 km/h

Roads outside urban areas - 80 to 100km/h

4.4 Use of Federation Vehicles (not applicable at the moment)

Only Federation authorized and tested drivers can operate an IFRC vehicle.

Safety belts must be used at **all times**, including back seats when there are available belts.

Drivers are not to use communications equipment, including mobile phones, whilst driving a vehicle.

The delegates are responsible for reporting all their vehicle movement outside the town areas to the radio room. The local speed limits must be respected.

The Two Vehicle Rule (minimum two Toyota L.C with both VHF and HF radio coverage) is mandatory when traveling outside Argentina City and Major City Limits.

4.5 Restrictions

The following general restrictions apply to vehicles undertaking field trips:

- a) All Federation vehicles must be clearly marked with the Federation logo ONLY, (sticklers clearly visible/clean) accordingly to the standards of the Federation (logistic).
- b) Authorization to remove the stickers from Federations vehicles can only be given by Federation Secretariat Geneva via the Security Unit.
- c) Passengers other than RC employees may not be carried in Federation vehicles without the consent of the Country Representative/HoD.
- d) Passengers other than RC personnel must be required to sign a waiver before travelling in Federation vehicles.
- e) No weapons to be carried in Federation vehicles at any time under any circumstances.
- f) Military and police vehicles are potential targets. Movement vehicles are not to travel in convoy with them.

4.6 Movement Control – Notification Process

All travel outside Buenos Aires City requires the approval from the Country Representative/HoD.

4.7 Field Trip Security

General Rules:

a) Area Restrictions:

Areas known as “villa miserias” are off limit, except for operational reasons.

b) Overnight Locations for Long Journeys:

All overnight locations for long journeys should be previously coordinated and approved. Whenever this is not possible / feasible (Times of emergency / crisis) all overnight locations should be called in to the appropriate officer monitoring the movement.

c) Phone Check-ins:

Movement Leads will report as a minimum: Start of movement, reporting / key progress (rest) points / areas reached, stopovers, deviations, overnight locations, breakdowns, accidents and arrivals at destination.

Whenever a movement takes place phone check ins will include as a minimum the following information: # of and identification of vehicles used, passengers, contact details, planned route, all departure information, reporting points (all), stopovers, deviations and arrival at destination.

4.7 Convoys

When the delegates or other IFRC personnel utilize convoys for movement, IFRC specific requirements as stated in Security and Fleet regulations will apply. The MINIMUM required instructions are:

- a) All vehicles will have PRIMARY and ALTERNATE means of communications.***
- b) When VHF radios are in use they will be set to the “pre-approved” and “pre-coordinated” channel agreed to by the Argentinean RC. This step ensures that the convoy has internal communications authorized and coordinated by the host RC.***
- c) The vehicles are to keep a distance of minimum 50 and maximum 200 meters.***
- d) The lead vehicle is always responsible to keep in visual contact with the next vehicle, and setting the speed according to the distance back to the following car.***

4.8 Motorcycles - Delegates are not to ride or travel on motorcycles at any time while on mission.

4.9 Rented vehicles

All rented vehicles, including delegates privately rented vehicles, must comply to standards set for all IFRC vehicles, i.e. to be mechanically sound and road-worthy as set forth in Fleet Manual.

4.10 Accidents

In case a Federation vehicle is involved in an accident the following procedures are to be followed:

- a) Ensure that further accidents at the scene are prevented
- b) Assist the injured, if any.
- c) Call the delegation and give position and character of the accident (who, when, where, what, future intentions/needs).
- d) Contact, if possible, the nearest police station (try to get a police report of the accident for insurance purpose).
- e) Do not admit responsibility and do not sign any paper.
- f) No agreement to pay any compensation is to be entered into without consultation with legal and security.

5. COMMUNICATIONS

5.1 Communication Means

At least one form of communications means is to be carried and RC personnel must be reachable at all times.

- a) Existing Equipment:
 - a. IFRC Provided Cell Phone Communications (with Messenger and WhatsApp).
 - b. Lap Tops and Computer Systems with Skype for Business and Personal Skype Service.
- b) Means of communication available within the Americas Regional Office / Delegations and Operation, including in field offices, include:
 - a. Primary: IFRC provided Cellular Phone.
 - b. Alternate: Broad Band / Land Line Communications.
 - c. Skype and Skype for Business – All other corporate and direct communications, Meetings, teleconferences, etc.

Further details are available in “Stay safe – The International Federation’s guide to a safer mission, pages 121 – 134.

6. OFFICES, RESIDENTIAL AND SITE SECURITY

6.1 Office Security

Personnel are to ensure that:

- a) Offices are not to be left open and unattended, all staff **are to ensure** that their office doors are closed and locked even when you leave it for short periods.
- b) Valuable items and money are not to be left in offices, even if doors are locked.
- c) Confidential documents / material are to be properly secured.
- d) ID cards are e used and visible, by **all persons** having access to the office.
- e) We respect at all time the fact that we are located in the Argentinean RC premises.

Office at: Argentine RC HQ: Monday to Friday 9:00 to 18:30 / Address: Hipolito Yrigoyen 2068 C1089AAN, Buenos Aires, Argentina

- a) Office Hours / afterhours rules:
 - a. Non-Emergency Office Hours: Monday to Friday - 0900 HRS to 1800 HRS.
 - b. After Hours or Emergency contact HoCC.
- b) Procedure for visitors, e.g. to be registered with reception, to be issued a visitor's ID and to be accompanied by their host at all times;

For further details see "Stay safe – The International Federation's guide to a safer mission, pages 77 – 89.

6.2 Residential Security

- a) Federation Residences:
 - a. IFRC and attached (PNS) personnel may only reside in Federation allocated accommodation that has been approved by the senior field manager following a security assessment.
 - b. Expatriate staff, including those on short-term visits to Buenos Aires, may only reside in approved accommodations. Personnel will be allocated a residence in their duty station location.
 - c. HoCCST will approve all residences, and personnel are to reside in these allocated residences.
 - d. When hiring domestic staff, then their security and your security are closely linked. It is important to have confidence in each other, especially if working together in an insecure environment. There are various procedures that can be taken to safeguard the interests of the agency, yourself and the staff.
 - e. Whenever possible recruit staff who have been employed and recommended by a friend, another reputable agency or neighbor. Take the time to check references with the referees concerned. It may be necessary

to obtain a translation from a trusted employee who speaks the language. All domestic staff should be briefed on security procedures and updated as circumstances change, including contingency plans.

b) Hotels and Accommodations:

- a. All the big international hotels are present in Buenos Aires City with one or more establishments. Avoid compromising your security for a cheaper – and likely less safe – place to stay.
 - b. Just as in residential security, when staying overnight in a high-rise building the IFRC ARO office recommends to request accommodations in floor 2-7 (max 7 floors above the pool deck or garage) and try to avoid a higher floor.
 - c. Please secure ALL your valuables and documents in the room / hotel safety deposit boxes.
 - d. Carry a copy of your passport instead of the original document.
- c) ALL IFRC residences WILL have specified and approved, access control measures that as a minimum will include alarm systems and/or guards, cameras, fire alarms, smoke alarms, Co2 alarms, fire extinguishers and fire suppression systems.
- d) ALL IFRC residences will have window and door grills if access is within stories (levels) from the ground, double locks, back up generator systems and water tanks / storage.
- e) Fire fighting and basic first aid equipment will be available and (depending on the specific need installed) in all IFRC ARO residences and temporary lodging facilities.
- f) For further related security and safety provisions, please refer to the ARO residential, administrative and current security policies, procedures and updates.

6.3 Site/Warehouse Security

The international Federation of Red Cross and Red Crescent Societies is a service and beneficiary based international organization

- a) ALL IFRC Access control measures including alarm systems or guards, if used;
- b) Fire fighting and first aid equipment installed; i.e. what and where;
- c) Key control system; and
- d) Any other related provisions.

For further details see “Stay safe – The International Federation’s guide to a safer mission, pages 100 – 101.

6.4 Cash Security

Physical security focuses on the safety of people and the proper maintenance and control of assets, thus it includes cash security as one of the aspects that all organizations should pay special attention to.

Segregation of duties prevents employees from concealing errors or irregularities. Asset accountability ensures that assets are accounted for, properly documented and secured, and trackable to specific cash handlers.

Strong internal controls also protect employees from inappropriate accusations or charges of mishandling funds by defining responsibilities in the cash handling process.

This section includes a short guide to assist IFRC CCST personnel in the development of cash handling procedures and to ensure proper internal controls, segregation of duties, transport and adequate safeguards of cash assets.

- a) Purpose and source of Cash Security:
 - a. Purpose - To ensure funds accepted follow the same process each time so that funds can be deposited in a timely manner and easily tracked while keeping both the funds and personnel handling the funds secure.
 - b. Policies and Guidelines – ARO Financial and Administrative Policies; IFRC Finance, IFRC Administrative Policies, Procedures; and IFRC Minimum Security Requirements (MSR).
 - c. In accordance with MSR Senior field managers are to implement clear rules on finance security management, covering storage, cash transport, payments and disbursements, in accordance with financial procedures.
- b) It goes without much mention that all cash is to be held in a lockable container and the level of cash outstanding at any time kept to a minimum.
- c) Authorized Signatories:
 - a. With respect to signatories for Federation bank accounts:
 - b. Only IFRC delegates and national staff appointees may be signatories to IFRC bank accounts.
 - c. The Director of ARO or his designated representative will appoint the office signatories
 - d. IFRC Finance Department policies designate that CCST financial accounts hold the signature of at least one of the official signatories. However, the signature may only be applied if all supporting documents are in order.
 - e. Finance processing payments and reconciling bank accounts are not to be bank account signatories whenever possible.
- d) Cash Security:
 - a. All cash is to be held in a lockable container and the level of cash outstanding at any time kept to a minimum.
 - b. Holdings in excess of CHF 600 (USD 500) are to be held in a safe. If operated by a key then the custodian of the safe, usually one of the office accountants designated in writing, who shall retain one key. Another key should be held off-site by the Finance Manager or his designated representative.
 - c. It is not recommended for the safe to have a combination lock. However, for safes with combination codes the code is to be put inside an envelope with a signature across the envelope seal. The envelope is to be marked as being the property of the Delegation/Office and held off-site, but not in the

same place as the second key. No other recording of the combination code is to be made.

d) Cash Transport:

- a. As a general rule of thumb, funds for Federation Offices and personnel are to be transferred by the Secretariat's Finance Department to the bank where the Americas Regional Office has its account(s). The movement of funds within a country and/or a region should also be transferred by and to banks. In these cases, funds should not be hand carried by Federation staff or delegates.
- b. The transport of cash by Federation employees is therefore an exception to the paragraph above and is to be done only in exceptional circumstances ONLY. For Example: a critical and immediate need of funds or local banking problem and with approval of the Finance Manager, ARO Director or Deputy Director.
- c. If such a circumstance should arise, no IFRC staff member or delegate is allowed to transport more than USD 5,000 (or equivalent) from one location to another.
- d. In such a situation, every IFRC staff member and delegate carrying between USD 2,500 and USD 5,000 (or equivalent) MUST advise the Insurance Officer in the administration department, GVA at least 24 hours before departure for insurance reasons.
- e. IFRC finance personnel cashing checks at local banks will always be accompanied by a designated (qualified) IFRC driver who will ALWAYS escort and await the finance designee to and from the banking institution.
- f. Whenever cashing checks or soliciting cash from an institution or transporting cash from point t point, the IFRC finance representative and driver will comply with the following:
 - i. The driver will NEVER take the SAME route to the banking institution.
 - ii. The driver will alternate banking institutions whenever possible. If there are only one or two banks in country the driver should be unpredictable (never at the same time, at the same day of the week or with the same vehicle).
 - iii. Neither the driver nor the IFRC finance representative will show, count, present or flash money outside the financial or the IFRC institution. Cash should always be transported in a secure (locked) cash receptacle, inside a manila envelope (avoiding undue attention to the valuable package).

7. MEDICAL

7.1 Medical Emergencies

It is vital that procedures for medical emergencies are clear and precise, as a guide base

- In all cases of Medical emergency immediately contact / Inform: Hanelle Hagman - +41 79 217 33 19

These details should come from the medevac plan already developed. Details of Medical Evacuations procedures are available on Fednet under HR/Health. The HR Medical Officer in Geneva, as well as the regional Health Coordinator should also be consulted and be utilized when creating a medevac plan. Where there are different arrangements for different parts of the operation then these should be specified.

The Medevac Plan is attached as an Annex to the Security Regulations.

As stated above in case of any health emergency, be it hospitalization or evacuation, the Health Officer in Geneva has to be immediately informed.

If the HR Health Officer Hannele Hagman +41 79 217 33 19 is unreachable one of the following alternatives must be contacted:

- Secretariat Security Unit, Mobile +41 792173371, +41 79251 8015, +41 793089842
- a) Insurance:
 - a. Expatriate personnel are to ensure that the insurance cover provided by the Federation or contracting National Society's Delegates covers:
 - sickness
 - accident
 - plane risk
 - luggage/personal effects (up to a limited amount and excluding valuable items)
 - medical repatriation/evacuation.
- b) Ensure all necessary vaccinations have been obtained and that they are up to date.
- c) Medical Emergencies:
 - a. All IFRC Personnel are encouraged to seek medical advice in case of any health problems.
 - b. All RC Personnel should carry first aid kits and regularly update their knowledge on first aid annually (Please Refer to ARO Administration provided First Aid and CPR Classes).
- d) Buenos Aires City has good hospitals equipped with intensive care units, however most other communities have lesser services, facilities and or clinics. In Buenos Aires, the recommended hospital is:

Hospital Aleman

El Hospital Alemán is located in Av. Pueyrredón 1640 (CP: 1118 AAT) – Buenos Aires.

- e) Hospitals and larger clinic centres usually require a Guarantee of Payment (GOP) letter before attending a patient. They usually accept local and international credit and debit cards. If the hospital does not have a Direct payment agreement with the IFRC insurance company / SOS assistance company, a credit/debit card will be necessary.
- f) Have a credit card with a high credit limit (> 1,000 USD) available in case you need to go to the hospital.

g) Medical Hospitalization Plan:


In case of severe illness or injury, the delegate should be admitted as soon as possible to the above mentioned Hospital and follow the following steps:

- The ill or injured delegate must contact HoCCST and ask for help in the case she/he cannot drive or take a taxi to the doctor or hospital.
- The HoCCST should provide a personal assistant to the ill or injured delegate.
- If the illness or injury takes place in the mission in third country, inform the Director of Region immediately and the host NS to assist.
- If the condition of the delegate is severe and does not allow for road transport, the HoCCST can require an air-evacuation.
- The HoCCST will inform the HR Health Officer and / or the Duty Officer at the Federation Secretariat in Geneva according to the Security Regulations and will also provide the name and contact telephone number of the treating physician (once available).
- It is the responsibility of the HR Health Officer, to inform the delegate's National Society, who will then contact the next of kin and the insurance company.
- HoCCST to will be the point of contact for HR Health Officer for any update on the delegate's health status until his/her discharge from hospital or evacuation.
- The doctor at the hospital will advise if the delegate requires a medical evacuation, and the information will be forwarded via the HR Health Officer, to the delegate's insurance company who will liaise directly with the treating physician for the co-ordination of the evacuation.
- Before contacting the air-ambulance service makes sure you have the following details ready:
 - You need an evacuation from (patient's location) to (Capital City, neighboring country, third country)
 - Name, age/DOB, sex and nationality of the patient
 - Reasons for requesting evacuation (severe illness, accident)
 - Details on patient's condition. If patient is already in hospital give physician's name


and contact number.


- In case of medical evacuation from the field towards the Capital City or neighboring country, be aware of the time required for the patient to reach the airstrip (this information is required if the flying time of the air-ambulance is shorter than the road transport time to reach the airstrip).
 - Make sure you have patient's passport and vaccination card ready and, if possible, the insurance card.
 - In the case of delegate or relative death in the Buenos Aires or in mission is needed the NS support to facilitate the expatriation of the body and the HoCCST to contacts the Embassy of the delegate death (note that we have separate SOP in case of death. SOS needs to be informed as they arrange the repatriation).
- h) Emergency medical evacuation can take place within the same country, to a neighboring country offering more sophisticated health services or to the delegate's home country. It is determined by a severe health situation requiring immediate professional health care of a type and quality not locally available.
- i) Medical repatriation to the delegate's home country is carried out with a commercial carrier in non-life-threatening situations.
- j) Local arrangements for delegates going to a third country for laboratory tests or medical checkup are not to be considered medical evacuations unless the treating physician has ordered/recommended it and there is a character of urgency to it.
- k) Regardless of the type of "evacuation" we are dealing with, all points outlined in this regulation apply in all cases.
- l) Medical evacuation/repatriation can be implemented as soon as:
- The need is confirmed following medical consultation and is put in writing by the treating physician; and you have received the agreement of the insurance company.
 - In cases of serious illness or injuries, where the life of a delegate is in imminent danger the Country Representative, after getting written confirmation by a qualified medical doctor, can authorize the charter of a special aircraft to the nearest location for adequate medical treatment.
 - The HR Health Officer in Geneva will immediately be informed by the Director of Region or designate on any health emergency. International SOS to be contacted directly by the Country Representative or designate person if it concerns Local/National staff on mission, workshop/training etc. outside their home country or/and any Federation contracted delegate/family members.
 - The HR Health Officer is responsible for ensuring immediate and round-the-clock communication between the delegation, the contracting National Society and in the case of Federation-contracted delegates - the insurance company.
 - Next of kin will be contacted by the delegate's National Society and, for Federation-contracted delegates, by the HR Health Officer.

r) The Recommended Emergency Agencies and numbers are:

 **100 Bomberos** *Atención permanente las 24 hs. Atención de emergencias, accidentes.*

 **101 / 911 Policía** *Atención permanente las 24 hs. Línea directa con el Comando Radioeléctrico de la Policía Federal. *31416 (desde celular) **Plan Subte Alerta:** Denuncias vinculadas con delitos en subterráneos*

 **103 Emergencias Defensa Civil** *Atención permanente las 24 hs. Actúa ante inundaciones, accidentes en la vía pública, derrame de sustancias tóxicas, etc.*

 **107 SAME Emergencias** *Atención permanente las 24 hs. Servicio gratuito de ambulancias y atención médica de urgencia que cubre toda la Ciudad.*

7.1 Medical Evacuation (SEE Annex C)

7.2 First Aid *and* First Aid kits.

- A First Aid kit is located in all the IFRC Building Areas / Offices, fixed to the wall close to the bathrooms.
- All Federation vehicles must have a First Aid kit.
- All Federation residences must have a First Aid kit.

First Aid training for IFRC Personnel will be organised on an annual basis through the Argentinean Red Cross. The Administrative Assistant will be responsible for arranging the training.

7.3 Post Exposure Prophylactic (PEP) kits is ON HAND and available in the Buenos Aires Office of the HoCC.

The IFRC Office in Buenos Aires Office has also contacted and coordinated with the Argentinean RC to provide additional PEP Kits as needed and trained will administer it..

The PEP kit should only be used by either a doctor or trained emergency room nurse. Specify where the KIT is located at the Office of the HoCC and accessible to him and the Administrative Officer

PEP Kits are kept in a COOL, DRY and LOCKED area adjacent to the FP / HoCC work Station, thus maintaining the proper Chain of Custody of the same.

Strict Chain of Custody IAW Health and Security Regulations WILL be followed.

8. CONTINGENCY PLANNING

8.1 Fire

Fire emergency guidelines have been developed and are posted prominently throughout the ARC office.

- a) Basic Fire Safety:
 - a. First, for your own safety, only attempt to fight Fires if you feel confident to do so and not putting yourself or any other member of staff in danger.
 - b. Fire fighting and first aid and stretcher equipment has been installed throughout the ARC Office.
- b) Emergency / Fire Training and Drills:
 - a. Administration Manager, is responsible for all fire-related training.
 - b. All delegates and local staff should read and understand the fire instructions. If you have questions, ask now / not later.

8.2 Relocation Plan

The Country-specific Relocation Plan is held by the Americas Regional Office, with copies and a BRIEF distributed to staff for further dissemination.

ALL Mangers are to ensure that all staff as familiar with the relocation plan.

9. INCIDENT REPORTING

The Federation Incident Report Format is detailed at CIM Annex

9.1 General

The Federation uses a broad definition for what constitutes a security incident. The definition includes but is not limited to:

- Theft, burglary and all other crimes.
- Robbery, car-jacking and all instances where weapons are used.
- Harassment or threats (all types).
- Acts of war such as shelling, mines, firing, military aggression.
- Looting.
- Vehicle collisions/accidents (always).
- Medical evacuation or relocation of delegates (always).

The definition applies to field staff including all Federation delegates and their in-country dependants, visiting Federation staff and delegation visitors, RDRT delegates, PNS's working under the Federation security umbrella, local staff during working hours and National Society and volunteers in course of their duty working for the Federation.

9.2 Reporting

An incident involving the above mentioned personnel or Federation assets/commodities, and which results in situations/actions where the person's physical safety, their private belongings or Federations property or commodity security is jeopardised are to be reported

as a security incident. Breaches of these security regulations and the Federation's Code of Conduct are also classified as a security incident. Security incidents are to be reported using the format in the Incident Reporting Annex and FedNet.

It is important to include even minor incidents or those that were narrowly avoided. If in doubt, the incident is to be submitted.



**ACKNOWLEDGEMENT
OF
FEDERATION SECURITY RULES & REGULATIONS
For CCST in Buenos Aires**

I _____, declare that I have received, read and understood the Federation Security Rules & Regulations for the Office in Buenos Aires and agree to abide by them.

Signature: _____

Place: _____

Date: _____

Acknowledgement of risk: security in the field

In accordance with the mandate of the International Federation of Red Cross and Red Crescent Societies (IFRC), you may be asked to work in complex political or social environments, or in countries in which you might encounter dangerous conditions. Although the degree of risk will vary from country to country, security incidents can occur in all delegations.

Please read the information below carefully. This document forms part of your contract with IFRC and must be signed by all IFRC personnel.

Risks

You may be exposed not only to the risks associated with armed conflict but also to crime, abduction, illness, natural disasters and accidents. Unfortunately, physical and psychological harm, with possibly fatal results, are part of the possible risks associated with humanitarian work.

You should also be aware that the IFRC's policy in the event of abduction is not to pay any ransom. However, the IFRC has established Critical Incident Management (CIM) procedures and will work closely with other components of the International Red Cross and Red Crescent Movement to assist in the successful resolution of any such event.

Neither the National Society in country nor the IFRC accept any liability for any loss, injury or death sustained by IFRC personnel.

Support provided by IFRC to all personnel:

- Training on personal security including e-learning courses on the IFRC Learning Platform;
- Appropriate security briefing at the start of your mission, and during your mission if required, including country-specific security plans and emergency procedures for the delegation / sub office / team;
- Regular information on security issues, including weekly Security Unit Hot Spots updates sent via email, and access to the Security pages on FedNet containing various security support tools;
- 24/7 security advice;
- Access to stress counsellors;
- Repatriation support (if required).

Security is a personal responsibility and IFRC personnel are responsible to take adequate security measures to ensure their own personal security.

All IFRC personnel are expected to:

- Successfully complete the "Stay safe – IFRC Personal Security" e-learning course and familiarise themselves with the security guidelines in "Stay Safe: The International Federation's guide to a safer mission". Personnel with managerial responsibilities must also successfully complete the "Stay safe – IFRC Security Management" e-learning course;
- Be aware of and fully comply with the country-specific security plans and emergency procedures for the delegation / sub office / team they are working with;
- Ensure they are aware of the security context in their environment, any changes therein and report such information to their manager;

- Raise any concerns regarding the security information they have been provided with and/or security in the delegation immediately with the head of delegation.

Deliberate breach of security procedures or instructions is considered as gross misconduct. Personnel found to have breached security procedures may be subject to disciplinary action.

If you have any doubts about the risks you are prepared to accept, you should seek the support and advice of your manager. You are also entitled to ask to be repatriated at any time.

In the event of a serious incident, the IFRC reserves the right to communicate only with the contact persons you named at the time of your engagement. It is your responsibility to update your contact information in *MyHR*.

Any dispute with respect to or in connection with this Acknowledgement of risk shall be exclusively and finally settled by means of arbitration, to the exclusion of national jurisdiction.

Acknowledgement

I confirm that I have been informed of the potential security risks associated with working with the IFRC, as well as the support I may obtain and the expectations upon me in terms of security measures. I also acknowledge the risks inherent in my humanitarian work.

Read and accepted,(signed).....(name)
.....(place)(date)

Annexes:

- A: Key Contact Details / Arrival and Departures
- B: Relocation Plan
- C: Medevac Plan
- D: Incident Report
- E. Maps
- F. CIM Plan

ANNEX A - 1

(Arrival and Departure to and from Ezeiza International Airport)

ARRIVAL AT AIRPORT	
Steps	Description
1	Before your arrival at the Ezeiza International Airport, you should have previously ensured that the proper section of the Office in Buenos Aires has organized your transportation from the airport to your destination / hotel.
2	Upon your arrival at the airport, once you have gone through Customs, there will be a transportation agency driver awaiting your arrival with a sign that has the Federation Logo. Please identify yourself with the transportation agency representative.
3	The transportation agency will inform you that he/she will go to fetch the vehicle to take you to your place of destination, he/she will inform you to wait at the pickup curve for the vehicle or you can follow the driver straight to the agency vehicle (depending on the number of bags and how heavy these are)
4	In cases where the flights are delayed, we recommend that you contact the emergency telephone as soon as possible so that we can contact the transport agency or travel agent as necessary.

DEPARTURE TO AIRPORT	
Steps	Description
1	Before your departure to the Ezeiza International Airport, you should have previously ensured that the proper section of the Regional Office in Buenos Aires has organized your transportation from your departure point / hotel to the airport.
2	The transportation agency will ensure that the section or unit that you are visiting will be notified of your pick up time at the departure point / hotel to the airport.
3	Upon your arrival at the airport, once you have checked in your luggage and yourself at the check in counter you will go through Customs. Shortly thereafter you can either go to one of the airport lounges or straight to your departure gate.
4	In cases where the flights are delayed or cancelled, we recommend that you contact the emergency telephone as soon as possible so that we can contact the transport agency and the travel agent as necessary.

ANNEX B
RELOCATION PLAN

ANNEC C
MEDEVAC PLAN

ANNEX D
INCIDENT REPORT

ANNEX E
MAPS

ANNEX F
CIM Plan

ANNEX G ABDUCTIONS (Kidnappings)

Even though that the last kidnapping to a IFRC staff occurred many years ago. In this annex you will find some do's and don'ts recommendations in these cases. Always remember that your life worth's anything.

1. **Consider the risks of attempting to escape in order to thwart the abduction.**

Risk versus Gain – Rule of thumb, if you don't feel comfortable with the risk (and most times you won't) – Don't take it. In most areas where we operate in the Americas, the risks of resistance and escape far outweigh the risk of detention. Each Country is different, and each case is different from another. If the opportunity presents itself and you decide to resist or escape, you must review all the facts of your abduction and their risks. Generally, the first few minutes are often the best time to resist since, depending on where you are, there are probably people around. If you can escape the initial abduction attempt, your ordeal ends right there. After they have you where they want you (e.g. in a car or enclosed room) there will most likely be no one who can hear or respond to your cries for help. If this is the case, this is the best time to fight back in a way that will gain others' attention and perhaps their help.

However, the first few minutes of a hostage-taking situation or an abduction are the most dangerous, and they become more dangerous if you resist. While in many cases, the potential for immediate escape outweighs the danger of resistance, there are times (e.g. if there are multiple armed attackers) where escape is not realistic and therefore not worth the risk. **Think rationally and be cooperative in this sort of situation.**

2. **Regain your composure.** Your adrenaline will be pumping, your heart will be pounding, and you will be terrified. **Calm down, breathe and if you know how to meditate.** The sooner you can regain your composure the better off you will be immediately and in the long run.

3. **Follow the rescuers' instructions carefully.** Your rescuers will be on edge, and they will most likely shoot first and ask questions later. Obey all commands they give. If they tell everybody to lie down on the floor or put their hands on their heads, for example, do it. Your rescuers may even restrain you with zip-ties or handcuffs while they discern who are hostages and who are the kidnappers. Remain calm and put rescuers at ease.

4. **Put your captor at ease.** Be calm. Cooperate (within reason) with your captor. Don't make threats or become violent, and don't attempt to escape unless the time is right (see below).

5. **Try to ascertain why you have been abducted.** There are a variety of motivations for abduction, from sexual assault to ransom demands to political leverage. How you

interact with your captors, and whether you risk an escape, should depend at least partly on your captors' motivation. If they are holding you for ransom or to negotiate the release of prisoners, you are most likely worth far more to them alive than dead. If you've been captured by a serial killer or sexual predator, however, or if you've been abducted in retaliation for some political or military action, your abductor likely intends to kill you. Your decision of whether and when to attempt an escape should be made based on this information.

6. **Keep a survival attitude. Be positive.** Remember, most kidnapping victims survive-- the odds are with you. That being said, you should prepare yourself for a long captivity. Some hostages have been held for years, but they kept a positive attitude, played their cards right, and were eventually freed. Take it one day at a time.
7. **Be observant.** Right from the start, you should try to be a silent observer and remember as much as possible without being obvious about it since your captors could become suspicious of you. Observe yourself and your conditions for your survival and welfare:
 - Are you injured or wounded?
 - How are you bound or otherwise incapacitated? How much freedom of movement do you have?
 - Where could I hide if there is a rescue attempt? If this happens the best option is to lie flat down on the ground and await your rescuers to inform you all is ok.
8. **Keep your dignity.** It is generally psychologically harder for a person to kill, rape, or otherwise harm a captive if the captive remains "human" in the captor's eyes. Do not grovel, beg, or become hysterical. Try even not to cry. Do not challenge your abductor but show him/her that you are worthy of respect.
9. **Stay mentally active.** Think about what you'll do when you get back home. Hold conversations in your head with friends and loved ones. Do these things consciously, and you won't be losing your focus and state of mind. Captivity can be boring and mind-numbing. It's important challenge your mind so you can remain sane, but also so you can think rationally about escape. Do math problems, think of puzzles, try to recite poems you know; do whatever you can to keep yourself occupied and mentally sharp.
10. **Keep track of time and try to discern patterns.** Keeping track of time can help you establish routines that will enable you to maintain your dignity and your psychological well-being. It may also help you to design an escape plan if you can detect patterns of when your abductor comes and goes and for how long he is gone. If there are no clocks available, you will need to make a conscious effort to **keep track of time**. If you can see sunlight, it will be fairly

easy, but otherwise you can listen for changes in activity outside, make note of differences in your captors' awareness levels, try to detect food odours or look for other clues.

11. **Attempt to establish a rapport with your abductor.** If you can build some sort of bond with your captor, he/she will generally be more hesitant to harm you.

If your abductor is suffering from a form of paranoid psychosis, it's best that you appear non-threatening, but also avoid doing anything that could be construed as manipulation (such as attempting to befriend them), as individuals experiencing paranoid delusions will likely assume you are yet another person conspiring against them. If they feel they are losing control, they may react with a violent outburst. Do not attempt to convince them that their delusions are unfounded, as they may become enraged, and either way it is unlikely they will believe you (from their perspective, their delusions make perfect sense and seem like reality).

12. **Avoid insulting your abductor or talking about potentially sensitive subjects.** You may think your abductor is a pathetic, disgusting individual. While captives in movies sometimes get away with saying such things, you should keep these thoughts to yourself. In addition, as in most conversations with people you don't know, politics is a good topic to stay away from, especially if you are being held by terrorists or hostage-takers that are politically motivated.

13. **Be a good listener.** Care about what your captor has to say. Don't patronise him, but be empathetic, and he'll feel more comfortable around you and more benevolent toward you. Being a good listener can also help you gather information that would be useful for an escape or to help police apprehend the abductor after you're freed.

Appeal to your captor's family feelings. If you have children and your captor also has children, you have a powerful bond already in place. Your captor can probably "put himself in your shoes," realising the impact *his* abduction or death would have on *his* family. If you have pictures of your family with you, consider showing one or more to your captors if the topic comes up.

14. **Blend in.** If you are held with other captives, you don't want to stand out, especially as a trouble maker
15. **Try to communicate with other captives.** If you are held with other captives, talk to them as much as is safely possible. If you look out for each other and have others to talk to, your captivity will be easier to handle. You may also be

able to plan an effective escape together. Depending on the situation, your communication may have to be covert, and if you're held for a long time you may develop codes and signals.

16. **Stay physically active. It can be difficult to remain in shape in captivity, especially if you're restrained, but it's important to do so.** Being in good physical condition can aid in your escape and keep you in good spirits during your captivity. Exercise, even if it's just doing jumping jacks, [push-ups](#), or even pushing your hands together or stretching.
17. **Ask for small favours if you're settled in for a long captivity. Gradually ask for small accommodations** - request a heavier blanket, for example, or a newspaper. Keep requests small, at least initially, and space them far apart. You can make your captivity more comfortable and make yourself more human to your captors.
18. **Watch out for warning signs.** If your captors decide to kill you, you need to know as soon as possible so that you can plan an escape. If they suddenly stop feeding you, if they treat you more harshly (dehumanising you), if they suddenly seem desperate or frightened, or if other hostages are being released but your captors don't appear to intend to release you, be ready to make your best move.
19. **Try to escape only if the time is right.** When is the right time to escape? Sometimes it's safest to just wait to be freed or rescued. However, if the perfect situation presents itself--if you have a solid plan and are almost certain that you can successfully escape--you should take advantage of the opportunity. You should also attempt to escape, even if your chances are not good, if you are reasonably certain that your captors are going to kill you.
20. **Stay out of the way if a rescue attempt is made. Aside from the first few minutes of an abduction, the rescue attempt is the most dangerous time in a hostage situation.** Your captors may become desperate and attempt to use you as a shield, or they may simply decide to kill any hostages. Even if your captors are taken by surprise, you could be killed by the actions of police or soldiers, who may use explosives and heavy firepower to enter a building. When a rescue attempt occurs, try to hide from your captors, if possible. Stay low, and protect your head with your hands, or try to get behind some kind of protective barrier (under a desk or table, for example or a bathtub). Don't make sudden movements when armed rescuers burst in.

