



HAPA Safety and Security Policy,

July 2016.

1. INTRODUCTION

Providing assistance to civilians amid conflict or generalized violence has always been dangerous and difficult. HAPA has long experience with security-driven adaptations to their traditional means of programming. The operational presence of aid organizations in conflict areas increased, they faced a range of threats, including collateral violence, the presence of armed opposition groups, and generalized crime and violence. In response, the organizations variously employed low visibility and increased reliance on national staff, local agencies and private contractors. They also invested in collective principled approaches to negotiated access, established common 'red lines', and made partnership arrangements with local authorities.

1.1 Objectives and research questions

The objective of this manual is to:

- Provide a rigorous review of current evidence relating to HAPA operations in insecure environments;
- Identify the most relevant lessons and best practices on the effective delivery of aid in insecure environments, based on current knowledge;
- Comment on methods for assessing the relative effectiveness of different approaches to aid delivery in insecure environments – how to define 'what works'; and
- Identify the most pressing gaps in evidence, to enable priority-setting in the commissioning of new research.

2. DEFINITIONS

Director: Director is designated by a Board of Directors and will represent the HAPA within a geographical area or building. The Director will have decision making authority, in consultation with management, Secretary and/or Department heads.

Incident Response Team: Members of management and/or staff appointed and trained to respond to all emergency situations within their facility in support of the Director.

Disaster Recovery Team: Effective disaster recovery requires a team-coordinated approach. Personnel involved in disaster recovery planning and response are: Designated Essential Employees, Senior Teams, Finance, Division Business Offices, program administrators and

Safety and Security Workplace Committee: A Safety and Security Workplace Committee is a key element to achieving continuous improvement in a safety and security. The purpose of a safety and security committee is to regularly bring workers and management together in a non-adversarial, cooperative effort to promote safety and security in the workplace. The committee

assists the managers and makes recommendations for change regarding safety and security issues. The committee's primary focus is to detect and correct workplace hazards.

The specific functions of the safety committee are to:

- ☒ Detect hazards;
- ☒ Analyze and solve problems; and
- ☒ Assist in the management of safety and security.

The specific duties of the safety committee include:

- ☒ Facilitate cooperation between an management and employees in initiating, developing, carrying out and monitoring measures designed to ensure the health, safety and welfare of employees;
- ☒ Assist in the resolution of safety and security issues at the workplace;
- ☒ Assist in the formulation and dissemination (in appropriate languages) of policies, practices and procedures that promote a safe and secure workplace;
- ☒ Assist with the development of accident and investigative reporting procedures; and
- ☒ Advise the employer on any proposed or actual changes to health and safety policies, practices and procedures at the workplace.
- ☒ Committees may also carry out additional duties specific to their own organizations.

3. APPROACHES TO SECURE ACCESS

In recent years, HAPA has significantly changed their approaches to providing aid in highly insecure environments. To protect their staff and beneficiaries against security threats posed by armed groups and criminal gangs, humanitarian organizations have restricted staff movements in highly volatile contexts while also investing a range of other strategies.

3.1 Policy, planning and design

HAPA on aid delivery in highly insecure environments underscores the importance of preparedness. HAPA found that for the most part, the initial decision to shift to remote management remains 'a reactive one rather than part of a planned strategy'. Despite this, program evaluation, donor policy review and good practice guide consulted for this review has highlighted the need for improved preparedness and project planning.

3.2 Site and Distribution Point selection

The Director will determine appropriate residence, office, and hotel/guesthouse locations for the lodging of staff and site for distribution of Aid to beneficiaries. The most effective site selection follows a thorough security assessment. Proper evaluation should be done to evaluate a prospective facility or residence and recommend modifications as required by the area's current security environment and risk level. Key considerations when selecting a facility location include:

- ☒ Choose a site close to a main road.
- ☒ Ensure there is quick access to at least two departure routes,
- ☒ Ensure adequate fire exits. The use of bars, grates and locks can make exits in case of fire problematic and make well-marked fire exits even more important.
- ☒ Examine the risks from natural hazards - especially fires, floods, and wind. For tall buildings, the threat from earthquakes is particularly important to consider.

- ☑ Cluster with other NGOs if possible.
- ☑ Ensure adequate secure parking.

3.3 Site and Distribution Point Management

3.3.1 Site Management

Prior to program implementation, all operational facilities and residences will be provided with appropriate security and safety equipment. Site management guidelines for all offices, regardless of risk level, include:

- ☑ Ensure facility is self-contained with ample supplies of fuel, food, and water. If possible, sites should be chosen with alternate sources of power and water.
- ☑ Install a back-up generator if appropriate and conduct regular testing and maintenance.
- ☑ Protect fuel storage containers. If fuel, oil, or other flammable substances are kept inside the compound, store them in remote areas and below ground level if possible.
- ☑ Protect radio equipment by keeping it in the main shelter.
- ☑ when possible, erect double fencing around all facilities with alternative exits/entrances and increase exterior lighting.
- ☑ Protect water tanks by locating them inside the compound and locking the lid if possible.
- ☑ if using armed guards, give clear instructions and define limits of authority. Appoint a senior guard to be in charge of the guard force. Provide identifying clothing and proper security and safety equipment. Allow guards access to shelter and toilet facilities.
- ☑ Establish policies and procedures detailing who has access to what, when and under which circumstances. These policies should address both staff and beneficiaries, during the workday and after hours.
- ☑ Familiarize all staff with emergency exit procedures and rendezvous points.
- ☑ Ensure that procedures in the event of a bomb threat are reviewed and posted at each phone.
- ☑ ensure that office procedures for local disturbances or incidents, including natural disasters, are in place and reviewed with staff.
- ☑ Injuries and property loss from fire and electrical shock are far more common than from crime or instability. Most can be avoided if the Country Office implements simple safety procedures and a regular schedule of inspection. Install fire-fighting equipment in an accessible location and check/service annually. Train all staff in use of fire extinguishers and basic fire drills.
- ☑ Install a first-aid kit in an accessible location and keep it well stocked.
- ☑ Secure and lock up all documents of a sensitive nature. In particular, political- or security-related materials should be kept separate from other files and access restricted

3.3.2 Distribution Point Management

Prior to aid distribution in beneficiaries, all operational facilities will be provided with appropriate security and safety equipment. The following security measure should be taken on date of distribution of aid.

- ☑ Choose the distribution point near to main road.

- ☑ Ensure there is quick access to at least two departure routes,
- ☑ Ensure sites close to police or military compounds.
- ☑ Install a back-up generator if appropriate and conduct regular testing and maintenance.
- ☑ the use of armed guards should be considered on the day of distribution of aid. Although situations vary, in most cases it is preferable to use an established security firm.
- ☑ Request help from the local police or military on the day of distribution.
- ☑ Plan the distribution of aid in the presence on community elders and Provincial/district officials.
- Ensure that community elders and district officials should be present on the day of distribution of aid to beneficiaries.

4. SECURITY CONCERNS REGARDING PROJECT STAFF AND BENEFICIARIES

Keeping in view the current security situation in Afghanistan, HAPA has not to provide security to its own staff only in highly insecure environments. Security of beneficiaries is as much important to HAPA as security of its own staff. To protect HAPA beneficiaries against security threats posed by armed groups and criminal gangs, in all stages from “**Assessment of beneficiaries**” to “**follow up or monitoring and evolution of beneficiaries**”, investing a range of other strategies. These strategies developed by HAPA should be implemented for security of beneficiaries and field staff during the following stages of project.

- ☑ Pre-Assessment step
- ☑ Assessment/Profiling of beneficiaries
- ☑ Distribution
- ☑ Follow up or Monitoring & Evaluation
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4.1 Pre-Assessment step

Before starting the proper assessment and implementation of project, HAPA should take the following steps.

- ☑ Meeting should be held with the provincial/district officials
- ☑ Community elders should be selected with the help of government officials.
- ☑ Assessment tools should be developed with the help of community elders to ensure that assessment tool does not contain any question which may cause any violence and is against the norms and culture of community.
- ☑ Proper plan should be share with provincial/district officials and community elders from the start of assessment to monitoring and evaluation by HAPA or donor agency.

4.2 Assessment/Profiling of beneficiaries

HAPA believe that remote management requires to recruit local staff capable of performing their tasks with minimum direct supervision, which in turn means that

HAPA should invest in staff professional capacity building and development. This can lead to improvements in beneficiary accountability, internal monitoring and reporting. On the other hand, if the capabilities of local staff are not sufficient and if training and capacity building opportunities to meet the scale of prospective projects are not offered, then managers should actively participate in program implementation after complete planning with community elders and provincial/district authorities.

Proper reporting methodology is developed by HAPA for local staff to report to project office to program manager for review. Manager should properly review the report shared by the assessment staff and share the assessment/profiling of beneficiaries with the community elders to avoid the chance of selection of beneficiaries with low vulnerability.

4.3 Distribution

Prior to aid distribution to beneficiaries, HAPA should take consider the following measure for security and accessibility of distribution points.

4.3.1 Security of distribution point

- Depending upon the security risk, sites should be chosen close to police or military compounds. If the security risk is high then sites should be chosen close to police or military but if the security risk is low then avoid choosing site close to police or military.
- The distribution point should be near to main road.
- Ensure there is quick access to at least two departure routes,
- The use of armed guards should be considered on the day of distribution of aid. Although situations vary, in most cases it is preferable to use an established security firm.
- Request help from the local police or military on the day of distribution.
- Plan the distribution of aid in the presence on community elders and Provincial/district officials.
- Ensure that community elders and district officials should be present on the day of distribution of aid to beneficiaries.

4.3.2 Accessibility of distribution point

- Ensure that the distribution point is accessible to the security agencies (Police and Military) for quick response to any insurgent activity by armed groups or criminal gangs
- Ensure that distribution point is easily accessible to maximum beneficiaries.
- Selection of distribution point should be on the basis of cost of transportation of Aid distributed to beneficiaries from the distribution point to their shelter.

4.4 Monitoring & Evaluation

Monitoring and evaluation is very difficult in highly insecure environments. Key concerns in remote project implementation and in insecure environments are lack of quality control as well as less accountability and potential corruption. In insecure environments monitoring may also be exposed to security risks. Independent monitors have become direct targets of violence The scope of monitoring varies considerably between projects, ranging from a limited focus on program indicators to a more comprehensive approach involving auditing the project, and involving feedback from beneficiaries, contractors, community leaders, as well as the project team.

Much of this has to be done through the use of 'non-traditional' methods – such as hiring external (third-party) monitoring agencies and consultants; independent beneficiary feedback systems and reference groups; community feedback mechanisms and local authority monitors. To overcome the constraints of physical access M&E team should take advantage of mobile communications technology

5. TRANSPORTATION PERSONAL AND PUBLIC

HAPA employees must engage in a daily commute to our workplaces. Some employees are also required to travel to field and field offices and accomplish job responsibilities. Whether on your daily commute or on active travel status, please are mindful of the following safety guidelines:

5.1 Personal Transportation

- Always know where you are, know your surroundings.
- Always be aware of what is going on around you.
- If you are attacked, do something to draw attention to yourself.
- After normal working hours, Security may be able to escort you a partial way or to your vehicle. When you get into your vehicle, lock your doors; the security officer will not leave you until you drive away safely.
- Never drive around with your doors unlocked and keep windows rolled up.
- If you stop, and someone walks up to your vehicle and it makes you feel uncomfortable draw attention to your vehicle and yourself. Lay on the horn.
- Leave the area and call the police immediately.
- Always remember to get a good description of the suspect and remember where and at what time the incident occurred.

5.1.1 upon witnessing attack, carjacking and/or kidnapping:

- Do not draw attention to yourself.
- Call Police
- Do not attempt to intervene.
- Get descriptions of the Suspect(s), Victim(s), Weapons(s), Vehicle(s).
- Remember direction of travel.
- Give detailed information to security over the phone or in person.
- Wait in the vicinity for police assistance to arrive.

5.2 Public Transportation

- Plan your trip
- "Call backs" are a good idea. Advice a family member, friend or co-worker of your travel route and time. Call them when you arrive safely.
- Have your exact fare ready before you leave your home, office or a store.
- Use a busy and well-lighted bus stop to get on and off a bus. If you must wait, stay near the attendant's stand or in a well-lighted area.
- Find a seat on the aisle if possible. Sit near the driver or operator, but avoid sitting right next to the door.
- Don't doze off on a bus or become too engrossed in a book.
- Keep your purse, shopping bag, backpack, packages or other belongings in Your lap, on your arm, or between your feet. Do not leave them on an empty seat.

- Avoid displaying expensive looking watches, rings, necklaces or other jewelry.
- Be wary of noisy passengers arguing or causing a commotion. This could be staged to distract you while others are trying to steal your valuables.
- Observe the behavior of those around you. If you feel uneasy or threatened, change your seat or alert the driver.
- Minimize the chances of losing your property by avoiding crowded buses.

6. BOMB THREAT

While most threats are false or misleading and designed to disrupt work or school, there is always the potential that the threat is real. This protocol is intended to provide guidance to employees and managers who may be faced with a bomb threat.

6.1 Receipt of a Bomb Threat

- In the event of a written threat, all written materials should be collected and handled as little as possible to preserve any fingerprints that may exist.
- The person receiving a phone threat should make every effort to gather as much information as possible about the caller and the suspected device.
- The person receiving the bomb threat should keep the caller on the phone as long as possible.
- Record every detail, including caller ID information, on what extension the call was received, and the time of the call. Management should be notified immediately in the event of the bomb threat.

6.1.1 After the Threat has been received

- The receiver of the call or a co-worker should notify a supervisor, who is then responsible for notifying the Director and calling Police Number.
- The receiver of the call should immediately bring all information about the bomb threat to the Director and the responding police department. The Director should identify him/herself to law enforcement and brief the responding officer on the current status of the incident.

6.1.2 Bomb Threat Management

- Members of Security and Incident Response Team may be asked to assist the Director. Additionally, maintenance and custodial staff members will be contacted to assist as needed.
- The Director has the authority to decide to evacuate or not to evacuate, and if so, to re-enter the building. The manager in charge in conjunction with law enforcement officials will assess the bomb threat to make an informed decision about how to proceed.
- the decision to search and/or evacuate will be made by the Director after evaluating these factors:

- Seriousness/Circumstances, credibility of the threat
- Available resources to react/respond to the threat
- Operational impact
- Planned events of the day
- Number of other recent unsubstantiated threats to the area
- Whether suspicious items or packages have been observed for any period of time.
- The location of the threatened building
- The content of the threat itself.
- How detailed in nature was the threat.

6.1.3 Evacuation/Search

- Without unduly delaying evacuation, employees in the affected building should quickly search their work areas (desk, office space) for anything or anyone that looks unusual or suspicious prior to leaving the building. The employees should not touch or move anything that looks suspicious. The employees will exit the building and report to a pre-determined meeting point and report their findings to a supervisor, who will notify the Director, and remain at the designated meeting place until released by the Director or are told to reoccupy the building by the Director.
- Search team with the assistance of police or security agencies will conduct a search of the facility and surrounding area. Search functions will start and end at a designated area to account for all search team members.
- Do not use radios or cell phones during a search operation.
- Law enforcement will advise and assist as appropriate. It is imperative that everyone comply with any instructions from the responding law enforcement officer, he assesses the potential danger and/or assists with the search.
- If applicable, law enforcement/security will help secure the entrances to the building, prohibiting entry until authorization has been given by the Director.

6.1.4 Building Re-entry

- The building should not be re occupied by employees or the public until the search team has completed a search of the building and premises and clearance has been given by the Director.
- If employees are allowed to reoccupy the building, the employees should again search their work areas before continuing work and immediately report anything new or suspicious

7. CIVIL DISTURBANCE

A civil disturbance is defined as the presence and result of a riot, a protest, a physical commotion or a need for crowd control.

7.1 Upon awareness of a civil disturbance:

☑ Remain calm. Contact Security and/or your Director. Do not draw any attention to yourself.

☑ Director and/or Security will establish contact with the appropriate law enforcement unit(s) and will provide the following information:

- Type of event:
- Location:
- Size of group:
- Identity of the groups' leader(s) (if possible):
- Any visible weapons:
- Types of vehicles and license plate numbers:
 - Leave the immediate area of the disturbance for your own safety.
 - Keep yourself and co-workers away from the situation for their own safety. If you are in your work area and not in the immediate area of the situation remain in your work area unless directed to relocate.
 - Avoid window areas; draw window blinds and keep curtains closed.
 - Director and/or Security will notify your office when the situation is controlled.

8. EARTHQUAKE EMERGENCY

Although earthquakes are rare, Earthquakes strike without warning and the major shock is usually followed by numerous, aftershocks, which may last for weeks or months. An earthquake's effect on buildings will vary from building to building. Fire alarm or sprinkler systems may be activated by the shaking. Elevators and stairways will need to be inspected for damage before they can be used.

The major threat of injury during an earthquake is from falling objects and debris, and many injuries are sustained while entering or leaving buildings. Therefore, it is important to remain inside the building and quickly move away from windows, glass and free standing partitions and shelves. Take cover under a sturdy desk or table, in a doorway, or against an inside wall until the shaking stops.

8.1 Procedures

- After shaking stops, check for injuries, and render first aid if you are able
- If ordered by DIRECTOR, evacuate.
- Do not return to building.
- Keep a safe distance from any downed power lines.
- Stay alert for aftershocks
- DIRECTOR will issue further instructions.

8.2 Drop and Cover Procedures

8.2.1 inside Building

- Get under desk or table or other sturdy furniture with back to windows.
- ☒ If not near any furniture, sit in a corner or with back against a wall with back to windows.

- ☑ Drop to knees, clasp both hands behind neck, bury face in arms, make body as small as possible, close eyes, and cover ears with forearms.
- ☑ If jackets or other non-breakable objects are handy, hold over head for added protection.
- ☑ Stay away from windows, bookcases, or other heavy objects.
- ☑ Maintain position until shaking stops.

8.2.2 outside Building

- ☑ Assume DROP AND COVER position in an open space.
- Maintain position until shaking stops.
- ☑ Move away from buildings, trees, overhead wires, and poles.
- ☑ Do NOT enter building until it is determined to be safe.

8.2.3 If trapped inside after an earthquake:

- ☑ Replace all telephone receivers.
- ☑ Identify working forms of communication – cell phones, office phones, etc.
- ☑ Turn on the radio for information. A radio with back-up battery is suggested in case electric power is disrupted.
- ☑ Evaluate situation and coordinate actions with co-workers and other building tenants.
- ☑ do not move debris or objects – it may trigger the collapse of a nearby structure.
- ☑ Assess area for gas or liquid leaks or other hazards in your area, if hazards are located provide location, if safe to do so, to co-workers and others in the area.
- ☑ if power outage, do not use candles or lighters until determined safe to do so.
- ☑ Check for fires and extinguish fires if at all possible.
- ☑ Power down computers and lamps. Do not turn on light switches or appliances.
- ☑ do not flush toilets until authorized by building management.
- ☑ If trapped, listen for emergency evacuation teams -- above you, below you and around you.
- ☑ remain calm and encourage others to do the same. Help is on the way.

9. FIRE EMERGENCY

- Before a fire occurs, familiarize yourself with this section and refer to the Disaster Recovery plans for additional instructions.

9.1 Upon discovery of a fire, take the following action:

- ☑ Pull the fire alarm. See your floor plan.
- ☑ Proceed to the nearest stairwell and exit the building.

9.2 During evacuation, follow these fire safety procedures:

- ☑ Use the stairwell exits only.
- ☑ Do not use the elevators!

- ☒ Keep doors closed, especially in the stairwells.
- ☒ do not attempt to fight the fire.
- ☒ Stay low – air is cooler and cleaner closer to the floor
- ☒ If caught in heavy smoke, take short breaths and crawl to escape.
- ☒ Hold a wet cloth over your mouth and nose – use coffee filters, clothing, etc.
- ☒ Test doors by using the back of your hand before opening.
- Do not open warm doors. Open cool doors slowly; close quickly
- ☒ If you encounter smoke or flames. Use another escape route.
- ☒ Should your clothing catch fire, Do Not Run. Stop, drop, cover face with hands and roll until fire is out.
- ☒ Exit the building – do not attempt re-entry until advised it is safe to return.

9.3 If trapped inside during a fire emergency:

- ☒ do not break windows.
 - ☒ Keep doors closed.
 - ☒ Stuff cracks around doors and vents to keep smoke out.
- Anticipate low or no visibility – do not panic.
 - If caught in heavy smoke, take short breaths and crawl to escape.
 - Stay low – air is cooler and cleaner closer to the floor.
 - Hold a wet cloth over your mouth and nose – use coffee filters, clothing, etc.
 - Listen for emergency evacuation teams.
 - Remain calm and encourage others to do the same. Help is on the way.
 - Wait at a window and signal for help with a flashlight or by waving a light-colored cloth.

9.4 Do not panic:

Stay calm during a fire emergency. Several fire safety elements exist in most buildings to protect the tenants of the building such as fire alarm/monitoring systems, sprinkler systems, etc.

10. MEDICAL EMERGENCY

10.1 Reporting a medical emergency:

- Notify Building Security/Building Safety and Director at _____ and provide the following information:
- Location of injured or ill person (address, floor number).
- Any details available about the accident or illness.
- Name of injured/ill person.

If Building Security is unavailable, call Emergency Number available at office and provide the following information:

- Location of injured or ill person (address, floor number).
- Any details available about the accident or illness.
- Name of injured/ill person.

10.2 Take the following action.

In the event of a medical emergency:

- Do not move the injured or ill employee.
- Try to make the person more comfortable. Cover with coat or blanket.

11. SUSPICIOUS PERSON

The day-to-day operations of The HAPA require the interaction with internal and external customers. Employees are encouraged to be aware of their work surroundings, co-workers, guests, and unexpected persons in their work areas and to respond appropriately.

11.1 Action Required

If you encounter a suspicious person in your work area, take the following action:

- If the person appears approachable, ask, "Can I help you? Are you here to meet with someone?"
- If the response seems odd or vague, do not argue or continue the discussion, provide a polite response and move on. Immediately notify Police/Law enforcement agency
- If the person appears unapproachable, do not attempt to make contact. Immediately notify Police/Law enforcement agency
- If a suspicious person approaches you or a co-worker, be polite and listen to the person's concerns. A nearby co-worker should immediately contact Police/Law enforcement agency
- Provide a description of the suspicious person, making note of the following:

- Race (Local, Black, Hispanic, Asian, Indian, Middle Eastern)
- Gender (Male, Female)
- Hair features (blonde/black -- long/short -- wavy/straight)
- Facial features (glasses, mustache, and beard)
- Clothing (shirt color, pants color)
- Location where person was last seen.
 - If safe to do so, observe, at a distance, the movement of the suspicious person. Do not attempt to make further contact. Security will locate the person, determine the person's purpose in the building, and if appropriate, remove him/her from the building.

11.2 Suspicious Activity:

If you witness an activity at your building or in your work area that seems abnormal and not easily explained, share your observation with your supervisor and notify Police/Law enforcement agency

11.3 A Hostile Intruder(s):

A hostile intruder is a person (s) who participates in a random or systematic action demonstrating their intent to harm others. The person(s) may use firearms, explosives, knives, etc. to effect mass murder rather than engage in other criminal contact.

Hostile Intruder situations may constitute a life threatening situation. Above all, protect yourself, and remain calm. Other employees may look to you as a role model and leader. In the event that an intruder enters a HAPA building, the following guidelines should be followed, unless doing so would present an unreasonable or elevated risk of harm to yourself or others:

- If you discover a hostile intruder, you should immediately Police/Law enforcement agency and provide as much information as possible.
- You should NOT activate the fire alarms, as doing so is likely to cause people to move from safety.
- Attempt to move from open areas to a place of cover, concealment and security.
- If outdoors, you should move inside or take cover, by crouching or lying down behind substantial objects.
- If inside, move to the closest room, close and lock the door.
- Turn off lights.
- Close windows and shades/curtains.
- Stay away from and out of sight of any doors or windows.
- Stay calm and quiet.
- Remain in shelter until contacted by senior staff member(s), or instructed by Security or law enforcement personnel.

11.3.1 Interaction with Law enforcement:

- Police entry into the building may or may not be announced.
- Police will be responding and reacting based on their training and the situation.
- Follow all police instructions promptly and help any co-workers who need assistance.
- Information that you provide to law enforcement could be very important to the safety of your co-workers. Expect and cooperate with police interviews.

11.3.2 What if I encounter the Intruder?

- Remain as calm and quiet as possible.
- Observe reasonable requests by the intruder but do not volunteer anything.

11.3.3 If you find yourself in a hostage situation:

- Try to stay calm.
- Follow instructions of the hostage taker(s).
- Speak only when spoken to.
- Don't make suggestions.
- Try to rest.

- Be observant.
- Be prepared to speak on the phone, you may be forced to do so.
- Don't be argumentative and treat the hostage taker as normal as possible.
- Be patient.
- If police assault, drop to the floor and take cover under anything available.

11.3.4 If you attempt to risk an escape, ask yourself:

- Can I do so quickly, quietly and above all safely?
- Have I sufficiently studied the hostage takers pattern of behavior to give me a good chance of escape?
- Will my absence be noticed?
- Will my escape endanger the remaining hostages?
- A very small percentage of hostages are killed or wounded by the hostage taker.