

## **Crisis/Terrorism Management (abridged)**

These guidelines are designed to aid YWAM missionaries in preparing for and responding to crises. While it is vitally important to be prepared, it is equally important not to over-react or panic. The missionary should always maintain the highest level of faith and calmness, while being realistic and prepared for potentially dangerous situations.

Differing political climates, local laws and customs, natural environment and a wide range of other variables make it impossible to apply a simple standard of security precautions internationally. It is, therefore, essential that each national leadership team be dynamic in further developing these security precautions and guidelines for your crisis related potentialities in order to respond effectively to the ever-changing level of risk and danger.

### **YWAM International defines a "Crisis" as:**

"A real or impending situation which is, or has the immediate potential of, creating an unacceptable degree of danger to personnel, the functioning of the mission and its related overseas entities."

### **RISK DEFINITION**

#### 1. High - high risk

There is a high possibility and potentially serious impact. The threat is serious and forced entries and assaults on residents are common or an active terrorist threat exists.

#### 2. Medium - high risk

There is a high possibility, but the impact is relatively less severe. The threat is moderate with forced entries and some assaults on residents occurring, or the area has potential for terrorist activity.

#### 3. Medium - low risk

There would be a high impact, but the risk is relatively low. The threat is minimal and forced entry of residences, and assault of occupants, is not common. There is no known terrorist threat.

#### 4. Low - low

There is relatively little risk and it would have little overall impact.

### **PRE-CRISIS PLANNING**

Make copies of personal papers for all family members, local personnel file, and yourself to be carried with you when moving from one locale to another. Who is the emergency contact? Where will you go? What are your resources there? What will you take in rapid evacuation? What is your financial status? Be sure to have a pre arranged meeting place to flee to in case of emergency. If you are in a high risk area be sure to always have a plan of escape. If an attack occurs follow your plan of action, or if that is not possible drop to the floor or attempt to hide behind something solid, do not move unless it be on your stomach. If crawling, look out for broken glass and what not.

### **WHEN WORD IS GIVEN, GO TO PRE-ARRANGED GATHERING POINTS.**

As soon as the situation presents itself leave the hostile area and meet at the pre-arranged gathering points. **STAY IN SAFE AREA - STAY HOME**

### **STEPS TO TAKE IN UNSTABLE POLITICAL SITUATIONS**

- The public profile of the worker In times of danger it is especially important to maintain a low profile.
- Vary your daily schedule and travel patterns Especially during critical times of political stress or civil unrest. Particularly you should avoid routine activities performed in solitude (e.g. jogging).
- Notice unusual behavior or activity Seek help before "checking on unusual situations".
- Maintain a simple lifestyle. In general, workers should attempt to maintain a low-key natural style of life which does not draw attention to obvious cultural, social or financial differences.
- Avoid provocative political statements. They could well make you a target. Adherence to the stated policy of nonpolitical involvement will help you avoid being the target of extremists.
- Maintain daily, pleasant relationships. Studies show that extremists focus their activities on victims whom they dislike, when they have a choice.
- Clarify your values before entering this country. Decide now that life is more important than possessions.
- If you are seized, maintain a Christian perspective. Remember, you are an Ambassador for Christ

no matter what your situation and no matter who may control your immediate fate.

--Be willing to put aside any "strong" image. Victims who become openly angry or who lose calm control of themselves tend to be injured or killed.

--Police or military intervention. When, and if, police or military intervene, obey their orders immediately and exactly. The moment of intervention is often the most dangerous moment.

--In the event of captivity Should you be taken captive for any reason, establish a relationship with your captors. Terrorists are humans too, and tend to be more compassionate toward those who are willing to reveal genuine humanity.

--Resistance and/or escape are seldom possible. Passive acceptance of the insult of being a victim may save your life.

--Maintain hope. Most victims live. Only three percent (3%) of business men, including diplomats, kidnapped by terrorists since 1970 have been killed. Statistics show that those who survive the first 72 hours usually live and are released.

--If you are in a closed country it is possible that you may be followed, DO NOT attempt to lose the person following you unless it may endanger your life or the life of a friend.

### **ATTEMPTED COUP**

If a coup is attempted attempt to follow these steps:

--Remain at your present location until you receive further instructions from your security coordinator or local embassy. Under no circumstances should any individual go to the troubled area(s) to find out what is taking place.

--Stay away from windows to avoid sniper fire. If possible, relocate to a room that offers the greatest degree of safety from outside gunfire. When necessary, seek added protection by lying on the floor behind a durable piece of furniture. Stay aware of possible routes for emergency egress in the event of forced evacuation, and keep an emergency bag with important documents nearby.

--If you are in the open or on a street, seek cover and stay close to the ground.

--If possible, stay in contact with your local embassy or security coordinator.

--When the situation presents itself attempt to leave the country, violence may begin at any time against the government, foreigners, or those that supported the government that was in place.

### **HOSTAGE SITUATION**

--Do not resist capture or kidnapping unless the situation allows for the opportunity to escape.

--Remember that the terrorists want you alive, do not provoke their anger.

--Fear is the most important tool of terrorists, keep cool if possible and keep your wits sharpened in case of rescue.

**NOTE: YWAM is opposed to the payment of ransom.**