











Session 8	Staff Travel & Movements	 Duration: 45 mins
<p>Session Summary</p> <p>This session examines the risks associated with staff travel and movements, outlines basic preparation measures and essential procedures for travelling in the operating context, and draws attention to the actions and behaviours required to minimise risks with checkpoints.</p>		
<p>Session Objectives</p> <p> • Outline the preparation required when planning travel within the local area and project sites.</p> <p>• Explain essential security, safety and communication procedures required while travelling.</p> <p>• Discuss the risks associated with checkpoints and outline appropriate actions and behaviours to adopt.</p>		
<p>Learning Outcomes</p> <p>By the end of this session participants should be able to:</p> <p> • Recall basic precautions, and security and safety procedures for staff travel and movements within the operating context.</p>		
<p>Supporting Material</p> <p> • GISF Security to go: a risk management toolkit for humanitarian aid agencies – Module 10</p>		
Time	Suggested Activities	Resources
2 mins	<p>Introduction</p> <p>Introduce the session and provide a brief overview of what this session will cover.</p>	<ul style="list-style-type: none"> • S.8 Staff Travel & Movements Presentation – Slide 1
3 mins	<p>Threats</p> <p>Identify the range of threats that may affect staff while travelling within the operating context.</p> <p> Ask participants: <i>What threats do you face while travelling in the areas you work?</i></p> <p>Capture suggestions on a flip chart, and add threats not raised by participants. Draw attention to any specific incidents that have affected your organisation, or others in the same location.</p> <p>Explain why preparation and planning is key to safe and secure staff movements.</p> <p> The greatest risks to staff often occur when they moving to and from project sites or visiting communities. Most incidents such as ambushes, shootings, carjacking, abductions or landmines occur while travelling in project areas, and this is often when staff are most exposed as they have less control over their surroundings. Preparation and planning are the key to safe and secure staff movements.</p>	
5mins	Basic Preparations	<ul style="list-style-type: none"> • Slide 2

	<p>Highlight the basic preparation measures that staff should undertake prior to travelling in the operating context. Adapt the list on the slide to reflect the operating environment and include any specific requirements within that location. If an internal training, draw attention to your organisation's requirements.</p> <p> Be prepared! Know the risks, and plan accordingly.</p>	
5 mins	<p>On the Road</p> <p>Briefly explain the essential measures and behaviours they should adhere to while travelling between offices and project areas. Adapt the list on the slide to reflect the operating environment and include any specific requirements within that location.</p>	<ul style="list-style-type: none"> • Slide 3
5 mins	<p>Communications</p> <p>Highlight the main communication equipment/systems used locally. Explain the communication procedures they should adhere to while travelling between offices and in the different project areas. . Adapt the list on the slide to include any specific requirements within that location.</p>	<ul style="list-style-type: none"> • Slide 4
15 mins	<p><i>ACTIVITY:</i> Negotiating Checkpoints</p> <p>Explain that you are going to show some short video clips of different checkpoint/roadblock scenarios – formal, informal and an aggressive vehicle stop. Group the participants in pairs, ask them to observe each situation, the behaviours of the checkpoint personnel/armed men and to consider how they would respond and how they would try to negotiate access if they were in the vehicle.</p> <p>After each video clip, solicit responses from different participants pairs. Then discuss with all participants the risks associated with the scenario, how the situation could be handled and what they should do when faced with a similar scenario in their local context. For example, highlight how uniforms and behaviour can help to determine the risks, the implications of legal/illegal or formal/informal checkpoints and roadblocks, the affiliations and potential intentions of those operating it, when to be assertive or passive, and the role of emotions in negotiation.</p> <p>Draw attention to need to be aware of and plan for different checkpoint/roadblocks in the operating context and appropriate behaviour. Explain how checkpoint situations can easily escalate, and how they can be avoided. Once you have finished reviewing the video clips, present the checkpoint slides.</p>	<ul style="list-style-type: none"> • GISF Negotiating Checkpoints & Roadblock video clips (Link). Password: gisfaccess
10 mins	<p>Checkpoints</p> <p>Explain the challenges posed by checkpoints within the operating context, draw attention to the different types, who operates them, their attitude, and the accepted procedures.</p> <p> Checkpoints are frequently found on the edges of towns and cities, and at border crossings, bridges, and airports. In most cases,</p>	<ul style="list-style-type: none"> • Slides 6-7

NGO vehicles will pass easily through military or police checkpoints. However, some checkpoints may be more suspicious of NGOs or become threatening situations which can escalate if not handled properly. It is vital that staff treat all checkpoints with caution.

Discuss the different approaches to negotiating checkpoints and highlight the benefits of an adaptive approach, as opposed to either a submissive or aggressive approach.



- Submissive approach – limited interaction, comply with any request or demand. If access denied, do not challenge decision.
- Aggressive approach – dismissive interaction, demonstrate frustration with any delay or requests. If access denied, push authority to travel, and threaten to speak to someone more senior.
- Adaptive approach – conversational interaction, compliant but question inappropriate demands or request. If access denied, ask to speak to a senior officer, explain reason for travel and seek information on why access denied.

Outline some of the essential measures staff should take to minimise risk to themselves and their colleagues when approaching checkpoints. Adapt the list on the slides to reflect any specific requirements or differences within that location.