

International Community Development Expeditions - Briefing Pack



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1 - EXPEDITIONS AND PROJECTS

In recent years public awareness of the conditions faced by people in developing countries has increased greatly as a result of media coverage. There has also been a growing awareness and practical concern within The Scout Association which has led to a variety of educational/fund raising campaigns and practical projects in partnership with other Scout Associations and aid agencies such as UNICEF and Save the Children Fund.

The truly international nature of the Scout Movement is evident from the fact that 70% of the member associations of the World Organization operate in developing nations. Scouts take an active role in the development of their countries through projects such as health and immunisation, water and sanitation, human resettlement programmes, craft workshops and agricultural training. By providing practical training in these areas Scouting helps to prepare young people to take a constructive place in society.

In the United Kingdom we have an opportunity to help our young people appreciate global issues and to understand the problems of developing countries. One way in which Scouting can help achieve this is to undertake practical projects abroad as partners with local Scouts and communities.

A wide range of expeditions has been carried out: helping refugees in Hong Kong, building projects in Ghana and Lesotho and working with the handicapped in Mauritius. National projects have helped refurbish clinics in Nepal and provide water and sanitation in Sri Lanka. In Kenya there

has been a growing programme over a number of years creating income generation projects, the construction of water and sanitation systems and community hospitals/clinics.

It is expected that more expeditions will take place in the future. These notes are intended to give guidance to those considering such projects. They are designed as preliminary notes only; there is no substitute for experience in this area and the International Office is able to provide details of those who have undertaken previous expeditions through the UK-Africa Scout Fellowship set up by the International Commissioner.

The Value of Community Development Projects

These projects offer the opportunity to experience at first hand life in a developing country. In line with the aims of The Scout Association, the purpose of Scout involvement is an educational one. Here is an opportunity to appreciate the reality of life, to challenge ideas and prejudices, seeing a new perspective.

Scouting aims to help young people to be involved in the community and to develop an international understanding. Working with a community abroad is an important application of this and experiences can be shared with those who support the expedition.

The work completed by expeditions in partnership with the host community has often been substantial, providing the stimulus for ongoing self help.

A number of factors need careful consideration before entering into such a project. It must be

realised that it will involve a long term commitment and is a major undertaking both in terms of time and resources. Because the expedition will bring young people face to face with a developing community, much sensitivity is required and there is a potential for harm if arrangements fail.

The financial cost of an expedition is an important factor. Is the project really the best way of helping? Could the finance be better used in other ways? The expedition may well generate finance, interest by local community groups and companies which would not otherwise be channelled into development.

It is important to have some practical contribution or skill which can be passed on to the host community. Enthusiasm and concern for the plight of those living in less developed countries and the overwhelming desire to do something are not necessarily enough in themselves to make a practical contribution in the field. Unskilled labour is one thing that developing countries do not lack.

This is the main reason why many overseas aid agencies are not keen on directly supporting Scout projects. Another is that supporting such visits is likely to involve extra work for already overworked fieldworkers. It is very important not to lose sight of the educational aspect of the project which is Scouting's main objective. The most useful projects are not necessarily vast building programmes; they often result from the sharing of knowledge and the catalyst effect of an incoming group of young people.

Agencies involved in development may also be wary of groups of young people who express interest in "community service". This is because most successful and long-lasting projects fully involve the local community. A project team which builds many new latrines or wells but does not work in partnership with the local community will achieve nothing if the new facilities are not used. It is therefore a very important principle that projects should meet real needs, and fully involve the local community.

These considerations are not presented to dissuade, but rather to ensure that a realistic

discussion takes place when deciding on a project.

We should aim to "help people help themselves" rather than think that we have some superior contribution to make. In this way the experience becomes not only one of serving others, but presents us with the opportunity to learn about and appreciate a different culture.

On speaking of United Kingdom Scouts, Mrs. M Mwangola, Executive Director of the Kenya Water for Health Organisation, said:-

"I work with a great number of international aid organisations helping to develop community development programmes in Kenya. I particularly enjoy working with UK Scouts. They really show they care about communities and development. Not only do they provide resources for projects, they devote countless hours in raising funds, training, educating others and in the physical effort of helping communities to realise their ambitions.

This has a tremendous effect on the community, the enthusiasm of the UK Scouts providing an enormous lift to all of those with whom they work, which lasts long after they leave.

Your young people are excellent ambassadors setting a good example of showing that the people of the UK really care about Africa.

Thank you UK Scouts."

Finding a Project

Despite the great needs that exist, it is not always easy to find a suitable project. The starting point is to evaluate your group's strengths and skills and develop a group feeling for the sort of project you would like to be involved in. At this early stage it is essential to be in touch with your Assistant County/Area Commissioner (International) and the International Office at Gilwell Park. The International Office can give help and support to groups planning community

projects and also attempts to assist coordination by monitoring current expeditions.

Suitable projects have been found through:

1. Existing links or twin towns

A growing number of towns in the United Kingdom are entering into twinning arrangements with towns in developing countries. Such a link enabled a visit to Sierra Leone. Other projects have grown from contacts between churches and ministers working overseas.

2. National Scout Associations

By requests and contacts made by the International Office. This usually involves local as well as UK Scouts. Some Scout Associations, however, have limited resources to work with incoming groups and lack infrastructure to offer much support.

Nevertheless, joint projects with Scout Associations in developing countries are strongly encouraged where possible.

3. Through other expeditions

i.e.: as follow up to a project already initiated. The International Office can provide contacts with recent expeditions.

4. National Scout Projects

Information on current national programmes can be provided by the International Office

5. Aid Agencies

Some established agencies are able to co-operate with expeditions through local workers in developing countries. The International Office maintains links at national level.

BE PREPARED.....

Although it is difficult to generalise, the following notes are an attempt to bring together in brief form the comments of previous expeditions.

Project Planning

It often takes up to two years to organise a project. Difficulty is encountered in communicating with overseas partners and there

may be problems related to Organisation and management. This can be frustrating, but requires sensitive diplomacy with hosts. It is not realistic to expect all detailed plans to be cut and dried before departure as if you were planning an event in the United Kingdom. Cultural differences and misunderstandings are common and must be allowed for. Flexibility is very important and you need to expect the unexpected!

For these reasons it is usually considered vital to have a coordinator who knows the people and the job in hand and who is available on the ground throughout the term of the project. The availability of advice and assistance from somebody who has lived and worked in the area before is also of importance in the planning stage. This might be a leader of a previous expedition or a development worker.

A reconnaissance visit is almost always necessary, as it is not really possible to assess fully how preparations are advancing without meeting the people and having an opportunity to evaluate practical problems and resources on the ground.

A small advance party, to arrive a few days ahead of the main group, may be a useful way to ensure that essential arrangements are made.

Selection

Some expeditions have a firm selection procedure for those who will take part. Others have favoured a form of self-selection or involved a whole Unit. Each of these methods has worked well with different groups, but the Leader will wish to ensure that participants are capable of working well together in difficult circumstances and have the basic health requirements.

Training

Given the educational aims of Scout projects, it is important to raise awareness of the party before they go on an expedition. They can be encouraged to discover more about major factors which cause developing countries to suffer poverty in addition to learning about the area they are visiting. Here is an opportunity for members

to examine their own attitudes to other people and cultures.

In many cases, particular technical or practical skills will be required. Other skills will be needed within the group such as report writing, photography, and catering. Training exercises should also aim to build team skills if the group is to function well in sometimes difficult circumstances.

In view of the isolated locations of many development projects emphasis should be placed on first aid and medical training. A Wilderness First Aid Certificate should be considered.

Fund Raising, Publicity and Education

It is important to use an expedition to inform others about life in the developing world and to stimulate involvement. These projects have achieved much coverage in local and regional media. It may also be possible to consider a "join in" programme or information pack to encourage local Scouts and other community groups to support your project and learn more about the issue involved.

A certain level of personal financial contribution is usually set, often equating to the air fare involved. Participants should be committed to raising the additional funds required by the group. Support has often been given by aid agencies, local community groups and companies. Policy, Organisation and Rules should be consulted regarding fund raising, particularly in relation to appeals for funds which require County/Area or Headquarters approval. Appeals may only be conducted within the District/ County boundary with the approval of the appropriate Commissioner.

Approaches to individual companies within the expedition participants' catchment area should be mounted and tied in to the local publicity. Approaches to bodies such as Chambers of Commerce, Rotary, Round Table or the Sorooptimists may be beneficial as community work and work with young people are areas they frequently support. They may also grant bursaries

to individuals who have difficulty in meeting individual contributions.

Approaches to individual companies can be made both for possible financial support or support in kind. If the expedition is undertaking practical work it may be possible for materials to be supplied or possibly sponsored, e.g. a building company sponsoring the purchase of locally manufactured bricks or prepared timber.

It would be in order to approach National Companies that have their headquarters in the particular catchment area but care should be taken that this does not cut across support already being given by that company in the United Kingdom or possibly prejudice approaches to the overseas element of the company in the project country.

Assistance with specific fund raising problems can be obtained from the Director of Finance at Gilwell Park.

Further Help

Further briefing papers in this series may help you with other aspects of project planning and preparation.

Please make sure you contact the International Office at an early stage of your planning.

2 - LINKS

When working overseas on a community development project it is vital that the host Association is consulted at all stages of the programme. In some cases community development projects are found through personal contact and as a result the host Association is not informed until the last minute. This can cause severe embarrassment to the host Association as local Government Departments will assume that local Scouts have been involved at all stages and may seek consultation at a local level.

Many local development initiatives may not have official approval and thus to embark on such programmes without the approval of local Scouts may cause further difficulties. It should be remembered that many overseas Scout Associations operate in a different political system

and therefore it is important that all projects follow local procedures.

The World Organization of the Scout Movement has a tool available for you to use when considering partnership working. It's entitled the Marrakech Charter, and was most recently updated in 2005. The document provides a definition of partnership in Scouting and establishes some principles:

Partnership in Scouting can be defined as:

The establishment of a voluntary and collaborative relationship to achieve mutual goals and experiences between two or more entities by exchanging and sharing what they have in an educational process or project. They have a common intention which they want to reach within a defined time frame

You can obtain a copy of the Marrakech Charter from www.scout.org

Importantly, the Marrakech Charter deals with issues such as how to ensure that the educational objectives of all parties are being met. The most recently updated version also deals with multilateral partnerships, including those that involve agencies external to Scouting.

SCOUT ASSOCIATIONS

Initial contact with another national Association should always be made through the International Office, even if you have previously had a contact.

When approaching another Association, particularly in a developing country, it should be remembered that their resources are likely to be very limited. Most Associations have a small staff many of whom may be volunteers. The priority of all Associations is to support Scouting within their own country and therefore UK expeditions should be careful not to make heavy demands for support. Apparently simple requests for information, transport or accommodation may place great strain on local Associations and their contacts. Please remember that resources may be diverted from local Scouts to support your expedition.

Communications are often long delayed and the reply you receive may not be what you are expecting.

The host Association should be invited to join you in your project. It is important to try to restrict the number participating to a reasonable figure as volunteers are likely to exceed places available. It is much better to have a smaller group as personal relationships can then develop. As the Scouts participating will be giving up work on family farms etc. provision for catering, transport etc. should be made from the expedition budget.

All expeditions should seek to support local Associations with either practical support in the form of equipment or financial support. A good guideline for such support is 5-10% of development project expenditure. This support should be agreed with the local Association in advance of the expedition's arrival.

Where possible, expeditions should consider an exchange element in their expeditions - inviting representatives from the local community and host Association to visit the UK. If you do this, you should budget on meeting most of the costs, although grants may be available.

The International Team maintains contacts with a number of National Scout Associations, and its priorities are often targeted at a particular region or regions of the world over a given period. Contact is also maintained with the Regional Offices of the World Scout Bureau and they can be of assistance in determining if the idea that you may have for a project will be suitable for the association that you are considering partnering with.

OTHER ORGANISATIONS

Advice should be obtained from the host Scout Association and the International Office regarding proposed partners in development projects.

3 - FINANCIAL ARRANGEMENTS

Good financial management is essential to all projects and when embarking on a community development expedition it is important that clear arrangements are in place from the start.

UK ACCOUNTING

There are strict rules laid down in "Policy, Organisation & Rules" for all accounts. These must be adhered to at all times. There are also strict rules in relation to fund raising which must be followed.

On most community development projects there are usually two separate funds namely:-

Expedition Funds

These cover the personal costs of participants and include items such as airfares, food & accommodation, insurances, excursions etc.

Project Funds

These funds relate directly to the development project and cover such items as materials, freighting charges, local labour and transport.

Clearly all funds donated to the project should be kept entirely separate from expedition funds.

FINANCIAL CONTROL WHILST OVERSEAS

It is most important to establish who is responsible for individual items of expenditure at an early date. The local community should make a contribution to their project. This need not necessarily be a direct financial contribution but could be in the form of food and/or accommodation. You should also stress the importance of community participation in any building work prior to agreeing to a project. General labouring should be donated by the community. The cost of specialist skills, such as hiring stone masons or drivers, should be met from project funds. In so doing you are creating employment and positively supporting the local economy.

To ensure that materials are on site before you arrive it may be necessary to forward finance in advance. This can be done through bank transfer. If you are engaged in a large scale project which cannot be completed during your visit you may wish to arrange stage payments for work in progress. If such an arrangement is entered into, you should insist on accounts and it is a good idea to request photographs of the completed stages.

Local Banking

In the UK we are moving increasingly towards a cashless society. This is not the case in most developing countries. It is quite normal to pay large accounts in cash.

A local bank account is very useful for transferring funds: both stage payments and also in case of emergency. You will find that cheques are not widely accepted, particularly in rural areas.

It is not generally advisable to hold large sums in the currency of most developing countries as there may be restrictions or tax liabilities on large amounts. Most expeditions find travellers cheques the best way of holding funds. These should be spread between party members for security.

Exchange Control

Most developing countries have very strict exchange control regulations. Before departure, be sure to find out from the national Embassy/High Commission what they are and how they affect you. Stick to them!

FINANCIAL ARRANGEMENTS ON SITE

1. No account should be paid without a receipt. If necessary, carry your own receipts.
2. Ensure that a reliable local person is consulted regarding local purchases and prevailing prices.
3. Where a Government agency is involved, "local orders" may be used. This is a good way of ensuring that there are no disputes at a later date.
4. When goods are to be delivered, arrange for cash on delivery.
5. When dealing with local traders it is not good policy to have "accounts". Cash payments ensure that there are no disputes at a later date.
6. Ensure that a written agreement is obtained regarding project responsibilities and funding.

7. Proper accounts should be kept and copies supplied to partner groups.
8. If works are not completed during your stay, any balance should be left with your partners in order that work can continue. If a substantial sum is involved, it may be best to return to the UK with the funds and arrange a stage payment system.
9. Keep a contingency reserve at all times.
10. Visit the banks often. Do not keep large sums of money on site. If large sums are required for a transaction, arrange for the trader to accompany you to the bank.
11. Where local labour is employed, it is normal to pay on a piece work basis
12. Expect long delays in banks.

4 - PROJECT APPRAISAL

Each project is different and thus the relevance of these questions will vary from project to project. There may well also be other questions specific to each project.

1. General Questions

- * Does the project fall within officially recognised guidelines and priorities for the area?
- * Is the partner group known to you? If not, have you allowed sufficient time to get to know the group, and for a relationship of trust and confidence to be developed?

2. Objectives

- * Are the short-term aims and objectives compatible with the medium and long term objectives?
- * Are they clear? Are they reasonable and practical?

3. Design

- * Is the project feasible?
- * Does the design take into account local traditions and customs?
- * Is the project over-ambitious? Are resources adequate to requirements?

- * Is the timing realistic? Can it be completed during your visit? If not, how is it to be started/ completed?

4. Financial Involvement

- * Do all the people aided by the project have a stake in it? Are they contributing in some way (e.g. cash, in kind or in labour)?
- * Is the project simply a source of income or advancement for the development workers or professionals involved?
- * Could those involved contribute more?

5. Education

- * Does the programme contain a training element (e.g. group organisations & management, programme management, solutions)?

6. Project Effects

- * Will the project improve the lives of those in the community?
- * Will they have more cash, safer water, better health, food etc.?
- * Do the people understand the consequences of the project?

7. Staffing of Project Team and/or Partner Groups

- * Are they reliable, capable, realistic, and motivated?
- * Have they sufficient experience for the task?
- * Do they need more training?
- * Are the Leaders strong? Do they listen, understand and respond to the views of others, particularly those of the host community?
- * Does the team work well together?
- * Are they open to new ideas?

8. Participation

- * How was the project specification decided and who was involved in preparation?

- * Was the host community able to influence the decision?
- * Have the views of the host community been listened to?

9. Partner Organisations

- * What is the nature of the Organisation?
- * Does it have legal status?
- * Does it have rules for meetings, leadership, accounts etc?
- * Is it democratic? Can the membership overturn the views of the executive?
- * What happens when things go wrong?
- * Is there an education programme?
- * Are there safeguards to ensure an elite does not take over?
- * Are local Scouts involved and in support of this Organisation and its work?

10. Monitoring

- * Is there a system of evaluation? How is this done and who takes part?
- Is notice taken of the evaluation process?
- Does the project allow for the adoption of new ideas?
- Are outside agencies and bodies invited to participate?

11. Costs

- * Is the project the most cost-effective way to achieve the project objectives?
- * Is there provision to meet partner organisations' expenses?
- * Are material and equipment costs appropriate for local conditions?
- * What previous aid has been received? What are the results of that aid?

12. Replicability

- * If successful, could the project be repeated elsewhere?

- * What is the multiplier effect?
- Could the programme be expanded into neighbouring areas?

13. Continuity

- * What happens when the aid stops? Will they be able to continue?
- * What are the future development plans?
- * Will the government and local officials support the programme?
- Will it meet the needs of future generations (e.g. are skills being passed on)?

5 - PROJECT PLANNING OUTLINE

1. INITIAL PLANNING

Collect information
Identify resources
Discuss with International Office
Identify Aims and Objectives
Identify potential projects and partners
Preparatory visits
Produce preliminary information
Obtain permission/approval in principle

2. ORGANISATION

Define responsibilities and structure
Produce leaflets/brochure
Launch event
Define task groups
Complete PC (Abroad) Form (at least 9 months in advance)

3. FUND RAISING & FINANCE

Organise events
Marketing/Publicity
Grant applications
Prepare "shopping list" for donated equipment
Establish & monitor budget

Financial arrangements (accounts, transfers, payments)

Sales (badges etc.)

4. TRAINING

Plan briefing/training events

Skill training (if required)

First Aid

Cultural and Development issues

Team building

Involve others in **join-in** programme/activities

5. LOGISTICS

Transport and travel

Visas, passports and permits (e.g. film, work)

Materials

Equipment

Technical plans for project

Shipment of equipment

Customs clearances

Insurance

Accommodation

Water and sanitation

Catering

Food supplies

Contingency and emergency plans

Appoint and brief home contact

Personal equipment list

Valuables list/photocopy passports & visas

Advance and rear parties

6. RELATIONSHIPS

Communications and liaison with:

International Office

Overseas Scout Association

Other Overseas partners

Advisers within the UK

Scout Groups/Districts/County

Foreign & Commonwealth Office

British Embassy/High Commission

Host nations Embassy/High Commission in UK

Overseas Government and local authorities

Parents

Sponsors

Media

7. MEDICAL

Equipment

Personnel

Vaccination programme

Anti-malarial precautions

Safa Bags

Emergency planning

Local Hospitals

Flying Doctors

Personal examinations/fitness

Permission forms and medical histories, Advice and training in tropical illnesses, appropriate safety equipment (e.g. boots, goggles, gloves, hard hats)

9. POST EXPEDITION

Initial Report

Evaluation

Final Report

Report back/presentation

Thank/recognise supporters and sponsors

Finalise accounts

Maintain links

6- CONTINGENCY PLANNING

Any expedition visiting remote locations on community development projects should make detailed contingency plans before departure. This paper is intended as a general guidance paper and does not attempt to examine areas of concern in particular countries. Further guidance can be obtained from the International Office.

Generally there are 3 areas of concern:

1. Injury/illness of team members
2. International crisis
3. Civil unrest

These notes and the following checklists provide general advice, but each crisis, problem or accident will have its own unique features. It will be important to have made proper preparations, to access all available information at the time and then to take the most appropriate action.

GENERAL POINTS

High Commissions/Embassies

All expeditions should notify the British Embassy/ British High Commission of their intentions at an early stage. Past experience has shown our overseas missions to be most supportive. Upon arrival, make personal contact with the Embassy/High Commission as this enables leaders to gain up to the minute knowledge of the current situation regarding security and medical facilities. Personal contacts are particularly valuable as telephone conversations may be guarded in diplomatic terms.

Foreign Embassies in the UK are also helpful though they may have to consult with their home ministries and delays frequently occur. It should also be remembered that Embassies exist to promote national interest and image.

The Media

Great care should be taken when making interviews with the press. In the highly charged political environment that exists in many developing countries, simple comment may be regarded as direct criticism of government.

INTERNATIONAL CRISIS

It is important that before embarking on an expedition proper advice is sought on questions such as political and economic stability. Advice can be obtained from the Foreign and Commonwealth Office, specialist agencies already working in the country and the International Office.

Most international problems are likely to occur around national borders. If you are planning to work in border areas, check relationships with neighbouring countries. In some countries problems may arise from border incursions or from gangs of poachers/robbers who use the border for protection. If you have to cross national borders during the course of your visit, check the possibility of closure of crossings and the "normal" delays for clearances.

If international problems arise during your visit, immediately contact the UK High Commission/ Embassy for advice.

CIVIL DISTURBANCES

Civil disorder is possible in all countries and, once again, up-to-date advice should be sought regarding the country you are to visit. Such problems are most likely to occur in the centres of population. In the event of such problems avoid troubled areas.

MEDICAL EMERGENCIES

Initial Arrangements

- * All participants should be fully insured - the policy must include an emergency repatriation service.
- * Prior to departure all members should be advised of medical precautions. This message should be reinforced whilst overseas.
- * Obtain current advice regarding medical risks and local hospitals e.g. through MASTA (Medical Advisory Service for Travellers Abroad).
- * Check whether a flying doctor service is available.

- * Obtain details of allergies and blood groups of party members.
- * Before departure, all party members should have a dental check up.
- * All members must be immunised and take anti-malarial pills.
- * All members should receive **first aid** training.
- * Expeditions should carry a SAFA bag (this contains transfusion fluids & apparatus, needles, syringes, and basic medication).
- * Mosquito nets should be used where appropriate.
- * Whilst engaged in hazardous activities or engaged in building works, proper safety Precautions should be taken - ensure full training before departure.
- * Purchase of food and food preparation should be supervised.
- * Carry medication to deal with common illnesses.

INJURY/ILLNESS OF TEAM MEMBERS

The safety of members of the party must be the prime concern of all expedition leaders. In view of the remote location of many projects and the lack of acceptable medical facilities in many developing countries all party members must receive training to help them cope with medical emergencies.

When a patient is suffering from a severe condition, immediate evacuation should be arranged to a major hospital. Always err on the side of caution as travel times may be long and the patient's condition may worsen en route.

Notification of major incidents/illnesses should be made to:

1. The British High Commission/Embassy
2. Your "get you home" service
3. Your UK Home Contact

It is important that the rest of the party is regularly updated about the condition of the patient.

Tropical Illnesses

It is important that up to the minute advice is obtained on medical precautions. For example the malaria parasite is becoming increasingly tolerant to medication and therefore expert advice as to local conditions is vital.

Aids

Although the extent of HIV and Aids in the Third World is unclear, problems do exist in many countries. Normally the only risk comes from sexual activity but in cases of medical emergency great care must be taken over blood transfusions and the medical equipment used. Ensure that all blood products have been properly Aids-tested and that sterile equipment is used. Groups should take with them sterile medical and dental equipment (including syringes, swabs and transfusion equipment) for use in emergencies.

Minor Incidents

- * Assess the injury - can you really cope? If in doubt EVACUATE
- * Treat the patient and ensure they are supervised
- * Rest casualty and ensure wounds are regularly inspected and dressed. In view of climatic conditions great care should be taken to avoid infection.

In an Emergency

- * Stabilise patient and move to a place of safety.
- * Evacuate patient to a MAJOR HOSPITAL as soon as possible.
- * A leader should accompany the patient at all times.
- * If bleeding is involved, consider transferring matching blood from party members.
- * A chain of communication should be established between the hospital and the expedition.

- * Advise the British Embassy, your repatriation service, and your Home Contact as soon as possible and establish communication links.
- * Ensure the leader with the patient has sufficient funds.

INTERNATIONAL CRISIS

- * Monitor radio broadcasts on BBC World Service and local radio.
- * If troubles are close to you, contact the UK Embassy/High Commission.
- * Consider evacuation. You may well be safer remaining with the local community rather than travelling through troubled areas.
- * If possible, advise your home contact of your whereabouts (in times of crisis, Telephone links are likely to be difficult - particularly from rural areas).
- * Consider basing a leader at the capital to obtain expert advice and to act as a communications link.

CIVIL UNREST

- * Contact UK Embassy/High Commission for advice.
- * Avoid travelling to or near troubled areas.
- * Monitor radio broadcasts on BBC World Service and local radio.
- * Remain on site unless advised to move by UK Embassy/High Commission.
- * Consider basing a leader in the capital as a communications link.
- * If possible, advise your home contact of your position.
- * Do not engage in any conversations with locals regarding the political situation.