



FIELD SECURITY PLAN

JANUARY 15, 2022

Dili, Timor-Leste

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1. Purpose of the Plan

CRS provides this security plan to all staff and agency guests (including dependent family members of international staff) residing, working in, or visiting CRS office. The aim of this security plan is to inform all staff / guests about security rules and procedures that apply to or are in effect for CRS.

Every member of the CRS country program team, staff and non-CRS guests residing, working or visiting CRS office has a responsibility to promote security, and is required to follow all rules and procedures in this security plan. Failure to do so could endanger life and is a disciplinary offense. This security plan is designed to keep you and your coworkers' safe, and to enable CRS' work to run smoothly.

This security plan will be updated as often as necessary but at least once every 12 months. All staff is encouraged to contribute updates as the need arises through the security focal person.

All staff residing in Timor-Leste and/or working in a CRS office is required to read this as part of their orientation, sign acknowledgement of understanding the content of this field security plan (Annex 1: Staff Statement of Understanding of CRS Staff Safety and Security Guidelines) and retain a copy with critical information. If you have any questions about it, or suggestions for improving it, please inform your manager or the Security Focal Point as soon as possible.

For visitors and TDY staff updated Visitor Security and Safety Briefing is available with Security In Security Focal Point (represent CP at Regional level) in Dili Office. In Baucau, the Security Focal Point is the Office Manager (for internal CP).

2. Operating Environment

The Portuguese first landed in Timor in 1520. The Dutch, who claimed many of the surrounding islands, took control of the western portion of the island in 1613. Portugal and the Netherlands fought over the island until an 1860 treaty divided Timor, granting Portugal the eastern half of the island as well as the western enclave of Oe-cusse (the first Portuguese settlement on the island). Australia and Japan fought each other on the island during World War II; nearly 50,000 Timorese died during the subsequent Japanese occupation.

In 1949, the Netherlands gave up its colonies in the Dutch West Indies, including West Timor, and the nation of Indonesia was born. Timor Leste remained under Portuguese control until 1975, when the Portuguese abruptly pulled out after 455 years of colonization. The sudden Portuguese withdrawal left the island vulnerable. On 16 July 1976, nine days after the Democratic Republic of Timor declared itself an independent nation, Indonesia invaded and annexed it. Although no country except Australia officially recognized the annexation, the United States and other western countries, who had cultivated Indonesia as a trading partner and cold-war ally, sanctioned Indonesia's invasion.

Indonesia's invasion and its brutal occupation of Timor Leste—small, remote, and desperately poor—largely escaped international attention. Timor Leste's resistance movement was violently suppressed by Indonesian military forces, and more than 200,000 Timorese were reported to have died from famine, disease, and fighting since the Indonesian annexation. Indonesia's human rights abuses finally began receiving international notice in the 1990s, and

in 1996, two Timorese activists, Bishop Carlos Filipe Ximenes Belo and José Ramos-Horta received the Nobel Peace Prize for their efforts to gain freedom peacefully.

After Indonesia's hardline president Suharto left office in 1998, his successor, B. J. Habibie, unexpectedly announced his willingness to hold a referendum on Timorese independence, reversing 25 years of Indonesian intransigence. As the referendum on self-rule drew closer, fighting between separatist guerrillas and pro-Indonesian paramilitary forces in Timor Leste intensified. The UN-sponsored referendum had to reschedule twice because of violence. On Aug. 30, 1999, 78.5% of the population voted to secede from Indonesia. However, in the days following the referendum, pro-Indonesian militias and Indonesian soldiers retaliated by razing towns, slaughtering civilians, and forcing a third of the population out of the territory. After enormous international pressure, Indonesia finally agreed to allow UN forces into Timor Leste on September 12. Led by Australia, an international peacekeeping force (INTERFET) began restoring order to the ravaged nation.

The UN Transitional Authority in Timor Leste (UNTAET) then governed the territory for nearly three years. By May 2002, over 205,000 refugees had returned and Timor-Leste independence was formalized on May 20, 2002 with Xanana Gusmão sworn in as the country's first President. Timor-Leste became a member of the UN on September 27, 2002.

The following year, Gusmão declined another presidential term and in the build-up to the April 2007 presidential elections there were renewed outbreaks of violence. José Ramos-Horta was elected President in the May 2007 election. Ramos-Horta was critically injured in an attempted assassination in February 2008. Prime Minister Gusmão also faced gunfire separately but escaped unharmed. Australian reinforcements were immediately sent to help keep order.

In 2006, the United Nations sent in security forces to restore order when unrest and factional fighting forced 15 percent of the population (155,000 people) to flee their homes. In March 2011, the UN handed-off operational control of the police force to the Timor-Leste authorities. The United Nations ended its peacekeeping mission on December 31, 2012.

Catholic Relief Services was invited in to Timor-Leste in 1978 to respond to the internal displaced persons crisis. Since that time, CRS/TL has had programs in the areas emergency response, disaster risk reduction, health (i.e. TB, HIV, etc.), agricultural livelihoods, peace building, and domestic violence. CRS/TL main office is in Dili and has a sub-office in Baucau. CRS/TL has good relations with the government of Timor-Leste, partners and communities and do not face any security concerns arising from those relationships.

The overall situation in Timor-Leste is relatively calm. Incidents do occur but these are generally confined to local disagreements, alcohol-related incidents, vehicle accidents and some stone throwing at vehicles. There is a high accident rate of vehicles and motorbikes involving injury, most of them assessed as avoidable. Petty crime is being observed at times, and theft from vehicles and houses occur infrequently. The roads in Dili and in the districts are narrow and unlit at night when they are often used by the local population for walking. Outside Dili, road conditions are generally poor, built precariously close to steep rocky cliffs with no shoulders and in the wet season quickly become impassable after rain as a result of rock falls, landslides and slips.

For updated security details, please refer to the [CRS Timor-Leste Security Website \(https://global.crs.org/worldwide/ESA/TimorLeste/Pages/SecurityPage.aspx\)](https://global.crs.org/worldwide/ESA/TimorLeste/Pages/SecurityPage.aspx)

3. Threat, Vulnerability and Risk Assessment

The Police National Timor-Leste (PNTL) is the police unit keeping peace and order in the districts and capital.

Currently, the main threat to security and safety is crime, banditry, fighting among youth groups, and domestic disturbances. These vary from street fights, bag snatching, pilferage, theft, robbery, break-ins, harassment, molestation, sexual assault, to rape. Several international staff houses have been robbed and burgled, and there have been infrequent cases of assault.

3.1. Crime (Risk: Medium to High)

There can be periods of incidents against both international and national residents, which range from verbal abuse to hurling stones at vehicles and actual physical violence and molestation. It is advisable not to wander around on your own or go out of town or city limits after dark.

All international staff houses in Dili should have bars on the windows and bolts on the doors. Robberies typically occur at night, while the occupants are sleeping. Physical assault is involved when the occupant's wakes up and /or interrupts the burglary. Risks to staff increase during power outages and staff are encouraged to stay indoors with the doors locked if they do not have sufficient outdoor lighting.

Vehicle break-in is not uncommon in Dili. It is not safe to keep office equipment or personal bags visible in an unattended vehicle. Always keep things out of sight by keeping them in the back compartment.

3.2. Road Accidents (Risk: High)

There is very little awareness or compliance with traffic laws. Road junctions in particular are chaotic, with some traffic lights (in the capital Dili), and stop signs completely ignored. While some main roads around Dili are in good condition, many have potholes and the one-way system can lead to some confusion. Up country, there are few paved roads and conditions can be extremely challenging. Floods and landslides during the rainy season can be hazardous and main transport routes can be cut off in minutes. There is a propensity for drivers to speed on the country roads and with the poor road conditions, braking distances are extended. CRS has employed professional national drivers who should comply with safe driving practices. Staffs are required to wear seatbelts and to follow the Standard Operating Procedures found later in this document.

Banditry on the roads in Timor Leste is rare. This more than likely may occur at night rather than during the day. CRS staff should monitor where banditry is more likely to happen.

3.3. Civil Unrest (Risk: Medium).

Demonstrations in Dili are not predictable and can occur with little warning. Most are politically motivated and commonly, the main Government building in the center (Palácio do Governo) and the Australian Embassy are the subject of the demonstrations and protests. In

the event of a demonstration-taking place, all CRS staff in Dili should be informed and these areas avoided as well as areas around the University (Universidade de Timor-Leste [UNTL] – directly opposite Parlamento Nacional and immediate behind the Government building in the center (Palácio do Governo). The Dili office is also around the corner from the Tribunal Dili (National Court) and is sometimes a place of protests.

Tension of political nature is still common among communities. The FDTL and PNTL have continually been the source and the object of this political tension. Historically, often mistaken for politically motivated activities are Martial Arts Groups (MAGs) where past encounters of these different groups have been violent and bloody. However, since 2013, MAGs have been disbanded and not active.

3.4. Medical Risks (Risk: Medium)

There are many health issues that staff must be aware of and cater for when working in Timor-Leste. Hepatitis A, B, and C are all risks and malaria is endemic throughout the country. Dengue is also prevalent in Dili. Waterborne diseases and maladies from contaminated food are also threats. Public medical facilities in Timor-Leste are limited and almost non-existent in rural area. The standard of health care is low, especially in the emergency, cardiac, neonatal, and intensive care departments. Hygiene standards are poor, and local hospitals lack basic medications and supplies.

3.5. Loss of Acceptance (Risk: Low)

Currently, there are no specific threats to CRS presence in Timor-Leste. However, it is particularly pertinent that staff understand how individual behavior can affect the perception of the agency as a whole.

CRS is a humanitarian organization that works on the basis of impartiality. We cannot take any action at work or outside of work that would appear otherwise. Our acceptance by the local government, communities, Church is critical to our security. If there is anything that may affect our acceptance, staff must immediately report to the CR.

The CRS Timor-Leste prohibits political activities by CRS staff which could be perceived as CRS being involved in political activities or influencing as such. As stated in the manual, *"It is CRS/TL policy to disallow and discourage the use of its facilities and property for political purposes. Equipment and facilities include but are not limited to all official CRS premises, offices, CRS owned or assigned vehicles, telephones, fax machines, e-mail, photocopiers, computers, and printers.* During the 2007 elections, CRS had their office burned in Baucau due to an issue with acceptance and our loss of impartiality.

3.6. Earthquake (Risk: Low Probability – High Impact)

Earthquakes are infrequent but can be quite strong in Timor-Leste. See the Standard Operating Procedures section for the earthquake response drill.

4. Risk Reducing Measures

4.1. Critical Few and Personal Responsibility (Golden Rules)

In CRS Timor-Leste, we put great emphasis in all staff members making good decisions. To make this happen, we are emphasizing the “critical few” of personal responsibility. Along with this, all staff must understand that if you are ever in a situation where they do not feel secure, you must move to a safer location. As noted in the “critical few”, the immediate reporting of the situation you are facing and keeping your supervisor apprised of your movements is critical.

Each Staff Member is responsible for the **“Critical Few”** specified below:

1. **Safety first.** Staff personal safety always comes before project delivery and the organization’s property.
2. **Avoid conflict.** Never go into an area where you know or expect there to be active conflict.
3. **Remain neutral.** Through the things you say and do, never seem to take sides with any organization, political party or military group.
4. **Protect data to protect lives.** Protect personal and project data to ensure it can never be used against staff, grantees, or beneficiaries. Secure anything that contains data.
5. **Reporting (See something – say something)** – If there have been any incidents, threats, or changes in the CRS security status? Is so, the staff must communicate to your supervisor within 15 minutes. This information must quickly reach the CR.
6. **Communication Equipment** – Am I going to the field with the ability to communicate at all times? Does your cell phone have critical phone numbers programmed in it? All staff should keep the cellular phone switched “on” 24/7 in case we need to communicate critical safety and security information.
7. **Staff Movements and Tracking** – Has your trip been approved? Do you know who to communicate your movements to (at departure and arrival)? If you do not know, do not travel.
8. **Curfews** – Will your movement (between cities/towns) violate the curfew policy? You need to be travelling between sunrise (varies from 6:10-6:50) and sunset (varies from 18:30 -19:00)? If you have to drive to outside of curfew hours, did you contact the CR for approval to travel? If you’re staying in a location beyond curfew is not safe, immediately contact CR.
9. **Arrive alive and Road Safety** – Driving safely is a top priority. Seatbelts will always be worn. Road safety rules will be followed. Is the vehicle you are driving in a safe condition? If not, do not continue. Is your vehicle operator driving in a safe manner? If not, let them know and discontinue the trip if driving does not immediately change.
10. **Medical Treatment** – Each staff is responsible to quickly seek medical attention when they are not feeling well.
11. **Acceptance** – Our acceptance by the local government, communities, Church is critical to our security. Is there anything you have observed that may jeopardize our acceptance? If so, please report to your security focal point. CRS is a Humanitarian Organization that works on the basis of impartiality. We cannot take any action at work or outside of work that would appear otherwise.

4.2. Road Safety

Road traffic collisions are the most likely hazard to cause injury or death to CRS and partner staff. Beneficiary involvement with a CRS traffic collision could also cause devastating harm to CRS' reputation and the acceptance we have with the community we are serving. Therefore, there must be strict compliance with road safety requirements, with the key elements being:

- Seatbelts **must** be worn in the **front and rear** of the vehicle at all times when a vehicle is in motion.
- Drivers **must not** operate phones **in any way** when a vehicle is in motion.
- Speed limits will be adhered to.

Vehicles carrying CRS staff must be driven at moderate speeds (check with fleet manager for speed limits on different road conditions) and should not pass on hills or curves where visibility is limited. Drivers, in turn, have the right and responsibility to reduce speed or stop vehicles in order to ensure the safety of passengers. Drivers in the vehicle are ultimately responsible for all passengers' safety. In CRS/TL, only drivers, Fleet and Procurement Officer, International Staffs and Country Manager are authorized to drive CRS's vehicles.

Country Programs should use CRS professional drivers as much as possible. Authorization to use a CRS vehicle must be documented by the Country Manager to support claims. Country Programs must maintain a list of the drivers and staff authorized by the Country Manager to drive a CRS vehicle.

Disciplinary action should be initiated against staff that do not follow the above listed requirements.

4.2.1. Drivers

On the CRS/TL country program, we have dedicated six drivers (5 driver for Baucau Sub-Office and one driver for Dili Main Office) / staff who are permitted to drive (Baucau Administration Officer and Dili Procurement Officer) included all Expats staff, and Country Manager. All persons driving program vehicles / on CRS work-related travel must be approved to do so by the CM must sign a declaration about their driving responsibilities, and Operations Manager will approve permission for Country Manager to drive. Drivers have a lead role in providing safety of staff. Drivers are therefore not only responsible for their vehicles and their driving, but for the conduct of the staff in the vehicle. Drivers must ensure the following requirements are followed:

- The driver must ensure that all staff in the vehicle are wearing seatbelts. The driver should not put the vehicle in motion until all people are wearing their seatbelts. (S)he can refuse to put the vehicle in motion until (s)he has obtained full compliance.
- The driver must not operate a phone in any way if the vehicle is in motion. (S)he must pull over to read texts or to respond to, or make, any calls.
- Speed limits will be followed – and where there is no posted speed limit, speeds must be appropriate to the situation and road conditions.

- The driver will not eat, smoke, drink or any other activity that impedes vehicle operation when the vehicle is in motion.
- The driver must not operate vehicles under the influence of alcohol or drugs.
- The driver should ensure door locks are locked when the vehicle is in motion.
- All drivers must keep a valid driver's license with them at all times.
- It is the driver's responsibility to ensure that the vehicle is in good working order (engine, oil, water, screen wash, etc.) on a daily basis and prior to departing on a field trip. The driver will report any defect to the CRS/TL Operations Manager.
- Conduct daily checks of the equipment (spare tires and jack, basic first aid kit, Warning triangles and flares, Jumper Cables, fire extinguisher, Shovel and machete to get out of mud/bush, Rope or chain with hooks to tow the vehicle, Flashlight and batteries, fuel, etc.).
- Documents to keep in Vehicles: Discharge of responsibility form for non-CRS passengers (Authorization Driver Disclaimer) **ANNEX 5**, Constant Companion, Accident Procedure, Copies of all certificates concerning the vehicle (registration, insurance, inspection), Vehicle Logbook, and Vehicle Inspection Checklist.
- Drivers are responsible for the security of vehicles. Vehicles must be parked and secured accordingly.
- The driver must compile relevant project specific documentation (such as vehicle usage / mileage reports).
- The driver must ensure non-CRS passengers must sign the vehicle waiver form before the journey commences.

4.3. Drivers' Responsibilities

- Drivers will carry the driving license.
- Drivers must update logbook after every movement.
- All drivers on road missions must have knowledge of local routes (including alternative routes), language, and basic mechanics.
- All drivers will follow the law and drive defensively. This includes vehicles slowing down and "hooting" when pedestrians or animals are along the side of the road. Particular care should be taken when we see children along the road because their movements are not always predictable.
- Vehicles must always be parked in a secure location or accompanied by the responsible driver. Any exceptions must be approved by the CM.
- Always keep a safe distance from military convoys and police vehicles.

4.3.1. Passengers' Responsibilities

- Passengers need to provide immediate feedback to drivers if they do not think the drivers are driving in a safe manner. This also needs to be immediately reported to the fleet manager.

Non-CRS Passengers

- Partner staff may ride in CRS vehicles if they sign disclaimer for the duration of their project. This should be noted on the form and filed at the respective office. Before

partner staff can travel in a CRS vehicle, project staff needs prior verbal approval from the Head of Office for Baucau and Operations Manager for Dili. Approval and by whom should be noted in the vehicle log. Please see [Annex 5: Authorization Driver Disclaimer](#)

- In terms of government, volunteer, and beneficiaries, this should be done on a case-by-case basis. Prior approval is required from the Head of Office for Baucau and Operations Manager for Dili. Each person should sign the disclaimer. Approval and by whom should be noted in the vehicle log.

4.3.2. Safety and Security

- Neither CRS staff nor non-staff are permitted to travel in the rear bed (payload) of pickup trucks.
- Large amounts of cash should never be transported in CRS vehicles, for either work or personal reasons. Every effort should be taken to transport only the minimum amount of cash necessary. Alternative means must be identified for transporting cash in amounts greater than a few hundred US dollars. Any exceptions must be approved by the CM.
- Any decision to travel to a new or potentially insecure area must be made in consultation with the security focal person. Without previous approval from CM or his designate, CRS personnel must not travel for the purpose of ascertaining the safety of roads, nor participate in any trips organized for this purpose.
- Always keep vehicle doors locked and windows closed when the vehicle is parked. Do not leave any visible equipment or valuables inside.
- No unknown parcel, packages, or luggage to be transported by CRS vehicles.

5. Decision Making

All major security decisions are the responsibility of the CRS Country Manager (CRM or his/her delegate). If there is any doubt related to matters of security, he/she must always be consulted. Responsibility for day-to-day compliance with security procedures **is the responsibility of each staff member and supervisor**, and will be overseen at all times by the Country Representative.

Each CRS office will have a Security Focal Point. In Dili, the Operations Manager is the Security Focal Point (represent CP at Regional level). In Baucau, the Security Focal Point is the Office Manager (for internal CP). The Security Focal Point is responsible for gathering security information from various sources, providing information on changes in the security environment, and providing advice to the CR or delegate, including for trips outside cities. **All staff is expected to report security incidents, concerns, and observations to the CR or Security Focal Point.** Key responsibilities of the Security Focal Point are:

- Gather security information (through local security forums and key relationships)
- Managing of communication systems
- Distribution of critical information (using text messaging system)
- Management of facilities and guards
- Management of country program security portal information on the SharePoint

The CM or delegate will determine security levels. He/she is responsible for ensuring that this security plan is understood and adhered to, and that it is regularly updated to ensure it reflects present needs and realities.

Decisions on the suspension of field activities, temporary office closures, staff relocation, and evacuation will be made by the CM after consulting with appropriate senior staff and the Regional Director (RD). Once made, these decisions are non-negotiable, and must be observed by all CRS staff.

5.1. Sources of information

CRS relies on five different primary sources for collecting and analyzing security information:

1. UNDSS (United Nations Department of Safety and Security) and direct contact with other CRS security focal points: CRS management and security officers also maintain regular contact with UNDSS and other CRS security focal points, for the purpose of exchanging and comparing security information. Information will be received by CRS TL Operation Manager who will then send it out to relevant staff.
2. As an American based INGO, we have the opportunity to gather information from the US Embassy. The CR will make regular visits to the embassy to understand their security level and preparedness.
3. CRS staff and informal networks: CRS staff in Timor-Leste is from communities all over the country. CRS staff has extensive connections with community leaders, decision makers, and partners. CRS management and security officers regularly communicate with CRS staff to collect and analyze information on the safety of individual districts, regions, and villages. List of contacts and site can be found in [Annex 8: Source of Information During Emergency](#).
4. Maubere Security Services provides security updates as needed and releases a monthly summary of security incidents.
5. The INGO security focal points meet on monthly basis to update the security information to the members. In addition to this, the network shares updated information through WA.

5.2. Respect for security is an individual as well as a collective responsibility.

Individual responsibility. Each staff member should communicate to their supervisor and office security focal point about the current security situation and if they have any personal or general safety concerns. Any national or international staff member may refuse to participate in specific field travel within Timor-Leste if they feel that participation would endanger their security or if they have information indicating that such travel is generally unsafe (such information would need to be shared immediately). Each staff member should know the security plan and follow the security procedures. Withholding or failing to report information about security threats or incidents affecting CRS staff or operations is a serious offense that can result in dismissal.

Collective responsibility. Individual staff behavior can impact everyone's security and CRS' image as a whole. For this reason, *failure to comply with security guidelines is considered a serious offence, and will result in disciplinary action, including dismissal.*

6. Culturally Sensitive Behaviors

One of the single greatest determinants of CRS' acceptance in the communities where it operates, and the subsequent security of staff, is respect for local cultural norms and values. The following are general guidelines for the behavior expected of CRS staff in Timor-Leste:

6.1. DOs:

- Always show respect to religious, community, and government leaders/ representatives and behave politely with others, both CRS and non-CRS.
- Show respect to religious sites, rituals, traditions, etc.
- Dress modestly and in a fashion appropriate to local custom
- In rural areas, visitors must offer to remove their shoes before entering a home. In many cases, the host will decline the offer, but it is always best to ask.
- In villages and rural areas, the playing of loud music, talking loudly on mobile phones, and overly informal conversation and behavior, even with CRS colleagues, must be avoided.
- Homes in rural areas must only be visited with the express permission of the homeowner and while accompanied by a member of the local community.
- Be aware of using terms during the communication with others. Terms that sensitive to gender and culture should be avoided.

6.2. DON'Ts:

- Staff must avoid discussions of Timor-Leste's political, religious, and military situation in public places, on the phone, or in the presence of strangers.
- Staff must not lose their temper or raise their voice in public.
- Staff must avoid public movement or visible work activity during strikes or demonstrations.

7. Standard Operating Procedures (SOP)

All SOPs apply to all international and national staff except where the applicability has been specifically indicated. CRS will take all possible measures for the safety of partner staff except for their evacuation outside the country.

7.1. Personnel Movement/Documents:

When in place, curfews must be strictly adhered to. All staff is responsible for checking with their relevant security focal person on the status of any movement restrictions.

All CRS staff is required to always carry their CRS ID card, emergency medical information, copy of updated constant companion (ANNEX 2). Visitors should carry their insurance card, copy of passport and visa (for international staff and visitors) and a valid driver's license or other form of identification while conducting CRS business. Visitors will also be provided a phone and 3G modem with all the key contacts programmed in the phone.

All CRS International Staff are advised to keep their personal documents, especially passport with visa and vaccination card, up to date and stored in a safe but accessible location. Additional copies of these documents are kept on file in the country program office and in the sub-office duty station as applicable.

Upon arrival to country for an extended period, visitors / resident should register to their embassy.

Due to the hazards of road travel, intra-city travel is not permitted after dark regardless of the security phase.

Staff from one office transiting through or temporarily working in another office are bound by the latter's security level, reporting lines, and specific security procedures. Failure to comply with security instructions or protocols, as explained by the Operations Manager or security focal point, will be grounds for disciplinary action.

All CRS offices must have a lockable file cabinet for the storage of confidential documents, such as personnel files and sensitive security reports.

Staff must always avoid civil disturbances, protests, and traffic accident or crime scenes.

7.2. Photographic Equipment:

Do not take photos of military, police, government, or religious structures or personnel.

7.3. Public Discussions/Phone Conversations:

CRS staff should avoid discussions of the political, religious and/or military situation in the country when in public places or in the presence of strangers. Please see HR manual to specify our involvement with political activities.

7.4. Air Travel

Evening flight departures/arrivals are acceptable, as long as any onward travel outside of city limits by vehicle is delayed until after sunrise.

7.5. Road Collision Response

Normal Circumstances – the area is safe to stop.

- Stop immediately. Pull the car off the road or out of danger if possible.
- Provide first aid if required.
- Persons involved may be confused or in shock. Ensure they are kept out of the road and away from traffic.
- Call your supervisor. Call the police if the accident is serious or persons are injured.
- Do not admit liability to the accident, regardless of whose fault it is.
- In the case of an injury ensure casualties are transported to medical facilities as the first priority.
- If the police are called, drivers (except if injured) involved in the accident should not leave the scene until the police have taken details and given permission to leave.
- Take down details of other vehicles involved including names and addresses of driver and passengers, vehicle type, registration number, color, distinguishing marks, exact location

of the accident, damages, names and addresses of potential witnesses. Take pictures of the damage and road configuration if possible.

- Exchange insurance details with the other party. If they do not provide insurance details, obtain accurate contact details copied from their driving license, passport, ID etc. If the other party fails to provide insurance or ID, report the accident to the police, even if it is minor.
- Submit a CRS incident report within 24 hours.

Accident Reporting Response

- Call Emergency Number 112 (if not available contact the fire department at 3312210) and report the accident – if there are injuries, please inform them to send ambulance.
- If in Dili, call Procurement Officer and/or Operation Manager. If Baucau, call Administration Officer and/or Office Manager. Ask them for assistance as required. Procurement Officer or Operation Manager will inform the CM.

Abnormal Circumstances – the area is deemed dangerous because of fear of reprisals from the occupants of the other vehicle or the local community:

- Do not stop.
- Continue to the nearest police station or area where you may receive some protection, such as a military checkpoint.
- Speak to / call the police and explain the circumstances and why it was not safe to stop.
- Inform the Country Representative as soon as possible. Determine if the accident will have caused reputational damage for CRS with the local community.
- Submit an incident report within 24 hours (if reputational damage has been caused to CRS, or the accident may cause access issues for CRS, the CM should report the incident to the Regional Director and Regional Safety and Security Advisor immediately).

Hitting an Animal with Vehicle:

- If in Dili, call Fleet Manager and/or Operation Manager. If Baucau, Administration Officer/Fleet and/or Office Manager. Ask them for assistance as required. Procurement Officer or Operation Manager will inform the CM.
- Attempt to identify owner of animal to negotiate.

Note: This information has been printed and displayed in all CRS vehicles.

8. Earthquake Response Drill

If you feel a rumbling motion or hear a rumbling noise, or if you feel a swaying or shaking motion, treat it as an earthquake and do the following immediately:

If the rumbling, swaying or shaking motion is light:

- Shout “earthquake” and alert other staff members.
- Make your way quickly out of the building and stand by the CRS/TL muster-point in the car park / parking lot.
- Do not use the elevators.

If the swaying or shaking motion does not enable you to walk:

- Drop to the floor.
- Move way from windows and tall items of furniture that may fall on you.
- Sit in the doorway of your office with your arms over your head and your feet braced in the doorway.

Once the swaying or shaking has stopped, or has reduced to a level that enables walking:

- Make your way quickly out of the building and stand by the CRS/TL muster-point in the car park / parking lot.
- Stay away from damaged buildings, power lines and trees.
- Conduct a headcount of all staff members and identify if anyone is missing.
- Beware of after-shocks. It is better to remain outside 30 minutes before returning to the building.

Even if no structural damage is observed to the buildings in the compound, a staff member should go through the building and check for cracks and other damage before other staff are allowed to return.

If, after the earthquake, the sea level is unusually low, immediately go onto higher grounds, because extreme drop in sea level is a sign for a coming tsunami. National Civil Protection Unit installed early warning system (Tsunami Alarm Sirens) this will help informing people for any sign of potential of Tsunami.

The Security Focal Point will forward information on the Earthquake/Tsunami as soon as it becomes available. Following an earthquake, it is recommended that the CR and/or Security Focal Point consult the website of the United States Geological Survey (<http://earthquake.usgs.gov/>) to determine location and strength of the earthquake. In addition, the Pacific Tsunami Warning System (<http://ptwc.weather.gov/>) should be consulted following an earthquake for tsunami warnings.

9. Communications and Communications Tree

9.1. Mobile Phones:

All CRS staff must maintain a working, fully charged mobile phone, with adequate credit to make outgoing calls and network coverage in the staff person's duty station. Human Resources and the security focal person within each office maintain a list of staff contacts and must be immediately informed of any changes in contact information. Mobile phone batteries must always be charged, and mobiles kept switched on (on silent mode during meetings). Contact numbers for the CM, security focal persons, fleet managers, and all other important contacts must be saved into the phones for easy access. Depending on the length of stay and the nature of visit, official visitors and TDY staff will be issued either a pre- or post-paid mobile phone immediately after their arrival.

Drivers will be provided with two SIM cards to ensure maximum telephone coverage. In addition, they will be provided a battery pack so telephones will be charged at all times, including in areas where there is no electricity to charge them.

9.2. Communication in Emergencies

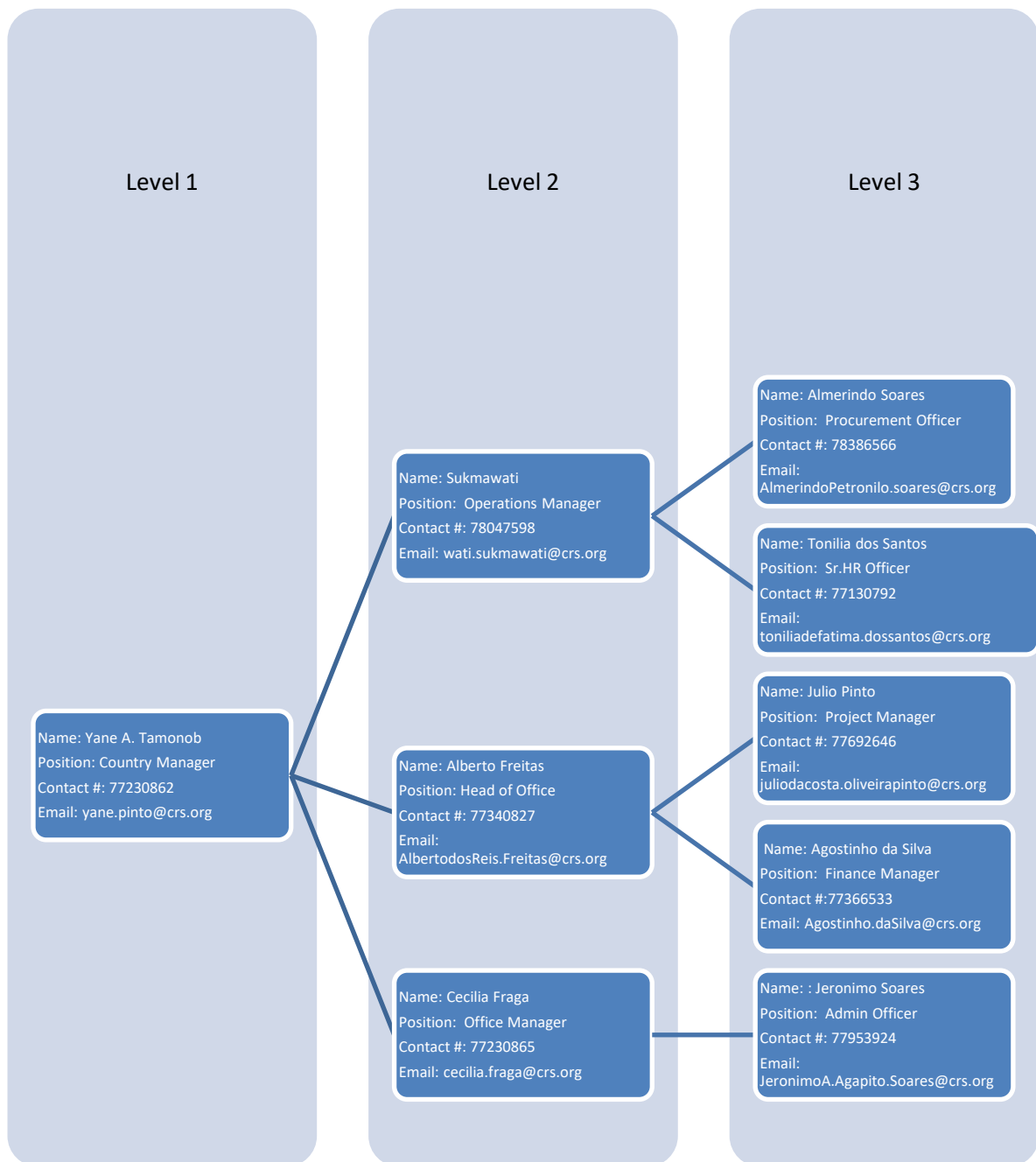
SMS Notification:

All CRS staffs should know CRS phone number. For security updates and general information, the Operation Manager will send out SMS to all Dili-based staff. For the Baucau, the Office Manager will send out the SMS.

Telephone Notification:

In the event that telephone notification is required, the below telephone tree will be used in line with the below telephone protocol and tree will be used:

- Leave a message for unavailable contacts. The caller should continue down the phone tree and continue attempting contact with unavailable persons.
- Each unit should have provisions for getting the information to a person who was not contacted.
- The last person called should report back to a designated person to signal the end of the calling process.
- Keep the message short and concise. Only the facts should be given, and each caller should avoid speculation. Confidentiality should be stressed.
- Update the phone/SMS tree at least annually to ensure accurate phone numbers and inclusion of all staff.



Travelling to and from the Field

Staff travelling to and from field locations are expected to text their supervisor a) upon departure; b) upon arrival at the field destination; c) prior to departure back to the office/on to the next field site; d) upon arrival in the office.

10. Updating Changes in the Security Situation:

Any changes in the security situation and all security incidents, however minimal, must be promptly reported to the CM or his/her designate. This includes any incident that has a direct impact on the security and safety of a CRS staff member or CRS property. Reports of security incidents directly involving CRS staff or property must be immediately shared with the CM.

In order to communicate security concerns to staff, the Dili and Baucau Security Focal Persons have all staff mobiles numbers on their mobile phones and will send SMS texts to all staff. The Dili Security Focal Person will draft the alert, send to all Dili based staff, and send to the Baucau Security Focal Person, who will send to all Baucau-based staff. If a response from staff is required, the SMS will request staff to confirm receipt by responding to the SMS text. In the event that mobile phone service is down, managers will communicate alerts via the other methods in line with the organogram.

10.1. In Case of an Emergency

If a dangerous situation develops, all CRS staff should immediately contact security focal point or CM and avoid any unnecessary movement.

- If you are not in immediate danger where you are, stay where you are and contact the security focal point or CM, and await instructions.
- If you are travelling in a car and you deem it unsafe to stop where you are, go to the closest known safe place (other NGO or UN office, embassy, hotel, etc.). Call from the vehicle to inform the security focal point or CM of your location and destination.

11. Journey and Fleet Management

For all road trips, the following steps must be taken:

1. The staff should send an email to the supervisor ccing the relevant Procurement Officer (Dili) or Administration Officer/Fleet (Baucau). The email should include departure and arrival date/time, DSPN, destination, and purpose.
2. The driver is assigned by the Procurement Officer (Dili) or Administrations Officer/Fleet (Baucau).
3. Driver requests a sat phone if road and destination do not have cell phone coverage.
4. The CRS driver must perform a vehicle check before leaving. Fuel, oil, and water should be checked and topped-up before road trip outside of Dili or Baucau. Driver ensures vehicle is properly equipped.
5. All staff going on a road mission should carry drinking water, cell phone and emergency numbers (Constant Companion)
6. Departure time must be calculated to ensure that road mission occur between sunrise (varies from 6:10-6:50) and sunset (varies from 18:30 -19:00). If this will be violated, immediately contact the CM.
7. Driver and passengers send SMS to their supervisor when they begin the trip and when they arrive at their destination
8. Any change in the predetermined and pre-approved travel itinerary must be immediately communicated to the Procurement Officer (Dili) and Administration Officer/Fleet (Baucau).

11.1. Principles of CRS Vehicle Usage

Vehicle Management and Maintenance

- Fleet Manager in Dili and Senior Driver in Baucau office will ensure all vehicles will receive a detailed inspection weekly. This information will be recorded. Vehicles that do not pass inspection will not be driven.

- Always keep vehicles half-full of fuel in urban areas. Fill vehicle prior to road trips outside of urban areas.
- Spare keys must be labeled and stored by the Procurement Officer in Dili and Administration Officer/Fleet in Baucau office.
- The Administration Officer/Fleet in Baucau office will ensure that VMS is update monthly.
- All CRS owned and rental vehicle should be clearly identified. Any deviation must be approved by the CM.

11.2. Travel / Vehicles

Please refer to vehicle policy (POL-OSD-VEH-001). This policy states that drivers must be authorized to drive by the CM and this authorization must be documented. Authorized drivers must sign a waiver.

11.3. International Staff and Vehicles

All work trips outside of Dili must be accompanied by a driver. Any exceptions must be approved by the CM.

International staff may use CRS vehicles to take day trips (50 kilometers) outside of their duty station as long as they observe policy of Use of CRS Vehicle and other policy related and the “critical few for personal responsibility” (have communication equipment, inform supervisor of their departure/arrival, and observe curfews). Personal travel beyond day trip must be accompanied by CRS driver and approved by CM. All cost incurred during this trip will be covered by International Staff

International staff members who have approval from CM to drive CRS vehicles should comply with principles stated above.

12. Medical Emergencies

For medical emergencies, staff in Dili should go to National Hospital Guido Valadares, which has 24 Emergency Unit and ICU. In Baucau one should go Referral Hospital of Baucau. International staff can obtain this information by calling ISOS or you can download it from the CRS member’s area:

<https://www.internationalsos.com/MasterPortal/default.aspx?membnum=1MMS1062>.

Visitors are encouraged to seek medical assistance from Stamford Medical, which is near the CRS/Dili office and can be reached at +7772-1111. In the event there is a need for medical transportation, the National Hospital may arrange for ambulance services throughout the country. Stamford Medical provides ambulance services in Dili. For medical flight evacuation in Timor-Leste, flights can be arranged by contacting MAF (Mission Aviation Fellowship) at Office: +670 7732 7771 (English) +670 7735 0483 (Tetun), Emergency: +670 7732 7771. Stamford Medical may be approached to accompany MAF to provide medical monitoring during flights. Airstrips are throughout the country and for the

eastern districts there are airstrips in Baucau and Los Palos with plans of a Viqueque airstrip opening in early 2015.

13. Office and Facilities Security Management

Procedures for Maintaining Secure Premises

All CRS staff is responsible for maintaining secure premises, but the strict task is given to security guards. CRS offices have two types of protection. First is physical protection by walls with fence around the yards, bars on the windows, and reinforced doors. The second kind of protection is by contracted security guards in Dili and Baucau. Their job is to protect CRS staff and property from possible threats. In a situation where a threat exceeds their capacity, they should call the police to intervene and alarm CRS staff. All guards in Dili and Baucau are managed by the respective Security Focal Points and any concerns related to their work should be raised with them or the CM.

Staff must ensure that no sensitive materials are left on the desks at the end of the workday and that CRS assets are properly stored.

Office Environment:

All offices are guarded 24 hours by unarmed guards from a security company. All offices must have clearly marked accessible fire extinguishers and emergency exits. Offices should be locked outside of office hours. Any concerns about office security should be referred directly to the respective Operations Manager or Baucau Security Focal Person.

Emergency Stocks:

Prior to any critical events (Covid restriction, elections campaign, etc.), CRS International Staff should have at least two weeks of food and water. This is a responsibility of the employee. The Security Focal Point will ensure that there is enough fuel and gas to supply all offices, International Staff residences, generators, and vehicles for a two weeks period.

Visitors

All visitors must be identified by the security guard at the entrance to CRS premises, and then escorted to the office. In offices, the receptionist will take care of visitors. Visitors are not allowed to be in CRS premises unaccompanied by CRS staff. Security guards are responsible for registering visitors in the Visitors Record Book and providing visitors with Visitor ID cards. CRS staff entering the CRS office outside of regular working hours must also register in the Visitor logbook.

First Aid Kit Management

- Each office will have a first aid kit. This should be maintained by the Procurement Officer in Dili and Office Manager in Baucau.
- Each vehicle will have a basic first aid kit. These should be maintained by the Procurement Officer in Dili and Administration Officer/Fleet in Baucau.
- For travel in the districts, each driver should collect an extensive basic first aid kit from the Procurement Officer in Dili and Administration Officer/Fleet in Baucau. The driver should inform them if there have been items used.

14. Incident Reporting:

It is essential that all safety and security incidents are reported so that support can be provided if required and so that CRS has a clear picture of the issues facing its staff. All incidents must be reported. The CRS definition of a reportable incident is: “Any event, action, occurrence, or near miss that caused, or had the potential to cause, adverse effects to CRS”.

The definition is intentionally broad and includes all incidents that directly or indirectly affect or impact CRS, its staff, property, programs, reputation, partners, beneficiaries, or an inability to move or gain access to communities. A “near miss” is: any event, which under slightly different circumstances, may have resulted in an incident.

All incidents should be reported immediately to your supervisor and then using the online reporting portal at <http://securityincident.crs.org/> within 24 hours. (Any incident deemed critical¹ or above should be reported to the Regional Director by the Country Representative.)

It is not possible to give every example of reportable incidents, but the following should be indicative:

- Instances where a change to the security context resulted in suspension of CRS travel or program activities.
- Crimes involving personnel and property (e.g. harassment, threats, theft, burglary, robbery, carjacking, assault, fraud, arrest of CRS staff, etc.)
- Traffic collisions, even if they did not result in injury or damage.
- Terrorist attacks or acts of armed conflict such as shelling, mines, gunfire, or military operations.
- Negative or harmful social media coverage about CRS, its staff, partners or programs.
- Accidents or injuries effecting the agency's personnel, assets, or partners.

Incident information can be entered directly into the incident reporting portal – you do not need to fill out a Word document. However, to assist you in obtaining the necessary information, you could first fill out the Incident Report Form, found as an annex to this document. If you cannot use the portal, you can compile the Incident Report form and send it directly to security@crs.org.

Further information about safety and security incident reporting can be found at:

<https://crsorg.sharepoint.com/sites/Safety-and-Security/SitePages/Incident-Reporting.aspx>

15. Classification of Security Levels

The following security levels have been adopted by the Timor-Leste Country Program. Please note that it is not unusual for different areas of any country to be at different security phases, depending on local conditions.

¹ A critical incident is defined as: a direct and ongoing threat to life; one or more incidents cause the rapid deterioration in the security situation and/or business continuity is at imminent risk. If not effectively managed, a crisis incident will have significant negative impact on the Agency's stability.

- **Level I and Level II: Precautionary:** Normal state in the areas where CRS operates in Timor-Leste, with a moderate level of threats described above, but no exceptional tension or targeted threats against INGOs or CRS.
- **Level III: Restriction:** Increased level of tension and/or threats against CRS, internationals, or CRS.
- **Phase IV and Level V: Relocation/Hibernation/Evacuation:** Breakdown in security leading to serious threats to CRS staff or the strong probability of the same occurring in immediate future.

CRS Timor Leste is currently at Level II.

Annex 1: Staff Statement of Understanding of Safety and Sound Guidelines

Staff Statement of Understanding of Safety and Sound Guidelines

I, the undersigned, have read and understand the contents of the Safety and Sound Guidelines. I understand that there are CRS policies and procedures that I am expected to follow for my own safety. I also recognize that safety is above all my personal responsibility.

Name: _____

Position: _____

Country Program: _____

Signature of Staff: _____

Date: _____

Signature of the Country Representative: _____

Date: _____

Submit the signed form to Human Resources for inclusion in the personnel file

Annex 2: Constant Companion

NAME	Cell phone	Position
Country Program		
Yane Alfiana Tamonob	+670-7723-0862	Country Manager
Sukmawati	+670-78047598	Operations Manager
Alberto Freitas	+670 7734-0827	Baucau Head of Office
Cecilia X. Fraga	+670-7723-0865	Baucau Office Manager
Region		
Thong Hok	(855)-023-211165	Regional Deputy Director
CRS HQ		
CRS HQ Security Emergency (24/7)	+1 410 951 7525	Staff Safety & Security Department staff
Andrew J.R. Perkins	+216 26421824	Regional Safety and Security Advisor

Emergency Contact Numbers

UN Security Officer: +(670) 7723-0635, 331-2210
 US Embassy Security Advisor: +(670) 77230948
 National Police in Baucau (PNTL): +(670) 4130016
 Emergency Line: 115, 331-2210, 112

Emergency Medical facilities (Names, location, phone numbers)

Dili National Hospital		+(670) 331-1000
Stamford Medical	TL	+(670) 77721111
Dili Medical Centre		+ (670) 77428888

Constant Companion
 CRS Timor-Leste
 Last updated: January 5, 2022

Never leave home without this. YOUR LIFE MAY DEPEND UPON IT

NAME.....

BLOOD TYPE.....

VITAL MEDICAL INFORMATION.....

**CRS Timor-Leste- Rua: Dom Boaventura No.12, Vera-Cruz Motael – Dili
 PO BOX 45 Dili, Timor Leste**

CRS Sub Office: Rua: Buibau, Samadigara, Buibau – Baucau, Timor-Leste

International SOS (ISOS) www.internationalsos.com

If you need support or advice in relation to medical treatment, call ISOS and they will assist you. Please note that ISOS is not an insurance provider so resultant costs will need to be covered by your insurance or via approval from CRS. When calling, you will be asked for your name and the organization you work for. Our member number is: 1MMS1062.

Calling from:	Assistance Center	Number
North or South America	Philadelphia, PA	+1 215 942 8226
Europe/Africa	London	+44 20 8762 8008
Middle East & Central Asia/Africa	Dubai	+971 4601 8777
Asia and the Pacific Rim	Singapore	+65 6338 7800

Emergency Contact Numbers Name	Cell phone	Location	Position
Marc D'Silva	(410)-625-2220	Cambodia	Regional Director Overseas Ops
Yane Alfiana Tamonob	+670-7723-0862	Timor-Leste	Country Manager
Sukmawati	+670-78047598	Timor-Leste	Operations Manager
Jacqueline Wagner	+670-78654486	Timor-Leste	Program Quality Manager
Agostinho da Silva	+670-7736-6533	Timor-Leste	Finance Manager
Alberto Freitas	+670 7734-0827	Timor-Leste	Baucau Head of Office
Cecilia X. Fraga	+670-7723-0865	Timor-Leste	Baucau Office Manager
Andrew J. R. Perkins	+216 26421824	Tunisia	Regional Safety and Security Advisor
Thong Hok	(855)-023-211165	Cambodia	Regional Deputy Director (MQ)
Sanda Rithman	(855)-023-211165	Cambodia	Country Representative
24/7 CRS HQ security	+1 410 951 7525		Security Dept

Credit Card Sized Constant Companion Template

CRS Timor-Leste offices' Addresses
Dili Office: *Rua: Dom Boaventura No.12, Vera Cruz, Motael – Dili PO BOX 45 Dili, Timor Leste*

Baucau Office: *Rua: Buibau, Samadigara, Buibau – Baucau, Timor-Leste*

International SOS, Membership no. 1MMS1062
[Singapore: +65 6338 7800]

Annex 3: Safety & Security Incident Report Form (FSP Version)

All incidents should be reported directly into the incident reporting portal at securityincident.crs.org. Only use this form if it assists you with compiling incident information or if you cannot access the portal. If you cannot access the portal, complete and submit this form to security@crs.org.

Your Name:		Title:	
Country Program:		Telephone:	
Email:		Date of report:	
Date of Incident:		Were you a victim or witness to this incident?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Are you a CRS Employee?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If no, indicate your relationship to CRS:	<input type="checkbox"/> Consultant <input type="checkbox"/> Vendor <input type="checkbox"/> Other
--------------------------------	--	--	--

Did anyone die?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how many people:	
Was anyone injured?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how many people:	
Was anyone arrested or detained?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how many people:	
Did anyone require medical attention?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how many people:	
Where the police notified?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Were any program activities suspended?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Description of Incident

Time of Incident:

Location:

(Full address or description of location; copy and paste a link to google maps if necessary; add coordinates if known)

What happened:

(Key information: Who, What, When, Where, How, Why. Include details of everyone involved, the status and condition of any victim(s), any damages, and/or losses. Be as detailed as possible when describing the incident – write as much as needed. If a vehicle was involved, include license plate or other descriptive details. If applicable, attach photos or other documents when submitting this form)

Incident Response:

(Who responded to the incident? E.g., local security company, police/security forces, local authorities, embassy, CRS. Who was informed and when?)

Impact on Security & Safety:

(Consider the victim(s), the team, local partners, beneficiaries, Country Program, CRS reputation, possible data breach from electronic devices, etc.)

Lessons Learned and Recommendations:

Estimate value of property loss/damage in USD:

(Reporting should not be delayed in order to provide an exact amount; please estimate.)

Annex 4: Vehicle Accident Report

For the form, please look at <https://crsorg.sharepoint.com/sites/Safety-and-Security/Staff%20Safety%20and%20Security%20Community%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FSafety%2Dand%2DSecurity%2FStaff%20Safety%20and%20Security%20Community%20Documents%2FVehicle%20Accident%20Notice%20Form%2Epdf&parent=%2Fsites%2FSafety%2Dand%2DSecurity%2FStaff%20Safety%20and%20Security%20Community%20Documents>

Annex 5: Authorization Driver Disclaimer



Disclaimer
Authorization Users o

Annex 6: Map of two CRS Timor-Leste Offices

Please find the link below:

<http://maps.google.com/maps/ms?ie=UTF8&hl=en&oe=UTF8&msa=0&msid=20136262619998148746.0004c2ca2cb14a7784cd7>

Figure 1: CRS Dili Office

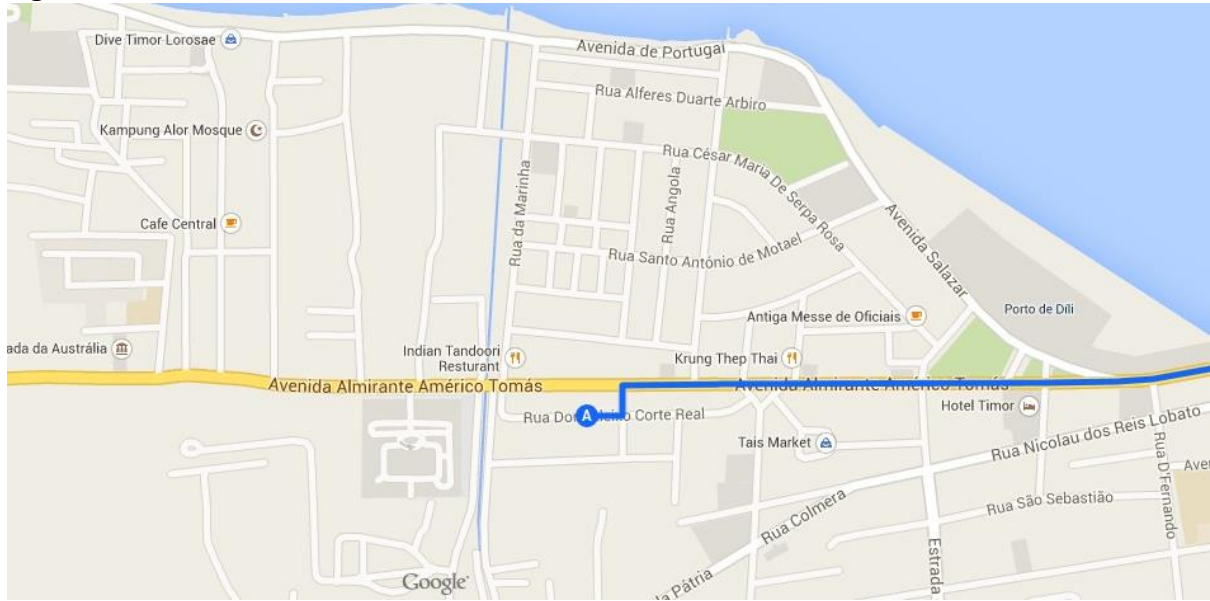
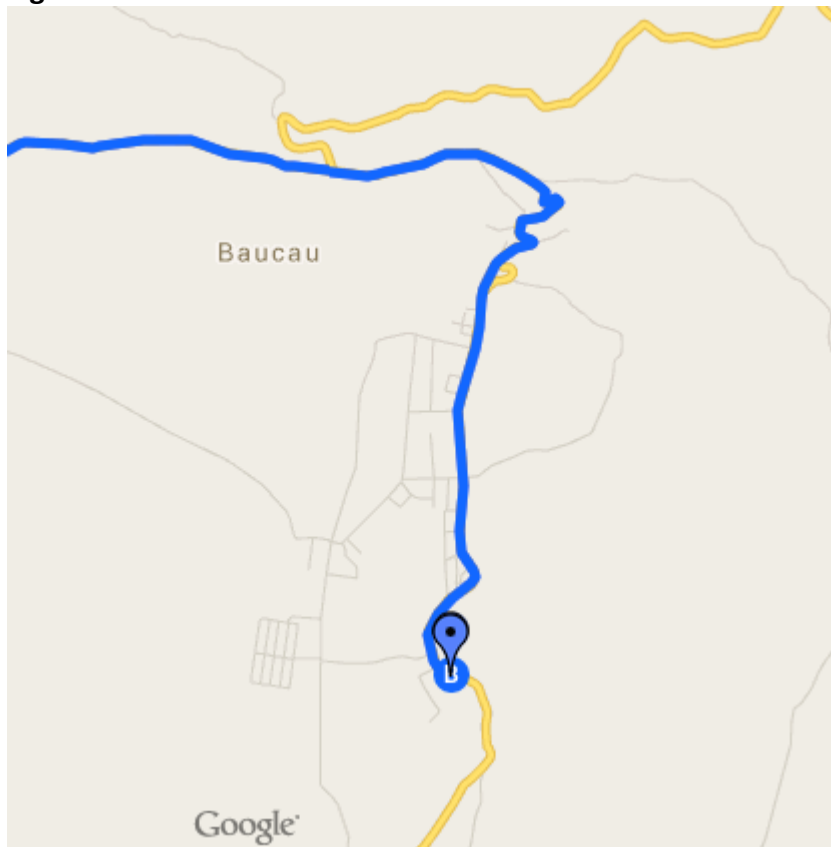


Figure 2: CRS Baucau Office



Annex 7: Source of Information during Emergency

Dili

Name	Title	Location	Contact address: Email and Phone number
Warren Knight	Chairman Maubere Security	Dili, Timor-Leste	77230547 wmknight@ozemail.com.au
Sahe da Silva	Lawyer	Dili, Timor-Leste	77397641 Sahe.da.silva@dasilva.tl
Madre Guilermina Marcel, FDCC	Superiora Provincial Canossian	Dili, Timor-Leste	77239768
Sr. Elsie Bagaypo	Missionary Dominican Sisters of the Rosary	Dili, Timor-Leste	77983003
Florentino Sarmento	Director- TimorAid	Dili, Timor-Leste	77322649 73613975 Scsarmiento@gmail.com
Luis Ximenes	Director - Belun	Dili, Timor-Leste	77234406 luis.belun@gmail.com
Pedro Belo	District Commander PNTL Dili	Dili, Timor-Leste	77240904/3331233

Baucau

Name	Title	Location	Contact address: Email and Phone number
Fr. Justiniano de Sousa	Parish Priest	Baucau, Timor-Leste	77239866
Fr. Mario de Carvalho Soares	Director Caritas Baucau	Baucau, Timor-Leste	77274244
Joao C. Ximenes	Eastern Coordinator of FRETRELIN	Baucau, Timor-Leste	78333329
Jose Maria Neto Mok	Commander PNTL Baucau	Baucau, Timor-Leste	77312358
Ambere	Maubere Baucau Security Contact Person	Dili, Timor-Leste	77492846

Annex 8. CRS Timor-Leste Protocol on COVID-19 Prevention

The following protocol includes new enhanced health and safety measures that are in line with the Ministry of Health protocols on COVID-19 in Timor-Leste. These shall be applied by CRS Timor-Leste in case of confirmed cases of local transmission of COVID-19 in the districts of Dili and Baucau.

I. Office

Both CRS offices in Dili and Baucau are required to adhere to relevant COVID-19 protocols and requirements prescribed by the Ministry of Health and the central government of Timor-Leste. To determine the most suitable work arrangements (e.g., work from home, skeletal workforce, alternate work schedule), the Head Office in Dili and the Sub-Office in Baucau must adjust their operations to the situation and ensure they adhere to any government-imposed restrictions in each respective office location. Any change to work arrangements in either office must first be approved by the Country Manager. In addition, each office must designate the Security Focal Point to act as COVID-19 Focal Points and share with staff the most up-to-date government guidelines as well as any specific guidelines released by respective districts with staff.

Transitioning to remote work

If work-from-home has not been officially prescribed but staff feel uncomfortable to continue working from the office due to COVID-19 health and safety concerns, they can send a written request (via email) to their line manager, with the Country Manager/Head of Office in copy, asking to be allowed to work remotely. The Senior Management Team (SMT) will then address any concerns and issues that are within CRS' control to ensure all staff feel safe to work at the CRS premises. If the raised concerns or issues are deemed valid but cannot be immediately addressed by CRS, SMT will consider allowing a work-from-home arrangement for that individual. On the other hand, if work-from home is enforced, staff with essential tasks will be allowed to report to the office, following a pre-agreed schedule approved by the Country Manager, the Head of Office in Baucau, and other senior management staff, as needed.

The SMT of CRS Timor-Leste will closely monitor the situation of local transmission of COVID-19, the daily number of cases and any government-prescribed restrictions and updates. Thus, the decision to start working from home will depend on how the situation develops and will be based on government recommendations and/or any orders to suspend gatherings of more than 5 or 10 people indoors, which will require CRS to transition to a remote work environment in both offices. In addition, STM will promptly inform staff if any new cases of local transmission are identified in either Dili or Baucau, which will lead to the immediate closure of CRS offices and a transition to work-from-home mode.

CRS Timor-Leste provides mobile data credit to all staff on a monthly basis. To ensure continuity of operations and maintain our capacity to serve the most vulnerable in the case of office closures, the Senior Management Team will consider providing additional mobile credit to those CRS staff whose Internet connection is not reliable and who are thus unable to perform their work-related duties while operating remotely. However, to ensure equity and fairness, the decision to provide mobile credit will be based on consultations with Budget

Managers and made on a case-by-case basis, depending on the essence of staff responsibilities and what the need and requirements for their online presence are.

Specific office protocols

1. Staff who are unwell or feeling sick (with fever, dry cough, shortness of breath, tiredness, soreness and body aches) should not report to office.
 - If staff come to the office despite exhibiting COVID-like symptoms, other CRS employees should advise them to take sick leave and return home. If an employee feels uncomfortable requesting that another staff go home due to COVID-19 symptoms, they can raise the issue with their designated HR or, if needed, with the Country Manager/Head of Office. The latter shall then be responsible for following up and asking the sick staff to leave the office.
2. Staff with symptoms who are already on office premises shall:
 - Leave the CRS office premises and return home as soon as possible to prevent exposing other staff to the virus.
 - Inform HR/admin staff in case of severe symptoms and ask them to call an ambulance so that they can be immediately transported to the nearest hospital or isolation facility. A vacant room or space in the office should be designated to serve as isolation space while waiting for the ambulance.
 - Other staff inside the office will be asked to leave and office will be closed for the day. Necessary office disinfection will be carried out before reopening the premises.
3. COVID-19 prevention posters must be visible in strategic office locations (main door, reception area, conference room, kitchen, and other common areas)
4. Hygiene supplies, such as alcohol, hand sanitizers and soaps must be available for staff to use and will be available in key locations (i.e., entrance of office, bathrooms, kitchen).
5. CRS should ensure that a working thermal scanner is available to guards for temperature check of each staff entering the office. Temperature greater than 37.5 C is considered a symptom of fever.
6. Wearing a face mask is required at all times in the office.
7. Social distancing of at least one meter, but preferably more, is required and should be ensured at all times:
 - Eating together in communal areas should be discouraged. Staff should avoid sharing kitchen utensils and must instead use their own mugs, plates, spoons/forks, etc., including washing their own utensils.
 - Limit movements inside the office. Staff are encouraged to bring their own food for lunch.
 - Virtual meetings are encouraged but if an event requires face-to-face interaction, it must be held in a big enough area to maintain social distancing. Staff must wear masks during all meetings. Well ventilated, open locations are preferred for meeting locations.
 - Office gatherings or parties are not allowed inside the CRS offices.

8. Office disinfection (thorough cleaning and spraying with disinfectant in common areas) must be done on a daily basis. If necessary, external vendor will administer the office disinfection.
9. Adequate office ventilation must be strictly enforced inside the office (opening windows, opening doors and, whenever possible, turning off air conditioning units).
10. COVID-19 contact information form (compliant with the approved template of the Ministry of Health of Timor-Leste) should be completed by office visitors (vendors, partners, beneficiaries) and the Office Admin/Receptionist should submit it to the HR Officer at the end of each day for filing and, if necessary, for future reference and contact tracing.

II. Travel

The Country Manager, the Head of Office in Baucau, as well as program managers and other CRS staff should collectively discuss and agree to only allow and undertake travel that is deemed essential. The Head Office in Dili and the Sub-Office in Baucau will both aim to adjust their standard operating procedures to minimize travel and, whenever possible, shift to remote and virtual engagement with partners and vendors.

The Senior Management Team (SMT) of CRS Timor-Leste will determine essential travel based on the following two questions:

- *Is this trip absolutely necessary?* If there is another way to accomplish this activity, the trip will not be deemed essential and will consequently not be approved.
- *Is everyone required to go?* Use the minimum number of staff needed to accomplish the activity.

Staff can submit their travel requests to their respective line manager who will then consult with the SMT and confirm if permission has been granted or denied. Those, whose travel requests are deemed essential and have been approved, must adhere to the following procedures:

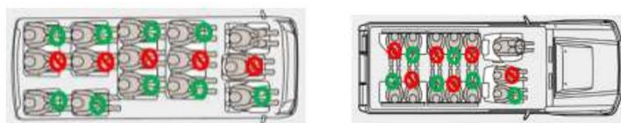
1. Familiarize themselves with the information and updates shared by the designated Security/COVID-19 Focal Point in their office and ensure that they are fully aware of any government-imposed restrictions of the respective aldeia/suco/sub-district/district that they are visiting.
2. Familiarize themselves with the COVID-19 situation of the place to visit and the number of recorded cases there.
3. Be aware of any specific locally applicable COVID-19 protocols and guidelines of the place to visit and strictly comply with all the requirements.
4. Attach to their travel request form a detailed itinerary and description of their planned activities, including a comprehensive list of people they plan or are scheduled to meet.
5. Identify the hotel to stay in during the travel and ensure that it is compliant with the imposed measures.
6. Fully comply with CRS, government and district-level travel safety protocols at all times during the field trips and keep track of any new information and updates.

7. Include persons met and establishments visited during the travel in the trip report for easy contact tracing in case this becomes necessary. Cross-reference it with the list submitted with the travel request form and expand as needed.
8. Staff returning from any essential field travel must not to report to the office. They will be asked to self-isolate and work remotely for the following 14 days so as to avoid exposing other CRS staff to any risk.
9. Staff returning back from work-related travel in a high-risk area/district are advised to follow the applicable regulations and protocols, including undergoing a quarantine and COVID testing upon arrival if that is required by the government. If the results from the COVID testing are:
 - Positive – follow the applicable communication protocols on positive case (please see page 5 below)
 - Negative – inform supervisor/Head of Office/Country Manager and undergo self-isolation at home/work from home for 7 days before being allowed to report back to the office for any essential tasks.
10. When returning back to work from personal travel abroad (e.g., home leave, holiday), staff must undergo the required 14-day government-imposed quarantine and submit the certificate of completion of mandatory quarantine issued by the Ministry of Health of Timor-Leste.

Specific Travel Protocols

During travel all staff must strictly follow the below protocols:

1. Wear face mask
2. Observe social distancing, including inside the vehicle. To reduce risk of transmission, limit the number of passengers per vehicle. Passengers in addition to the driver:
 - 1 passenger – in rear seat diagonal from driver
 - 2 passengers – both in back seat, each against a window
 - 3 passengers – Two in the back and one in the front
 - Higher capacity vehicle – leave middle seats empty and/or alternate seating.



3. Hygiene supplies such as alcohol, hand sanitizer and soaps and disposable masks are always available inside the vehicle.
4. It is expected that vehicles are disinfected every day before and after each travel.
5. Side trips are not allowed. If those cannot be avoided, seek approval from the supervisor and/or Country Manager/Head of Office and add the destination to the detailed itinerary.
6. Limit movements in the field and conduct only approved activities.
7. Accepting non-CRS staff as passengers (partners, beneficiaries) in CRS vehicles is prohibited.
8. Ensure that alcohol-based disinfectant is available in all vehicles and that all items (bags, office supplies, equipment etc.) in the vehicles are thoroughly disinfected before loading.

9. If you feel sick (exhibiting any of the COVID symptoms), **do not travel**, self-isolate at home, report to the HR Officer or your supervisor/Head of Office/Country Manager and, if needed, seek medical assistance. Do not come to office, until cleared by doctor and take the COVID test if and when prescribed by the doctor.

***** Only essential work travels will be considered for approval. Any travel of CRS staff to districts that are affected by COVID-19 and have active cases of local transmission will be suspended.**

III. Implementing project activities

When conducting activities in the project sites, the below procedures must be followed.

Activities and meetings with partners and government officials

1. Do-no-harm is a top priority.
2. Conduct meeting in a bigger venue to ensure social distancing. Open air locations are highly recommended to ensure strong airflow and ventilation.
3. Provide brief orientation on COVID-19 prevention or minimum health protocols to participants.
4. Provide face masks to participants and ensure that alcohol/hand sanitizers and soap are available to participants for the whole duration of the activities.
5. Complete attendance sheets to use for contact tracing, if needed. If using attendance sheets, provide individual pens or have disinfectant spray to clean off pens after each use. Also have participants use hand sanitizer after completing the attendance sheet.
6. If you need to review/examine documents given to you by meeting participants, wear gloves while handling them and wash/disinfect hands after finishing.
7. Make special considerations for populations who are most-at-risk of developing severe illness (e.g., elderly, immunocompromised, those with existing health conditions, pregnant women).

In-person activities, meetings and/or trainings with communities:

In case of local transmission of COVID-19 in any of the districts where CRS Timor-Leste is implementing activities, in-person meetings with project participants should be avoided as much as possible. However, if those are deemed essential and provided that gatherings are still allowed by the central government and the local authorities in Timor-Leste, CRS staff should make sure to:

1. Hold meetings in small groups – follow government (central, district, sub-district level) regulations.
2. Maintain physical distancing of at least one meter but preferably more. Proper seating arrangements should be considered, including blocking every other seat.
3. Hold meetings outdoors or find a big/wide venue, preferably near a handwashing station.
4. Minimize need for/presence of common touch points.
5. Keep the meetings or trainings as short as possible.
6. Do not serve food and drinks and discourage socializing.
7. Provide a handwashing station with soap and running water, as well as disinfection materials and instructions for use.

8. Require participants to wash their hands upon entering the meeting space and upon departure.
9. Make special considerations for populations who are most-at-risk of developing a severe illness (e.g., elderly, immunocompromised, those with existing health conditions, pregnant women).
10. Ensure that any staff members/ volunteers that have cold/flu-like symptoms or report coming into contact with someone exhibiting these symptoms (including members of their household) do not engage with other staff/communities and do not attend the event. Seek medical support/advice as per Ministry of Health protocols.
11. Ensure that all staff facilitating community outreach activities are equipped with face masks, disinfecting wipes, and hand sanitizers.
12. Incorporate regular 'one-minute updates and messaging on COVID-19' in all meetings:
 - *Remind participants of COVID-19 prevention measures (i.e., physical distancing, good hand and respiratory hygiene practices, self-isolating and seeking medical advice/support if feeling unwell) and emphasize that these measures will be followed during the meeting.*

MEAL Monitoring Activities

Follow CRS [Guidance](#) on MEAL in the Context of COVID-19. Avoid in-person MEAL activities when possible:

- Adjust baseline and evaluation approaches – consider secondary data, decrease sample size, collect data remotely, etc.
- Establish/continue remote options – collect and validate beneficiary data by mobile phone, conduct monitoring or PDM via mobile phone.
- Minimize in-person activities and strictly follow safety protocols when in-person activities are necessary – leverage tools that facilitate remote work, such as MS Teams, Planner, Shared Documents.

Conducting Emergency Distributions

Follow CRS [Guidance](#) on Conducting Distributions during COVID-19.

IV. COVID-19 testing options

Timorese citizens and foreign nationals can obtain COVID-19 testing at the National Hospital in Timor-Leste. Those seeking to get tested should call the COVID-19 hotline at +670-7556-0000 via WhatsApp first to receive further guidance on scheduling testing (or other COVID-19 related questions) or call 119 if with COVID-19-like symptoms.

- National CRS staff (Timorese citizens) can obtain COVID-19 testing at the National Hospital, free of charge.
- Expatriate staff of CRS Timor-Leste (foreign nationals) can get tested at the same facility but might need to pay a fee for the test. However, they can get this expense reimbursed through their medical insurance plan with Aetna International.

V. Communication protocols for CRS Timor-Leste staff who test positive for COVID-19

1. Staff who are waiting for test results will self-isolate, remain at home and refrain from interactions with others until they receive their test result. Staff who contracted COVID-19 must inform the Country Manager and/or Head of Office immediately of the result of their test.
 - In the Dili Office, the Country Manager will share the information with the HR Officer, the Sub-Regional Country Representative and any other staff, as needed (e.g., supervisors). If necessary, the Country Manager can attach a copy of the Covid-19 test result to the email confirming the positive case in their team.
 - In the Sub-Office, the Head of Office in Baucau shall inform the Country Manager and copy the HR Officer and the Sub-Regional Country Representative in the email, informing them of confirmed COVID-19 positive case in their office and, if necessary, attach a copy of the COVID-19 test result.
2. It is also advisable that staff with symptoms or with positive COVID test result familiarize themselves with any hotline number of their respective district/sub-district health authority to report positive cases and avail of any available local health care services like monitoring, transport and/or isolation facility.
3. Any data privacy regulations shall be strictly complied with to ensure that CRS respects and protects data privacy rights of patients/subjects.
4. Supervisors and/or Country Manager/Head of Office should check in daily with CRS staff who have tested positive and are currently in quarantine and share regular status updates with the Sub-Regional Country Representative.

VI. CRS Support to staff with positive cases and staff under quarantine

CRS staff who, during the performance of their work duties, were exposed to infected partner staff or beneficiaries and later tested positive for COVID-19, will be entitled to the following:

1. Reimbursement of COVID test fees in case tests were not provided for free.
2. Subsistence allowance (for food and other necessities) for staff under quarantine. The allowance amount will be determined based on the need and the specific situation.
3. Psychosocial support (i.e. Employee Assistance Program and debriefing provided by the HR Officer in Dili or the Head of Office in Baucau)
4. Use of sick leave for the duration of the quarantine period for staff with positive COVID test results.
5. While under quarantine, staff should not be compelled to work unless they feel well enough to do so and expresses willingness to continue performing tasks while they are recovering from the virus.
6. Other needs will be considered by the Country Manager and discussed with the Sub-Regional Country Representative.

****** CRS Timor-Leste reserves the right to impose appropriate sanctions/penalties to any employee who does not comply with this protocol and as a result, endangers the health and safety of other CRS staff, partners and/or project participants.***