



CRS/ Timor-Leste

SECURITY GUIDELINES

CRS/TL

Dili, Timor-Leste

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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 staff 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. All staff is encouraged to contribute updates as the need arises through the security focal person.

All staff residing, working in, or visiting CRS offices is required to read this as part of their orientation and sign **Employ/visitor Signatory Sheet (ANNEX 1)** of this field security plan 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 Manager as soon as possible. For visitors and TDY staff updated **Visitor Security and Safety Briefing** is available with Security Manager Islamabad Office and Security Focal Person at each field office.

I. 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 Oecussi (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 hard-line 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. On May 20, 2002, nationhood had been declared. Charismatic rebel leader José Alexandre (Xanana) Gusmão, who had been imprisoned by Indonesia from 1992 to 1999, was overwhelmingly elected the nation's first president on April 14, 2002. The president has a largely symbolic role; real power rests with the parliament and the Prime Minister Mari Alkatiri.

The first new country of this new millennium, Timor Leste is also one of the world's poorest. The Indonesian militias destroyed its meager infrastructure in 1999 and the economy, primarily made up of subsistence farming and fishing was in shambles. Timor Leste's offshore gas and oil reserves promised the only real hope for lifting it out of poverty, but a dispute with Australia over the rights to the oil reserves thwarted those efforts. The oil and gas fields lay much closer Timor Leste than Australia, but a 1989 deal between Indonesia and Australia set a maritime boundary along Australia's continental shelf, which gives it control of 85% of the sea and most of the oil. Timor Leste wants the border redrawn halfway between the two countries to allow it to earn \$12 billion over the next 30 years as opposed to \$4.4 billion. The two countries reached a temporary in August 2004, which granted Timor Leste a larger share of the oil and gas revenues. In exchange, Timor Leste would no request that the maritime border be redrawn.

Climate: A tropical climate with wet and dry seasons. The dry season is roughly from late March through October, and the rainy season from October/November through March/April. Average temperatures in Dili during the dry season are 26-29 degree C. During the wet season the temperatures can reach 29-34 degrees C with humidity. Temperatures in Baucau (the second largest town) are typically a few degrees cooler. Temperatures in the mountains are significantly cooler, particularly in the dry seasons when it can fall to 15 degrees C.

II. Summary of Threat Categories and Assessment

Today, the UNPOL and Police National Timor Leste (PNTL) are the police units keeping peace and order in the districts and capital. Training for the FDTL and PNTL are continuing though they are now operational with the assistance of the UNMIT military and police advisers respectively.

The situation along the border with Indonesia is generally quiet. The border in Mota-Ain is officially open and the influx of Indonesians to Timor Leste and vice versa is quite remarkable. The governments of Indonesia and Timor Leste have signed an agreement regarding their borders.

Currently, the main threat to security and safety is crime, banditry, fighting among martial arts 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.

Road Accidents

Driving in Dili is an art. There is very little awareness or compliance with western versions of 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 standard safety.

Banditry on the roads in Timor Leste is not 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. Staff is not allowed to travel after sunset in the districts of Baucau, Viqueque, and Lautem without explicit permission from the Country Representative, or designate. Staffs are encouraged to avoid traveling at night in the remaining districts unless necessary.

Crime

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.

Robbery is most often directly aimed at internationals; Timorese are increasingly the victims of burglaries. Several of our staff have been victims of thieves and burglars. All staff houses in Dili should have bars on the windows and bolts on the doors, including the bedroom door.

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 now increasingly common 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.

Civil Unrest

Demonstrations in Dili are not predictable and can occur with little warning. Most are politically motivated and commonly, the main Government building in the centre (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 [UNTIL] – directly opposite Parlamento Nacional and immediate behind the Government building in the centre (Palácio do Governo).

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. Often mistaken for politically motivated activities are Martial Arts where past encounters of these different groups have been violent and bloody. The ongoing update security situation has to be checked with CRS Security Officer from time to time. Despite apparent calm when passing through the villages of Gariuai and Uailili (Baucau district) in going to Venilale or Viqueque caution must prevail and update security situation should be verified. Stone throwing is rampant in these areas and their stones do not recognize neutral vehicles or personnel.

Health Risks

There are many health issues that staff must be aware of and cater for when working in Timor Leste. Hepatitis A, B, and E are all risks and malaria is endemic throughout the country. Dengue is also prevalent in Dili. Waterborne diseases are 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.

Acceptance

Currently, there are no specific threats to CRS presence in Timor Leste. However, International, faith-based organisations can attract attention in Timor Leste and 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. 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, photocopies, 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.

Earthquake/Tsunami

Earthquakes are infrequent but can be quite strong in Timor Leste. If you are in a building, calmly get out of the building and stay in a place away from other buildings and trees. If you cannot get out of the building, stand in a doorway and wait until the earthquake is finished. Be aware of the possibility of aftershocks.

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.

The Security Focal Point will forward information on the Earthquake/Tsunami as soon as it becomes available.

Minefields

Mines and unexploded ammunition were rumored to have been found on the East/West Timor border. Generally, staff should not stray from well-used footpaths and roads and even suspicion that mines exist in some place is enough to avoid the whole area. Special attention should be given to roads/paths frequently used by military/police in border areas because those roads/paths are most likely places for placing mines. This is a low-level threat to CRS staff.

III. Critical Few and Personal Responsibility

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. **Reporting** – 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.
2. **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.
3. **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. All staff must use the Staff Locator when travelling outside of Timor Leste.
4. **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.
5. **Road Safety** – 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.
6. **Medical Treatment** – Each staff is responsible to quickly seek medical attention when they are not feeling well.
7. **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.

IV. Decision making

All major security decisions are the responsibility of the CRS Country Representative (CR) 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 Administration Manager is the Security Focal Point. In Baucau, the Security Focal Point is the Office Manager. 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 are 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 fleet and drivers
- Management of facilities and guards
- Management of country program security portal information on the SharePoint

The CR 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 CR 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.

Sources of information

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

1. CRS is an active member of JINGO (Joint International NGO Safety Office). JINGO meets two times per month and provides updates and some analysis.
2. UNDSS (United Nations Department of Safety and Security) and direct contact with other NGO security focal points: CRS management and security officers also maintain regular contact with UNDSS and other NGO security focal points, for the purpose of exchanging and comparing security information.
3. As an American based INGO, we have the opportunity to gather information for the US Embassy. The CR will make regular visits to the embassy to understand their security level and preparedness.
4. CRS staff and informal networks: CRS staff in Timor-Leste is from communities all over the country. CRS staffs have 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.

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

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- **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.***

V. 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:

DOs:

1. Always show respect to religious, community, and government leaders/ representatives and behave politely with others, both CRS and non-CRS.
2. Show respect to religious sites, rituals, traditions, etc.
3. Dress modestly and in a fashion appropriate to local custom
4. 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.
5. 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.
6. 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.

DON'Ts:

1. 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.
2. Staff must not lose their temper or raise their voice in public.
3. Staff must avoid public movement or visible work activity during strikes or demonstrations.

VI. 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.

1. General

Personal 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), 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 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 HOO or security focal point, will be grounds for immediate return to the staff person's duty station, and potentially more severe disciplinary action thereafter.

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.

Employee Locator for National and International Staff:

Full compliance with the CRS Agency Employee "Locator" is a critical part of CRS Timor-Leste and Agency security management systems. Information entered into the Locator automatically appears on the Agency CRS Staff Safety and Security Portal, showing staff "Away" from post, and "Visiting" travel destinations. Some guidance for effective use of the Locator:

- On the CRS Agency Intranet homepage, the "**Employee Locations**" link (click [here](#)) on the left side of the screen will take you to the Locator.
- The Employee Locator is ONLY for short-term visits or TDYs to a country that is not your official post of duty. It should not be used to indicate transfers of assignment in process.
- Staff whose names do not appear on the automatic drop-down list of names on the Locator can still input their travel information. Just select "Other" at the very bottom of the drop-down list and then enter the name manually.
- Delete old travel from your record to help others find you more quickly.

Photographic Equipment:

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

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.

2. Communications:

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 CR, 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.

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.

Updating Changes in the Security Situation:

Any changes in the security situation and all security incidents, however minimal, must be promptly reported to the CR 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 CR or designate, first verbally, and then via the Security Incident Report Form which can be found on in ANNEX 3. The CR will report any relevant information to the RD. Staff are responsible for sharing security-related information with their supervisor and office security focal point, who are in turn responsible for passing the information up reporting lines to the CR.

The CR in consultation with the RD will decide if the incident report is to be submitted to HQ. In such case the reporting will occur online through [Staff Safety & Security Incident Report Form](#). The country program will also decide if sharing of the report to the DRD/MQ and RTA Emergency is appropriate.

3. Travel / Vehicles

Road Travel

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. It is the responsibility of staff to insist that they be driven safely, whether in CRS, partner, or rented vehicles. Drivers, in turn, have the right and responsibility to reduce speed or

stop vehicles in order to ensure the safety of passengers. Drivers and the most senior CRS staff person in the vehicle are ultimately responsible for all passengers' safety.

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

1. Before any travel, staff must have their Travel Authorization Form approval by their supervisor.
2. The driver is assigned by the fleet manager
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)
7. 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 CR.
6. Driver and passengers send SMS to their supervisor when they begin the trip and when they arrive at their destination
7. Any change in the predetermined and pre-approved travel itinerary must be immediately communicated to the fleet manager.

All vehicles must be equipped with the following:

- First aid kit
- Spare tire and jack
- Fire Extinguisher
- Shovel and machete to get out of mud/bush
- Rope or chain with hooks to tow the vehicle
- Flashlight and batteries

Documents to keep in Vehicles:

- Discharge of responsibility form for non-CRS passengers (waiver form) **ANNEX 4**
- Constant Companion
- Accident Procedure
- Copies of all certificates concerning the vehicle (importation, registration)
- Logbook
- Road Map

Principles of CRS Vehicle Usage:

- 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.
- With the sole exception of medical emergencies, non-CRS staff may only travel in CRS vehicles with the prior approval of the CR or designate.
- Drivers will carry the driving license.
- All drivers will follow the law and drive defensively.
- Vehicles should slow down and "hoot" 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.
- Drivers must update log book after every movement.

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- No hitchhikers, uniformed police, or weapons allowed in CRS vehicles. Authorized passengers such as partners or project committee members need to complete the discharge of responsibility form (waiver form).
 - No passengers can ride in the back of a pick-up.
 - All drivers on road missions must have knowledge of local routes (including alternative routes), language, and basic mechanics.
 - All CRS owned and rental vehicle should be clearly identified. Any deviation must be approved by the CR.
 - Fleet Manager 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.
 - Seat belts must be worn at all times while the vehicle is in motion. Fleet managers are responsible for ensuring that both front and back seatbelts are in working order.
 - Vehicles must always be parked in a secure location, or accompanied by the responsible driver. Any exceptions must be approved by the CR.
 - Neither CRS staff nor non-staff are permitted to travel in the rear bed (payload) of pickup trucks.
 - Always keep a safe distance from military convoys and police vehicles.
 - 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 CR.
 - 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 CR 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.
 - Always keep vehicles half-full of fuel in urban areas. Fill vehicle prior to road trips outside of urban areas. Vehicle tanks are filled every Friday
 - An emergency reserve of diesel (50 Liters) will be kept at the Dili and Baucau offices.
 - Spare keys must be labeled and stored by the fleet manager
 - The fleet manager will ensure that VMS is update monthly.
 - No unknown parcel, packages, or luggage to be transported by CRS vehicles.
 - CRS drivers should make every effort not to pay for passage by informal work crews. In the event where it appears that safe passage cannot be made, call fleet manager to discuss how best to resolve. Safety of staff must be our first priority and a small “gratuity” may be the only option.

International Staff and Vehicles

All work trips outside of Dili must be accompanied by a driver. Any exceptions must be approved by the CR. CRS international staff may use vehicle for personal use if there is a vehicle available.

When using for personal use, this must be recorded as such in the log book. International staff may take day trips outside of Dili as long as they observe policy and the “critical few for personal responsibility” (have communication equipment, inform supervisor of their departure/arrival, and observe curfews). Any personal travel beyond a day trip must be approved by the CR.

Road Accidents:

In case of Accident in Dili:

Accident Response:

1. Call Emergency Number 112 and report the accident – if there are injuries, please inform them to send ambulance.
2. Call Alex from CRS at 78386566. If not available, call Yane at 723.0862. Ask Alex or Yane to assist as required. Alex or Yane will inform the CR.
3. If possible, do not move vehicles until police arrive.

Accident Response if CRS driver feels threatened (angry mobs assembling around accident site):

1. Drive to closest Police Station.
2. Call Alex from CRS at 78386566. If not available, call Yane at 723.0862. Ask Alex or Yane to assist as required. Alex or Yane will inform the CR.
3. If possible, do not move vehicles until police arrive.

Hitting Animal with Vehicle:

1. Call Alex from CRS at 78386566. If not available, call Yane at 723.0862. Ask Alex or Yane to assist as required. Alex or Yane will inform the CR
2. Attempt to identify owner of animal to negotiate

In case of Accident in Baucau:

Accident Response:

1. Call Emergency Number 112 and report the accident – if there are injuries, please inform them to send ambulance.
2. Call Cecilia from CRS at 723.0865. If not available, call Dena at 7723 0861. Ask Cecilia or Dena to assist as required. Cecilia or Dena will inform the CR.
3. If possible, do not move vehicles until police arrive.

Accident Response if CRS driver feels threatened (angry mobs assembling around accident site):

1. Drive to closest Police Station.
2. Call Emergency Number 112 and report the accident – if there are injuries, please inform them to send ambulance.
3. Call Cecilia from CRS at 723.0865. If not available, call Dena at 7723 0861. Ask Cecilia or Dena to assist as required. Cecilia or Dena will inform the CR.

Hitting Animal with Vehicle:

1. Call Cecilia from CRS at 723.0865. If not available, call Dena at 7723 0861. Ask Cecilia or Dena to assist as required. Cecilia or Dena will inform the CR.
2. Attempt to identify owner of animal to negotiate.

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

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.

4. In Case of an Emergency

If a dangerous situation develops, all CRS staff should immediately contact security focal point, or CR 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 CR, 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 CR of your location and destination.

5. Medical Emergences

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 will need to follow regional policy on the use of SOS.

6. Hostage Situation

If you do become involved in a hostage-taking situation then do not resist. Obey the person with the weapon. Avoid sudden movements that threaten the captor(s). If the hostage situation is ongoing then do try to build a relationship with your Captor. ———Avoid controversial subjects likely to upset the hostage takers. Emphasize your humanitarian status but do not give away personal information about yourself, your family, or your colleagues. Be careful not to push too much and irritate the captor(s). You will need to assess the situation and determine if developing a relationship will help or increase your risk.

Consider the implications which any escape plan may have on other hostages who remain. In the event of a violent assault to free the hostages, lie on the floor with your hands above your head. DO NOT try to assist. If you are active in this situation, you could be mistaken for a hostage taker and shot.

7. 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.

8. Office and Facilities 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 CRS guards in 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.

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

Office Environment:

All offices are guarded 24 hours by unarmed CRS staff. All offices must have clearly marked accessible fire extinguishers and emergency exits. Offices should be equipped security lights and locked outside of office hours. Any concerns about office security should be referred directly to the respective HOO or Security Focal Person.

Emergency Stocks:

Prior to any critical events (elections, 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, residences, generators, and vehicles for a two week period.

9. Guards

At the Baucau office, CRS employs its own guards. In Dili, CRS uses contract guard services. All guards, at all locations, are unarmed. 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 CR.

10. Evacuation

In this document we distinguish between hard and soft evacuations. A hard evacuation is one that has to be carried out in a highly insecure context and requires the assistance of the UN, embassies and/or military forces. Advice on hard evacuation generally comes from the respective embassies of international staff.

A soft evacuation is one undertaken by CRS using its own resources and/or commercial flights. Any decision on evacuation is taken by the CR in consultation with the RD. Once a decision has been taken to evacuate an individual or group of staff, it is non-negotiable.

Options for assistance in organized evacuation will include the UN system and foreign embassies. It is the responsibility of the CR to identify embassies willing to provide assistance to different international staff members, based on their nationalities, and to register them with those embassies. If there are staff of nationalities who may not receive assistance from any embassy in Dili, this should be taken into account in decisions to preemptively evacuate these

staff by commercial carriers in a deteriorating situation. Please refer to the separate Evacuation Plan document for specific plans and instructions.

VII. 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.

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 NGOs or CRS.

Level III: Restriction: Increased level of tension and/or threats against NGOs, 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.

Security Measures for Respective Security Phases

All measures identified in the Standard Operating Procedures (SOP, Section VI) apply to all levels. Further, all measures in lower security levels are carried over to higher levels.

Level I- Normal

Description

- Economic and social life continues without disruption
- Media is not restricted (beyond the norm)
- Movement is not restricted
- No outward signs of increased police presence and/or military mobilization
- All roads in the country are classify as green

Actions

- CRS/TL has normal activities
- Everyone follows standard operating procedures
- Daily contact between offices
- Vehicles have permanently at least ½ tank of fuel
- Emergency Contact list are posted in vehicles and offices.
- Economic and social life continues without disruption

Level II- Normal Restricted

Description

- Crime in certain areas, particularly urban areas
- Regular authorized and unauthorized demonstrations/large public gatherings with police presence
- Strong/credible information of potential disturbances or unrest
- Isolated clashes between groups involving violence
 - Disruption of vehicle and/or pedestrian traffic
 - Minor damage to vehicles in area of disturbance
- Potential for violence toward international staff depending on cause of gathering

Changes in Security Management / **Changes in SOPs (SOP Level I applies Plus):**

- Avoidance of areas/districts reputed to be insecure
- Increased communications UN Office, Australian and US Embassies
- Regular updates with all staff

Level III- Very Tense

Description

- Anti-government demonstrations, heavy police presence
- Security measures responding to possible terrorist
- Regular armed clashes between groups (martial arts, military, militia at border areas)
- Disruption of movements in areas where demonstration taking place
- Closure of US/Australian government-affiliated agencies leading to recommendations for citizens to leave Timor-Leste
- Harassment of INGO workers
- Restricted travel on main roads

Changes in Security Management / **Changes in SOPs (SOP Level II applies Plus):**

- Non-essential visits into Timor are cancelled. Visits to CP limited to essential business travel. Visits shall be approved by RD the CRS Chief of Staff. Curfews are tightened
- Increased communications between agencies
- Staff presence and programs in affected areas are minimized. Essential staff and missions are considered on a case by case basis, and must be approved by the CR.
- Close coordination is maintained with JINGO/UN/US Embassy.
- Staff may be advised either to stay at home or to avail a CRS provided pick and drop facility, at the discretion of the CR.
- Head of sub-office in affected areas submit daily written or verbal security updates to the CR. CR submits regular security updates to the RD (Regional Director).
- Non-essential international staff and/or dependents *may* be evacuated. Expatriate staff *may* be relocated to another office in-country.
- Begin preparations for possible evacuation/hibernation; including stockpiling additional food, water, and fuel at secure locations, identifying evacuation/hibernation focal persons, identifying sensitive documents for relocation or destruction, preparing monthly salaries for rapid disbursement, etc. (in case of situation jump to LEVEL V), Cash in hand for evacuation.

Level IV- Evacuation

Description

- Direct, organized armed attacks against local population, foreign citizens, INGOs and CRS
- Violent coup d'état
- Likelihood of facing direct or indirect threats when travelling
- Communication down
- Temporary or permanent closure of CRS office
- CRS staff potential targets

Changes in Security Management / **Changes in SOPs (SOP Level III applies Plus)**

- All non life-saving programming to cease and CRS offices to be closed in affected areas
- All key CRS assets to be removed from office premises or secured
- Evacuation of all international staff.
- Sat phone check among designated senior managers.
- Minimum daily check by RD with acting CR in country, RD report to HQ.
- Emergency operating cash held in safes as required
- National salaries paid in advance for one month, as practically feasible.
- Reference evacuation/hibernation plan for additional procedures.
- All visits to the CP prohibited

Level V- "Hunker Down" (i.e. cannot evacuate safely)

- Security situation is too unstable to evacuate.

Changes in SOPs (SOP Level IV applies Plus):

- Evacuation of international staff remains planned and re-evaluated consistently.
- Communication channels kept open any way feasible among all staff
- Region and HQ are updated by hour.
- Reference evacuation/hibernation plan for additional procedures.