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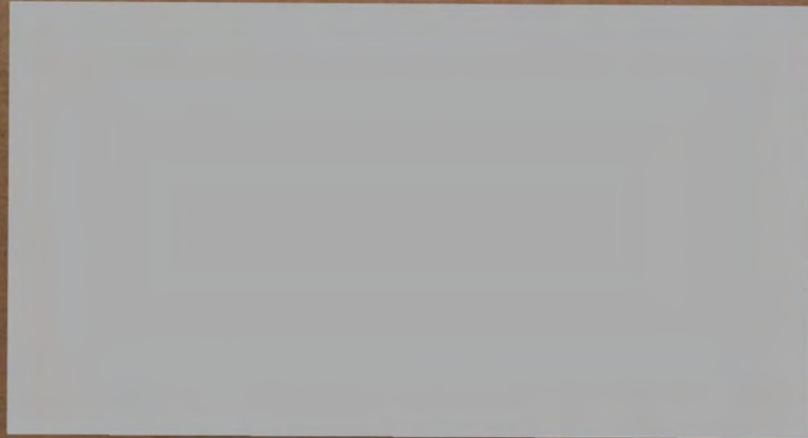
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James L. Theodores - Chronological file



# OFFICE MEMORANDUM

DATE April 2, 1985  
TO All Field Staff  
FROM James L. Theodores, Field Coordinator, VPA  
EXTENSION 74911  
SUBJECT Personal Safety and Security -- Some Practical Suggestions

1. The attached material summarizes the types of problems that can arise in connection with fire safety and common crime and offers some practical suggestions on what you can do in the interest of your own safety and well being.
2. There is nothing especially new or different about this information -- just some general suggestions -- that you may have heard or read about before. Nevertheless, on the chance that some of this information on safety and security may have slipped your mind, Neil Creeden and Mike Kaye of ADMSD have kindly compiled the attached materials for your convenient reference.
3. Please keep in mind that this information is not intended to serve as specific instructions with guaranteed results. Instead, these are some common sense suggestions on preventive measures that can be taken in any area of the world where you may reside or work.
4. This first set of materials deals with fire protection, burglary, street crime and precautions to take when traveling. In time we will be sending you supplementary materials including graphic illustrations to augment and highlight the written text.
5. If you have any questions or comments on the attached materials and/or other suggestions on personal safety and security that you might like to share with your colleagues, we would appreciate hearing from you. Please send these to Ms. Claudia Duncan, Office of the Field Coordinator, Room B-105.

## Attachments

cc: Messrs. Paijmans (VPA), Cosgrove (ADM), Karstens (ADM)  
Chadwick (VPA), Townsend, Creeden, Kaye (ADMSD)  
Cole (IMF)  
Regional Program Coordinators  
Coordination Group on Field Office Improvement Program

Copied to: Mr. S. Boorsma, Chief, Emergency Coordination Unit, UNDP/NY  
United Nations Development Programme  
New York, N.Y. 10017

Mrs. Weil, Assistant Secretary General  
United Nations  
New York, N.Y. 10017

- Locate your detector on the ceiling or high on a wall. The preferred location is in the center of the ceiling at the top of a stairway, or at least 4 - 12 inches from the ceiling.\*
- Always locate your smoke detector at the highest point of any sloped ceiling.\*
- Before final installation have all family members go to their bedrooms and close the doors. Test the detector. Every member of the family should be able to hear the alarm. If large areas are involved detectors which are interconnected to a remote alarm may be necessary.
- In offices, detectors should be mounted in escape corridors and at the top of any exit stairwells. Alarm signals from these devices must be audible to persons working in the area, and be heard over ambient noise. As in the home, the location should be pretested for alarm suitability and, if needed, remote alarms installed.
- Do not install a ceiling-mounted smoke detector within 4 inches of a wall or corner (early smoke will not usually penetrate these spaces).
- Do not install a smoke detector in front of air registers, windows or doors which create high velocity air drafts that might affect detectors sensitivity.
- Do not expose the detector to temperatures which may fall outside performance levels. Many available units function only between 40°F and 100°F.
- Always heed the instruction guide. Certain smoke detectors may be adversely affected by humidity, temperature extremes or stagnant air.

Don't be lulled into a false sense of security just because you have installed smoke detectors. Even after it warns of a fire, you have only moments to escape. Unless you have planned and practiced an evacuation plan, those few moments may not be enough.

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\* In hot climates air stratification within rooms and buildings may occur from high temperatures and uninsulated roofs causing layering which could preclude or inhibit smoke from a smouldering fire from reaching a ceiling mounted detector. In these instances, wall mounted devices are suggested, installed approximately 12 inches from the ceiling.



## FIRE PROTECTION

### 1. General

Following are some general suggestions that might be of help in protecting you from the dangers of fire. Most of these suggestions will apply to the home as well as the office.

Fires can and do occur in homes and offices with thousands of victims claimed annually worldwide. In many areas served by the World Bank, local fire fighting and rescue services are ineffective or non-existent. In other words, if a fire does occur, staff members may well be left to their own devices to cope with the situation.

Effective fire protection can be broken into 4 phases: detection, evacuation, suppression and prevention. No one phase is more or less important than the others. All must be taken into account. Listed below are major points to be considered under each phase.

### 2. Detection

You possess one of the best smoke detectors in your sense of smell. However, to be effective you must be in the proper location and must be awake to detect the smoke. Since this is not practical, alternative methods of detection are necessary. Fortunately, inexpensive and easy to install smoke detectors are available. Proper selection and positioning of these devices are crucial to their effective operation.

When purchasing a smoke detector:

- Check for a testing laboratory label. Don't buy a detector that doesn't have a laboratory label.
- Read the instructions, especially the schedule and means for testing the detector.
- Install the detector as soon as possible. Its of no help when left in the box.

Consider these locations:

- In the home, locate the smoke detector near sleeping areas. The preferred location is in hallways or adjacent to bedrooms.
- Protect escape routes. Bedrooms are usually located farthest from convenient exits. Therefore, locate the smoke detector in areas your family must pass through to escape. This will prevent your family from being trapped by smoke or flames.

These and other questions should be asked as you survey your house and garage as a burglar would. When you identify a significant weakness, take action to correct it or install a compensatory measure.

#### GENERAL SUGGESTIONS

- Take extra care to guard against intruders when you and/or household help are in the house. Your personal safety is at stake. Secure all outside doors and windows. Do not overlook other hiding and/or access points such as ventilation openings, entrances for pets, trap doors and crawl spaces under the house.

- Insure that doors and windows are secured even during casual absences, such as, working in the yard, sitting on the patio, or visiting a nearby neighbor. These casual absences provide a sneak thief with an excellent opportunity to make a "hit and run" attack through unlocked doors and windows.

- You and your household staff should never admit strangers into the compound or house under any pretext. Use a wide-angle "peep hole" viewer at the entrance gate or door to identify people before you allow them in. Do not assume that the person at the door is known to or has been cleared by the house guard. Keep valuables out of sight.

- Prior to going on an extended absence, consider placing your valuables and important papers in a locked suitcase or box and storing them in a locked container at the office or a neighbor's home. Do not publicize, even to servants, the special precautions you have taken to safeguard your property. Restrict information about your travel plans to those people who have a need to know. Never discuss travel plans in public places.

- Failure to close and lock garage doors presents a serious security problem. An open garage door lets intruders know whether the car is there. If an intruder gains entrance to the garage, he will be concealed and may find the tools necessary to force his way into your house. The connecting entrance from the garage into the house should be of similar construction and secured in the same manner as the front and back doors of the house.

- If you come home and have reason to believe that a burglar is inside the house--go away from the house very quickly and seek assistance from local authorities. DO NOT GO INSIDE. If you catch a burglar in the act, here are some important dos and don'ts to keep in mind:

- o Stay as calm as possible.

- o Do not shout or antagonize the intruder.

- o Do not resist unless your life is clearly in jeopardy.

- o Do not make any sudden moves. Inform the intruder beforehand what you are going to do.



- o Follow the intruder's instructions as reasonably as possible.
- o Do not hinder the intruder's escape.

If you awaken at night and think that an intruder is in the house, stay in bed, be quiet and pretend to be asleep. When the intruder has left, seek assistance from local authorities. If someone tries to break into the house while you are there, secure yourself in a "safe room and sound an alarm" or quickly depart the house if you can do so in a safe manner.

- Establish a security closet inside your house for storing valuables. The closet door should be as secure as your exterior door, with a deadbolt lock and pinned hinges on a solid wood door. For extra security bolt a small strongbox to the floor of the closet.

- There are very few advantages for having guns in the house for protection and their use for this purpose is strongly discouraged. Since many burglars strike when the house is unoccupied, guns become valuable objects to steal. If you are at home, it is unlikely that, in an excited state, you will be able to handle the gun well enough to defend yourself. Very few house dwellers have the necessary training or ability to handle a gun in an emergency. Also, anytime guns are kept in a house, there is a danger of accidents, particularly with children.

- Plans/procedures should be made now and practiced periodically so that family members, servants and neighbors know what to do in an emergency. Think of the kinds of emergencies you might reasonably encounter in your location and plan accordingly.

- Dogs can provide a degree of protection against burglars. However, trained guard dogs are expensive and can cause injury to innocent persons. On the other hand, pets can make a lot of noise and deter a burglar. Generally a thief will choose a home without a dog over one which has a dog. But do not depend fully on your dog. It is no substitute for locks, barriers, alarms, and lights.

- Make an inventory of all your valuable property. Keep it in a safe place. Update the list at regular intervals. Include in the inventory an accurate description of each item, serial numbers, distinguishing marks, as well as purchase date and price. Consider taking color photographs of your property and attaching them to the inventory. This will assist the police and increase your chances of getting your property returned. It will also help you in filing an insurance claim.

#### Locks and Keys

- A lock is not a lock unless you lock it.

- Keys or combinations to locks must be strictly controlled and accounted for at all times. Spare keys should be secured in a safe place. Remember, the best locks in the world are useless if a thief has the key.



## BURGLARY

### INTRODUCTION

The purpose of this information sheet is to provide some general suggestions that might be of help in protecting your home against burglars and robbers. (Some of these suggestions are also adaptable to an office situation.)

No home can be made absolutely burglarproof. But, entry can be made so difficult that the thief will give up in frustration or go elsewhere in search of an easier target. Failure to protect your home against illegal entry can result in violent crime against the occupants.

The main ingredients of a crime are the thief's desire, ability and opportunity. There is very little that the average home dweller can do to eliminate desire or ability. But every individual can take steps to reduce the opportunity for a successful crime. Most criminals seek the easiest and surest opportunity to get something of value.

Crime prevention is the practice of spotting criminal opportunities and then doing something to reduce or eliminate those opportunities in a common sense way. The more that can be done to increase the time, visibility and noise factors associated with burglaries and thefts, the less likely that a thief will select your residence as a target.

### GENERAL

Two of the most important ways for you to protect your home are to know your neighbors and employ trustworthy servants. Servants should be aware of who normally comes and goes in the neighborhood. Knowing your neighbors and their servants will make it easier to spot strangers. Watchmen and house guards should be especially knowledgeable about who "belongs" in the neighborhood. You should meet your neighbors and discuss mutual security with them. Specific and clear instructions should be given to servants on actions to be accomplished in case of an emergency. Emergency procedures and signals to be used in case of an emergency should be discussed and mutually agreed to by neighbors.

As a household dweller you evaluate your present home security by conducting a security survey. Look at your residence as if you were a burglar. For example, ask yourself some basic questions:-

- o Does your house look like it would be a "richer" target than someone else's house?
- o Are there unprotected entrances or windows?
- o Does poor exterior lighting or excessive shrubbery provide hiding places for criminals?
- o Are locks and other physical barriers properly installed and in use.



- Servants should not be allowed to take keys off the premises. If possible, keys issued to servants should be permanently installed on a large solid metal ring. Such a ring:

- o prevents servants from putting the keys in their pocket and "forgetting" to leave them.
- o facilitates accountability and inventory.
- o makes unauthorized removal and/or duplication more difficult.

- Locks should be changed immediately upon actual or suspected compromise. If keys are lost or cannot be accounted for, change the corresponding locks.

- A listing should be maintained for all keys. This listing should include the names of the person(s) who have keys and an identification of each key. Informal and unscheduled inventories should be made to insure keys are accounted for.

- Properly installed, heavy duty sliding bolts should be used to secure the "family safe area" when it is occupied.

- Primary locks should be installed only on doors and doorjamb of sturdy construction. Doors should be hung with heavy duty hinges. Outside hinges should be welded to prevent removal of hinge pins. Lock components should be firmly mounted using steel bolts or case-hardened screws, e.g. strike plates should be attached to the doorjamb stud rather than the surface moulding.

- Don't hide a key outside. Burglars already know the locations of all the "good" hiding places. Leave your spare key with a trusted friend or servant.

- Never attach a tag with your name and address to your house or car keys. Try to keep your house and car keys separate so that a garage attendant cannot use your house keys for illegal purposes.

- If your purse is stolen with your identification and house keys in it, have the locks changed in the house as soon as possible. It is a good practice to carry your house key on your person rather than in a purse or wallet.

- If you have a door or window lock in the house that requires a key to unlock it from the inside make sure that the key is accessible in case of a fire. But be equally sure that a burglar cannot reach the key through a broken window.

- Try to pre-locate safe havens along your route of travel that you can go to in case of trouble. Typical havens could be public restaurants, military posts, fire or police stations, etc.



- Determine the most direct route between your hotel room, the fire escape, elevators and the nearest hallway telephone.

- When you are in your hotel room use all of the locking devices on doors and windows. Use the door viewer to identify anyone requesting entry to your room before you open the door. If in doubt, call the hotel desk clerk. At night, prop a chair against the door.

- Be alert when you are in hallways, elevators and parking lots.

- When you are by yourself, do not enter an elevator with anyone who arouses your suspicions. On the elevator, stand close to the control panel so you can reach the emergency alarm if necessary.

- If you have a flat tire in a questionable area, drive on it slowly until you reach a safer area. If you ruin the tire and/or the rim they can always be replaced.

- While driving, particularly at night, be alert when stopping at intersections. Keep the vehicle in gear and be ready to drive off at the first sign of trouble. Try to leave space between your vehicle and the vehicle ahead for maneuvering. If someone threatens you, blow your horn to attract attention and drive away quickly.

- If you think you are being followed drive to a public place, a police station, a firehouse or a place where people are. Do not drive to your home while being followed. Use evasive driving techniques such as unsignalled turns, speed changes and circling the block to thwart the follower.

- If your vehicle breaks down and you must remain with it, lock yourself in the vehicle. If someone stops, roll the window down only far enough to ask him or her to contact a garage, the police or a friend/relative.

- Be on guard for the "bump and rob" scam. Another motorist may deliberately hit your vehicle so that you will stop to investigate the accident. (A variation of this ploy is for a "pedestrian" to jump in front of your vehicle.) Once you stop, you are robbed and your vehicle is stolen. If the "accident" is minor and no one is apparently really injured, signal the other driver or a bystander that you intend to drive to a police or gas station to report the accident.

- Do not stop to help stranded motorists unless you know them or there has clearly been a serious accident. Instead go to the nearest available phone in a safe area and notify someone about the problem.

- If you use public transportation, try to minimize the time you have to wait--perhaps alone--at the stop. Do not invite trouble by needlessly displaying jewelry or other valuables. Keep neck jewelry out of sight; remove rings or turn them so the precious stones are on the palm side of your hand.

- o a locking gas cap.
  - o interior hood lock and release.
  - o a hidden fuel cut-off or second ignition switch ("kill switch").
  - o If your vehicle is forcibly taken from you while you are driving, a delayed kill switch will permit you to get away before the vehicle stops running.
  - o alarm devices to frighten away the thief and alert you.
- Mark your vehicle in several hard-to-find spots on the engine and body. If your vehicle is stolen, this will make it easier for you to identify it.
  - Unless required by law, do not keep your title or registration in the vehicle. If it is stolen, such documentation will make it easier for the thief to dispose of the vehicle.
  - Minimize or eliminate special markings or decorations which may attract attention to the vehicle.
  - Occasionally check the outside of the vehicle and the tires for signs of tampering. Check to insure that the license plates are properly attached and they are the correct plates issued for the vehicle. Check frequently to ensure that you have ample gasoline, proper air in the tires, a good battery and a useable spare tire.
  - Record the following information about your vehicle and store it in a safe location:

Year _____	Make _____
Model _____	Color _____
ID No. _____	License No. _____
Identifying Marks _____	
Insurance Company and Policy Number _____	

#### TRAVEL

- Never carry large amounts of cash. Do not "flash" cash in public.
- Maintain a record of your credit card numbers. Store this record in a safe place.
- Make sure your suitcases are marked with your name and address somewhere on the inside where it cannot be seen by the public.



## VEHICLES AND TRAVEL

### INTRODUCTION

The purpose of this information sheet is to provide some general suggestions that might be of help in protecting you from criminal incidents while you are traveling. It also offers suggestions on how to protect your vehicle and any items inside it from theft. Because every criminal incident is unique, some modification in the application of these suggestions may be necessary to fit the situation at hand.

If you are physically attacked, please keep in mind there is no such thing as a "best response." What you do depends on you. No one can tell you what you should or can do, but there are some things to consider. You should think about the kinds of defense you would be willing to use. Now is the time to consider your options. There is little time to think during an attack. Could you really hurt someone who tried to hurt you. If you believe you might get hurt by defending yourself, or if you are afraid to fight back, then don't. A passive type of resistance may help to "defuse" the violence of the attacker. For example, you may try to calm the attacker, talk him or her out of hurting you; claim to have heart trouble; or tell the attacker that some friends are on the way to your location. Active resistance, screaming, struggling, fighting back may force the attacker to flee or cause him or her to become more violent. Only you can decide what is the best course of action for you.

### VEHICLES

- Keep doors locked and windows closed while you drive. After entering or leaving the vehicle, always lock the door. Check the back seat before you get into a vehicle.

- Never leave keys in an unattended vehicle. Always place valuables out of view in a locked trunk or a covered storage well. Do not carry unnecessary items in the trunk or well for an extended period of time.

- Obliterate or remove identification code numbers printed on ignition keys. Never attach a tag with your name and address to your key ring. Leave only the ignition key with a garage attendant.

- Avoid leaving your vehicle unattended in public parking facilities for an extended period of time. In this situation the vehicle itself or its accessories are more likely to be stolen.

- Whenever possible, turn your front wheels sharply towards the curb when parking. Try to park between other vehicles. This will make it more difficult for thieves to tow your vehicle away.

- At night always try to park in a well-lighted area close to your destination.

- Consider purchasing and installing security devices such as:



### 3. Evacuation

The best use of time provided by early warning of a fire depends upon the effectiveness of the evacuation plan. Such a plan is necessary regardless of the simplicity or complexity of the structure involve--highrise or bungalow.

- Make a drawing of the workplace or home, identifying all means of egress, doors, windows, balcony, access to adjoining buildings, etc., which are accessible in an emergency.
- Plan escape routes from each area of the building with at least two exits. Windows with bars or grills which cannot be opened from the inside in an emergency are NOT classified as an exit.
- Discuss the evacuation plan with family members in the home and colleagues in the office.
- Designate a meeting place outside and mark it on the evacuation plan. This will make it easier to account for all involved in an emergency. Emphasize that once out of a burning building NO ONE should return. The fire brigade should be called from a neighbor's house or another building--not from the building on fire.
- The evacuation plan should be posted. Additionally, evacuation routes should be identified by EXIT signs which point the way to safety.

No evacuation plan will be worthy of the name unless it is practiced routinely. It is recommended that fire exit drills be conducted at least once every six months, more often in the beginning. Fire drills are a serious business. Be sure your family or colleagues can follow the plan.

A key to the proper functioning of the fire drill is some type of alarm device. If the building involved does not contain an alarm system, a reasonable substitute can be developed by employing horns, whistles or other noise makers to alert occupants. The alarm device should not have a sound similar to other devices which could be misunderstood for the alarm signal.

Even though you have your smoke detectors and have planned your escape routes, you must be ready for the unexpected.

- In the home, sleep with bedroom doors closed. The closed door offers protection from heat and smoke.
- In severe fire situations time should not be wasted gathering valuables. They are not worth your life.
- Feel the door before opening it. If the knob is hot, this denotes fire or heat on the other side. Do not open the door, use the alternative exit (window, balcony, etc.). If the door is not hot



open it cautiously, being prepared to close it again if heat or smoke is encountered.

- If smoke is encountered while exiting the building stay low and exit quickly. Carbon monoxide (CO)--a tasteless, odorless and colorless gas--is present in any smoke. CO is the deadliest type gas produced by fire.
- Since some of the lethal gases produced by a fire are heavier than air, they may settle to a layer at floor level. The safest breathing zone is an area between 12 inches above the floor and doorknob height.
- If your clothing catches fire, drop to the floor or ground and roll to smother the flames, do not panic and run.

#### 4. Suppression

In many cases a small fire can be put out with a portable extinguisher of the proper type. Under some circumstances, however, even a small fire could flare up rapidly and unexpectedly, and could trap you if you were not careful in fighting it. Once a fire reaches a certain intensity it cannot be extinguished with a portable extinguisher and fighting such a fire can be extremely dangerous.

Therefore, (a) always make sure everyone has been warned and is out of the building before you try to fight the fire and (b) always stay near a door which can be used as an escape route and escape immediately if there is the slightest indication that the fire may get out of control. As you escape close the doors behind you for your own safety to slow the progress of the fire. When firefighting keep these points in mind:

- Warn other occupants first.
- Have some one call the fire brigade.
- Stay near an exit and away from fire.
- Do not fight the fire if its larger than you, if it shows any signs of rapid development, or if it is close to dangerous materials (such as gasoline, cleaning fluid, paint cans, aerosol cans, propane tanks, etc.).
- A fire spreads much more rapidly when it is burning upward along a vertical surface (drapes, curtains, walls, etc.) than when it is burning on a flat level surface.
- Some materials burn and spread fire much more rapidly than others--BE ALERT.

- Use the extinguisher in a sweeping motion from outer edges of the fire inwards.
- Aim at the base of the fire as you go.
- Keep your head low to avoid breathing smoke and gases, and cover your face with a wet cloth if possible. Many burning materials produce poisonous gases that cannot be seen or smelled.
- Read in advance, memorize, and follow the instructions on the extinguisher.

Remove all burned objects to the outside after you are sure that the fire has been extinguished. Serious fires have occurred when objects (upholstered furniture, clothing, etc.) have rekindled after apparently being extinguished. Care, however, should be exercised in removing burning objects. The object might flare up again when it is exposed to fresh air and could cause the fire to be extended to uninvolved areas.

## 5. Prevention

A smoke detector, an escape plan, placement of fire extinguisher--none are fail-safe guarantees. The only real safety from fire is to keep fire from happening in the first place. Understanding the major causes of home and office fires may help in the prevention effort:

- Carelessness with smoking materials is the largest single cause of home fires. Always use an ashtray when smoking and do not permit ashtrays to become too full. Use large heavy ashtrays that won't tip over. NEVER SMOKE IN BED. A smouldering mattress can kill with smoke and poison gases long before flames appear.
- After parties, check under cushions and behind furniture for smouldering cigarettes. A chair with a burning cigarette under its cushion might smoulder for hours before bursting into flames.
- Faulty electrical wiring is the major cause of office fires and the second leading cause of home fires. In order to prevent overloading of circuits, special appliances such as air conditioners and large space heaters should have their own heavy duty electrical current. Always replace blown fuses with fuses of the proper size. Never use a coin or other device to circumvent a fuse.
- Overloaded extension cords present fire hazards. Too many appliances plugged into an extension cord could cause the cord's insulation to overheat, deteriorate and ignite. If additional circuits are needed, have them installed. Do not use extension cords for permanent wiring. Do not run extension or electrical cords under rugs or carpets or hang cords on wires. Eventually the cord insulation will deteriorate and expose live electrical wires.



- Check electrical cords for cracks, broken plugs and poor connections. Lamps that fall over easily are potential hazards as are lampshades that touch or are close to bulbs. Be sure that electrical appliances and equipment are in good condition at all times.
- Heating stoves should be installed properly at a safe distance from combustibles, walls, etc. Connection of flue pipes to chimneys should be checked for cracks, crumbling masonry, obstructions, and creosote accumulation; defects should be corrected immediately. As a day-in/day-out precaution, be alert to cooking habits. Keep pot handles turned in from the stove's edge. Don't leave food cooking unattended on the stove. Don't store food above the stove where a person could be burned reaching over the hot stove.
- If you use oil-burning lamps or candles make sure that they and their holders are in good condition before each use and that they stand securely. Never leave candles burning unattended for more than a few minutes. When used for light, candles should be placed in protective holders and never be used in an emergency--have a flashlight handy for such instances.
- All flammable liquids are dangerous. A single spark can ignite gasoline. Even ordinary fingernail polish is a flammable liquid. Never smoke when working with flammable liquids. Don't store or use them near any heat or ignition source. If small quantities of flammable liquid are necessary they should never be stored inside the house or office--store them outside in a shed or in a proper, well-ventilated storeroom.
- In areas in which propane gas is used for heat and cooking, attention should be directed to the placement of supply bottles. These bottles should be out of traffic, securely anchored, and not placed within 3 feet of any building opening that is below the level of the safety discharges on the containers--usually found on the top of the cylinder. Propane gas is heavier than air and if a leak occurs the gas could settle into low areas of the building causing an explosion if ignited. The purchase of a gas detector is suggested if questions as to the adequacy of installation arises.

By applying the four phases of fire protection the staff member can improve the fire safety of his home and office.

## STREET CRIME

### INTRODUCTION

The purpose of this information sheet is to provide some general suggestions that might be of help in protecting yourself against street robbers, purse snatchers, and pickpockets. Expatriates assigned in the field must be alert and take precautions because, in many local situations, they are generally viewed as rich and attractive targets by criminal elements. At the same time, there are no specific guidelines to follow because each criminal situation is unique. Determining the best response to a situation depends on a combination of variable factors, such as, the location of the encounter, personality of the assailant, number of assailants, the type of weapons used, the likelihood of assistance from bystanders, and your personal resources. Only you can decide what is the best course of action for you at the moment. Responses to criminal confrontations include:

- non-resistance in hope of preventing physical violence
- negotiating or reasoning with the offender
- stalling for time or trying to attract attention
- non-violent evasion, such as distracting the offender, then fleeing
- verbal assertiveness
- physically fighting with the offender

You must keep assessing the situation as it is happening. If the first course of action you choose does not work, try another.

### GENERAL

The best protections against becoming a crime victim are to be alert to potential threats, trust your instinct for self-preservation and use your common sense. Avoid obvious danger spots. Be psychologically prepared for a confrontation and the need to subsequently defend yourself. Think about how you usually react in a stress situation. Will it be adequate in a high risk situation such as an armed robbery? If not, you should develop other reactive strategies.

When faced with danger stay as calm as possible. Quickly evaluate your options. Remember that no amount of money or property is worth your life or serious injury.

### GENERAL SUGGESTIONS

- Be alert! Know your surroundings. Stay out of high crime areas. Be conscious of people loitering on the street, near buildings or around parked vehicles.



- Try to travel on streets that have other pedestrians and vehicular traffic. At night avoid poorly lighted areas. Travel with companions. There is often safety in numbers.
- Don't take shortcuts through alleys, footpaths, tunnels, etc., especially if they are known to be problem areas. Be on guard when walking by doorways, shrubbery or any other dark places where someone might hide.
- Always carry as little cash as possible. Never display large sums of money. Carry small bills separate from larger ones. Do not display jewelry that appears to be valuable. Do not make yourself a lucrative target for thieves.
- Carry your keys in your hand as you approach your home or car so that you do not have to delay entering.
- When on the street or in public areas always act as if you know where you are going. Radiate confidence and assertiveness. Criminals are adept at sensing fear or fatigue and capitalizing on it. If confronted by a criminal do not appear to be frightened. A display of determination and self-reliance may deter him from further action against you. Don't underestimate a criminal who is young, or small in stature.
- Never take unnecessary risks with an armed assailant. Your chances of overcoming or disarming him without injury to yourself are small.  
  
If he has a weapon assume he intends to use it. If he has a gun, assume it is loaded. If he indicates a weapon in his pocket, assume it is a loaded gun.
- Obey your assailant's instructions. He is probably nervous and any unexpected movement or noise might cause him to react violently. Inform your assailant of your moves ahead of time.
- Do not carry a weapon, especially a firearm for your own self-defense. In most instances the criminal has the advantage. A self-defense weapon can result in injury to the owner or innocent persons.  
  
Also the improper use of a weapon by a private person can result in substantial criminal and civil sanctions.
- If you think someone is following you, cross the street and change your direction of travel. Seek a place of refuge. Don't be concerned about appearing to act "strange." Try to observe the actions of the suspicious person.

#### PICKPOCKETS AND PURSE SNATCHERS

- Generally, pickpockets operate in crowded places. If you are jostled or bumped, check for your wallet or other items of value (e.g., passport) immediately. Be especially vigilant at railroad stations, bus terminals and airports.
- Beware of arguments, commotions or other distractions. Many times these incidents are staged to distract you while your pocket is picked.
- Avoid carrying your wallet in a rear trouser pocket.
- Purses should be carried firmly in your hand or under the arm close to your body. Money, keys and identification should, if possible, not be carried in your purse.
- If someone grabs your purse, you should be prepared to let it go so that you will not be pulled down or dragged. For this reason do not loop purse straps around your wrist. People have been seriously injured while resisting purse snatchers. It is not worth an injury to protect a few things or money that can eventually be replaced.
- When traveling on a public conveyance, place your purse in your lap while continuing to hold onto it.
- Often pickpockets and purse snatchers are not violent. However, if they are pursued or cornered, they may resort to extreme violence to avoid capture.

#### AFTER THE THIEF DEPARTS

- Render assistance to injured persons.
- Make written notes about the incident if you can. If you have time for nothing else during the incident, try to take careful note of the assailant's nose, eyes, ears and facial characteristics.
- Report the incident to the nearest law enforcement authority. Be prepared to provide them a description of stolen items.

NOTE: A robbery description form is attached to assist you in recording the incident and describing the details to the police.



# ROBBERY DESCRIPTION SHEET

Complete the form below as soon after a robbery as you can; then give it to the police.

HAT (color, style, condition)

---

HAIR (color, thick, thin, straight, curly, hair part, style of combing)

---

EYES (close or far set, color, small or large)

---

EARS (small or large, close to head or extended)

---

NOSE (small, large, broad, narrow, long, short)

---

CHIN (square, broad, long, narrow)

---

COMPLEXION (light, dark, ruddy, pale, etc.)

---

SHIRT

---

TIE or SCARF

---

COAT or JACKET

---

GLOVES

---

TROUSERS

---

SOCKS

---

SHOES

---

*Other Miscellaneous Information and Remarks*

ROBBER'S SEX \_\_\_\_\_ AGE \_\_\_\_\_

HEIGHT \_\_\_\_\_ WEIGHT \_\_\_\_\_

PHYSICAL CHARACTERISTICS (describe whether slight or heavy build, scars, marks, manner of walking, tattoos, mustache, nervous, calm, etc.)

WEAPONS AND EQUIPMENT (note whether pistol, revolver, rifle, shotgun, knife, etc. were used by robber)

REMARKS (note here anything that the robber may have said, his accent, whether he used any names, his movements, etc.)

SUBMITTED BY \_\_\_\_\_

TIME & DATE OF HOLDUP \_\_\_\_\_

### Shape of Head

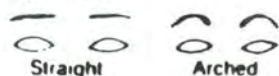


Square Triangular Round

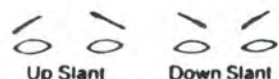


Wide Normal Narrow

### Eyebrows



Straight Arched



Up Slant Down Slant



Irregular Irregular

### Hair

Texture Straight, wavy, curly, lightly curled

Color Black, brown, red, etc., note if dyed

Hairline Low on forehead, receding, "widow's peak" at center, etc

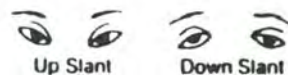
Style Neatly combed, unkempt, parted, short, long



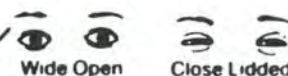
### Eye Shapes



Round Oval



Up Slant Down Slant



Wide Open Close Lidded



Low Pupils High Pupils



Large Pupils Small Pupils

### Nose

Shape Long, wide, flat, pug, Roman, etc

### Cheeks

Flesh Sunken, filled out, dried, oily

Wrinkles "Caliper" lines beside nose, mouth (if marked), other

### Cheek Bones

Prominence High or low, wide or narrow, fleshy

### Forehead

Height High, low, wide, narrow

Skin Smooth, light or heavy creases, wrinkled

### Ears

Size Large, small, etc

Prominence Protruding or flat against head

### Mouth

Corners Turned up, turned down, level

Upper Lip Thin, medium, full  
Lower Lip Thin, medium, full

### Chin

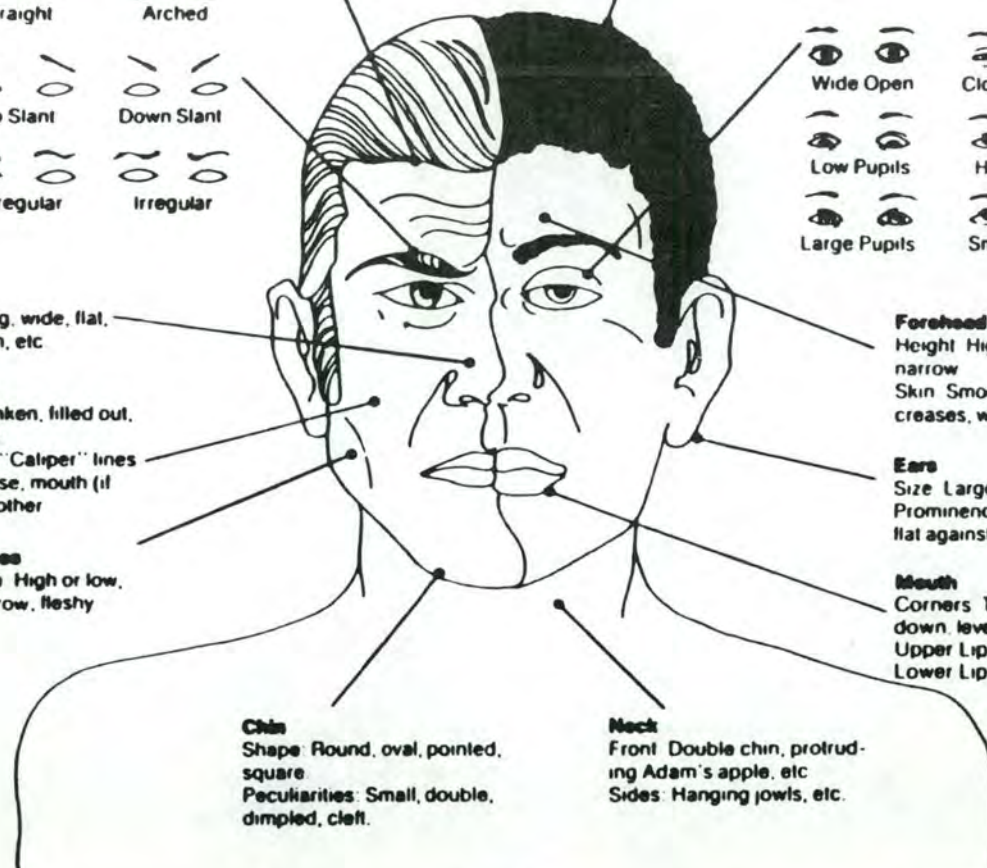
Shape Round, oval, pointed, square

Peculiarities Small, double, dimpled, cleft

### Neck

Front Double chin, protruding Adam's apple, etc

Sides Hanging jowls, etc



DO.....

### STAY CALM

The calmer you are the less chance the robber will become excited and dangerous.

### BE SYSTEMATIC

Look the robber over from head to foot. Mentally note as many details as you can. Compare him to yourself. Is he taller, shorter, heavier, older... and so on.

### WATCH THE ROBBER'S HANDS

If he's not wearing gloves, anything he touches might yield valuable fingerprints later.

### DON'T COMPARE NOTES

This more often leads to confusion than it does clarification.

### DON'T TRUST YOUR MEMORY TOO LONG.

Write down everything you know as soon as possible after the robbery.

Keep this brochure nearby.



# OFFICE MEMORANDUM

DATE April 2, 1985  
TO All Field Staff  
FROM James L. Theodores, Field Coordinator, VPA  
EXTENSION 74911  
SUBJECT Personal Safety and Security -- Some Practical Suggestions

1. The attached material summarizes the types of problems that can arise in connection with fire safety and common crime and offers some practical suggestions on what you can do in the interest of your own safety and well being.
2. There is nothing especially new or different about this information -- just some general suggestions -- that you may have heard or read about before. Nevertheless, on the chance that some of this information on safety and security may have slipped your mind, Neil Creeden and Mike Kaye of ADMSD have kindly compiled the attached materials for your convenient reference.
3. Please keep in mind that this information is not intended to serve as specific instructions with guaranteed results. Instead, these are some common sense suggestions on preventive measures that can be taken in any area of the world where you may reside or work.
4. This first set of materials deals with fire protection, burglary, street crime and precautions to take when traveling. In time we will be sending you supplementary materials including graphic illustrations to augment and highlight the written text.
5. If you have any questions or comments on the attached materials and/or other suggestions on personal safety and security that you might like to share with your colleagues, we would appreciate hearing from you. Please send these to Ms. Claudia Duncan, Office of the Field Coordinator, Room B-105.

## Attachments

cc: Messrs. Paijmans (VPA), Cosgrove (ADM), Karstens (ADM)  
Chadwick (VPA), Townsend, Creeden, Kaye (ADMSD)  
Cole (IMF)  
Regional Program Coordinators  
Coordination Group on Field Office Improvement Program

Copied to: Mr. S. Boorsma, Chief, Emergency Coordination Unit, UNDP/NY  
United Nations Development Programme  
New York, N.Y. 10017

Mrs. Weil, Assistant Secretary General  
United Nations  
New York, N.Y. 10017



## VEHICLES AND TRAVEL

### INTRODUCTION

The purpose of this information sheet is to provide some general suggestions that might be of help in protecting you from criminal incidents while you are traveling. It also offers suggestions on how to protect your vehicle and any items inside it from theft. Because every criminal incident is unique, some modification in the application of these suggestions may be necessary to fit the situation at hand.

If you are physically attacked, please keep in mind there is no such thing as a "best response." What you do depends on you. No one can tell you what you should or can do, but there are some things to consider. You should think about the kinds of defense you would be willing to use. Now is the time to consider your options. There is little time to think during an attack. Could you really hurt someone who tried to hurt you. If you believe you might get hurt by defending yourself, or if you are afraid to fight back, then don't. A passive type of resistance may help to "defuse" the violence of the attacker. For example, you may try to calm the attacker, talk him or her out of hurting you; claim to have heart trouble; or tell the attacker that some friends are on the way to your location. Active resistance, screaming, struggling, fighting back may force the attacker to flee or cause him or her to become more violent. Only you can decide what is the best course of action for you.

### VEHICLES

- Keep doors locked and windows closed while you drive. After entering or leaving the vehicle, always lock the door. Check the back seat before you get into a vehicle.

- Never leave keys in an unattended vehicle. Always place valuables out of view in a locked trunk or a covered storage well. Do not carry unnecessary items in the trunk or well for an extended period of time.

- Obliterate or remove identification code numbers printed on ignition keys. Never attach a tag with your name and address to your key ring. Leave only the ignition key with a garage attendant.

- Avoid leaving your vehicle unattended in public parking facilities for an extended period of time. In this situation the vehicle itself or its accessories are more likely to be stolen.

- Whenever possible, turn your front wheels sharply towards the curb when parking. Try to park between other vehicles. This will make it more difficult for thieves to tow your vehicle away.

- At night always try to park in a well-lighted area close to your destination.

- Consider purchasing and installing security devices such as:



- o a locking gas cap.
  - o interior hood lock and release.
  - o a hidden fuel cut-off or second ignition switch ("kill switch").
  - o If your vehicle is forcibly taken from you while you are driving, a delayed kill switch will permit you to get away before the vehicle stops running.
  - o alarm devices to frighten away the thief and alert you.
- Mark your vehicle in several hard-to-find spots on the engine and body. If your vehicle is stolen, this will make it easier for you to identify it.
  - Unless required by law, do not keep your title or registration in the vehicle. If it is stolen, such documentation will make it easier for the thief to dispose of the vehicle.
  - Minimize or eliminate special markings or decorations which may attract attention to the vehicle.
  - Occasionally check the outside of the vehicle and the tires for signs of tampering. Check to insure that the license plates are properly attached and they are the correct plates issued for the vehicle. Check frequently to ensure that you have ample gasoline, proper air in the tires, a good battery and a useable spare tire.
  - Record the following information about your vehicle and store it in a safe location:

Year _____	Make _____
Model _____	Color _____
ID No. _____	License No. _____
Identifying Marks _____	
Insurance Company and Policy Number _____	

#### TRAVEL

- Never carry large amounts of cash. Do not "flash" cash in public.
- Maintain a record of your credit card numbers. Store this record in a safe place.
- Make sure your suitcases are marked with your name and address somewhere on the inside where it cannot be seen by the public.

- Determine the most direct route between your hotel room, the fire escape, elevators and the nearest hallway telephone.

- When you are in your hotel room use all of the locking devices on doors and windows. Use the door viewer to identify anyone requesting entry to your room before you open the door. If in doubt, call the hotel desk clerk. At night, prop a chair against the door.

- Be alert when you are in hallways, elevators and parking lots.

- When you are by yourself, do not enter an elevator with anyone who arouses your suspicions. On the elevator, stand close to the control panel so you can reach the emergency alarm if necessary.

- If you have a flat tire in a questionable area, drive on it slowly until you reach a safer area. If you ruin the tire and/or the rim they can always be replaced.

- While driving, particularly at night, be alert when stopping at intersections. Keep the vehicle in gear and be ready to drive off at the first sign of trouble. Try to leave space between your vehicle and the vehicle ahead for maneuvering. If someone threatens you, blow your horn to attract attention and drive away quickly.

- If you think you are being followed drive to a public place, a police station, a firehouse or a place where people are. Do not drive to your home while being followed. Use evasive driving techniques such as unsignalled turns, speed changes and circling the block to thwart the follower.

- If your vehicle breaks down and you must remain with it, lock yourself in the vehicle. If someone stops, roll the window down only far enough to ask him or her to contact a garage, the police or a friend/relative.

- Be on guard for the "bump and rob" scam. Another motorist may deliberately hit your vehicle so that you will stop to investigate the accident. (A variation of this ploy is for a "pedestrian" to jump in front of your vehicle.) Once you stop, you are robbed and your vehicle is stolen. If the "accident" is minor and no one is apparently really injured, signal the other driver or a bystander that you intend to drive to a police or gas station to report the accident.

- Do not stop to help stranded motorists unless you know them or there has clearly been a serious accident. Instead go to the nearest available phone in a safe area and notify someone about the problem.

- If you use public transportation, try to minimize the time you have to wait--perhaps alone--at the stop. Do not invite trouble by needlessly displaying jewelry or other valuables. Keep neck jewelry out of sight; remove rings or turn them so the precious stones are on the palm side of your hand.



- Try to pre-locate safe havens along your route of travel that you can go to in case of trouble. Typical havens could be public restaurants, military posts, fire or police stations, etc.

## BURGLARY

### INTRODUCTION

The purpose of this information sheet is to provide some general suggestions that might be of help in protecting your home against burglars and robbers. (Some of these suggestions are also adaptable to an office situation.)

No home can be made absolutely burglarproof. But, entry can be made so difficult that the thief will give up in frustration or go elsewhere in search of an easier target. Failure to protect your home against illegal entry can result in violent crime against the occupants.

The main ingredients of a crime are the thief's desire, ability and opportunity. There is very little that the average home dweller can do to eliminate desire or ability. But every individual can take steps to reduce the opportunity for a successful crime. Most criminals seek the easiest and surest opportunity to get something of value.

Crime prevention is the practice of spotting criminal opportunities and then doing something to reduce or eliminate those opportunities in a common sense way. The more that can be done to increase the time, visibility and noise factors associated with burglaries and thefts, the less likely that a thief will select your residence as a target.

### GENERAL

Two of the most important ways for you to protect your home are to know your neighbors and employ trustworthy servants. Servants should be aware of who normally comes and goes in the neighborhood. Knowing your neighbors and their servants will make it easier to spot strangers. Watchmen and house guards should be especially knowledgeable about who "belongs" in the neighborhood. You should meet your neighbors and discuss mutual security with them. Specific and clear instructions should be given to servants on actions to be accomplished in case of an emergency. Emergency procedures and signals to be used in case of an emergency should be discussed and mutually agreed to by neighbors.

As a household dweller you evaluate your present home security by conducting a security survey. Look at your residence as if you were a burglar. For example, ask yourself some basic questions:-

- o Does your house look like it would be a "richer" target than someone else's house?
- o Are there unprotected entrances or windows?
- o Does poor exterior lighting or excessive shrubbery provide hiding places for criminals?
- o Are locks and other physical barriers properly installed and in use.



These and other questions should be asked as you survey your house and garage as a burglar would. When you identify a significant weakness, take action to correct it or install a compensatory measure.

#### GENERAL SUGGESTIONS

- Take extra care to guard against intruders when you and/or household help are in the house. Your personal safety is at stake. Secure all outside doors and windows. Do not overlook other hiding and/or access points such as ventilation openings, entrances for pets, trap doors and crawl spaces under the house.

- Insure that doors and windows are secured even during casual absences, such as, working in the yard, sitting on the patio, or visiting a nearby neighbor. These casual absences provide a sneak thief with an excellent opportunity to make a "hit and run" attack through unlocked doors and windows.

- You and your household staff should never admit strangers into the compound or house under any pretext. Use a wide-angle "peep hole" viewer at the entrance gate or door to identify people before you allow them in. Do not assume that the person at the door is known to or has been cleared by the house guard. Keep valuables out of sight.

- Prior to going on an extended absence, consider placing your valuables and important papers in a locked suitcase or box and storing them in a locked container at the office or a neighbor's home. Do not publicize, even to servants, the special precautions you have taken to safeguard your property. Restrict information about your travel plans to those people who have a need to know. Never discuss travel plans in public places.

- Failure to close and lock garage doors presents a serious security problem. An open garage door lets intruders know whether the car is there. If an intruder gains entrance to the garage, he will be concealed and may find the tools necessary to force his way into your house. The connecting entrance from the garage into the house should be of similar construction and secured in the same manner as the front and back doors of the house.

- If you come home and have reason to believe that a burglar is inside the house--go away from the house very quickly and seek assistance from local authorities. DO NOT GO INSIDE. If you catch a burglar in the act, here are some important dos and don'ts to keep in mind:

- o Stay as calm as possible.
- o Do not shout or antagonize the intruder.
- o Do not resist unless your life is clearly in jeopardy.
- o Do not make any sudden moves. Inform the intruder beforehand what you are going to do.



- o Follow the intruder's instructions as reasonably as possible.
- o Do not hinder the intruder's escape.

If you awaken at night and think that an intruder is in the house, stay in bed, be quiet and pretend to be asleep. When the intruder has left, seek assistance from local authorities. If someone tries to break into the house while you are there, secure yourself in a "safe room and sound an alarm" or quickly depart the house if you can do so in a safe manner.

- Establish a security closet inside your house for storing valuables. The closet door should be as secure as your exterior door, with a deadbolt lock and pinned hinges on a solid wood door. For extra security bolt a small strongbox to the floor of the closet.

- There are very few advantages for having guns in the house for protection and their use for this purpose is strongly discouraged. Since many burglars strike when the house is unoccupied, guns become valuable objects to steal. If you are at home, it is unlikely that, in an excited state, you will be able to handle the gun well enough to defend yourself. Very few house dwellers have the necessary training or ability to handle a gun in an emergency. Also, anytime guns are kept in a house, there is a danger of accidents, particularly with children.

- Plans/procedures should be made now and practiced periodically so that family members, servants and neighbors know what to do in an emergency. Think of the kinds of emergencies you might reasonably encounter in your location and plan accordingly.

- Dogs can provide a degree of protection against burglars. However, trained guard dogs are expensive and can cause injury to innocent persons. On the other hand, pets can make a lot of noise and deter a burglar. Generally a thief will choose a home without a dog over one which has a dog. But do not depend fully on your dog. It is no substitute for locks, barriers, alarms, and lights.

- Make an inventory of all your valuable property. Keep it in a safe place. Update the list at regular intervals. Include in the inventory an accurate description of each item, serial numbers, distinguishing marks, as well as purchase date and price. Consider taking color photographs of your property and attaching them to the inventory. This will assist the police and increase your chances of getting your property returned. It will also help you in filing an insurance claim.

#### Locks and Keys

- A lock is not a lock unless you lock it.

- Keys or combinations to locks must be strictly controlled and accounted for at all times. Spare keys should be secured in a safe place. Remember, the best locks in the world are useless if a thief has the key.



- Servants should not be allowed to take keys off the premises. If possible, keys issued to servants should be permanently installed on a large solid metal ring. Such a ring:

- o prevents servants from putting the keys in their pocket and "forgetting" to leave them.
- o facilitates accountability and inventory.
- o makes unauthorized removal and/or duplication more difficult.

- Locks should be changed immediately upon actual or suspected compromise. If keys are lost or cannot be accounted for, change the corresponding locks.

- A listing should be maintained for all keys. This listing should include the names of the person(s) who have keys and an identification of each key. Informal and unscheduled inventories should be made to insure keys are accounted for.

- Properly installed, heavy duty sliding bolts should be used to secure the "family safe area" when it is occupied.

- Primary locks should be installed only on doors and doorjamb of sturdy construction. Doors should be hung with heavy duty hinges. Outside hinges should be welded to prevent removal of hinge pins. Lock components should be firmly mounted using steel bolts or case-hardened screws, e.g. strike plates should be attached to the doorjamb stud rather than the surface moulding.

- Don't hide a key outside. Burglars already know the locations of all the "good" hiding places. Leave your spare key with a trusted friend or servant.

- Never attach a tag with your name and address to your house or car keys. Try to keep your house and car keys separate so that a garage attendant cannot use your house keys for illegal purposes.

- If your purse is stolen with your identification and house keys in it, have the locks changed in the house as soon as possible. It is a good practice to carry your house key on your person rather than in a purse or wallet.

- If you have a door or window lock in the house that requires a key to unlock it from the inside make sure that the key is accessible in case of a fire. But be equally sure that a burglar cannot reach the key through a broken window.

## FIRE PROTECTION

### 1. General

Following are some general suggestions that might be of help in protecting you from the dangers of fire. Most of these suggestions will apply to the home as well as the office.

Fires can and do occur in homes and offices with thousands of victims claimed annually worldwide. In many areas served by the World Bank, local fire fighting and rescue services are ineffective or non-existent. In other words, if a fire does occur, staff members may well be left to their own devices to cope with the situation.

Effective fire protection can be broken into 4 phases: detection, evacuation, suppression and prevention. No one phase is more or less important than the others. All must be taken into account. Listed below are major points to be considered under each phase.

### 2. Detection

You possess one of the best smoke detectors in your sense of smell. However, to be effective you must be in the proper location and must be awake to detect the smoke. Since this is not practical, alternative methods of detection are necessary. Fortunately, inexpensive and easy to install smoke detectors are available. Proper selection and positioning of these devices are crucial to their effective operation.

When purchasing a smoke detector:

- Check for a testing laboratory label. Don't buy a detector that doesn't have a laboratory label.
- Read the instructions, especially the schedule and means for testing the detector.
- Install the detector as soon as possible. Its of no help when left in the box.

Consider these locations:

- In the home, locate the smoke detector near sleeping areas. The preferred location is in hallways or adjacent to bedrooms.
- Protect escape routes. Bedrooms are usually located farthest from convenient exits. Therefore, locate the smoke detector in areas your family must pass through to escape. This will prevent your family from being trapped by smoke or flames.



- Locate your detector on the ceiling or high on a wall. The preferred location is in the center of the ceiling at the top of a stairway, or at least 4 - 12 inches from the ceiling.\*
- Always locate your smoke detector at the highest point of any sloped ceiling.\*
- Before final installation have all family members go to their bedrooms and close the doors. Test the detector. Every member of the family should be able to hear the alarm. If large areas are involved detectors which are interconnected to a remote alarm may be necessary.
- In offices, detectors should be mounted in escape corridors and at the top of any exit stairwells. Alarm signals from these devices must be audible to persons working in the area, and be heard over ambient noise. As in the home, the location should be pretested for alarm suitability and, if needed, remote alarms installed.
- Do not install a ceiling-mounted smoke detector within 4 inches of a wall or corner (early smoke will not usually penetrate these spaces).
- Do not install a smoke detector in front of air registers, windows or doors which create high velocity air drafts that might affect detectors sensitivity.
- Do not expose the detector to temperatures which may fall outside performance levels. Many available units function only between 40°F and 100°F.
- Always heed the instruction guide. Certain smoke detectors may be adversely affected by humidity, temperature extremes or stagnant air.

Don't be lulled into a false sense of security just because you have installed smoke detectors. Even after it warns of a fire, you have only moments to escape. Unless you have planned and practiced an evacuation plan, those few moments may not be enough.

---

\* In hot climates air stratification within rooms and buildings may occur from high temperatures and uninsulated roofs causing layering which could preclude or inhibit smoke from a smoldering fire from reaching a ceiling mounted detector. In these instances, wall mounted devices are suggested, installed approximately 12 inches from the ceiling.

### 3. Evacuation

The best use of time provided by early warning of a fire depends upon the effectiveness of the evacuation plan. Such a plan is necessary regardless of the simplicity or complexity of the structure involve--highrise or bungalow.

- Make a drawing of the workplace or home, identifying all means of egress, doors, windows, balcony, access to adjoining buildings, etc., which are accessible in an emergency.
- Plan escape routes from each area of the building with at least two exits. Windows with bars or grills which cannot be opened from the inside in an emergency are NOT classified as an exit.
- Discuss the evacuation plan with family members in the home and colleagues in the office.
- Designate a meeting place outside and mark it on the evacuation plan. This will make it easier to account for all involved in an emergency. Emphasize that once out of a burning building NO ONE should return. The fire brigade should be called from a neighbor's house or another building--not from the building on fire.
- The evacuation plan should be posted. Additionally, evacuation routes should be identified by EXIT signs which point the way to safety.

No evacuation plan will be worthy of the name unless it is practiced routinely. It is recommended that fire exit drills be conducted at least once every six months, more often in the beginning. Fire drills are a serious business. Be sure your family or colleagues can follow the plan.

A key to the proper functioning of the fire drill is some type of alarm device. If the building involved does not contain an alarm system, a reasonable substitute can be developed by employing horns, whistles or other noise makers to alert occupants. The alarm device should not have a sound similar to other devices which could be misunderstood for the alarm signal.

Even though you have your smoke detectors and have planned your escape routes, you must be ready for the unexpected.

- In the home, sleep with bedroom doors closed. The closed door offers protection from heat and smoke.
- In severe fire situations time should not be wasted gathering valuables. They are not worth your life.
- Feel the door before opening it. If the knob is hot, this denotes fire or heat on the other side. Do not open the door, use the alternative exit (window, balcony, etc.). If the door is not hot



open it cautiously, being prepared to close it again if heat or smoke is encountered.

- If smoke is encountered while exiting the building stay low and exit quickly. Carbon monoxide (CO)--a tasteless, odorless and colorless gas--is present in any smoke. CO is the deadliest type gas produced by fire.
- Since some of the lethal gases produced by a fire are heavier than air, they may settle to a layer at floor level. The safest breathing zone is an area between 12 inches above the floor and doorknob height.
- If your clothing catches fire, drop to the floor or ground and roll to smother the flames, do not panic and run.

#### 4. Suppression

In many cases a small fire can be put out with a portable extinguisher of the proper type. Under some circumstances, however, even a small fire could flare up rapidly and unexpectedly, and could trap you if you were not careful in fighting it. Once a fire reaches a certain intensity it cannot be extinguished with a portable extinguisher and fighting such a fire can be extremely dangerous.

Therefore, (a) always make sure everyone has been warned and is out of the building before you try to fight the fire and (b) always stay near a door which can be used as an escape route and escape immediately if there is the slightest indication that the fire may get out of control. As you escape close the doors behind you for your own safety to slow the progress of the fire. When firefighting keep these points in mind:

- Warn other occupants first.
- Have some one call the fire brigade.
- Stay near an exit and away from fire.
- Do not fight the fire if its larger than you, if it shows any signs of rapid development, or if it is close to dangerous materials (such as gasoline, cleaning fluid, paint cans, aerosol cans, propane tanks, etc.).
- A fire spreads much more rapidly when it is burning upward along a vertical surface (drapes, curtains, walls, etc.) than when it is burning on a flat level surface.
- Some materials burn and spread fire much more rapidly than others--BE ALERT.

- Use the extinguisher in a sweeping motion from outer edges of the fire inwards.
- Aim at the base of the fire as you go.
- Keep your head low to avoid breathing smoke and gases, and cover your face with a wet cloth if possible. Many burning materials produce poisonous gases that cannot be seen or smelled.
- Read in advance, memorize, and follow the instructions on the extinguisher.

Remove all burned objects to the outside after you are sure that the fire has been extinguished. Serious fires have occurred when objects (upholstered furniture, clothing, etc.) have rekindled after apparently being extinguished. Care, however, should be exercised in removing burning objects. The object might flare up again when it is exposed to fresh air and could cause the fire to be extended to uninvolved areas.

## 5. Prevention

A smoke detector, an escape plan, placement of fire extinguisher--none are fail-safe guarantees. The only real safety from fire is to keep fire from happening in the first place. Understanding the major causes of home and office fires may help in the prevention effort:

- Carelessness with smoking materials is the largest single cause of home fires. Always use an ashtray when smoking and do not permit ashtrays to become too full. Use large heavy ashtrays that won't tip over. NEVER SMOKE IN BED. A smouldering mattress can kill with smoke and poison gases long before flames appear.
- After parties, check under cushions and behind furniture for smouldering cigarettes. A chair with a burning cigarette under its cushion might smoulder for hours before bursting into flames.
- Faulty electrical wiring is the major cause of office fires and the second leading cause of home fires. In order to prevent overloading of circuits, special appliances such as air conditioners and large space heaters should have their own heavy duty electrical current. Always replace blown fuses with fuses of the proper size. Never use a coin or other device to circumvent a fuse.
- Overloaded extension cords present fire hazards. Too many appliances plugged into an extension cord could cause the cord's insulation to overheat, deteriorate and ignite. If additional circuits are needed, have them installed. Do not use extension cords for permanent wiring. Do not run extension or electrical cords under rugs or carpets or hang cords on wires. Eventually the cord insulation will deteriorate and expose live electrical wires.



- Check electrical cords for cracks, broken plugs and poor connections. Lamps that fall over easily are potential hazards as are lampshades that touch or are close to bulbs. Be sure that electrical appliances and equipment are in good condition at all times.
- Heating stoves should be installed properly at a safe distance from combustibles, walls, etc. Connection of flue pipes to chimneys should be checked for cracks, crumbling masonry, obstructions, and creosote accumulation; defects should be corrected immediately. As a day-in/day-out precaution, be alert to cooking habits. Keep pot handles turned in from the stove's edge. Don't leave food cooking unattended on the stove. Don't store food above the stove where a person could be burned reaching over the hot stove.
- If you use oil-burning lamps or candles make sure that they and their holders are in good condition before each use and that they stand securely. Never leave candles burning unattended for more than a few minutes. When used for light, candles should be placed in protective holders and never be used in an emergency--have a flashlight handy for such instances.
- All flammable liquids are dangerous. A single spark can ignite gasoline. Even ordinary fingernail polish is a flammable liquid. Never smoke when working with flammable liquids. Don't store or use them near any heat or ignition source. If small quantities of flammable liquid are necessary they should never be stored inside the house or office--store them outside in a shed or in a proper, well-ventilated storeroom.
- In areas in which propane gas is used for heat and cooking, attention should be directed to the placement of supply bottles. These bottles should be out of traffic, securely anchored, and not placed within 3 feet of any building opening that is below the level of the safety discharges on the containers--usually found on the top of the cylinder. Propane gas is heavier than air and if a leak occurs the gas could settle into low areas of the building causing an explosion if ignited. The purchase of a gas detector is suggested if questions as to the adequacy of installation arises.

By applying the four phases of fire protection the staff member can improve the fire safety of his home and office.

## STREET CRIME

### INTRODUCTION

The purpose of this information sheet is to provide some general suggestions that might be of help in protecting yourself against street robbers, purse snatchers, and pickpockets. Expatriates assigned in the field must be alert and take precautions because, in many local situations, they are generally viewed as rich and attractive targets by criminal elements. At the same time, there are no specific guidelines to follow because each criminal situation is unique. Determining the best response to a situation depends on a combination of variable factors, such as, the location of the encounter, personality of the assailant, number of assailants, the type of weapons used, the likelihood of assistance from bystanders, and your personal resources. Only you can decide what is the best course of action for you at the moment. Responses to criminal confrontations include:

- non-resistance in hope of preventing physical violence
- negotiating or reasoning with the offender
- stalling for time or trying to attract attention
- non-violent evasion, such as distracting the offender, then fleeing
- verbal assertiveness
- physically fighting with the offender

You must keep assessing the situation as it is happening. If the first course of action you choose does not work, try another.

### GENERAL

The best protections against becoming a crime victim are to be alert to potential threats, trust your instinct for self-preservation and use your common sense. Avoid obvious danger spots. Be psychologically prepared for a confrontation and the need to subsequently defend yourself. Think about how you usually react in a stress situation. Will it be adequate in a high risk situation such as an armed robbery? If not, you should develop other reactive strategies.

When faced with danger stay as calm as possible. Quickly evaluate your options. Remember that no amount of money or property is worth your life or serious injury.

### GENERAL SUGGESTIONS

- Be alert! Know your surroundings. Stay out of high crime areas. Be conscious of people loitering on the street, near buildings or around parked vehicles.



- Try to travel on streets that have other pedestrians and vehicular traffic. At night avoid poorly lighted areas. Travel with companions. There is often safety in numbers.
- Don't take shortcuts through alleys, footpaths, tunnels, etc., especially if they are known to be problem areas. Be on guard when walking by doorways, shrubbery or any other dark places where someone might hide.
- Always carry as little cash as possible. Never display large sums of money. Carry small bills separate from larger ones. Do not display jewelry that appears to be valuable. Do not make yourself a lucrative target for thieves.
- Carry your keys in your hand as you approach your home or car so that you do not have to delay entering.
- When on the street or in public areas always act as if you know where you are going. Radiate confidence and assertiveness. Criminals are adept at sensing fear or fatigue and capitalizing on it. If confronted by a criminal do not appear to be frightened. A display of determination and self-reliance may deter him from further action against you. Don't underestimate a criminal who is young, or small in stature.
- Never take unnecessary risks with an armed assailant. Your chances of overcoming or disarming him without injury to yourself are small.

If he has a weapon assume he intends to use it. If he has a gun, assume it is loaded. If he indicates a weapon in his pocket, assume it is a loaded gun.

- Obey your assailant's instructions. He is probably nervous and any unexpected movement or noise might cause him to react violently. Inform your assailant of your moves ahead of time.
- Do not carry a weapon, especially a firearm for your own self-defense. In most instances the criminal has the advantage. A self-defense weapon can result in injury to the owner or innocent persons.

Also the improper use of a weapon by a private person can result in substantial criminal and civil sanctions.

- If you think someone is following you, cross the street and change your direction of travel. Seek a place of refuge. Don't be concerned about appearing to act "strange." Try to observe the actions of the suspicious person.

#### PICKPOCKETS AND PURSE SNATCHERS

- Generally, pickpockets operate in crowded places. If you are jostled or bumped, check for your wallet or other items of value (e.g., passport) immediately. Be especially vigilant at railroad stations, bus terminals and airports.
- Beware of arguments, commotions or other distractions. Many times these incidents are staged to distract you while your pocket is picked.
- Avoid carrying your wallet in a rear trouser pocket.
- Purses should be carried firmly in your hand or under the arm close to your body. Money, keys and identification should, if possible, not be carried in your purse.
- If someone grabs your purse, you should be prepared to let it go so that you will not be pulled down or dragged. For this reason do not loop purse straps around your wrist. People have been seriously injured while resisting purse snatchers. It is not worth an injury to protect a few things or money that can eventually be replaced.
- When traveling on a public conveyance, place your purse in your lap while continuing to hold onto it.
- Often pickpockets and purse snatchers are not violent. However, if they are pursued or cornered, they may resort to extreme violence to avoid capture.

#### AFTER THE THIEF DEPARTS

- Render assistance to injured persons.
- Make written notes about the incident if you can. If you have time for nothing else during the incident, try to take careful note of the assailant's nose, eyes, ears and facial characteristics.
- Report the incident to the nearest law enforcement authority. Be prepared to provide them a description of stolen items.

NOTE: A robbery description form is attached to assist you in recording the incident and describing the details to the police.



# ROBBERY DESCRIPTION SHEET

Complete the form below as soon after a robbery as you can; then give it to the police.

HAT (color, style, condition)

HAIR (color, thick, thin, straight, curly, hair part, style of combing)

EYES (close or far set, color, small or large)

EARS (small or large, close to head or extended)

NOSE (small, large, broad, narrow, long, short)

CHIN (square, broad, long, narrow)

COMPLEXION (light, dark, ruddy, pale, etc.)

SHIRT

TIE or SCARF

COAT or JACKET

GLOVES

TROUSERS

SOCKS

SHOES

*Other Miscellaneous Information and Remarks*

ROBBER'S SEX \_\_\_\_\_ AGE \_\_\_\_\_

HEIGHT \_\_\_\_\_ WEIGHT \_\_\_\_\_

PHYSICAL CHARACTERISTICS (describe whether slight or heavy build, scars, marks, manner of walking, tattoos, mustache, nervous, calm, etc.)

WEAPONS AND EQUIPMENT (note whether pistol, revolver, rifle, shotgun, knife, etc. were used by robber)

REMARKS (note here anything that the robber may have said, his accent, whether he used any names, his movements, etc.)

SUBMITTED BY \_\_\_\_\_

TIME & DATE OF HOLDUP \_\_\_\_\_

### Shape of Head



Square Triangular Round



Wide Normal Narrow

### Hair

Texture: Straight, wavy, curly, tightly curled

Color: Black, brown, red, etc., note if dyed

Hairline: Low on forehead, receding, "widow's peak" at center, etc.

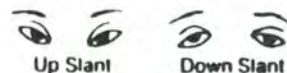
Style: Neatly combed, unkempt, parted, short, long



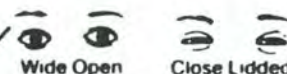
### Eye Shapes



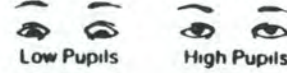
Round Oval



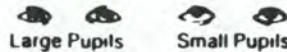
Up Slant Down Slant



Wide Open Close Lidded

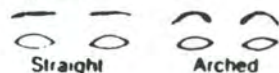


Low Pupils High Pupils

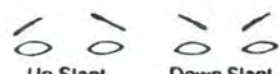


Large Pupils Small Pupils

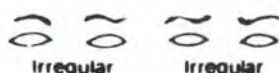
### Eyebrows



Straight Arched



Up Slant Down Slant



Irregular Irregular

### Nose

Shape: Long, wide, flat, pug, Roman, etc.

### Cheeks

Flesh: Sunken, filled out, dried, oily

Wrinkles: "Caliper" lines beside nose, mouth (if marked), other

### Cheek Bones

Prominence: High or low, wide or narrow, fleshy

### Forehead

Height: High, low, wide, narrow

Skin: Smooth, light or heavy creases, wrinkled

### Ears

Size: Large, small, etc.

Prominence: Protruding or flat against head

### Mouth

Corners: Turned up, turned down, level

Upper Lip: Thin, medium, full

Lower Lip: Thin, medium, full

### Chin

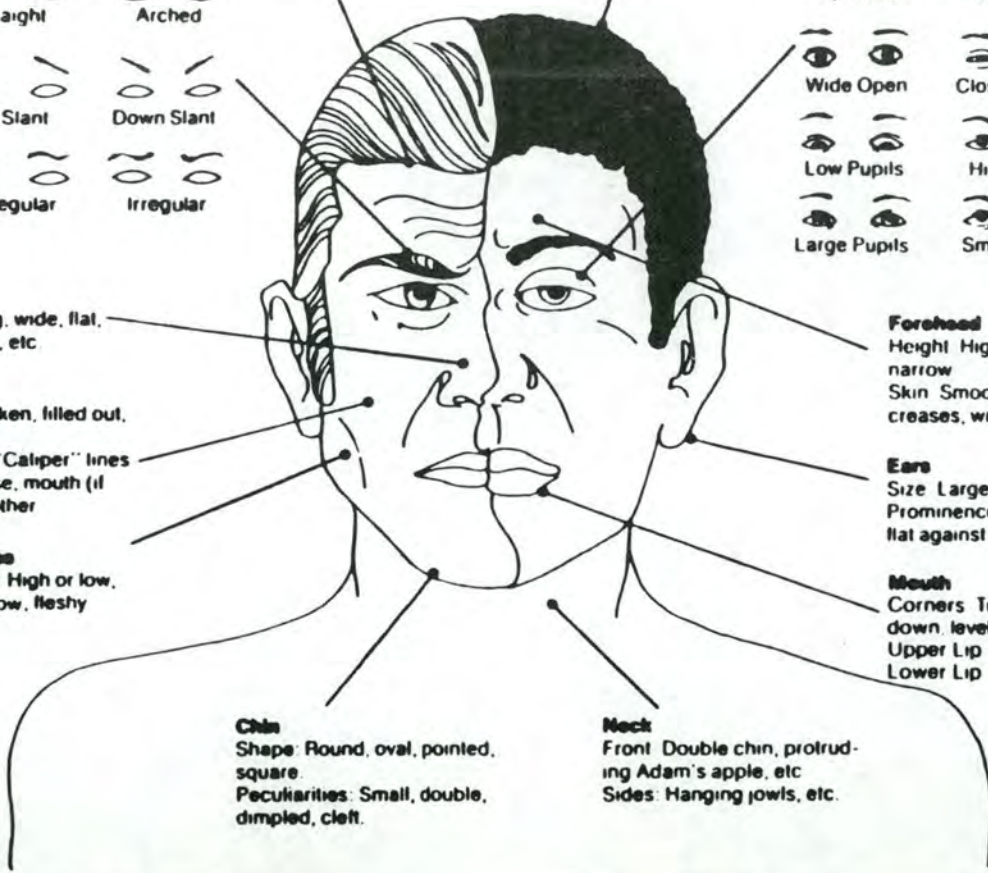
Shape: Round, oval, pointed, square

Peculiarities: Small, double, dimpled, cleft

### Neck

Front: Double chin, protruding Adam's apple, etc.

Sides: Hanging jowls, etc.



**DO.....**

### STAY CALM

The calmer you are the less chance the robber will become excited and dangerous.

### BE SYSTEMATIC

Look the robber over from head to foot. Mentally note as many details as you can. Compare him to yourself. Is he taller, shorter, heavier, older... and so on.

### WATCH THE ROBBER'S HANDS

If he's not wearing gloves, anything he touches might yield valuable fingerprints later.

### DON'T COMPARE NOTES

This more often leads to confusion than it does clarification.

### DON'T TRUST YOUR MEMORY TOO LONG.

Write down everything you know as soon as possible after the robbery.

Keep this brochure nearby.



BF

# OFFICE MEMORANDUM

DATE October 31, 1984

TO Mr. James Theodores, Field Coordinator, VPA

FROM R. F. Townsend, ADMSD *RF*

EXTENSION 75523

SUBJECT General Protective Guidelines for Staff Going to the Field

1. Attached are draft sets of guidelines on the following topics:

- Street Crime
- Burglary
- Vehicles and Traveling
- Fire Protection

2. The guiding philosophy used in compiling these sets of guidelines was to control the overall size so as not to overwhelm the reader. To obtain the widest applicability, the draft guidelines are generic in nature and do not focus on any particular geographic area or special situation. Each guideline set was written so that, if appropriate, it could be used by itself.

3. I recommend that consideration be given to developing an illustrated basic primer for field staff to demonstrate the application of security and fire protection techniques and standards. For example, such a booklet could graphically depict:

- how to secure louver windows
- "charlie bars" for sliding doors
- anti-shim devices in doorknob locks
- features of a single-cylinder deadbolt
- how to pin door hinges
- installation of metal grills
- security devices for double hung windows
- operation of fire extinguishers
- mounting of smoke detectors
- testing of doors for presence of fire
- "stop, drop and roll" method for extinguishing clothing fires.

If you think such a booklet has merit and the Bank should develop one, please let me know. I will endeavor to schedule it in the ADMSD work plan.

4. I am interested in receiving any comments you might have about the attached draft guidelines. If you have any questions, please call me. I also think that the final draft of the guidelines should be quickly reviewed by Legal and Compensation before being distributed to any of the staff.

Attachments

cc: Mr. W. J. Cosgrove, ADMDR; Mr. D. K. Karstens, ADMDR  
Ms. A. Bryan, COM; Ms. N. Lindsay, LEG (w/o attachments)

NC:arj



# OFFICE MEMORANDUM

DATE October 26, 1984

TO Mr. James L. Theodores, Field Coordinator, VPA

FROM R. F. Townsend, ADMSD *RAF*

EXTENSION 75523

SUBJECT Fire Protection Standards for the Field Staff

1. My purpose in sending you this memorandum is to alert you to a significant safety problem involving Bank staff in the field.

2. We recently reviewed COM surveys concerning fire protection at the Bank's field offices. The surveys indicated, among other things, that at many field offices:

- the local fire brigade takes 2 hours or more to respond to a fire.
- there does not appear to be any uniform requirements or standards for fire extinguishers.
- local fire hydrant systems are non-existent or undependable.

These conditions, of course, also impact on the safety of Bank staff at their homes.

3. I recognize that our information about the situation is incomplete at this time. Nonetheless, I believe that the surveys clearly indicate the poor state of fire protection and staff awareness that exists in many of our field locations.

4. I think the Bank has an obligation to insure that the field staff is provided a reasonable degree of fire protection in their homes and offices. If this protection is not provided by the local government, then the Bank should establish minimum standards for fire safety and take action to provide the equipment in offices and staff homes as necessary. For example, the Bank should:

- establish standards for and provide fire extinguishers.
- establish standards for and provide detectors and local alarms.
- develop and distribute fire protection procedures for both the home and office.
- develop and distribute sample evacuation plans, drill procedures and fire prevention programs.

- develop disaster recovery procedures, especially for critical files and records.
- conduct periodic surveys and inspections.

5. If you require any technical support to measure or resolve this problem, please contact me as soon as possible.

cc: Ms. A. Bryan, COM  
Ms. N. Lindsay, LEG  
Mr. W. J. Cosgrove, ADMDR  
Mr. D. K. Karstens, ADMDR  
Mr. Van Wert, ADMFO  
Mr. F. Kranz, ADMPD

NC/RFT:arj/bp



- Beware of arguments, commotions or other distractions. Many times these incidents are staged to distract you while your pocket is picked.
- Avoid carrying your wallet in a rear trouser pocket.
- Purses should be carried firmly in your hand or under the arm close to your body. Money, keys and identification should, if possible, not be carried in your purse.
- If someone grabs your purse, you should be prepared to let it go so that you will not be pulled down or dragged. For this reason do not loop purse straps around your wrist. People have been seriously injured while resisting purse snatchers. It is not worth an injury to protect a few things or money that can eventually be replaced.
- When traveling on a public conveyance, place your purse in your lap while continuing to hold onto it.
- Often pickpockets and purse snatchers are not violent. However, if they are pursued or cornered, they may resort to extreme violence to avoid capture.

AFTER THE THIEF DEPARTS

- Render assistance to injured persons.
- Make written notes about the incident if you can. If you have time for nothing else during the incident, try to take careful note of the assailant's nose, eyes, ears and facial characteristics.
- Report the incident to the nearest law enforcement authority. Be prepared to provide them a description of stolen items.



NOTE: A robbery description form is attached to assist you in recording the incident and describing the details to the police.



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NOSE (small, large, broad, narrow, long, short)

CHIN (square, broad, long, narrow)

COMPLEXION (light, dark, ruddy, pale, etc.)

SHIRT

TIE or SCARF

COAT or JACKET

GLOVES

TROUSERS

SOCKS

SHOES

*Other Miscellaneous Information and Remarks*

ROBBER'S SEX \_\_\_\_\_ AGE \_\_\_\_\_

HEIGHT \_\_\_\_\_ WEIGHT \_\_\_\_\_

PHYSICAL CHARACTERISTICS (describe whether slight or heavy build, scars, marks, manner of walking, tattoos, mustache, nervous, calm, etc.)

WEAPONS AND EQUIPMENT (note whether pistol, revolver, rifle, shotgun, knife, etc. were used by robber)

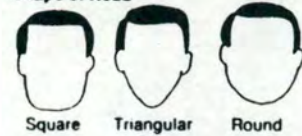
REMARKS (note here anything that the robber may have said, his accent, whether he used any names, his movements, etc.)

SUBMITTED BY \_\_\_\_\_

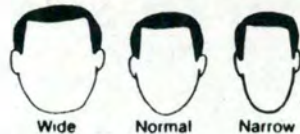
TIME & DATE OF HOLDUP \_\_\_\_\_



### Shape of Head

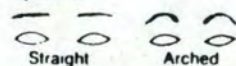


Square Triangular Round

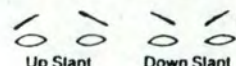


Wide Normal Narrow

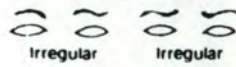
### Eyebrows



Straight Arched



Up Slant Down Slant



Irregular Irregular

### Hair

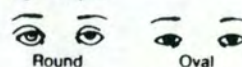
Texture: Straight, wavy, curly, tightly curled  
Color: Black, brown, red, etc. note if dyed.

Hairline: Low on forehead, receding, "widow's peak" at center, etc.

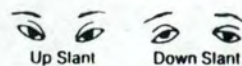
Style: Neatly combed, unkempt, parted, short, long.



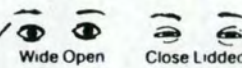
### Eye Shapes



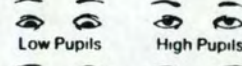
Round Oval



Up Slant Down Slant



Wide Open Close Lidded



Low Pupils High Pupils



Large Pupils Small Pupils

### Nose

Shape: Long, wide, flat, pug, Roman, etc.

### Cheeks

Flesh: Sunken, filled out, dried, oily.  
Wrinkles: "Caliper" lines beside nose, mouth (if marked), other.

### Cheek Bones

Prominence: High or low, wide or narrow, fleshy.

### Forehead

Height: High, low, wide, narrow.  
Skin: Smooth, light or heavy creases, wrinkled.

### Ears

Size: Large, small, etc.  
Prominence: Protruding or flat against head.

### Mouth

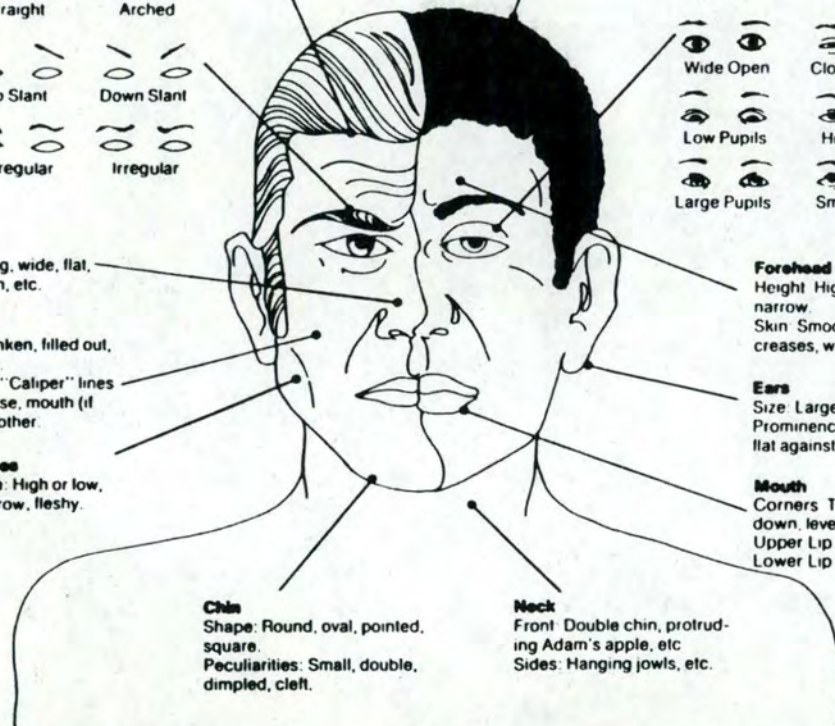
Corners: Turned up, turned down, level.  
Upper Lip: Thin, medium, full.  
Lower Lip: Thin, medium, full.

### Chin

Shape: Round, oval, pointed, square.  
Peculiarities: Small, double, dimpled, cleft.

### Neck

Front: Double chin, protruding Adam's apple, etc.  
Sides: Hanging jowls, etc.



## DO.....

### STAY CALM

The calmer you are the less chance the robber will become excited and dangerous.

### BE SYSTEMATIC

Look the robber over from head to foot. Mentally note as many details as you can. Compare him to yourself. Is he taller, shorter, heavier, older... and so on.

### WATCH THE ROBBER'S HANDS

If he's not wearing gloves, anything he touches might yield valuable fingerprints later.

### DON'T COMPARE NOTES

This more often leads to confusion than it does clarification.

### DON'T TRUST YOUR MEMORY TOO LONG.

Write down everything you know as soon as possible after the robbery.

Keep this brochure nearby.



## GUIDELINES - VEHICLES AND TRAVEL

### INTRODUCTION

The purpose of this information sheet is to provide you general guidelines to protect you from criminal incidents while you are traveling. It also discusses how to protect your vehicle and any items inside it from theft. Because every criminal incident is unique, some modification in the application of these guidelines may be necessary to fit the situation at hand.

If you are physically attacked, what you do depends on you. No one can tell you what you should or can do, but there are some things to consider. You should think about the kinds of defense you would be willing to use. Now is the time to consider your options. There is little time to think during an attack. Could you really hurt someone who tried to hurt you. If you believe you might get hurt by defending yourself, or if you are afraid to fight back, then don't. A passive type of resistance may help to "defuse" the violence of the attacker. For example, you may try to calm the attacker, talk him or her out of hurting you; claim to have heart trouble; or tell the attacker that some friends are on the way to your location. Active resistance, screaming, struggling, fighting back may force the attacker to flee or cause him or her to become more violent. Only you can decide what is the best course of action for you.

### VEHICLES

- Keep doors locked and windows closed while you drive. After entering or leaving the vehicle, always lock the door. Check the back seat before you get into a vehicle.

- Never leave keys in an unattended vehicle. Always place valuables out of view in a locked trunk or a covered storage well . Do not carry unnecessary items in the trunk or well for an extended period of time.



- Obliterate or remove identification code numbers printed on ignition keys. Never attach a tag with your name and address to your key ring. Leave only the ignition key with a garage attendant.

- Avoid leaving your vehicle unattended in public parking facilities for an extended period of time. In this situation the vehicle itself or its accessories are more likely to be stolen.

- Whenever possible, turn your front wheels sharply towards the curb when parking. Try to park between other vehicles. This will make it more difficult for thieves to tow your vehicle away.

- At night always try to park in a well-lighted area close to your destination.

- Consider purchasing and installing security devices such as:

- o a locking gas cap.

- o interior hood lock and release.

- o a hidden fuel cut-off or second ignition switch ("kill switch").

- If your vehicle is forcibly taken from you while you are driving, a delayed kill switch will permit you to get away before the vehicle stops running.

- o alarm devices to frighten away the thief and alert you.

- Mark your vehicle in several hard-to-find spots on the engine and body. If your vehicle is stolen, this will make it easier for you to identify it.

- Unless required by law, do not keep your title or registration in the vehicle. If it is stolen, such documentation will make it easier for the thief to dispose of the vehicle.

- Minimize or eliminate special markings or decorations which may attract attention to the vehicle.



- Occasionally check the outside of the vehicle and the tires for signs of tampering. Check to insure that the license plates are properly attached and they are the correct plates issued for the vehicle. Check frequently to ensure that you have ample gasoline, proper air in the tires, a good battery and a useable spare tire.

- Record the following information about your vehicle and store it in a safe location:

Year _____	Make _____
Model _____	Color _____
ID No. _____	License No. _____
Identifying Marks _____	
_____	
Insurance Company and Policy Number _____	
_____	

#### TRAVEL

- Never carry large amounts of cash. Do not "flash" cash in public.
- Maintain a record of your credit card numbers. Store this record in a safe place.
- Make sure your suitcases are marked with your name and address somewhere on the inside where it cannot be seen by the public.
- Determine the most direct route between your hotel room, the fire escape, elevators and the nearest hallway telephone.
- When you are in your hotel room use all of the locking devices on doors and windows. Use the door viewer to identify anyone requesting entry to your room before you open the door. If in doubt, call the hotel desk clerk. At night, prop a chair against the door.



- Be alert when you are in hallways, elevators and parking lots.
- When you are by yourself, do not enter an elevator with anyone who arouses your suspicious. On the elevator, stand close to the control panel so you can reach the emergency alarm if necessary.
- If you have a flat tire in a questionable area, drive on it slowly until you reach a safer area. If you ruin the tire and/or the rim they can always be replaced.
- While driving, particularly at night, be alert when stopping at intersections. Keep the vehicle in gear and be ready to drive off at the first sign of trouble. Try to leave space between your vehicle and the vehicle ahead for maneuvering. If someone threatens you, blow your horn to attract attention and drive away quickly.
- If you think you are being followed drive to a public place, a police station, a firehouse or a place where people are. Do not drive to your home while being followed. Use evasive driving techniques such as unsignalled turns, speed changes and circling the block to thwart the follower.
- If your vehicle breaks down and you must remain with it, lock yourself in the vehicle. If someone stops, roll the window down only far enough to ask him or her to contact a garage, the police or a friend/relative.
- Be on guard for the "bump and rob" scam. Another motorist may deliberately hit your vehicle so that you will stop to investigate the accident. (A variation of this ploy is for a "pedestrian" to jump in front of your vehicle.) Once you stop, you are robbed and your vehicle is stolen. If the "accident" is minor and no one is apparently really injured, signal the other driver or a bystander that you intend to drive to a police or gas station to report the accident.



- Do not stop to help stranded motorists unless you know them or there has clearly been a serious accident. Instead go to the nearest available phone in a safe area and notify someone about the problem.

- If you use public transportation, try to minimize the time you have to wait--perhaps alone--at the stop. Do not invite trouble by needlessly displaying jewelry or other valuables. Keep neck jewelry out of sight; remove rings or turn them so the precious stones are on the palm side of your hand.

- Try to pre-locate safe havens along your route of travel that you can go to in case of trouble. Typical havens could be public restaurants, military posts, fire or police stations, etc.



## FIRE PROTECTION

### 1. General

Following are general guidelines designed to protect staff members from the dangers of fire. Most of these guidelines will apply to the home as well as the office.

Fires can and do occur in homes and offices with thousands of victims claimed annually worldwide. In many areas served by the World Bank, local fire fighting and rescue services are ineffective or non-existent. In other words, if a fire does occur, staff members may well be left to their own devices to cope with the situation.

Effective fire protection can be broken into 4 phases: detection, evacuation, suppression and prevention. No one phase is more or less important than the others. All must be taken into account. Listed below are major points to be included under each phase.

### 2. Detection

You possess one of the best smoke detectors in your sense of smell. However, to be effective you must be in the proper location and must be awake to detect the smoke. Since this is not practical, alternative methods of detection are necessary. Fortunately, inexpensive and easy to install smoke detectors are available. Proper selection and positioning of these devices are crucial to their effective operation.

When purchasing a smoke detector:

- Check for a testing laboratory label. Don't buy a detector that doesn't have a laboratory label.
- Read the instructions, especially the schedule and means for testing the detector.
- Install the detector as soon as possible. Its of no help when left in the box.



Consider these locations:

- In the home, locate the smoke detector near sleeping areas. The preferred location is in hallways or adjacent to bedrooms.
- Protect escape routes. Bedrooms are usually located farthest from convenient exits. Therefore, locate the smoke detector in areas your family must pass through to escape. This will prevent your family from being trapped by smoke or flames.
- Locate your detector on the ceiling or high on a wall. The preferred location is in the center of the ceiling at the top of a stairway, or at least 4 - 12 inches from the ceiling.\*
- Always locate your smoke detector at the highest point of any sloped ceiling.\*
- Before final installation have all family members go to their bedrooms and close the doors. Test the detector. Every member of the family should be able to hear the alarm. If large areas are involved detectors which are interconnected to a remote alarm may be necessary.
- In offices, detectors should be mounted in escape corridors and at the top of any exit stairwells. Alarm signals from these devices must be audible to persons working in the area, and be heard over ambient noise. As in the home, the location should be pretested for alarm suitability and, if needed, remote alarms installed.

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\* In hot climates air stratification within rooms and buildings may occur from high temperatures and uninsulated roofs causing layering which could preclude or inhibit smoke from a smoldering fire from reaching a ceiling mounted detector. In these instances, wall mounted devices are suggested, installed approximately 12 inches from the ceiling.



- Do not install a ceiling-mounted smoke detector within 4 inches of a wall or corner (early smoke will not usually penetrate these spaces).
- Do not install a smoke detector in front of air registers, windows or doors which create high velocity air drafts that might affect detectors sensitivity.
- Do not expose the detector to temperatures which may fall outside performance levels. Many available units function only between 40°F and 100°F.
- Always heed the instruction guide. Certain smoke detectors may be adversely affected by humidity, temperature extremes or stagnant air.

Don't be lulled into a false sense of security just because you have installed smoke detectors. Even after it warns of a fire, you have only moments to escape. Unless you have planned and practiced an evacuation plan, those few moments may not be enough.

### 3. Evacuation

The best use of time provided by early warning of a fire depends upon the effectiveness of the evacuation plan. Such a plan is necessary regardless of the simplicity or complexity of the structure involve--highrise or bungalow.

- Make a drawing of the workplace or home, identifying all means of egress, doors, windows, balcony, access to adjoining buildings, etc., which are accessible in an emergency.
- Plan escape routes from each area of the building with at least two exits. Windows with bars or grills which cannot be opened from the inside in an emergency are NOT classified as an exit.
- Discuss the evacuation plan with family members in the home and colleagues in the office.



- Designate a meeting place outside and mark it on the evacuation plan. This will make it easier to account for all involved in an emergency. Emphasize that once out of a burning building NO ONE should return. The fire brigade should be called from a neighbor's house or another building--not from the building on fire.
- The evacuation plan should be posted. Additionally, evacuation routes should be identified by EXIT signs which point the way to safety.

No evacuation plan will be worthy of the name unless it is practiced routinely. It is recommended that fire exit drills be conducted at least once every six months, more often in the beginning. Fire drills are a serious business. Be sure your family or colleagues can follow the plan.

A key to the proper functioning of the fire drill is some type of alarm device. If the building involved does not contain an alarm system, a reasonable substitute can be developed by employing horns, whistles or other noise makers to alert occupants. The alarm device should not have a sound similar to other devices which could be misunderstood for the alarm signal.

Even though you have your smoke detectors and have planned your escape routes, you must be ready for the unexpected.

- In the home, sleep with bedroom doors closed. The closed door offers protection from heat and smoke.
- In severe fire situations time should not be wasted gathering valuables. They are not worth your life.
- Feel the door before opening it. If the knob is hot, this denotes fire or heat on the other side. Do not open the door, use the alternative exit (window, balcony, etc.). If the door is not hot



open it cautiously, being prepared to close it again if heat or smoke is encountered.

- If smoke is encountered while exiting the building stay low and exit quickly. Carbon monoxide (CO)--a tasteless, odorless and colorless gas--is present in any smoke. CO is the deadliest type gas produced by fire.
- Since some of the lethal gases produced by a fire are heavier than air, they may settle to a layer at floor level. The safest breathing zone is an area between 12 inches above the floor and doorknob height.
- If your clothing catches fire, drop to the floor or ground and roll to smother the flames, do not panic and run.

#### 4. Suppression

In many cases a small fire can be put out with a portable extinguisher of the proper type. Under some circumstances, however, even a small fire could flare up rapidly and unexpectedly, and could trap you if you were not careful in fighting it. Once a fire reaches a certain intensity it cannot be extinguished with a portable extinguisher and fighting such a fire can be extremely dangerous.

Therefore, (a) always make sure everyone has been warned and is out of the building before you try to fight the fire and (b) always stay near a door which can be used as an escape route and escape immediately if there is the slightest indication that the fire may get out of control. As you escape close the doors behind you for your own safety to slow the progress of the fire. When firefighting keep these points in mind:

- Warn other occupants first.
- Have some one call the fire brigade.



- Stay near an exit and away from fire.
- Do not fight the fire if its larger than you, if it shows any signs of rapid development, or if it is close to dangerous materials (such as gasoline, cleaning fluid, paint cans, aerosol cans, propane tanks, etc.).
- A fire spreads much more rapidly when it is burning upward along a vertical surface (drapes, curtains, walls, etc.) than when it is burning on a flat level surface.
- Some materials burn and spread fire much more rapidly than others--  
BE ALERT.
- Use the extinguisher in a sweeping motion from outer edges of the fire inwards.
- Aim at the base of the fire as you go.
- Keep your head low to avoid breathing smoke and gases, and cover your face with a wet cloth if possible. Many burning materials produce poisonous gases that cannot be seen or smelled.
- Read in advance, memorize, and follow the instructions on the extinguisher.

Remove all burned objects to the outside after you are sure that the fire has been extinguished. Serious fires have occurred when objects (upholstered furniture, clothing, etc.) have rekindled after apparently being extinguished. Care, however, should be exercised in removing burning objects. The object might flare up again when it is exposed to fresh air and could cause the fire to be extended to uninvolved areas.

## 5. Prevention

A smoke detector, an escape plan, placement of fire extinguisher-- none are fail-safe guarantees. The only real safety from fire is to keep fire



from happening in the first place. Understanding the major causes of home and office fires may help in the prevention effort:

- Carelessness with smoking materials is the largest single cause of home fires. Always use an ashtray when smoking and do not permit ashtrays to become too full. Use large heavy ashtrays that won't tip over. NEVER SMOKE IN BED. A smouldering mattress can kill with smoke and poison gases long before flames appear.
- After parties, check under cushions and behind furniture for smouldering cigarettes. A chair with a burning cigarette under its cushion might smoulder for hours before bursting into flames.
- Faulty electrical wiring is the major cause of office fires and the second leading cause of home fires. In order to prevent overloading of circuits, special appliances such as air conditioners and large space heaters should have their own heavy duty electrical current. Always replace blown fuses with fuses of the proper size. Never use a coin or other device to circumvent a fuse.
- Overloaded extension cords present fire hazards. Too many appliances plugged into an extension cord could cause the cord's insulation to overheat, deteriorate and ignite. If additional circuits are needed, have them installed. Do not use extension cords for permanent wiring. Do not run extension or electrical cords under rugs or carpets or hang cords on wires. Eventually the cord insulation will deteriorate and expose live electrical wires.
- Check electrical cords for cracks, broken plugs and poor connections. Lamps that fall over easily are potential hazards as are lampshades that touch or are close to bulbs. Be sure that electrical appliances and equipment are in good condition at all times.



- Heating stoves should be installed properly at a safe distance from combustibles, walls, etc. Connection of flue pipes to chimneys should be checked for cracks, crumbling masonry, obstructions, and creosote accumulation; defects should be corrected immediately. As a day-in/day-out precaution, be alert to cooking habits. Keep pot handles turned in from the stove's edge. Don't leave food cooking unattended on the stove. Don't store food above the stove where a person could be burned reaching over the hot stove.
- If you use oil-burning lamps or candles make sure that they and their holders are in good condition before each use and that they stand securely. Never leave candles burning unattended for more than a few minutes. When used for light, candles should be placed in protective holders and never be used in an emergency--have a flashlight handy for such instances.
- All flammable liquids are dangerous. A single spark can ignite gasoline. Even ordinary fingernail polish is a flammable liquid. Never smoke when working with flammable liquids. Don't store or use them near any heat or ignition source. If small quantities of flammable liquid are necessary they should never be stored inside the house or office--store them outside in a shed or in a proper, well-ventilated storeroom.
- In areas in which propane gas is used for heat and cooking, attention should be directed to the placement of supply bottles. These bottles should be out of traffic, securely anchored, and not placed within 3 feet of any building opening that is below the level of the safety discharges on the containers--usually found on



the top of the cylinder. Propane gas is heavier than air and if a leak occurs the gas could settle into low areas of the building causing an explosion if ignited. The purchase of a gas detector is suggested if questions as to the adequacy of installation arises.

By applying the four phases of fire protection the staff member can improve the fire safety of his home and office.





# Record Removal Notice

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<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589
<b>Document Date</b> Feb. 10, 1984	<b>Document Type</b> Memorandum	
<b>Correspondents / Participants</b> To: Mr. Martijn Paijmans, VPA From: James Theodores		
<b>Subject / Title</b> Draft Form Letter - Field Security Briefing		
<b>Exception(s)</b> Security and Safety		
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.
		<table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b>  January 23, 2019</td></tr></table>
<b>Withdrawn by</b>  Ann May	<b>Date</b>  January 23, 2019	

September 30, 1982

Dr. S.K. Hashemeyan  
Authentic Oriental Rugs Gallery  
516 West Second Street  
Pomona, California 91766

Dear Dr. Hashemeyan:

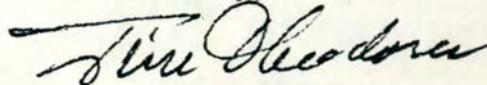
To my great embarrassment, I recently realized I had not responded to your earlier letter. My deepest apologies.

In view of the excellent translation services you provided to the World Bank Office in Afghanistan, I am pleased to serve as a reference and will respond accordingly to any information requests from prospective employers.

Your letter, and learning of your whereabouts, was very much appreciated and I will keep in touch following my return from mission at the end of October.

With kind regards.

Sincerely,



James L. Theodores  
Field Coordinator  
Office of the Vice President  
Personnel and Administration

JLT/tk





# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589		
<b>Document Date</b> Jan. 14, 1987	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Marc Boyer From: James Theodores				
<b>Subject / Title</b> Security Guidelines				
<b>Exception(s)</b> Security and Safety				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> January 23, 2019</td></tr></table>	<b>Withdrawn by</b>  Ann May	<b>Date</b> January 23, 2019
<b>Withdrawn by</b>  Ann May	<b>Date</b> January 23, 2019			

SECURITY SEMINAR

Oct 7, 1986

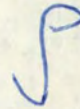


July 15, 1986

Mr. Theodores:

re: Annual Meeting of Resident Representatives  
(October 6 - 7, 1986)

I understand that your office is arranging for a two-hour brief on security issues. Could you also please prepare an outline of the different points to be covered in the briefing (no more than 1 page) and provide me the name of the Consultant/Specialist who will be delivering it.



Martijn Paijmans

RDF: September 8, 1986



July 23, 1986

Mr. Clarke, Dr. Lebrun, and Mr. Theodore;

*oct 6/7*

Res Reps meeting Sept 15. Communication.

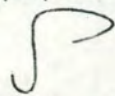
1. We in the PA Complex have been advised to do more oral presentations. The subject was recently discussed in PASMG. I appreciate your willingness to participate in the upcoming meeting with the Heads of the Field Offices.

2. We have some very important messages to communicate and we must make the best use of the limited time. In light of the PASMG discussion I would like you to pay extra attention to the preparation of the presentations. Please consider:

- (i) Who would be best suited to make the presentation?
- (ii) How would you best get the message across (overhead slides, handouts, or other materials) within the time-frame, making sure that all priority items are covered, allowing time for questions and answers?
- (iii) Should you request expert help from IPA in the preparation of the presentations? Can the communication officers assist? I would encourage you to request IPA's input. They have claimed repeatedly that they can improve our presentations and I think they should be put to test.

3. I regard this extra effort as a pilot case and would like to see a dry run 7 to 10 days before the meeting to see how we can improve our presentation for greater impact. I will ask my office to make arrangements. Another reason for this is that although it was PA who started these Res. Rep. sessions, it appears that the interest in administrative matters is small. If we do not capture the audience we may have problems with repeats later.

4. If you have any questions please contact Henry Aspeqvist.

  
Martijn Paijmans

cc: Mr. Chadwick  
Mr. Aspeqvist



March 7, 1986

Mr. Jim Theodores  
Field Co-ordinator  
The World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433

4330 East West Highway Suite 320  
Bethesda Maryland 20814  
Telephone: 301-654-2075  
Telex: ITT 440037

Dear Jim,

I have written to you previously on the subject of the Control Risks Extortion Seminar which was staged in the United States at seven locations during March and October visits last year.

The very positive response to this seminar by our clients has encouraged us to stage an updated one-day seminar series scheduled to take place in May 1986 in Los Angeles, Houston, Pittsburgh and Boston respectively. I attach a flyer with some general information.

The aim of the Seminar is to examine criminal and terrorist inspired extortion and its implications for Corporate Crisis Management. Programme will include:

- o Detailed studies of urban kidnap, third world abduction and production extortion (a new presentation);
- o Case histories of recent Corporate kidnaps;
- o A workshop session focussing on practical problems of crisis management.

Of particular interest to clients will be the participation of a Corporation who has recently successfully resolved a long term kidnap in Latin America. The Corporate officer responsible for the day-to-day management of the incident will talk on problems confronting the Company, the policies and procedures adopted at Corporate Head Quarters and in country and will be available to discuss the case with Seminar participants. It is also planned for the victim of this case to participate in this presentation.

The Seminar team will comprise Simon Adams-Dale, Director of Prevention in Control Risks London and myself.

I attach a Confidential Reply Form (Attachment 1) which includes details of seminar location, timings and accommodations. In view of the limited space available, I would suggest you confirm your acceptance as soon as possible. We will do our best to fit your



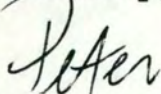
preferred date and location, but again an early answer would help.

The cost of the Seminar will be \$750 per person. More than one person from your Corporation may attend. The Seminar fee includes lunch and refreshments. We have arranged for a special corporate rate at the Seminar hotels and have reserved a limited number of rooms. Although actual bookings should be made by you personally, if you will include the Accommodation Forms (Attachment 2) we will advise the hotel of your requirement so you will get the corporate rate.

I am sure that this new seminar will be of particular interest and value and very much hope that you will be able to join us. I will be forwarding additional materials following receipt of your confirmation.

With warm regards.

Sincerely,



Peter J. Goss  
Director

PJG:mlc

Enclosures - as cited



CONTROL RISKS EXTORTION SEMINARConfidential Reply Form

I wish to attend the Control Risks Extortion Seminar and would like to confirm \_\_\_\_\_ places at USD \$750 each. I enclose my check for \$ \_\_\_\_\_.

SEMINAR CHOICE:LOS ANGELES

\_\_\_\_ Tuesday, May 6, 1986

The Beverly Hilton Hotel  
9876 Wilshire Boulevard  
Beverly Hills, CA 90210  
213/274-7777

HOUSTON

\_\_\_\_ Thursday, May 8, 1986

Houston Marriott Medical Center  
6580 Fannin Street  
Houston, TX 77030  
713/796-0080

PITTSBURGH

\_\_\_\_ Tuesday, May 13, 1986

Hyatt Pittsburgh at  
Chatham Center  
112 Washington Place  
Pittsburgh, PA 15219  
412/471-1234

BOSTON

\_\_\_\_ Thursday, May 15, 1986

Hilton Back Bay  
40 Dalton Street  
Boston, MA 02115  
617/236-1100

ACCOMMODATION:

I will \_\_\_\_\_ will NOT \_\_\_\_\_ require accommodation. (See attached Accommodation Form).

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Corporation: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Other Attendees:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_



CONTROL RISKS EXTORTION SEMINARAccommodation Reply Form

NOTE: This is not a reservation. You will be required to make and confirm hotel reservations yourself. Be sure to specify "Control Risks" to receive the special corporate rate.

-----

Please notify the below marked hotel that you will require      single or      double room(s) at the Seminar corporate rate for the following nights:

LOS ANGELES

The Beverly Hilton Hotel  
9876 Wilshire Boulevard  
Beverly Hills, CA 90210  
213/274-7777

Special Rate: \$120/single  
                  \$140/double

     Monday, May 5, 1986

HOUSTON

Houston Marriott Medical Center  
6580 Fannin Street  
Houston, TX 77030  
713/796-0080

Special Rate: \$85/single  
                  \$95/double

     Wednesday, May 7, 1986

PITTSBURGH

Hyatt Pittsburgh at  
Chatham Center  
112 Washington Place  
Pittsburgh, PA 15219  
412/471-1234

Special Rate: \$89/single  
                  \$99/double

     Monday, May 12, 1986

BOSTON

Hilton Back Bay  
40 Dalton Street  
Boston, MA 02115  
617/236-1100

Special Rate: \$105/single  
                  \$125/double

     Wednesday, May 14, 1986

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Corporation: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Other Attendees:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_



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JAN 22 2019

WBG ARCHIVES

Control Risks  
Limited

4330 East West Highway Suite 320  
Bethesda Maryland 20814  
Telephone: 301-654-2075  
Telex: ITT 440037

PRIVATE AND CONFIDENTIAL

6 March 1986

Mr. James L. Theodores  
Field Coordinator  
The World Bank  
1818 H Street, N. W.  
Washington, D. C. 20433

*Dear Jim,*

I have written you separately regarding the revised General Contingency Survey and Plan and look forward to discussing this with yourself and Mr. Paijmans on Friday, 14 March.

During my visit on 25 February we also discussed Control Risks participation in a Seminar for your Heads of Field Offices later this year. I mentioned the possible format such a seminar could take and am writing to suggest some of these options.

We have a menu of several possible Security or Crisis Management orientated presentations which could be packaged to provide a suitable half-day Seminar. This could be extended to a full day, but in my experience senior management are often limited by time constraints and a full day, too, sometimes causes indigestion!

The possible subjects for inclusion are:

a. General Review of International Terrorism - 45 minutes

A world-wide review of trends of terrorism directed against foreign (particularly U.S.) interests.

b. Urban Kidnap - 1 hour 30 minutes

Study of trends, management problems and case history (segment from Roadshow Seminar). Video of hostage debrief.

c. Third World Abduction - 1 hour 30 minutes

Study of trends, management problems and case history (segment from Roadshow).

d. Travel Security - 45 minutes

Do's and don'ts for international travellers.



e. Emergency Evacuation - 45 minutes

Guidelines for planning and management of overseas evacuation of staff and families.

f. Security Forecast - 30 minutes

Demonstration of Control Risks' On-line Service. (I have asked, incidentally, Edward Grubb to contact you in order to arrange a Security Forecast Demonstration.)

Another alternative, but one which would occupy most of the half-day in itself, is the staging of a Crisis Management Demonstration. I enclose explanatory information on this Seminar.

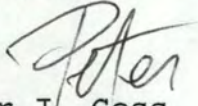
The half-day seminar would cost \$4,000 plus essential expenses and the CM Demonstration \$6,000 also plus normal expenses (1986 prices).

I would be very pleased to discuss this proposal with you at a convenient opportunity. Should you wish to visit me here I can show you a video of the CM Demonstration.

I look forward to seeing you on March 14th.

With best wishes,

Sincerely,



Peter J. Goss  
Director

Enclosures - as cited

PJG:mlc



# CONTROL RISKS LIMITED

## CRISIS MANAGEMENT DEMONSTRATION

### INTRODUCTION

The Crisis Management Demonstration is the second of three seminars provided by Control Risks for the development of Crisis Management expertise and awareness within a Corporation. It can be preceded by a Crisis Management Seminar and followed by a Simulation.

The Demonstration is a role-play exercise which demonstrates the likely major policy issues, immediate actions and procedures which Corporate management will have to consider following a major security incident such as kidnap. The Demonstration provides a realistic awareness for members of senior management likely to be involved in the Corporate decision making.

### CONTENT

Three or four staff of Control Risks role-play the members, by management discipline, of the Crisis Management Committee at Head Office. The members of Control Risks have all themselves been involved in advising Corporate management in such situations.

The Demonstration comprises two scenarios. The first features a reported abduction and confirmation of the kidnap of an executive. Management review their individual roles and responsibilities and identify the likely major policy issues and immediate actions.

The second scenario is at a later stage of the negotiation process and considers the Corporate response to a complex series of demands from the kidnappers. Other issues discussed include liaison with host government and local law enforcement, legal liability, media response, family relationship, corporate morale and short and long term commercial implications. The discussion includes establishment of procedures for the continued management of the negotiation.

Suggested solutions to the issues raised are provided. Scenarios and solutions are agreed with Corporate management beforehand. Custom scenarios relating to other security crisis can be prepared if needed.

**Duration:** Half Day: 3 hours

**Fees:** \$5,500 (plus expenses)

(Custom scenarios subject to special agreement)

**Visual Aids:** 35mm Slide Projector

April, 1985



For Insertion in PAC Paper on Security of Staff in Travel Status

33. Agreement in principle and guidance of the PAC is requested on a proposal by the Field Coordinator to arrange a half-day special security-related seminar or heads of field offices in conjunction with their annual meeting in the Fall of 1986. In view of their increasingly important roles and responsibilities for the well being of staff assigned or visiting in the field, the proposed seminar would be conducted by leading private sector specialists and specifically tailored to increasing general awareness and providing heads of field offices with information and guidance on dealing with special security-related emergencies in the field. Proposed seminar coverage includes:

- a) Review of international terrorism trends and actions directed against foreign interests and personnel;
- b) Study of trends, case histories, common management problems encountered and practical do's and don'ts in connection with
  - i) Urban Kidnap;
  - ii) Third World Abduction; and
  - iii) Forced Occupancy of Premises.
- c) Review of security-related do's and don'ts for staff travel originating in the field; and
- d) Review of Headquarters response mechanisms and coordination arrangements in special emergencies.



PRIVATE AND CONFIDENTIAL

6 March 1986

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A world-wide review of trends of terrorism directed against foreign (particularly U.S.) interests.

b. Urban Kidnap - 1 hour 30 minutes

Study of trends, management problems and case history (segment from Roadshow Seminar). Video of hostage debrief.

c. Third World Abduction - 1 hour 30 minutes

Study of trends, management problems and case history (segment from Roadshow).

d. Travel Security - 45 minutes

Do's and don'ts for international travellers.



e. Emergency Evacuation - 45 minutes

Guidelines for planning and management of overseas evacuation of staff and families.

f. Security Forecast - 30 minutes

Demonstration of Control Risks' On-line Service. (I have asked, incidentally, Edward Grubb to contact you in order to arrange a Security Forecast Demonstration.)

Another alternative, but one which would occupy most of the half-day in itself, is the staging of a Crisis Management Demonstration. I enclose explanatory information on this Seminar.

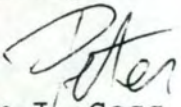
The half-day seminar would cost \$4,000 plus essential expenses and the CM Demonstration \$6,000 also plus normal expenses (1986 prices).

I would be very pleased to discuss this proposal with you at a convenient opportunity. Should you wish to visit me here I can show you a video of the CM Demonstration.

I look forward to seeing you on March 14th.

With best wishes,

Sincerely,

  
Peter J. Goss  
Director

Enclosures - as cited

PJG:mlc



# CONTROL RISKS LIMITED

## CRISIS MANAGEMENT DEMONSTRATION

### INTRODUCTION

The Crisis Management Demonstration is the second of three seminars provided by Control Risks for the development of Crisis Management expertise and awareness within a Corporation. It can be preceded by a Crisis Management Seminar and followed by a Simulation.

The Demonstration is a role-play exercise which demonstrates the likely major policy issues, immediate actions and procedures which Corporate management will have to consider following a major security incident such as kidnap. The Demonstration provides a realistic awareness for members of senior management likely to be involved in the Corporate decision making.

### CONTENT

Three or four staff of Control Risks role-play the members, by management discipline, of the Crisis Management Committee at Head Office. The members of Control Risks have all themselves been involved in advising Corporate management in such situations.

The Demonstration comprises two scenarios. The first features a reported abduction and confirmation of the kidnap of an executive. Management review their individual roles and responsibilities and identify the likely major policy issues and immediate actions.

The second scenario is at a later stage of the negotiation process and considers the Corporate response to a complex series of demands from the kidnappers. Other issues discussed include liaison with host government and local law enforcement, legal liability, media response, family relationship, corporate morale and short and long term commercial implications. The discussion includes establishment of procedures for the continued management of the negotiation.

Suggested solutions to the issues raised are provided. Scenarios and solutions are agreed with Corporate management beforehand. Custom scenarios relating to other security crisis can be prepared if needed.

Duration: Half Day: 3 hours

Fees: \$5,500 (plus expenses)

(Custom scenarios subject to special agreement)

Visual Aids: 35mm Slide Projector

April, 1985



DECLASSIFIED ~~CONFIDENTIAL~~

JAN 22 2019

August 7, 1986

WBG ARCHIVES

Mr. Paijmans:

Re: Proposed Seminar on Field Security on October 7, 1986

1. These proposals were developed by Peter Cheney and me in keeping with your instructions of July 23, to maximize the effectiveness of PA presentations.

BASIC OBJECTIVES

2. The presentation is designed to:
- (a) Serve as a logical and timely next step in implementing the Crisis Management Contingency Plan and related actions recommended by Control Risks Ltd.;
  - (b) Focus on issues that are field specific and relevant to a target audience working in security environments and conditions that vary widely from place to place; and
  - (c) Link the security briefing to the specific roles and responsibilities assigned to Heads of Field Offices for the Incident Management Team (IMT) that would take action on-the-spot in special emergency situations.

SPECIAL NOTE: A confidential package of guidelines/instructions pertaining to functioning of the IMT will be distributed on a receipted basis to each Head of Field Office at the conclusion of the security briefing seminar.

OUTLINE OF PROPOSED BRIEFING

3. Introduction: A brief overview of the types of security problems facing Heads of Field Offices today, especially in third world countries where most of our offices and operations are centered, and how these problems might affect our staff and operations.

4. Third World Abductions:

- (a) Video on organization and methods of third world abductions.
- (b) Problems faced by Headquarters
- (c) Problems faced locally
  - (i) The local environment
  - (ii) Local participants and how they might react
  - (iii) What is expected of the Head of Field Office and IMT in dealing with the problem

5. Hijack and Siege Situations:

- (a) Hijacks and the Hijack environment
  - (i) How they occur
  - (ii) What the hijackers are after
  - (iii) How to react as a victim
  - (iv) How the Head of Field Office and IMT should deal with the problem.



- (b) Sieges and the siege environment
  - (i) How and where they occur
  - (ii) What the terrorists are after
  - (iii) How the threat of incidental siege affects staff and operations
  - (iv) How to react if you become an incidental victim at a sieged government office, embassy etc.
  - (v) How the Head of Field Office and IMT should deal with the problem

6. Bomb Threats and Bombings:

- (a) How and where they occur
- (b) What the terrorists are after
- (c) The effects of direct or incidental bomb threats on staff and operations
- (d) How the Head of Field Office should deal with bomb threats
- (e) What to do as an incidental victim of bombing

THE PRESENTATION APPROACH AND TIME FACTORS

8. In addition to a twelve (12) minute video on organization and methods of third world abductions, specially prepared 35mm slides will also be used to graphically illustrate key points throughout the presentation.

9. About 1  $\frac{1}{4}$  hours will be used for the main presentation, including video and slides, and about fifteen (15) minutes will be reserved for questions at key points or at the end as may be most appropriate.

10. We will require a video machine, a carousel type slide projector (35mm) with remote control button and a large screen which will need to be set up in advance of the presentation and checked for placement and function.

11. Ms. Paula Donovan (SVPPOP) asked if the session should be voice recorded or videotaped. Control Risks has no problem with either and I will inform Paula after I have discussed with VPA.

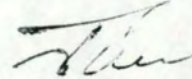
COST

12. The initial proposal for the Control Risks presentation was \$4,000 plus normal expenses mainly related to local travel/transport between Rockville and Washington. The main cost is in the time for preparing a program specifically tailored to our needs rather than in the actual presentation time itself. This amount (\$4,000) was included in my budget request to Pat. I feel this cost is competitive and reasonable for the high quality and special in-depth experience and expertise of Control Risks, especially Peter Cheney.



13. With regards to para 3 of your July 23 note, having a prior dry run per se presents some difficulties. Perhaps we could arrange to show you the twelve minute video section and/or ask Peter Cheney to highlight the key points of the outline further.

14. Peter Cheney is holding up on a revised proposal pending my discussions with you on August 8 and a decision as to whether we will proceed on the basis outlined above.



James L. Theodores



Annual Meeting of  
Heads of Field Offices

October 6-7, 1986 in Board Room A-1100

Monday, October 6

9:00 - 10 a.m.	Welcome and Overview of Annual Meeting events	Speaker: Mr. Conable Chair: Mr. Stern
10:00 a.m.	Theme: Adjustment with Growth	Chair: S.S. Husain
	Overview of Approaches and Lessons	V. Dubey
11:00 a.m.	Coffee	
11:15 a.m.	The Politics of Adjustment: Nigeria - A Case Study	Ishrat Husain
12:00 a.m.	Approaches to Adjustment: The Role of Specific and Sectoral Investment Loans in Policy Dialogue	D.C. Rao
1:00 p.m.	Lunch -- D Dining Room Mr. Conable Operational Vice Presidents	
2:30 p.m.	-Natural Resource Management -Issues in Agricultural Research; Reforestation; and Resettlement	G. Edward Schuh/ J. Warford
3:30 p.m.	Coffee	
3:45 - 5:30 p.m.	Theme: Directions in Country Assistance Strategies	Chair: E. Stern
	(i) Introduction: Country Analysis in a medium- term framework	E. Stern
	(ii) Financial restructuring efforts - Sub-Saharan Africa/middle-income countries	A. Golan
	(iii) Revised Lending Procedures, their purposes and implementation	H.E. Köpp

Tuesday, October 7

9:00 a.m.	Compensation, Security and Medical Issues -Local Staff Compensation -Post Adjustment System	Chair: M. Paijmans Speaker: P. Karp
9:30 a.m.	-Evacuation Policy -Staff Counselling Services and Other Stress-Related Issues -Overseas Health Issues: AIDS and Malaria	Dr. Lebrun
10:30 a.m.	Coffee Break	
10:45 a.m.	Security Issues	(Private Sector Specialist)
1:00 p.m.	Lunch (free time)	
2:30 p.m.	Field Office Role in Aid Coordination - The Case of Kenya	Chair: W. Thalwitz Speaker: Jim Adams
3:30 p.m.	Coffee	
4:00 - 5:00 p.m.	The 1986 World Development Report	Anne Krueger
5:00 p.m.	How can the External Relations Staff best support the work of Field Offices?	Frank Vogl



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ATTENDEES

HEADS OF FIELD OFFICES MEETING

(IBRD)

<u>Country</u>	<u>Representative</u>
BANGLADESH	Francis VAN GIGCH
BENIN	Shigeo KATSU
BOLIVIA	Fernando MENDOZA
BURUNDI	Bernard CHATELIN
CAMEROON	Peter GISLE
CHINA	Edwin LIM
COLOMBIA	Laurens HOPPENBROUWER
Côte d'IVOIRE	Jean-David ROULET
ETHIOPIA	Michael PAYSON
EUROPEAN OFFICE (Paris)	Maurice BART
GENEVA	Wolfgang SIEBECK
GHANA	Seung Hong CHOI
GUINEA	Jean-Claude BALCET
INDIA	E. Bevan WAIDE
INDONESIA	D. C. RAO
KENYA	James ADAMS
LIBERIA	John KENDALL
MADAGASCAR	Jose BRONFMAN
MALAWI	Peter HALL
MALI	Michael FURST
MAURITANIA	Etienne BARANSHAMAJE
NEPAL	Richard WOODFORD
NEW YORK	G. David LOOS
NIGER	Helmut SANGER
NIGERIA	Ishrat HUSAIN
PAKISTAN	Luis DE AZCARATE
PERU	Ulrich THUMM



<u>Country</u>	<u>Representative</u>
RWANDA	Melvin LOEWEN
SENEGAL	Franz KAPS
SOMALIA	Brian FALCONER
SRI LANKA	E. K. HAWKINS
SUDAN	Jasdip SINGH
TANZANIA	Ronald FENNELL
THAILAND	Quill HERMANS
TOGO	Emmanuel MBI
UGANDA	Grant SLADE
ZAIRE	Quy Lan BUI
ZAMBIA	Uche MBANEFO
ZIMBABWE	Mahmud BURNEY

(IFC)

EUROPEAN OFFICE (London)	Hans POLLAN
KENYA	Ernest KEPPEL
PHILIPPINES	Vijay CHAUDHRY
TURKEY	Apinya SUEBSAENG



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# Record Removal Notice

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589
<b>Document Date</b> Sept. 24, 1986	<b>Document Type</b> Memorandum	
<b>Correspondents / Participants</b> Charlotte Hunter Martjin Paijmans		
<b>Subject / Title</b> Speaking notes for Mr. Paijmans at the annual meeting of heads of field offices on October 6-7, 1986		
<b>Exception(s)</b> Corporate Administrative Matters		
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.
		<table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> January 23, 2019</td></tr></table>
<b>Withdrawn by</b>  Ann May	<b>Date</b> January 23, 2019	



# Record Removal Notice

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589		
<b>Document Date</b> undated	<b>Document Type</b> CV / Resumé			
<b>Correspondents / Participants</b>				
<b>Subject / Title</b> CV of Karl Ackerman				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> January 23, 2019</td></tr></table>	<b>Withdrawn by</b>  Ann May	<b>Date</b> January 23, 2019
<b>Withdrawn by</b>  Ann May	<b>Date</b> January 23, 2019			



## OFFICE MEMORANDUM

TO: See Distribution

DATE: September 10, 1982

FROM: Martijn J.W.M. Paijmans, Vice President, VPA

SUBJECT: Duties and Responsibilities of the Field Coordinator

1. A copy of the subject paper is attached for your information and convenient reference in advance of its subsequent distribution as a statement in the Field Office Manual and Organizational Manual respectively.

2. In bringing this paper to your attention, I would like to make a special note of the considerable advice and assistance received from among operational and support services staff in defining clearly the role of the Field Coordinator as (a) facilitator of support services to the field, (b) adviser to VPA on field office matters, and (c) coordinator of security arrangements for staff in field.

### Distribution:

Vice Presidents  
Projects and Programs Directors  
Support Department Directors  
Regional Program Coordinators  
Country Programs Division Chiefs  
Heads of Field Offices  
Coordination Group on Field Office Improvements  
Overseas Security Duty Officers



## Duties and Responsibilities of the Field Coordinator

1. Under the general direction of the Vice President, Personnel and Administration (VPA), the Field Coordinator is responsible for coordination among appropriate Headquarters departments of the World Bank and IFC to ensure that the support service requirements of the Regions, External Relations, Finance and IFC, in the effective operation and management of their offices and staff in field, are dealt with expeditiously. In carrying out this function, the Field Coordinator performs as a facilitator of support services to the field, as adviser to VPA on field office matters, and as coordinator of security arrangements for staff in the field.

### Responsibilities for Staff in the Field

2. The Field Coordinator is responsible for:

(a) Assisting the Regions, IFC, other concerned departments, and field offices in:

- (i) the timely resolution of substantive problems and issues affecting the delivery of responsive support services to field;
- (ii) identifying emerging issues and/or key gaps in support services affecting field staff and the effectiveness of their work;
- (iii) arranging special meetings, briefing sessions and other relevant activities that will contribute to improving understandings and working relationships between support departments and the parent Headquarters units and their field offices/staff;
- (iv) examining systematically the placement of existing and/or proposed administrative policy and procedural controls with a view to:
  - delegating authority to the Heads of Field Offices, whenever appropriate; and
  - providing a basis for efficient management of field offices/staff.

(b) Assisting support departments in the development of work programs for improving support services to field and serving as the central point of coordination among them to ensure implementation which is timely and consistent with institutional objectives; and



(c) Arranging, with due consultation among concerned departments, for the production, distribution and maintenance of the Field Office Manual, and other guideline materials that may facilitate the work of the parent Headquarters units and their offices and staff in the field.

Responsibilities as Adviser/Staff Support to VPA

3. The Field Coordinator, on behalf of VPA, is available as a central support resource to assist Regional, IFC and other managers, on request, in the following and/or other areas relating to their field offices/staff:

- (a) Advising on administrative policies and procedures affecting field offices/staff;
- (b) Providing inputs and/or participating directly in the development of general guidelines for assessing the effectiveness of field offices and in evaluating specific field offices as may be required and time permits;
- (c) Flagging, for the appropriate attention and action of the Regions and IFC, potential opportunities for improving the cost effectiveness and management of field operations which may be identified in the context of assigned responsibilities for coordination of the Field Office Improvement Program; and
- (d) Serving as a central point for collecting/maintaining general resource information, including reference listings of ongoing studies, pertaining to offices and staff in field.

Responsibilities for Security of Staff in Field

4. In keeping with broad institutional responsibilities, it is the intent of management that a central point of coordination be established in the Bank and IFC to facilitate implementation of reasonable and timely measures with respect to the security and safety of staff in the field, consistent with procedures and responsibilities outlined in AMS 4.04 and other management directives as may be issued from time to time.

- (a) Accordingly, the Field Coordinator is responsible for central coordination of all actions in special security-related emergencies and for assisting/facilitating the work of, and coordination among, the Regions, IFC and



other concerned departments in dealing with routine security problems. Within the purview of these central responsibilities for coordination, and for due consultation with appropriate managers, the Field Coordinator will, inter alia:

- (i) establish and maintain central arrangements for ongoing monitoring and assessing of security-related developments and for promptly advising appropriate Regional, IFC and other managers of all such developments;
- (ii) in accordance with United Nations security umbrella arrangements, and established procedures in the Bank, ensure the timely distribution of routine and/or special United Nations security and travel advisories to appropriate managers in the Regions, IFC, Travel Office and other concerned departments;
- (iii) promptly inform appropriate managers of security-related developments where independent action by the Bank may need to be considered and, on due consultation with and agreement of the responsible operational Vice President and other senior management as may be required, ensure that implementation of agreed actions, including issuance of any special advisories, are appropriately coordinated and timely; and
- (iv) convene the Crisis Management Team in very special circumstances, e.g., hijackings, hostage, forced occupancy situations, etc., involving staff who are assigned, or on mission, in the field. In such situations, the Field Coordinator will be responsible for ensuring that:
  - Regions, IFC and other requisite sources of inputs are appropriately represented and consulted,
  - information collection is systematic and centralized,
  - developments are monitored around-the-clock,
  - external communications/contacts are centrally coordinated and cleared,



- situation assessments and recommended actions are provided on a timely basis for consideration by VPA and/or SVPOP, and
  - management's instructions on dealing with the media, and informing staff, are appropriately coordinated, cleared and implemented.
- (b) On security-related emergencies in field, the Field Coordinator will maintain direct liaison with the United Nations, New York and other relevant entities and, as circumstances may require, coordinate contacts with other external sources of information that might be accessible to staff, particularly from among the Regions and IFC; and
- (c) The Field Coordinator is responsible for coordinating timely reviews of existing policies and procedures on security in the field and, in consultation with the Regions, IFC and other concerned departments, recommend changes as may be required in keeping security arrangements relevant and up to date.

September 10, 1982  
VPA



# Record Removal Notice

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589
<b>Document Date</b> Sept. 29, 1982	<b>Document Type</b> Memorandum	
<b>Correspondents / Participants</b> From: James Theodores, Field Coordinator, VPA To: Martijn Paijmans, Vice President, PA		
<b>Subject / Title</b> Field Offices, Progress Overview		
<b>Exception(s)</b> Corporate Administrative Matters		
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.
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# Record Removal Notice

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589
<b>Document Date</b> Oct. 11, 1982	<b>Document Type</b> Memorandum	
<b>Correspondents / Participants</b> From: James Theodores, Field Coordinator, VPA To: Martijn Pajmans, Vice President, PA		
<b>Subject / Title</b> Re VPA Memo of Sept. 17, requesting views on restraints faced in execution of functions		
<b>Exception(s)</b> Corporate Administrative Matters		
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.
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# POSITION DESCRIPTION

Position Title: Field Coordinator Incumbent: James L. Theodores

Organization Unit: VPA Time in this  
Department Position: 2 years, 3 months  
Office of the VP Years/Months  
Division/Section

Title of Immediate Supervisor: Vice President, Date of  
Personnel & Administration Description: October 24, 1984  
Position Title

Note: Please see booklet "Preparing Your Position Description" for instructions on how to complete this form.

## GENERAL ACCOUNTABILITY:

## DIMENSIONS:



## Field Coordinator

### Position Description

#### General Accountabilities

1. Under the general direction and on behalf of the Vice President, PA, the Field Coordinator (FC) serves as the central point in the Bank and IFC for formulating, initiating, planning, organizing, administering and/or coordinating the systematic review and development of programs and related policies and procedures to ensure that the support service and security-related requirements of the Regions, IFC, External Relations and Finance, in the effective operation and management of their offices and staff in the field, are delivered responsively, expeditiously and in a cost-effective way. Accordingly, the FC serves as facilitator in representing the interests and needs of staff in the field, as advisor to VPA and other senior management on field matters including administrative policies and procedures, and coordinating and administering security programs and arrangements for the safety of staff assigned and/or on mission in the field.

#### Dimensions

The job impacts on over 2200 staff and dependents in the field:

- 685 staff and 1540 dependents assigned in 62 countries.
- 350 (+ -) Headquarters staff on mission and benefit travel on any given day.
- 38 Bank and eight IFC offices outside of Headquarters.

The job requires extensive coordination with and among:

- PA Departments, Legal, Finance complex, Regions, IFC, External Relations, field offices, UN, UNDP and other external agencies (security).

Ongoing work volume is extensive, wide-ranged and complex:

- About 115 improvement issues requiring new/updated policies and/or procedures.
- Control briefing program for about 120 staff per year.
- Process/distribute FOM guidelines/circulars to about 250 FOM holders.



- Follow-up on security incidents, e.g., about 25-30 personal and 7-10 political (coups, demonstrations, etc.) annually.
- Issue travel advisories/restrictions as necessary (on about 25 countries per month).
- Maintain data on over 2200 staff/dependents in the field for security program and management statistics.
- Administer \$500,000 special security budget for FY85 and approve expenditures.

Manage Office Staff:

- One research assistant (temporary) and one staff assistant.

Nature and Scope

2. Environment: The Bank and IFC operate in an external climate characterized by economic austerity and political challenge. The Complex is affected by these and other external forces, especially in human resources, management practices and rapid changes in information and building technologies. Internally, the environment is one of increasing budgetary constraint and stress on productivity improvements in a virtually no-growth situation. Most PA policies and services are undergoing, or will undergo re-evaluation or change (office workstation standards, language translation policies, printing practices, etc.). Significant changes are taking place in personnel management and are likely in the next few years in the Bank's building inventory and its use of office technology. Innovative approaches will be needed to continue delivery of quality services and improve productivity while navigating a course toward a support structure to provide the policies and services for the Bank and IFC whose roles are evolving to meet changing needs of its Borrowers. These factors are presenting increasing challenge and opportunity for PA management.

3. The PA Complex provides the human, information and facilities services to support the development assistance operations of the Bank and IFC, including 7000 staff and 3 million sq. ft. of associated office space in 17 buildings. Its six departments provide policies and plans and deliver some 150 diverse services in the areas of personnel management, compensation, medical care, information resource management, facilities management, and organizational planning, covering a wide array of support services, e.g., management consulting, career development, management succession, recruitment and training, staff benefits administration, information systems development, introduction and installation of office technology, building design, space management, language translation and cartographic services.

4. The VPA is responsible for the overall direction of the Complex - strategic planning, policy guidance, ensuring high quality professional management, coordination of inter-departmental affairs and determination of priorities and resource allocations in the Complex, within envelopes decided by the Managing Committee (in which he is PA spokesman) and approved by the



Board of Directors. He is also Chairman of the PAC sub-committee of the MC, and is responsible for data administration in the PA Complex and for the policies and coordination of services for Bank staff and facilities in the field. In addition, he is responsible for the policies and coordination of support services for staff and facilities in the field. Finally, he is Management's link with the IMF to ensure coordination on PA matters particularly where parallelism of action is required, and with the Staff Association.

#### Job Linkages

5. Reports to the Vice President, Personnel and Administration, as do Management Policy Adviser, Senior Adviser for Management Systems and Staff Relations Adviser. Reporting to the incumbent are Research and Staff Assistants. The incumbent coordinates/guides work of staff who serve on Coordination Group for FO Improvement Program (9), Field Security Duty Officers (10) and Security Crisis Management Team (4+).

#### Subordinates' Activities

6. Research Assistant-Temporary (1): Responsible for assigned special projects (improvement program and security) and inputs/follows up on various FC's functions. Develops concepts, drafts reports, correspondence, liaising/meeting with others, develops data programs, preliminary review of incoming drafts, organize/maintain VPA statistics on field and informal translations.

7. Staff Assistant (1): Contributes to the effective functioning of the unit by serving as secretary to the Field Coordinator and handling the full range of support functions. Compiles/distributes monthly security advisories, schedules security duty officers, arranges travel clearances from UN and processes FOM circulars/statements for distribution.

#### Supervision

8. Minimal. Procedures clearly defined. Special guidance as needed. Outgoing documents reviewed by FC. Perform routine personnel functions.

#### Functions

9. On behalf of VPA, the FC is responsible for initiating and shaping the overall approach and strategies for developing viable action programs that impact on staff in the field and systematically following up to be sure these are implemented responsively and cost-effectively. This entails functions and accountabilities significantly different from others in the VPA organizational unit.

10. Initially, there were few ongoing activities to coordinate--and the role of the FC was mostly reactive and undefined. The FC's functions, therefore, require filling the central leadership vacuum and taking a lead cum line role in building from scratch a sound organizational framework/foundation and the communications, attitudes, understandings and working relationships



between and among support units and field staff. The role also requires influencing support departments to provide, often for the first time, a fair share of resources in balance with competing priorities and motivating those resources in the sustained delivery of responsive services. The follow-on is a broad and complex team effort--involving some 25 service delivery units--and the need to serve as catalyst, initiator, motivator, doer, reviewer, referee, monitor and even coordinator.

11. Experience as a head of field office, as an operations manager and a working knowledge of the wide array of support services are instrumental factors in the successful performance of the FC's functions, including field security. This provides a sound basis for challenging bureaucratic rigidities/controls and seeking balanced solutions to problems.

12. About 40% of time spent on facilitating/coordinating a long-term FO Improvement Program.

13. About 10% of time spent as adviser to VPA and other managers. Includes reviewing/clearing all policies/procedures affecting field staff in the field and preparing recommendations to VPA on final approval.

14. Fifty percent of time goes into coordinating actions on security in the field including routine assessments/monitoring, organizing Headquarters watch, preparing guidelines/policies, dealing with emergency situations on a high priority "drop everything" basis requiring quick decisions/actions and handling sensitive information confidentially.

#### Problem Solving

15. Establishing a viable field security program requires developing staff awareness and responsibilities without creating undue fears or siege mentalities that undermine living environment and work effectiveness. Monitoring developments and taking quick preventive measures require responsive internal mechanisms, close coordination with UN/UNDP security system and monitoring a network of dependable external resources that can be triggered in varying situations such as coup d'etats, arrests/detentions, hostage situations, etc. It is also critical to balance institutional interests with country and external agencies (UN) sensitivities and working relationships when formulating policies and taking action.

#### Supervision Received and Authority

16. The FC's duties are set out in FOM 1.02 approved by senior management and as specifically directed by VPA. Accordingly, the FC functions with a very high degree of autonomy and minimal supervision that is generally in the form of VPA guidance requested by FC on special issues.

#### Contacts

17. (a) VPA: By regular notes and phone to inform of emergencies and special interest developments. Meet about every four to six weeks for detailed reviews and/or guidance.



- (b) PA Directors:- By notes and phone on support service issues. Meetings on special issues/policies as required.
- (c) Coordination Group (representing PA Directors and Operations complex and IFC): Weekly contact by phone, notes or meetings in follow-up on F.O. Improvement Program.
- (d) Regional Program Coordinators: Regular contact by phone and notes and as-needed meetings in connection with F.O. Improvement Program and field security program and equipment requirements.
- (e) Heads of Field Offices: Contact by memo, telex or phone to update on support service and security programs. Meetings during Headquarters visits to review support/security developments and needs. Periodic visits to field offices for on-spot assessments.
- (f) VPA, OVPs and Crisis Management Team:- By personal and phone as needed in quick response to special security emergencies.
- (g) Field Security Duty Officers: By memos and phone on weekly basis in connection with security monitoring duties on weekends (includes all Program Coordinators).
- (h) UN Assistant Secretary General (Security) and UNDP Chief of Interagency Emergency Coordination Unit: Contact several times weekly by phone, telex, memos on security developments in the field and travel restrictions.
- (i) State Department and other external agencies: Contacts by phone or personal at Ambassador/Director level on as-needed basis on security assessments/developments.
- (j) Programs Division Chiefs and Travel Division Chief: By phone and memo on frequent basis in connection with security developments, travel restrictions and airline disasters.

#### Principal Accountabilities

- 18. (a) The FC is responsible for seeing to it that the responsibilities and accountabilities vested in VPA for field matters are implemented responsively and cost-effectively. The FC's office is the one point in the Bank and IFC that serves as a central hub and coordinating/facilitating link between the support departments as deliverers of services and the Regions/field staff as the users of services. In simple terms, it is up to the FC to see to it that the staff in the field get the support and services they need in carrying out their jobs efficiently and effectively. Some of the principal ways for doing this are noted below.



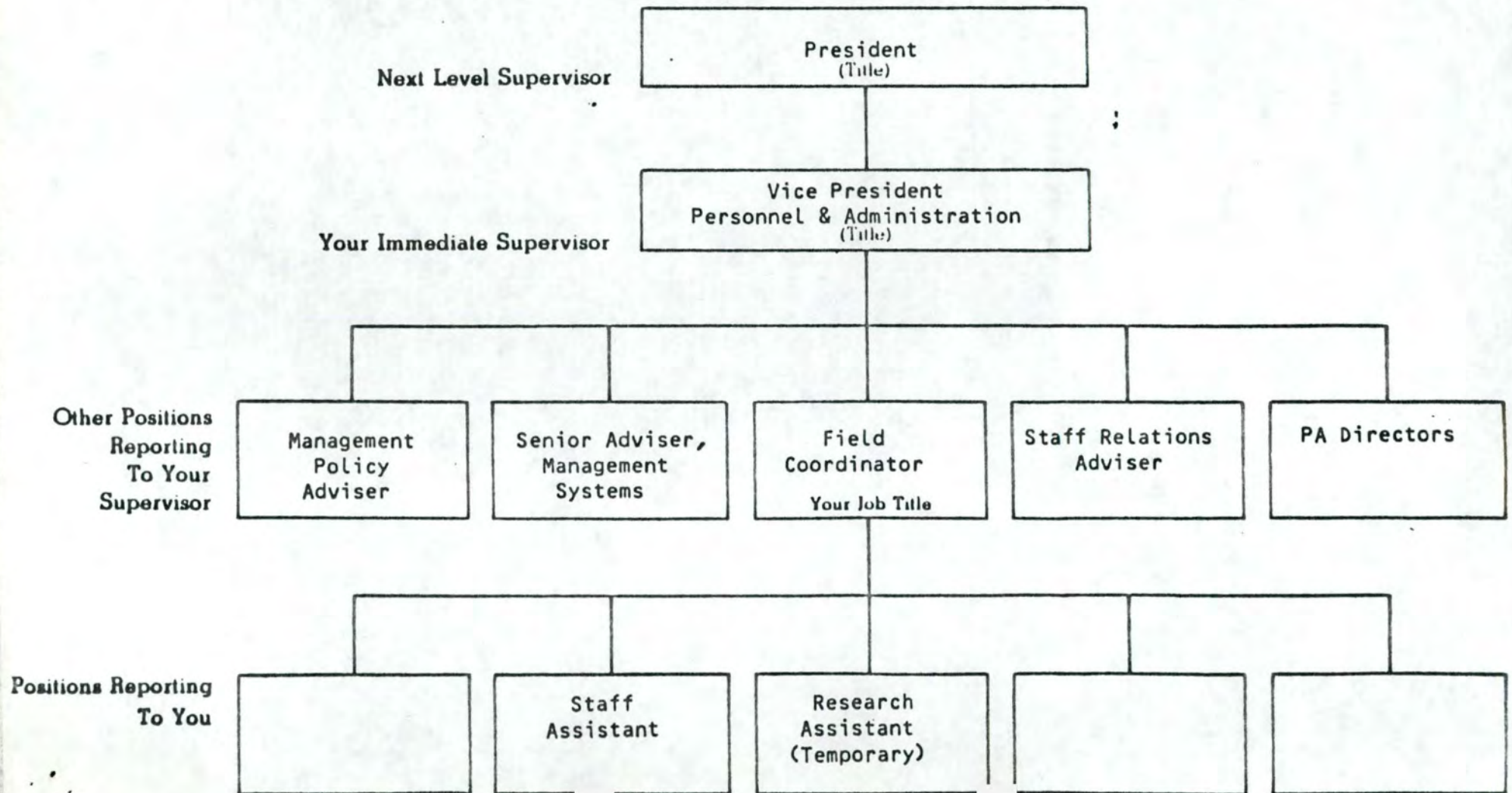
- (b) Develop and implement a continuous and comprehensive FO Improvement Program and coordinate and monitor the efforts among Bankwide resources in reexamining all the existing administrative policies and procedures affecting staff in the field to ensure they are brought up-to-date, kept relevant to needs in varying field conditions and are conducive to the delivery of responsive and cost-effective support services.
- (c) Develop policies and procedures on security in the field, and related practical guidelines and programs, that clearly define responsibilities and the mechanisms in place to aid affected staff and dependents as expeditiously as possible and with minimum risk to everyone concerned in security-related situations and emergencies. Coordinate all response actions in actual security-related developments and take the lead role in crisis situations requiring careful judgment avoiding overreaction while mobilizing all resources available to the Bank to resolve problems as they affect Bank staff. Operate the continued security watch at Headquarters.
- (d) Develop and administer an overall briefing program to ensure that all staff being assigned to field receive a systematic administrative briefing from the relevant support service units in the Bank. Additionally, to ensure that staff being assigned as heads of field offices receive briefings related to their managerial responsibilities in the field.
- (e) Initiate and maintain the development of a centralized field staff information system that enables quick access to relevant information on all staff and dependents in the field for use during personal, medical or security-related emergencies and provide a data base for determining related trends and implications.
- (f) Organize and where necessary execute requisite communications with field staff to keep them fully informed about field office systems and related issues.
- (g) Take the lead role in initiating, developing and coordinating implementation of a new Field Managers Guidelines, in keeping with a project brief schedule, to replace the existing Field Office Manual.
- (h) Develop and maintain a data base system for reporting, recording and analyzing trends and implications related to security-related incidents in the field.
- (i) Address specific issues as they emerge at the request of VPA and OVPs responsible for the field offices.



# ORGANIZATIONAL CHART

Please list the title of your immediate supervisor, next level supervisor, other positions reporting to your supervisor and the positions

reporting to you. Please expand the chart, if needed, to indicate those positions which report to your subordinates.







# Record Removal Notice

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589		
<b>Document Date</b> November 2, 1983	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> From: James Theodores, Field Coordinator, VPA To: Sam Niedzwiecki, OPD				
<b>Subject / Title</b> Field Coordinator and Field Manual				
<b>Exception(s)</b> Corporate Administrative Matters				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b>  January 23, 2019</td></tr></table>	<b>Withdrawn by</b>  Ann May	<b>Date</b>  January 23, 2019
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# Record Removal Notice

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589		
<b>Document Date</b> Sept. 30, 1987	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> From: James Theodores, Field Coordinator, VPA To: Distribution				
<b>Subject / Title</b> Field Security Coordination Arrangements				
<b>Exception(s)</b> Corporate Administrative Matters				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> January 23, 2019</td></tr></table>	<b>Withdrawn by</b>  Ann May	<b>Date</b> January 23, 2019
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# Record Removal Notice

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589		
<b>Document Date</b> May 25, 1983	<b>Document Type</b> Form			
<b>Correspondents / Participants</b>				
<b>Subject / Title</b> Anniversary Evaluation				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> January 23, 2019</td></tr></table>	<b>Withdrawn by</b>  Ann May	<b>Date</b> January 23, 2019
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# Record Removal Notice

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589		
<b>Document Date</b> Sept. 15, 1987	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> From: Beth Hintz, Field Coordinator's Office To: Sarah Livingston, ITFIS				
<b>Subject / Title</b> Handover Arrangements for the Field Office Manual				
<b>Exception(s)</b> Corporate Administrative Matters				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> January 23, 2019</td></tr></table>	<b>Withdrawn by</b>  Ann May	<b>Date</b> January 23, 2019
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<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589		
<b>Document Date</b> July 20, 1987	<b>Document Type</b> Notes			
<b>Correspondents / Participants</b>				
<b>Subject / Title</b> Field Coordinator's Transition Program for Hand-Over of The Bank's Field Security System to the Security Division				
<b>Exception(s)</b> Corporate Administrative Matters				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> January 23, 2019</td></tr></table>	<b>Withdrawn by</b>  Ann May	<b>Date</b> January 23, 2019
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DAVID K. KARSTENS  
5223 CAPON HILL PLACE  
BURKE, VA 22015

JAMES —  
ENCLOSED IS A  
LIST OF FIRST-CLASS  
EXECUTIVE SEARCH  
FIRMS AS PROMISED.

MERRY CHRISTMAS  
HAPPY NEW YEAR

DK  
12/15/85



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Washington, DC 20006

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1230 31st Street, NW  
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Chicago, IL 60601

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Chicago, IL 60601

Coopers & Lybrand  
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Los Angeles, CA 90017

Kremple & Meade  
1900 Avenue of the Stars  
Los Angeles, CA 90067

Billington & Associates  
3250 Wilshire Boulevard  
Los Angeles, CA 90010

J. R. Morrison & Associates  
600 Montgomery Street - 35th Floor  
San Francisco, CA 94111

William B. Arnold Associates  
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Denver, CO 80210

Heidrick and Struggles, Inc.  
245 Park Avenue  
New York, NY 10167-0152

Ward Howell International  
99 Park Avenue  
New York, NY 10016

Spencer Stuart & Associates  
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55 East 52nd Street  
New York, NY 10055

Lamalie Associates, Inc.  
101 Park Avenue  
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Webb, Johnson Associates, Inc.  
280 Park Avenue  
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Stricker & Zagor  
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New York, NY 10022

Boyden Associates  
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New York, NY 10016

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Fort Worth, Texas 76116

Hayman & Company  
2101 Skyway Tower  
Southland Center  
Dallas, Texas 75201

Barker Associates  
Box 485  
Westport, Connecticut 06881

Robert Howe & Associates  
2971 Flowers Road, S.-Ste 171  
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# THREAT ANALYSIS GROUP

DEPARTMENT OF STATE • OFFICE OF SECURITY

The Threat Analysis Group (TAG) is a staff support function of the Office of Security in the Department of State's Security Command Center. Established in mid-1976, TAG is responsible for research and analysis of available intelligence on terrorist activities and related security problems produced by the U.S. intelligence and counter-intelligence community or which originates in Embassy reporting and in other sources. The Threat Analysis Group's mission is to provide intelligence assessments for use in security planning, selection of preventive and protective measures, and in overall security decision-making. It has several different facets.

- TAG performs intelligence analysis and threat assessment to aid in the determination of specific security measures and resource allocation in assuring the safety and security of all United States Foreign Service installations abroad, the lives and welfare of official American personnel and their dependents, and foreign national employees of the U.S. Government.
- TAG also carries on its analysis and assessment activity to support the Department of State's protective function which is accorded to the Secretary of State, certain other senior Department officials, and those visiting senior foreign officials whose protection while in the United States appears necessary. This protection, like that performed by the U.S. Secret Service for Heads of State, is conducted by Department of State security officers when the protectee is an official visitor other than a Head of State.
- Additionally, the Group performs a variety of other services in support of Regional Security Officers and prepares specialized analyses upon request of the Department's Office for Combatting Terrorism (M/CT), the Bureau of Intelligence and Research (INR), and other consumers as appropriate. Of particular significance is TAG's support of the Office of Security's Foreign Operations Division in the ever-increasing security advice and assistance provided to the American business community with personnel and installations abroad.



The Threat Analysis Group's assessments serve consumers at both the working and mid-management levels in the U.S. and abroad as well as the senior management of the Office of Security and the Bureau of Administration. With the cooperation of INR (the Department's NFIB representative) and other members of the intelligence community, TAG relies on the collection and production of various agencies and its timely dissemination in order to accomplish its own mission. TAG disseminates information of interest based on foreign service reporting and other data originating within the Department. Actual assessments routinely take the form of internally distributed papers concerning incoming protectees in the U.S. and near-term analyses of security environments in foreign nations which affect the lives and work of official and private citizen Americans. These assessments are written at a level no higher than SECRET, but all-source reporting is used to brief senior department officials as needs dictate.

Protection against terrorism and similar acts of violence for officials overseas and of the American posts in which they serve is vital in ensuring viable, uninhibited conduct of U.S. foreign policy. Likewise, the assurance of a secure environment is essential for those foreign representatives in diplomatic and international installations in the U.S. in the orderly conduct of their foreign relations here. Unencumbered pursuit of relations among nations is the objective of diplomatic conventions and of the U.S. statutes written to protect diplomats, e.g., the Protection of Foreign Officials statutes (PL 92-539 and PL 94-467). Along with all other federal intelligence and law enforcement agencies--as well as state and local authorities--which possess information relevant to these concerns, the Office of Security's Threat Analysis Group has a major responsibility in assuring that such information is obtained, properly evaluated, and expeditiously provided to those properly cleared U.S. officials who require it in the lawful performance of their duties.



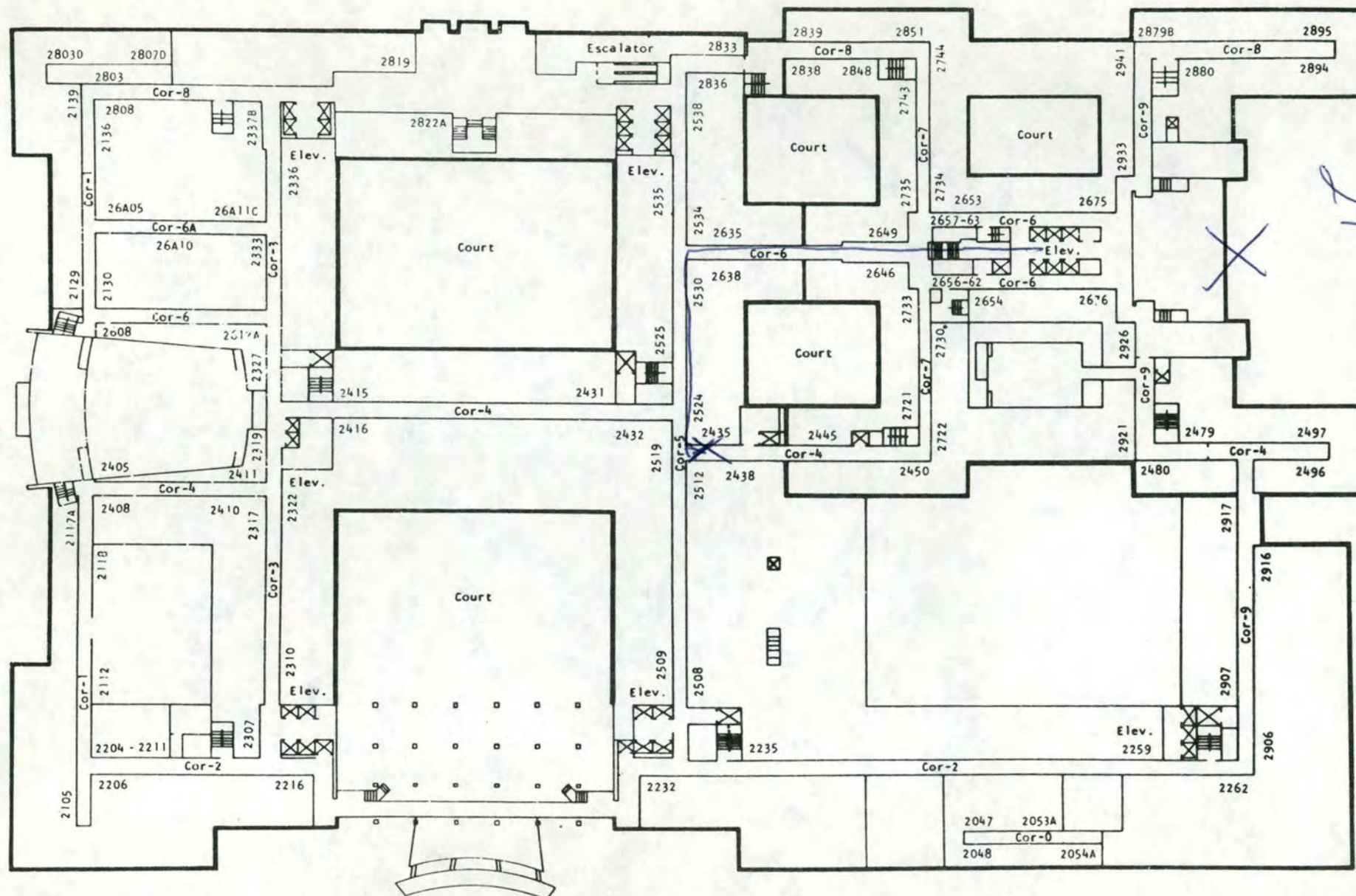
# FLOOR PLAN

E • STREET

VIRGINIA AVENUE

23rd • STREET

21st • STREET



C STREET

**WHAT ROOM NUMBERS MEAN . . .** FIRST DIGIT IS THE FLOOR. SECOND IS THE CORRIDOR. LAST TWO DIGITS ARE THE ROOM.

**CORRIDOR INDICATOR . . . . .** CORRIDORS 1, 3, 5, 7, AND 9 RUN NORTH AND SOUTH WITH CORRIDOR 1 ON THE 23rd STREET SIDE AND CORRIDOR 9 ON THE 21st STREET SIDE. CORRIDORS 0, 2, 4, 6, AND 8 RUN EAST AND WEST WITH CORRIDOR 0 ON THE C STREET SIDE AND CORRIDOR 8 ON THE VIRGINIA AVENUE SIDE.

**SECOND FLOOR**





WORLD BANK

MISSION HANDBOOK FOR AFGHANISTAN

A GUIDE FOR WORLD BANK STAFF

to

AFGHANISTAN

"THE ROOF OF THE WORLD"



(i)

March, 1978

The Resident Mission Staff welcomes you to Afghanistan and hopes your visit to the "Roof of the World" will be pleasant and successful. We offer you the warm hospitality and fullest possible assistance of our office during the course of your visit. Please do not hesitate to call on us if we might be of help.

To facilitate the work of visiting missions, our staff has prepared for your convenient reference our first version of a Mission Handbook for Afghanistan. We hope you find it useful.

At the same time, we welcome and value your comments and suggestions in order that subsequent versions may reflect more fully the types of useful information needed in the course of your work.

Welcome and enjoy your stay.

*Khush Amadaid. Umaid ast wakt shuma khush begzarad.*

James L. Theodores  
Resident Representative



MISSION HANDBOOK FOR AFGHANISTAN

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I. RESIDENT MISSION INFORMATION AND SERVICES (Map Location: K-2)

1.01 Resident Mission Office (*Bahn-kay Jah-hahn-ee*)

Location : Wazir Akbar Khan Mina (*Wah-zeer Ahk-bahr Khan May-nah*)  
Telephone : 20317  
Telex : 29 IBRD AF  
Cable : INTBAFRAD, Kabul, Afghanistan  
Mail Address: World Bank\*  
P.O. Box 211  
Kabul, Afghanistan

*If pouched through mailroom:*

World Bank/Afghanistan

Office Hours: Saturday through Wednesday: 8:30 a.m. - 4:30 p.m.  
Thursday: 8:30 a.m. - 1:30 p.m.  
Lunch Hours (except Thursdays): 12:30 - 1:30

Special Note: The Resident Mission Office is covered by a staff guard at all times, and facilities are available for use by missions outside regular office hours. It is recommended that arrangements be made in advance with Mrs. Aziz, or, if this is not possible, by telephoning ahead to the guard on duty of your proposed after-hours use of facilities.

\* To minimize delays of customs clearance when mailing/air shipping packages, please address to:

World Bank  
c/o UNDP  
P.O. Box 5  
Kabul, Afghanistan



1.02	<u>Resident Mission Staff</u>	<u>Home Telephone</u>	<u>Location on Map</u>
	James L. Theodores Resident Representative	20513	J-1
	Betty Eltezam Administrative Secretary	41637	C-8
	Fawzia Majid Aziz Secretary	40894	D-7
	M. Anwar Office Custodian/ General Services		
	M. Reza Driver, Office Car		
	M. Rahmatullah Driver, Res.Rep's Car		

## II. ARRIVAL IN KABUL

2.01 A money exchange counter is located at the right just as you enter the terminal building. It is suggested you go there immediately on arrival. Be sure to obtain some small denominations for porters and taxi fare.

To facilitate your transaction, the exchange rate (as of early February 1978) is Afs. 43 = \$ 1.00. For your convenience, the following is a rough guide of some denominations and values:

Coins:	Afs.	1	=	\$ 0.02
		2	=	0.05
		5	=	0.12
Bills:	Afs.	10	=	0.23
		20	=	0.47
		50	=	1.16
		100	=	2.33
		500	=	11.63
		1,000	=	23.26



- 2.02 Passport, Health Certificate and Custom clearances are in keeping with normal procedures found elsewhere. Laissez-passer holders are generally not subject to luggage inspection but exceptions to this procedure may occur on occasion. Reading materials of the "Playboy" magazine type are strictly prohibited; please observe this rule at all times. Visitors are permitted by regulations to bring in up to 200 cigarettes and 2 bottles of liquor.
- 2.03 On clearing passport and health controls, you will proceed to the adjoining room for baggage pickup and customs clearance. Porters are available at this point to retrieve your bags and handle them through customs clearance and your pickup or taxi point outside the terminal. Porters are generally paid Afs.10 per bag.
- 2.04 Taxis are readily available just outside the terminal building; your porter will direct you. Fares from the airport are Afs.50 to 60 to the Intercontinental Hotel and Afs.30 to 40 to the Kabul Hotel (in the center of city).
- 2.05 On checking in at the Hotel, please ask for messages; if the Resident Office has any for you, these will be sent to the Hotel in advance of your arrival whenever possible. In any case, we would appreciate if one of the mission telephones the office advising us of your arrival and room numbers.

### III. BRIEFINGS, APPOINTMENTS AND TRAVEL DOCUMENTS

- 3.01 Except for special appointments which are in accordance with procedures established and agreed with the Government, Missions would make all other arrangements for their work as is normally done for mission assignments in member countries without Resident Mission Offices. However, at the discretion and request of Missions, our staff will be pleased to assist to the fullest possible extent.

SPECIAL NOTE: In view of flight uncertainties and jet lag, meetings are generally not scheduled (except for briefings with Resident Representative) on the day of arrival unless specifically requested.

#### 3.02 Exist Visas

Holders of Laissez Passer: please hand them in on first day after arrival to the Resident Mission Office, where they will be forwarded through the UN to the Ministry of Foreign Affairs. They will be returned with exit visas in about 3 days to the Resident Mission Office, where mission members can pick them up.

OR



National Passport: Please hand in on first day after arrival so they can be taken by the Resident Office to the Ministry of Foreign Affairs and from there to the Police Station. Mission Members can pick them up at the Resident Mission Office in about 5 days.

3.03 Briefings with Resident Representative

Prior to their first meeting with Government officials, the mission should meet with the Resident Representative for briefing on latest developments, if any, and to pick-up and/or review the sector background folder.\*

Similarly, prior to departure, the mission should brief the Resident Representative on key findings and problems and should leave with him the memorandum of understanding, and a list of specific items, if any, which the mission would like to have followed up.

Mission should stop in or telephone the RMO daily when in Kabul in case of messages and so they can be informed of latest arrangements and/or developments of interest.

3.04 Initial/Final Appointments and Briefings

The Ministry of Planning is the key agency for all development work in Afghanistan and, as such, is our main contact point with Government. In view of the excellent cooperation and working relationship established with the Ministry of Planning, and the importance attached to their inputs and support, it is important that identification, preparation and appraisal missions arrange to visit the Ministry for initial discussions and also at the end of the mission for wrap-up discussions to review findings, usually with representatives from relevant participating ministries. Consistent with established procedures, the mission should prepare an aide-memoire or summary of discussions/understandings following the final meetings.

3.05 Appointments

1. Cabinet-level Appointments: Consistent with established Government practices, please make only through RMO after consulting with Resident Representative. The Res. Rep. will generally attend all such meetings.
2. Working-level Appointments: Mission members may wish generally to make their own appointments. However, the Resident Mission Office will be pleased to assist at any time.
3. Ambassadors/Heads of Missions: Related to official business, please follow procedure for Cabinet-level appointments. If own Ambassador or personal business, mission member may prefer to make own appointment.

3.06 Arranging Key Appointments/Domestic Travel Prior to Arrival

If you wish the Resident Mission Office to arrange key appointments

\* Kept on a monthly basis by sector and including news clippings



only, or to obtain bookings for domestic flights in advance, please telex the names of persons you wish to meet, in order of preference, or approximate dates of internal travel, if any, and/or any special instructions and/or requests. A schedule of confirmed appointments/travel arrangements will be available for you on arrival.

#### IV. RESIDENT MISSION ACCOMMODATIONS AND SERVICES

##### 4.01 Meeting/Work Rooms in Resident Mission Office

The following rooms can generally be arranged to be available for work/meetings of mission.

1. Conference Room
2. Reception Room
3. Library

##### 4.02 Typing Services/Duplication Services

Emergency or minor requirements can generally be handled by RMO staff.

In the event of extensive typing requirements which cannot be met without overtaxing local staff work load, our staff will be pleased to locate and arrange for outside typing service. However, if such material is particularly sensitive, we will arrange for typing by our local staff, pending their availability and given sufficient lead time, on an overtime basis at established rates charged to your division.

A photocopy machine is available at the Resident Office. Over 10 photocopies will be charged to your division at Afs.7 per page.

If requirements are extensive and cannot be met by RMO, we will arrange.

##### 4.03 TELEX SERVICES.

Telex messages can be sent through the RMO and costs will be charged to your Division through the Imprest Account. In view of the three minute minimum charge, we normally consolidate the transmittal of messages from this end in order to reduce costs to all parties concerned. Similarly, we generally wait for the telex line to be opened from the Washington end, whenever feasible, as the transmittal costs are significantly lowered when we "tag on" to their call. For the above reasons, the telex costs charged to your Division might vary considerably depending on circumstances as noted.

##### 4.04 Financial

Staff is reminded that the RMO cannot advance additional funds for any purpose to travelling staff except under genuine emergency



Insert layout of  
Resident Mission Office



situations and then only within the limitations described in statement 4.01, para 56, of the administrative manual. In all other cases, prior authorization of the administrative expense section is required. Travelling staff are therefore requested to ensure they carry adequate funds with them to meet expenses associated with their visit.

#### 4.05 Travel/Transport Information and Services

1. Flight Reconfirmation and Changes: Generally can be done at Hotel, but if not, RMO will be pleased to handle.
2. Domestic Flight Arrangements: RMO will be pleased to make arrangements - Mission member should pay directly to airline or to RMO in advance if tickets are to be picked up by RMO staff.
3. The RMO vehicles are required on a full-time basis for the conduct of regular business of the Resident Office. Therefore, missions are requested to make appropriate arrangements directly with their counterparts in participating Ministries for assignment of a government vehicle. If a government vehicle is not available, the use of taxis is recommended for use in and around Kabul. These are quite readily available throughout the city; typical fares are as follows:

Intercontinental Hotel	to Various Ministries	Af. 50
Kabul Hotel	to Ministry of Commerce	Af. 20-30
"	" " Agriculture	Af. 30-40
"	Ministries in	
"	Macrorayon	Af. 30
"	AgBank/IDBA	Af. 30

The Ministries of Planning, Finance, Mines & Industries, and Education can be reached from Kabul Hotel on foot in a few minutes.

4. At such times when our Toyota might be made available during work days without disrupting our own scheduled requirements, we will be pleased to do so on the basis of prior arrangement.
5. After working hours and on weekends (Thursday afternoon and Friday) the Toyota could be made available by prior arrangement for Mission use around Kabul or short field trips. Mission members would be responsible for meeting the costs involved comprising mainly the pay of the driver (overtime rates) and costs of fuel and driver subsistence in the case of field trips. Payments should be made to RMO prior to mission departure rather than charging through the Imprest Account.
6. Accommodations Outside Kabul (to be arranged through Project Units whenever possible - otherwise, please see RMO staff)

Kandahar - USAID Staff House - call through USAID radio (Tel.42441)



- Lashkargah - USAID Staff House (call Kabul Staff House or through USAID Radio 42441)
- Herat - Mowafaq Hotel or Herat Hotel (arrange through HLDC) (Tel. 40144)
- Jalalabad - Spinghar Hotel (Tel. Operator "0")
- Kunduz - Spinzar Hotel (arrangements through Khanabad Project Unit)
- Mazar - Caravansarai Hotel, Mazar Hotel (Tel. 31113)
- Bamiyan - Afghan Tour Yurts (Tel. 20380)

7. Travel Arrangements and Time/Distance to Project Areas: Arrangements for surface transport generally made by mission with respective government agencies or project unit. Approx. driving time between Kabul and project areas: Kunduz 6 hours, Herat 12-15 hours in good weather.

Arrangements for travel can also be made through Afghan Tour, Afghan Travels and Bala Hesar Travel Agency.

8. Domestic Flight Information to Project Areas: Bakhtar - Herat on Tues., Thurs., Sat. and Monday. No flights available to Kunduz at present but may be subject to change.

## V. GENERAL INFORMATION

### 5.01 Restaurants/Entertainment/Shopping

1. Restaurants: Sitara, in Shar-i-Nau, Afghan Food cooked to Western taste, Afghan Classical music on Thursday nights.

Little Lantern (Quick Snack)... German/American food, reasonable prices, in Shar-i-Nau, above Aziz Supermarket.

Mahraja, Indian resaurant near Shar-i-Nau post office.

Golden Lotus, Wazir Akhbar Khan (Chinese)

Khomezargar, near blue mosque (Italian)

Tritone, chicken street (Italian)

No.9 Shari-Nau (Chinese)

2. Entertainment: None, unless you are a member of a club. Dancing at Intercontinental and No.9, ask in hotel for English language movies.



3. Shopping: USAID Gift Shop, Mondays 10 a.m. to 3 p.m.;  
Government Emporium near Shari-Nau post office  
8 a.m. to 4 p.m.;  
Abdullah's near Chicken Street;  
Carpets: Chaman area or Jeshen Grounds.
4. Tailor made suits: Ask at RMO for names of tailors,  
approx. time required and cost.

5.02

Emergency Health and Medical Treatment

- UN Dispensary Tel. 26053-5, Mrs. Nader
- CARE/MEDICO Tel. 32591
- Doctor at Intercontinental Hotel
- Wazir Akbar Khan Hospital Tel. 26752
- Jamhouriat Hospital Tel. 25881
- USAID Dentist: Dr. Mathews Tel. 42441 ext. 369

Malaria medication: ask in Washington

Food and water Precautions: Drink only boiled and filtered water. Do not eat fruits or vegetables (raw) unless washed in potassium permanganate or peeled.

5.03

Money Exchange Facilities

American Express Office/Caravan Travels near Shari-Nau post office;  
Bank Milli from 8-11 across from Kabul Hotel;  
Pashtani Tejaraty Bank near Spinjar Hotel;  
Money Bazar (Rashidzada) Sarai Shahzada near Kabul river;  
Hotels



VI

OFFICIAL AFGHAN HOLIDAYS

1978

Prophet's Birthday	February 10
Nau Roz	March 21
Independence Day	May 27
Jeshyn	July 17, 18, 19
First of Ramazan	August 5*
Pashtoonistan Day	August 31
Eid-i-Ramazan	September 14, 15, 16*
Parliament Day	September 9
Jeshyn Nejat	October 15
Eid-i-Qorban	November 11, 12, 13*
Aushura	December 9

1979

Prophet's Birthday	February 1*
Nau Roz (New Year)	March 21
Independence Day	May 27
jeshyn (Jamhouriya)	July 17, 18, 19
First of Ramazan	July 26*
Pashtoonistan Day	August 31
Parliament Day	September 9
Eid-i-Ramazan	September 4, 5, 6*
Jeshyn Nejat	October 15
Eid-i-Qorban	November 12, 13, 14
Ashura	November 30*

\* Approximately: Religious holidays occur 10-11 days earlier each year



VII AFGHAN CALENDAR

<u>Month</u>	<u>Gregorian Equivalent</u>
Hamal (Hah-mah <u>l</u> )	March 21 - April 20
Saur (Sour) as in not sweet	April 21 - May 20
Jauza (Jow-zah)	May 21 - June 20
Saratan (Sarah-tan)	June 21 - July 20
Assad (Ah-Sahd)	July 21 - August 20
Sunbola (Sun-bull-ah)	August 21 - September 20
Mizan (Mee-Zahn)	September 21 - October 20
Aqrab (Aq-rahb)	October 21 - November 20
Qaus (Cow-ss)	November 21 - December 20
Jaddi (Jeh-dee)	December 21 - January 20
Dalw (Doll-w)	January 21 - February 20
Hoot (Hoot) as in owl	February 21 - March 20

Day of month (Islamic) can be roughly calculated by adding 10 days to the day of the month (Gregorian)

For example: October 4 + 10 days = Mizan 14 (more or less - sometimes there is a difference of 9 or 11 days)

The Afghan year 1357 covers the period from March 21, 1978 to March 20, 1979.

Other years can be calculated roughly by adding or subtracting 621 years as appropriate:

Example:  $1347 + 621 = 1968$

$1983 - 621 = 1362$



VIII. GOVERNMENT WORKING HOURS

8.01 Government working hours: (subject to change with short notice)

Summer:	Saturday through Wednesday	7:00 a.m. to 2:00 p.m.
	Thursday	8:00 a.m. to 1:00 p.m.
Winter:	Saturday through Wednesday	8:00 a.m. to 4:00 p.m.
	Thursday	8:00 a.m. to 1:00 p.m.
Ramazan:	Saturday through Thursday	7:00 a.m. to 1:00 p.m.

8.02 School Schedules:

In Kabul and other cold-winter regions the school year starts around March 22 and ends around December 15 (variable from year to year)

In warm-winter regions the school year starts around September 6 and ends around June 5.

School hours vary from 7:30 a.m. to 5:30 p.m., dependent on the individual school (many schools run on a double shift basis with morning and afternoon sessions).



IX. LIST OF KEY GOVERNMENT OFFICIALS AND AGENCIES as of April 1, 1978

(Phonetical Pronunciation in Italics)

		Phone	Map Location
<u>MINISTRY OF AGRICULTURE</u>	<i>Wah-zee-raht-eh-Zee-ah-raht</i>	40841	D-5
Minister	Dr. Saleh Mohammad Zetai	40808	
Deputy Minister	Fazel Rahim Rahim	41818	
President, Planning Dept.	Abdul Majid	40260	
Asst. Pres., Planning Dept.	Abdullah Naqshbande	40841 ext. 229	
President, Cooperatives	M. Haq Naikzad	31665	
President, Extension Dept.	Mr. Hasan Rahimi	22514	
General Director, Foreign Relations Section	Rahmatullah Kohgadi	42065	
<u>MINISTRY OF COMMERCE</u>	<i>Wah-zee-raht-eh-Teh-jah-raht</i>	41041-5	E-9
Minister	Mr. Abdul Qudus Ghorbandi	40716	
Deputy Minister	Mr. A. Salaam	41716	
President, Foreign Trade Division	Ghulam Hussein Bayat	42362	
President, Export Promotion	Mohd. Farid Rafiq	40511	
General Director, Fruit & Vegetable Unit	A.G. Malikzada	41571	
<u>MINISTRY OF COMMUNICATIONS</u>	<i>Wah-zee-raht-eh-Moh-kha-bah-raht</i>	21341	J-5
Minister	Maj. Mohammad Aslam Watanjar <del>Mr. Abdul Qudus Ghorbandi</del>	21444	
Deputy Minister	Eng. Azizullah Zahir	22244 ext. 14	
President, Telecommunications	Eng. Sayed Nasim Alawi	21455 ext. 19	



<u>MINISTRY OF EDUCATION</u>		<i>Wah-zee-raht-eh-Maw-rif</i>	25151	I-4
Minister	Mr. Dastagir Panjsheri		22914	
Deputy Minister	Mr. M. Yasin Bonyadi		21570	
Deputy Minister	Mr. A. Qayoum Noorzai		21542	
President, Vocational Education Dept.	A.M. Paktiawal		40856	
President, Construction Corp.	Eng. Fazel Ahmad		22956	
<u>MINISTRY OF HIGHER EDUCATION</u>		<i>Wah-zee-raht-eh-Ta-lee-maht-eh-Ah-lee</i>		C-5
Minister	Prof. Mahmood Soma		40361	
Deputy Minister	Mr. Lal M. Zatai			
<u>MINISTRY OF FINANCE</u>		<i>Wah-zee-raht-eh-Mah-lee-yah</i>		J-4
Minister	Mr. Abdul Karim Meesay		22038	
Deputy Minister	Fazel Haq Khaliqyar		21630	
President, Accounting Dept.	Zer Gul		21184	
President, Treasury Dept.	Sarwar Haider		22350	
Director, Loans Treasury Department	Abdul Samay		23371	
<u>Rural Development Department</u>				M-3
President	Mohammad Siddiq		22515	
<u>MINISTRY OF FOREIGN AFFAIRS</u>		<i>Wah-zee-raht-eh-Khaw-rih-jah</i>	25341/ 25441	J-3
Minister	Mr. Hafizullah Amin		23083	
Secretary-General	Mr. Abdul Wakil		ext. 80	
Deputy Minister (Political)	Mr. Shah M. Doset		23646	
" " (Admin.)	Mr. A. H. Mokhammad		ext. 45	



Director, International & Financial Relations Section	Mohd. Mirza Samah	25441 ext.10
Acting Director, International Relations & U.N. Affairs	Mohd. Yahya Maroofi	25341 ext.25

MINISTRY OF MINES AND INDUSTRIES  
*Wah-zee-raht-eh-Madan-wah-San-ah-ay*

25841 J-4

Minister	Eng. M. Ismail Danish	24814
Deputy Minister (Mines)	Mr. A. Kafi Rasuli	25815
Deputy Minister (Ind.)	Mr. Rahimi	25847
President, Planning	Hafizullah	20948

MINISTRY OF PLANNING *Wah-zee-raht-eh-Plahn*

J-5

Minister	Mr. Sultan Ali Keshmand	22446
Deputy Minister	Mr. Fateh M. Tarin	24024
Acting President, Planning & Economic Analysis	Roshan	23859
President, Financial Planning Department	Abdul Karim Amin	26557
Vice-President, Financial Planning Department	A.Z. Murshidi	24886
President, Economic and Technical Cooperation	Mohammad Nabi Salehi	20659
President, Promotion Development of Private Enterprises	Mr. M. Hasan Nawabi	22221

MINISTRY OF PUBLIC HEALTH *Wah-zee-raht-eh-Seh-hat-eh-Ah-mah*

23051 M-3

Minister	Dr. Shah Wali	23015
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<u>MINISTRY OF PUBLIC WORKS</u> <i>Wah-zee-raht-eh-Fah-wah-yid-eh-Ah-mah</i>		20347	M-3
Minister	<i>Maj. Mohammad Rafi</i>	25140	
Deputy Minister	Eng. Ghausuddin Matin	23215	
President, Road Construction and Maintenance	<i>Mr. Hasan Ali Tayeb</i>	25144	
<u>Central Authority for Water Supply and Sewerage</u> <i>Ria-sat-eh-Ahb-ra-Sa-nee</i>			M-3
President	<i>Mr. F. M. Yakubi</i>	21692	
<u>MINISTRY OF WATER AND POWER</u> <i>Wah-zee-raht-eh-Ahb-wah-Barq</i>		25108	M-3
Minister	<i>Pohunwal M. Mansur Hashimi</i>	25170	
Deputy Minister	<i>Mr. R. M. PakTeen</i>	22108	
<u>Da Afghanistan Breshna Moessessa</u>			
President	A. Wahab	21625	
<u>OTHER AFGHAN NATIONAL ORGANIZATIONS</u>			
AFGHAN DEMOGRAPHIC STUDIES		24037	
AFGHAN FAMILY GUIDANCE ASSOCIATION		22748	
AFGHAN AIR AUTHORITY		25541	
AFGHAN TOURIST ORGANIZATION		25351	
CENTRAL STATISTICS OFFICE	President	22448	
<u>KABUL UNIVERSITY</u>			D-5
Dean, Faculty of Agriculture	Dr. M.H. Sahak	41341	
Dean, Faculty of Economics	Pohandoi Dr. S.A. Kazem	41246	
Dean, Faculty of Engineering	Pohandoi Zar Jan Baha	41241	



X. SPECIALIZED PROJECT RELATED AGENCIES, UNITS AND CONSULTANTS

10.01 Agricultural Development Bank of Afghanistan  
Bahnk-eh-Ziraht-ee

I-6

Location: Jad-i-Maiwand *Jaw-deh-May-wand*

President	<i>Eng. Wahab Assifi</i>	20115
Vice President Administration	<i>Mr. War</i>	25217
Vice President Credit	<i>Haji A. Rahman Hami</i>	21256
Vice President Supply	<i>Mr. G. Amiri</i>	30801

Consultants: Hendrikson Associates, Frankfurt, Germany

Georg Graesel, General Manager	20119
C. von Tresckow, Credit Manager	25476
G. Wilmsen, Accounts Manager	25219

Supply Department: Salang Wat *Salang-watt*  
next to Government Monopolies *pesh En-his-ehraht-eh-Daw-laht-ee*

AMSCO (Agricultural Machines and Service Company)  
*Sheer-kaht-eh-Maw-sheen wah Aw-laht-eh Ziraht-ee*  
*wah Khid-mah-tee Tek-nee-key*

Technical Assistance for Supply Operations

UNDP Project AFG/75/012

A.E. Hayward, Management Advisor	30801
H.K.M. Augsburg, Technical Instructor	31675
L. Ghobrial, Mechanical Engineer	31675



10.02	<u>AFGHAN FERTILIZER COMPANY</u>	<i>Sheer-kaht-eh-Coad</i>	41793	E-8
	President	Aslam Helali	40259	
	Commercial Vice President	Abdul Ali Nawabi	ext. 6	
	Vice President Administration	Mohammad Naim	ext. 2	
	Director General, Administration	N.A. Kandahari	ext. 4	
	Advisor	M. Helm	41793	
10.03	<u>AVIATION</u>			
	Afghan Air Authority	<i>Hah-wah-ee Mul-key</i>		L-2
	General Director, Civil Aviation	<i>Mh. Ghatam Haidar Laho</i>	25541	
10.04	<u>EDUCATION</u>			
	Ministry of Education	<i>Wah-zee-raht-eh-Maw-rif</i>		I-4
	President, Construction Corporation	Eng. Fazel Ahmad	22956	
10.05	<u>FRUIT &amp; VEGETABLE EXPORT UNIT</u>			E-9
	<i>Sheer-kaht-eh-Sab-zee-jat wah</i>	<i>May-wah-jat</i>		
	behind Ministry of Commerce	<i>Wah-zee-raht-eh-Teh-jah-raht</i>		
	Department Head	A.G. Malikzada	41571	
10.06	<u>HIGHWAYS</u>			
	Ministry of Public Works			M-3
	<i>Wah-zee-raht-eh-Fah-wah-yid-eh-Ah-mah</i>			
	<u>Consultants:</u>	SAUTI (2nd Highway Project)		
	Team Leader	Dr. Raffaelli	24366 or 23141	



Consultants: Motor Columbus

Resident Engineer Mr. Geiges 32865

10.07 INDUSTRIAL DEVELOPMENT BANK OF AFGHANISTAN (IDBA) 23341 I-6  
*Baink-eh-Sah-nah-ah-tee*

Location: Jad-i-Maiwand *Jaw-deh-My-wand*

President Dr. Nour Ali 25159

General Manager Dr. Sunit Gupta 22336

Technical Manager F. Tasci 23341

10.08 KHANABAD IRRIGATION PROJECT

Location: Kunduz

Project President (Kunduz) M. Omar

Consultants:

WAPCOS (Water and Power Consultancy Services, India)

10.09 LIVESTOCK

Herat Livestock Development Corporation (HLDC) 40144 F-7  
*Sheer-kaht-eh-Mawl-dah-ree*

Main Office is located in Herat, with representative office in Kabul on Darulaman Road at turn-off to Gozahrgah

President (Herat) *Mr. Abu Bakr* 2513

Kabul Representative Mr. Haider 40144

Consultants: Chisholm & Associates

Project Manager S. Marples

Geologist B. Tate

Agronomist P. Smythe



(all HLDC Telephone numbers are Kabul 40144 or Herat 2513)

Veterninarians	Dr. Wells P. Robinson
Slaughterhouse Specialists	T. Keye Mr. Koffmann
Transport Adviser	Mr. Riley
Cooperative Adviser	Mr. Jones

#### 10.10 POWER

Consultants: B.C. Hydro

Location: Da Afghanistan Breshna Moessessa  
Jeshyn Grounds *Cha-mahn-eh-Jesh-yn*

Financial Controller D.R. Hundleby 40306

Consultants: WAPECA (Water and Power Engineering  
Company of Afghanistan)

Location: Afghan Insurance Company building  
opposite Foreign Ministry

#### 10.11 RURAL DEVELOPMENT *Ihn-kay-shaf-eh-Deh-hat*

Location: Mikro-Royan M-3

President Eng. Sediq 22515

Adviser G. Glaister

#### 10.12 WATER SUPPLY *Ria-sat-eh-Ahb-rah-San-ee*

Location: Mikro-Royan, Block 13 M-3

President Mr. F. M. Yakubi 21692

Consultants: Proctor & Redfern, Canada (PRIL)

Site Representative F. Moir 20420

Financial Adviser C. Jerry 20420

Engineer D. Lewis 20420



XI.

LIST OF KEY MULTILATERAL/BILATERAL AGENCIES AND ORGANIZATIONS

	<u>Telephone</u>
<u>AFAMEC (Afghan/American Educational Committee)</u> Executive Director, Jon Summers	24273 ext.2
<u>ASIA FOUNDATION</u> Representative, Joel W. Scarborough	22409
<u>BRITISH COUNCIL</u> Mr. D. Barton	31667
<u>CARE/MEDICO</u> Douglas Atwood, Director Senior Medical Officer, Dr. John Mowbray Team Surgeon, Dr. Wm. Sutherland Hospital Administrator, Dr. Alan Eliot Jamhuriate Hospital	32591 41332 20144 20144 20144 25881
<u>PAKTIA DEVELOPMENT AUTHORITY</u>	21020
<u>UNITED NATIONS DEVELOPMENT PROGRAM</u> Resident Representative Deputy Resident Representative, A.N. Holcombe	26051-5 20445 ext.39/40
<u>OTHER UN.AGENCIES</u>	
UNICEF (E. Crunden, Representative)	21865
ILO (A. Landvik)	31886/25841
UNESCO (A. Kondo)	26546
UPU (A.M. Narula)	22145
ITU (G.J.M. Pappot)	22145
UNCTAD/GATT/ITC (V. Segesvary)	40511
UNFPA (Ms. Melchior)	26051-5 ext.30
UNCTC	22447
UNFDAC (C. Magnussen)	21427
IAEI: contact UNDP	
ESCAP (UNDP Liaison, A. Yari)	26051 ext.31



UNEP: contact UNDP

FAO  
Representative (acting), A. Hayward

26051 ext.45/46  
30801/31675

WHO  
Representative, Dr. R.L. Manning

23056

IMF  
Representative, T. Dajani

22342

USAID

42441-5

Director, C. Grader

40741 ext.200

Deputy Director, Owen Cylke

40742

Agri.Div. Chief, Mr. R. Forte

ext.360

Edu. Div. Chief, Mr. S.D. Handleman

40951 ext.230

Deputy Edu. Chief, Mr. W. R. Charleson

Ext.230

USIS

23041-5

Public Affairs Officer, Mr. Richard Ross

Ext.14

US PEACE CORPS

32672, 31557

Mr. George Baldino, Representative

Ext.4





# Record Removal Notice

<b>File Title</b> James L. Theodores - Chronological file		<b>Barcode No.</b>  30293589		
<b>Document Date</b> May 9, 1986	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b>				
<b>Subject / Title</b> Administrative Manual Statement 6.40 - Policies and Procedures on Security in the Field				
<b>Exception(s)</b> Corporate Administrative Matters				
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Ann May</td><td><b>Date</b> January 23, 2019</td></tr></table>	<b>Withdrawn by</b> Ann May	<b>Date</b> January 23, 2019
<b>Withdrawn by</b> Ann May	<b>Date</b> January 23, 2019			