



Society for Human Rights & Prisoners' Aid

SHARP SAFETY AND SECURITY POLICY

Organizational Overview:

Society for Human Rights and Prisoners Aid (SHARP), is a Non-Profitable, Non-Political and Non-Governmental Organization (NGO) registered with the Voluntary Social Welfare Agencies, Islamabad Capital Territory under Registration and Control Ordinance 1961 (XLVI of 1961). It got Registration No. VSWA/ICT/300 on 11th March 1999.

Society for Human Rights and Prisoners' Aid (SHARP) is striving for a human rights friendly Pakistan since 1999 by working for the well being of vulnerable segments of the society through various means, be it advocacy, community services, capacity building, emergency response and etc. SHARP has had experience of working with various population groups (refugees, IDPs, women, juvenile delinquents, street children, prisoners and etc.) in different thematic areas including Protection, Child Protection, Emergency Response, Advocacy, Education, Infrastructure development, health, and other rights based approaches throughout the country.

All the initiatives carried out by SHARP focus on ensuring equal opportunities for the deprived segments of the society through improved access to justice. SHARP concentrates on building capacities, ensuring promotion of human rights and access to justice by developing linkages and narrowing the gap between the deprived sections of the society and government institutions like law enforcement agencies, police, judiciary, government machinery and the national and international humanitarian community that are responsible for providing justice and ensuring rights of the poor and needy segments of the society.

Vision:

SHARP envisions a human rights friendly Pakistan indiscriminative of cast, creed, color, sex, ethnicity and/or nationality.

Mission:

SHARP aspires to pursue its humanitarian vision by forging strategic partnerships with like-minded humanitarian community, both national and international and carry out community and policy advocacy, service delivery and capacity building initiatives to protect and empower the marginalized and deprived segments of the society in a bid to garner a socially just and enabling society.

Aims and Objectives:

- To create awareness about human rights



- To eradicate injustice through legal empowerment of general masses
- To promote child protection and juvenile justice
- To support formal and informal access to justice through networking with legal fraternity and provision of legal assistance
- To promote Safe migration to reduce human trafficking
- To promote positive social behavior by encouraging health, hygiene and WASH education
- To promote the spirit of volunteerism through meaningful youth participation
- To promote adherence and effective implementation of CEDAW
- To develop human capital through formal and informal education, skill development and vocational training
- To strengthen the emergency response through DRR and effective DRM

Geographical coverage:

SHARP advocates the rights of the deserving and distressed individuals and communities all across Pakistan. The ongoing interventions in the thematic areas of protection, child protection, livelihoods and education are being carried out in Islamabad capital territory, Punjab, Khyber Pakhtunkhwa (KPK), Sindh and Azad Kashmir, which are managed through the field offices in the aforementioned locations. The head office of SHARP is based in Islamabad.

Population of concern:

SHARP is an ardent advocate of diversity and therefore, believes in mainstreaming age, gender and diversity (AGD) in all of its interventions. The areas of expertise held by SHARP are in the thematic areas of protection, child protection, women empowerment, livelihoods, education and emergency response. And SHARP indiscriminately responds to the needs of affected population.

Organizational response strategy:

SHARP recognizes the current Human Rights state in Pakistan and keeping in view the current rights based approaches prevalent within our country; SHARP has developed a three pronged strategy to deal with the adverse socio-economic and politico-legal situation in Pakistan. These are as follows:

- Carrying out community and policy advocacy for the population of concern
- Developing strategic partnerships with the likeminded stakeholders
- Carrying out service delivery and capacity building initiatives

Introduction



The security of SHARP staff is of paramount importance and it recognizes that the nature of our work may, on occasions, place great demands on staff working in conditions of high risk and other forms of violence may threaten their lives. SHARP is committed to the development of procedures and practices aimed at ensuring the safety and security of our staff.

SHARP has devised a comprehensive policy which is implemented in all offices including fields to ensure safety, security and well-being of all staff. This policy covers the security of staff. It also deals with the protection of programmes and assets from violence or the risk of violence. This can include intentional violence or risks such as theft, mugging, car-jacking, abduction or blackmail. Acts of unintentional violence, such as crossfire and general public disorder.

SHARP recognizes that humanitarian work is often performed in extremely unstable and potentially dangerous environments and has therefore created this safety and security policy with a view to maintaining the safest possible working conditions. Staff members at all levels have the authority and responsibility to improve safety and security procedures wherever these are inadequate. In order to ensure that the security guidelines are successful there must be clear delimitation of responsibility at every level of the organization. SHARP believes that staff comprises the most important resource for SHARP and the communities we serve. Effective safety and security policies and procedures are designed to ensure that the work of SHARP can continue even in challenging environments. SHARP believes that safety and security exist when staff is enabled to pursue their tasks without undue risk to health or life.

Purpose:

This document sets out the policy for security of staff by defining basic security principles, applicable to all SHARP staff, projects and programmes, at all times. Detailed guidance on security management and planning is contained in the SHARP Security Manual.

Approaches

In establishing appropriate risk management strategies, three basic security approaches are usually considered – **acceptance, protection and deterrence**.

Acceptance is generally emphasized as the preferred option for non-governmental organizations (NGOs) since it works towards increasing acceptance of, and hence protection for, an organization's staff projects and programmes by the host population.

Protection approaches emphasize devices and procedures to increase security (such as burglar bars, fences, improved lighting, guards) and the use of standard operating procedures for day-to-day activities. The intent is not so much to address the threat, but to 'harden the target' – i.e. to make it more difficult for the organization or its staff to be attacked.



Deterrence approaches tend to be based around the use of counter-threats in the form of legal, economic or political sanctions. This approach focuses on increasing the risk to the aggressor of launching an attack, and so intimidating potential enemies, and is generally considered unsuitable by most NGOs. It is important to note that while these are recognized general approaches and represent best practice for the security management of NGOs working in insecure environments, each specific working environment will require its own combination of the three approaches.

4. Principles

Priority to Human Life

The security of staff is of higher priority than the protection of assets, including premises, vehicles, office equipment, projects or programme materials. Similarly, good judgment is required with regard to continued programming and presence in an area of insecurity, with a recognition that it may be necessary to accept an increased level of insecurity if, by maintaining a presence, the project or programme staff are able to save the lives of people who would otherwise die.

Staff has Responsibilities and Rights

Security awareness is an ongoing collective responsibility and each member of staff is obliged to:

- Actively participate in and contribute to the maintenance of security measures.
- Be aware of security risks and team security.
- Understand and adhere to security measures.
- Be responsible for their own security and the security of staff they manage.
- Behave as a positive representative for SHARP and adhere to its policies.

Each member of staff is responsible for reporting to his/her line manager any actions or behavior that breaches policy or jeopardizes team security. Breaching security policy is a disciplinary offence and must be dealt with as such by the appropriate line manager and senior management.

Operational Managerial Responsibility

The Chief Executive is responsible for overall security of organization, projects and programme and staff working for SHARP. Operational responsibility for the security of staff follows the line management structure. Thus, Project Director/Directors are responsible to the Chief Executive for the security of all staff working for SHARP, although the day-to-day management of security measures may be delegated to the respective offices and Team leaders although the day-to-day management of security measures may be delegated to a security contact points (Admin & HR) in specific project areas.

Among the responsibilities for managing staff security are:

- Delegating security management tasks.



- Ensuring an appropriate security management system and plan is developed, implemented and updated in a manner that is inclusive and transparent, taking into account the insights that may be provided by all SHARP staff.
- Ensuring that all staff is updated on security incidents or issues and management decisions are taken in response to them.
- Ensuring that an adequate communications system is in place.

Authority for Safety and Security

The Office of Security Management (HR & Admin) has overall responsibility for safety and security. Policy and Standard Operating Procedures will be determined through a consultative process between field representatives and senior management. The Security Manager will determine the extent and nature of the overall policy. Field Managers have authority and responsibility to design and implement operating procedures deemed appropriate to specific environments.

Risk Rating System

All Directors, Managers /Team leaders /officers and assistance at their respective offices are rated according to the assessed level of risk. The risk rating categories will be made available to all supervisors. Programme Security Plans will be designed in the context of the assigned risk Safety & Security rating for that location. Security Plans will be flexible enough to cope with changes in risk ratings from time to time.

The general funds and project funds account will meet all costs associated with the Office of Security Management. All training costs will also be met from this budget. Project /Programme Offices will be expected to share costs where possible. Project proposals will include line item requests for some costs associated with safety and security. Security Management will provide training for enhancing access to donor funding for this purpose.

Security Plan

Each Project/Programme Office will have a written security plan. This plan will comprise all the key elements of safety and security listed below. The security plan will be approved by the Senior Management and will be reviewed when and where needed. The security plan will be designed using both local and international sources being sure to make maximum use of local knowledge and expertise. Should the country situation change according to the Security Rating Criteria Project/Programme Managers will consult with the Senior Management to update the operational components as required.



Coverage of this policy

This policy covers all staff employed by SHARP.

Training

All staff will have access to personal security training. This training will be coordinated through the Office of Senior Management. Project/Team Leaders/ Programme Officers will attend training events and will be expected to ensure field based training occurs for all field staff.

Insurance Cover

SHARP will provide health and evacuation insurance cover for staff. Project/Team Leaders/Programme Officers are expected to seek local insurance options for local staff where possible. Where there are no local insurance possibilities Project/Team Leaders/ Programme Offices should consult with the Senior Management.

Components of a Field Programme Safety and Security Plan

Each Project/Team Leaders/Programme Office Security Plan will include the following key points. The Office of Security Management will assist in determining specifics of each section if requested.

- Line of Authority
- Risk Assessment Process
- Security Strategy. (Protection, Deterrence or Acceptance)
- Crisis Management Strategy
- Personal Safety and Security
 - Relationships with local community
 - Moving around the local community
 - Residential arrangements



- Situational awareness
- Specific security concerns for women

- Standard Operating Procedures

- Site selection and security
- Handling cash
- Document security
- Communications
- Transportation and vehicle maintenance
- Incident response. Eg, carjacking, robbery, ambush, etc.
- Incident reporting
- Landmines and bombs (where appropriate)
- Evacuation plans
- Contingency plans
- Medical emergency
- Natural disaster
- Kidnapping
- Media relations
- Stress and Trauma Prevention