



Security Risk Management Manual

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Organizational Profile

Bargad is a youth development organization actively working to promote peace, justice and cooperation amongst the youth¹ in Pakistan. The organization has focused on creating opportunities and amplifying the voices of the youth ever since its inception in 1997, leading to a vast network of around 3000 youth volunteers, known as the Bargad Volunteer Network (BVN) throughout the country.

Bargad's Vision:

Politically, socially and economically empowered youth and women, respect, protect and promote peace and harmony

Bargad's Mission:

- a. Engage vulnerable youth and women in all diversity to their full potential through education, mentorship and innovative interventions designed to enhance their overall well-being.
- b. To invest in youth-led and youth-centred ideas, to convene key stakeholders in the sector and advocate for systems and policy changes that meet youths' needs.
- c. Engage youth to end violence against women.

Bargad has implemented more than 100 projects on youth training², youth mobilization and policy advocacy, including the provision of technical assistance to all the provincial governments of Pakistan, regions of Gilgit-Baltistan and the State of Azad Jammu Kashmir (AJK) for the formulation of their respective youth policies. These policies have been approved by the provincial governments of Punjab (2012), Khyber Pakhtunkhwa (2016) and Sindh (2018), and Balochistan (2024) resulting in governments' pledges to allocate 4% budget to sports and youth affairs, 15% on the women employment quota, implementation of the E-Rozgar programs, and on youth participation in the local governments, respectively. Bargad has also conducted Capacity Enhancement workshops on youth development with officials of the youth affairs departments of Punjab, Balochistan and Sindh.

Bargad has a youth network of 782 individuals, civil society organizations and government institutions, with Youth engagements with 64 Universities, 40 Colleges and 35 Higher Secondary Schools.

The organization has previously partnered with 26 membership based student organizations and 15 Youth Groups over Pakistan; producing the largest pool of researches and publications on

¹ Adolescents: 12-19; Youth age bracket in Pakistan: 15-29

² Since 2003, the organization has trained 7880 youth activists and young faculty only through training workshops and peer sessions in issues of social development.

various aspects of youth than any other civil society organization in Pakistan, while also pioneering a youth track of peace and diplomacy in the South Asian region.

The hallmark of the organization is that its core youth volunteers participate in all aspects of the projects - from action-planning to project execution, while also mapping in the course of its work; issues as well as challenges identified by the youth across the country³.

³ The Youth in the mapping is part of the Youth Cohorts in the districts where Bargad has actively worked or is presently working.

Introduction:

The safety and security of our staff, field teams, participants, trainers and other related stakeholders are a key responsibility of our organization. We accept a duty of care for all staff and field teams.

Additionally, as an organization specialized in youth development and human rights protection, we must set a good example. The policy aims to increase the security awareness of all staff and field teams, participants and other related stakeholder especially women, involved to create a culture of security, and ultimately, to fulfil the objectives that our work aims to achieve.

Furthermore, we believe each staff and field team member has a duty to address issues of safety and security – proactively and frankly – at all times.

Know the risks: organizations must be able to demonstrate that they have identified and considered all foreseeable risks related to a particular location or activity. Risk assessments must be regularly updated and documented.

1. Measures for Office Building & Equipment

- Security Cameras (CCTVs) & DVR Recording for 15 days.
- Razor wires on walls of office premises
- Security Alarms
- Fire Extinguishers
- During activities use of masks and hand sanitizers etc. is mandatory to minimize the risk of COVID-19 for staff, beneficiaries and all project stakeholder.
- Dedicated server with updated antivirus and hack proofing system

2. Measures for Staff, Participants & Trainers

The security measures to minimum risk level depend on the organization activities and location. The risk level can be monitored with a security assessment of particular areas and identification of different elements.

The overall security risks and measures to workers are the same, however due to the different nature of rules and responsibility; risk measurements are different between Expat and Local staff.

Orientation Session on Vision and Mission of the Organization:

Proper positive orientation sessions should be arranged with local staff about the nature of the project, the vision, the mission and some part of the strategic organization of a particular country. It will help to communicate with staff without bias in the community, which will give a positive impact, motivation to staff and acceptance in the community.

Orientation session on upcoming challenges in security and risk at work:

Local staff, participants, trainers and other related stakeholders should be included in the orientation of upcoming challenges and risks during the implementation of the project. Staff who are positive and willing to work can be recruited. Management should also inform local staff about crisis management.

3. Transportation, Boarding & Lodging

Properly approved vendors are selected regarding the arrangement of transportation, safe and secure venues for project activities and hotels for accommodations to local staff, participants, trainers and other related stakeholders, especially women. Any exception to the approved vendor shall be discussed & approved by DO/ED prior.

- Use of taxis, public transport, etc. should be discouraged in the risky areas during working hours for local staff, participants and other related stakeholders, as major incidents take place on public transport. In case transport is needed, only approved rent-a-car services will be recommended.
- Sunset policy: no travel after sunset in the risky areas, as most kidnappings and abductions happen at night.
- Travel monitoring: There should be a travel-tracking system via calls and SMS frequently.

Travel – Execution

Composing SOPs

Staff at all levels should continually monitor significant political, social, economic, security and military events in the areas where Bargad works. Often those best able to conduct assessments in a specific country or region are the field teams working within them. Therefore, team and team leader have primary responsibility for composing SOPs.

Communication

- Before travelling, the Bargad office and the Bargad team leader will determine the interval of the communication. In case of loss of communications longer than a certain number of hours (8-10 hours), Bargad will contact the nearest police station and report the situation. Depending on the situation, Bargad will set the crisis plan in motion.
- Contact within the team will be preserved at all times. Team members must be aware of the location and communication means of their travel companions. If the team goes separate ways for whichever reason, team leader will ensure that the different parties have means of communication and will determine the interval of the communication.
- The Bargad team leader and each individual member of the Bargad field team have the obligation to be able to use and operate a mobile telephone.

4. Training on security /crises management

Bargad defines a crisis as any unstable situation of extreme danger or difficulty, which harmfully affects or can harmfully affect the organization and/or its representatives.

Proper training should be conducted on security and crisis management. i.e. kidnapping policy, car hijacking policy, drivers' rules and regulations, watchmen rules and regulations should be cleared and on-the-job training should be given to prepare responses to any incident.

5. Evacuation & Information Sharing System

Planning and preparation for evacuation is a key part of any security plan. Preparation should also be made for 'hibernation' - when it is safer to stay in a location rather than to attempt to move.

Bargad staff (Programs & Operations) may need to go out of the office either due to the performance of their duties or for personal reasons. Any employee when going out of the office during office working hours is required to inform the concerned supervisor via WhatsApp, email, verbally, telephone. A proper information sharing system should be in place in case of any major information or incident.

In the event of an earthquake or any emergency, employees should be instructed to quickly evacuate the building and move to the designated meeting point. Regular drills and training sessions should be conducted to ensure that all employees are familiar with the plan and know what to do in an emergency.

During field operations, the security situation deteriorates beyond the limits of acceptability; both Bargad Coordinators as well as the team leader have the possibility to decide upon evacuation, and this decision cannot be overruled. Both scenarios will be under the full responsibility of Bargad.

In an evacuation, Bargad's aim is to return staff to their home base / HQ, or place of safety immediately. Notwithstanding legal obligations, we endeavour to undertake, as far as reasonably practicable, to move all staff, participants and trainers to a place of safety, if they are at risk directly as a consequence of their work with Bargad, their nationality, their ethnic origin or are subject to a particularly serious or targeted threat. All staff should be made aware of their own and Bargad's responsibilities in advance. Staff who are evacuated will, as far as practicable, be offered a formal debrief and counselling if deemed appropriate.

Emergency number excess: all related response and emergency numbers should be provided to staff who must have mobile phones with credit. Bargad WhatsApp group is operated 24/7 for information sharing.

6. Structure and responsibilities:

Executive Director:

Provides strategic direction and oversight to ensure that security risks are appropriately managed by the organization. Ultimately responsible for security risk management within the organization. Ensures resourcing of security risk management and advises the Board of Trustees on security matters

Operations Department:

Responsible for security risk management at country level: e.g. monitoring country level risk, and establishing and maintaining appropriate security plans/arrangements for country-based staff. Ensures that all security incidents are reported and investigated.

Security Focal Point:

Supports management in promoting staff security and ensuring staff knowledge and compliance with security policies and procedures in place. Responsible for gathering reliable security information and keeping staff informed and updated on security issues.

Staff:

Responsible for complying with all security policies, procedures and directives, and accountable for their own actions. Must understand security context and ensure their behavior does not increase risk to themselves and/or others. Responsible for reporting all security incidents appropriately.

7. Security arrangements and support for Foreigners

Bargad will provide the support for secure transportation, lodging and emergency accountability and evacuation to the donor(s) or any non-Pakistani personnel and international consultant visiting Pakistan for specific project regarding the situation of country/city where they have to travel for the field visit or activity but final approval authority will be of their own organization as Bargad only can provide them ground reality of the area.

8. Risk Analysis Matrix

Bargad management will reassessed risk analysis from time to time for corresponding security tools and tactics to be put in place (internally & externally, physically & virtually) during project activities.

		Impact				
		Negligible	Minor	Moderate	Severe	Critical
Likelihood	Certain / Imminent					
	Highly likely					
	Likely					
	Possible					
	Unlikely					

Extreme Risk	Immediate action required. Is the risk acceptable?
High Risk	Implement specific security and safety measures and contingency plans
Medium Risk	Requires heightened awareness and additional procedures
Low Risk	Managed by routine security and safety procedures

9. Risk ratings of Areas

Country or area risk ratings tend to be based on a four- or five-tier categorization. Ratings are formulated by assessing several types of risk including conflict, political/civil unrest, terrorism, crime, health and infrastructure. The example below outlines some of the broad indicators used.

Low	Countries or areas are generally secure and the authorities maintain adequate security. There are low violent crime rates and some political violence or civil unrest during elections or other significant events. Acts of terrorism are rare. Risks associated with natural disasters are limited and health threats are mainly preventable. Basic personal security, travel and health precautions are required.
Moderate	Countries or areas experience periodic political unrest or violent protests. Antigovernment, insurgent or extremist groups are active with sporadic acts of terrorism. Staff are at risk from common and violent crime. Transport and communications services are unreliable and safety records are poor. The country is prone to natural disasters or disease epidemics. Increased vigilance and routine security procedures are required.

High	Countries or areas have regular periods of political unrest or violent protests, which may target or disrupt foreigners. Antigovernment, insurgent or extremist groups are very active and pose a threat to the country's political and/or economic stability. Violent crime rates are high and targeting of foreigners is common. Infrastructure and emergency services are poor and there may be regular disruption to transport and communications services. Certain areas are inaccessible or off-limits to foreigners. Aid agencies may be subjected to threats and harassment by authorities, military or non-state armed actors. Countries or areas are experiencing a natural disaster, or a disease epidemic is considered as high risk. There is a persistent risk to staff, and a high level of vigilance and effective, context-specific security precautions are required.
Extreme	Countries or areas may be undergoing an active conflict or persistent violent civil unrest. The risk of being caught up in a violent incident or attack is very high. The government may have lost control of significant portions of the country, and law and order may have broken down. The lines between criminality and political and insurgent violence are blurred. Foreigners are likely to have no access to significant parts of the country. Transport and communication services are severely degraded or non-existent. The level of violence presents a direct threat to the security of staff. Stringent security precautions are essential and may not be sufficient to prevent serious incidents. Programme activities or movements may be suspended or staff may be withdrawn at very short notice.

10. Incident Reporting

All incidents involving Bargad team members must be reported as soon as possible by all means to the Bargad office. Ultimately, a full written incident report shall be handed over by the Bargad team leader with an analysis of the sequence of events, and conclusions and recommendations (see Annex for template full incident report).

Annexure:

1. Full Incident Report

Date :

Staff :

Role of Staff (involved or not) :

Full chronological account of the incident
Who was involved?
Reasons for any decisions taken
Identification of any failure of procedures or plans, and recommendations for any actions

Signature Staff:_____