

SKILLS TRAINING & REHABILITATION SOCIETY

STARS

POLICY

Safety and Security

CONFIDENTIAL

Please Don't share this document with irrelevant groups/individuals without STARS authorization and permission.

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Update History

No	History	Date	Major Changes	Remarks
1	Policy Initiated	July 2020		**The policy was reviewed by ACBAR Twinning Program**
2	Next update	July 2022		

Acknowledgement:

This material was adopted as per the context where STARS performance and also as per the STARS objectives, program and projects. The policy is kept updated as per the progress made at the global and local level where appropriate and where needed.
Following approval by the board of directors of STARS the policy will be oriented, training will be provided where deemed necessary and implemented within the organization and also integrate with project implementations.

Principles on Safety and Security

The objective of the STARS Security & Safety Policy, Procedures, and Guidelines is to ensure its staff safety and security.

Purpose

The purpose of the security policy is to record and communicate the guiding principles and responsibilities that form the governing framework for security risk management. The policy provides managers and staff direction and guidance to enable STARS' program objectives to be effectively implemented while at the same time protecting (to the extent possible) STARS' employees, reputation, and assets from harm.

Applicability and Policy Implementation

The security policy applies to STARS organizations (as independent legal entities and employers), and their employees. In certain circumstances, and depending on the nature of the relationship, the policy may apply to associated personnel. The security policy shall be routinely implemented as part of the program or operational management activities. The STARS Security Protocol outlines the architecture by which security will be managed.

Definition

Security

The term security is broadly used to refer to the protection of individuals, organizations, and assets against external threats and criminal activities that can be directed to such entities hence rendering them inactive. It is important to note that security is highly focused on the deliberate actions that are geared towards inflicting harm to an individual, organization, or even assets.

Safety

The term safety is used to refer to the condition of being protected from the aspects that are likely to cause harm. In addition, the term safety can be used to refer to the state at which one has the control of the risk causing aspects hence protecting himself or herself against the risk that is fully unintended.

PPE (Personnel Protection Equipment)

Personal protective equipment, commonly referred to as "PPE", is equipment worn to minimize exposure to hazards that cause serious workplace injuries and illnesses. These injuries and illnesses may result from contact with chemical, radiological, physical, electrical, mechanical, or other workplace hazards. Personal protective equipment may include items such as gloves, safety glasses and shoes, earplugs or muffs, hard hats, respirators, or coveralls, vests, and full bodysuits.

First Aid Kit

A first aid kit is a collection of supplies and equipment that is used to give medical treatment.

Safety at Office, On the Way and Project site

It refers to a condition where the employees work in a protected environment without any safety & security risks.

Office / project site/ on the way to project site / security

Assessment

Employees have the obligation to attend the safety and security assessments on Semi-Annually base and raise their anxiety to avoid massive safety risk currently and in the future. (Assessment template Annex1)

Security Plan

A bespoke security plans from Open Briefing sets out the standard operating procedures (SOPs) based on finding of assessments and contingency plans that staff should follow in order to reduce and respond to threats to them and their work.

SOPs set out how staff can reduce the likelihood of threats occurring. SOPs typically cover how different staff are responsible for and should respond to, among other things:

- ✓ Field travel (convoys, checkpoints, and RTAs)
- ✓ Direct and indirect fire
- ✓ Demonstrations and civil unrest
- ✓ Armed robbery, theft or carjacking
- ✓ Landmines
- ✓ Communications
- ✓ Information security
- ✓ Incident reporting
- ✓ Office security
- ✓ Fire safety
- ✓ Cash management

Contingency plans set out what staff should do in order to reduce the impact of a serious incident. STARS security plan from Open Briefing typically includes scenario- and program-based contingencies for:

- ✓ Different scenarios
- ✓ Hibernation
- ✓ Suspension
- ✓ Relocation
- ✓ Evacuation
- ✓ Medical evacuation

Organization staff needs to know how to reduce the likelihood of threats occurring and what to do when things go wrong. That is the job of a security plan. (*Security Plan Template Annex 2*)

Visitors check-in

To strengthen the safety terms, STARS has the Visiting Log which keeps records of individual's entrance to the organization and maintains the individual information confidentially by accurate filing them. (Annex 3)

Security Budge

Guards inside the organization have the obligation to wear the security budge/cards during the official times. They are not allowed to miss use from their position, budge, card, and other equipment for illegal and personal activities. In the same case, visitors are obligatory to supplied with security badges after filling the Sign-In form to display at all times while they are on the premises.

Anti-terrorism measure

STARS agree that terrorism is one of the most significant threats to peace, security, and stability, as well as to the enjoyment of human rights and social and economic development. At the same time, STARS rejects the association of terrorism with any particular race, nationality, or religion.
The organization is therefore resolute in implementing effective measures to prevent and combat terrorism, in all its forms and manifestations, as a serious crime that has no justification, whatever its motivation or origin may be.

Strategic focus areas for STARS counter-terrorism activities

- Promoting the implementation of the international legal framework against terrorism and enhancing international legal co-operation in criminal matters related to terrorism;
- Countering violent extremism and radicalization that lead to terrorism, following a multidimensional approach;
- Preventing and suppressing the financing of terrorism;
- Countering the use of the Internet for terrorist purposes;
- Promoting dialogue and co-operation on counter-terrorism issues, in particular, through the community, as well as civil society and the media;
- Strengthening national efforts to implement United Nations Security Council resolution 1540 (2004) on non-proliferation of weapons of mass destruction;
- Strengthening travel document security; and
- Promoting and protecting human rights and fundamental freedoms in the context of counter-terrorism measures.

Emergency phone number

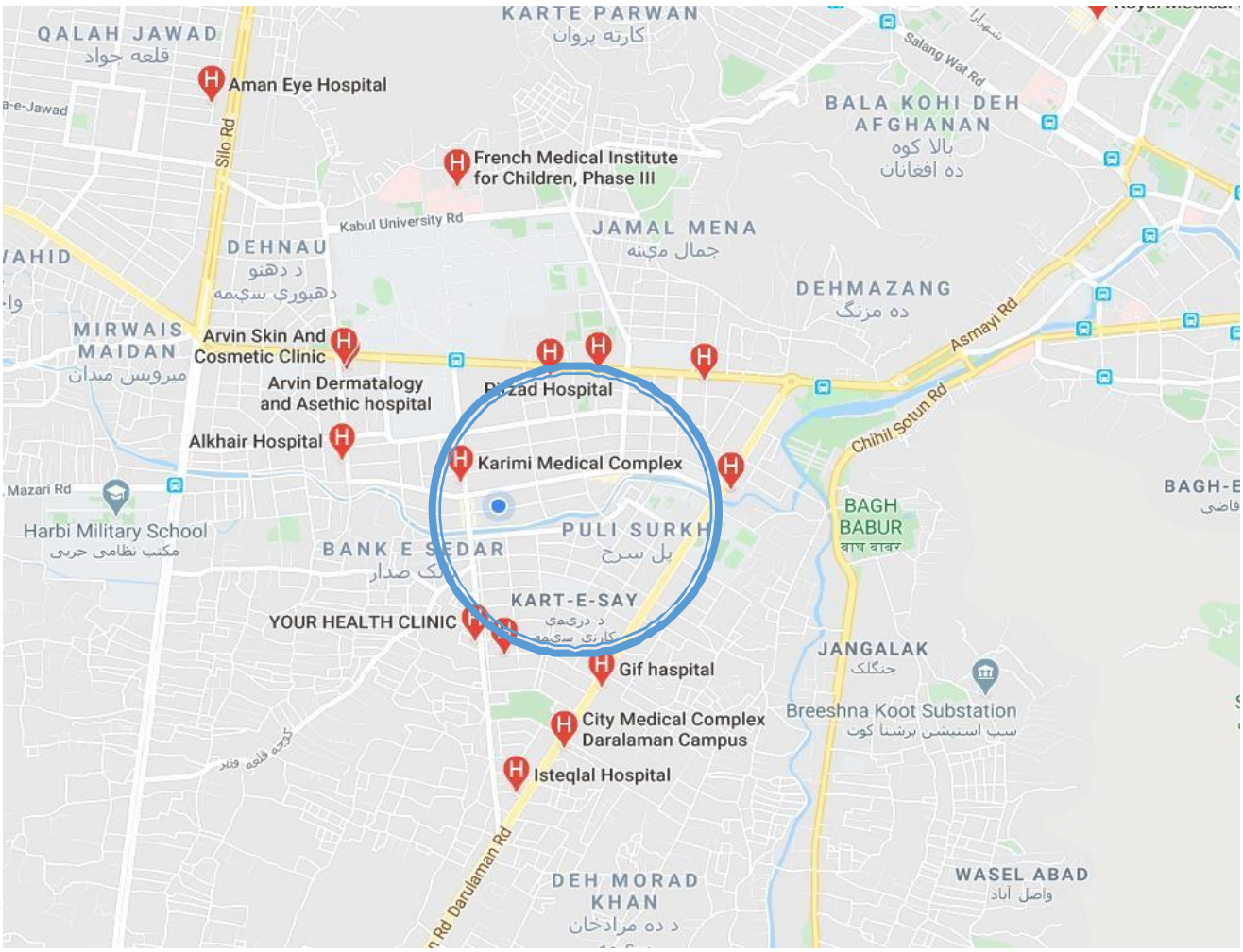
Please find the Emergency Contact numbers bellow the table;

Agency	**Location**	**Phone Number**	**Short code**
STARS	Kabul	0780326210	-
Police	Kabul- 3rd District	0202500003	020221796
Police headquarter	Kabul	0202100400	119
National Security	Kabul	0706102035	1001
Fire Department	Kabul	2101333 020	2104007 020
Ambulance	Kabul	078 888 6400	103

Note: Regional offices at other provinces has the obligation to maintain the emergency phone numbers always update and share with the employees.

Area Map/nearest clinic and hospital

Head Office



Note: Regional offices have an obligation to provide an accurate map of the environment where the staff is going to operate, in order to use in contingency situations.

Coordination with security firms

Coordination with security firms and advisory organizations such as; INSO, police, and national security are essential in all places where the organization is operating. The project manager has the obligation to note all security progress, issues and risks that expect to be harmful to employees and beneficiaries and seek to manage that with the cooperation of these firms immediately.

Coordination with local communities

Community Coordination helps STARS to build a sustainable secure environment during project operations.

- ✓ Community Coordination is important to STARS due to certain below reasons:
- ✓ Help to the implementation of tasks in a certain area
- ✓ Speeds up the time for resolving problems or any other matter relevant to security
- ✓ Influence communities through building trust and observing their cooperation with staff

Updating security with INSO

STARS is registered with the International Ngo Safety Organization (INSO) and receives the security alert in a timely manner. Therefore, the employees have to check the INSO reports, security alerts and seeks for advice continually before implementing the activities in a specific area or commencing any travel.

Roles and Responsibilities

All staffs are responsible for the safety and security protocols inside the organization. The below responsibility chart shows the responsibility of each department and individuals.

The Trustee Board	Executive Director	Program	Security Focal Point
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. And ensures resourcing of security risk management and advises the Board of Trustees on security matters.	Accountable for security risk management within their respective programs.	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.
All staff			
Responsible for complying with all security policies, procedures and directives, and accountable for their own actions. Must understand security context and ensure their behaviour does not increase risk to themselves and/or others. Responsible for reporting all security incidents appropriately.			

Coverage under and extent of the policy and relation to external groups

STARS contracting with legal registered external security provider's companies according to the below terms;

a. Insurance policy
b. Accessibility to area
c. Strong risk analysis mechanism
d. Contingency plan
e. Standard security equipment's
f. Tracking GPS and any other facilities required based on the project.

Nature of the policy

This policy is enforced by the STARS organization to all its employees, therefore all the STARS staffs have the obligation to report incidents, act and implement according to the terms of this policy, any non-acceptance and disclosure of this policy with irrelevant individuals and groups is strongly prohibited and has legal subsequence's.

Code of Conduct for Safety and Security

STARS safety and security code of conduct is a set of rules outlining the norms, rules, and responsibilities or proper practices of employees toward any activities that may affect the harmfulness of organization and injuries of employees. (*Annex 3*)

Protocols

Vision

STARS recognizes that working in complex environments may entail staff being present in insecure and violent contexts. Affiliates undertake to reduce the risk of operating in such environments by effective security management. The close collaboration of Affiliates in the management of security will lead to effective and efficient program delivery, as well as seeking greater safety and security of staff and assets. This protocol outlines the architecture by which this vision will be realized through the provision of principles, standards, and guidance.

General agreements

- ✓ Staff safety and security is a higher priority than the protection of material assets, the preservation of programs, or the expression of advocacy objectives.
- ✓ Affiliates recognize the impact that their staff behavior, actions, and programs may have on STARS' overall reputation and brand, and hold each other accountable.
- ✓ Security management is an integral part of program management and as such subject to systematic and methodical discussion at all levels.
- ✓ The right of individual staff to withdraw from insecure situations is supported by all Affiliates.
- ✓ In our humanitarian work, affiliates work according to the principles in the Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.
- ✓ Affiliates agree not to use armed guards and that staff will not carry or take up arms. However, the exceptional use of armed guards may be authorized by the Executive Director (ED) of the Managing Affiliate (MA).
- ✓ Affiliates agree not to make statements or undertake activities that could compromise STARS' standing as an independent party, based on STARS' policies and principles, and sign-off systems and procedures.
- ✓ Affiliates will respect the confidentiality of what has been shared with them.

Travel – Preparation Checklist

1. Learn travel tips
2. Write down emergency info
3. Lock up your valuables

4. Get travel insurance
5. Ask locals and INSO for advice
6. Register with your embassy (Expat Employees)
7. Email your itinerary to friends/family
8. Don't share too much with strangers
9. Be aware of your clothing
10. Stay "tethered" to your bag
11. Project situational awareness
12. Keep emergency cash
13. Food & water safety
14. Pack a first aid kit
15. Trust your instincts!
16. Communication two times per day
17. Security assessment and analysis the findings
18. Risk analysis & any other essential safety tips.

Travel – Execution

Tips for the execution need to be consider by staffs

a. Project analysis + working days
b. Security Risk management
c. Contacting with INSO for security situations
d. Determining right means of transportation
e. Filling the execution required forms

Communication

STARS believes effective safety communication is vital to maintaining a safety culture. When employees regularly communicate with each other in an open, respectful manner, they are also more willing to give and receive feedback. Effective communication also supports teamwork and coordination between groups. Employees learn about and become part of, an organization's safety culture through communication with security channel and related focal point

Crisis Management

The security policy aims to help reduce the likelihood of a crisis event affecting STARS' personnel or programs. Specific crisis management systems form part of STARS' overall security management approach and are designed to address foreseeable events.

Crisis Management Priorities:

- Assigning one responsible focal point for all office locations, travels, projects and fields related tasks.
- Maintain safety/ security of employees and associated personnel
- Reducing programmatic and operational disruption
- Protecting the STARS' reputation

Crisis Management Objectives:

- Resume usual programs and operations as quickly as possible, or
- Transition to an alternative means of programs and operations, or

- End programs and operations in a given context

Security Incident Reporting

All security incidents, including minor incidents and near misses, must be reported immediately via line management or other locally defined reporting lines. Security incident reports shall be shared as widely as possible within STARS and its implementing partners. *(Security Incident Report form, Annex 4)*

Access strategy

As STARS is working in different critical environments and hard to reach areas, therefore it is mandatory to evaluate the situation and environment context before any operating actions. This may include;

- Identifying the exact geographical areas of the target area.
- How to reach in hard to reach and remote areas?
- How to deliver aid and services to the needy people such area?
- How the affected population can have access to the aids?
- How to mitigate with assessment findings that may include constraints, terrorism, criminal activities, corruption and bureaucracy issues?
- INSO current report of target location and travelling safety
- Reporting the target area as a No Strike list area

Furthermore, the project needs to identify these safety of staffs, beneficiaries and project STARS teams has to coordinate with CDCs, province authorized departments and local leaders by introducing clearly the impact and effect of projects and considering the specific traditions, public believes and values.

These are the source for safety and security assurance that coordinate with before and during the project implementation;

a. CDC's
b. Local Leaders
c. Other NGOs, National, and International providing service at the same specific area
d. Opposite groups if they willing to talk and coordinate
e. Government officials
f. Authorized provincial authorities
g. National & International security firms available to the area

Training, Orientation and Evacuation Practices

Any employee who has the contract with the STARS organization or any employee who starts the project implementation needs to take the safety and security orientation as well as the evacuation practice to avoid misleading in a contingency situation. The employee has the responsibility to keep the confidentialities of issues secure, otherwise, it may have legal punishments.

Lesson Learns

Any incident report must be stored with the organization's safety and security team and program unit to avoid the same incidents on future projects.

ANNEXES

Annex 1 Security Need Assessment for Office (*Template*)

ASSETS		THREAT	VULNERABILITY	RISK STATUS (Threat x Vulnerability)	RISK IMPACT	SUMMARY OF COUNTER MEASURES
Vehicles	[insert text]	[insert text / colour]	[insert text / colour]	[insert text / colour]	[insert text]	[insert text]
Site & Buildings	[insert text]	[insert text / colour]	[insert text / colour]	[insert text / colour]	[insert text]	[insert text]
Information	[insert text]	[insert text / colour]	[insert text / colour]	[insert text / colour]	[insert text]	[insert text]
People	[insert text]	[insert text / colour]	[insert text / colour]	[insert text / colour]	[insert text]	[insert text]
Travel	[insert text]	[insert text / colour]	[insert text / colour]	[insert text / colour]	[insert text]	[insert text]

Example of risk status with different combination of threat and vulnerability

THREAT	VULUNERABILITY	RISK STATUS
Low	Low	Low
Low	Medium	Low
Low	High	Medium
Medium	Low	Medium
Medium	Medium	Medium
Medium	High	Medium
High	Low	Medium
High	Medium	High
High	High	High

Annex 2: Security Management Plan Template

Front page: title, date, author and review date
Chapters:

1. Introduction: purpose and scope of the document and its relation to other documents. First principles such as right to withdraw, duty to contribute to security etc.

2. Context Analysis (summary)

3. Internal Analysis. An overview of the joint STARS program, including partner activities.

4. External Analysis. General analysis (history, gender, religion, culture, infrastructure, demographics etc.) conflict analysis, crime analysis, actor mapping, incident mapping.

5. Security Assessment; threat identification and analysis, vulnerability analysis, threshold of acceptable risk.

6. Security approaches: the balance between acceptance, protection and deterrence and an explanation of implementation methodology.

7. Roles and responsibilities.

8. Standard Operating Procedures (may include vehicle and travel, communications, personal behavior, conflict survival, site protection etc.).

9. Contingency Plans (may include hostage taking, sexual assault, gunfire, carjacking etc.).

10. Evacuation Plan.

11. Incident reporting and analysis. (Definition of security incident, reporting structure, explanation of how lessons will be learned).

12. Annexes (contact numbers, maps, medical evacuation procedures, and security focal point related information etc.).

Annex 3: Code of Conduct

Protect the health, safety, security and welfare of all STARS employees, volunteers and contractors.

- I will undertake and act on appropriate risk assessments.
- I will comply with local security management guidelines and be pro-active in informing management of any necessary changes to such guidelines.
- I will behave in such a way as to avoid any unnecessary risk to the safety, health and welfare of myself and others, including partner organisations and beneficiaries.

Promote human rights, protect the environment and oppose criminal or unethical activities.

- I will ensure that my conduct is consistent with the human rights framework to which STARS subscribes.
- I will use my best endeavours to protect the natural environment and work in a sustainable way.
- I will contribute to preventing all forms of criminal or unethical activities.
- I will inform STARS of any relevant criminal convictions or charges I have had prior to my employment in which STARS may have a legitimate interest.
- I will also notify STARS if I face any criminal charges during my employment that may impede my ability to perform the duties of my position subject to national legislation.
- I will adhere to following policies and procedures (see list below) that support the above **Standards:**
    - ✓ Child protection
    - ✓ Anti-harassment and bullying
    - ✓ Disciplinary procedures

In accepting my appointment, I undertake to discharge my duties and to regulate my conduct in accordance with the requirements of this Code thereby contributing to STARS' quality of performance and reputation.

Annex 4: STARS Security Incident Response (Template)

Please use the following incident report format. The report will show the type, information and incident details that will be used to track and report security incidents for STARS.

Contact Information and Incident

Last Name:		**First Name:**	
Job Title:			
Phone:		**Alt Phone:**	
Mobile:		**Pager:**	
Email:		**Fax:**	

Incident General Information

Incident #: _____ **Source of Incident:** ☐ External ☐ Internal **Type of Incident:** Malware _____

Date/Time of Incident Occurred: _____ **Date/Time of Incident Detected:** _____

Campus/Site: _____ **Severity Level:** Low, Medium, High

Impact Category: *Ex: Campus Only* _____ **Confidential/Personal Identifiable Information Affected?** ☐ Yes ☐ No

Systems and Services Impacted: [Affected systems and services]

Incident Summary

Comments

Incident Mitigation

Comments:

Recommendation

Comments: [Follow-on actions recommended to be taken, if any.]

Additional Comments/Notes

Comments: [Any additional notes, information or observations related to the security incident or this report.]

Names and signatures of people including STARS's Board of Trustees membership:

Dear Mahmooda Taqwa (Chief of Board)
Signature
.....

Ms. Maliha Safi (Board Member)
Signature
.....

Dear Tuba Azami (Board Member)
Signature
.....

Ms. Palwasha Zarifi (Board Member)
Signature
.....

Ms. Latifa Majidi (Board Member)
Signature
.....

This policy reviewed and approved by board of Trustees membership