A Leading Edge Programme Event

HNPW

17-28 APR 2023

Humanitarian Networks & Partnerships Week

UNHCR X GISF

Integrating Security Risk Management Across Humanitarian Action

Complete session summaries, resources and recordings

Wednesday 19 April | Virtual
Human Resources and Security Risk Management

Chair: Lisa Reilly (Independent Consultant)
Speakers: Christine Williamson (Duty of Care), James Davis (Women for Women International), Lisa Short (Arete Business Performance)

Although the Interplay between human resources and security may not be evident, integrating strong security risk management (SRM) principles into all aspects of the employee cycle is critical to ensuring staff safety. In this session, we explored how security and HR staff can work together to build SRM into humanitarian operations by incorporating security responsibilities at all levels of the organisation.

Through three case studies, we explored how NGOs have conceptualised the relationship between people management and security functions, the importance of adequate staff support in preventing security risks from materialising, and how implementing effective security practices helps organisations to achieve their duty of care towards employees. These case studies demonstrated practical examples of the problems created when working in silos during a fast onset humanitarian crisis and/or dealing with an incident.

The session then highlighted the solutions that could be found when silos are crossed and staff work together for the successful resolution of the incident, considering the needs of both the individuals and the organisations involved.

One case study was based within the digital space, with the session highlighting that this joint approach is not only applicable in the traditional physical space but must also be applied within the digital space where so much of our work now happens.

Resources:
- GISF Website https://gisf.ngo
- Lisa Reilly Website www.lisareilly.co.uk
- Duty of Care International Website https://dutyofcareinternational.co.uk
- Women for Women International Website https://womenforwomen.org.uk
- Arete Business Performance Website https://www.arete-performance.com
- Nonhuman humanitarianism: when 'AI for good' can be harmful https://www.tandfonline.com/doi/full/10.1080/1369118X.2021.1909100
- CHS Alliance Humanitarian Human Resources Conference Report https://d1h79zlghft2zs.cloudfront.net/uploads/2021/01/HHR2020_report_final.pdf

You can view the session recording here: https://youtu.be/qKgbbeUdJe4

Friday 21 April | Virtual
Diverse Careers within Security Risk Management

Moderator: Cynthia Keza Birikundavyi (Senior Diversity, Equity and Inclusion Officer, Division of Human Resources, UNHCR)
Leadership Roundtable Speakers: Paul O'Hanlon (UN Women Global Security Advisor), Paul Farrell (UNICEF Principal Security Coordinator), Florence Poussin (UNDSS Deputy Director Division of Regional Operations)
Operations in Practice Speakers: Maryam Saade (Centre for Humanitarian Dialogue), Aaina Chopra (UN Women Security & Safety Mainstreaming and Programme Criticality Advisor), Maricar Purugganan-Adkins (IOM Security Policy and Training Coordination Officer)

Security risk management requires a security workforce that is technically proficient, diverse and inclusive. This session hosted by UNHCR and UN Women explored how UN Security Management System (UNSMS) Organisations have increased their inclusivity and diversity within their security workforce. The session highlighted career development pathways of a diverse range of security professionals currently operating in field environments.

Resources:
- UNDSS Webpage https://www.un.org/en/safety-and-security
- GISF Research Paper: Managing the Security of Aid Workers with Diverse Profiles https://www.gisf.ngo/resource/managing-the-security-of-aid-workers-with-diverse-profiles/

You can watch the session recording here: https://youtu.be/gJmz2Rslmjg

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Friday 21 April | Virtual
Building Better Together, Saving Lives Together: Nigeria Case Study

Chair: Panos Navrozidis (GISF Americas Deputy Director)
Speakers: Robert Marinovic (former UNDSS Chief Security Officer), Camilla Corradin (NGO Forum Director), Daniel Prado Simon (International Rescue Committee)

The Saving Lives Together (SLT) framework was established in 2005 by the Inter-Agency Standing Committee (IASC) to improve security arrangements among the United Nations, international non-governmental organizations (INGOs) and international Organizations (IOs). Following extensive consultations, a revised SLT Framework was issued in October 2015, aiming to achieve a clear, more focused and systematic approach. Detailed SLT Implementation Guidelines were issued in July 2016.This session provided an update on the implementation of the SLT framework, highlighting good practices and challenges. UN and NGO staff based in Nigeria shared their experience with the practical implementation of SLT at field level.
The operating environment in Nigeria has changed significantly over the last three years. Coordinated efforts from the UN and the NGOs improved the SRM coordination, collaboration, and information-sharing space. Field arrangements indicate that access to soft and hard security risk management assets has improved, making service delivery easier.

Participants emphasised that there is no one-size-fits-all answer in the context of Nigeria, given the differences by region.

Resources:
- Saving Lives Together Framework Resources and Video https://www.gisf.ngo/themes/coordination-for-hsrm/saving-lives-together/
- GISF Website https://gisf.ngo
- Nigeria International Humanitarian Summit Website https://nigeriahumanitarianconference.org
- UNDSS Webpage https://www.un.org/en/safety-and-security
- International Rescue Committee Website https://www.rescue.org/uk

You can watch the session recording here: https://youtu.be/c1nMxSFj9ks

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Tuesday 25 April | Geneva
Organisational Culture and Power: Security and Safeguarding

Chair: Lisa Reilly (Independent Consultant)
Speakers: Christine Williamson (Duty of Care), James Davis (Women for Women International)

An organisational culture of power imbalance can have serious implications for security and safeguarding. The role of humanitarian security staff in addressing these imbalances and preventing and responding to safeguarding incidents has not been adequately explored. By delving into a number of anonymous safeguarding case studies, this session explored how security professionals can work with leadership, safeguarding, and HR professionals to prevent power imbalances and establish an effective safeguarding framework.

Resources:
- Mental Health at Work with Dr Aiysha Malik of the WHO – Embodying change: Transforming power, culture and well-being in aid organisations Podcast https://podcasts.apple.com/gb/podcast/mental-health-at-work-with-dr-aiysha-malik-of-the-who/id1510936283?i=1000600198606
- Resource and Support Hub https://safeguardingsupporthub.org
- GISF Website https://gisf.ngo
- Lisa Reilly Website www.lisareilly.co.uk
- Duty of Care International Website https://dutyofcareinternational.co.uk
- Women for Women International Website https://womenforwomen.org.uk

You can watch the session recording here: https://youtu.be/RzgyGKtcgm8

Tuesday 25 April | Hybrid
Inclusion in SRM: Putting Theory in Practice

Chair: Eric Le Guen (UNHCR)
Speakers: Jean-Phillipe Kiehl (International Committee of the Red Cross), Susan Muis (Lutheran World Federation), Mark Wallis (USAID)

This session addressed Inclusivity and Person-Centered Approaches in Security Risk Management at a global and field level. While most people agree that this is the right approach to take to SRM, many struggle with what this means in practice. Panellists discussed the real-life challenges they have faced, as well as the opportunities it has brought when taking a more inclusive approach. Good practices were shared by both NGOs and the UN to demonstrate the necessity of inclusivity within SRM. Practical tools were introduced to facilitate the implementation of a person-centred approach.

The importance of the role of senior management in championing an inclusive approach was discussed; along with the positive impact they can have on organisational culture when they both lead by example and ensure policies are in place to enable good practice. Discussions highlighted how small physical risks might have extensive mental impact if a broad cross-section of personal profiles are not involved in the risk management process, from risk identification through to mitigation measures. The non-diversity of existing security staff means that proactive action is required to achieve an inclusive outlook.

All speakers identified, through different examples, how important the feedback mechanism is for effective, inclusive SRM. Not only must action be taken, but action needs to be seen to have been taken so all staff build trust and confidence in the organisation that their concerns are being considered.

Resources:
- GISF Research Paper: Managing the Security of Aid Workers with Diverse Profiles https://www.gisf.ngo/resource/managing-the-security-of-aid-workers-with-diverse-profiles/
- GISF Website https://gisf.ngo
- UNHCR Website https://www.unhcr.org/uk/
- International Committee of the Red Cross (ICRC) Website https://www.icrc.org/en
- The Lutheran World Federation Website https://www.lutheranworld.org
- USAID Website https://www.usaid.gov
- Security Institute Diversity & Inclusion Analysis https://www.gisf.ngo/resource/security-institute-diversity-inclusion-survey-analysis/
- SAFE: Security and safety manual for humanitarian personnel (ICRC) https://shop.icrc.org/safe-manuel-de-securite-pour-les-humanitaire.html

You can watch the session recording here: https://youtu.be/UmtHc3Cassc

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Wednesday 26 April | Geneva
Interactive Security Training

Chair: Lisa Reilly (Independent Consultant)

Speakers: Fernanda Elimelek (Conducttr), Maria Torres (Conducttr), Christina Wille (Insecurity Insight)

Participants had the opportunity to try out a practical example of an experientially based incident management security training simulation 'game'. Each participant played the role of a Nigerian health worker dealing with the fallout and security concerns following a Monkeypox outbreak.

Crisis management is an integral part of managing risks, but simulating the conditions for people to practice for that 'just in case' scenario is not always easy. In this realistic exercise, players dealt with a realistic crisis, with individuals' decisions having an impact on their team members and the population they served.

Resources:
- Conducttr Information (GISF member only) https://www.gisf.ngo/themes/gisf-exercise-platform-gep/
- Conducttr Website https://www.conducttr.com
- Insecurity Insight Website https://insecurityinsight.org

You can watch the session recording here: https://youtu.be/YNn7LRxF_oM

Wednesday 26 April | Hybrid
Does the Triple Nexus Compromise SRM in Fragile Contexts?

Chair: Panos Navrozidis (GISF Americas Deputy Director)
Speakers: Christina Wille (Insecurity Insight), Albert Philip Burger (International Council of Voluntary Agencies (ICVA)), Johan Eldebo (World Vision)

The triple Nexus refers to the interlinkages between emergency relief, international development, and peacebuilding when and where appropriate. The Nexus continues long-running efforts to link humanitarian and development actions to peace efforts building long-term resilience, especially in protracted crises, complex emergencies, or situations of chronic vulnerability. However, under the Nexus approach, there is a risk of compromising on humanitarian principles in favour of development or peace targets. In fragile settings where the Nexus approaches are employed, an integrated approach bringing together all humanitarian, development and peace actors should be implemented to ensure delivery of independent, neutral and impartial assistance to affected population while ensuring the safety and security of aid workers.

This session explored the challenges and opportunities that the Triple Nexus programming poses for Security Risk Management among implementing partners. Are agencies putting community acceptance at risk when they actively deliver on all three objectives? What does this mean for frontline aid workers' security? How can humanitarian and development agencies work side by side on sensitive issues? Case studies from DR Congo and Ethiopia are used to highlight some of the practical concerns and help identify solutions.

Resources:
- GISF Website https://gisf.ngo
- Insecurity Insight Website https://insecurityinsight.org
- ICVA Website https://www.icvanetwork.org
- World Vision Website https://www.worldvision.org.uk
- NGO Military Contact Group Meeting Summary: Civil-Military relations in the humanitarian-development-peace Nexus https://www.gisf.ngo/resource/ngo-military-contact-group-meeting-summary-civil-military-relations-in-the-humanitarian-development-peace-nexus/
- WHO Global Health and Peace Initiative (GHPI) https://www.who.int/initiatives/who-health-and-peace-initiative
- Roadmap for the Global health and Peace Initiative (WHO) https://www.who.int/publications/m/item/roadmap-for-the-global-health-for-peace-initiative--draft
- Transforming the Systems that Contribute to Fragility and Humanitarian Crises: Programming across the triple nexus Oxfam Briefing Paper https://policy-practice.oxfam.org/resources/transforming-the-systems-that-contribute-to-fragility-and-humanitarian-crises-p-621203/
- The Triple Nexus (H-D-P) and Implications for Durable Solutions to Internal Displacement Research Briefing Paper https://www.un.org/internal-displacement-panel/sites/www.un.org.internal-displacement-panel/files/idrp_hlp_submission_ws3_triple_nexus.pdf
- MSF Ambush in Burkina Faso https://insecurityinsight.org/wp-content/uploads/2023/03/MSF-attack-Burkina-Faso-Social-Media-Monitoring-March-2023.pdf
- DRC: WFP Helicopter Crash https://insecurityinsight.org/wp-content/uploads/2022/11/DRC-WFP-Helicopter-Crash-Social-Media-Monitoring-November-2022.pdf

You can watch the session recording here: https://youtu.be/PlfKt3sNzZE