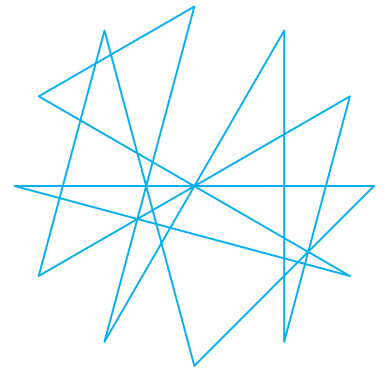
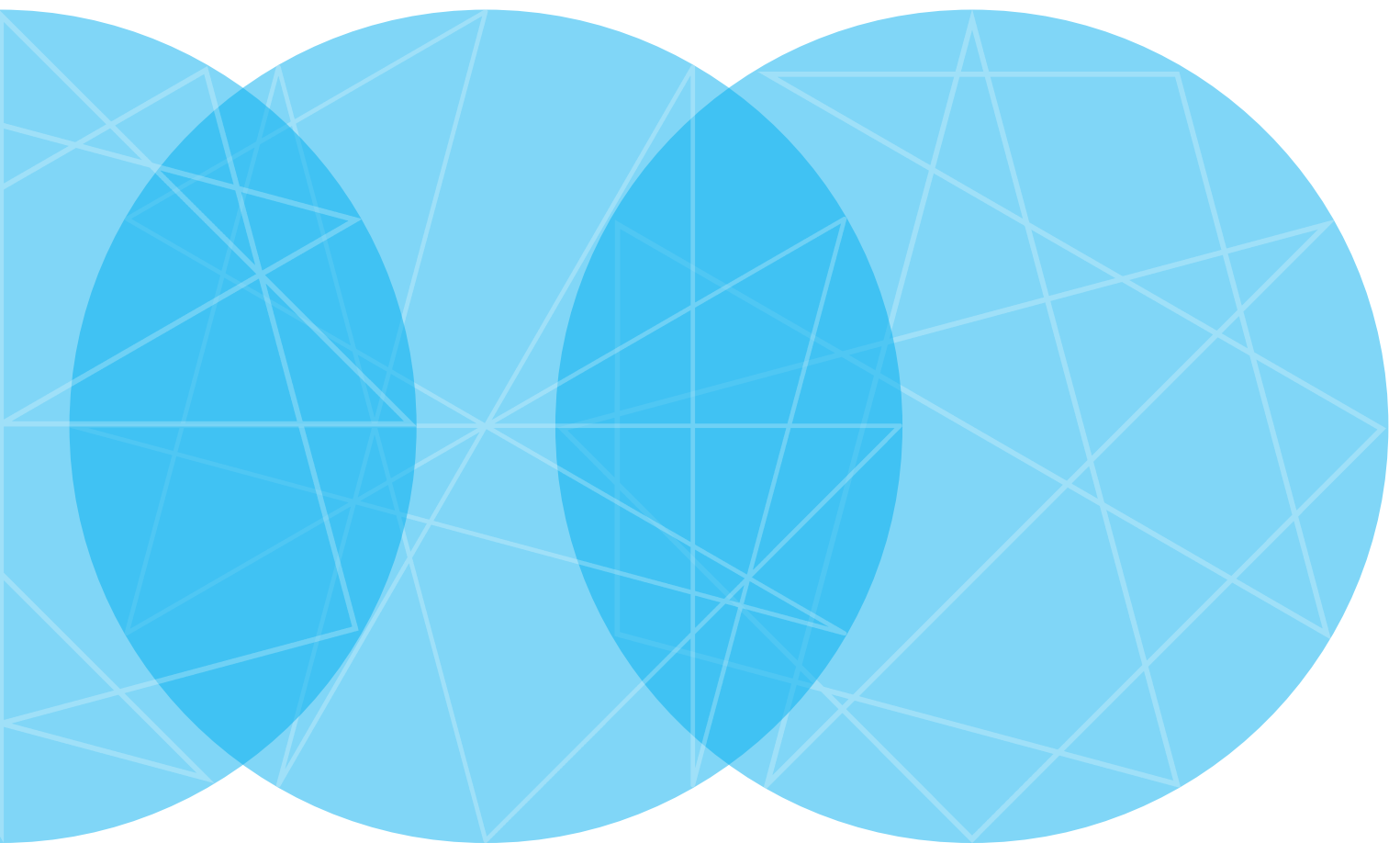


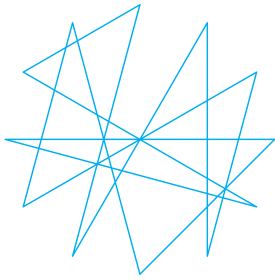
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Joint NGO  
Safety and Security  
Training



eisf



## European Interagency Security Forum

The European Interagency Security Forum is an independent platform for Security Focal Points from European humanitarian agencies operating overseas. EISF members are committed to improving the safety and security of relief operations and staff, in a way that allows greater access to and impact for crisis-affected populations.

The Forum was created to establish a more prominent role for security management in international humanitarian operations. It provides a space for NGOs to collectively improve security management practice, and facilitates exchange between members and other bodies such as the UN, institutional donors, research institutions, training providers and a broad range of international NGOs.

EISF fosters dialogue, coordination, and documentation of current security management practice. EISF is an independent entity currently funded by DFID and hosted by Save the Children UK.

## Acknowledgements

This report was written by Madeleine Kingston, supported by the EISF Training Working Group and edited by the EISF Secretariat.

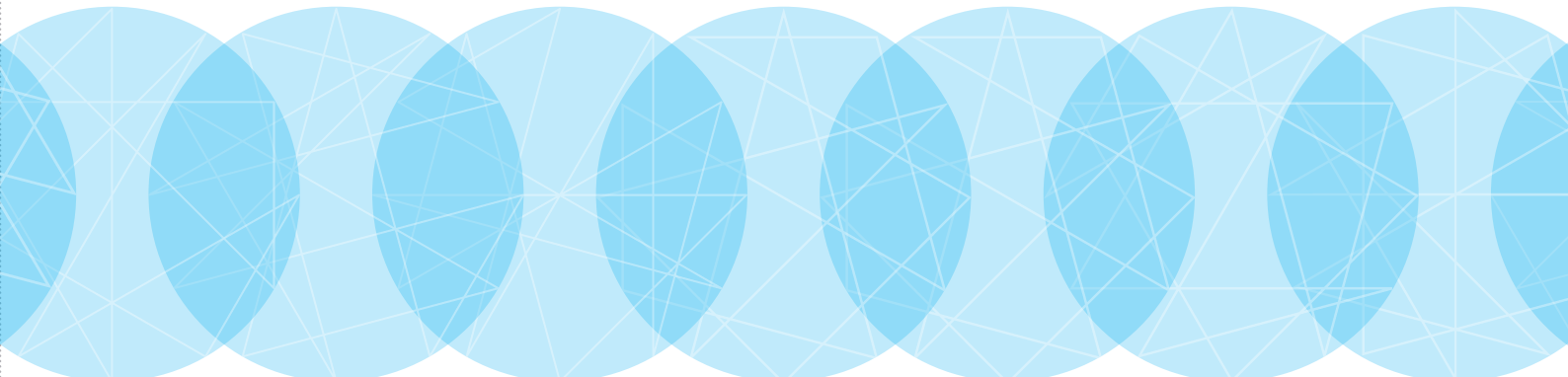
EISF would like to thank the Training Working Group for their time and extensive contributions: Amy Price from Relief International, Euan MacKenzie from CAFOD, Tom Brabers from Oxfam-Novib, Ian Trask from Save the Children-UK, and Frederic Bardou from Action contre la Faim (ACF).





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# Background

Humanitarian agencies are increasingly aware of the centrality of security-related training to strategies for ensuring the safety of aid workers whilst maintaining access to crisis-affected populations. In a survey conducted by the International Medical Corps (IMC) during the first half of 2009<sup>1</sup> training was identified as the highest priority for NGO security expenditure for headquarter and field staff. However, no readily available, collective evidence base exists, from which NGOs can advocate for the provision of adequate funding, influence the development of course options specific to humanitarian mandates and operating contexts, and drive interagency training initiatives.

The EISF Training Working Group Report therefore builds upon a gap in previous research in the field of humanitarian security, to determine the size of the NGO market for security training by quantifying and qualifying collective needs at all training levels. This constitutes a significant empirical record of demand for security training amongst a representative sample of humanitarian agencies.

In conducting this research EISF has made use of participatory action research methods, thereby fostering a collective approach by the humanitarian community to reflect on the way security issues are addressed, and to devise effective solutions.<sup>2</sup>

## Identified need

Through a series of focus groups on the needs of humanitarian organisations and staff, EISF members identified several clear advantages of a more coordinated approach to safety and security training at HQ level and in the field.

By assessing joint needs and approaching training providers and donors with one voice, aid agencies felt they could influence the development of more comprehensive and directly relevant training opportunities. In pooling resources, better access could be ensured for smaller NGOs and national staff especially. In presenting their concerns coherently to training providers and donors, NGOs could help to ensure the availability of regular training courses in previously neglected field locations, facilitating skills development for larger numbers of NGO staff. These courses could also be tailored to the specific circumstances and needs of NGOs in each operating context.

## Training Working Group

In August 2009, a Training Working Group (TWG) was instigated to document and clarify the safety and security training needs of EISF Members, with a view to establishing how a joint training initiative might be realised within EISF and beyond. The Working Group comprised representatives of five EISF member organisations, supported by the EISF Secretariat.

**The TWG defined EISF's role in the initiative as a facilitator, but never a provider, of joint training efforts emerging from the research and discussions documented here.**

<sup>1</sup>Shayan Mujawar, 2009. Security Management in Humanitarian Agencies. Summary report published 29 June, available at: [http://clients.squareeye.com/uploads/eisf/documents/security\\_mgmt\\_ngos.pdf](http://clients.squareeye.com/uploads/eisf/documents/security_mgmt_ngos.pdf) (accessed 15 December 2009).  
<sup>2</sup> Action research can be undertaken by organisations in partnership with researchers to improve organisational strategy, practice and knowledge of operating environments.



# The survey

The TWG launched a survey in September 2009 to map critical training needs and anticipated demand within the operating areas of EISF Members. The aim was to determine the size of the NGO market for security training, and quantify training needs from basic to advanced level, by establishing what kinds of training were needed, where, and for approximately how many staff. This would yield a much-needed evidence base of demand for security training amongst a representative sample of humanitarian agencies.

The survey also assessed the level of advancement of respondent organisations in some aspects of training provision, such as budgeting and coordinated initiatives; and it recorded views on how the training initiative should be coordinated.

Training sessions would be advertised on the new EISF website, allowing the broader European NGO community to benefit from the collaborative effort within EISF. These sessions would include courses already taking place in particular locations, available online (for example, UNDSS Security in the Field) or, exceptionally, initiated by EISF (i.e. specialist seminars). The online portal would also impart knowledge of options within governmental or military institutions that are increasingly accessible to NGOs.

## Methodology

Between 28 September and 26 October, the survey was distributed to 56 listed EISF Members through a link to an online form created in Google Docs. Members were encouraged to forward this link to colleagues within their HR departments. In total, **28 responses** were recorded. Responses registered automatically and anonymously to a spreadsheet in Google Docs. Answers were traceable only if respondents identified themselves voluntarily. Of those respondents who identified themselves, 95% (19 of 20) were security focal points at HQ level.

## Survey design

The TWG survey comprised **three main sections:**

- Awareness and Interest
- Training Access and Needs
- Provision and Coordination of Training

The questionnaire was designed to **stimulate reflection on:**

- Respondents' organisational policies and practices regarding prioritisation of security training
- Resource allocation (in relation to the number of staff trained previously)
- Use of training providers from the public, private and military sectors
- Willingness to participate in or host joint training sessions
- Lessons learnt from previous collaborative exercises

Respondents were asked to detail their **needs in terms of:**

- Access
- Types of training
- Demand within EISF Member operating regions
- Priority countries
- Languages

The survey also captured the attitude of individual respondents towards **EISF's role** in any future initiative.

These aspects were captured through a mixture of 42 multiple choice and open-ended questions, as well as ranking exercises.

None of the survey questions were compulsory, yet the average response rate was 26, and respondents generally offered more information than was required, creating a rich picture of the needs of NGOs with varying mandates and ways of working. During the analysis stage, open answers were summarised and coded so that they could support the numerical data more objectively and empirically.<sup>3</sup>

Follow-up discussions were conducted by email and telephone to allow respondents who had identified themselves to clarify or elaborate on their answers to particular questions. This allowed for checking and corroboration of the results by EISF Members, and subsequent prolonged engagement on the issue of joint training. These are central components of the participatory action research approach.

## Limitations

### With the survey process

EISF would have preferred a survey sample in excess of 30 NGO security managers. However, the representation of a wide range of humanitarian agencies, and the engagement of EISF Members through detailed follow-up discussions, greatly increased the value of the data presented in this report.

The survey itself did not contain any compulsory questions, which would have ensured consistency in response rates for key questions especially. Several restrictive questions may have led respondents to select answers not fully representative of their needs or opinions. However, respondents were encouraged to expand upon their answers through open ended questions wherever possible.

### General

Detailed description of the factors limiting the capacity of humanitarian NGOs to coordinate security management strategies and practice effectively is not within the scope of this report. However, issues specific to coordinated training initiatives are noted where appropriate.

EISF is limited in its ability to deliver on the needs described in this report by the time and capacity, and by the reliance of the Secretariat and Training Working Group on proactive involvement of member organisations, as well as the ability of these organisations to work collaboratively. This is reflected in Section 4 (Recommendations).

<sup>3</sup> Coding is a qualitative data analysis technique that involves the additional organisation, or segmentation, of open-ended survey responses or highly structured data.



# Key findings

## 3.1 Basis of support for the initiative

Since this research was conducted in response to expressed Member interest and need, it is not surprising that the survey returned an overwhelmingly positive response to questions concerning the necessity of joint safety and security (S&S) training.

- **More than 70% of respondents stated that their organisation valued security training highly.**<sup>4</sup>
- **100% of respondents saw joint S&S training as relevant.**
- **75% indicated that they were particularly interested in a coordinated initiative led by EISF.**

In general, EISF Members place the importance of joint training initiatives within the framework of synchronising efforts at HQ and in the field. Some view this in terms of practical advantages (financial benefits, access to trainings or gathering sufficient numbers to fill courses), and others within the broader context of recognised advantages of closer collaboration between NGOs on security management.

Cross-organisational learning, networking, information and skills sharing were cited as likely outcomes of joint training, which could benefit cooperation and coordination at field level especially. Some SFPs believe that strength in numbers will allow NGOs to push commonly and newly used training providers to offer their services closer to field locations, and provide training further tailored to NGO needs. In addition, NGOs could increase their access to governmental or military training options, and ensure that these institutions are aware of humanitarian thought processes and modes of operation.<sup>5</sup>

## 3.2 Identified gaps in training management

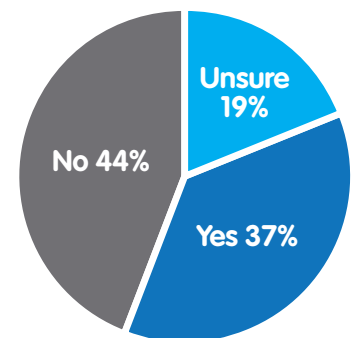
Recognised gaps in training management fell into the three categories: resources, access and quality (these last two being tightly interrelated).

### Resources

The sample of EISF members was evenly split between those believing their organisations possess sufficient resources for the provision of staff security training, and those who do not. Significantly, nearly a fifth of organisations remain unsure.

CHART 1

Does your organisation have sufficient resources for staff security training?



Answers to the question of whether security training for HQ staff is conducted by external or internal resources were distributed widely, with expected clusters around 0-20%, 50% and 70-100%. Clusters used for analysis – ranging from '0' to '96-100' – were imposed upon specific figures provided by respondents.

On average, the 25 EISF Members who responded to this question make use of external resources for 43% of HQ staff training, and internal resources for 57%.

<sup>4</sup> Based on a total of 20 responses of '4' and '5', on a scale where '1' indicated the least and '5' the most value.

<sup>5</sup> One respondent noted that a joint training initiative could help to stimulate a pan-European approach to this issue, which has so far been concentrated largely in the national context.

CHART 2

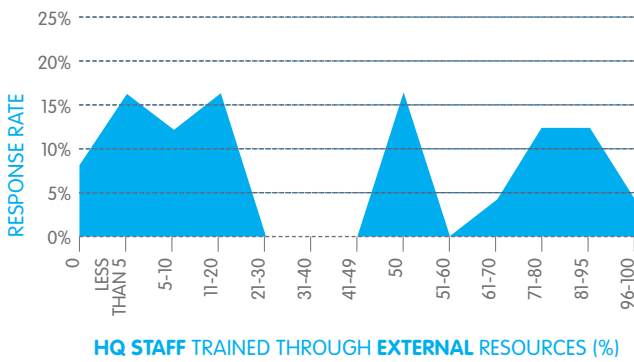
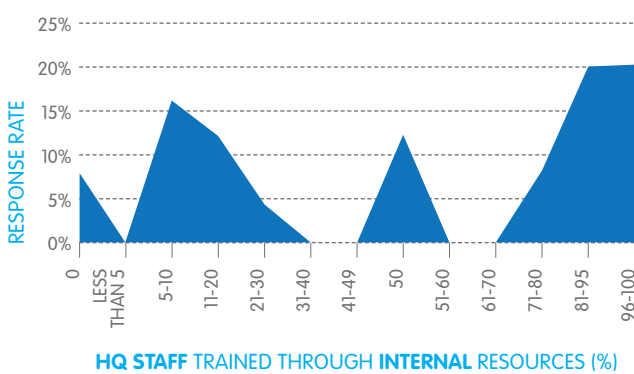


CHART 3



EISF organisations appear similarly split on the use of external and internal resources for field staff training, though this time with larger concentrations around 0-20% and 70-100%.

CHART 4

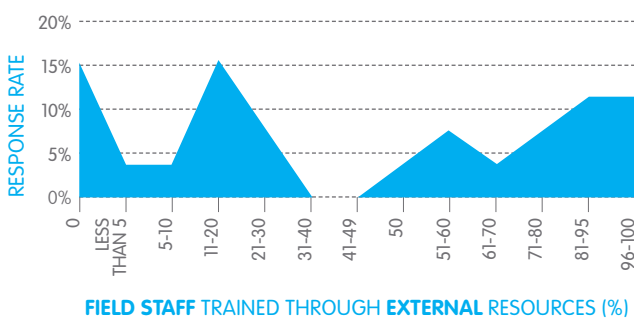
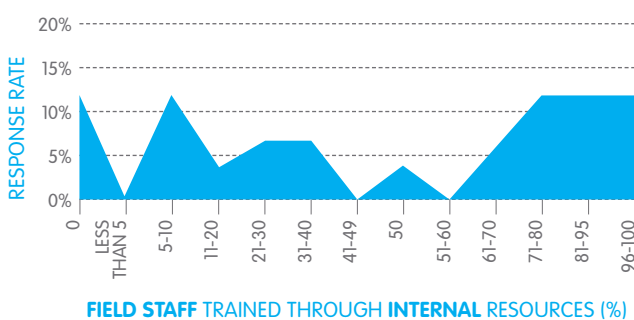


CHART 5



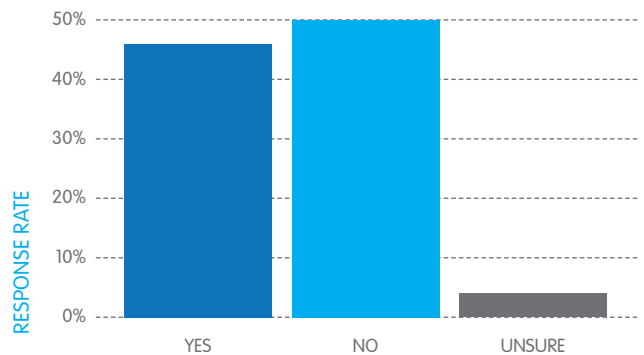
The average distribution of resources – approximately 48% external to 50% internal<sup>6</sup> – obscures these trends. It appears that more organisations rely heavily on either external or internal resources in the case of field staff training. This depends in part on the availability of external resources, which may be lacking in relatively neglected locations such as Chad and the CAR.

To provide a useful context to this, respondents were prompted to consider whether their organisation plans and budgets for security strategically. Of the 28 respondents, 13 indicated that a strategic plan was in place, and 14 that it was not. 1 was unsure.

All but one of the organisations with a strategic framework accounted for both HQ and field staff within this.<sup>7</sup> Although it is encouraging to see NGOs acting on this issue, 50% of organisations remain without an articulated approach to improving the security of staff and operations through skills development at HQ and in the field. **This could act as a hindrance not only for organisations themselves, but for coordinated training initiatives.**

CHART 6

Does a strategic training plan exist within your organisation?



The majority of respondent organisations budgeted for training provision either purely through their own funds, or through a combination of internal and project funds. The latter was minimal and on an *ad hoc* basis.

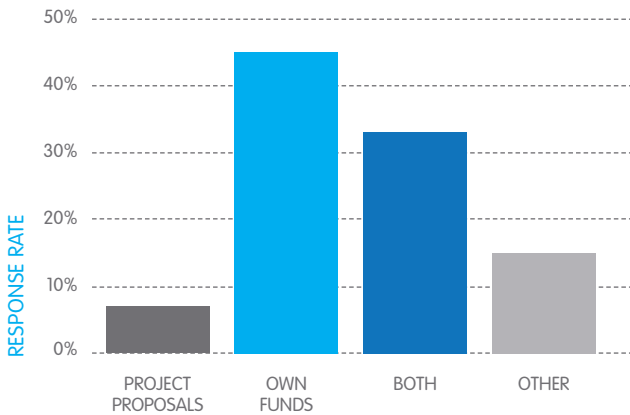
<sup>6</sup> These figures take into account inconsistent responses in some cases.

<sup>7</sup> It would be useful to know how this framework is documented within each organisation, and whether it is communicated effectively from HQ to regional and country offices.



## CHART 7

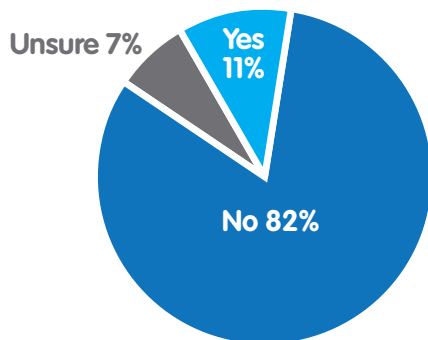
### How do you secure funding for security training?



An overwhelming majority did not work security training costs into project proposals consistently, and a third could not arrive at a figure for the proportion of project costs accounted for by security training on average. This gap in knowledge of training costs forms part of the lack of evidence base for NGO expenditure on security as a whole. **Systematic planning for security measures and training would be greatly facilitated by documentation of the growing budgetary burden**, particularly as security rises to greater prominence and is increasingly integrated into all programmatic areas.

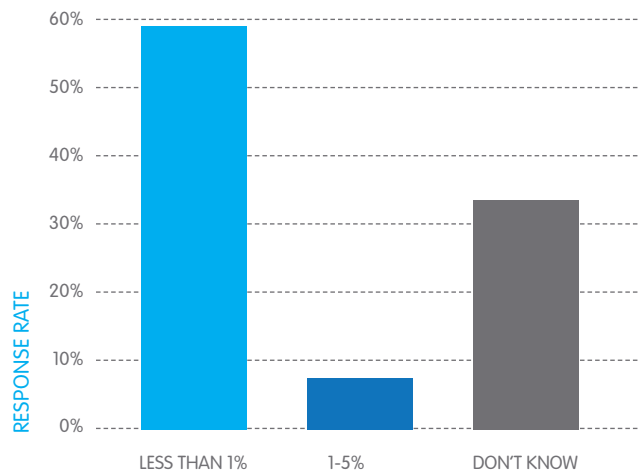
## CHART 8

### Does your organisation systematically incorporate security training costs into project proposals?



## CHART 9

### What proportion of project costs is for security training?



Whilst donors are increasingly aware of the need for consistent funding for security measures and skills training, there has been no concurrent move by NGOs to capitalise on this awareness, primarily due to poor communication between donors and humanitarian agencies, or between NGO SFPs at HQ level and security managers at country or project level. One respondent suggested the creation of a central fund for training, to bypass inconsistent allocation of funds through project proposals. In any case, **the evident gap in NGO knowledge of funding opportunities for security must be redressed.**

Together with gaps in knowledge and communication, and the use of alternative funding channels, the extremely low percentage of project costs attributed to security training by the majority of humanitarian NGOs – less than 1% for 60% of agencies; 1-5% for 7% of agencies – may be a product of poor accounting for training costs in proposal budgets and/or lack of organisational commitment to investment in staff training.

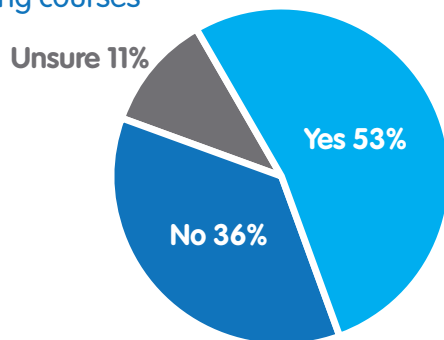
The evidence presented here is not conclusive, and it is difficult to set benchmark budget allocations for diverse programmes, operational contexts and organisational structures; as well as varying levels of development in terms of training programmes and numbers of staff trained already. However, the use of less than 1% of project costs for training by the majority of agencies may also be attributed in part to the evident lack of access to and quality in NGO security training.

## Access and Quality

Respondents answered two questions on access to training: one open-ended and one multiple choice selection at a later stage in the questionnaire. Significantly, almost 46% stated either that their organisation did not have sufficient access, or that they did not know.

### CHART 10

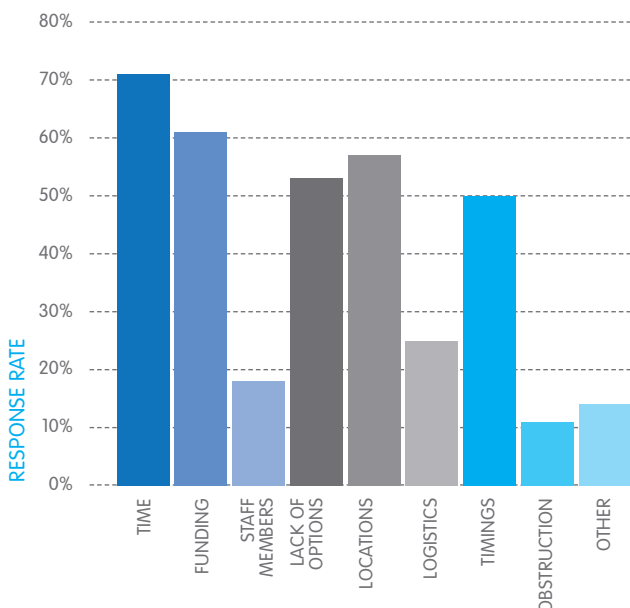
Does your organisation have sufficient access to security training courses



Inhibiting factors depend strongly on the context, but several issues affecting the majority came out strongly not only when respondents were prompted, but also in the initial open question. These were lack of time, lack of funding, locations of available training courses, lack of relevant, high quality training options, and language barriers for national and international staff at all training levels.

### CHART 11

What prevents access to training for your staff?



Some respondents struggled to find courses tailored to their organisation's way of working, or to the specific operating context. Coupled with issues of inconvenient locations, low quantity of courses at the field level especially, and logistical difficulties, **this suggests a lack of high quality and directly relevant courses within reach of those who need them most. National staff are more likely to experience poor quality training when they do gain access. The neglect of field offices outside of complex emergency zones was also highlighted.**

An example offered by one respondent illustrates some of these difficulties. The organisation draws its staff from more than 35 countries, deploying them to a third country without a requirement to pass through HQ on their way to the field. Although the organisation is equally concerned about training for international and local staff, arranging in-country training in every case posits serious difficulties.

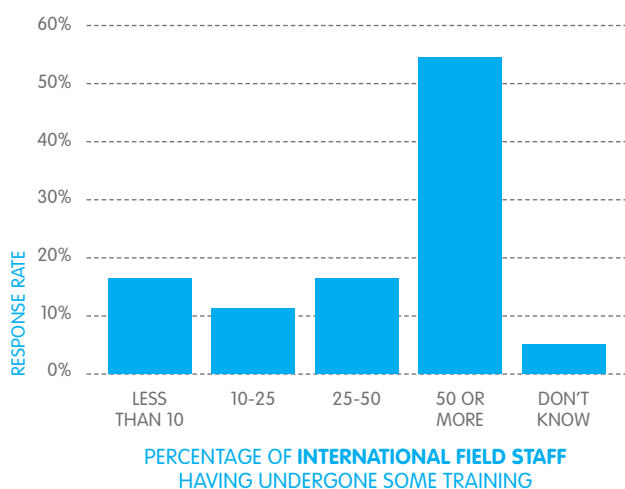
As other respondents confirmed, these difficulties relate not only to practical aspects such as quantity and logistics, but to a lack of organisational culture of security awareness and action in some cases. Where agencies are strong in terms of awareness and management training, they often lack capacity to impart hard skills (cross fire or kidnap survival; counter-surveillance techniques) to staff in the field.

## Current state of play for field staff

When assessing numbers of international and national staff who have undergone security training previously, respondents used their discretion as to which forms of training they counted. Some gave separate figures for personal and management training, or for high and low risk countries. This complicated the overall organisational picture, yet the figures were telling.

### CHART 12

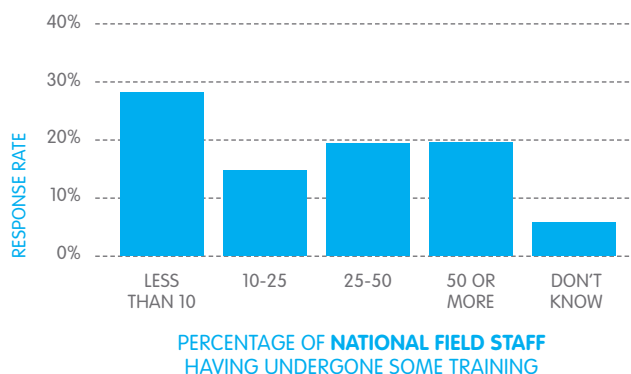
What percentage of your organisation's INTERNATIONAL field staff have undergone any training?



On average, around 48% of international employees have been trained to some extent, compared with just below 30% of national employees.

### CHART 13

What percentage of your organisation's NATIONAL field staff have undergone any training?



## Common issues:

- In many cases, international staff based at HQ can take advantage of frequent, high quality training programmes.
- In medium- to high-risk field environments aid workers generally receive a higher level of training.
- However, there is a lack of training providers in the field, particularly for national staff training and in certain areas (for example, Haiti, West African countries, and lesser known locations in all regions).
- The training of national staff is particularly problematic due to even higher turnover rates, remoteness from HQ, visa and language requirements. Online training options are helpful, but cannot replace face-to-face sessions. **There is thus a need for greater foresight by NGOs in dynamic environments. Where turnover rates are particularly high, succession plans should be in place.**
- Long-term employees are probably lagging behind in terms of security training. Furthermore, one respondent noted that at least 50% of the international staff they employ, and nearly all national staff, will need refresher training by 2010. **Refresher training is an increasingly important concern.**
- Some organisations conduct field visits and further training to supplement online or in-country training sessions completed pre-departure. However, this is more likely in the case of security management and risk assessment training for international staff.
- **That some NGOs operate predominantly through partner agencies, and are thus responsible for few staff in the field, also came out strongly. The divergent needs of European NGOs will be a significant factor in the development of a coordinated initiative.**

## Current state of play for HQ SFPs

Respondents were also asked to list any courses considered relevant to security management that they had taken during the past 3 years (including language and general management training). Key findings were:

- Not all SFPs who responded have specific security management training, although this is becoming more common. Some have relevant qualifications such as M&E, leadership and languages in place of security training. Others did not list any previous training.
- Practical training was listed by several respondents. Training in hostile environments, crisis and kidnap management is becoming more common.
- Information and risk analysis have also become core fields for security training.
- RedR was the most frequently cited provider by far.
- **It is significant that no specific training for SFPs at HQ level exists within the majority of respondent organisations.**

## Linking planning and available resources to energetic training provision

62% of those who said their organisation had a strategic plan in place also said sufficient resources were available for training provision. It is therefore unsurprising that a strong correlation also exists between organisations with a strategic training plan in place, and those with a base of at least 50% international and 50% national staff who have undergone some form of training. There is no indication within this group that those NGOs with less than 50% trained employees are budgeting significantly more for the provision of training. However, it may not be possible to discern this from the relatively small sample here, particularly as most respondents selected less than 1% of project costs or 'Don't know'.

In fact, no strong correlation was found between NGOs with sufficient resources available for security training and those with significant numbers of staff trained already. This may be due to the ordering of survey questions, or to varying interpretations of the question by respondents. Whilst respondents were asked to consider 'any type of training', it seems that some included basic online training whilst others counted only on-location management training.

## 3.3 NGO Safety & Security Training NEEDS

The TWG survey documented S&S training needs at the basic, intermediate and advanced level. Needs were classified as course type, staff numbers, priority countries and desirable languages. The result will enable EISF to collate organisational requirements despite diverse policies, standards, operating modes and field environments.

Through the lens of this sample of SFPs from a wide range of organisations, we can make informed projections of interest in joint S&S training programmes within the wider humanitarian community. The data thus constitutes a valuable evidence base of demand amongst European organisations for training courses, as well as various approaches or initiatives already in place.

### Summary of NGO security training needs

#### Type

- Practical ("hard skills") training, crisis handling and risk analysis are increasingly important fields at all training levels.

#### Demand

- The combined total of staff requiring training for this sample of 28 humanitarian agencies is 1,941 staff members per year within the six specified regions.
- 1,301 of these would require basic, 370 intermediate and 270 advanced training.

#### Location

- The most frequently cited priority countries were DRC, Afghanistan and Pakistan, followed by Sudan, Somalia, Haiti and Kenya.
- An impetus to focus on countries where few initiatives exist currently, including mid-risk countries, was recorded.

#### Language

- An overwhelming majority of NGO SFPs feel that training in French is lacking at all levels.
- There is considerable demand for training in Spanish at all levels; Arabic at basic and intermediate level.
- EISF expects to see demand for training in local languages (particularly Dari, Urdu and Swahili) rise as resources for and access to quality training increase for national staff.

See **Appendix 1: Demand for Joint NGO Security Training Courses according to Region** for further details.

## Course type

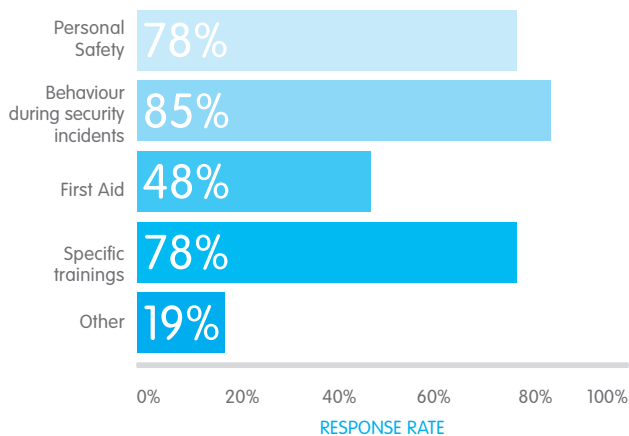
Topics selected by respondents at basic, intermediate and advanced level were defined during focus group discussions on the needs of EISF Members in terms of S&S training.

## Basic level

For basic training, the instillation of appropriate behaviour during security incidents, for both international and national staff, was viewed as priority overall. Specific, technically-grounded courses (for guards, drivers, radio operators) and personal safety training were also rated very highly by the group.

CHART 14

### Interest in joint safety and security training: Basic courses

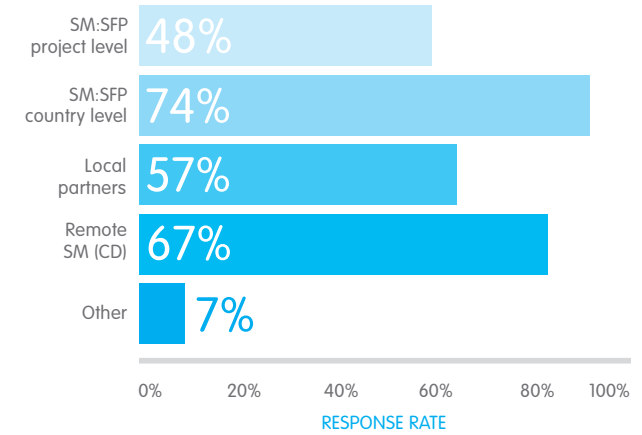


## Intermediate level

For intermediate training, the needs of Security Focal Points (SFPs) at the country level, with respect to comprehensive security management courses, were viewed as more urgent than those of SFPs at project level overall. Interestingly, remote SM for Country Directors (CDs) was also seen as a higher priority – or certainly more pressing – than the specific security needs of local partners.

CHART 15

### Interest in joint safety and security training: Intermediate courses

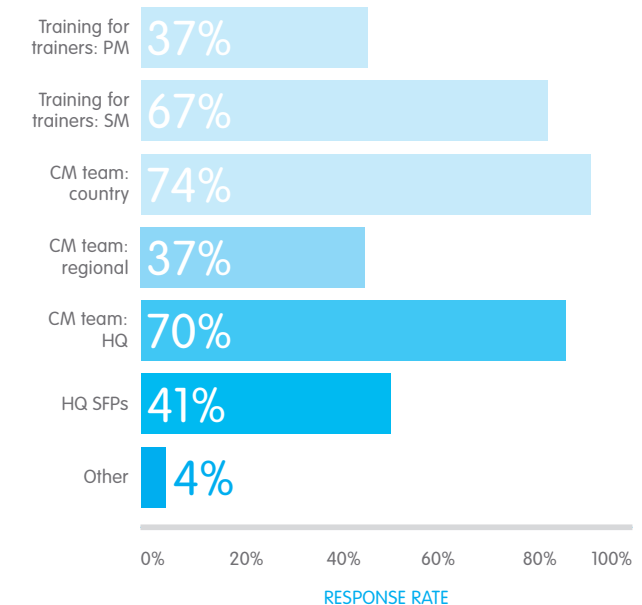


## Advanced level

For advanced training, Crisis Management (CM) was indicated as a crucial focus area, particularly at country level and at HQ. Coordination between country level and HQ would need to be integrated into practical CM training. Twice as many respondents thought Training for Trainers in SM was necessary, as training in personal security (PS). This could imply that existing PS training is meeting the needs of EISF members to a higher degree than existing SM training. It also reflects the senior security management responsibilities of respondents.

CHART 16

### Interest in joint safety and security training: Advanced courses



8 These can be viewed alongside average levels of training attained by international and national NGO staff to date.

## Focus on “hard” skills and risk management

The recording of interest in joint courses by topic or skill confirmed the TWG’s assertion that practical training and risk analysis are increasingly important fields at all levels. Courses suggested by members under ‘Other’ were basic skills required in hostile environments and crises (including defensive driving and hostage survival), basic analysis and monitoring, practical security management (or “hard” skills) training for Country Directors, and more advanced risk and context analysis.

## Staff numbers

Together with demand by topic, the TWG aimed to assess approximate numbers of staff requiring S&S training at each level. The combined total for the sample of 28 humanitarian agencies consulted in this survey is **1,941 staff members per year within the six regions**. 1,301 of these would require basic, 370 intermediate and 270 advanced training. Africa accounted for 600 of the projected figure for staff attendance. Strong demand for S&S training sessions in Central Asia, Europe and Southeast Asia was also evident. Projected figures for South America and the Middle East were lowest, at 176 and 123 respectively.<sup>9</sup>

It is likely that the proportion of demand emerging from these regions would alter with a larger, more representative sample. This assumption is supported by responses to the questions on area and language requirements. 40% of respondents felt that security training conducted in Arabic was lacking at basic and intermediate levels. 25% of respondents selected Haiti as one of six priority countries for joint training initiatives.

See **Appendix 1: Demand for Joint NGO Security Training Courses according to Region** for further details.

## Priority countries

The DRC featured as a priority area for S&S training programmes for 58% of respondents. This reflects both the level of risk faced by aid agencies and the high proportion of EISF Members operating in DRC. For similar reasons, Afghanistan and Pakistan were prominent in the minds of 50% and 38% respectively. Sudan, Somalia and Haiti each attracted a response rate of 25-30%.

Kenya is hovering on the margins of this group (at 21%), and some respondents commented on the need for more focus on mid-risk countries. Joint training initiatives should take this into account. There must also be

recognition of varying levels of opportunity for aid workers in each context. For example, whilst Afghanistan is clearly a high priority, high-risk environment, NGO staff here can take advantage of training courses initiated by ANSO and others, which do not exist in some areas.

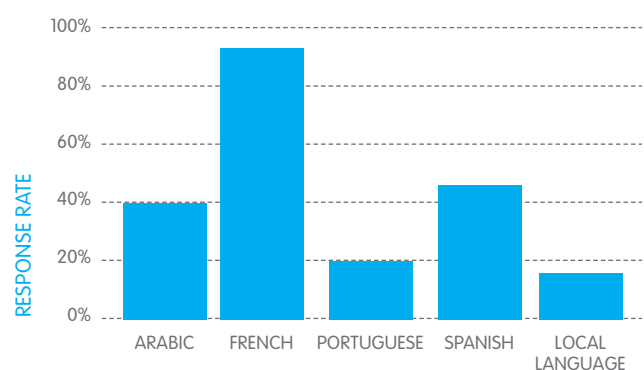
## Language requirements

As anticipated by the TWG, the survey found that more than 90% of security managers feel that demand for training at all levels in French is not being met. Nearly half of all respondents considered there to be a lack of courses conducted in Spanish at all levels. Arabic was missed at basic and intermediate level by 40% of respondents<sup>10</sup>; Portuguese at advanced level by 25%.

Respondents recognised greater need for the provision of training in local languages or dialects at the basic (25%) and intermediate (16%) levels. Dari and Urdu were cited most frequently. We would expect to see local languages becoming more prominent as resources for and access to quality training increase. This could lead to more demand for training conducted in the languages of Afghanistan, Sudan and Somalia, as well as regional languages such as Swahili. Again, online courses will play an important role in fulfilling this demand, but cannot replace practical security training in context.

## CHART 17

### Which languages are lacking in S&S training: Overall



Overall, thoughts on languages that are lacking in NGO security training were in line with the priority countries stated by respondents in answer to the previous question.

<sup>9</sup> Operational responsibilities of respondent organisations were not recorded except in terms of priority countries for S&S training. However, it is likely that these figures reflect the fact that fewer organisations among the survey sample are working in the region.

<sup>10</sup> The high level of interest in Arabic language training sessions is perhaps surprising considering limited reference to Middle Eastern countries in the section on priority training areas. Moreover, there was significantly less interest in joint S&S training sessions at all levels within the region. We may therefore presume that Arabic might have featured less had respondents been required to insert it of their own accord under ‘Other’.

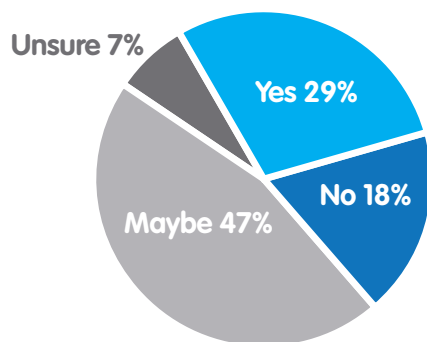
### 3.4 PROVISION of Safety & Security Training for NGOs

Currently, EISF Members engage with a wide range of S&S training resources through NGOs, the UN, for-profit companies, independent consultants or online materials. Criteria considered by respondents in recommending particular providers are predominantly affordability (although there appears to be greater will to spend more on practically-focused training for employees travelling to high-risk areas) and accessibility.

29% of respondent organisations employ governmental or military training providers. These include the Bundesamt für Bevölkerungsschutz und Katastrophenhilfe (BBK), the German Armed Forces UN Training Centre, the Folke Bernadotte Academy, SDC's Direktion für Entwicklung und Zusammenarbeit (DEZA), the Norwegian military and the Irish Defence Forces. 53% are either unsure, or would use governmental or military resources only in certain circumstances.

#### CHART 18

Will your organisation use governmental or military training providers?



These results reemphasise the divergent security approaches, and hence training needs, of a small cross-section of European NGOs. Common sentiments:

- NGO policies often distinguish between military and governmental providers.
- Even more so than governmental providers, the use of military providers depends upon the context as well as an NGO's overall policy. It is often considered more acceptable at HQ than field level, where the environment may be complex and often highly politicised.
- The different understandings, objectives and approaches of each actor are considered when selecting training providers. Some NGOs feel that military actors especially do not understand acceptance strategies. There is also concern on the part of NGO security managers that joint training sessions will reduce sensitivity to civil-military issues amongst their staff.
- For this reason, military resources are often held to be more appropriate for practical training (for example, kidnap negotiation), especially where an NGO does not have the capacity to lead crisis management or other "hard", scenario-based exercises.

Policies on the use of training resources from the various sectors are influenced, and in some cases restricted, by humanitarian principles and operating realities. However, there is a large and potentially bewildering pool of existing S&S training providers, which may be navigated more efficiently by NGOs in coordination. EISF- or Member-facilitated joint training sessions could enable NGOs to do exactly this.

### 3.5 COORDINATION of Safety & Security Training for NGOs

The impression of the TWG that the needs of EISF Members could be met more effectively if NGOs combine both in terms of sending staff to joint sessions, and advocating for more relevant and accessible training options, was confirmed by the majority of survey respondents. **Currently, there is significant impetus within EISF for a region-focussed initiative to redress shared gaps in training management** (see also Section 3.1). **Profiling of the data revealed that small and mid-size organisations are more in need of an EISF-facilitated initiative.** The survey also helped to establish the role of EISF in facilitating such an initiative, particularly through the EISF website.

#### The role of the Secretariat

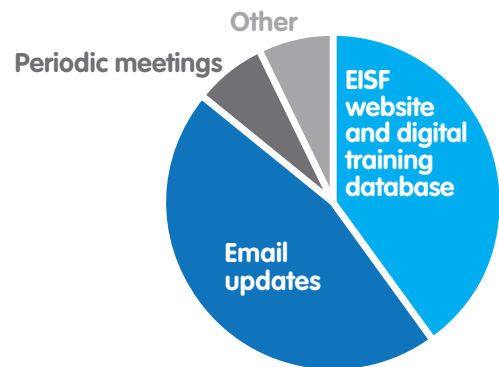
- 83%<sup>11</sup> feel strongly that EISF should liaise with HQ SFPs to identify changing training needs and exchange ideas and opportunities.
- 75% feel strongly that EISF should negotiate terms and conditions for joint training sessions with training providers on behalf of Members.
- 65% feel strongly that EISF should facilitate and coordinate joint training sessions.<sup>12</sup>
- 68% feel strongly that EISF should provide recommendations for training standards (for example, key training themes, minimum requirements).<sup>13</sup>

These results may be interpreted as a clear expression of support for the EISF Secretariat in mapping demand and opportunity within the realm of NGO security, in order to facilitate greater synchronisation on the part of NGOs and training providers. Some respondents also see the sharing of experience, good practice and standards in security management as central to this initiative.

In terms of communication by the Secretariat to Members, most respondents would prefer to be kept informed via email updates, the EISF homepage, or a combination of the two.

CHART 19

How should EISF communicate training opportunities and recommendations to you?



#### The role of EISF Members

Respondents generally displayed a willingness to get involved with a Secretariat and TWG-led joint training initiative, despite obvious constraints on their time and capacity to do so.

#### Precedents

35% of respondents are participating in joint training initiatives currently, and 55% have done so previously. Overall, 65% have participated in joint training initiatives, and the majority indicate that these have been wholly or partly successful.

Several EISF Members have long-term arrangements for joint S&S training. Examples include partnerships between Christian Aid, CAFOD and Trocaire, who deliver training to staff jointly through Centurion; and between Oxfam Novib, ICCO and Cordaid, who deliver training for partner organisations jointly in Afghanistan and Pakistan. Organisations such as the HIV/AIDS Alliance also run periodic training courses (on travel safety awareness, PS and in some cases more SM-oriented sessions) that are open to staff from other organisations. Finally, there have been several cases of NGOs offering spare places on internal or commissioned training courses to EISF member organisations. This is facilitated by the EISF Secretariat.

<sup>11</sup> Based on the selection of '4' or '5', where '1' represents the least and '5' the most importance.

<sup>12</sup> On the basis of comments made by respondents, this percentage is likely to increase if it is made clearer to participating organisations that this will not lead to EISF becoming a service provider, or indeed owner of a budget for the provision of joint S&S training.

<sup>13</sup> Again, support for this is likely to increase if EISF focuses on the production of templates and outlines rather than strict standards.

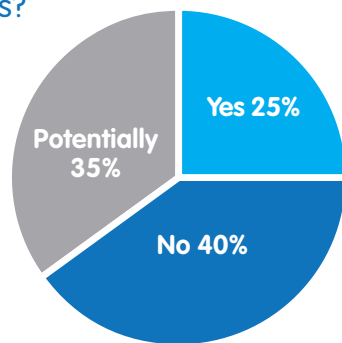


## Current capacity

Of the 63% of respondents running security training courses for staff, 25% could definitely open up places for employees of other organisations, and a further 35% were open to the idea.

### CHART 20

Are your training courses open to employees of outside organisations?



Moreover, when asked whether their organisation was prepared to facilitate joint training courses, only 20% of respondents said unconditionally 'No'. The 24% who gave an outright 'Yes' offered their services in the DRC, Kenya, West Africa, Afghanistan, India, Pakistan, Colombia, Haiti, Honduras and Nicaragua. The lack of response for Sudan probably reflects the success of existing RedR initiatives within the country.

Some respondents stated merely that they would be open to facilitating courses in certain contexts, or that this would have to be negotiated with management at country level. Some thought their organisation was too small to host joint trainings, or did not have the necessary capacity in terms of senior security professionals. Some acknowledged that the capacity existed (for example, in the form of regional security specialists for intermediate-advanced training; and experienced local SFPs for country-level basic training), and stated that they would facilitate in principle, but organisational priorities would not allow for this at present.

## 3.6 ENVISAGED PROBLEMS –

### 3.6.1 With coordination:

In facilitating joint training programmes for European NGOs operating globally, EISF will need to factor in commonly experienced impediments to the provision of adequate training for staff. Security managers have raised issues ranging from the size and capacity of their organisations, to transport and accommodation costs, difficulties in synchronising schedules, and the prioritisation of the ambitious targets, initiatives and strategies of their own agencies.

Measures would need to be taken to ensure that such impediments are eased rather than compounded by collaboration between NGOs at HQ and in the field. Some respondents felt that cooperation would be more relevant in the field, due to peculiarities in management styles at HQ, as well as greater interconnectedness of staff at field level.

As noted above, organisational mandates and *modus operandi* undoubtedly affect needs. An NGO that implements programmes predominantly through national partners will have differing responsibilities in terms of staff training than an agency that deploys staff directly to the field. Both will have differing standards in terms of accountability, for example, than an organisation that arranges volunteer placements abroad.

### 3.6.2 With previous initiatives:

44% of respondents indicated that initiatives they had been aware of or actively involved in had been unsuccessful, or successful only in part. Reasons for this include both practical and conceptual difficulties with coordination. These usually relate to available time and scheduling, or varying SM approaches. Some felt that the combination of staff from various organisations and operational contexts within single training sessions led to a dilution of the training material so that it became too generic. Once again, quality, price and access to existing programmes were also raised. These can be prohibitive even when NGOs do club together.

Some security managers are adamant that training courses must be tailored to organisational needs and operating environments in every case. An obvious solution to this would be to bring together NGOs with comparable needs, who face similar operational challenges. Even so, some agencies set strict policies and standards for security management and training. Staff from such agencies may be restricted to participation in more practically-oriented joint training sessions, including first aid, hostage survival and driving skills. The survey has documented considerable demand for "hard" skills such as these.



# Recommendations

This section details suggested actions to be taken by the EISF Secretariat, EISF Members and other NGOs, in response to the TWG Survey findings and previous focus groups to establish common S&S training needs and overcome shortcomings.

As stated, EISF will act as a facilitator rather than a provider of joint training courses, and as contributor to guideline materials rather than restrictive standards. EISF will build upon training programmes and research in the field of humanitarian security, but will endeavour not to duplicate existing initiatives.

In light of the difficulties described in Section 3.6 and elsewhere in this report, a centralised, HQ-based approach through one organisation (or through EISF for local or regional coordination), does not appear to be practical. These recommendations therefore focus on a model of coordinated ventures led by EISF Members and supported by EISF and other fora. Humanitarian agencies are encouraged to join together to push for greater consideration of their concerns and needs by training providers and institutional donors.

## RECOMMENDATIONS for Member Organisations and other NGOs

### Stage 1

1 On the basis of the evidence presented in this report, humanitarian agencies are in a strong position to request collectively that training providers run courses wherever there is demand, rather than restricting these to European and a few established regional capitals. NGOs need to turn a seemingly provider-oriented market into a client-oriented market, by selecting or rejecting training providers according to whether they meet the needs articulated in this report. Individual agencies should therefore use the evidence base and momentum created by this report to support and foster joint training ventures, and advocate for the provision of adequate and relevant training sessions for both national and international staff within specific operational contexts.<sup>14</sup>

2 NGOs should capitalise on extensive collective experience of joint initiatives by forging alliances similar to those of Christian Aid-CAFOD-Trocaire and Oxfam Novib-ICCO-Cordaid. Such alliances are effective when they bring together agencies operating in a similar fashion within particular regions. The partnering of larger NGOs with one or more small or mid-size organisations seems to be a workable model, which could increase leverage and access for smaller agencies at both the global and regional level. Individual NGOs should take the lead on this, but EISF will also facilitate partnerships through the website training and discussion forum pages (see below).

3 NGOs should also capitalise on the emergent trend towards innovative training solutions that make use of in-house expertise. Agencies such as the HIV/AIDS Alliance and Save the Children-UK are already offering places on internally-run courses to employees of other NGOs. EISF will continue to facilitate this through exchanges by email and the website. Following the example of Save the Children, agencies may wish to include provisions for offering places to staff from co-located NGOs in their S&S learning and development strategy.

4 NGOs working predominantly through local partners are best placed to lead on the provision of training to employees of partner organisations. NGO “families” such as CARITAS and ACT could host training courses for staff of their own and other partner organisations.

### Stage 2

5 Strategic planning by individual organisations – in terms of approach as well as financing – would greatly facilitate a coordinated effort to improve access to quality training for larger numbers of international and national staff. In particular, NGOs should work towards structures for the systematic budgeting of staff training.<sup>15</sup> SFPs should brief grant officers periodically on security training budgets. If there is no SFP present in the location where proposals and budgets are formulated,

<sup>14</sup> Groups of agencies might consider including strategic security planning – which would include budgeting for training as one element of a security strategy – on their advocacy menu.

an alternative staff member with clear responsibility for costing security training through programme budgets should be identified.

**6** Whilst NGOs may not be able to set percentage costs for security training according to the operating environment and project activities in every case, rising security costs must be documented to ensure that this relates meaningfully to country and programme risk assessments.

**7** Building upon the needs and relative neglect of national and partner staff described in this report, NGOs should consider forming focus groups to lobby training providers to develop funding proposals for projects aimed at strengthening the capacity of local training organisations in the countries of greatest need. In this way, mechanisms for reaching national staff that are not reliant on European or US training providers could be established.

## Recommendations for EISF

### Stage 1

**1** The EISF Secretariat will inform donors and training providers of NGO needs in terms of S&S training and gaps in training provision, with a specific focus on content, priority locations and languages, and estimated staff numbers to be trained.

**2** To address the specific needs of small and mid-size organizations, EISF will promote their inclusion in NGO training alliances.

**3** EISF will emphasise needs in areas where few training options are currently available. These will include Pakistan, the DRC and Haiti, as well as relatively neglected mid-risk areas.

**4** The EISF Secretariat will address the evident gap in knowledge of funding opportunities amongst NGOs, through the EISF online resource centre and in raising awareness amongst SFPs of the need to train grant officers in systematic budgeting for security. Group discussions or workshops may also be held during EISF Forums.

**5** The EISF Secretariat will approach for-profit and non-profit training providers to raise awareness of NGO needs and gaps in provision. This will enable providers to adapt the S&S courses they offer to the specific needs of diverse, geographically-spread groups of INGOs, whose priorities are tied to operational realities. This could result in a proposal for donors by a training organisation that reflects EISF Member needs and necessary adaptations on the part of providers.

**6** Through the website, EISF will facilitate the provision of places for NGO staff on existing training courses, as well as access to publically-available online training.<sup>16</sup> EISF will publish relevant training opportunities known to it, including governmental or military-run sessions. Members will also be encouraged to post their specific training wishes, so that organisations with similar needs can make contact to discuss collaboration. This will ensure the availability of continuously updated information on practical training demands per region.

### Stage 2

**7** EISF will consider use of the controlled-access forum hosted by the website to initiate an online appreciation system similar to existing travel sites or wiki discussions. Operational security managers would comment on training “products” for the benefit of future clients, establishing a central databank of constructive feedback.

**8** Since training providers cannot fully satisfy the needs of NGOs whilst based on the European continent, EISF will recommend that training providers establish more regional offices, taking into account estimated demand for training within each region.

**9** EISF will facilitate and encourage specialist seminars in areas where NGO needs are not met by existing training providers.

**10** EISF will ensure that it remains aware of further research, and contributes to discussions on good practice and recommended training standards. The Secretariat will continue to engage in dialogue with NGO consortia and research institutions for this purpose.

<sup>15</sup> These structures will vary according to operational mode and context, but might include the allocation of pre-determined proportions of project costs for staff training, according to the level of risk ascribed to the area of operations and/or project activities.

<sup>16</sup> This could include initiating discussions with UNDSO about more formal provision of SSAFE training to NGOs operating in countries where SLT arrangements are in place. EISF will also explore relevance and use of e-learning courses developed by the IFRC (available at [www.ifrc.org](http://www.ifrc.org)) for NGOs.



# Appendix 1

## Demand for Joint NGO Security Training Courses according to Region

The figures presented here are taken from a sample of 28 European Interagency Security Forum (EISF) member agencies.<sup>1</sup> This annex contains only annotations to the visual overview in the survey data analysis<sup>2</sup>, which served as an overview of comparative demand for joint safety and security (S&S) training within the six operational regions of EISF Members. Here the data is broken down to calculate potential attendance at joint courses facilitated by EISF or other organisations, based on the sample of NGOs surveyed by the Training Working Group.

The combined total for the relatively small (yet diverse) group of humanitarian agencies was **1,941 staff members per year within the six regions**. 1,301 of these would require basic, 370 intermediate and 270 advanced training.

All figures are approximations based on the median values of the numeric categories selected by respondents for each level of training in each region. They are intended to facilitate the development of joint safety and security training programmes by providing a better sense of NGO staff training needs.

### AFRICA

Of this sample of humanitarian agencies, 12 would send '1-10' staff members to joint basic training in Africa each year; 7 would send '11-25'; 5 would send '26-50'; and 1 would send 'more than 50'. Median figures for the categories '1-10', '11-25' and '26-50' are 5.5, 18 and 38. Answers of 'more than 50' are counted as 50 to provide a base level. **This gives us a total for basic level training of 432 aid workers per year from 28 organisations.**

14 organisations would send '1-5' staff members for joint intermediate training each year; 7 would send '6-10'; and 1 'more than 10'. Median figures for the categories '1-5' and '6-10' are 3 and 8. Answers of 'more than 10'

are counted as 10. **The total for intermediate training is therefore 108.**

18 agencies would send '1-5' staff members for joint advanced training each year. The median figure for the category '1-5' is 3. Answers of 'more than 5' would be counted as 5. **The total for advanced training is thus 54.**

From the median figures, the projection for potential attendance at joint S&S training sessions in Africa **at just below 600 staff per year**. We can conclude that there is considerable demand for joint training initiatives amongst NGOs operating on the continent.

We may assume that a similar level of interest exists within the broader humanitarian community. It is also likely that interest will increase as knowledge and experience of joint S&S training options becomes wider.

### CENTRAL ASIA

Based on a group of 12 organisations sending '1-10' staff per year, 5 sending '11-25', 2 sending '26-50' and 1 sending 'more than 50'; **the total for basic level training is 282 staff members.**

17 organisations would send '1-5' staff, and 2 would send '6-10'. **The total for joint intermediate courses is 67 staff per year.**

17 organisations would send '1-5' staff, giving a total of **51 aid workers per year for advanced sessions.**

There is thus a similar demand for joint S&S training in Central Asia to that in Africa, despite a lower proportion of EISF Members operating on the region. Projected attendance at joint training sessions is **400 staff per year**, from the sample of 28 agencies.

<sup>1</sup> Non-responses were recorded as zero in all cases.  
<sup>2</sup> For a copy of this, please contact [eisf-research@eisf.eu](mailto:eisf-research@eisf.eu).

## EUROPE

9 agencies said they would be interested in sending '1-10' staff, 3 '11-25', 1 '26-50', and 2 'more than 50'.

**The total for basic level joint trainings in Europe is 242 staff members.**

13 security managers would send '1-5' staff, and 2 would send '6-10', making a **total for intermediate courses of 55.**

21 organisations would be interested in sending '1-5' staff, so **the total for advanced training is 63.**

Potential attendance at joint training sessions in Europe: **360 aid workers per year**, from the group of 28 agencies. Demand for training sessions within Europe is concentrated around the basic and advanced level, as intermediate courses described in the survey focussed more on security management at country and project level.

## MIDDLE EAST

Within the Middle East, 8 agencies from the group were interested in sending '1-10' staff members to joint courses. **The total for basic training is therefore 44.**

10 would send '1-5', 2 would send '6-10'. **The total for intermediate training is 46.**

11 organisations would send '1-5' staff to advanced courses, **totalling 33.**

Potential attendance at joint training sessions in Middle East: **123 staff per year**, from the group of 28 organisations. The significantly lower level of demand for joint training sessions in the Middle East may be due to fewer respondents having operational responsibilities in the region (see also responses to the question on priority countries for EISF Members in terms of training needs). In this case, it is interesting that 40% of respondents felt that security training conducted in Arabic was lacking at basic and intermediate levels.

## SOUTH AMERICA

10 agencies employ '1-10' staff who require basic training, 1 employs '11-25', and 1 '26-50'. **Potential attendees at joint sessions therefore number 111.**

10 agencies would like to send '1-5' staff, and 1 '6-10'.

**The total for intermediate courses is 38.**

9 security managers were interested in having '1-5' staff trained, **totalling 27 for advanced courses.**

Potential attendance at joint training sessions in South America: **176 staff members** from 28 humanitarian agencies.

## SOUTHEAST ASIA

For basic courses, joint training providers could expect to attract '1-10' aid workers from 12 agencies, '11-25' from 2, '26-50' from 1, and 'more than 50' from 1.

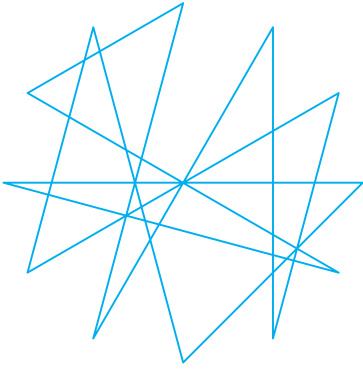
**The total is 190.**

16 agencies would send '1-5' staff to intermediate courses, and 1 would send '6-10'. **The total is 56.**

From a group of 28 NGOs, training providers could expect to see '1-5' aid workers per year from 14 agencies at advanced sessions. **The total is 42.**

Potential attendance at joint training sessions in Southeast Asia: **288 aid workers** from 28 humanitarian agencies.

# eisf



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